



Fifth Report of the

JOINT SELECT COMMITTEE ON
LOCAL AUTHORITIES, SERVICE COMMISSIONS
AND STATUTORY AUTHORITIES
(INCLUDING THE THA)

On an
Inquiry into the Efficiency and Effectiveness of the
Police Service Commission (PSC)

Third Session (2017/2018), 11th Parliament

Fifth Report

**Of the
Joint Select Committee on Local Authorities, Service
Commissions and Statutory Authorities
(including the THA)**

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**Inquiry into the Efficiency and Effectiveness of the
Police Service Commission (PSC)**

Second Session (2016/2017), Eleventh Parliament

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ACRONYMS AND ABBREVIATIONS

Abbreviation	Term
CoP	Commissioner of Police
DCoP	Deputy Commissioner of Police
IT	Information Technology
PI	Performance Indicator
PMCD	Public Management Consulting Division
PSC	Police Service Commission
PSCS	Police Service Commission Secretariat
PSIP	Public Sector Investment Programme
SCD	Service Commissions Department

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EXECUTIVE SUMMARY

- 1.1. At its eleventh meeting held on Wednesday 30th November, 2016, the Committee resolved to inquire into the Efficiency and Effectiveness of the Police Service Commission (PSC) and agreed that the following three (3) objectives would guide the inquiry:
 - i. **To evaluate the performance of the Commission in executing its mandate;**
 - ii. **To determine whether the resources, systems and procedures of the Police Service Commission are sufficient to allow it to operate efficiently; and**
 - iii. **To determine the challenges affecting the operations of the Commission and the possible solutions for alleviating these.**
- 1.2. The Committee agreed to meet in public with officials of the PSC and the Service Commissions Department (SCD) on Wednesday 08 February, 2017.
- 1.3. The Committee obtained both oral and written evidence based on the objectives listed above. Some of the significant issues which were highlighted during the course of the inquiry included:
 - a) **The relevance of the criteria applied to evaluate the performance of the Acting Commissioner of Police (CoP) and Deputy CoPs;**
 - b) **The factors that led to the delay in the completion of the Performance Appraisals of the current CoP (Ag.) and the Deputy Commissioners for the years 2015 and 2016;**
 - c) **The operational difficulties confronting the Commission including staff shortages and a lack of minor equipment and office supplies;**
 - d) **The failure of the PSC to include “Strategic Leadership” as a performance indicator in the Performance Appraisal Scheme of the Acting CoP;**
 - e) **Challenges with filling the Financial Analyst position at the Commission;**
 - f) **The need to modify the curriculum at the Police Training Academy;**

- g) The need for more collaboration, between the PSC and the Ministry of National Security particularly in relation to the exchange of information;**
- h) The need for full time members to serve on the PSC.**

Based on observations made during this inquiry, the Committee has proffered recommendations which we believe will appropriately address the issues highlighted. A summary of these recommendations follows this Executive Summary.

We anticipate that the Parliament, the PSC and other stakeholders would give due consideration to the findings and recommendations contained in this Report with a view to improving the services at the PSC. The Committee looks forward to reviewing the stakeholder responses to this Report which becomes due, sixty (60) days after it is presented to the Houses of Parliament.

SUMMARY OF RECOMMENDATIONS

The following is a consolidated list of recommendations proposed by the Committee:

The Committee recommended the following:

- i. that the PSC move with alacrity to revise its current performance assessment arrangements to reduce the inordinate amount of time taken to provide appraises with feedback;
- ii. that the Commission produce an interim report as well as a final performance assessment report. The interim report will provide members of the Executive Leadership of the TTPS with some preliminary feedback regarding their performance in a timelier manner. This committee expects that this proposed modification will be implemented in time for the 2016 or 2017 performance review;
- iii. the PSC should (with the assistance of its M&E Consultant) conduct an evaluation of Police Performance Assessment Frameworks that are in operation in other jurisdiction such as “CompStat”. This should be done with a view to determining whether such frameworks, some of which are augmented by Information and Communication Technology, would assist with enhancing the efficiency of the PSC’s Performance Assessment Scheme;
- iv. that the PSC consult with the Chief Personnel Officer, Salaries Review Commission and the Ministry of National Security to examine the feasibility of introducing of monetary and non-monetary incentives into the Compensatory Regime of the CoP and DCoP;
- v. the PSC must continue to seek innovative ways to engage the other agencies involved in the “strategic management” of the police service. In this regard, standing arrangements must be instituted to facilitate the constant flow of information between the PSC and:
 - a) the Ministry of National Security;
 - b) the National Security Council.

- vi. Information to be shared with members of the Commission must be strictly relevant to the operation and performance of the TTPS;
- vii. the performance of the CoP as it concerns the fulfilment of his obligation to the Police Complaints Authority, the Parliament and any other oversight body must be included in the performance assessment regime. This committee expects that this proposed modification will be implemented in time for the 2016 or 2017 performance review;
- viii. that the Commission develop an Order of Priority for the vacant positions. Therefore, the Commission must work with the DPA with a view to incrementally recruit persons for those priority positions;
- ix. that all complaints made against police officers which are lodged with the Commission be forwarded to both the CoP and the Police Complaints Authority. This should be a standard operating procedure;
- x. that the DPA submit to the Parliament a status update of the filling of contract positions within the Commission's Secretariat;
- xi. that discussions be held between the Executive Director, the DPA, Permanent Secretary to the Prime Minister and Head of the Public Service and members of the Commission with a view to resolving the internal administrative discord which is seriously affecting the efficiency of the Commission. It is quite likely that this internal disharmony may be affecting the operation of the other Service Commissions. As such, the modalities and protocols agreed to during this meeting must be documented in the form of guidelines for future reference;
- xii. that the current Commission prioritize the formulation and finalization of the necessary amendments to the PSC regulations. This objective does not demand a significant amount of financial resources, rather legal expertise can be sourced through other state bodies. In this regard, this Committee expects that the PSC will collaborate with internal legal

counsel in the SCD and perhaps the Ministry of the Attorney General and Legal Affairs to advance this process within 3 months;

- xiii. that the current PSC work with the SCD to present a Position Paper on its proposal for Members of the PSC to serve on a full-time basis and for the creation of the position of Deputy Chairman;**
- xiv. serious consideration must be given to reassessing the value and relevance of this Commission;**
- xv. the Ministry of the Attorney General and Legal Affairs examine models for civilian oversight bodies in other jurisdictions with a view to developing alternative options vis-à-vis the PSC.**

INTRODUCTION

Background

- 2.1. The PSC of Trinidad and Tobago is an independent body established on June 1, 1956 by the Trinidad and Tobago (Constitution) Amendment Order in Council 1956 (1956 No. 835). Section 122 of the Republican Constitution (Act No. 4 of 1976) provides for the establishment of the Commission under Section 122. The powers and responsibilities of the Commission are outlined in Section 123 of the Constitution (as amended by Act Nos. 6 of 2006 and 12 of 2007).
- 2.2. Prior to the constitutional amendments of 2006, the PSC was responsible for *inter alia* the appointment, transfer, confirmation of appointments, removal and exercise of disciplinary control in relation to persons holding or acting in such offices in the Police Service. However, the Police Service Act Chapter 15:01 and the Constitution (Amendment) Act, 2007 conferred direct responsibility on the CoP for recruitment, promotions, appointments, transfers and discipline of all police officers up to the rank of Assistant CoP.¹
- 2.3. As a result of these amendments, the responsibilities of the PSC were adjusted. The Commission is now primarily responsible for the appointment persons to the office of CoP and Deputy CoP and to monitor and appraise their performance in the interest of the security of the nation.

¹ <http://www.scd.org.tt/index.php/en/the-service-commissions/171-police-service-commission-polsec/141-police-service-commission>

- 2.4. The current members of the Commission are as follows:
1. **Dr. Maria Therese-Gomes** - Chairman
 2. **Mr. Martin Anthony George** – Member
 3. **Mr. Dinanath Ramkissoon** – Member²³
- 2.5. The administrative, technical and financial support for the PSC to discharge its constitutional mandate is provided by the SCD, which is headed by the Director of Personnel Administration (DPA).
- 2.6. There is a PSC Secretariat Unit within the SCD, established pursuant to **Cabinet Minute No. 1564 dated 21st June, 2007**, to provide administrative, technical and logistical support to the Commission. The PSC Secretariat was initially led by a Director of Monitoring, Evaluation and Education who managed the operations of five (5) support units⁴:
- i. Appeals
 - ii. Audit
 - iii. Legal
 - iv. Research and Evaluation
 - v. Public Education
- 2.7. At the time of this inquiry, the Commission's Secretariat was being led by the Acting Executive Director Human Resource Management, pending the appointment of a new Director⁵.

²<http://www.policesservicecommission.org.tt/Reports/Police%20Service%20Commission%20Strategic%20Plan%202016-2018%20FINAL.pdf>

³On January 04 2017, the PSC's Secretariat advised the Committee's Secretariat that currently there are only 3 Members on the Commission. The term of the other two (2) Members expired.

⁴ <http://www.policesservicecommission.org.tt/faqs.html>

⁵<http://www.policesservicecommission.org.tt/Reports/Police%20Service%20Commission%20Strategic%20Plan%202016-2018%20FINAL.pdf>

Fiscal Expenditure

2.8. The Recurrent Expenditure of the PSC for the period 2014⁶-2017⁷ is outlined in Table 1 below:

Table 1: Recurrent Expenditure of the Police Service Commission for the period 2014-2017

2014 (Actual)	2015 (Actual)	2016 (Revised Estimate)	2017 (Estimate)
\$3,311,731	\$3,768,037	\$3,836,100	\$5,537,000

Conduct of the Inquiry

2.9. A public hearing was held with representatives of the PSC and the SCD on Wednesday 08 February, 2017 at which time the Committee interviewed the officials on issues relevant to the inquiry objectives. Prior to the public hearing, the Committee wrote to the PSC requesting written responses to certain preliminary questions. The written responses submitted by the PSC provided a frame of reference for the questions pursued at the hearing.

