



**POLICE SERVICE COMMISSION**

# **ANNUAL REPORT 2017**

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## **PREFACE**

This report is produced in compliance with Section 66B of the Constitution of the Republic of Trinidad and Tobago as amended by Act No. 29 of 1999, which states that

“Each Service Commission shall submit to the President before 1st October in each year, a report on its administration, the manner of the exercise of its powers, its methods of functioning and any criteria adopted by it in the exercise of its powers and functions in the previous year and the President shall cause the report to be laid within sixty days thereafter in each House.”

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## VISION, MISSION, CORE VALUES

### Vision

To effect our constitutional mandate in a holistic, transparent and efficient manner that contributes to safety and security in Trinidad and Tobago

### Mission

In pursuance of greater safety and security in Trinidad and Tobago the Commission, with the Secretariat's support, appoint, promote, discipline, monitor, and evaluate the TTPS Executive, and determine appeals against decisions of the Commissioner of Police.

### Core Values

**Efficiency**—we adopt a pro-active, solutions based and results oriented approach that allows us to remain open and have contextual flexibility, while acting with the requisite urgency, addressing each situation in a professional, courteous and purposeful manner.

**Transparency**—we adhere to protocol and procedure with accurate documentation and record keeping. We monitor and evaluate, using feedback for continuous assessment and the revision of our policies and procedures. We are accountable for and able to withstand scrutiny of our processes and end products.

**Collaboration**—to achieve the overall objectives of the Commission, we think critically and communicate effectively. We observe, listen, consult and share information, operating as a team. We give and accept constructive criticism.

## CHAIRMAN'S REPORT

It is my pleasure to introduce the 2017 Annual Report of the Police Service Commission (POLSC). This will also be my final Chairman's report, as I would have completed my three-year appointment effective 29 January 2018. I wish to express my sincere thanks and appreciation to all Commission members for their dedication and support during my tenure. In 2017, the Commission was pleased to welcome Commodore Anthony Franklin who came with many years of experience in the military service. Mr Martin George was also reappointed to the Commission for a third term. All Commission members, with whom I had the pleasure of working, provided their knowledge and expertise for the successful accomplishment of the Commission's constitutional mandate.

The aim of this report is to give an account of how the Commission went about fulfilling its mandate for the year 2017. However, before launching into the details, I wish to pay tribute to the outgoing Director of Personnel Administration (DPA), Ms. Anastasia Creed, for the support she afforded the Commission during her term of office. The Commission also takes this opportunity to welcome Acting DPA, Mrs. Prabhawatie Maraj, who assumed leadership of the Service Commissions Department (SCD) in the latter part of 2017.

When I was appointed as the first female Chairperson of the Police Service Commission, I indicated that institutional strengthening of the organization would be one of my goals. In assessing the needs of the organization, it became apparent that the Commission needed to develop further the monitoring and evaluation capacity of the organization to be a more effective oversight body for the Trinidad and Tobago Police Service (TTPS). Oversight in accordance with Section 123 of the Trinidad and Tobago Constitution includes conducting a performance appraisal of the four top executive positions in the TTPS. Consultants were therefore hired to enhance through additional training, the capabilities of the research and evaluation personnel, as well as assist the Commission in undertaking its strategic planning exercise.

The core values of the Commission emerging from the strategic planning activities were **efficiency, transparency and collaboration**. Consequently, the effectiveness of the Commission depended largely on a competently staffed Secretariat. The SCD must be commended for its cooperation and diligence in supporting the articulated needs of the Commission to the Public Management Consulting Division (PMCD), which sought to restructure the organization. This task of strengthening the organization resulted in the renewal of contracts and filling of vacancies. The Commission however, experienced several challenges by the limitations of the SCD in filling two key positions: Financial Analyst and Director of Research, Monitoring, Evaluation and Education.

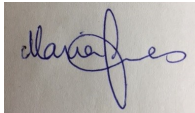
Serving as Chairperson came at a time when the country's economy was undergoing financial challenges and the budget allocation to the Commission decreased annually. The year 2017 was no exception. It was a test of the mettle of the Commission's commitment to deliver on its mandate. For the first time, as part of the performance appraisal process, the Secretariat travelled to Tobago and conducted focus groups and interviews with top-level police officers. I also accompanied the Secretariat in order to get first-hand knowledge of the Secretariat's experience in conducting research.

The Commission managed through innovation, commitment, and sacrifice to get tasks completed. As a Commission dedicated to our mandated tasks, members attended several Town Hall meetings conducted by the TTPS. These activities provided opportunities to witness how officers operated in the community and to get direct feedback from community members.

