



OFFICE OF THE PRESIDENT  
REPUBLIC OF TRINIDAD AND TOBAGO

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20<sup>th</sup> September, 2018

Ms Jacqui Sampson Meiguel  
Clerk of the House of Representatives  
Parliament of Trinidad and Tobago  
International Waterfront Centre  
Level 3, Tower D, Wrightson Road  
PORT OF SPAIN

Dear Madam,

**Re: Notification of the nomination of Mr. Harrikrishen Baldeo for the office of Deputy Commissioner of Police (DCoP) – Trinidad and Tobago Police Service by the Police Service Commission**

I am directed by Her Excellency, Paula-Mae Weekes O.R.T.T., President of the Republic of Trinidad and Tobago, to forward herewith for presentation to the House of Representatives, one (1) Notification issued by Her Excellency, the President, pursuant to section 123(4) of the Constitution of the Republic of Trinidad and Tobago, Chapter 1:01.

This Notification is issued in respect of the nomination of **Mr. Harrikrishen Baldeo** for appointment to the office of Deputy Commissioner of Police (DCoP), Trinidad and Tobago Police Service.

I have herewith enclosed a letter dated 12<sup>th</sup> September, 2018, under the hand of the Chairman of the Police Service Commission, received on the 19<sup>th</sup> September, 2018, by the Office of the President.

The dossier in respect of Mr. Harrikrishen Baldeo is also herewith enclosed.

Respectfully,

Gregory Serrette  
Secretary to Her Excellency, the President  
Secretary to  
Her Excellency the President

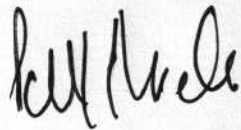
Encls.

THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

**NOTIFICATION**

Pursuant to section 123 of the Constitution of the Republic of Trinidad and Tobago, Chapter 1:01, as amended, it is hereby notified that the Police Service Commission, in accordance with section 123 (2) of the said Constitution, as amended, has nominated **MR. HARRIKRISHEN BALDEO** for appointment to the office of Deputy Commissioner of Police – Trinidad and Tobago Police Service.

Dated this <sup>7<sup>th</sup></sup> 20 day of September, 2018.



**Paula-Mae Weekes, O.R.T.T.**

**President**



**Police Service Commission  
of the  
Republic of Trinidad and Tobago**

**Application for posts within the Trinidad and Tobago  
Police Service of:**

Commissioner of Police

Deputy Commissioner of Police

Both

**NAME OF APPLICANT:**

HARRIKRISHEN BALDEO

**FOR OFFICIAL USE ONLY**

APPLICATION NO:

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DATE RECEIVED:

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# Competency-Based Application Form

Commissioner of Police and/or Deputy Commissioner of Police

Private and Confidential

Before completing this application form you are advised to read the instructions for completion (below).

## Instructions for Completion:

1. You are strongly advised to read all documentation available on the Job portal, including: the recruitment process guidelines, legal notices, job descriptions, prospectus and referenced documents.
2. You are required to download and complete all sections of this application form. Responses to questions should be concise, yet descriptive enough to allow evaluators to understand the full picture.
3. This application form **must** be completed electronically. You **must** type your answers in the space provided and submit your documents in 'PDF' format. (Handwritten and/or scanned applications will not be considered.)
4. It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/ experience and actions. The evidence you present must be from within the last five years. The appropriateness of your response will be determined by the extent that your evidence relates to the competency area being assessed, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Trinidad and Tobago Police Service.
5. It is your responsibility to ensure that the application form is completed according to these instructions and the recruitment process guidelines.
6. All application forms **must** be submitted online via the website [www.ttrecruitmentonline.com](http://www.ttrecruitmentonline.com) no later than **11:59 pm** (Local time Trinidad and Tobago, GMT -4) on **29<sup>th</sup> September, 2017**.
7. Successful applicants will be notified within three weeks of the closing date of the application process and will be invited to take part in a comprehensive, competency-based assessment process.
8. In Part Five, you are required to provide details of references who can vouch for the accuracy of the information you have provided. As part of the assessment processes these persons may be contacted to verify the information provided.
9. The Police Service Commission of the Republic of Trinidad & Tobago is committed to equality and diversity and welcomes applications from all suitably qualified applicants who are nationals of Trinidad and Tobago.

**PART ONE – Eligibility Criteria**

**Please provide Proof of Nationality:**

Passport Number:	TB 533118
National Identification Number:	19600824048
Birth Certificate Registration Number:	3546015713

**Do you have a degree in Law, Criminal Justice, Police Management, Criminology or other relevant degree? Please Specify.**

MSt. APPLIED CRIMINOLOGY, UNIVERSITY OF CAMBRIDGE, UK

**How many years of increasing responsibility in law enforcement do you have?**

38 years service :	*3 years Executive Command	*6 years Senior Command
	*26 years supervisory leadership	

