



POLICE SERVICE COMMISSION

ANNUAL REPORT 2018

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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

2018 was a watershed year for the Police Service Commission.

The year opened with the Commission submitting the Order-of-Merit List from the recruitment and selection process for the offices of Commissioner of Police and Deputy Commissioner of Police to the President of the Republic of Trinidad and Tobago, His Excellency President Anthony Carmona. The Order-of-Merit List was submitted on 24th January 2018, by the then Chairman of the Police Service Commission Dr Maria Gomes.

Following the submission of the first name, the House of Representatives appointed a Special Select Committee of Parliament to examine the process used by the Police Service Commission. The Committee met over the period February to May 2018; subsequent to which, the debate resumed in the House of Representatives, and the House accepted a suitable candidate.

I had the honour of being appointed to the Chair of the Police Service Commission at the end of March 2018. By the middle of August 2018, the Commission was able to appoint Mr Gary Griffith as Commissioner of Police. Thus, for the first time in six (6) years the country had an appointed Commissioner of Police in that seat.

It was another first for the Commission when, in one of the matters brought against it, the Commission recovered costs awarded by the court. This enabled the Commission to contribute to the coffers of the Central Government.

Notwithstanding these achievements, the Commission continued to be plagued with instability, as over the year, three (3) persons acted in the office of Executive Director, Human Resource Management, Police Service Commission. This practice, of making acting appointments rather than a permanent appointment to this office, whilst widely accepted within the Public Service, makes for instability, and critically frustrates the efficient and effective functioning of the Commission. One hopes that this will not be the norm going forward. Additionally, the structure and staffing of the Commission is yet to be finalised by the Ministry of Public Administration, Public Management Consulting Division. This limbo state affects the morale and productivity of the staff concerned.

Despite this, the Commission was able to complete and submit to the President of the Republic of Trinidad and Tobago, Her Excellency Paula-Mae Weekes, the Annual Reports for 2015, 2016 and 2017, all of which were outstanding. The Commission completed the 2017 Performance Appraisal Reports for the Acting Commissioner of Police and Acting Deputy Commissioners of Police, and completed preparations for the interim 2018 appraisals.

As with the rest of the country, the lack of financial resources hampered the Commission in carrying out some of its functions. Therefore, it was necessary to find alternative methods to fulfil our mandate. In one such area, the Commission decided to make use of electronic survey methods. This was the first time this was done. While the response rate was lower than hoped for, it was a good starting point. Going forward the Commission will learn from this experience, and continue using methods that are available to us at minimum cost.

The year was a challenging one for the Commission; nonetheless, we are proud of the many positive strides we have made.



Bliss Seepersad
Chairman

ABBREVIATIONS

ASP	Acting Superintendent of Police
CoP	Commissioner of Police
DCoP	Deputy Commissioner of Police
DPA	Director of Personnel Administration
ED,HRM	Executive Director, Human Resource Management
FDOs	First Division Officers
JSC	Joint Select Committee
M&E	Monitoring and Evaluation
PolSC	Police Service Commission
PolSCSec	Police Service Commission Secretariat
R&E	Research and Evaluation Unit
SCD	Service Commissions Department
SSC	Special Select Committee of Parliament
TTPS	Trinidad and Tobago Police Service
TTPSSWA	Trinidad and Tobago Police Service Social and Welfare Association

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 appointments;
- (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 as a result of disciplinary proceedings brought against a police officer appointed by the Commissioner of Police.

For the purpose of subsection 1 (d):

- (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

Miss Bliss Seepersad, Chairman



Miss Seepersad was appointed Chairman of the Police Service Commission on 28 March 2018.

She is a graduate of The University of the West Indies, and holds a Master's degree in Urban Geography and Planning from Michigan State University. She is also the holder of a postgraduate diploma in Business Administration from Henley Brunel Management College.

Miss Seepersad brings to the Commission more than thirty years' experience in the public and financial sectors, providing services to individuals and to local, and regional companies.