Apart from the completion of the 2015 and 2016 performance appraisals, a major undertaking of the Commission was the successful completion of the recruitment process for a substantive Commissioner of Police and Deputy Commissioners of Police. Appreciation must be extended to KPMG, the consulting firm that provided excellent professional services in assisting the Commission in this undertaking. I would also like to acknowledge the sacrifices and dedication of the Commission and project manager towards the achievement of this mandatory task. The input of SCD and the secretariat, particularly the in-house legal unit, was also crucial to the recruitment activities.

The purpose of the Police Service Commission is to satisfy its mandate under the Constitution of the Republic of Trinidad and Tobago. As the outgoing Chairman, I take this opportunity to thank all the stakeholders and Commission members for their sterling contribution to the call for service in the interest of safety and security of our beloved twin-island Republic.

May the Commission continue to do its part in the transformation and oversight responsibility for the Trinidad and Tobago Police Service.

A handwritten signature in blue ink, appearing to read 'Maria Gomes', is shown on a light-colored background.

Dr Maria Gomes, Chairman



## ABBREVIATIONS

CoP	Commissioner of Police
DCoP	Deputy Commissioner of Police
DPA	Director of Personnel Administration
ED, HRM	Executive Director, Human Resource Management
JSC	Joint Select Committee
M&E	Monitoring and Evaluation
MNS	Ministry of National Security
MPAC	Ministry of Public Administration and Communications
PCA	Police Complaints Authority
PMCD	Public Management Consulting Division
POLSC	Police Service Commission
POLSec	Police Service Commission Secretariat
R&E	Research and Evaluation Unit
SCD	Service Commissions Department
SHRA	Senior Human Resource Adviser
TTPS	Trinidad and Tobago Police Service
TTPSSWA	Trinidad and Tobago Police Service Social and Welfare Association
RFP	Request for Proposal

## **1. THE POLICE SERVICE COMMISSION**

The Police Service Commission is an independent body established in accordance with Section 122 of the Constitution of the Republic of Trinidad and Tobago. It is one of four Commissions established under the Constitution.

### **1.1 The Mandate**

Section 123 (1) of the Constitution gives the Police Service Commission the power to:-

- a) appoint persons to hold or act in the office of Commissioner and Deputy Commissioner of Police;**
- b) make appointments on promotion and to confirm appointment to offices;**
- c) remove from office and exercise disciplinary control over persons holding or acting in the offices specified in paragraph (a);**
- d) monitor the efficiency and effectiveness of the discharge of their functions;**
- e) prepare an annual performance appraisal report in such form as may be prescribed by the Police Service Commission respecting and for the information of the Commissioner or Deputy Commissioner of Police; and,**
- f) hear and determine appeals from decisions of the Commissioner of Police, or of any person to whom the powers of the Commissioner of Police have been delegated, in relation to appointments on promotions or because of disciplinary proceedings brought against a police officer appointed by the Commissioner of Police.**

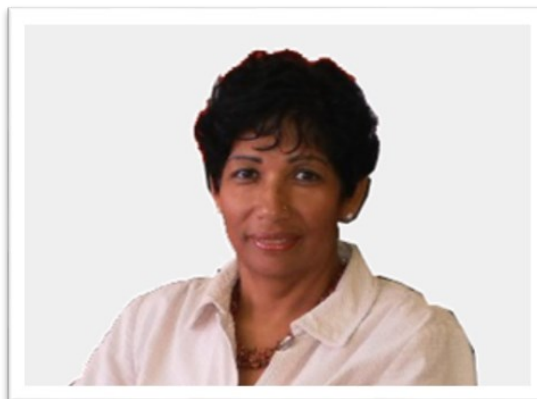
In addition, section 123 (6) provides for the purpose of subsection 1 (d) above:-

- a) the Commissioner of Police shall, every six months, submit a report in writing to the Police Service Commission on the management of the Police Service; and,**
- b) the Police Service Commission shall have the power to call on the Commissioner of Police to produce documents pertaining to financial, legal and personnel matters in relation to the Police Service.**

## 1.2 Chairman and Members

### **Dr Maria Therese Gomes, Chairman**

Dr Maria Therese Gomes is a lecturer in the Faculty of Social Sciences, Department of Behavioural Sciences at The University of the West Indies, St Augustine Campus. She lectures to undergraduate and master's level students in social work programmes in areas of Human Service Management and Administration, as well as the rudiments of applying psychological and sociological theories to social work practice.



Dr Gomes taught at the School of Social Work at Howard University, Washington DC in the United States where she attained her Master's Degree and Doctorate in Social Work. A graduate of the London School of Economics and Political Science, Dr Gomes also holds a Master's Degree in Social Policy and Planning in Developing Countries.

Dr Gomes is a former public servant with over twenty (20) years' experience in Human Service and Social Development agencies. Dr Gomes works conscientiously to alleviate issues of inequity in the pursuit of social justice in the society.

### **Mr Martin George, Member**

Mr Martin George was re-appointed to the Police Service Commission on 1 February 2017 and currently is its longest serving member having first been appointed in 2010. He has been re-appointed continuously since then.