**Have you ever been declared bankrupt?**

NO

**Have you ever had a criminal conviction?**

NO

**Do you have any conflicts of interest that you would like to declare? If yes, please state here.**

NO

**PART THREE: Work Experience & Education**

**Details of current post:**

<b>Current Role Title:</b> ACP CENTRAL (Ag.)	<b>Organization:</b> TTPS
<b>Start Date:</b> SEPTEMBER 01, 2017	<b>Finish Date:</b> ACTIVE IN POSITION
<b>Brief description of role and responsibilities, including key achievements:</b>	
<p>ACP CENTRAL</p> <p>Assistant Commissioner of Police, with executive responsibilities, strategic, operational and tactical, for two major police divisions, Central and North Eastern, and for over 600 officers. Early identification of emerging trends and threats, highlighting precursors and warning signs, turning information into intelligence and using intelligence systems to decipher threat levels; recognising quickly, diagnosing accurately, and responding appropriately; analysing data and presenting crime statistics and strategies within the CompStat framework; enforcing the law and preserving peace through the detection of crime and apprehension of perpetrators; formulating, implementing, and monitoring sustainable crime prevention and violence reduction plans, programmes and projects; data-driven, quality assurance policing; designing, developing, and implementing enforcement and non-enforcement community-based initiatives to prevent and reduce crime and criminality in high-needs and underserved communities with the criminogenic conditions that contribute to high levels of crime and criminal activity; emergency operations, crisis management and crisis communications; advising on strategies, policy implementation, knowledge-based capacity development, institutional strengthening and high-level decision-making are all critical aspects of my role and responsibilities; combined with the professional development and training of officers to enhance organisational effectiveness and efficiency.</p> <p>Additionally, crime fighting strategies focused on strong community relations, targeted enforcement and forging partnerships with community-based, faith-based and non-governmental organisations are crucial aspects of my role; community cohesion, collective efficacy, and community solidarity are strongly correlated with reduced levels of crime and violence; crime must be understood within a broader range of insecurities because the community and the police are co-producers in keeping a crime rate down. Social capital building and social interaction to generate and maintain shared trust and confidence in the police; actively engaging community members, young people, in particular, through police youth clubs, station council and town hall meetings and public consultations are unique responsibilities which I take seriously because there is need for deeper social networks that support a community's ability to respond to crime in real time. Using the study of Victimology and other criminological theories such as Situational Crime Prevention, Routine Activity Theory, Lifestyle Theory, Crime Pattern Theory, Crime Prevention Through Environmental Design (CPTED) and others to empower community members by educating them on the risk factors that make some citizens easy targets is yet another responsibility. Executing, through media engagements, public awareness and public education initiatives that focus on social control and social regulation are also important aspects of the job because they tap into the internal motivation of citizens to obey the law; they also offer a buffer zone to social disorganisation and provide much needed community feedback which is used to critically evaluate and improve operational and tactical strategies.</p> <p>Although I have only held this position for a few weeks, I've already built consensus and enhanced the divisions' internal administrative function as well as implemented targeted enforcement and operational strategies to improve the crime fighting capabilities of officers in Central and North Eastern. I have also implemented a unified crime reduction strategy, built on inter-agency collaboration and cross-wiring, in one of the most volatile communities, in Trinidad and Tobago, with the strategic deployment of resources to implement the plan. I have also introduced community patrols as part of the strategy because high visibility community policing is essential to building and maintaining community trust which is essential to reducing animosity by bridging the divide between the police and the community, solving homicides, restoring police legitimacy and public confidence in the Trinidad and Tobago Police Service.</p>	



Details of previous three posts – most recent first

<b>Previous Role Title:</b> ACP HOMICIDE (Ag.)	<b>Organization:</b> TTPS
<b>Start Date:</b> NOVEMBER 2, 2016	<b>Finish Date:</b> AUGUST 31, 2017
<b>Brief description of role and responsibilities, including key achievements:</b>	
<p>ACP HOMICIDE</p> <p>Assistant Commissioner of Police with the command responsibility for the operation of the Homicide Department and management of over 300 officers. All aspects of the homicide investigation; a range of legal responsibilities including liaising with the Director of Public Prosecutions (DPP); the scientific management of the department; ensuring officers uphold the scientific integrity of the investigative process; quality assurance; quality control; commitment to scientific methodology; adhering to a continuum of competence in performing specific and crucial tasks critical to the homicide investigation; dealing with multiple human relationships including a victim-centred approach to investigations; these were some of my core responsibilities.</p> <p>Additional responsibilities included; exploring murder trends and patterns; analysing data and presenting crime statistics and strategies within the CompStat framework; data mining to identify patterns, trends and anomalies; predictive policing; statistical forecasting for advanced analysis; geographical analysis; geographical mapping; managing the department with a focus on homicide rates, response times, clearance rates, enforcement productivity, integrity in the reporting systems, use of force incidents, officer morale, and community satisfaction; along with the development, implementation and support of multi-disciplinary and data-driven prevention, intervention, and enforcement initiatives; facilitation of inter-agency communication and information-sharing; the implementation and evaluation of various violence reduction strategies and programmes; and participating in media relations initiatives to raise awareness on public safety.</p> <p>Responsible for the overall direction and leadership of the department, I set the strategic direction of the Homicide department; executing policy directives; communicating inter-agency and department operations and initiatives; reviewing department operations; renewing and recasting tactical operations to provide greater police and community interaction and collaboration; and balancing the needs of diverse constituencies. Other more technical aspects of my responsibilities as the lead homicide investigator included bringing international good practices to the investigative process; best practice interviewing skills and statement analysis; criminal profiling; suspect prioritisation; preservation and protection of the crime scene; crime scene analysis; establishing and maintaining a robust "chain of custody"; and crime scene reconstruction.</p> <p>Key achievements: developed a stronger professional ethic in officers; ensured a professionally developed and trained investigative workforce; increased the knowledge, skills and abilities of investigative officers; improved the investigative technique, investigative response and investigative procedures; improved the working relationship with medical professionals and prosecutors; and enhanced the case management system. I also lead several high-profile homicide investigations.</p> <p>My greatest achievement would be the mentorship of so many officers and the advice I gave officers, and continue to give officers, on the pitfalls in homicide investigations; don't ever assume that the case is not provable; overlooking evidence could destroy your case; never alter the crime scene; ensure there's adequate photographic documentation; ensure there's adequate attention to detail; ensure your documentation is pristine; and of course, the cardinal sins of the homicide investigator; failure to follow up leads on a timely basis; failure to verify information received from other sources; talking too much and too soon to the wrong people; cutting corners; jumping to conclusions and believing that length of service ensures competence.</p>	