2.10. The PSC and SCD were represented by the following officials:

- a) Dr. Maria Therese Gomes Chairman, Police Service Commission
- b) Mr. Dinanath Ramkissoon Member, Police Service Commission
- c) Ms. Anastasius V. Creed Director of Personnel Administration (DPA)
- d) Ms. Natasha Seecharan Legal Adviser, Service Commissions Department
- e) Ms. Margaret Morales Executive Director, Human Resource Management
- f) Mrs. Caminee Baboolal Senior Human Resource Adviser
- g) Mr. Alfred Gray Assistant Director, Research & Evaluation

2.11. The Minutes and Verbatim Notes are attached as Appendix I and Appendix II respectively.

⁶ <http://www.finance.gov.tt/wp-content/uploads/2016/03/Recurrent-Expenditure-2016-Final.pdf>

⁷ <http://www.finance.gov.tt/wp-content/uploads/2016/10/Numbered-Draft-Estimates-Revenue-2017.pdf>

Summary of Evidence, Findings and Recommendations

Objective 1: To Evaluate the Performance of the Commission in Executing its Mandate

The Status of Recruiting and Selecting a Commissioner of Police

- 3.1.1. The Committee was informed that previously, the PSC had two (2) failed attempts to fill the vacant position of the CoP. In the first instance, although proposals were received and evaluated from two firms, no award was made due to subsequent legal action taken by Mr. Harridath Maharaj against the Attorney General of Trinidad and Tobago challenging *inter alia* the constitutionality of the process in Legal Notice 218 of 2015. In the second instance, the PSC received legal advice and restarted the selection process for CoP and Deputy CoP by way of open tender. At its Statutory Meeting held on November 25th, 2016, the Commission considered an Evaluation Report submitted by its Evaluation Committee with the proposals of four (4) firms.
- 3.1.2. The Committee was further advised that due to the expiration of the term of the three (3) members of the Commission on November 28th, 2016, the process was further delayed. Another Commission was not constituted until February 2nd, 2017 when it held its first statutory meeting where the decision was taken to notify the successful firm that tendered. The letter to the firm was issued on February 3rd, 2017. See Appendix III

Improving efficiency in the recruitment process for the Commissioner of Police

- 3.1.3. It was submitted that the cost of the recruitment process for the CoP is \$2.5 million. To allow for a more cost-effective process, the Commission recommended and approved the hiring of a Project Manager to manage the recruitment process as the Commission has been advised that this expertise is not available within the Police Service Commission Secretariat (PSCS). Previously, the recruitment process for the CoP was outsourced.

Criteria used to evaluate the performance of the Acting CoP and Deputy Commissioners of Police

3.1.4. Consistent with the changing dynamics in the socioeconomic and political climate as well as changes in the composition and iteration of the PSC, the criteria for evaluating the performance of the CoP has been revised. As such, different categories of performance indicators were used to assess appraisals for 2013 and 2014 compared to appraisals for 2015 and 2016 based on the advice of the Monitoring & Evaluation (M&E) consultant. For instance, the PSC indicated that its M&E consultant detected that *strategic leadership* was a critical evaluation area that was omitted from the list of performance indicators. The PSC also recognised that *financial management* was not included in the performance indicators. Accordingly, these areas will be included in the 2015 and 2016 evaluations. **Table 2** below outlines the respective categories of performance indicators used to assess appraisals for 2013 to 2016.

Table 2: Performance indicators used for appraisals for the years 2013-2016

PERFORMANCE INDICATORS	
2013 and 2014 appraisals	2015 and 2016 appraisals
Maintenance of Law and Order	Maintenance of Law and Order
Public Trust and Confidence	Public Trust and Confidence
Human Resource Management	Financial Administration
Strategic Initiatives	Human Resource Management
Financial Administration; and Documents and Information submitted to the PSC	Strategic Leadership, Management and Communication

3.1.5. The Committee noted with interest, the fact that the Commission consults with the CoP and his deputies to arrive at agreed targets for performance assessments.

Delays in completing Performance Appraisals

3.1.6. Performance Appraisals are usually delayed by one year. For example, the appraisal of the performance of the CoP for 2015 will commence in 2016. However, the Committee was informed that the process for assessing performance appraisals is protracted because information is required to be obtained from various sources. For example, from internal and external surveys, audit information, media reports, and documents submitted by the TTPS such as periodic reports. The PSC indicated that the 2015 and 2016 reports are expected to be delayed because of new processes and procedures being implemented by the consultant.

Findings of 2014 Performance Appraisal for the Acting CoP

3.1.7. Performance indicators (PIs) and targets for the 2014 appraisal, were developed and compiled by using the following:

- i. Trinidad and Tobago Police Service (TTPS) Operational Plan 2014;
- ii. Meeting held with PSCS and members of PSC;
- iv. Research on international PI standards and benchmarks for police organizations;
- v. Internal meetings within the PSCS (Audit and Research and Evaluation Sections).
- vi. Meetings held with Commissioners and Secretariat of the PSC.

3.1.8. The performance category “Documents and Information submitted to the PSC” was used solely as a performance indicator for the Ag. CoP Stephen Williams in 2014. Each performance category was aligned to the various TTPS strategic priorities and action items as identified in the 2014 Operational Plan **“Trinidad & Tobago Police Service Operating Plan 2014 - Building an Exceptional Organization: One Team, One Vision”**.

3.1.9. Several performance targets were evaluated that were linked to a reduction in criminal activity in the 2014 appraisal. These targets are outlined in Table 3:

Table 3: Performance Benchmarks - 2014

Performance Benchmark	Target
Reduction in serious crime	10% decrease Year On Year
Reduction in murders	10% decrease Year On Year
Increase in detection rate of serious crimes	5% increase Year On Year
Increase in recovery of firearms	5% increase Year On Year

3.1.10. Additionally, it was indicated that in the continuous monitoring of the effectiveness of the Acting CoP's Crime Reduction Projects and strategies the PSC examines the progress of **the Commissioner's achievements of targets relating to a reduction in the number of murders/homicide.**

3.1.11. Performance Worksheets are considered the key documentation for performance appraisals. The **calculation of the ratings and performance points** for each of the officers in 2014, accounted for seventy per cent (70%) of the final score, and the final **appraisal interview** conducted by the Commission contributes to thirty percent (30%) of the final appraisal score. Details of the Performance Appraisal Report of the Acting CoP 2014 is at **Appendix IV**.

3.1.12. The various weightings for each officeholder were devised based on:

- Key functions, responsibilities and duties within respective job descriptions;
- The key targets and priority areas identified in the TTPS Operational Plan 2014 under the management of each officeholder; and
- Input from the PSC, Audit and Research and Evaluation Sections.

3.1.13. Table 4 below highlights the information noted above.

Table 4: Weightings of Performance Indicators per Officeholders - 2014 appraisal

Performance Category	Office Holder			
	Commissioner of Police	Deputy Commissioner of Police - Crime and Support	Deputy Commissioner of Police - Administration	Deputy Commissioner of Police - Operations
Maintenance of Law and Order	25%	35%	20%	40%
Public Trust and Confidence	10%	20%	10%	15%
Human Resource Management	10%	10%	55%	15%
Strategic Initiatives	30%	30%		15%
Financial Administration	20%		10%	10%
Documents and information submitted to PSC	5%	5%	5%	5%
TOTAL	100%	100%	100%	100%

Mechanisms used to monitor the performance of the Acting CoP and Deputy CoPs

3.1.14. The Audit Unit of the PSCS conducts the monitoring functions of the organization. The Unit currently monitors the work of the CoP and Deputy CoPs. Additionally, the unit verifies, inspects and audits the use of resources and the action items (work deliverables) outlined in the TTPS Annual Work Plan (TTPS Operating Plan) and TTPS biannual Periodic Reports. The existing monitoring process involves:

- i. The review of the Annual TTPS Operating Plan and identify work deliverables with projected times and the responsible officers by the Audit Analysts & Human Resource Specialist;

- ii. The collection of information and its conversion into tabulated Quarterly Reporting Forms;
- iii. Interviews and inspections for Audits which entail field work, to verify and collect updates and progress on the various action items;
- iv. Recommendations and suggestions which are included within the audit findings;
- v. Documenting of findings into quarterly reporting forms, which are compiled and sent to the Research and Evaluation Unit for the final stage of further analysis;
- vi. Discussion with the TTPS Executive Team and the PSC on the monitoring findings as part of the final appraisal process;
- vii. Quarterly Reporting Forms - to be filled out by Deputy COPs re: achievement of TTPS targets;
- viii. External Survey - to review Public Trust and Confidence;
- ix. Internal Survey - TTPS personnel and civilian staff opinions/views of the internal work environment and organisation's development;
- x. Focus Group - qualitative information on views from various key stakeholder groups on the TTPS and its leadership;
- xi. Teamwork Appraisal Forms;
- xii. Town Meeting Reports (to acquire citizen perspectives on the TTPS);
- xiii. Media Reports on crime and TTPS;
- xiv. TTPS Periodic Reports.

Lack of Incentives for meeting performance targets

- 3.1.15. The Committee was informed that currently there is no connection between the performance of the CoP and his deputies and the compensation they receive. As a consequence, the Commission suggested that there are no monetary/tangible incentives to improve performance or to meet or even exceed performance targets.

- 3.1.16. The PSC indicated that this is an area that needs to be examined. The Commission appears to be uncertain about its authority to take disciplinary action against the Executive Leadership of the TTPS, should they fail to satisfy/meet the established performance targets. It was also indicated that when targets are not met the Commission advises the Commissioner or the Deputies on the areas of limitations and asked that corrective measures be taken.

Performance Appraisal Benchmarks against International Standards

- 3.1.17. The PSC liaises with international policing organisations such as *Interpol* with regards to International Benchmarks for Performance Appraisal. However, the PSC has not engaged in any recent studies into the International Performance Appraisal Benchmarks for the CoP and Deputies because of a lack of funding. The PSC also indicated that attainable targets are discussed and agreed to by the CoP because it would be unfair to hold the CoP and Deputies to international standards without providing the legal, financial and human resources required, so that they can be adequately supported.

Need for Interdependency amongst the Ministry of National Security, the National Security Council and the PSC

- 3.1.18. The PSC indicated that currently there is no forum for meetings to be held amongst the PSC, the Ministry of National Security and the National Security Council to discuss the measures in place to achieve targets because of the historical nature of the Service Commissions to be insular and independent without political interference. However, it has become necessary for the PSC as the oversight body to have interdependence and to become more acquainted with the activities of the Police Service.

Appeals against decisions of the Acting Commissioner of Police currently before the PSC

3.1.19. There are twenty-two (22) appeals against decisions made by the CoP which are currently lodged with the PSC. The Status of Appeals filed against the decisions of the CoP over the period 2012-2017 is at **Appendix V**.

Complaints about the Acting Commissioner of Police

3.1.20. The Committee was advised by the PSC that over the last seven (7) years, one hundred and fifty-seven (157) complaints were made concerning the holder of the office of CoP. Forty-three (43) of these complaints were investigated and one hundred and fourteen (114) remain unresolved.

Findings

3.1.21 Based on the evidence set out in the previous section the Committee concluded as follows:

Procedure for assessing the performance of the CoP

- i. The process is very protracted because it involves collating information from various sources.
- ii. Budget constraints, issues with coordinating staff and the interruption between the contracts for the consultant are also sources of delays;
- iii. There is need for performance appraisals for the CoP and by extension the Deputies to be conducted in a timely manner so that performance gaps can be identified and communicated to these officers in a timely manner.
- iv. We noted that the M&E consultant also recommended setting targets and objectives for growth within the organisations and holding the CoP and deputies to account in a timely manner. The PSC assured the Committee that this issue will be addressed in the revised framework of assessing the CoP.

Incentives

- v. The existing compensatory arrangements for the executive management of the TTPS does not allow for pay-for-performance. It stands that there are no tangible incentives to meet or exceed performance targets.

Multi-agency collaboration

- vi. The Committee agrees that there is need for interdependency amongst the Ministry, the National Security Council and the PSC so that the PSC can become more intimate with the happenings of the Police Service and their requirements.