She is a member of the Chaguaramas Development Authority Board, and Vice President of the Trinidad Building and Loan Association. She is also a member of the Trinidad and Tobago Chamber of Industry and Commerce, the Trinidad and Tobago Transparency Institute, The Art Society of Trinidad and Tobago, and the Queen's Park Cricket Club.

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 in both 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 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.

Dr Susan Craig-James, Member



Dr Susan Craig-James was appointed to the Police Service Commission on 8 June 2018.

She is the holder of a Master's Degree in Sociology and Politics from the University of Edinburgh, Scotland, and a Doctor of Philosophy Degree from the Department of Sociology of the London School of Economics and Political Science.

She was a senior lecturer in the Department of Sociology at The University of the West Indies, St. Augustine, where she designed, taught, and examined several courses. She also supervised numerous undergraduate and postgraduate theses over her 22-year career there.

She has provided consultancy services to local, regional and international agencies, including the United Nations Development Programme.

She is the founder and Managing Director of Cornerstone Press Limited, and has written extensively on Caribbean history and sociology. She has considerable experience in copy-editing and publishing.

Dr Craig-James was awarded the Chaconia Medal (Silver) in 2011 for long and meritorious service in the field of education, and in 2015 the Susan Craig-James Heritage Library in the Scarborough Library, Tobago, was named in her honour.

1.3 Police Service Commission Secretariat

The Police Service Commission Secretariat (PoSCSec)

- i. provides logistical, administrative, and technical support to ensure the efficient operationalizing of decisions taken by the Commission;
- ii. 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;
- iii. provides administrative and clerical services to the Commission's Appeal Tribunal; and
- iv. assists in the dissemination of information, and the conduct of the Commission's public education programmes.

The Secretariat comprises the following Units.

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.

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 (TTPS). The resulting findings generated from these reviews are significant factors in the preparation of annual performance appraisal reports on the Commissioner of Police and Deputy Commissioners of Police.

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 of Police and Deputy Commissioners of Police. 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.

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.

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.