Details of previous three posts – most recent first

<p><b>Previous Role Title:</b> ACP Professional Standards Bureau (Ag.)</p>	<p><b>Organization:</b> TTPS</p>
<p><b>Start Date:</b> DECEMBER 23, 2014</p>	<p><b>Finish Date:</b> NOVEMBER 1, 2016</p>
<p><b>Brief description of role and responsibilities, including key achievements:</b></p> <p>ACP PSB</p> <p>Assistant Commissioner of Police with command responsibility of the Professional Standards Bureau (PSB) and management of 200 officers. Responsible for all internal investigations, complaints and prosecution of officers; investigated complaints filed against officers by citizens or other officers; interviewed complainants to identify officers being accused and obtained facts concerning complaints; interviewed accused officers to obtain responses to accusations; prepared charges and responses to charges; conducted investigation to establish facts supporting complainant or accused using supportive information from witnesses or tangible evidence; and liaised with oversight bodies such as the Police Complaints Authority (PCA) and of course the Director of Public Prosecutions (DPP).</p> <p>While performing my duties, as the lead officer responsible for integrity management of the police service, I subscribed strongly to the five (5) principles of independent investigations: (1) independence; (2) adequacy; (3) promptness; (4) public scrutiny; and (5) victim involvement. Within that context and while working with external oversight agencies, I promoted the value of collaborative partnerships between oversight agencies and the police service; highlighting civil society's role in matters related to law enforcement and criminal justice; supporting citizen awareness and the desire for responsiveness, accountability, transparency and overall efficiency from the police during an investigation. During my tenure, a bold, clear and direct message was delivered to the national community that the police service is serious about reducing lawlessness in law enforcement. Investigating officer-involved shootings and use-of-force incidents were also high on my agenda because they contributed significantly to the public perception of endemic police misconduct and a lack of public confidence and public trust in the police service.</p> <p>Key achievements would include zero tolerance on police corruption and police misconduct as well as police officers being called to account for their actions. During my tenure, the highest number of officers were arrested for misconduct in public office and attempting to pervert the course of justice. I set new and high standards of accountability and transparency in policing and investigative competency and created a heightened culture of openness and oversight; employing a 21st Century policing mindset of accountability, ethics, transparency and trust. Under my leadership, and given my reputation for professionalism, ethical conduct was optimised; serious forms of police misconduct deterred; public confidence in police accountability and police integrity increased; complainant alienation reduced with confidence that there would be no retaliation and the overall professionalism of the organisation was enhanced. I also made recommendations for improvements in police conduct through changes to procedures, training and supervision and for a scientific approach to recruitment, remediation, and proactive investigations. Effective policing requires a highly focused collaborative approach to ensure accountability and professional standards; to reduce the deficiencies in internal complaint investigations.</p>	



Details of previous three posts – most recent first

<b>Previous Role Title:</b> Senior Superintendent Traffic/Highway Patrol	<b>Organization:</b> TTPS
<b>Start Date:</b> MARCH 15, 2012	<b>Finish Date:</b> DECEMBER 22, 2014
<p><b>Brief description of role and responsibilities, including key achievements:</b></p> <p>SNR SUPT. TRAFFIC AND HIGHWAY PATROL</p> <p>Senior Superintendent with command responsibility of Traffic and Highway Patrol and 350 officers. Traffic management, highway and road policing, major roadway incident and response, police traffic signage, fatal and serious accident data collection and reporting, management of police motor cyclists section, and supporting all road safety public awareness and public education initiatives; these were some of my core responsibilities. Additionally, representing the police service on the National Transportation Board and the National Safety Council were critical aspects of my role with a focus on national policy development and capacity building.</p> <p>During my tenure, I focused significantly on institutional strengthening of the police service to support improvements in our approaches to road safety management and the requisite interventions. To achieve the strategic goal of improving road safety, I implemented a whole of agency collective approach that increased highway patrols, increased officer visibility; increased policing on the roadways, trained more breathalyser technicians; increased inter-agency collaboration and support; improved GPS monitoring of patrol deployment and enhanced the collision database for identifying collision hotspots, patterns and trends. I also allocated significant effort to developing and implementing the goals, objectives and targets of the Trinidad and Tobago Police Service (TTPS) Strategic Plan on National Road Casualty Reduction, National Road Policy and Road Safety.</p> <p>Key achievements would include; increasing the TTPS's road policing capacity; increasing and improving data collection and analysis; enhancing inter-agency collaboration; raising national awareness through public education and public consultation; improving overall safety on the roads; making significant strides in road casualty reduction efforts; delivering a 20% reduction in road deaths and road fatalities between 2012 and 2014 which also registered the first ever reduction below 200 fatalities.</p>	

**Details of relevant qualifications and training attained**

Please list any educational qualifications you consider relevant to the role for which you are applying.