Recommendations

- A. We strongly recommend that the PSC move with alacrity to revise its current performance assessment arrangements to reduce the inordinate amount of time taken to provide appraises with feedback. In this regard, the Committee recommends that the Commission produce an interim report as well as a final performance assessment report. The interim report will provide members of the Executive Leadership of the TTPS with some preliminary feedback regarding their performance in a timelier manner. This committee expects that this proposed modification will be implemented in time for the 2016 or 2017 performance review.
- B. The PSC should (with the assistance of its M&E Consultant) conduct an evaluation of Police Performance Assessment Frameworks that are in operation in other jurisdiction such as “CompStat”. This should be done with a view to determining whether such frameworks, some of which are augment by Information and Communication Technology, would assist with enhancing the efficiency of the PSC’s Performance Assessment Scheme.

- C. We recommend that the PSC consult with the Chief Personnel Officer, Salaries Review Commission and the Ministry of National Security to examine the feasibility of introducing of monetary and non-monetary incentives into the Compensatory Regime of the CoP and DCoP.
- D. The PSC must continue to seek innovative ways to engage the other agencies involved in the “strategic management” of the police service. In this regard, standing arrangements must be instituted to facilitate the constant flow of information between the PSC and:
- i. the Ministry of National Security;
 - ii. the National Security Council.
- Information to be shared with members of the Commission must be strictly relevant to the operation and performance of the TTPS.
- E. The performance of the CoP as it concerns the fulfilment of his obligation to the Police Complaints Authority, the Parliament and any other oversight body must be included in the performance assessment regime. This committee expects that this proposed modification will be implemented in time for the 2016 or 2017 performance review.
- F. We recommend that all complaints made against police officers which are lodged with the Commission be forwarded to both the CoP and the Police Complaints Authority. This should be a standard operating procedure.

Objective 2: To determine whether the resources, systems and procedures of the Police Service Commission are sufficient to allow it to operate efficiently.

Understaffing at the PSC

3.2.1. As at February, 2017, the current complement of staff at the PSC was twenty (20) persons out of an establishment of forty-four (44). Eleven (11) of the forty-four (44) positions were filled and nine (9) persons were employed on a month-to-month basis.

3.2.2. The staff of the PSC Secretariat comprised both officers in permanent established offices (18) as well as contract positions (26) as seen in Table 5 below:

Table 5: Staff /Complement of the Police Service Commission Secretariat

Type of Office	Total No. of Offices/Positions	Offices/Positions filled	Vacant Offices/Positions
Established Offices	18	7	11
Contract Positions	26	4	22
Total	44	11	33

Source: PSC dated February 8, 2017

3.2.3 The Committee was informed that a recruitment exercise to fill the remaining offices in the Secretariat, commenced in November, 2016.

Measures taken by the Commission to address the number of vacant positions

3.2.4. At the beginning of 2014, some contract staff were retained on a month to month basis to supplement the shortage of staff at the PSC. In 2015, an interim review of the structure of the PSC was conducted by the Public Management Consulting

Division (PMCD) of the Ministry of Public Administration and Communication. Cabinet approved the following recommendations of the PMCD:

- i. To disallow contract positions where there were existing comparable public service positions; and
- ii. To create contract positions where there were no similar offices. Further, Cabinet mandated that these offices be advertised. The DPA indicated that interviews had commenced and the contract positions would be filled by February/March, 2017.

Status of filling positions

3.2.5. The following offices were created in 2015 by **Cabinet Minute No. 1748 dated 16th July, 2015** on the staff establishment of the SCD for assignment to the PSCS to allow for continuity in the organising and execution of its work. Table 6 below provides a status update on the filling of these positions as at February 2017.

Table 6: Positions created in 2015 for the Police Service Commission Secretariat

Service Commission Position	No. of positions created	Status of filling position
Senior State Counsel (Group L4B)	1	Interviews to be scheduled in mid -February
State Counsel II (Group L6A)	1	Interviews to be scheduled in mid -February
Legal Research Officer (Group L7)	1	Interviews to be scheduled in mid - February
Senior State Counsels (Group L4B)	2	Interviews to be scheduled in mid -February
Human Resource Adviser I, (Range 59D)	1	Position filled- officer expected to assume in February
Statistician II (Range 53 E)	1	Position filled - officer expected to assume in February
Senior Research Officer, Range 60	1	Position filled- officer expected to assume in February
Total	8	-

Source: PSC submission dated January 21, 2017

- 3.2.6. Further, the Committee was informed that Cabinet by Minute No. 1521 dated 29th September, 2016 agreed *inter alia* to the **employment, on contract, of the staff in the PSCS, SCD, for a further period of two (2) years** with effect from the date(s) of assumption of duty. The status of the approved contract positions for the PSC Secretariat is at **Appendix VI**.
- 3.2.7. The Committee was also advised that Cabinet appointed a **Project Team** comprising representatives of the PSC, the SCD, the PMCD of the Ministry of Public Administration and Communications to consider, make recommendations and report on governance, policy, process and procedural arrangements related to the functioning of the PSC Secretariat (Cabinet Minute No. 1521 dated 29th September, 2016). The Team was expected to present its report to Cabinet by April 30, 2017.
- 3.2.8. The PSC indicated that the project team has been meeting with the PMCD to assist in process mapping of the systems of the PSC. Four (4) meetings were held with the PMCD in 2015.

Training

- 3.2.9. The Chairman of the PSC indicated that in an effort to improve the creativity of the PSC and to employ a more robust appraisal for staff, the implementation of various training courses were considered. However, these plans were shelved based on the assumption that contract employees enter the Commission having been already trained. Notwithstanding, the Committee was informed that almost all levels of staff were exposed to some form of training. Details of the types of training offered to staff over the period 2011-2016 is at Appendix VII.
- 3.2.10. The Committee was informed by the DPA that little training was offered to staff employed with the SCD because the Department was in the process of recruiting staff. Additionally, the Committee was informed by the DPA that the

SCD (which includes the PSC Secretariat) was allocated forty thousand dollars (\$40,000) for training for fiscal 2016/2017.

Accommodation

3.2.11. The Committee was informed that the PSC's office building (located at the corner of Churchill Roosevelt Highway and Pasea Road, Tunapuna) is on a leased/rented property and has been subjected to periodical flooding. The office space comprises sixteen thousand, six hundred and fifty one square feet (6,651 sq. ft/1,547.5sq meters) and accommodates the following Units/Sections:

- Administration
- Appeals Unit
- Monitoring and Evaluation Unit
- Research and Evaluation Unit
- Public Education Unit
- Legal Unit
- Tribunal Room
- Conference Room
- Chairman's office
- Audio Visual Room
- Library

3.2.12. There are no major issues with the accommodation, however, the building which houses the office is shared with another organization.

General shortfall in the funds allocated to the PSC

3.2.13. The Committee was informed by the DPA that there was a general shortfall in fund allocated to the SCD in 2017 [under Head 06: Service Commissions]. See Appendix VIII.

Findings

3.2.14. Based on the evidence set out in the previous section the Committee concluded as follows:

Understaffing

1. The PSC is currently operating with a quarter of its staff complement i.e. 11 out of 44 employees. The staffing situation at the Commission's Secretariat appears to be in a state of flux.
2. The position for Financial Analyst remains vacant.
3. The DPA indicated that interviews had commenced and the contract positions would be filled by February/March, 2017.

Training for SCD staff inclusive of PSC's Secretariat

1. The notable reduction in financial allocations to the SCD during fiscal 2016/2017 has severely hindered the provision of training for staff at the SCD inclusive of PSC's secretariat.

Recommendations

- A. **Given prevailing financial circumstance, attaining the full complement of staff for the PSC Secretariat may be a challenge. In view of this, we recommend that the Commission develop an Order of Priority for the vacant positions. Therefore, the Commission must work with the DPA with a view to incrementally recruit persons for those priority positions.**
- B. **We recommend that the DPA submit to the Parliament a status update of the filling of contract positions.**

Objective 3: To determine the challenges affecting the operations of the Commission and the possible solutions for alleviating these challenges.

Operational issues

1.3.1. The Chairman of the Commission advised the Committee that her own needs assessment of the Commission suggests that there are operational deficiencies. The following operational issues affecting the efficient performance of the PSC were highlighted during the inquiry:

- a) **Reporting structure** – the current reporting structure prohibits the Commission from giving instructions to the Executive Director. This results in a lack of cohesiveness. Other members of staff take instructions from the Executive Director only. For example, a practice has developed, where the Chairman of the Commission requests a file for review or even a document from a file, the DPA has to sanction the request before the document is provided.
- b) **Budgetary cuts** - which has resulted in short supplies of basic amenities such as stationery and supplies, Information Technology (IT) support, public education and staff training. The Committee was informed that the shortfall in financial resources has been brought to the attention of the Budget Division. As a contingency to address the shortage of stationery and supplies, efforts are being made to dispatch documents electronically. However, the Committee noted that there statutory obligations which require the publication of reports.
- c) **IT infrastructure related problems-** in terms of the bandwidth size and speed of the network. This problem affects the accessibility of information required for the day-to-day operations at the Secretariat. However, due to budgetary constraints the Department is unable to purchase the equipment. The IT Unit of the Department is liaising with i-GovTT to resolve the issue.

Legislative and regulatory framework

- 1.3.2. The Committee was informed that the legislative framework does not allow for the Commission to function efficiently as there are provisions and loopholes in the legal framework which allow for:
- dual reporting structures; and
 - the inability of the Commission to have its own budget and Accounting Officer.
- 1.3.3. Given these operational shortcomings, the Commission has to adopt measures to expedite the implementation of new PSC Regulations to enhance its efficiency and effectiveness. The Commission also articulated the following proposals to enhance its efficiency:
- a) its own separate vote for funds in the national budgetary process and its own dedicated Accounting Officer in order to execute its constitutional mandate effectively;
 - b) a specific sub-head to be established under the vote of the PSC specifically for the purpose of financing the process of selection of the CoP and Deputy CoP;
 - c) that the position of Chairman be full time and the creation of the position of Deputy Chairman, who will also serve on a full-time basis;
 - d) a review of the Administrative framework of the Commission with a view of affording the Commission direct management of resources for which it should be accountable including human and financial resources; capacity to recruit its own staff; procure goods, supplies and minor equipment.
 - e) provisions be made available for the Appeals Tribunal to function on a full-time basis; and
 - f) the Commission adopt measures to promote public awareness of its role and functions to society, issue media releases, hold press conferences and meet with stakeholders.

Reason for the delay in the implementation of the amendments to the Police Service Commission regulations

1.3.4. The PSC advised the Committee that the PSC Regulations are still in force. However, some of the functions of the PSC have changed. A committee established under the previous Commission prepared a draft but it was not approved. A new committee was in the process of being established. The PSC also indicated that it is asking for assistance from the CPC along with legal officers of the Service Commissions to work alongside the Commission to begin the process.

Arrangement for the hearing of matters referred to the Commission

1.3.5. The PSC has a sole tribunal comprising of three (3) members of the Commission who sit and hear appeals in accordance with the current provisions of the Constitution. Approximately two hundred (200) matters were submitted to the Appeals Tribunal from 2012 to present.

