

**OFFICE OF THE PRESIDENT
REPUBLIC OF TRINIDAD AND TOBAGO**

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24th July, 2018

Mrs. Jacqui Sampson-Meiguel,
Clerk of the House of Representatives,
Parliament of Trinidad and Tobago,
International Waterfront Centre,
Level 3, Tower D,
1A Wrightson Road,
Port of Spain.

Dear Madam,

Re: Notification of the nomination of Mr. Gary Griffith for appointment to the office of Commissioner of Police (CoP) – Trinidad and Tobago Police Service, by the Police Service Commission


I am directed by Her Excellency Paula-Mae Weekes, 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 of the Constitution of the Republic of Trinidad and Tobago, Chapter 1:01.

This Notification is issued in respect of the nomination of **Mr. Gary Griffith** for appointment to the office of Commissioner of Police (CoP), Trinidad and Tobago Police Service.

I have herewith enclosed a letter dated 23rd July, 2018, under the hand of the Chairman of the Police Service Commission, received on the said date by the Office of the President.

A dossier in respect of Mr. Gary Giffith is also herewith enclosed.

Yours sincerely,


Secretary to Her Excellency
the President

Secretary to
Her Excellency the President

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. GARY GRIFFITH** for appointment to the office of Commissioner of Police – Trinidad and Tobago Police Service.

Dated this 24th day of July, 2018

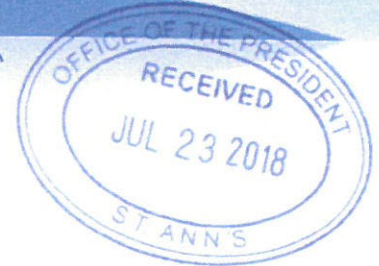


Paula-Mae Weekes
President.



POLICE SERVICE COMMISSION

CORNER CHURCHILL-ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
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23rd July, 2018

Her Excellency, Ms. Paula-Mae Weekes
The President of the Republic of Trinidad and Tobago
Office of the President
St. Ann's Circular Road
St. Ann's

Your Excellency,

Re: Nomination of Commissioner of Police (CoP) – Trinidad and Tobago Police Service

Your letter dated 23rd July, 2018 refers.

Section 123 (2) of the Constitution of the Republic of Trinidad and Tobago, Chap. 1: 01, states that the Police Service Commission shall nominate persons for appointment to the offices specified in subsection (1) (a) and section 22(1) of the Police Service Act in accordance with the criteria and procedure prescribed by Order of the President and subject to negative resolution of Parliament.

In light of the rejection of the nomination of **Mr. Stephen Williams** by the House of Representatives for the office of Commissioner of Police and in accordance with the provisions of section 4 (1) of Legal Notice No. 218 dated 16th December, 2015 as outlined below, the nomination of **Mr. Gary Griffith**, the next highest ranking candidate on the Order of Merit List for the office of Commissioner of Police is hereby forwarded:-

“Where, in relation to clause 3(f), the House of Representatives does not approve of the highest graded candidate on the Order of Merit List pursuant to section 123 of the Constitution, subsequent nominations in order of merit may be submitted to the House of Representatives from the Order of Merit List only in accordance with the procedure set out in the Constitution.”

In accordance with Legal Notice No. 218, dated 16th December, 2015, section 4 (4), a **dossier** for Mr. Griffith is attached.

Please also note that Mr. Griffith is the last remaining candidate on the Order-of- Merit List for the office of Commissioner of Police.

Kind Regards



.....
Bliss Seepersad
Chairman
Police Service Commission

Gary Griffith – Curriculum Vitae

Education:

- **Master of Science, Security Management** – Department of Criminology, University of Leicester;
- **Post Graduate Diploma, Security Management** – Department of Criminology, University of Leicester;
- **Certificate, Security Management Studies** – University of West Indies;
- **Certificate, Standard Military Course for Officers** – Royal Military Academy, Sandhurst, United Kingdom;
- Graduate of St. Mary's College – Port of Spain.