Colleges, University attended and Courses taken	From	To	Qualifications and grade attained
<b>UNIVERSITY OF CAMBRIDGE, UNITED KINGDOM</b>	2012	2014	<b>MSt. APPLIED CRIMINOLOGY</b>
<b>CHARTERED ASSOCIATION OF CERTIFIED ACCOUNTANTS (ACCA)</b>	2005	2011	<b>ACCA MEMBER ICATT MEMBER CHARTED ACCOUNTANT</b>
<b>COSTATT</b>	2002	2004	<b>ASSOCIATES DEGREE IN MANAGEMENT STUDIES</b>

Please list any training courses attended that you consider relevant to the role for which you are applying.

Course Title	From	To	Summary of course contents
Fraud Examiner	'08	'09	Investigation
FBI Financial Crimes	'10	'10	Investigation
Criminal Profiling	'15	'15	Behavioural Analysis
Leadership	'15	'15	Law Enforcement
Leadership	'08	'08	Command
Social Security Measures	'14	'14	Manangement

## PART FOUR: Competency Assessment and Job Related Experience

### Leadership Skills

Please provide details of qualifying experiences in which you have led or managed large organizations and workforces with emphasis on strategic decision making, delivering structural/cultural change, and working effectively with partners and stakeholders.

#### Applicant's Response:

##### LEADERSHIP SKILLS

As an Assistant Commissioner of Police (ACP), I have great leadership experience and expertise, at the executive level of the TTPS, and at the command level. As part of the executive management of the police service I play a critical role in strategic decision making. For years, I have had to articulate the vision of the organisation and persuade hundreds of officers to embrace that vision and bring it to life.

Within minutes, I must move from strategic to tactical which requires a high level of intellectual agility and a strong capacity for systems thinking. Through participation in law enforcement leadership training, I've learned to neutralise cognitive bias and other traps that undermine sound decision making. My approach has always been more of a corporate style (I'm also a certified accountant and forensic fraud examiner) where there's a devolution of responsibility.

Through discernment and delegation with the requisite due diligence, I empower my officers to lead from the front because every police officer is a leader in myriad forms and contexts. Although discretion expands and contracts depending on the situation, officers possess the ability to wield more discretion in situations, daily, than any other justice professional. Through the exercise of discretion, an officer decides who to stop and cite for a traffic violation, who to investigate, and who to arrest. Even rookie patrol officers exercise a form of leadership in the handling of matters as routine as a traffic accident.

As a professional charged with the enforcement of the law and maintenance of public order, I exercise enlightened moral judgment and high ethical standards, especially as judgment and ethics relate to discretionary decision making, use-of-force, constitutional due process, and equal protection. In policing, leadership is not always about personality. It is about practice. I lead by example.

From the implementation of the TTPS's strategic plan and translating established objectives into specific work programmes to resource allocation for crime reduction and applying emotional intelligence to the change management process to treat with resistance from officers; high-level decision making is what I do every day. Goal-setting, problem identification, implementing change plans, evaluating change efforts, influencing and mobilising officers and resources to secure a desired outcome; these are all key components of my job as an ACP. Daily, I encourage, empower, inspire motivate and mentor hundreds of officers to policing greatness. I'm committed to keeping officer morale high because our officers need all the encouragement they can get given the high homicide rate and efforts to build public confidence and public trust in policing.

Throughout my career, I've always been willing to make the difficult leadership decisions. My tenure as ACP of the Professional Standards Bureau (PSB) is a sterling record of my demonstrated participatory leadership style which has always been adaptable, flexible, innovative and effective with the ability to evolve and change to meet new challenges, constraints and opportunities. Ethical leadership is the legacy of my tenure as ACP of PSB. I improved the quality of law enforcement service and reduced police corruption and misconduct.

Working with partners and stakeholders, for over two decades, I've practiced a values-led ethical leadership style maximises my efforts. My track record is testament.

## People Skills

Please provide details on experience you have in managing the performance of direct reports and a large workforce with specific reference to your approach to people management, working and communicating with others and serving members of the public.

### Applicant's Response:

#### PEOPLE SKILLS

As an executive member of the TTPS, an Assistant Commissioner of Police (ACP), I am quite experienced managing direct reports and a large workforce. In my current position, as ACP of Central with responsibility for Central and North Eastern, I'm managing about 600. As ACP of Homicide I managed over 300; as ACP of the Professional Standards Bureau (PSB) I managed over 200; and as Senior Superintendent in charge of Traffic and Highway Patrol I managed over 350. Over the years, from constable to an assistant commissioner, people management has been a critical aspect of what I do, daily.

Identifying and developing internal talent with the potential to fill key leadership positions, succession planning, is intrinsic to my leadership style. People management is also about increasing the availability of experienced and capable officers to assume leadership roles. My participatory style encourages feedback which is used for team-building. I empower officers. I encourage them to think critically and creatively and feel confident enough to share their ideas openly. I appreciate diversity. I believe care and compassion, cultural awareness and cultural sensitivity are pre-requisites for an effective and professional communication style which I practice. I take a personal interest in my officers and this is quite evident in the fact that I have personally educated many of them in financial literacy and personal money management which go a long way in saving the TTPS money, from public procurement to police corruption.

Police leaders must satisfy diverse constituencies. The essence of good police work is dealing with people; interacting with the public. Effective policing depends on an officer's ability to communicate effectively with citizens, victims, suspects and fellow officers. Officers must have a superior understanding of verbal and non-verbal communication; how verbal messages are influenced by non-verbal behaviours; the ability to decode these messages and to use them as cues and clues. I've participated in communication skills, media relations, crisis communication, social media crisis communication and emotional intelligence training which have heightened my communication skills and enhanced my communication style.