Findings

1.3.6. Based on the evidence set out in the previous section the Committee concluded as follows:

- i. There appears to be a concerning level of discord between the Chairman and Members of the Commission and staff of the Service Commissions Department (inclusive of the Police Service Commission Secretariat. This lack inharmonious appears to be emanating from:
 - a) A misunderstanding or the miscommunication of the role and responsibilities of the Members of the Commission and the staff of the SCD and the PSC Secretariat;
 - b) The use of scarce resources assigned to the SCD;
 - c) Reporting relationships and spheres of influence.

- ii. Such a situation is untenable, given that the PSC is already confronting a number of challenges. This Committee is of the firm view that there is no room for administrative discontent within the operations of this important constitution body.
- iii. As with any organization that is primarily comprised of contract employees, security of tenure, continuity and succession planning become issues of concern;
- iv. The implementation of the amendments to the PSC Regulations is long overdue;
- v. Inadequate ICT infrastructure and equipment continues to be a prevailing issue which hinders the efficiency of the SCD. This issue was highlighted during several inquiries undertaken by Select Committees of Parliament;
- v. The existing Commission appears to be in support of having members of the Commission serve on a full-time basis as a means of improving its efficiency.
- vi. There is some attempt by the Commission to increase the level of public awareness regarding its purpose and function.

Recommendations

- A. **We recommend that discussions be held between the Executive Director, the DPA, Permanent Secretary to the Prime Minister and Head of the Public Service and members of the Commission with a view to resolving the internal administrative discord which is seriously affecting the efficiency of the Commission. It is quite likely that this internal disharmony may be affecting the operation of the other Service Commissions. As such, the modalities and protocols agreed to during this meeting must be documented in the form of guidelines for future reference.**

- B. We recommend that the current Commission prioritize the formulation and finalization of the necessary amendments to the PSC regulations. This objective does not demand a significant amount of financial resources, rather legal expertise can be sourced through other state bodies. In this regard, this Committee expects that the PSC will collaborate with internal legal counsel in the SCD and perhaps the Ministry of the Attorney General and Legal Affairs to advance this process within 3 months.
- C. We recommend that the current PSC work with the SCD to present a Position Paper on its proposal for Members of the PSC to serve on a full-time basis and for the creation of the position of Deputy Chairman.
- D. As it concerns the expansion of the Commission's legal team, given prevailing financial circumstances, we recommend that the Commission develop an Order of Priority for the vacant positions. Therefore, the Commission must work with the DPA with a view to incrementally recruiting persons to fill priority positions.
- C. Given the reduced mandate of this Commission (instituted by the Constitutional Amendments of 2006) and the multiplicity of issues impacting the Commission and the resultant inefficiencies, serious consideration must be given to reassessing the value and relevance of this Commission. In this regard, it is further recommended that the Ministry of the Attorney General and Legal Affairs examine models for civilian oversight bodies in other jurisdictions with a view to developing alternative options vis-à-vis the PSC.

The Committee respectfully submits the foregoing for the consideration of the Parliament.

H.R. Ian Roach
Chairman

Ms. Ramona Ramdial, MP
Vice-Chairman

Mr. Stuart Young, MP
Member

Mr. Faris Al-Rawi, MP
Member

Mr. Darryl Smith, MP
Member

Ms. Khadijah Ameen
Member

Mrs. Jennifer Baptiste-Primus
Member

Mr. Nigel De Freitas
Member

Updated October 06, 2017

Appendices

Appendix I

Minutes of the proceedings

MINUTES OF THE 12TH MEETING OF THE JOINT SELECT COMMITTEE APPOINTED TO INQUIRE INTO AND REPORT ON LOCAL AUTHORITIES, SERVICE COMMISSIONS, STATUTORY AUTHORITIES (INCLUDING THE THA) HELD IN THE A.N.R. ROBINSON ROOMS (EAST) AND (WEST) , LEVEL 9, OFFICE OF THE PARLIAMENT, TOWER D, 1A WRIGHTSON ROAD, PORT OF SPAIN ON WEDNESDAY FEBRUARY. 08 2017

PRESENT

Members

Ms. Ramona Ramdial, MP	Vice-Chairman
Mrs. Jennifer Baptiste-Primus	Member
Mr. Darryl Smith, MP	Member
Mr. Nigel De Freitas	Member

Secretariat

Mr. Julien Ogilvie	Secretary
Ms. Khisha Peterkin	Assistant Secretary
Ms. Katharina Gokool	Graduate Research Assistant

ABSENT

Mr. H. R. Ian Roach	Chairman (Excused)
Mr. Faris Al-Rawi, MP	Member (Excused)
Mr. Stuart Young, MP	Member (Excused)
Mr. Daniel Solomon	Member (Excused)

Also present were:

The Officials of the Police Service Commission and the Service Commissions Department

Dr. Maria Thesese Gomes	Chairman – PSC
Mr. Dinanath Ramkissoon	Member – PSC
Ms. Anastasius Creed	Director Personnel Administration
Ms. Natasha Seecharan	Legal Adviser
Ms. Margaret Morales	Executive Director, Research Adviser
Mrs. Caminee Baboolal	Senior Human Resource Adviser
Mr. Alfred Gray	Assistant Director, Research and Evaluation

The meeting was suspended at 10:17 a.m.

PUBLIC HEARING WITH OFFICIALS OF THE POLICE SERVICE COMMISSION

7.1 The Vice-Chairman reconvened the meeting (*in public*) at 10:26 a.m.

7.2 Introductions were made.

- 7.3 The Vice-Chairman highlighted the objectives of the inquiry and acknowledged the submissions that the Committee received.

Opening Statements

- 8.1 The Vice-Chairman invited the Chairman of the Police Service Commission to make a brief opening statement. She informed the Committee of the following –
- i. that the Commission is aware of the escalating crime rate and the public anxiety and fear it has caused; and
 - ii. the role the Commission in facilitating and accelerating the transformation of the TTPS and also in improving public trust and confidence in the public service.

8.2 The following issues arose from the discussions held with the officials of the PSC:

- i. **A Manpower Audit of the Trinidad and Tobago Police**
The Vice-Chairman enquired whether the PSC has conducted a manpower audit of the TTPS. The Chairman stated that the Commission has never conducted a manpower audit due to a lack of human resources because there are currently 44 positions on the establishment but only 20 are filled.
- ii. **The Filling of Vacancies at the PSC**
With respect to the measures the Commission was taking to address the number of vacation positions in its establishment, the Chairman of the Commission advised that some of the vacant posts were similar to posts within the public service and as a result the Public Service Commission has a responsibility in relation to the filling of these vacancies. If there were no similar positions, contract posts were created and advertised as mandated by Cabinet. Currently the Commission is in the process of conducting interviews and it is expected that by the end of February or March 2017, the vacant positions will be filled.
- iii. **The Evaluation of the Acting Commissioner of Police**

The Committee sought clarification on the following issues:

- a) The low benchmarks assigned to certain performance indicators of the Acting CoP although crime is escalating in the country. The Chairman advised that the values are lower because the Acting CoP is not directly responsible for output/results such as “Crime Detection” and “Maintenance of Law and Order”. Rather the Acting CoP has an overall responsibility for the TTPS. The values assigned to the indicators are targets that were agreed upon by the Commission and the TTPS.
- b) Whether the Evaluation criteria was revised over the last 10 years. The Chairman, PSC indicated that it was changed in keeping with the socioeconomic and political climate. The Commission recognized its shortcomings in terms of staffing and

performance and to address this a Monitoring and Evaluation Consultant was hired in 2015 to assess the Evaluation Criteria and subsequent changes were made to the performance evaluation and appraisal methodology.

- c) The revised performance criteria will be used to evaluate the performance of the executive of the police service for the years 2015 and 2016. The Commission was unable to provide a completion date for the 2015 evaluation because information has to be obtained from internal and external sources. However, the Assistant Director of Research and Evaluation advised that evaluations are usually completed by February of the following year that was reviewed. The Committee recommended that job evaluations should be done in a timely manner as this would make the exercise more valuable.
 - d) The Committee noted that key performance indicators that are critical to the position of CoP, are not part of the evaluation criteria such as “Strategic Leadership”. The Chairman informed Members that it was important and the M & E Consultant advised the Commission that “Strategic Leadership” and “Financial Management” should be included.
- iv. **Findings of the Performance Appraisal for the year 2014**

The Committee requested the findings of the 2014 appraisals for the Acting CoP and his Deputies. The Assistant Director of Research and Evaluation informed members of the overall rating for each officer:

- The Commissioner of Police received a rating of “Very Good”;
- The Deputy Commissioner for Crime, Mr. Hackett received a rating of “Very Good”;
- Deputy Commissioner of Administration, Ms. Ann Marie Alleyne a “Good” rating; and
- The Deputy Commissioner of Operations, Harold Phillip received a rating of “Satisfactory”.

Members also sought to ascertain whether any incentives were offered to the CoP and his Deputies when they achieve the targets. The Chairman advised that no incentives or sanctions are associated with the performance evaluations. However, when targets are not met the Commission advises the Commissioner or the Deputies on the areas of limitations and asked that corrective measures be taken.

- v. **Is international Benchmarking used for the Performance appraisals of the CoP and his Deputies?**

The Committee was informed that international benchmarking is used and in this regard, the Commission has liaised with international policing agencies such as Interpol. However, attainable targets are discussed and agreed to by the CoP because it would not be fair to apply international standards locally without the proper legal, financial and human resources in place.

- vi. **The Current Status of the Recruitment of the Commissioner of Police**

- a) The Chairman informed the Committee that on February 01, 2017 the Commission was duly constituted and held its first statutory meeting on February 02, 2017. At this meeting the Commission agreed to notify the firm that they were selected and through the office of the Director of Personnel Administration negotiations on the contract terms and conditions will commence.
- b) The Committee also sought to determine whether a more cost effective recruitment process should be adopted because at present the process cost an estimated \$2.5M. The Chairman indicated that for this to be done an amendment will have to be made to the Act. A proposal was made that the mandate of the Police Service Commission should be extended to include the hiring of the CoP and the Executive. Another recommendation made was that members of the PSC should serve on a full time basis.

vii. **The Reason(s) for the Reduction in the Budgetary Allocation for Training**

- a) The reasons for the reduction was due to the decrease in the overall allocation for training granted to the Service Commissions Department for the current fiscal year. The amount allocated is \$40, 000. The DPA explained that the PSC was going through a transition in terms of the recruitment of new staff and therefore pursuing training may not have been feasible.
- b) The Chairman, PSC submitted that although the Commission does not have adequate financial resources to conduct extensive training, the Commission is working with PMCD and the Public Service Academy. Acquiring pro bono training from Non-Governmental Organisation is also being considered.

viii. **Update on the Amendments to the Police Service Commission Regulations**

The current Regulations have not been revoked and are still in effect. However, as the functions of the Commission has changed to focus on the CoP and the Executive not all of the regulations would be applicable. Any legal issues that may arise due to the non-implementation of the new regulations are covered by the provisions of the constitution relevant to the Commission.

ix. **The Appeals Tribunals**

The Appeals Tribunal comprising three Members of the Commission who would do the work of the Judge and the state Counsels. At present the DPA is in the process of recruiting a retired judge to work full-time. Also based on the recommendations of PSMD the Commission was advised to hire 4 State Counsels to assist the Tribunal.