Employment and Professional History – Military & Operational:

- **Seventeen years [17] service in senior management position with the Trinidad and Tobago Defence Force [1988 – 2005];**
- **Second Lieutenant and Lieutenant, Trinidad and Tobago Defence Force;**
 - *Platoon Commander*
 - *Company Second in Command*
 - *Detachment Commander*
 - *Adjutant Trinidad and Tobago Defence Force, 1991-1995*
- **Captain Trinidad and Tobago Defence Force, 1995-2002;**
 - *United Nations Tour of Duty, Haiti*
 - *Responsible for all administrative, logistic, finance and welfare for 300 CARICOM troops from 7 countries;*
- **Aide to Chief of Defence Staff;**
- **Aide de Camp to President Trinidad and Tobago Defence Force, 1998;**
- **Military Attaché to Prime Minister;**
- **Detachment Commander, Trinidad and Tobago Defence Force Headquarters;**

- **Head of Defence Force Intelligence Unit;**
- **Defence Force Representative at the Joint Operations Command centre [JOCC];**

Employment and Professional History – Corporate:

- **Group Security Manager – ANSA McAL Group;**
 - **Purchasing Manager – ANSA McAL Group;**
 - **Chief Executive Officer – CGGAL Group of Companies;**
 - **Security Advisor;**
- *Trinidad and Tobago Football Association*
- *Trinidad and Tobago Cricket Board*
- *Queens Park Cricket Club*

Employment and Professional History – National Level:

- **National Security Advisor – Office of the Prime Minister**
- **Minister of National Security – Government of the Republic of Trinidad and Tobago**

Gary Griffith – Bio – Descriptive

Military Decorations & Commendations:

- a. First military Officer from this country to return home with a *United Nations Peacekeeping Medal*;
- b. The *Efficiency Decoration Medal* for completing twelve [12] years distinguished service with the Defence Force;
- c. The *Meritorious Medal* for duties performed during the Attempted Coup in 1990;
- d. Acquired a *commendation* by the Chief Magistrate for his duties as Platoon Commander in command of securing the court during the subsequent trial;
- e. *Award for the most titles* in the annual drill competition.
- f. Attained the highest grades in the Lieutenant to Captain Promotion exam;
- g. *Most Outstanding Officer Award* at Sandhurst in Extra Curricular Activities, as a result of captaincy of the Company Hockey, Football and Cricket team and was on the First XI Hockey Team for the Academy;
- h. Received a *high performance grading* annually, with references of commendation for performance by several Chiefs of Defence Staff, including Brigadier Carl Alfonso, Brigadier Joe Theodore, Commodore Franklin, Admiral Kelshall, and Brigadier Sandy.
- i. Operated as manager for the Defence Force Hockey, Cricket, Athletics, and Rugby teams, as well as Defence Force Sports Officer;
- j. Was bestowed with the official title “Esquire” by former President of the Republic of Trinidad and Tobago, Professor George Maxwell Richards.

After the Defence Force

- Appointed as a temporary Senator with emphasis on Security matters;
- National Security Advisor for the United National Congress from 2002- 2004;
- National Security Advisor for the Congress Of the People from 2006- 2007;
- Headed the National Security Task Force of the Congress Of the People;
- Author of the Congress of the People “*100 plus Steps Anti-Crime initiative for a safer Trinidad and Tobago*” which was delivered to Prime Minister Manning in 2007;
- Appointed as the Group Security Manager for the ANSA Mc Al Group;
- Former CEO of SAS Captain Gary Griffith and Associates which provides Security Operational Services for numerous organizations throughout the country; SASCGGAL being the exclusive provider for over 350 accredited security personnel for all official games for the 2007 ICC Cricket World Cup Finals to be held in Trinidad;
- Acquired the services of the previous Mayor of New York City, Rudy Giuliani and Former Commissioner, Bernard Kerik on behalf of CLICO, to be the feature speaker at a Leadership Conference in this country, entitled “Leadership in Difficult Times-Combating Crime.”
- Vice President of the Trinidad and Tobago Hockey Board;
- President of the Secondary Schools Hockey;
- Manager of the male and female National Hockey Team, resulting in CAC Gold Medal Men, CAC Gold medal women, and women qualifying for indoor world cup finals;
- Provided Security Consultancy and Coordination for several organizations and events including the Trinidad and Tobago Cricket Board, TTFA, QPCC and the Chaguanas Borough, Trinidad Hilton, major concerts and National Carnival bands.
- Appointed as the Security Manager for the West Indies cricket team at the 2007 Twenty 20 World Cup in England.
- National Security Adviser for the Prime Minister of the Republic of Trinidad and Tobago from 2010- 2013.