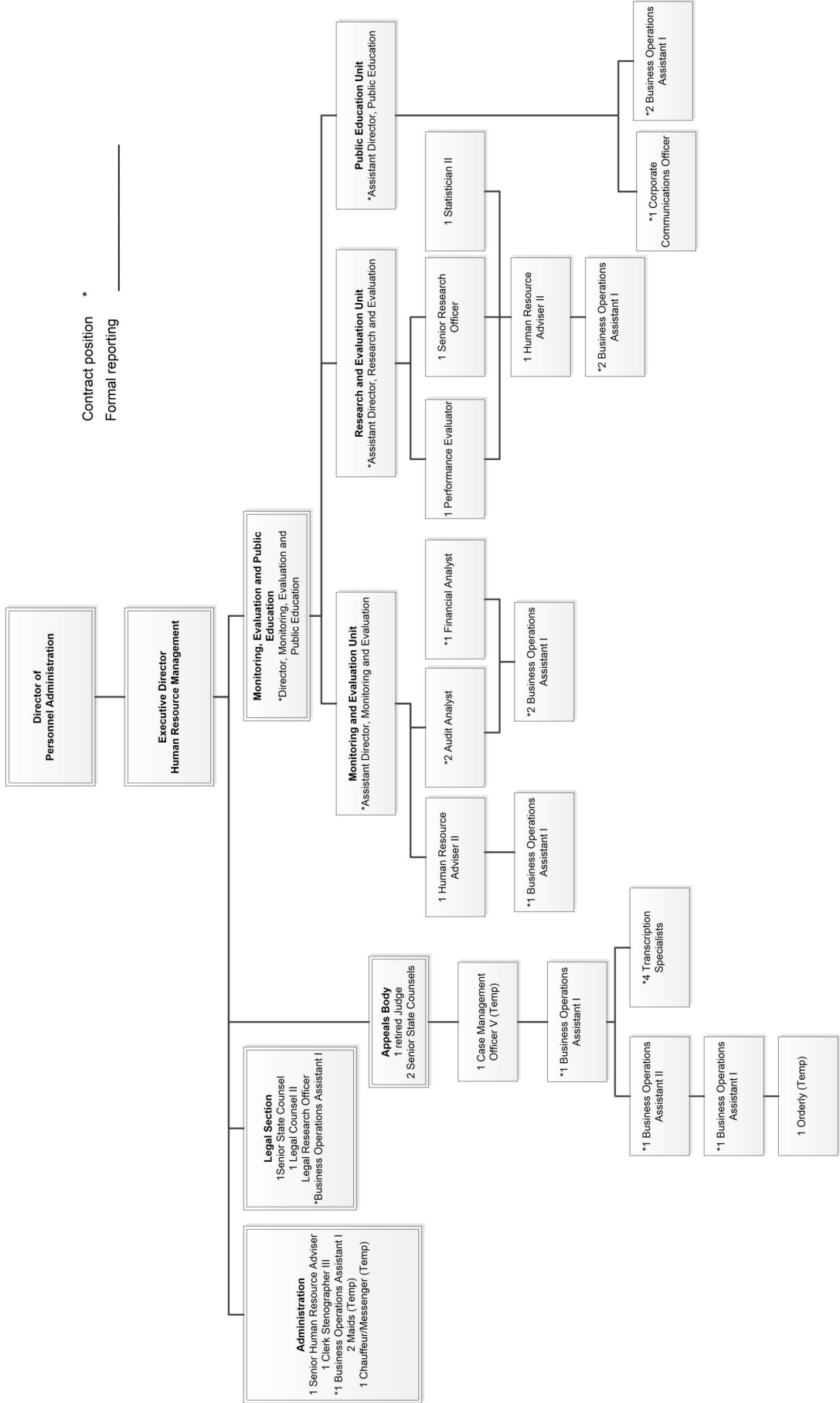
Legal Unit

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

FIGURE 1

**POLICE SERVICE COMMISSION SECRETARIAT
ORGANIZATIONAL CHART**

as of 31 December 2016



Contract position *
Formal reporting _____

2. PERFORMANCE HIGHLIGHTS

2.1 Meetings— statutory, special and stakeholder

2.1.1 Statutory meetings

The Commission held ten (10) statutory meetings during the year under review. At its first statutory meeting, the Director Personnel Administration (DPA) made a presentation to the Commission on the Financial Management and Accounting system in the Public Service. The purpose of the presentation was to assist the Commission in its decision-making, and in particular, with making requests for funding. The presentation covered the following:

- Legal framework
- Basis of accounting
- The Consolidated Fund and Exchequer Bank account
- Budget execution, expenditure
- Closing of accounts, and the submission of financial statements.

2.1.1.1 New Chairman of the Police Service Commission

The term of office of Dr Maria Gomes as Chairman of the Commission ended on 28 January 2018. Bliss Seepersad was appointed as the new Chairman of the Commission on 28 March 2018.

As part of the orientation process for the new Chairman, staff of the Secretariat made presentations on the following:

- Overview of the Financial Management and Accounting System in the Public Service
- Overview of the role and functions of the Police Service Commission/Police Service Commission Secretariat
- The role and functions of the Public Education Unit
- The role and functions of the Appeals Unit
- The role and function of the Monitoring and Evaluation Unit
- The role and function of the Research and Monitoring Unit
- Guidelines for conducting appraisal interviews for the Commissioner of Police and Deputy Commissioners of Police.

2.1.2 Special meetings

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

Table 1: List of Special meetings

Date	Meeting
12 June 2018	<p>Meeting of the Commission with the CoP and DCoPs to</p> <ol style="list-style-type: none">discuss/seek clarification on areas of concern, in respect of the four hundred and fifty-seven (457) cases that were dismissed because of the non-appearance of Police Complainants in Court over the period 1 January to 31 March 2018;get feedback on the current Performance Appraisal Framework;enquire whether there was need to create an additional office of Deputy Commissioner of Police. <p>If an additional office of DCoP is required, the Commission expressed its willingness to provide its support to have this office created.</p>