Request for additional information

9.1 The Police Service Commission was requested to provide a written response to the following questions:

1. Based on the last Performance Evaluation of the Commissioner of Police (Ag.) (2014), please confirm:
 - a. which standards of the performance evaluation criteria did the Acting CoP meet or did not meet in order to earn an overall rating of "Good";
 - b. in terms of percentage, what was the benchmark the Acting CoP was expected to achieve in respect of the detection rate for serious crimes;
 - c. the actual number of solved cases/matters that represent the percentage detection rate referenced at (b) above?
2. With regard to complaints made by police officers and the public to the PSC about the Acting CoP -
 - a. how many complaints were made over the last seven (7) years;
 - b. how many were investigated;
 - c. how many are still to be resolved; and
 - d. what action was taken by the Acting CoP to address these complaints?

ADJOURNMENT

10.1 The Vice-Chairman thanked all present for attending.

10.2 The meeting was adjourned at 11:56 a.m.

I certify that the Minutes are true and correct.

Chairman

Secretary

February 23, 2017

Appendix II

Verbatim Notes

EXTRACT OF THE VERBATIM NOTES OF THE TWELFTH MEETING OF THE JOINT SELECT COMMITTEE APPOINTED TO INQUIRE INTO AND REPORT ON LOCAL AUTHORITIES, SERVICE COMMISSIONS STATUTORY AUTHORITIES (INCLUDING THE THA), HELD IN THE A.N.R. ROBINSON ROOM (WEST) MEETING ROOM, NINTH FLOOR (IN CAMERA) AND (IN PUBLIC) IN THE A.N.R. ROBINSON ROOM (EAST) NINTH FLOOR, TOWER D, INTERNATIONAL WATERFRONT CENTRE, #1A WRIGHTSON ROAD, PORT OF SPAIN, ON WEDNESDAY, FEBRUARY 08, 2017 AT 9.45 A.M.

PRESENT

Miss Ramona Ramdial	Vice-Chairman
Mrs. Jennifer Baptiste-Primus	Member
Mr. Nigel De Freitas	Member
Mr. Darryl Smith	Member
Mr. Julien Ogilvie	Secretary
Ms. Khisha Peterkin	Assistant Secretary
Ms. Ashaki Alexis	Parliamentary Intern

ABSENT

Mr. H. R. Ian Roach	Chairman [<i>Excused</i>]
Mr. Faris Al-Rawi	Member [<i>Excused</i>]
Mr. Stuart Young	Member [<i>Excused</i>]
Mr. Daniel Solomon	Member [<i>Excused</i>]

10.26 a.m.: *Meeting resumed.*

POLICE SERVICE COMMISSION

Dr. Maria Therese Gomes	Chairman, PSC
Mr. Dinanath Ramkissoon	Member, PSC
Mr. Martin George	Member, PSC
Ms. Anastasius Creed	Director of Personnel Administration
Ms. Natasha Seecharan	Legal Adviser
Ms. Margaret Morales	Executive Director, HR, Management
Mrs. Caminee Baboolal	Senior Human Resource Adviser
Mr. Alfred Gray	Asst. Director, Research & Evaluation

Madam Vice-Chairman: Good morning, ladies and gentlemen. Let me first take this pleasure to welcome the Police Service Commission to the Joint Select Committee on Local Authorities, Service Commissions

and Statutory Authorities, (Including the THA). I would now invite Dr. Maria Therese Gomes, Chairman of the Police Service Commission, to—before I do that, this is a public hearing of the Police Service Commission. This hearing is being convened further to the Committee’s current inquiry into the efficiency and effectiveness of the Police Service Commission. I will now ask the chairman to introduce herself and invite members of the Committee to do the same.

Dr. Gomes: Good morning, hon. Chairman and other esteemed members of the Joint Select Committee on Local Authorities, Service Commissions and the Statutory Authorities (Including the THA). As Chairman of the Police Service Commission, I consider this meeting a timely privilege, as the PSC has the opportunity to account for its effectiveness and efficiency in undertaking its constitutional mandate. Timely, because on February 1st last week the commission became duly constituted and if I may now introduce some of our team.

[Introductions made]

Dr. Gomes: Unfortunately Mr. George is not here with us today, and just to continue a little bit, if I may.

Madam Vice-Chairman: Sure.

Dr. Gomes: Thank you. We would like to note that the commission is at an important juncture in its evolution since it was established in 2007 in accordance with Act 6 of 2006, and Act 12 of 2007 of the Trinidad and Tobago Constitution. We, in this room, are all acutely aware of the escalating crime situation and the increased anxiety, fear and scrutiny that exist in the public domain. We therefore appreciate the importance of this meeting and the obligations to report to the public. The commission plays an integral role in facilitating and accelerating transformation of the TTPS and ultimately in improving public trust and confidence in the police service. We are all here because we care about our beloved Trinidad and Tobago and its people. So, on behalf of the commission, let me take this opportunity to thank you for having us here.

Madam Vice-Chairman: Thank you very much, Chair. Let me also take this opportunity to once more welcome you and to also have my members introduce themselves, of this particular Joint Select Committee.

[Introductions made]

Madam Vice-Chairman: All right. So before we begin the questioning let me first identify and highlight the objectives of this inquiry: one, to evaluate the performance of the commission in executing its mandate; two, to determine whether the resources, systems and procedures of the Police Service Commission are sufficient to allow it to operate efficiently; three, to determine the challenges affecting the operations of the commission and the possible solutions for alleviating these challenges.

So what we would do now is, we would begin the inquiry and I would like to start off the questioning and I would like to ask—my first question being that—and, you know, it has been in the public domain for quite some time—have you ever undertaken an audit into the manpower resources and its

deployment within the police service? And if yes, what has been the findings? And if no, why not?

Dr. Gomes: Madam Chair, to answer your question about the manpower audit of the TTPS, I would have to answer in the negative, that we have not carried out a manpower audit in the TTPS—of the TTPS. And why we cannot carry out one is because we do not have the staffing to do that. Our complement of staffing right now, we have 20 persons—20 bodies—out of 44, which is on the establishment on the organizational chart. So that just gives you a sense of where our limitations are. While we have limited resources, we try to be resourceful, but that would have been a tough call.

Madam Vice-Chairman: In line of what you are saying, is there any move to fill these vacancies in the quickest time possible?

Dr. Gomes: Yes. Maybe at this point I could pass to Ms. Creed to respond to this since the Service Commissions Department deals with staffing, and if I need to add anything after I will.

Madam Vice-Chairman: Sure.

Ms. Creed: Good morning, Chair, again. In 2015 there was an interim review of the structure by the Public Management Consulting Division of the Ministry of Public Administration and that matter was taken to Cabinet. One of the directives that Cabinet gave is that—two actions occurred. Where there were similar offices in the public service, the secretariat, when it was initially set up, all offices were contract offices. In that initial review where there were similar offices in the public service, the Public Management Consulting Division recommended, and Cabinet agreed, to not have those contract positions and have the existing public service positions. Also, where there were no similar offices, there were contract positions that were created and Cabinet mandated that these offices be advertised. We did advertisement for the offices and we are in the process right now—we have started interviews and we are in the process of completing the fillings and we anticipate by the end of February that the offices—or into March—that the offices should all be filled.

Mrs. Baptiste-Primus: Thank you kindly, Madam Chair, and a warm welcome to the chairman of the Police Service Commission and the other persons who have already identified themselves. The question to you, Madam Chair, of the Police Service Commission, when were you appointed to the position?

Dr. Gomes: I was appointed to the position of Chairman of the Police Service Commission on January 29th, 2015.

Mrs. Baptiste-Primus: Thank you very much. Just to continue, Madam Chair of the PSC—which is different to Madam Chair of the JSC—with regard to—and I am going straight into the meat of the matter and it has to do with the evaluation of the Police Commissioner. In your submission, a list of criteria used by the Police Service Commission to evaluate the leadership of the Trinidad and Tobago Police Service in 2015 was provided and based on the information submitted I would be very grateful if clarification could be conveyed to the following questions: The criteria that has been used, has it been revised within the last

10 years? And with regard to the maintenance of law and order, public trust and confidence, strategic leadership, management and communication, the various performance criteria, could you give a little bit more on those issues?

And I would indicate, for example, in measuring the performance of the Police Commissioner we have identified, for example, under “Maintenance of law and order”, the performance indicators, one is reduction in serious crime except murders, and the target is 15 per cent year on year. Could you advise us with regard to two performance indicators, that is, “Reduction in serious crime except murder” and “Increase in the detection rate, 10 per cent year on year”? How can you have such performance indicators with an escalating crime rate in the country? Therefore, the question could be asked: is the commission satisfied with the performance of the Police Commissioner, given the performance indicators?

Dr. Gomes: Okay. You have asked several things so I have noted it down and, Mr. Gray, at some point I will ask you to join in with the indicators. All right? But maybe I could start at the end. In terms of the question of maintenance of law and order and the 15 per cent year on year, and the question of the detection of crime, one of the things that we have to bear in mind, while to the public and the layman we can say, well, we are not holding the Commissioner to a higher percentage, but one of the things that I want to share is that the indicator is not something directly that he is responsible for, if it is an indirect responsibility then—because remember he is the head. All right? So he is not going out there and actually—he may be going out there and actually fighting some crime in that sense, but it is indirect and so because it is indirect it is a lower percentage than if he were directly responsible. All right? So that would be why the question of the 15 per cent is there. These are agreed targets. All right? When we have to do the performance appraisal in terms of best HR practices, it is that we must consult with the TTPS in arriving at what the targets are, and meeting with their team as well, and we have done that over the time.

Now, you asked about if the criteria has been revised during the last 10 years, and definitely so, from the point of view that contextually, the socioeconomic and political climate has changed and the composition and iteration of the Police Service Commission has changed as well. So that one of the things that we have done since I came on board—since you asked me about my tenure—one of the things that I indicated when I was interviewed by the press at my swearing in was that I would look at institutional strengthening, and that, I want to say, is where some of my focus has been, because I recognized very early in doing my own needs assessment of the organization when I came in, that we had serious deficiencies in how we were operating. All right?

And so, to that end, in 2015 we hired a monitoring and evaluation consultant for two months in 2015. So she came in, did some basic work to assess things and started a process of changing the performance evaluation and appraisal methodology. She was trying to do a 360° approach where it would be consulting peers, et cetera, and evaluating. You would have to do a self-evaluation and so.

So that is a process that we—we re-engaged her last year and because of the situation with the staffing where we had—we have had people on month-to-month from 2014, some of the contract staff. That is very precarious and does not foster high motivation, et cetera. But I must say that the staff has worked through it all. And as such, bringing her back when that situation was going on where people are leaving and new people are coming in, we have held off in terms of the month of December and she is coming back on board and will be with us in terms of working through, then, a whole revised system. So it has been revised before her coming and then since her coming in, we have looked at the internal surveys, the external surveys. She has done some training and coaching of the staff because you will notice from the questions that you have posed to us—the 22 questions, you would notice that training in terms of technical training has been very limited and you will see there where I have included the M&E Consultant's training.

One of the issues that came up when I first came on board—because I must say, this is a very instrumental exercise because it forced me to look at my own performance appraisal then. All right? And in looking back, I think I hit the ground running in 2015.