- Appointed Minister of National Security from 2013- 2015.

Key Achievements in brief:

- *The lowest number of serious crime sin our country in 31 years [2014].*
- *The highest visibility of law enforcement ever seen in our nation's history as evidence by the use of tracking technology.*
- *Every major crime being reduced by 25 top 83 as evidence by CAPA statistics in 2014, as compared to 2009.*

Professional Accomplishments – National Security

TRINIDAD

Introduction of New Units:

- **Formal Establishment of the National Operations Centre** as the backbone for intelligence gathering and information sharing among law enforcement agencies which led to the strengthening of interagency coordinating and operational efficiency, management and control;
- **Formal Establishment of the Rapid Response Unit;**
- **Formal Establishment of the Counter Human Trafficking Unit;**
- **Establishment of the National Security Training Academy;**
- **Formal Establishment of the Energy Sector Security Initiative;**
- **Establishment of the Community Comfort Patrol-** which was delivered to assist communities that did not have neighbourhood watch patrols. This CCP has played a major part in reducing the fear of crime in many areas and provided the added deterrent to prevent criminal activities;

- **Establishment of the Special Operations Group[NSSOG]** which was a specialised group comprising members of the various law enforcement agencies to deal specifically with counter terrorist operations, hostage negotiation, frontline assaults and IED Management.

Improved Visibility, Operations and Response of Law Enforcement Agencies:

- Higher visibility of law enforcement officers on the nation's roadways via the rebranding of **the Highway Patrol Unit;**
- The **introduction of the Rapid Response Unit** assisted law enforcement to respond to the needs of citizens in a more timely and effective manner and provide a higher level of visibility to afford citizens a general feeling of security;
- **Establishment of the National Security Alert State** which increases or decreases based on the threat assessment. This system was established similar to the New York City amber alert, with each level increased resulting in a comparable escalation in response.

Preventing UK visas being enforced

- Our nation was on the verge of being imposed with UK visas for any citizen traveling to the UK. The Ministry of National Security was given 12 major mandates that must be implemented to prevent this from being enforced in Jan 2015. Every requirement was adhered to and because of this, the visas restriction was cancelled.

Issues Management:

- The Ebola concern was worldwide, but a comprehensive operational policy was established that resulted in our nation being Ebola free, and based on the systems implemented, it reduce the massive panic that was setting in, to the point that many had stated that Carnival 2015 should have been cancelled.
- **Based on major operational policies, and proper utilization of the NOC, Carnival 2014 and 2015 was regarded as the safest ever.**
- **Attained Cabinet approval to extend the military service of Defence Force personnel.**

Inter-Agency Joint Patrols

- Collaboration between the Trinidad and Tobago Police Service and the Trinidad and Tobago Defence Force in Inter-Agency Joint Patrols contributed to a noted reduction in crime in all patrolled areas, as can be verified by CAPA statistics.

Collaboration with International Agencies

- Collaboration with Mayor Giuliani; Previous Mayor of New York City;
- Twinning of TTPS and the NY Police department through Police Commissioner Bill Bratton;
- Approval for Audit of police service strength to empower expertise in all aspects of policing;
- Successful collaboration with regional and international security counterparts in several drug interdiction operations. In October 2013, 800 kilos cocaine was seized through local Agencies, inclusive of the Transnational Organized Crime Unit, working with Spanish police. Based on critical tip offs and data acquired from our Intelligence agencies, local law enforcement worked with the United Kingdom National Crime Agency and French Customs Caribbean Operations upon which 310 kilos cocaine were seized;
- Engaging in stronger communication links and collaboration with countries such as the United States, the United Kingdom, Canada, Venezuela, Colombia, China, France, Spain and Italy. There were security cooperation agreement between Colombia and Venezuela that were dormant for several years and were re-ignited during this period.