I always impress upon officers the importance of not only learning appropriate communication behaviours but knowing how to match those behaviours to the demands of situations and how to communicate effectively under conditions of extraordinary pressure and stress. The acquisition of professional communication skills is a pre-requisite in equipping officers to meet the demands of the job. An officer must be skilled in making his or her intentions known to an individual, whether that individual is hearing or visually impaired, doesn't speak English, enraged, under the influence of alcohol and other substances or unfamiliar with police procedure.

As a homicide investigator, I really sharpened by people skills which are pivotal to building a strong foundation of trust, cooperation and information-sharing; these contribute to a successful homicide investigation. I invested time and effort to build trust in communities, to reduce the high levels of reticence and encourage citizens to come forward as witnesses. I also used my people skills to bring a victim-centred approach to the homicide investigation.

Public engagement is important to police work; from TV appearances as part of the public awareness and public education mandate of the TTPS to community caravans, town halls and a variety of public consultations.

"The police are the public and the public are the police," that's one of the fundamentals of policing established by Sir Robert Peel since 1829. Through community engagement we secure public approval of what we do; through our actions and behaviours which are our "people skills" we secure and maintain public confidence, public trust and public respect.

## Technical Skills

Please provide details in which you have demonstrated and applied knowledge of modern policing principles and operational management with specific reference to methodologies employed and outcomes.

### Applicant's Response:

#### TECHNICAL SKILLS

I'm a skilled law enforcement practitioner. My technical skills are the foundation upon which I build my leadership skills. I bring a systematic, proactive and almost precognitive approach to ensuring public safety and security. The structure of all my strategies have been designed using scientific methodology; empirical evidence; my approaches and interventions are data-driven and evidence-based.

I incorporate research, analysis and a collection of performance measures into operational planning. I embrace and apply measurement and evidence based methodologies. I try my earnest to build theories and provide advice based on rigorous analysis of the available data; bringing a knowledge-to-practice approach to policing. I use crime data and police reports to study crime problems, characteristics of crime scenes, offenders and victims. I also analyse crime patterns in terms of socio-demographic, temporal and spatial factors.

My enforcement efforts are intelligence-led. Committed to proactive, targeted, solution-oriented policing; my tactical approach highlights a supportive and informed command structure; integrated crime and criminal analysis; a focus on prolific and serious offenders; data that are sufficiently complete, reliable and available to support quality products that influence decision-making; management structures that exist to action intelligence and appropriate use of prevention, disruption and enforcement.

I utilise a systematic process of collecting, categorising, analysing, and disseminating timely, accurate, and useful information that describes crime patterns, crime trends, and potential suspects. I practice predictive (but proactive) policing: CompStat; data mining; to identify trends, patterns and anomalies; statistical forecasting for advance analysis; information based geographic analysis and geocoded crime data; geographical mapping and using advance analysis to create actionable knowledge.

Methodologies employed will include but are not limited to: analysing crime patterns through crime mapping techniques; assessing flaws in environments that are common to high crime areas; creating physical environments that encourage informal social control; deconstructing crime patterns through the application of the environmental design perspective; designing criminal intelligence models; implementing crime prevention strategies using environmental design and other methodologies; manipulating environments to achieve crime prevention objectives; maximising crime prevention potential of operations by optimising physical space; utilising physical design to create an environment resistant to crime; operationalising the crime event through criminological theories such as rational choice, routine activities, crime pattern and life style exposure approaches and using crime analysis to control human behaviour in developing crime prevention efforts.

Outcomes include but are not limited to "hot spot" interventions where I designed problem-solving, data-driven models that combined street-level intelligence and trained officers to intervene in escalating community disputes and volatility. I also increased the investigative and prosecutorial efficacies of the Homicide department and the Professional Standards Bureau. Simultaneously, I pursued a strategy for improving police investigations, investigative and intelligence capabilities; decreasing impunity. I also designed, developed and executed a reduction strategy that targeted active offenders through selective targeting. My mandate is to provide safety, security, justice, quality of life and quality policing.



## Business Skills

Please provide details on specific experiences in which you have effectively managed an organization's financial, physical, and people resources and undertook strategic planning and marketing activities to drive or promote efficiency and success.

### Applicant's Response:

#### BUSINESS SKILLS

As a certified accountant and certified fraud examiner, committed to accountability and transparency, my focus has always been on bringing a business model to crime fighting in Trinidad and Tobago; to provide maximum return on investment (ROI) for taxpayer dollars. As I manage the financial, physical and people resources of the TTPS, as part of its executive leadership, I apply a cost-benefit analysis to initiatives and interventions to facilitate the decision-making process through evidence-based policies that effectively allocate the state's limited resources to increase safety, security and quality of life for the citizens of Trinidad and Tobago.

As an Assistant Commissioner of Police (ACP), I'm quite experienced managing the resources of the police service. In my current position, as ACP of Central, I'm not only responsible for Central division but also North-Eastern division. I'm managing about 600 officers as well as financial and physical resources. As ACP of Homicide, I managed over 300 officers as well as other resources.

As ACP of the Professional Standards Bureau (PSB), I managed over 200 officers, financial, physical resources and the integrity of the TTPS. As Senior Superintendent, in charge of Traffic and Highway Patrol, I managed over 350 officers and a variety of resources. As a member of the executive leadership of the organisation, I'm responsible for participating in the design, development, and distillation of the strategic plan throughout the police service. I've worked, continuously, to improve efficiency and effectiveness in handling finances and resources to meet public demand for police service and to ensure a best practices approach to service delivery. In strategic planning sessions, I'm an advocate for high quality research on the cost of crime and the effectiveness of the police service to measure the social returns on the country's large public investment in policing. Throughout my career in the police service and during my tenure as command leader of various police divisions, I have always adopted a rigorous and robust business model; using innovation to identify and disseminate financial management best practices; ensuring programmes and projects have been assessed using a SWOT analysis; and have SMART objectives (specific, measurable, attainable, reliable, and time-sensitive); and evaluation tools to assess effectiveness, proper planning and setting of priorities.