10.45 a.m.

So that what I tried to do then was find various courses, or whatever, you know. You are looking for sources to improve and beef up your resourcefulness so that we could do a more robust kind of appraisal. And in doing that, what I was informed is that the contract staff do not receive training because they are supposed to come already trained. I do not hold to that position, but hence the limitation in having the technical staff trained. Let me pass on to Mr. Gray to add on to the question of the indicators.

Mrs. Baptiste-Primus: But before you do so, Madam Chair of the PSC, I have been looking at your performance indicators and I am not seeing any of the indicators embracing, waiting for the display of strategic leadership by the Commissioner of Police. Could you share with us why? Why there is not appointed attention in that direction? Because if the Police Commissioner is in charge of the Police Service, therefore strategic leadership becomes critical.

Dr. Gomes: Yes, strategic leadership does become critical and that is one of the areas that the M&E consultant has raised in terms of the leadership piece. That and the financial management are two areas that we recognize because in terms of just by way of saying this, we do not have a financial analyst anymore. That person left and we have not been able to fill the position. We had advertisements and interviews and we have had nobody able to fill the position.

Mrs. Baptiste-Primus: Why, is that because of poor remuneration package, or other factors?

Dr. Gomes: I want to think that the question of even applying for—because, you know, when the ad is out and apparently when people see terms and conditions will be negotiated, sometimes that is a deterrent. That is what I have been told but maybe Ms. Creed could answer that piece, but in terms of the indicators, I

certainly would still like to have Mr. Gray elaborate on that since he is the Assistant Director for Research and Evaluation.

Mr. Gray: Thank you, Chair. If we throw our minds back—I know that some of the members were not here at that time—the 2014 and 2013 appraisal that we did over that period, we identified the different categories that the member spoke about. During that period we had the following categories:

- maintenance of law and order;
- public trust and confidence;
- human resource management;
- strategic initiatives;
- financial administration; and
- documents and information submitted to the PSC.

That last criteria, or dimension, that was related only to the Commissioner of Police. So as Chair for the PSC spoke on improvement, we hired a consultant and we improved on those dimensions or categories by identifying the following areas:

- maintenance of law and order;
- public trust and confidence;
- financial administration;
- human resource management; and
- strategic leadership management and communication.

So those are the new criteria or dimensions that we are using to evaluate the performance of the Commissioner and the three Deputy Commissioners.

Mrs. Baptiste-Primus: Madam Chair, could you permit me? Are those performance criteria to be used for appraising the performance of the Police Commissioner for the year 2015, or the year 2016, or both 2015 and 2016?

Mr. Gray: Both 2015 and 2016. So this is what was agreed to by the Commission.

Madam Vice-Chairman: Just to extend from member Baptiste-Primus questioning, what is the time frame within which those appraisals are done? How long does it take then to do those appraisals?

Mr. Gray: The appraisal is done for the period under review. 2015, that period, we will—the information, it is a long drawn-out process in that you have to get information from different sources. You have external survey, internal survey; you have audit information; media reports; document submitted by the police service; periodic reports. Those are different sources, so they come at different times. For instance, the periodic report is a biannual report. So that report comes in around July and the other one comes in December. So the period for the evaluation is that year, that particular year, and the report will be completed by February, if everything goes as plan, the following year.

Madam Vice-Chairman: The following year?

Mr. Gray: Yes.

Madam Vice-Chairman: Okay.

Mr. Gray: We have a situation here where because of the consultant coming on board that has thrown things out of norm.

Madam Vice-Chairman: So it would take longer for this particular appraisal?

Mr. Gray: Yes.

Madam Vice-Chairman: For 2015, 2016 appraisals.

Mrs. Baptiste-Primus: Madam Chair, permit me, but I know that perhaps a lot of effort is being put into the exercise by the Commission, but the essence of appraising someone's performance, it should be done, one, on a timely basis as and when the weaknesses of that person or that officer are identified, in keeping with the whole focus of sympathetic consideration in persons operating at a higher level. As and when the weaknesses are identified, you take steps to correct it.

So we are in 2017 and if the performance of the Commissioner of Police for the year 2015 has not been done, in the event that he is performing certain functions in the wrong capacity, or not in the correct way, he is continuing. Nobody is telling him, "Hello, pull brakes". So that I would strongly recommend that the Commission take steps to engage in timely performance appraisal exercises of the Commissioner of Police because we will be spinning top in mud. If someone is performing a job and not performing that job satisfactorily, in order to be fair to that person you have to draw that person's weaknesses to that person's attention within a timely framework so as to afford that person the opportunity to improve.

Dr. Gomes: Let me answer that question, or at least make a comment. Hon. member, I do want to agree fully with what you are saying and this is what the M&E consultant—this is one of the reasons she has been brought on board because monitoring and evaluation really has to be a continuous assessment, and as well letting the person know. So setting targets and objectives for their particular growth within the organization and then holding them to that. So I agree fully with you in terms of meeting them in a timely basis. So in terms of her new framework, that is how it is supposed to be.

So meeting quarterly with the TTPS Executive, they are to meet as well as peers, then the 360 approach, and it is now to implement it. But given the constraints that we have had between staff and then getting everything together and bringing back the consultant, being able to bring her back on board to implement it—because it was done during her first period in terms of doing that assessment and her proposed method of operationalizing what she suggested, but it took a while to bring her back on board, and then we have been constraint as well with the budget deficits, et cetera.

So all those factors, when you add in all those factors, I want to say that is the reason we have all those delays.

Madam Vice-Chairman: Thank you, Chairman. Just one last question before I go to member Smith. Your last appraisal would have been in 2014 as you have indicated, right? So what has been the findings from that appraisal on the Commissioner of Police and his Deputies?

Mr. Gray: In terms of the findings, the office holders then were given a finding of good, and one officer, that is the officer—

Madam Vice-Chairman: Could you identify the office holders, please, starting with the Commissioner of Police?

Mr. Gray: The Commissioner of Police, the Deputy Commissioner—

Madam Vice-Chairman: Can you give us the names, Mr. Gray?

Mr. Gray: The Deputy Commissioner, Crime, Mr. Hackett; the Deputy Commissioner, Administration, Miss Ann Marie Alleyne; and the Deputy Commissioner, Operations, Harold Phillip. Harold Phillip was given a satisfactory grade and the other two got “Good” along with the Commissioner. Sorry, the Deputy Commissioner, Crime was given “Very Good”; Commissioner, “Good”—

Madam Vice-Chairman: Who is Deputy Commissioner, Crime?

Mr. Gray: Hackett at the time.

Madam Vice-Chairman: At the time, yes. Very good. Continue.

Mr. Gray: Commissioner was given “Very Good”; and Operations, “Good”—sorry, not Operations, Administration.

Madam Vice-Chairman: Who is Administration?

Mr. Gray: Ann Marie Alleyne.

Madam Vice-Chairman: And Operations?

Mr. Gray: Harold Phillip.

Madam Vice-Chairman: Harold Phillip was given “Satisfactory”.

Mr. Gray: Yes.

Madam Vice-Chairman: And what about the Commissioner of Police?

Mr. Gray: “Very good”.

Madam Vice-Chairman: Very good. So what is the distinguishing or the differences between “Satisfactory” and “Good”? What are the elements? Could you clarify a bit? What qualifies for satisfactory; what qualifies as good; what qualifies as very good?

Mr. Gray: In terms of the in-depth report, it is not available presently and I can get that unto you in due course. But in terms of the grade that was given, that I can give you now and—

Madam Vice-Chairman: Sure, give us the grades please.

Mr. Gray: When I said the grade, I mean the grade “Very Good” that the Commissioner got.

Madam Vice-Chairman: Okay. That is what you told us before. Alright. So can we get an assurance to

have the clarification that we are seeking in writing to the JSC?

Mr. Gray: Definitely.

Mrs. Baptiste-Primus: Madam Chair, is it that Mr. Gray does not have the statistics, for example, what the Commissioner of Police received for “maintenance of law and order”, you do not have the weighting marks for that area; “public trust and confidence”, “human resource management”? You do not have what the weighting that was afforded, or accorded to the Commissioner of Police? You do not have that information?

Mr. Gray: Not here, but I can get that on to the Committee as soon as possible.

Madam Vice-Chairman: Okay. Thank you. Member Smith.

Mr. Smith: Thank you, Chair. Well I had to scratch off three or four of my questions because they went, but it was a leading off from what was asked from member Baptiste-Primus and the Chairman. With reference to the benchmarking, the performance of the acting top cop and his Deputies, if the performance targets are met is there any incentives or are any incentives put in place for that if the targets are met; and if they are not met are there any consequences or sanctions that are laid down?

Dr. Gomes: Good morning, again, Mr. Smith. There are not any incentives. Maybe that is something we need to look at as a Government. And in terms of sanctions, the Commission then points out to the Commissioner, or any of his Deputies, the areas of limitation and weaknesses and ask for corrective measures, but there is no punitive sanctions.

Mr. De Freitas: Good morning again. I just wanted to focus on the appraisal of the Commissioner of Police, and the question I really want to ask firstly coming from what member Smith would have been saying in regard to benchmarking, this appraisal form, the criteria and the targets, is it benchmarked against anything internationally? I know you guys said that you had a consultant on board, and just give me an example, is this benchmarked against, let us say, the Canadian Commissioner of Police and the appraisal done for that individual? Could you answer that question first and then I would have others leading off from that.

Mr. Gray: Yes, we can say that it is benchmarked in terms of the discussion that we have with the Commissioner of Police. These targets are not thrown out by the Commissioner of Police and left like that. Based on discussion with the Commission, there is agreement on the indicators—

Mr. De Freitas: One second. The question that I was asking was the criteria here on the appraisal form, as well as the targets that come with it, do you a comparison with other police commissioners in other jurisdictions? So in other words, when we look at “public trust and confidence” is that something that is also looked at for, let us say, as an example, the Canadian Police Commissioner? You also were talking about discussions with the Commissioner of Police which now leads me to ask: is it the Commissioner of Police the one setting the targets; is that individual the one saying, on his own appraisal form, that 10 per

cent increase in terms of response time to calls is good enough from year to year?

How could he be in a discussion to say that 10 per cent increase from, let us say, 2014 to 2015 is enough, or a target that he is setting, and then the Police Service Commission in conversation with him or her—whoever holds the position—are agreeing to that. Should it not be that the Police Service Commission sets the targets based on either international standards or standards with a consultant and say that we expect to see a 5 per cent increase, 10 per cent, or 15 per cent, and therefore, the Police Commissioner, being the leader of the police service, meets that target, and therefore, you can appraise him or her based on that target.

Dr. Gomes: Okay, I will answer the question. In terms of the international standards, yes, international standards are looked at and our Secretariat members in the past—not recently because we do not have money—have liaised as well with international policing organizations like Interpol and so. I believed Mr. Gray has actually gone to one of those conferences. So in terms of international standards, yes, we—Mr. Gray, for instance, is the Assistant Director of Research and Evaluation. So in terms of doing research and international standards, yes, we have international standards, but in terms of HR practice and best practice it would really be a challenge to try to hold the Commissioner and his Executive to standards that are international when it is we would then have to provide the resources so that he can be supported.