Improved Communications System

- Approval was received for an integrated communications network for the TTPS linking all mobile and foot patrol directly to the NSOC.
- **A Memorandum of Understanding was established between TSTT and the Ministry of National Security to expedite the expansion of the CCTV Network by 800 cameras throughout Trinidad and Tobago to enhance law enforcement capabilities to detect, deter and respond to crime and other incidents that would otherwise go undetected;**

- **Trinidad and Tobago Police Service vehicles were equipped with GPS Technology, in an effort to improve police response to calls for service;**
- Body cameras approved for police officers to be provided as evidence in the case of accusations by the public about excessive force being meted out by police officers.
- **Establishment of the E999 Centre.**

Training:

- The approval for the establishment of an indoor range to train police officers;
- Approval to acquire Simulation theatres to train officers in real life encounters and minimum use of force;
- The National Security Training Academy had been working at delivering a minimum of two hundred and four (204) training sessions in fifteen (15) core courses to the National Security Community for the fiscal period commencing October 1, 2013, benefitting an estimated eight thousand, nine hundred and sixteen (8,916) personnel from the various Divisions within the National Security and Law Enforcement Sector;
- The Trinidad and Tobago Defence Force, Trinidad and Tobago Police Service and Trinidad and Tobago Fire Service gained an increase in force numbers with the passing out of recruit intakes;
- The Civilian Conservation Corps (CCC) recorded an enrolment of two thousand, two hundred and nineteen (2219) young adults. The programme lists as an achievement the ability to curb the rising incidents of crime committed by youths between the ages of 18 and 25 by keeping an average of 1400 youths engaged in productive activities from 7am to 4pm daily in a supervised environment.

Equipment and Vehicles

- Additions were made to the fleets of the TTDF, TTPS and TTFS;
- Formal approval for the acquisition of armoured personnel carriers for the Trinidad and Tobago Defence Force;
- **The largest number of Coast Guard vessels ever approved in the history of the Defence Force, with approval being granted for 12 Damen Vessels and a naval**

patrol vessel from China which is the largest vessel ever acquired by the Coast Guard;

- **Approval to acquire new helicopters to replace the SUATT helicopters that were over 30 years old;**
- **Approval to acquire UAVs.**

Construction:

- Completion of eight (9) police stations throughout Trinidad and Tobago;
- Approval to establish the Army based in Chaguanas that was on hold for 8 years.

Leadership and principle:

- **During this period, there were decisive actions taken, which include:**
- **Establishing the precedent for the provision of a security detail to the office of the Leader of the Opposition was provided for outside of an Election period.**
- **Termination of contracts of anyone deemed to be a gang leader, member or affiliate.**
- **Demanded the Life Sport Project be controlled as it was fuelling criminal activity.**
- **These policies, all implemented in less than 18 months, played a major part to that period being the highest visibility of law enforcement ever seen in our nation's history, with every serious crime being decreased by 25 to 83 %, including homicides.**
- **2014 was recorded as the lowest number of serious crimes in Trinidad and Tobago in 31 years, as compared to 2009, when it recorded the highest number of serious crimes in our nation's history.**
- **As Minister, presented a Cabinet Note for Police Officers to be compensated for duties during Carnival- this increased the attendance to almost a full compliment**
- **Detection rate went to its highest in 5 years.**
- **Public support and confidence in Police increase from 13 to 28 %;**

- Recommended the compensation for family of Officers killed in the line of duty of \$1 million;
- With the Police Welfare Association, agreed to change the uniform, which would have enhanced their image;
- Drafted the allowance for Police Officers when as Adviser to the Prime Minister, ensuring that each received \$1000.00 per month and continue to do so;
- Arranged with NYPD to twin TTPS with NYPD and to have exchange programme;
- Acquired the previous NYPD Commissioner Bill Bratton to assist in improving tactical strategies for TTPS;
- Acquired the services of Rudy Giuliani and Partners to conduct an audit to improve TTPS;
- Acquired Cabinet Note for all Police Officers on duty to receive a \$500 bonus for duties on Carnival Tuesday. This ensured that morale was lifted and a virtual nil absenteeism, which played a large part to 2014 being rated as one of the safest Carnivals ever.
- Introduced the covert operative elements into the protective services, with the role being to extract real time, credible intelligence.

Additional Policies drafted:

- The 3 month window to allow all illegal immigrants the opportunity to be regularised, which would have given the State an income of over \$ 2 billion TT per annum, and also reduce the concern of human trafficking .
- Acquisition of High tech Interceptors to assist the Coast Guard in border patrol.
- Acquisition of Hovercraft for the Army to use to patrol the borders.