He is the principal attorney of his law firm Martin A. George and Company with branches both in Trinidad and Tobago. He has a strong sense of social service and is a founding member and former Chairman of Crime Stoppers Trinidad and Tobago. Called to the Trinidad and Tobago Bar in 1992, Mr. George has over 26 years' experience in the areas of Civil Litigation, Estate and Property Matters, Wills and Probate, Divorce and Family Law, Commercial Litigation and Debt Recovery.



**Mr Dinanath Ramkissoon, Member**

Mr Ramkissoon holds a Bachelor of Laws Degree from the University of London, a Legal Education Certificate from the Sir Hugh Wooding Law School, and a Master of Laws Degree in Public Law from The University of the West Indies.

A former fingerprint expert with the Trinidad and Tobago Police Service, Mr Ramkissoon also worked as a State Prosecutor in the Office of the Director of Public Prosecution, and as Counsel Investigation and Compliance at the Office of the Integrity Commission. He was also a part-time lecturer at the Cipriani College of Labour. He is an Associate Member of the Chartered Institute of International Arbitrators.



Mr Ramkissoon’s term as a member of the Commission commenced on 23 February 2016.

**Commodore Anthony Franklin, Member**

Commodore Franklin, a former Chief of Defence Staff, was sworn in on 27 April 2017 as the fourth member of the Police Service Commission. He is the holder of a Bachelor of Science Degree in Maritime Geography from the University of Wales and a Master’s Degree in Marine Affairs Management from Dalhousie University in Canada. He is also a graduate of the United States Naval Staff College, and holds a Diploma in International Humanitarian Law from the Institute of International Humanitarian Law in Sanremo, Italy.



He served as the Military Adviser to the International Committee of the Red Cross for relations with the Security Forces in the Caribbean Community (CARICOM), as well as on diplomatic missions on International Humanitarian Law. He has extensive experience at the regional, international and diplomatic level.

He has served as the Chief Executive Officer of the Institute of Marine Affairs, Deputy Chairman of the Estate Management Development Company, and as Chairman of the Board of the Institute of Marine Affairs. He was also an Adviser to The University of Trinidad and Tobago. Commodore Franklin has received a number of decorations including the Humming Bird Medal, Gold, which he was awarded in 1979.

**Note:** While the Commission’s full complement is five members according to the Constitution, during this year there were only four members appointed.

### **1.3 Police Service Commission Secretariat**

The Police Service Commission Secretariat (POLSec)

- a. provides logistical, administrative and technical support to ensure the efficient operationalizing of decisions taken by the Commission;
- b. supports the Commission in its examination of the performance of the Commissioner of Police (CoP) and Deputy Commissioners of Police (DCoPs) through monitoring and evaluating the effectiveness and efficiency of police systems, functions, work force use and operations using predetermined and agreed indicators and targets;
- c. provides administrative and clerical services to the Commission's Appeal Tribunal; and,
- d. assists in the dissemination of information and the conduct of the Commission's public education programmes.

The Secretariat comprises the following:

#### **Administration Unit**

The Administration Unit provides internal support services that include office management, records management, registry services and facilities management, which contribute to the effective operations of the Commission.

#### **Appeals Unit**

The Appeals Unit provides support to the Commission in the form of case management and transcriptional evidence, in accordance with the Commission's responsibility to hear and determine appeals in respect of disciplinary and promotional decisions of the Commissioner of Police.

#### **Legal Unit**

The Legal Unit of the Service Commissions Department (SCD) provides legal services to the Commission. These services include providing legal interpretation of relevant Acts and Regulations; reviewing documents; and assisting the Commission through extensive legal research on issues relevant to its constitutional functions.

#### **Monitoring and Evaluation Unit**

The Monitoring and Evaluation Unit (M&E) periodically reviews programmes, projects, initiatives and processes undertaken by the Trinidad and Tobago Police Service. The resulting findings generated from these reviews are significant factors in the preparation of an annual performance appraisal reports on the Commissioner of Police and Deputy Commissioners of Police.

#### **Public Education Unit**

The Public Education Unit is responsible for developing and guiding the Commission's public education strategy. Its activities include providing communication advice, proactive media relations, media monitoring, managing internal communications activities, public relations and outreach.