Date	Meeting
12 June 2018	The Commission met with the DPA and members of SCD's Legal Unit to discuss the way forward with respect to the recruitment and selection process for a Commissioner of Police. The meeting focused on the non-acceptance by the House of Representatives of the nomination submitted by the Police Service Commission, for the appointment of a Commissioner of Police.
26 June 2018	The Commission met to determine the way forward with the nomination of a candidate for the office of Commissioner of Police.
12 December 2018	The Commission met with Mr Gary Griffith, Commissioner of Police, to discuss, inter alia, the outstanding revised Job Descriptions for the Deputy Commissioners of Police, and the TTPS Strategic Plan.

2.1.3 Stakeholder meetings and engagement

As part of her introduction to the Commission, the Chairman Bliss Seepersad met with Acting Commissioner of Police Mr Stephen Williams.

Miss Seepersad was also the feature speaker at the “Dining Out” ceremony for retired First Division Officers (FDOs) of the TTPS held on 3 August 2018. The event recognised and celebrated the service and contributions of sixteen (16) FDOs from specialized areas such as the Professional Standards Bureau/Complaints Division, the Organized Crime Narcotics and Firearm Bureau, Special Branch, the Police Band, and the Transport and Telecommunications Branch as well as other police divisions.



Bliss Seepersad, Chairman, Police Service Commission, meets Mr Stephen Williams, Acting Commissioner of Police.



Bliss Seepersad, Chairman, Police Service Commission, delivering the feature address at the TTPS's Dining Out Ceremony.

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

The Commission made thirty-seven (37) acting appointments to the offices of Commissioner and Deputy Commissioners of Police during the period under review. These were made in accordance with Section 124(1)(a) of the Constitution. The Constitution (Amendment) Act 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 Commissioner of Police

Name	Start date	End Date
Mr Stephen Williams	1 November 2017	31 January 2018
	1 February 2018	31 March 2018
	1 April 2018	16 August 2018
Mr Harold Phillip	29 December 2017	3 January 2018
	8 April 2018	13 April 2018
	19 June 2018	22 June 2018
	5 December 2019	9 December 2018
	16 December 2018	21 December 2018

Table 3: Persons appointed to act as Deputy Commissioners of Police

Name	Start date	End Date
Mr Harold Phillip	1 November 2017	31 January 2018
	1 February 2018	31 March 2018
	1 April 2018	30 September 2018
	1 October 2018	31 March 2019
Mr Deodat Dulalchan	1 November 2017	31 January 2018
	1 February 2018	31 March 2018
	1 April 2018	30 September 2018
	17 August 2018	30 August 2018
	31 August 2018	30 September 2018
Ms Erla Christopher	1 October 2018	31 March 2019
	1 November 2017	31 January 2018
	1 February 2018	31 March 2018
	1 April 2018	30 September 2018
	17 August 2018	30 August 2018
	31 August 2018	30 September 2018
Mr Harrikrishen Baldeo	1 October 2018	31 March 2019
	29 December 2017	3 January 2018
	8 April 2018	13 April 2018
	14 April 2018	25 April 2018
	15 May 2018	18 May 2018
Mr Garfield Moore	19 June 2018	22 June 2018
	12 April 2018	13 April 2018
Mrs Sharon Blake-Clarke	8 July 2018	13 July 2018
	5 October 2018	10 October 2018
	12 November 2018	13 November 2018
	15 November 2018	23 November 2018
	25 November 2018	1 December 2018
	5 December 2018	9 December 2018
16 December 2018	21 December 2018	

2.3 Recruitment and selection of Commissioner and Deputy Commissioner of Police

During the year under review, the Commission completed the recruitment and selection process for the offices of Commissioner of Police and Deputy Commissioner of Police.

On 24 January 2018, the Commission submitted the Order-of-Merit List with the names of the highest-graded candidates for each office, to the President of the Republic of Trinidad and Tobago, in accordance with the procedures set out in Section 123 of the Constitution. The nominations are subject to affirmative resolution from the House of Representatives. Once approved, the Commission appoints the Commissioner of Police or Deputy Commissioner of Police.