- Drafted the minimum use of force policy for the TTPS graduating the use from radio, to baton, to pepper spray, to taser, to firearm.
- The establishment of the Counter Intelligence Unit, as there is no special Intelligence Agency to deal specifically with monitoring and tracking possible terrorist and those who support them.
- Based on strong recommendations by the US and UK, the approval to have 6 specific firms assist our local agencies in Crime Scene Investigations, Covert Operations, improvement of the K9 Unit, the Energy Sector Security, and Forensic Testing.

TOBAGO

- Tourist related crime was at its lowest In 10 years;
- Improved operational effectiveness as a result of establishment of 180 CCTV network across the Island.
- Increased overt and covert police patrols.



**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: Gary Trevor Griffith Jnr

<p>FOR OFFICIAL USE ONLY</p> <p>APPLICATION NO:</p> <p>-----</p> <p>DATE RECEIVED:</p> <p>-----</p>

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 no later than **11:59 pm** (Local time Trinidad and Tobago, GMT -4) on **29th 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:	TB242670
National Identification Number:	19642511073
Birth Certificate Registration Number:	B655492

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

Master of Science, Security Management

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

Seventeen [17] years

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 TWO: Personal Data

Last Name: Griffith	Given Name(s): Gary
Current Job Title: Security Advisor	Current Service & Dept./Unit/Division: Private Consulting
Work Address: Security Analyst Services [SAS Ltd] AMGECU Building, #4 Borde Street, Port of Spain	Mailing Address: Security Analyst Services [SAS Ltd] AMGECU Building, #4 Borde Street, Port of Spain
E-mail: captaingarygriffith@hotmail.com	Mobile Telephone: 868.683.4279
Other Telephone: 868.290.8623	Date of Birth: November 25th 1964

PART THREE: Work Experience & Education

Details of current post:

Current Role Title: Security Consultant	Organization: Security Analyst Services [CGGAL Ltd]
Start Date: April 2015	Finish Date: Ongoing
Brief description of role and responsibilities, including key achievements:	
<p>The role of the Security Consultant includes the following:</p> <ul style="list-style-type: none"> - Design of detailed security operational policies for organizations, International events, and agencies; - Review and evaluation of security frameworks with attendant recommendations for strengthening capacity; - Conducting comprehensive studies of present and anticipated threats; - Valuating, analyzing and reviewing collection activity results of potential threat on client organization; - Provision of crisis and disaster management, team leadership, collecting, analyzing, and summarizing intelligence data and trends, whilst developing cutting edge strategies; - Ensuring all International events, are guided by the use of Globally accepted best practices pre, peri and post operation to limit security exposure to all potential threats; - Liaising with local and international security bodies to ensure best practice; - Utilizing most effective means to enhance security whilst minimizing cost; <p>Key Achievements:</p> <ul style="list-style-type: none"> - Adoption of composed security operational policy guideline for all international football games in Trinidad and Tobago, also recommended to be used by CONCACAF as benchmark for regional use; - First Trinidad and Tobago citizen to be appointed as a Security Manager for an ICC International Cricket Tournament outside of the West Indies; - Annual savings in excess of TTD \$300,000.00 by sporting bodies in the staging of International events as a result of effective management strategies and manpower assessments; - Appointed as Focal point liaison for International sporting agencies by local sporting body on matters to security and management. 	

Details of previous three posts – most recent first

Previous Role Title: Minister of National Security	Organization: Ministry of National Security
Start Date: September 2013	Finish Date: February 2015
<p>Brief description of role and responsibilities, including key achievements:</p> <p>The role of Minister of National Security included the management and maintenance of the overall National Security Framework including the following areas of responsibility; the drafting and establishment of policies to be implemented by the TTPS and other law enforcement agencies. The securing of airspace and territorial waters. Management of the cadet force, citizenship, drug enforcement interdiction, immigration, defence force, drug trafficking, and money laundering, global security issues, which incorporates agreements with International allies. Management of internal security, national disaster management, security of government officials and premises, probation services and work permits.</p> <p>Key Achievements:</p> <ul style="list-style-type: none"> - Formal establishment of several special national security operations units, and National Security co-ordinating center [NSOC]; - Improved visibility, operations and response of law enforcement agencies; - Prevention of UK Visas from being enforced; - Strengthened collaborative ties with foreign agencies resulting in significant and strategic internal benefit; - Tangible decrease in serious crimes during the period by 25-83%, including homicides; - 2014 recorded as the lowest number of serious crimes reported in 31 years; - Increased percentage of detection rates; - Significant capacity development with law enforcement, including the E999 Rapid Response Unit, Highway Patrols, Community Comfort Patrol, agreement for the procurement of unmanned aerial vehicles; - Border strengthening with asset acquisition of fleet of Coast Guard vessels; 	