Equity, validity, reliability and utility have always been my watchwords, over the years, as I practice informed-decision making. Gap analysis, pattern and trend analysis are critical to the work. During my "gatekeeping role" as ACP of the Professional Standards Bureau (PSB), I implemented the standards and practices of best practice police auditing, from compliance to quality assurance, as I sought to re-engineering the direction of policing and reframe a new paradigm.

The time has come for crime control, in Trinidad and Tobago, to adopt a rigorous business model. This requires the use of knowledge, information and innovation to identify and disseminate best practices for adoption throughout the police service. I have tried to engage officers in the exploration process of how to design a strategic and cost-effective crime plan with specific and measurable objectives focused on the underlying challenges faced by law enforcement to reduce crime and increase solvency rates in Trinidad and Tobago. Planning and setting priorities are critical to the process and must form part of a strategic approach to crime reduction. Modern crime control policies must work simultaneously across multiple environment and contexts, overlapping with needs, issues and service providers. Therefore, I try to provide the opportunity for officers to design inter-related crime plans; allocating expenditure to crime control initiatives with a clear indication of the likely return expected from the investment.

On the question of marketing activities, I have planned and participated in many of the marketing initiatives, over nearly three decades in the police service, from the community caravans to community events, from town halls and station meetings to public consultations with various chambers of commerce and international agencies and other organisations such as Crime Stoppers and various stakeholders including NGOs; community-based and faith-based.

PART FIVE – References

LAST NAME: SEEPERSAD	GIVEN NAME(S): FRANK
JOB TITLE: HIGH COURT JUDGE	ORGANISATION: JUDICIARY OF T&T
ADDRESS: HALL OF JUSTICE, KNOX STREET, PORT OF SPAIN	
TELEPHONE:	MOBILE: 1.868.497.3660
EMAIL ADDRESS: frank_seepersad@yahoo.com	
RELATIONSHIP: PROFESSIONAL	

LAST NAME: CHANKAR	GIVEN NAME(S): ALICIA
JOB TITLE: MAGISTRATE	ORGANISATION: JUDICIARY OF T&T
ADDRESS: HALL OF JUSTICE, KNOX STREET, PORT OF SPAIN	
TELEPHONE:	MOBILE: 1.868.684.0872
EMAIL ADDRESS: aliciachankar@gmail.com	
RELATIONSHIP: PROFESSIONAL	

LAST NAME: RAMCHARITAR	GIVEN NAME(S): SARAH
JOB TITLE: ACCOUNTANT	ORGANISATION: CONSULTANT
ADDRESS: 35 RAMSARAN STREET, CHAGUANAS	
TELEPHONE:	MOBILE: 1.868.682.3900
EMAIL ADDRESS: sarahramcharitar@gmail.com	
RELATIONSHIP: PROFESSIONAL	

**DECLARATION**

I declare that, to the best of my knowledge and belief, all the statements contained in this application form are true and correct.

Name: HarriKrishen Baldeo

Date: 26th September 2017



## **BIOGRAPHY**

Harrikrishen Baldeo is the Assistant Commissioner of Police (ACP), in command of Central and North-Eastern divisions of the Trinidad and Tobago Police Service (TTPS). An executive officer with extensive experience and extraordinary expertise, he has lead various divisions including: the Homicide Bureau of Investigation (HBI), Professional Standards Bureau (PSB) and Traffic and Highway Patrol; and also worked in the Guard and Emergency Branch and Honour Guard and has also served extensively as a Court Prosecutor. He supervised various jurisdictions inclusive of the following divisions: Southern, Central, Western and Tobago. Known for his forward-thinking leadership style, participatory and situational, he built a solid reputation as a highly analytic and action-oriented strategic thinker with the ability to turn ideas into solution-driven strategies.

Scientific methodology drives his policing ideologies which are easily translated into data-driven policies and empirically designed operational and tactical strategies. Skilled at closing the gap between strategy and execution, he possesses the intellectual agility to execute rigorous and robust crime prevention strategies, enforcement and suppression, with a strong professional and moral resolve. He understands adaptability and flexibility are required to manipulate the ever-changing environment of policing. A transformational leader with the requisite emotional intelligence, cultural awareness, and cultural sensitivity, he seeks to encourage, engage, inspire, motivate and empower those around him to maximise their fullest potential to the benefit of the individual and the organisation.

Participatory management is the foundation of his approach. He believes in institutional strengthening, investing in technical talent to build capacity and professional proficiency, and to close the knowledge and performance gaps in the police service. He has a very comprehensive understanding of law enforcement and what is required in the current national security environment. He is firmly committed to proactive, results-oriented, customer-focused, evidence-based, intelligence-led policing whilst delivering excellence in customer service policing. Given his sharp interpretation of the fundamentals of professional and precision policing, in the 21<sup>st</sup> Century, he brings a sophisticated interpretation of international best practices with the ability to translate cross-national crime prevention approaches into culturally relevant local strategies.