As part of its thrust to keep the public informed about the recruitment and selection process for the offices of Commissioner and Deputy Commissioners of Police, the Commission issued a media release on 25 January 2018. The release informed that the Commission had submitted its nominations to the President of the Republic of Trinidad and Tobago, in accordance with the procedures set out in Section 123 of the Constitution.

2.3.1 Nomination to the office of Commissioner of Police

The Commission made four (4) submissions to the President with regard to the nomination for the office of Commissioner of Police. The nominations were in accordance with the provisions of Section 123 (2) to (3) of the Constitution, and Section 4 (1) of Legal Notice No. 218 dated 16 December 2015. The nominees were Messrs Deodat Dulalchan, Harold Phillip, Stephen Williams, and Gary Griffith.

On 30 July 2018, the House of Representatives accepted the nomination of Mr Gary Griffith, and the Commission appointed Mr Griffith as Commissioner of Police with effect from 17 August 2018.



The new Commissioner of Police receives his letter of appointment from Bliss Seepersad, Chairman, Police Service Commission.

2.3.2 Nomination for the Office of Deputy Commissioner of Police, TTPS

The Commission submitted its nominations to the President, for the office of Deputy Commissioner of Police. The House of Representatives did not debate these nominations during the period under review. The matter is expected to be addressed in 2019.

2.3.3 Consultancy services

The Commission accepted and approved the final report submitted by KPMG on the recruitment and selection process for the offices of Commissioner of Police and Deputy Commissioner of Police. The report was one of the deliverables outlined in the contract agreement with KPMG, who were engaged to assist with the recruitment and selection process for the offices of CoP and DCoP of the TTPS. KPMG received its final payment of seven hundred and twenty-eight thousand two hundred and forty-five dollars and ninety cents (\$728,245.90).

The Commission also accepted and approved payment to Mr Adelwyn Holder, Project Manager, whose contract ended on 28 January 2018. The payment was for fifty thousand one hundred and eight-four dollars (\$50,184.00). Mr Holder provided project management services for the overall recruitment process. He assisted the Commission in ensuring that deliverables by KPMG were submitted on time, within budget, complete in scope, and of high quality.

2.4 Performance appraisal of the Commissioner and Deputy Commissioner of Police

Against the backdrop of the country's economic constraints, the Commission undertook a review of the Performance Appraisal Framework, which is used to assess the performance of the Commissioner of Police and the Deputy Commissioners of Police. As a result of the review, the Commission decided that the performance appraisals of the CoP and DCoPs would utilise only five (5) of the nine (9) components of the Framework as follows.

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

The components not being utilised are:

- internal survey of the TTPS;
- external survey of the public;
- focus group meetings with external stakeholders of the TTPS; and
- focus group meetings with FDOs and senior civilian staff.

These four components will be re-introduced in 2019 once funds are released, as these provide useful insights into public trust and confidence in the TTPS.

The internal survey of police officers and civilian staff is used to determine satisfaction with supervisory and management systems, human resource matters, welfare of staff, and staff's satisfaction with the police service and its various services to the public as a whole.


The external survey of the public (Public Perception and Satisfaction Survey) collects feedback on issues such as fear of crime, satisfaction with policing services, and trust and confidence in the police.

Focus group meetings with both internal staff and external stakeholders of the TTPS elicit information on the efficiency and effectiveness of the Commissioner and Deputy Commissioners, and obtain expert recommendations on how to improve police performance.

Given the financial constraints of the Commission, electronic mediums will be used for the surveys, and smaller, more targeted meetings will be used for the focus groups.

The review of the Framework also took into consideration recommendations received from the Joint Select Committee on Local Authorities, Service Commissions and Statutory Authorities (including the THA), in its Fifth Report on an Inquiry into the Efficiency and Effectiveness of the Police Service Commission. The recommendations included that:

- the Commission give due consideration to the relevance of the criteria applied to evaluate the performance of the Acting Commissioner of Police and Deputy Commissioners of Police; and
- the Commission move with alacrity to revise its performance assessment arrangements, to reduce the inordinate amount of time taken to provide appraisees with feedback.