Details of previous three posts – most recent first

Previous Role Title: National Security Advisor	Organization: Office of the Prime Minister
Start Date: May 2010	Finish Date: September 2013
Brief description of role and responsibilities, including key achievements:	
<p>The role of National Security Advisor to the Prime Minister and Chair of the National Security Council included:</p> <ul style="list-style-type: none">- Provision of analysis and recommendations to the Prime Minister and Chair of the National Security Council;- Assisting with collating, analyzing and coordinating information amongst various security agencies and Ministries;- Liaison with foreign agencies on security related matters, aiding with the development of bilateral relations for the Office of the Prime Minister, and related National Security agencies;- Advised on the development of strategies and policies to address internal and external issues that may have National Security implications;- Assisted with the development of the National Security Management Framework and National Security Agencies;- Advised on integrating innovations to strengthen the National Security platform.	
Key Achievements:	
<ul style="list-style-type: none">- Approval for and development of the Regional Security Coordinating Centre;- Approval for the National Security Operational Centre;- Agreement on a number of sustainable foreign partnerships resulting in joint security partnership agreements.- Establishment of the Maritime Security Wall to secure borders of Trinidad and Tobago inclusive of the Exclusive Economic Zone.	

Details of previous three posts – most recent first

Previous Role Title: Commissioned Officer	Organization: Trinidad and Tobago Defence Force [Army]
Start Date: January 1988	Finish Date: May 2005
<p>Brief description of role and responsibilities, including key achievements:</p> <p>The role as Commissioned army officer [2nd Lieutenant / Lieutenant / Captain] included the command and control of platoon and company sized units, inclusive of staff officer roles, and overseas peacekeeping assignments. During the period of commission, assignments included:</p> <ul style="list-style-type: none"> - Aide to the Chief of Defence Staff; - Aide de Camps to the late Former President of Trinidad and Tobago, A.N.R. Robinson SC,OCC,TC; - Military Attaché to the Former Prime Minister, Basdeo Panday; - Head of the Defence Force Intelligence Unit; - Defence Force representative at the Joint Operations Command Centre [JOCC]; - Platoon, Company & Detachment Commander <p>Key Achievements:</p> <ul style="list-style-type: none"> - First military officer in Trinidad and Tobago to return home with a United Nations Peace Keeping medal; - Efficiency decoration medal [EDM] for 12 years distinguished service; - Meritorious medal for duties performed during the 1990 attempted coup; - Received high performance annual grading by Chief of Defence Staff; - Most outstanding foreign student at Sandhurst Royal Military Academy in Extra Curricular Activities. 	

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
University of Leicester, Department of Criminology & Security Management	2005	July 2007	Master of Science [MSc]
University of Leicester, Department of Criminology & Security Management	2004	Dec 2005	Post Graduate Diploma, Security Management
Royal Military Academy Military Course for Officers	May 1989	April 1990	Certificate
University of the West Indies Security Management Studies	May 1994	July 1994	Certificate

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
Special Forces Training	1990	1991	Visual training, small team tactics, weapons handling, instinctive shooting, navigation
Management training for Senior TTDF Officers	May 1994	July 1994	Leadership, Communication, Team Building, Manpower management
Lieutenant to Captain Training	Feb. 1996	Sept. 1996	Leadership, tactics, military law, accounting, communication, principles of war
Leadership for Senior Managers in the Protective Services	May 1994	June 1994	Leadership, Communication, Team Building
International Purchasing and Logistics Management	2003	2003	Logistics, Purchasing, Finance and Budgeting, General Management
International Olympic Committee Sport Administration	1998	1998	Sport Management, Budgeting, Logistics, Leadership
Basic officers training	1988	1989	Weapon handling, Drill, tactics, military law, communication, leadership

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:

My tenure in the various arms of private and public services including appointments at the Defence Force, Office of the Prime Minister, President, UN Missions in Haiti , ANSA McAL Group, and at the Ministry of National Security provided the opportunity to develop clear strategy to successfully navigate the management of large scale, multi-faceted, manpower operations. This strategy included the use of four key tenets including, the employment of leadership, effective and efficient management, accountability, and measurement of performance.