With expertise in forensic accounting, fraud examination, financial crime investigation, and substantial achievements in the Professional Standards Bureau (PSB), he has garnered quite a reputation as an

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officer of integrity. Under his leadership and through his commitment to accountability, openness and transparency, the PSB worked assiduously and impartially to restore legitimacy, public confidence and public trust in policing. He ensures the strictest compliance with policies and procedures, within the Trinidad and Tobago Police Service (TTPS), as he continues to build the professional profile of the service. Vigilant about officer conduct and officer use of discretionary powers, he brings effective and efficient oversight to police operations and interactions with citizens. Leading by example, he has a history of turning challenges into opportunities for success as he displays the highest level of professionalism.

A certified fraud examiner, forensic and chartered accountant, he holds a Master's in Applied Criminology from the University of Cambridge, London. His undergraduate degree is in Management Studies. He also obtained several diplomas in leadership. His training includes certificates from the Federal Bureau of Investigations (FBI) and the Police Staff College, Bramshill, in Hampshire, England. Such a diverse background has sharpened his decision-making capabilities and enhanced his communication and people skills. He understands the eclectic nature of modern policing requires a situational and culturally-sensitive approach. With his highly developed organisational skills, he brings a person-centred approach to problem oriented policing; against a backdrop of critical and innovative thinking.

A dynamic leader with a brilliant mind, he espouses the requisite ethics and adheres to a corporate good governance philosophy built rock solid on accountability and transparency. A committed public servant and an exemplary leader, in the TTPS, his life in policing offers a rich retrospective of excellence in leadership. With such a history, he offers a most illuminating overview of what's required to reform policing and deliver safety, security and a superior quality of life to the citizens of Trinidad and Tobago.





September 26, 2017

The Police Service Commission,

I am a law enforcement professional, with over 38 years' experience in policing; 17 years in senior management; and the last three years, in executive management, as an Assistant Commissioner of Police (ACP) of the Trinidad and Tobago Police Service (TTPS).

A dynamic leader with a documented track record of reducing crime, through engaged community relations, targeted enforcement strategies and organisational accountability, my sophisticated understanding of law enforcement best practices and the ability to distil international crime prevention approaches into culturally-relevant local strategies serve as testament to my competence and make me an excellent candidate for the positions of:

- (a) **Commissioner of Police or**
- (b) **Deputy Commissioner of Police.**

As the Assistant Commissioner of Police (ACP) for Central, my duty includes executive responsibilities for the Central and North-Eastern divisions. I am committed to the foundational principles of service, justice and fairness. My diverse background and training have sharpened my decision-making capabilities and enhanced my leadership style and communication skills. I hold a Masters in Applied Criminology, as well as, several diplomas and certificates in leadership, public safety and security. I am also a certified fraud examiner and a forensic and chartered accountant.

My life in policing is a rich retrospective of excellence. Equipped with outstanding leadership capabilities, I have a solid understanding of what is required to deliver safety, security and a superior quality of life to the citizens of Trinidad & Tobago. Proactive, evidence-based, intelligence-led policing and excellence in law enforcement customer service delivery are areas where I excel. I am professional but personable and approachable. With stringent ethical and moral beliefs, built rock solid on accountability, openness and transparency, I have gained quite a reputation as an officer of integrity.

Thank you for your time and consideration.

Regards,

Harrikrishen Baldeo

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Harrikrishen Baldeo  
M.St. (Criminology) Cambridge UK, ACCA, CA



## PROFILE

An innovative and proactive law enforcement professional, with over three decades of practical and evidence-based experience, in intelligence-led policing, precision and problem-solving policing, professional affairs and law enforcement integrity management, violent crime reduction, community relations, community collaborations, and building coalitions, I am a committed public servant and an exemplary leader in the Trinidad & Tobago Police Service (TTPS). With the ideal balance of ethics, experience, expertise, qualifications and emotional intelligence, I am an excellent candidate for:

- (a) **Commissioner of Police** and
- (b) **Deputy Commissioner of Police in Trinidad & Tobago.**

It is my desire to design for the first time in the history of local policing—a cost-effective business model for crime control and crime prevention which will provide maximum return on investment for taxpayer dollars and ensure the highest quality of life for the citizens of Trinidad and Tobago.

## MAJOR SKILL AREAS

### LEADERSHIP & STRATEGY

- Creating actionable operational plans and intervention activities
- Coordinating a national response to crime
- Developing evidence-based policies and procedures
- Developing modern, multi-contextual crime control policies and procedures
- Increasing the national capacity to prevent and control crime
- Spearheading innovative crime analysis
- Forging multi-jurisdictional and multi-disciplinary partnerships within the region
- Instituting research-based approaches
- Implementing and strengthening statistical forecasting
- Strategic planning
- Transformational leadership style

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### **HUMAN RESOURCE MANAGEMENT**

- Implementing 21<sup>st</sup> Century techniques to recruit and retain T&T's finest for the police service
- Instituting continuous appraisal to ensure high professional conduct for police officers
- Implementing a robust policy framework for police discipline and accountability
- Ensuring officers possess the proper tools and equipment to function optimally
- Implementing early warning systems to detect officers in need of interventions
- Facilitating financial literacy and money management training for officers
- Providing ongoing guidance and counseling of officers in personal and professional development
- Encouraging harmony by organising family day for model station ('05)

### **INFRASTRUCTURE & FINANCIAL MANAGEMENT**

- Conducting research which advances police policy, decision-making and programme evaluation
- Establishing quality control systems
- Improving the availability and use of technology at all levels
- Increasing the participation of victims in the justice process
- Implementing training to increase the capacity of the service to prevent serious crimes
- Incorporating modern scientific methodologies into police practice
- Proficiency in forensic accounting and the investigation of financial crimes