In December 2018, the Commission completed the 2017 performance appraisals for the Commissioner of Police and Deputy Commissioners of Police. Performance appraisals for the 2018 period will be submitted for the Commission's consideration by May 2019.

The Commission intends to improve the appraisal framework for 2019, and to that end will:

- i. make use of electronic survey methods that are cost-effective and efficient, to gather feedback from internal and external stakeholders of the TTPS;
- ii. provide more timely feedback to the CoP and DCoPs on their performance; and
- iii. set targets/standards, and provide clear criteria based on the specific list of duties for the positions of CoP and DCoP.

2.5 Monitoring the performance of the Trinidad and Tobago Police Service

2.5.1 2018 Stakeholder expectation survey

The Commission conducted an online survey in December 2018, to assess stakeholders' expectations of, and views on, the TTPS.

E-mail invitations to participate in the survey were sent from the PoISC to approximately 1,200 individual e-mail addresses from which 162 responses were obtained. Respondents accessed the online questionnaire via a web link to the Survey Monkey website. Using Survey Monkey came at no cost to the Commission, as iGovTT hosted the survey using their subscription to Survey Monkey.

This operational and cost efficiency, did not translate into a favourable response rate, which stood at 13 per cent. This is lower than the standard 20 per cent target rate, but nonetheless is still higher than the 10 per cent bare minimally acceptable response rate for a successful survey. As such, work needs to be done to find ways of promoting the survey more extensively, and getting stakeholders to participate.

Respondents were asked eleven (11) questions based on the following categories:

Satisfaction	Technology
Crime Priorities	Communication
Accountability and Professionalism	Partnership
Human Resources	Performance Appraisals

As the Commission moves into 2019, it intends to improve this survey process by building staff capacity through training, promoting the studies, and sharing the findings of the survey with its stakeholders.

The Commission also decided that the Secretariat should continue to use Survey Monkey as a tool to facilitate electronic surveys dealing with the performance of the Police Service/ Executive members of the Trinidad and Tobago Police Service.

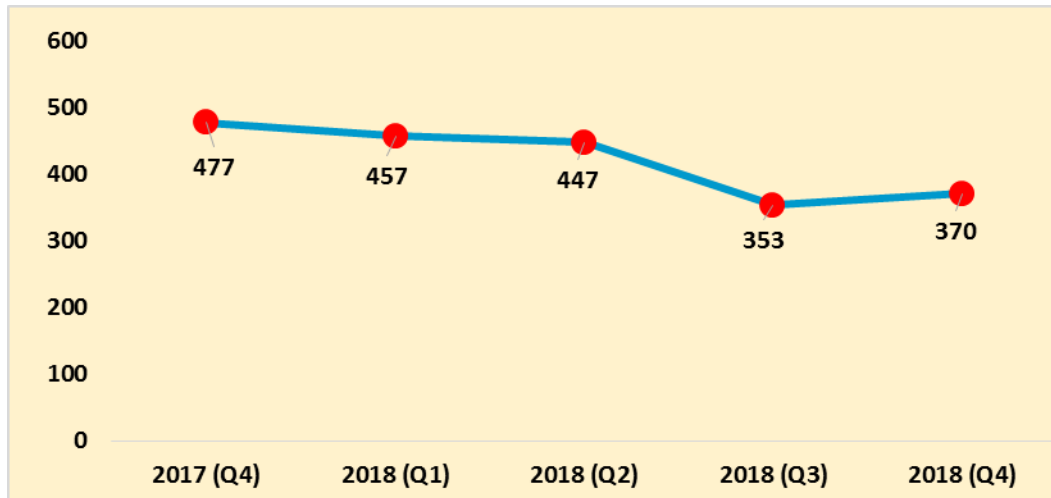
2.5.2 Non-appearance in court of Police Complainants

In 2017, 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 courts.