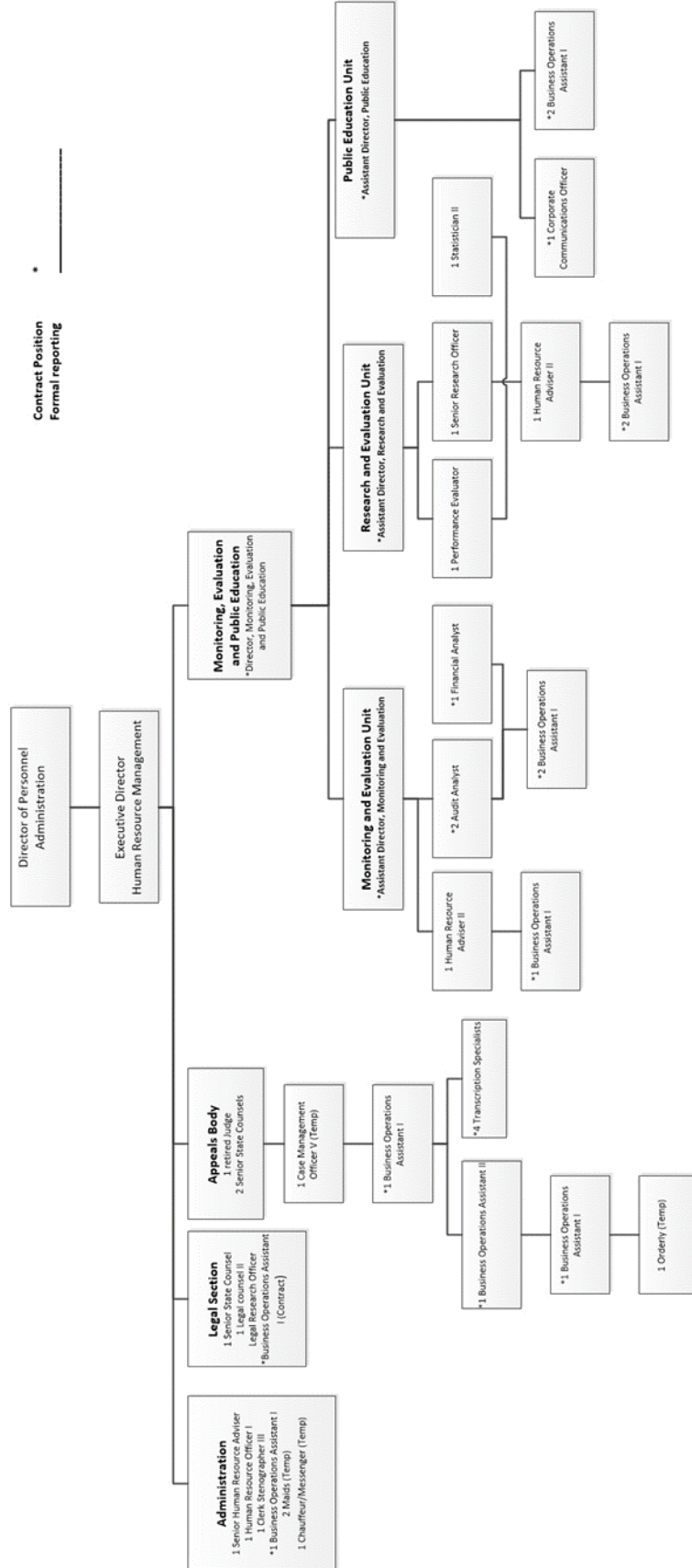
#### **Research and Evaluation Unit**

The Research and Evaluation Unit (R&E) is responsible for developing and implementing the Performance Framework and criteria used by the Commission for the appraisal of the Commissioner CoP and DCoPs. Implementing the framework involves data collection, research and analysis, which the Unit undertakes in order to prepare the annual appraisal reports on the performance of the CoP and DCoPs. The Unit conducts surveys of the public to determine their levels of trust and confidence in the police, and of members of the TTPS to determine their job satisfaction, well-being, and conditions of work. The Unit also undertakes focus groups and meetings with stakeholders to determine the quality of service they receive from the TTPS.

**FIGURE 1**

**POLICE SERVICE COMMISSION SECRETARIAT  
ORGANIZATIONAL CHART**

as of 31 December 2016



## 2. PERFORMANCE HIGHLIGHTS

### 2.1 Meetings— statutory, special and stakeholder

#### 2.1.1 Statutory meetings

The Commission held twenty (20) statutory meetings during the year under review.

#### 2.1.2 Special Meetings

Four (4) special meetings were held during the period under review. These are detailed in **Table 1**.

**Table 1: List of Special Meetings**

Date	Meeting
4 July 2017	Meeting of the Commission to review <ul style="list-style-type: none"><li>the Draft Contract Agreement with respect to the engagement of a firm to assist the Commission with the recruitment process for the offices of Commissioner of Police and Deputy Commissioner of Police; and,</li><li>the revisions made by KPMG and SCD's Legal Unit to the Draft Contract Agreement.</li></ul>
22 September 2017	Meeting to discuss the methodology for assigning weightings to the criteria, which would be used to assess applicants for the offices of Commissioner of Police and Deputy Commissioner of Police.
5 October 2017	Meeting with the Monitoring and Evaluation, and Research and Evaluation Units to receive feedback on appraisal interviews held with the Commissioner of Police and Deputy Commissioners of Police.
19 December 2017	Meeting of the Commission to discuss its appearance before the Joint Select Committee of Parliament on National Security in relation to the issues and recommendations contained in the Police Manpower Audit Report.