So in terms of one of the strategic initiatives that we were looking at, one would be him lobbying to get legislation passed. If we do not look at it in a holistic way and we do not have legislation, let us say to support cybercrime, or anti-gang Act and all of those sorts of things, if we lag back in one area, or even in the Judiciary, it makes the work more difficult. So that putting him in abstract, we cannot just put him in a bubble and say, “All right, we want this target. You meet it.” It has to be agreed. That is best practice. It has to be agreed to by the parties.

What has happened in the past, in meeting with him and trying to discuss—because we are discussing the targets—one of the things that has come up is that the Commissioner will talk about stretch targets, and stretch targets, meaning that he does not know if he could really get the detection up, or the solvability up, or reduction in crime in that way, and he would then put a stretch target to motivate. He said it is to motivate his personnel. So if you have a high expectation of a child, or of an employee—so the expectation is high, but in terms of reaching it, he is not sure if he could reach it.

In that regard, he has said to us when we have met with him that we grade him on the stretch target and so his grade is not reachable then. So he wants to change that to one that is more realistic, but if you challenge as you say, you push the envelope, then I think you may have more results. But definitely we do look at international standards, but we have to recognize that in terms of the crime situation in this country, because we have technology we have galloped in crime. Crime, we are almost a barbaric society in the nature of crime, whether it is through technology, or the domestic violence crimes, or the murders, or

whatever. But the thing about it is that while we are a developing country, we have a gap in terms of wanting to have developed country standards.

So let us say our personal benchmarks—and nothing is wrong with that, but we have to be realistic. We will have what people look at on television and solve a crime very quickly. There is so much that needs to be done in a holistic way for things to happen, for that benchmarking then, for that target. So in terms of, let us say, a forensic ability and all the other things that goes with it, in terms of training for police officers, all those things have to be beefed up. The academy, for instance, they are looking at accreditation, but when we have asked this past year to look at their syllabi and the cost outlines, all of those things need to be redone. We are working with limited staff, but those are areas that we go into.

Unfortunately, none of us have a magic wand, either on your side or this side, but it is stuff that we need to do consistently and with the help of all the parties involved.

Mr. De Freitas: Understandably so and I fully agree with what you are saying, however, it cannot be in my mind that as you rightly said, the Police Commissioner is working in a vacuum per se. I believe that the Police Commissioner meets either the National Security Council with the Minister of National Security, and therefore, that Council is working together to get a handle on crime in Trinidad and Tobago. What I am basically saying is that with all of the little moving parts that need to be beefed up, there should be some sort of a timeline, either coming from the Police Commissioner, working along with the Minister of National Security, to say that these are the things that we need to get done, this is the assessment that needs to happen and once we do that assessment, these are the things that need to get done, and therefore, put forward a target, or a stretch target as to get that done.

So if it is you need to train all of your—retrain, as an example, all of your police officers, it cannot be that you are saying that in a report every single year for 10 years. But you must be able to say we need to retrain the police officers and we are going to do that in a five-year period, or a four-year period. Therefore, at the end of that four-year period—because these assessments are done year-on-year—you as a Police Service Commission can then say, in 2010 you said you were going to train the police officers, we are now in four years, in 2014, that has not been done, and therefore, the appraisal should reflect that. It cannot be done with this sort of ideology that it needs to fix, it needs to fix and there is no deadline or timeline to say when it needs to fix. Otherwise, we would just be going on with infinity in this and you will never fix anything and crime will just keep getting worse.

So I think the Police Commissioner, again, not being in a vacuum, does have some responsibility in knowing how the operations of the police service works and what are the things that needs to fix that within his jurisdiction, and what is under his control that he could try to sort put a timeline on that.

Madam Vice-Chairman: Thank you, member. I just have a question also. Since we are taking about the Commissioner of Police, what is the current status of the recruitment of a permanent COP?

Dr. Gomes: Madam Chair, may I just respond briefly and then I will deal with the selection? Mr. De Freitas, I want to agree with you completely from the point of view that the way how things are done right now, everything is still compartmentalized. So what you are talking there about, the Ministry of National Security for instance, the Ministry of National Security, the national council, the Police Service Commission, there is no forum that we meet, and you have this triangle here and the Police Commissioner is in the middle, and the left hand does not know what the right hand is doing. Now the thing about it is that if you have looked at the historical nature of Service Commissions and the genesis, we are supposed to be very insular and independent so you have no political interference, et cetera.

I understand that, but we live in an interdependent world, and whereas the genesis of the Service Commissions and so came about when we had a Governor General, and after that coming down to our independence and everything else, we have to move with the times, but not move with the times just recklessly. We have to have interdependence. We must know what is happening throughout because the Ministry of National Security or the Minister of National Security is the employer for the TTPS. We are not the employer. We are the oversight body.

But as I say, if we compartmentalize things that way and left hand does not know what right hand is doing, what we need to have though is boundaries. We have to understand that we can work together, but we have boundaries and we know our domains. I just want to answer that for you because I agree with you, and if you think of the triangle, we need to be more involved. So I think that is going to change after this. I hope so. To answer the question on the selection process, you wanted to know where we have gotten.

Madam Vice-Chairman: So far, yes.

Dr. Gomes: All right. Now I am hoping that you have seen the supplemental report.

Madam Vice-Chairman: Yes.

Dr. Gomes: Right. So the supplemental report then will give you a clearer indication because we have done more detail in that document. We try to put the two questions of what is the status of the process of recruitment and selection for a Commissioner of Police, alongside with the reason for the delay because the entire country wants to know why we have not selected a Commissioner of Police.

Madam Vice-Chairman: So just to summarize quickly.

Dr. Gomes: All right. So essentially we are at the point where we now have a duly constituted Commission as of the 1st of February. And so the Commissioner held its first statutory meeting on the 2nd of February, and at that meeting we took a decision to send a notification to the firm that was successful in the evaluation. Out of the four firms that submitted proposals in response to the RFP that was sent out in November, we have taken a decision to notify the firm that they are being considered favourably and we have notified the DPA here to start negotiations in terms of the terms and conditions and the budget, et cetera, of the contract. Does that—

Madam Vice-Chairman: Yes.

Dr. Gomes: Okay.

Mrs. Baptiste-Primus: Thank you very much, Madam Chair. I am just trying to understand how the Commissioner—because the Commissioner of Police is a very, very important officer in the maintenance of law and order in this country, and under that performance category I just need to be advised. I am seeing here a performance indicator “reduction in serious crime”, may I enquire, Madam Chair of the PSC, how is “serious crime” defined; what is serious crime because I am seeing in brackets except murders? So what is serious crimes? So once I get that answer I then have two follow-up questions in that regard.

Dr. Gomes: Let me turn to my colleague here, Mr. Ramkissoon.

Mrs. Baptiste-Primus: Certainly.

Mr. Ramkissoon: Thank you very much, Chair, and members. Morning again, or morning for the first time. To answer your question on murder, murder is a category of serious crime. The police service have their own categorization of serious crimes. My understanding is that serious crimes would be those that carry penalty for five years and more. So murder would be one, you have rape, robberies, kidnapping for ransom; before that we have, starting with the highest being as what occurred in 1990 and then next, murder. So it is a wide range from larceny go right up to murder.

Mrs. Baptiste-Primus: Thank you kindly. So having said that, Madam Chair of the PSC, what is the detection rate for serious crimes; and what is the detection rate for murders with regard to the Commissioner of Police? And could we get some substance, not only 10 per cent. If you are saying it is 10 per cent, what does 10 per cent represent, 25, 30, 40? So that the public will have a general understanding for the Police Commissioner. The detection rate for serious crimes is 10 per cent, and for the year 2014 it meant 30, or 40, or 50, so that the public itself can have some information to rate the Commissioner of Police.

Dr. Gomes: Unfortunately, I do not have those figures to give you something tangible, but the percentage—

Mrs. Baptiste-Primus: Can we get that in writing, Madam Chair, through you?

Dr. Gomes: Yes, yes. Definitely.

Mrs. Baptiste-Primus: Can we receive that information in writing if it is not available at the moment? And while I am at that, Madam Chair, may I request the information regarding whether or not each Division is ascribed a detection rate target because crime is galloping away in the country. So if the Commissioner is an octopus, straggling the police service, then what are the detection rates for all the geographic Divisions that would see the reduction of crime in the country?

Mr. Ramkissoon: Member, we do have detection rate for different Divisions—I am not sure we have it here—and we have probed the Commissioner recently on those very issues that you have raised. We have also asked him to identify, as you asked, murder by itself and also the different types of other offences, and

also the various Divisions. To this end, the Commissioner of Police, last week we were invited to a reward ceremony in which he identified those different Divisions and the rate of detection in each Division separately. So that information can be provided to you.

Madam Vice-Chairman: Okay. Member Smith.

Mr. Smith: Thank you, Chairman. We all know that things are changing and improvement enhancing all the time with technology, our criminals as well. So training staff, Commissioners, Deputies and so on is key. Last year we saw a significant reduction in the amount of training that occurred in last year's budget. If you could let us know why, what happened there, and if that is going to be fixed this year 2016/2017 that we could have the staff trained so we could be up to mark with regard to the technology and what is going on out there?

Ms. Creed: Chair, if I may? You are referring to the Service Commission's staff? I just want to be clear.

Mr. Ramkissoon: Both, the Service Commission and, of course, the police service as well, the training with regard to that.

Ms. Creed: The TTPS?

Mr. Smith: TTPS as well.

Ms. Creed: With regard to the Service Commission's staff, because we were in a transition mode to do recruitment, at that point in time it did not make much sense to do any heavy training for the staff. However, I must point out that in the training vote provided for us for 2017, we had a decrease and we have been allocated only \$40,000 for the entire Service Commissions Department of which the Police Service Commission Secretariat is part of.

One of the things we have had a discussion about is as soon the staff come on board we have to see where we can identify funds, whether we have to transfer funds or what, so that training can be conducted for the staff because this Commission operates differently to the other Commissions. So requirement in the legislation has different requirement for them. And to get persons out in the field, right now in Trinidad to bring all the skills on board, you are not getting persons, be it contract or public officers with all the skills and the competencies that you need. So we do have to prepare them. So we are looking for funds and when we get all staff on board, by March/April, we want to start training and preparing the staff in the different areas where we have identified, to be able to proceed with this recruitment process.

With regard to the TTPS, the Chair will address.

Dr. Gomes: Before I answer the question with regard to the TTPS, I just want to mention because Ms. Creed would not know of this, we have been meeting—she knows that there is a project team meeting with PMCD—looking at doing process mapping then of all our systems to assist us then in terms of how we operate. In a sense, this should have happened before the hiring, but that is not how it ended up. But we have had four meetings with PMCD and I have been the representative of the Commission at those

meetings, and in looking at the organization and looking at our strategic plan which we did at the ending of 2015, how we operationalize the plan, we have been talking about training.