As a follow-up to this meeting, the Commission requested that the Commissioner of Police implement systems to monitor the non-appearance in court of Police Complainants, and to institute disciplinary action where necessary, to address the issue. The Commission also requested that the Monitoring and Evaluation Unit of the Police Service Commission Secretariat monitor compliance of the TTPS, and report on the systems implemented by the CoP in this matter.

For 2018, due to the non-appearance of Police Complainants, the courts dismissed sixteen hundred and twenty-seven cases(1,627). **Table 4** refers.

Table 4: Number of cases dismissed due to the non-appearance of Police Complainants in court



The Commission requested that the Commissioner of Police provide a report on a quarterly basis, which indicates the number of cases dismissed, the types of cases dismissed, and the disciplinary action taken to impact on the reduction of non-appearance of Police Complainants in court. The information would assist the Commission to determine:

- a. whether there were any improvements in police attendance in court hearings, and
- b. whether disciplinary action was taken against officers who failed to appear in court without a plausible excuse.

Table 5 below details the disciplinary action taken in 2018 by the Commissioner of Police against officers who failed to appear in court without a plausible excuse.

Table 5: Disciplinary action taken by the Commissioner of Police

Action taken against Complainants	Number
Notices prepared	154
Notices to be served	100
Disciplinary action pending	36
Not specified	52
Notices served	12
Reports to be sent to ASP, Discipline	4
Officer on suspension	1
TOTAL	359

Table 6 gives a breakdown of the types of offences dismissed as a result of the non-appearance of Police Complainants in court for the period July to December 2018. At the time of writing this report, the data for the first six months of the year were not available.

Table 6: Classification of offences of cases dismissed for the period July to December 2018

Offence Classification	Number of offences	Examples of offences reported
Traffic Offence	170	Driving under the influence; using mobile device; unauthorized lights; dangerous driving.
Minor Crime	166	Possession of marijuana within 500m of a school; malicious damage; escaping lawful custody; assault with intent to rob.
Minor Offence	185	Obscene language; resisting arrest; wilfully making a false declaration; disorderly behaviour
Serious Crime	180	Possession of ammunition; attempted murder; possession of cocaine; wounding with intent; housebreaking with larceny; discharge of a firearm in public.
Other	11	Nine offences were not classified.
TOTAL	712	

The Commission will continue to monitor this matter in an effort to ensure that the attendance in court by Police Complainants is improved.

2.6 Hearing and determination of appeals in promotion and disciplinary matters

In accordance with Section 123 (1) (f) of the Constitution, the Police Service Commission is empowered to

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 promotion or as a result of disciplinary proceedings brought against a police officer appointed by the Commissioner of Police.

The Police Service Commission (Appeal) Regulations, published in Legal Notice No. 270 of 2009, outline the procedure for the hearing and determination of appeals.

Four (4) appeal matters were filed in 2018, bringing the total number of appeals before the Commission to twenty-nine (29) at 31 December 2018. Nine (9) of these appeal matters are in relation to appointments on promotion, whilst twenty (20) of these appeal matters are as a result of disciplinary proceedings. **Tables 7 and 8** below provide the status of promotional and disciplinary appeals.

Table 7: Status of promotional and disciplinary appeals

Appeals carried forward to 2018	Matters filed		Matters heard		Matters adjourned	Matters determined	Matters outstanding
	Promotional	Disciplinary	Promotional	Disciplinary			
22	0	4	0	0	Nil	Nil	25

Table 8: Status of outstanding promotional and disciplinary matters

MATTERS OUTSTANDING		
Year	Promotional matters	Disciplinary matters
2011	Nil	3
2012	2	6
2013	7	1
2014	Nil	1
2015	Nil	2
2016	Nil	Nil
2017	Nil	3
2018	Nil	4
	9	20

Prior to the Constitution (Amendment) Act, No. 6 of 2006, the Commission had the authority to discipline all police officers. **Table 9** provides an overview of the disciplinary matters, which were not finalised prior to the proclamation of the Constitution (Amendment) Act, No 6 of 2006, and which are still pending before the courts.