#### 2.1.3 Stakeholder Meetings

During the period under review, the Commission held meetings with the following:

##### **Chamber of Commerce**

As part of its efforts to inform individuals and groups in both the public and private sectors on its initiatives, the Commission met with the Trinidad and Tobago Chamber of Commerce to foster collaboration, and to engage their assistance in improving the Commission's efficiency and effectiveness.

##### **Police Service Social and Welfare Association**

Together with staff of the technical Units of the Secretariat, the Commission met with members of the Trinidad and Tobago Police Service Social and Welfare Association (TTPSSWA), who made a presentation on issues/concerns relating to the TTPS. Among the issues discussed were job description/design, hours of work, disciplinary matters, qualifying degrees, the treatment of domestic violence matters, and hotspot policing.

### **Police Manpower Audit Committee**

Chairman Dr Maria Gomes represented the Commission at a meeting with the Manpower Audit Committee to discuss the challenges of the Commission and share the Commission's views about the Audit Committee's proposals for establishing a Police Management Authority and Police Inspectorate.

### **Solicitor General and Director of Public Prosecution**

The Commission met with representatives of the Solicitor General's Department and the Office of the Director of Public Prosecution to discuss the challenges faced, owing to the non-appearance of police complainants in court for the period 2015 to 2016. Because of the non-appearance in court of police complainants, the courts dismissed nine hundred and seventy-seven (977) cases in 2015, while one thousand, seven hundred and sixteen cases (1,716) cases were dismissed in 2016.

As a follow-up to the meeting, the Commissioner of Police was requested to implement systems to monitor the non-appearance in court of Police Complainants including instituting disciplinary action. The Monitoring and Evaluation Unit of the Police Service Commission Secretariat was requested to monitor compliance of the TTPS.

### **ODYSSEY CONSULT*inc***

The Commission met with Messrs Sheldon Baptiste and Dave Cording of ODYSSEY CONSULT*inc*, in an effort to understand best practices in assigning weighting to the criteria to be used to assess applicants for the offices of Commissioner of Police and Deputy Commissioner of Police.

### **Staff of the Police Service Commission Secretariat**

The Commission held a meeting with Secretariat staff on 21 July 2017 to apprise employees of the importance of their role and function.



## 2.2 Appointment of persons to act in the offices of Commissioner and Deputy Commissioner of Police

The Commission made twenty-six (26) acting appointments to the offices of Commissioner and Deputy Commissioners of Police during the period under review. These were made in accordance with Section 123 (1)(a) of the Constitution, The Constitution (Amendment) Act 2006, No. 6 of 2006, and the Commissioner of Police and Deputy Commissioner of Police (Acting Appointments) (Selection Process) (No. 2) Order, 2009, as published by Legal Notice 103 of 15 May 2009.

**Table 2: Persons appointed to act as Police Commissioner of the TTPS**

Name	Start date	End Date
Stephen Williams	1 November 2016	30 April 2017
	1 May 2017	31 October 2017
	1 November 2017	31 January 2018
Harold Phillip	24 April 2017	28 April 2017
	30 April 2017	6 May 2017
	15 May 2017	19 May 2017
	10 July 2017	13 July 2017
	13 August 2017	17 August 2017
	1 September 2017	25 September 2017
	26 September 2017	1 October 2017

**Table 3: Persons appointed to act as Deputy Commissioner of Police of the TTPS**

Name	Start date	End Date
Harold Phillip	1 November 2016	30 April 2017
	30 April 2017	6 May 2017
	1 May 2017	31 October 2017
	1 November 2017	31 January 2018
Deodat Dulalchan	1 May 2017	31 October 2017
	1 November 2017	31 January 2018
Erla Christopher	9 January 2017	27 January 2017
	24 April 2017	28 April 2017
	30 April 2017	6 May 2017
	1 May 2017	31 October 2017
	1 November 2017	31 January 2018
Surajdeen Persad	1 May 2017	6 May 2017
	15 May 2017	19 May 2017
	10 July 2017	13 July 2017
	13 August 2017	17 August 2017
	1 September 2017	1 October 2017

## 2.3 Hearing and determination of appeals in promotion and disciplinary matters

Prior to the Constitution (Amendment) Act, No. 6 of 2006, the Commission had the authority to discipline all police officers. It was also responsible for hearing and determining appeals that arose from decisions of the Commissioner of Police, or of any person to whom the powers of the Commissioner of Police were delegated.

With the passing of this legislation, the Commission could now only exercise disciplinary control over persons holding, or acting in, the offices of CoP and DCoP. The Commission however, retained the authority to hear and determine appeals from the decisions of the CoP, or of persons to whom his powers are delegated.