Leadership: This important principle when employed effectively provided charges with the opportunity to see leadership by example. I am of the firm belief that one must lead from the front, as such, in the operationalization of various responsibilities, I assumed a full leadership role, with readiness to accept responsibility for outcomes for which I have control. I am a subscriber to the notion of transformational leadership which encourage individuals to become the best version of themselves, whilst holding to the notion that a collaborative approach is required to identify the needed change, with the change and results being guided through inspiration, with a measurable commitment to execution of duties.

Effective and Efficient Management: My core management principle includes maintaining open channels of communication. This principle is based on the knowledge that people are the only sustainable competitive advantage. This technique was proven effective during my tenure as Former Minister of National Security, where members of the National community viewed this open door policy as an effective partnership with employees, the Ministry and the people – resulting in a tangible increase in the percentage of information turned into intelligence.

Accountability: Without accountability, there would be little responsibility. My leadership style provides the leverage for autonomy; however this must be coupled with being held to account. Accountability within the public service is a challenging task as one if faced with issues of litigation, union matters etc., however one must be willing to accept these challenges toward ensuing more effective performance and a principle based system.

Measurement of Performance: Performance appraisals are an absolute, and during my tenure I practiced a system of meritocracy where officers and charges whose performances were measured and found exceptional or improved were rewarded. Likewise those found wanting were provided the opportunity for the conduct of a gap analysis so the learning gaps could be filled. As Minister, and military officer many opportunities for dynamic and innovative performance enhancement measures were explored, and presented to the office holders of the TTPS to bring to fruition.

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:

The approach employed for the management of people during my seventeen years military experience in a senior management position varied from one style to another based on the circumstance. I employed a seven pronged approach to encourage the best of all partners toward a specific outcome. This experience also assisted and supported in my role as Minister of National Security.

This approach included the following measures:

- Identification of a specific mission – 'In Defence of a Nation' campaign. This campaign was developed with the support of information gathered by various publics. The campaign spoke directly to the issues raised by the population, with emergent strategies taking said population into account;
- Maintenance of Focus on goal attainment – All arms of the protective services were enlisted to work toward the mission. The results of the work would be measured with specific targets and the goal attainment would be monitored;
- Coaching / Mentoring toward the goal – Many agencies were introduced to cutting edge and emerging approaches to delivering results related to National Security initiatives such as the use of a National Operations Center to drive a coordinated approach. Coaching and mentoring this process resulted in a more strategic adoption and a structured outcome. The results of this employment of new methodologies and technologies are described in more detail in the bio-brief.
- Employment of a pro-active problem solving approach – Issues and challenges would present themselves at all times, particularly when attempting to introduce new techniques or technology. A lead team of professionals were tasked with the responsibility of ensuring a rapid response to problem solving as they arose. This team was bolstered by a period of continuous training and development and support from International partners.
- Driving for results – With the clear definition of the mission, and the further identification of specific targets, each division within the Ministry was tasked with an understanding of feedback and accountability for the various results. These feedback systems were not undertaken with a view to punitive action, but more with a view to encouraging exploration of all techniques that could be employed to ensure mission accomplishment.

These methodologies resulted in 2014 seeing the lowest rate of serious crimes in 30 plus years.

Other important Strategies: People management requires a simple notion – that people feel safe and comfortable sharing information. Communication channels between the population and the Ministry, during my tenure demonstrated that open lines of communication can be a workable option.

Every member of the public that visited, called, emailed, or wrote was acknowledged and responded to. This drove the percentage of trust within and of the Ministry up as evidence by the numbers of called turned into intelligence. I operated in a similar manner during my stint as a senior military officer.