### **COMMUNICATION**

- Facilitating cross-agency collaboration
- Enhancing the police service's information sharing capabilities
- Improving support services for victims and witnesses
- Ensuring professional police-media relations

### **SERVICE DELIVERY**

- Implementing best practice, evidence-based options to promote safety and security
- Providing evidence-based knowledge and tools to meet the challenges of crime and justice
- Improving policing and prosecution effectiveness
- Improving intelligence gathering
- Ensuring intelligence-led policing
- Employing innovation in response to emerging challenges
- Implementing specialised law enforcement treatment approaches to deviance and violence
- Transparency and accountability in law enforcement

# EXPERIENCE

## MINISTRY OF NATIONAL SECURITY – TRINIDAD AND TOBAGO POLICE SERVICE

(Enlisted in Service on 17<sup>th</sup> April 1979)

September 02, 2017 – PRESENT

**Assistant Commissioner of Police**  
(Ag.) Central

Managing all operations at Central and North-Eastern divisions  
Supervising and delegating responsibilities to all under my purview  
Managing over 600 officers

November 2016 – August 2017

**Assistant Commissioner of Police**  
(Ag.) Homicide Division

Managed all operations at the Homicide Division  
Supervised and delegated responsibilities to Homicide investigators  
Managed over 300 officers

December 2014 – October 2016

**Assistant Commissioner of Police**  
(Ag.) Professional Standards  
Bureau  
(Complaints Division)

Managed all operations at the Professional Standards Bureau  
Supervised and delegated responsibilities to investigators at the Complaints  
Division and directed corruption charges against delinquent officers  
Managed over 200 officers

2012-2014

**Senior Superintendent of Police**  
Traffic and Highway Patrol

Commanded Traffic & Highway Patrol Division  
Liaison & coordinator for traffic advice and improvements  
Directed the provision of security escort services to local and foreign  
dignitaries  
Managed over 350 officers

January 2010 – March 2012

**Superintendent of Police**

Commanded Homicide Division  
Supervised, directed & coordinated officers of all the regions of T&T  
Strategised & implemented crime prevention strategies  
Involved in coalition and dissemination of crime related statistics  
Investigated high profile cases  
Liaised with Director of Public Prosecution (DPP)  
Liaised with ministerial and diplomatic representatives

2008 – January 2010

**Asst. Superintendent of Police**

Assisted in tactical strategy implementation  
Planned and executed security for visiting government officials  
Supervised administration functions at San Fernando HQ  
Approved detailed police plans for action at local level  
Liaised with Ministry of National Security as necessary

2005-2008 <b>Police Inspector</b> (San Fernando, Princes Town)	Managed various police stations, departments and sections Conducted performance appraisals Court Prosecutor for five years in Criminal and Fraud Matters (inclusive of two years as a police sergeant) Liaised with Director of Public Prosecution
2000-2005 <b>Sergeant</b>	In charge of various stations and sections; and a court prosecutor
1991-2002 <b>Corporal</b>	Shift Supervisor
1979-1991 <b>Constable</b>	General police work

## EDUCATION & QUALIFICATIONS

University of Cambridge, London	M.St. Applied Criminology	2014
V.V. Giri National Labour Institute India	Certificate in Social Security Measures	2014
Association of Chartered Certified Accountants (ACCA)	Chartered Accountant	2011
Federal Bureau of Investigations (FBI)	Certificate in Financial Crimes	2010
Caribbean Forensics and Financial Fraud Institute	Advance Diploma in Certified Forensic Accounting & Fraud Detection	2008
Leadership and Management Institute (LMI) Chaguaramas Coordinated by Bramshill Military College (UK)	Diploma in Commanders, Leadership and Management	2008
College of Science, Technology & Applied Arts of Trinidad and Tobago (COSTAATT)	Associate Degree – Management Studies Diploma in Management Studies	2004 2003
Association of Accounting Technicians (CAT)	Completion of Association of Accounting Technicians (CAT) Professional Examinations	1990
University of London School Examinations Board	Advanced Level Accounting	1990



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## **OTHER CERTIFICATION & TRAINING**

- Business Writing
- Computer Literacy
- Court Prosecuting
- Criminal Law, Procedure and Evidence
- Forensic Accounting (UK)
- High Impact Supervision (Penn State, Justice and Safety Institute, USA)
- Law Enforcement Leadership (Arthur Lok Jack Graduate School of Business)
- Maintenance of Cash and Receipts Books and other Financial Records in the TTPS
- Parade Commanders Programme
- Performance Appraisal Management System
- Police Duties – Theory and Practical
- Programming (Systech Corporation)
- Refresher Course for Middle Managers
- Risk Reduction: Occupational Health & Safety – General Industry Standards
- Standard Driving Course
- Trinidad and Tobago Taxation (Omardeen School of Accounting Limited)
- Weapon Training and Musketry

## **MEMBERSHIP & AFFILIATIONS**

- Association of Chartered Certified Accountants (ACCA)—Member
- Institute of Chartered Accountants of Trinidad and Tobago (ICATT)—Member
- Association of Accounting Technicians (CAT) – Professional Member
- Certified Fraud Examiner (US) – Associate Member Reg. No. 109887
- Registered Teacher – Ministry of Education – Reg. No. 41000

## **AWARDS**

- Commissioner's Commendation—Exemplary Sick Leave Record (None taken for the past ten (10) years)
- Commissioner's Commendation—Assignment to the Honour Guard
- Long Service Award – Trinidad and Tobago Police Service

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## REFERENCES

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