In that regard, the Police Service Commission (Appeal) Regulations published in Legal Notice No. 270 of 2009 outlines the procedure for the hearing and determination of appeals. The Appeals Unit of the Police Service Commission Secretariat provides support for the Appeals process.

While the Commission was cognizant of the need to hear appeal matters, it was not fully constituted in 2017. For the year under review, three (3) disciplinary appeals were filed before the Commission bringing the total number of appeals before the Police Service Commission to twenty-five (25) as at 31 December 2017. **(Refer to Table 4)**. Sixteen (16) of these are disciplinary appeals and nine (9) are promotional appeals. **(Refer to Table 5)**.

**Table 4: Status of promotional and disciplinary appeals**

Appeals carried forward to 2017	Matters filed		Matters heard		Matters adjourned	Matters determined	Matters outstanding
	Disciplinary	Promotional	Disciplinary	Promotional			
22					Nil	Nil	25
	3	0	0	0			

**Table 5: Status of outstanding promotional and disciplinary matters**

MATTERS OUTSTANDING		
Year	Disciplinary matters	Promotional matters
2011	3	Nil
2012	6	2
2013	1	7
2014	1	Nil
2015	2	Nil
2016	Nil	Nil
2017	3	Nil

Disciplinary matters not finalized prior to the proclamation of the Act and addressed by the Commission during the period under review are indicated in **Table 6**. Pending disciplinary/court matters are detailed in **Table 7**.

**Table 6: Summary of disciplinary matters finalised in 2017**

	Nature of matter	Total
Court Charges	Death/Lifting of interdiction	0
	Lifting of order of interdiction/restoration of salary/resumption of duty	1
	Lifting of order of interdiction/compulsory retirement/restoration of salary	3
Allegations of misconduct		0

**Table 7: Disciplinary/court matters pending as at 31 December 2017**

Matters Pending	Court	Total
Court Charges pending at High Court	Criminal Registry, Port of Spain –7	22
	Criminal Registry, San Fernando –11	
	Tobago Assizes –4	
Court Charges pending at the Magistrates' Courts	Arima –1	3
	Couva –1	
	San Fernando Traffic Court –1	

## 2.4 Performance appraisal of the Commissioner of Police and Deputy Commissioners of Police

In September 2016, the Commission through the Office of the Director of Personnel Administration engaged the services of Dr Lennise Baptiste, Monitoring and Evaluation Consultant, for a six-month period to

- i. provide guidance to staff of the Secretariat on the revised Performance Appraisal Framework;
- ii. provide coaching in the areas of survey design; coding survey data; analysing survey data; report preparation and presenting data effectively; conducting focus group meetings; and, analysing qualitative data;
- iii. produce a Manual of Procedures; and
- iv. ensure transfer of knowledge to Heads of Units and senior officers in the Secretariat.

During the period under review, the Commission continued to use the services of Dr Lennise Baptiste to operationalize the Revised Framework, and provide guidance to the Secretariat so that it could assist the Commission in monitoring and assessing the performance of the Commissioner of Police and Deputy Commissioners of Police.

The components of the Revised Performance Appraisal Framework for the Commissioner of Police and Deputy Commissioners of Police now comprise

- Quarterly Reporting Form
- Internal Survey of police officers and civilian staff
- External Survey
- Focus Group Meetings
- Self-Appraisal
- Peer Appraisal
- Interview with the Police Service Commission

The Commission met with the Commissioner of Police and Deputy Commissioners of Police to share the new Performance Appraisal Framework prior to implementing it for the 2015 and 2016 appraisal periods.

For 2017, due to significant financial constraints, the Commission decided that the performance appraisals of the CoP and DCoPs would utilise only the five (5) undermentioned components:

- Quarterly Reporting Forms
- Self-Rating Forms
- Peer-Rating Forms
- Supervisor-Rating Form (applicable to the DCoPs only)
- Appraisal Interview with the Police Service Commission

## 2.5. Recruitment and selection of Commissioner of Police and Deputy Commissioners of Police

The Commission continued its efforts to complete the recruitment process for a Commissioner of Police and Deputy Commissioner of Police, thereby ensuring that the Trinidad and Tobago Police Service has the leadership it required to meet the needs of the organization now and into the future.

During the period under review, the Commission contracted the services of

- A local firm, KPMG Trinidad and Tobago, to assist with the recruitment process for the offices of the CoP and DCoP for the Trinidad and Tobago Police Service, and to provide support to the Commission in designing and managing the advertising, application and assessment process for the recruitment and selection process; and,
- A Project Manager, Mr Adelwyn Holder, to provide project management services for the overall recruitment process and to assist the Commission in ensuring that deliverables by the firm were submitted on time, within budget, complete scope, and of high quality.