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:

The combination of Peelian, Rowan and Mayne policing principles are as effective today as they were over 180 years ago. Each of these core principles were infused into my management style even though my purview included all arms of the protective services. For the purpose of this initiative, this response is structured to focus solely on the Trinidad and Tobago Police Service and the impact of my leadership style:

- The Prevention of Crime and Disorder is one of the core principles of policing, during my tenure, the following were implemented to ensure this was a successful undertaking:
 - Increased Police presence [an increase of 400 foot patrols in 2014 – almost more than twice the number of patrols in October 2013];
 - Re-Introduction of Police Highway Patrols, including the introduction of legislation for the use of radar speed guns;
 - Capacity Building and Development – Recruitment of an additional 1,000 police officers with the approval to recruit an additional cadre of Special Reserve Officers; Training of officers in scientific methods of solving crime, in evidenced based policing and crime scene investigation techniques.
 - Construction of 8 Police Stations throughout Trinidad and Tobago
- Public Approval and Co-operation of Police Actions – Public approval ratings of police actions impacts significantly on the ability of the TTPS to engage in effective policing. As a result of appreciating this principle the following initiatives were undertaken:
 - Undertaking of Public Awareness campaigns – In Defence of nation and One Nation;
 - Community Outreaches in partnership with OLEP and Citizen's Outreach Programme;
 - Expansion of the Citizen's Outreach Programme from 22 to 30 communities in 2014;
- Impartiality of the Law – This element is crucial to the demonstration of effective management, as evidence indicates many defer decision making as a result of the potential legal implication attached. It is imperative to understand that no one is above the law, and no fear nor favor must be demonstrated in the conduct of the law or lawful duty. As such, during my tenure, the following were undertaken:
 - Accountability - All team leaders were held accountable for various teams;
 - Police vehicles were outfitted with GPS Tracking to ensure effective use and management of resources;
 - Daily call ins of crime statistics were a mandate;
 - Issues with respect of the management of internal issue were heavily encouraged not to simply transfer or re-assign the problem. Instead quick measures for redress and action were encouraged.
- Police use physical force to secure observance of the law or restore order only when the exercise of persuasion, advice and warning isn't sufficient. This principle saw the development and introduction of a use of force policy that guided the officer's options from verbal persuasion, to radio to baton, to pepper spray, to taser to firearm.
- Supporting the troops – A key role of leadership includes supporting those whom are entrusted to undertake the functions. To demonstrate an appreciation of the dedication of servicemen and women, the following were undertaken for implementation:
 - The introduction of TTD \$1,000,000.00 insurance to be paid to the families of service men and women who may have been fatally wounded in the line of duty;
 - \$500.00 carnival incentive paid to officers who presented themselves during the peak carnival periods;
 - In collaboration with the Second Division. New police uniforms were reviewed and approved;
 - The introduction of monthly stipend of \$1,000.00 TTD dollars to members of the TTPS;
 - The undertaking to procure armored patrol carriers for the TTPS to support high risk interventions in hot spot areas;
 - The undertaking of customer service training for the TTPS;
 - Improved opportunity to skills based training at the Training academy.

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:

The development, presentation and roll out of the 2013-2014 fiscal package of the Ministry of National Security provides a significant overview into the undertaking of the management of a large scale organization's business systems.

The budget planning process included a number of strategic interventions including the use of a multi-disciplinary approach including, a GAP analysis, SWOT analysis and PEST [political, economic, social, technological] analysis. These interventions were brought to bear upon the most effective and efficient management of a TT8 Billion dollar budget, and over 17,000 person manpower strength.

Based on the analyses and outcomes, included:

- Expanded police presence in Trinidad and Tobago;
- Significant capacity building strategy implementation [National Security Training Academy, CSI];
- Introduction of Rapid Response Unit with 300 vehicles and GPS tracking for added accountability;
- Introduction of Community Comfort Patrols;
- Development of cutting edge National Security Operations Centre – a strategic platform for inter-agency operations;
- Asset Acquisition to fill the border protection gap;
- Establishment of a number of new units, including, the Counter Trafficking Unit, Counter Terrorist Unit, National Security Special Ops Unit; Covert Operative Unit;
- Full establishment of Trans National Organized Crime Unit [TOCU];
- Expansion of Preventative and other community outreach programmes;
- Facilitation of regional and International co-operation in the fight against trans-national organized crime.

PART FIVE – References

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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: Gary Griffith

Date: 27.09.17