Table 9: Disciplinary/court matters pending at 31 December 2018

Matters Pending	Court	Total
Court Charges pending at High Court	Criminal Registry, Port of Spain – 3	14
	Criminal Registry, San Fernando – 7	
	Tobago Assizes – 4	
Court Charges pending before the Presiding Magistrate at Magistrates' Court	Port of Spain – 2	4
	Sangre Grande – 1	
	San Fernando Traffic Court – 1	
Matters committed to stand trial at the next sitting of the Assizes which have not been forwarded to the Director of Public Prosecutions	Sangre Grande Magistrate's Court – 1	1

2.7 Appearance before Parliament

2.7.1 Special Select Committee of Parliament

On 2 February 2018, the House of Representatives (House) established a Special Select Committee with the mandate to:

- a. obtain information, documentation, and/or evidence relevant to, and/or touching and concerning the method, process, criterion, and considerations utilized by the Police Service Commission, and/or the Firm employed by the Police Service Commission in the selection of candidates, for the positions of Commissioner of Police and Deputy Commissioner of Police to enable the House of Representatives to consider the Notifications submitted to it by His Excellency, the President pursuant to Section 123 of the Constitution; and
- b. Report by March 31, 2018.

The Committee held nine (9) meetings, over the period 16 February to 26 April 2018, and conducted public hearings during the period 23 February to 17 April 2018 with the following:

- The former Chairman of the PoISC
- Members of the PoISC
- The Director of Personnel Administration (Ag.)
- Officials of the Service Commissions Department
- Officials of KPMG
- Officials of the Police Complaints Authority.

The Commission, together with representatives of the Service Commissions Department including the DPA, and representatives of KPMG, appeared before the Special Select Committee on 23 February, 6 March, and 17 April 2018.

The Special Select Committee submitted an interim report on 28 March 2018, and its final report was submitted to Parliament four weeks later. The proceedings of the Special Select Committee, and its full report, are available on the website of the Parliament of Trinidad and Tobago <http://www.ttparliament.org/>.

2.8 Institutional strengthening

2.8.1 Police Service Commission Regulations

With the assistance of the Legal Services Unit of the Service Commissions Department, the Commission began its review and amendment of the Police Service Commission Regulations. This will enable the Commission to keep pace with the substantial changes to the legal framework which guides how the Commission undertakes its mandate. The review exercise will be completed in 2019.

2.8.2 Annual Reports

The Commission completed its 2015, 2016 and 2017 Annual Reports on its administration and exercise of its powers and functions. The reports were submitted to the President, in compliance with Section 66B of the Constitution of the Republic of Trinidad and Tobago as amended by Act No. 29 of 1999.

2.8.3 Staffing

During the period under review, the Service Commissions Department advertised the positions of Transcription Specialist, Financial Analyst, and Director, Monitoring and Evaluation, at the Police Service Commission Secretariat. It is anticipated that these positions will be filled soon.

The appropriate staffing of the Secretariat is already receiving the attention of the Public Management Consulting Division, Ministry of Public Administration, as part of the deliverables of the Project Team established by Cabinet on 29 September 2016. The mandate of the Team is to make recommendations on governance, policy, process, and procedural arrangements related to the functioning of the Police Service Commission Secretariat. These recommendations are to guide the development of appropriate structure and staffing arrangements for the Police Service Commission Secretariat.

3. AWARD OF CONTRACTS

Table 10: Contracts awarded by the Commission for 2018

Name	Service provided	Cost
KPMG	Consultancy services	\$981,370.90
Mr Adelwyn Holder	Project management services	\$55,910.03

4. APPENDICES

The Constitution (Amendment) Act, No. 6 of 2006

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 3rd December 2009

The Commissioner of Police and Deputy Commissioner of Police (Selection Process) Order, 2015 as published by Legal Notice No. 218 of 16th December 2015

The Commissioner of Police and Deputy Commissioner of Police (Qualification and Selection Criteria) Order, 2015 as published by Legal Notice No. 219 of 16th December, 2015