All candidates who vied for the open positions of CoP and DCoP for the Trinidad and Tobago Police Service underwent a comprehensive, rigorous process to determine their suitability for the roles. This included psychometric testing, panel interviews, scenario testing, professional and security vetting, financial and background checks, and medical assessments. The expenditure in 2017 for the engagement of a local firm to assist with the recruitment process was **One million nine-hundred thirteen thousand, seven hundred ninety-one dollars and sixty-five cents (\$1,913,791.65)**.

Throughout the recruitment process, the Commission sought to keep the media and the public informed of its progress. To that end, the Commission issued two (2) media releases.

**Table 8: Media Releases issued in 2017**

Date	Media Release
11 August 2017	Police Service Commission moves ahead with the process for recruitment and selection and appointment of Commissioner of Police and Deputy Commissioner of Police
30 October 2017	Update of process for recruitment and selection and appointment of CoP and Deputies

The Commission completed the recruitment process in December 2017 and, in accordance with the procedures set out in Section 123 of the Constitution, established an Order of Merit List with the names of the highest graded candidates for each position. The Order of Merit List was submitted to the President of the Republic of Trinidad and Tobago on 22 January 2018.

The next step in the process is for the President, in accordance with the Constitution, to issue a notification in respect of the highest graded candidates, which shall be subject to affirmative resolution from the House of Representatives. Once approved, the Commission appoints the Commissioner of Police or Deputy Commissioners of Police.

## 2.6 Public Perception and Satisfaction Survey

In 2017, the Commission, through the office of the Director of Personnel Administration engaged the services of Kairi Consultants to conduct a Public Perception and Satisfaction survey with members of the public about the quality of service they received from the TTPS during the years **2015 and 2016**.

The survey covered a randomly selected national sample of 1,500 households via field interviews using structured questionnaires. Respondents were asked questions relating to customer service and satisfaction with policing services, satisfaction with the police's communication of crime-related issues, fear of crime, trust and confidence in the TTPS, and perceptions of police legitimacy. Fieldwork took place during the period 1 May - 16 June 2017 with a response rate of 76% obtained.

Following receipt of the Final Report on the Public Perception and Satisfaction Survey, the Research and Evaluation and Monitoring and Evaluation Units identified key areas of the report that would assist the Commission in the evaluation of performance of the TTPS, and provided feedback to the TTPS about the findings of the survey. The total cost including analysis of the data and delivery of a final report, was **\$376,607.81**.

## 2.7 Joint Select Committee of Parliament

On 8 February 2017, the Commission together with the DPA who is its accounting officer appeared before the Joint Select Committee (JSC) on National Security, which had been established to review the *efficiency and effectiveness of the Police Service Commission*. Specifically, the JSC sought to evaluate the performance of the Commission in executing its mandate; to determine whether the resources, systems and procedures of the Police Service Commission were sufficient to allow it to operate efficiently; and, to determine the challenges affecting the operations of the Commission, and the possible solutions for alleviating these challenges.

The Commission again appeared before the JSC on National Security on 20 December 2017 to discuss issues and recommendations contained in the *Final Report of the Police Manpower Audit Committee*, as it related to the monitoring, appointments and disciplinary and appeal functions of the Police Service Commission.

## 2.8 Institutional strengthening

### 2.8.1 Cabinet-appointed Project Team

In September 2016, Cabinet appointed a Project Team to consider, make recommendations, and report on governance, process and procedural arrangements, as they relate to the functioning of the Police Service Commission and its Secretariat. The team comprised members of the Police Service Commission, and officials of the Service Commissions Department, the Ministry of Public Administration and Communications (MPAC), and the Public Management Consulting Division (PMCD).

In an effort to evaluate the efficiency and effectiveness of the Police Service Commission Secretariat, the Project Team held feedback sessions with various interest groups and stakeholders to solicit views on ways to improve the

functioning of the Commission and Secretariat. Stakeholders included the following:

- Executive of the Trinidad and Tobago Police Service;
- Permanent Secretary of the Ministry of National Security (MNS);
- Director and Deputy Director Personnel Administration;
- Legal Adviser, Service Commissions Department;
- Chairman of the Police Service Commission;
- Executive Director HRM,
- Senior Human Resource Adviser (SHRA); and
- Assistant Directors of the Police Service Commission Secretariat.

On 13 September 2017, the Project Team submitted to Cabinet its report, which outlined an approach and plan of action for improving the functioning of the Commission and its Secretariat.

### **2.8.2 Police Service Commission Regulations**

Prior to the Constitution (Amendment) Act, No. 6 of 2006, the Commission was responsible for all aspects of the Trinidad and Tobago Police Service. With the passing of this legislation, the Commission's jurisdiction was limited to persons holding or acting in the offices of Commissioner of Police or Deputy Commissioner of Police only. Further, in 2015 there were substantial changes to Legal Notice No. 218 of December 2015 because of the Court Judgment in the matter of Claim No. CV 2016-01218. These changes made it imperative that the Commission review and amend the Police Service Commission Regulations.

To this end, the Commission met with the Parliamentary Counsel III, Legislative Drafting Department, Ministry of the Attorney General and Legal Affairs, and representatives from the Legal Unit of the Service Commissions Department, to discuss the development of draft amendments to the Police Service Commission Regulations.

In anticipation of having the regulations completed during 2018, the Police Service Commission Secretariat prepared a draft policy document to guide the development of the Draft Regulations.

### **2.8.3 Staffing**

A properly staffed Secretariat is key to assisting the Commission in successfully achieving its mandate. However, during the last quarter of 2016, the contracts of many of the staff employed at the Secretariat ended, which affected its ability to provide services to the Commission in support of its mandate. During the period under review, the Service Commissions Department took steps to recruit persons to the positions listed in Table 9.

**Table 9: List of persons recruited to the Police Service Commission**

Position	Number	Type
Assistant Director Monitoring and Evaluation	1	Contract
Assistant Director Public Education	1	Contract
Assistant Director Research and Evaluation	1	Contract
Audit Analysts	2	Contract
Business Operations Assistant II	1	Contract
Business Operations Assistant I	7	Contract
Performance Evaluator	1	Contract
Transcriptionist	2	Contract
Director, Monitoring, Evaluation and Public Education	1	Contract
Senior State Counsel	2	Public Officer
Legal Research Officer	1	Public Officer
Human Resource Adviser II	1	Public Officer
<b>Total number of employees</b>	<b>21</b>	

Seventeen (17) persons were employed on contract for a period of two years and four (4) positions were filled by permanent established officers to allow for continuity in the organising and execution of the Commission's work.

It is expected that there will be recommendations to guide the further development of appropriate structure and staffing arrangements for the Secretariat following the Cabinet-appointed Project Team's submission of its report in September 2017.

#### **2.8.4 Public Education strategy**

As the Commission undertook the recruitment and selection process for the positions of a Commissioner of Police and Deputy Commissioners of Police, it also came face to face with the public's lack of knowledge and awareness of its role and function.

In an effort to increase awareness of its role and to ensure that basic facts and information of its function and activities is available to the public, the Commission approved a Public Education Strategy that outlines a number of different approaches to realize the Commission's aims. The Commission at its meeting of 7 September 2017 approved the Public Education plan.

#### **2.8.5 Development of an Information Management System**

During the period under review, the Police Service Commission Secretariat and the Information Technology Division of the Service Commissions Department began collaboration on a project to develop an information management system (IMS) for use by the Commission.

The new IMS seeks to improve the existing system and to facilitate storage, organization and easy retrieval of information in the monitoring and appraisal of the Commissioner of Police and Deputy Commissioners of Police.

In the first phase of the project, a team comprising members from the Secretariat and SCD's IT Division undertook a needs analysis to determine the options for developing such a system. Implementation of the project was delayed due to financial constraints.



### 3. LEGAL JUDGMENTS

During the period under review, the Privy Council handed down its judgment in the matter of the Attorney General and Mr. Reginald Dumas. Mr. Dumas' legal challenge raised issues regarding the constitutionality of the President's nomination to the Commission of Mrs. Roamar Achat Saney and Dr James Kenneth Armstrong, citing that the nominees lacked the needed qualifications and experience and that the Commission as then constituted was contrary to section 122(3) of the Constitution by reason of those purported appointments.

Specifically Mr Dumas sought the determination of several legal issues including

- i. the meaning of the phrase "qualified and experienced" in section 122(3) of the Constitution,
- ii. whether the two nominees had the needed qualifications and experience and
- iii. whether, as a result, the Police Service Commission was properly constituted according to law.

The Appeal before the Privy Council dealt primarily with a preliminary point in law with regard to the jurisdiction of the Court to hear Mr. Dumas's concerns and not the merits. Therefore, its conclusions, other than procedural, do not have any real implications for the Commission.

#### 4. AWARD OF CONTRACTS

**Table 10: Contracts awarded by the Commission in 2017**

Name	Service provided	Cost
Kairi Consultants	Public Perception and Satisfaction Survey	\$376,607.81
KPMG	Consultancy Services	\$1,913,791.65
Mr Adelwyn Holder	Project Management services	\$ 137,949.95

## 5. APPENDICES

- The Constitution (Amendment) Act, No. 6 of 2007
- The Commissioner of Police and Deputy Commissioner of Police (Acting Appointments) (Selection Process) (No. 2) Order, 2009
- Police Service Commission (Appeal) Regulations – Legal Notice No. 270 of 3<sup>rd</sup> December 2009
- The Commissioner of Police and Deputy Commissioner of Police (Selection Process) Order, 2015 as published by Legal Notice No. 218 of 16<sup>th</sup> December 2015