So while we do not have resources in terms of the finance, we certainly can be resourceful. So that one of the efforts by PMCD is looking at the Public Service Academy, and we as well in terms of the Commission are trying to source individuals and non-profit organizations, or pro bono—which is how we have done some of our activity—to assist us with training, because the training that we need is not just in terms of technology and the technical pieces. We need that definitely, but one of the things that PMCD has pointed out is that the Secretariat and the Commission has to work more closely together. And so orientation then for the staff would be internal in terms of relational, and communication and all of that, because the way that Service Commission operates is that the Commission is here and the Secretariat is here. There needs to more interdependency and collaboration.

So by way of saying that, I want to say that in our strategic plan we came up with three core values that we are trying to implement on a day-to-day basis, which is collaboration, transparency and efficiency, and if we are able to get those three going in all our areas things will improve.

Madam Vice-Chairman: Just to extend from what you have been saying and to ask, since you are talking about transparency and efficiency, the recruitment process for the Commissioner of Police as we have here in our information is costing \$2.5 million, and given the prevailing economic condition should this costly recruitment exercise be revamped in favour for a more cost-effective process?

Dr. Gomes: Well, to answer that question it means that there will have to legislative change again. There was one of the questions that you sent to us, out of the 22 in terms of asking how we could be more cost efficient, and we responded by saying, okay, we are hiring a project manager. But in looking at the question more fully, we recognized that you are talking about, okay, if this very costly exercise could be done differently, whether it is at this point or at a another point in time, and I would say at this point in time we need to continue how we are going because we are getting there. But I would say that one of the things that we can look at collectively is the question of having then the Commission actually do the exercise. That is something that we could look at.

Now it may need beefing up the staff a little more, et cetera, maybe having a project team, but doing the advertisements, maybe we would have to outsource something. But instead of us hiring a firm to do it and before this legislation, it was a firm hiring a firm to do it. So you would cut out all of that and the Commission then will be more equipped to assist in that way. That will be the cost effective way.

Mr. Smith: So the project manager was hired? Was that person hired?

Ms. Creed: He was given a letter of favourable consideration. So we have not entered into contract as yet.

Dr. Gomes: May I just add to that, to clarify that? Because time is money, we could not hire the project manager while we were waiting to have a duly constituted Commission. We did not know how fast that

would happen. Things have to happen in tandem. So if we had hired the project manager and he has nothing to do while he is waiting, so in terms of cost effectiveness—you following me?—so that is just why.

Mrs. Baptiste-Primus: Thank you, Madam Chair. Madam Chair of the PSC, I have noted in your—oh, I am sorry. Madam Chair of the PSC, I have noted one of the recommendations is that the PAC holds the view that the Commission should be given its own separate vote for funds in the national budgetary process and have your own dedicated accounting officer because the current arrangements with the DPA are inefficient and outmoded. Can you share with this Committee some of the challenges the Commission is experiencing in that regard?

Dr. Gomes: In terms of the challenges that the Commission is experiencing because we do not have our own budget, et cetera, happens, for instance, one that came up already, the training of staff. Anything that we need we have to refer to our accounting officer, and in that regard it has been very challenging because simple things—okay, let us say, for instance, when I came on board we had maybe three or four televisions in the office, and again if we are doing monitoring of crime, et cetera, they need to be working.

It took, I do not know if it was almost a year to be able to get Flow and this is not because of the DPA and money. But just the logistics to get Flow in with, I do not know if it is a corporate account, or whatever, but it took us a long time to get Flow in. We do not have a VCR, we do not have anything to record what is happening to be able to have our public head and media people look back at things. When I came on board I asked if we had any camera facilities, things like that. We really do not have a lot of things that we should have.

If I could go down to as miniscule as last year when we had the budget cuts, our lunch was cheese sandwiches for a whole day. What we have done as a Commission is ask then for some money to be moved from some place so we could have a decent meal if we are going to go for a whole long day because sometimes the Commission meeting ends as late as 6.00. So that is just to kind of give you a broad sense, but in terms of being able to manage as the Commission sees fit then, it will augur well if we were able to manage our own funds, whether it is for training of staff, whether it is for the Commission's training as well, so that we can direct the Secretariat in that way as to what we want. So those are just some of the things.

Mrs. Baptiste-Primus: And permit, Madam Chair. If that is the view of the Commission, has the Commission reduced its views into a position paper to start the discussion in that regard to make a case?

Dr. Gomes: No, we have not done that as yet, but that would be done shortly. That is one of the things that we are doing with PMCD. With this whole process mapping, et cetera, they are assisting the Commission and the Secretariat in terms of coming up, but the position paper will be done by the Chair. So I will be doing the position paper, of course, having consensus with the Commission members, but

definitely we need to do that because we need change. And while you are on that, I would want to say that one of the recommendations that we have here is that the role of the Commission is too important and vital for a part-time Commission.

All of us are part-time members, and so to do this work, if you have another job it means that you are working seven days a week and into the night. So if we have to give it the kind of attention it needs, we definitely would need to have a full-time position for chair and a deputy chair because as it is, if there is no chairman then meetings cannot go on.

Mrs. Baptiste-Primus: So that you are saying for the Commission to become more effective, one of the recommendations is to make the Commission, at least the chair and deputy chair full-time. Would you say, therefore, that you would recommend the same for the appeals tribunal?

Dr. Gomes: Well in terms of the appeals tribunal, what we recommended, and it is on the organizational chart I believe, is a full-time retired judge. I do not know if Ms. Creed could elaborate on that because you mentioned just now that we would have the full complement by March. So I am not sure. Can you answer that? Thank you.

Ms. Creed: The recruitment for the judge, that process was started previously and there was a little difficulty in the package that was being offered—the compensation package—because, of course, it is a contract position. So we would be going back again through that process with the CPO and whoever is the incumbent, the person who has been successful.

Mr. De Freitas: I just wanted to change direction a bit and speak about complaints coming from police officers and members of the public, and in your submission you indicated that these complaints, both from police officers and the members of the public is forwarded on to the Commissioner of Police and my question is: in the last seven years how many of these complaints were taking place; and what action was taken by the Commissioner of Police in regard to these complaints in order to address them?

Ms. Morales: Good morning, Madam Chair. Member, can you please repeat the question?

Mr. De Freitas: I was asking how many complaints have been forwarded to the Commissioner of Police that the PSC has received over the last seven years; and what was the action taken by the Commissioner of Police to address these complaints? This is complaints from police officers, as well as members of the public.

Ms. Morales: I am sorry, I do not have the number here with me and, therefore, I would not be able to provide the response as to what action has been taken, but it is information that we can provide you with. Subsequent to this meeting, we can provide the Committee with everything

Mr. De Freitas: In writing, yes, that would be good. Thank you.

Madam Vice-Chairman: Any other member, question?

Mrs. Baptiste-Primus: Yes. Madam Chair of the PSC, in your submission you outlined the major

challenges faced by the Police Service Commission. What is the reason for the delay in the implementation of the amendments to the Police Service Commission regulations; how many tribunals currently hear appeals, or matters referred to the Commission; what is the size or composition of these tribunals? And lastly, please provide this Committee with details of the current salaries and allowances associated with the employees, permanent and contract, assigned to the Commission.

Dr. Gomes: I would like to ask Ms. Seecharan to address the issue of the regulations because I know that we are in the process. Is that okay? And then I will continue.

Ms. Seecharan: Good morning, the current Police Service Commission Regulations have not been revoked. So they are still in force. The difficulty we have is that the functions of the Commissions have changed, so that the Regulations could only be applied to the old functions that were retained with respect to the Commissioner and the Deputy Commissioners. So that we need to amend the Regulations to cater for these new functions which is the monitoring and oversight, and hearing of appeals.

We are currently in the process of setting up a committee to do this. Our previous Commission had done some work and they had prepared a draft, but you know the membership of the Commissions changed so it never went forward and it was not approved. So we are setting up a committee and asking for assistance from the CPC to be on the committee with legal officers from Service Commission and to work alongside the Commission, to start that process now of having this Commission look at what the previous Commission did and determine whether they are in agreement or what changes they will want.

Mrs. Baptiste-Primus: Follow-up. So let me play devil's advocate here. In the event that this Commission assigns an unsatisfactory rating to the Commissioner of Police, then is it my understanding that based on the fact that the Regulations have not been amended to embrace the performance indicators, that the Police Commissioner may have an arguable case before the courts of this land?

Ms. Seecharan: No, not really because the constitutional provisions have conferred the power unto the Commission, so that they have the power to do it. So no, I do not think he has an arguable case.

Mrs. Baptiste-Primus: So then why then amend the Regulations to include the performance indicators?

Ms. Seecharan: Because the Regulations do not reflect the full functions that the Commission now has. They are the old body of Regulations since the 1960s where they just had appoint, promote, transfer, discipline and remove, and now they have a wider scope.

Mrs. Baptiste-Primus: And that is the point that I am making. If a Commissioner of Police chooses to challenge the Police Service Commission on those grounds in the absence of the amendments—

Ms. Seecharan: They can also regulate their procedure and take policy decisions. So, no, I do not think there will be too much strength in such a challenge because the Constitution has conferred them with the power, the extended powers.

Mrs. Baptiste-Primus: There were two other questions, Madam Chair of the PSC.

Dr. Gomes: Okay. I did not forget the two questions. You asked about the current salaries and the appeals tribunal.

Ms. Creed: The current salaries for the contract positions for the officers in the Secretariat, now because—I will be able to give you the salaries that they received prior. With the new contracts, those matters have to go to the CPO for them to set the salaries. So, for instance, the Assistant Director, Research and Evaluation received a monthly salary, which is a salary including transport of \$16,100; the Assistant Director, Public Education, \$15,600 including salary and transportation; Performance Evaluator, \$12,700; Audit Analyst, \$28,000—sorry. That is an error, sorry. That is \$14,000. That was a typo error—Transcription Specialist, \$7,900; and there are Biz Op positions which is the normal Biz Op contract positions that are provided in the public service, they get the same salaries of Biz Op which is \$7,500. We have a Biz Op II and a Biz Op I, \$7,500, \$7,000. Do you want me to go through the balance, Chair? Did I misunderstand—

Mrs. Baptiste-Primus: I am just taken aback. You do have staff, Madam Chair at the PSC?

Dr. Gomes: Yes.

Ms. Creed: We have officers, and as I indicated, Cabinet had decided that all the offices had to be advertised. So all were advertised based on Cabinet's decision coming to the end of last year and the beginning of this year. We started interviews the end of last year, the beginning of this year.

Mrs. Baptiste-Primus: I see you still have some interviews to be conducted on the 28th of this month?

Ms. Creed: We still have interviews. So the staff, prior to the expiration of their contract, this is what they were receiving. When the contracts came to an end in the interim period while we were awaiting the Cabinet's decision and the PMCD finalization, we kept the persons on short-term.

Mrs. Baptiste-Primus: How long have they been on short-term?

Ms. Creed: It varied because everybody's contract started at different times. There were persons who were on short-term for about two years, there were people on short-term about one. But now that we have the Cabinet's approval and we are doing the interviews—the interview process has started—we have brought on some persons and some persons have assumed in an interim salary pending the finalization by the CPO. So the recruitment process is ongoing right now for the other offices.

Madam Vice-Chairman: Let me just interject here. You also stated in your submissions that you needed the services of four state counsels, can you clarify please? What would be their role and function—four state counsels.

Ms. Creed: In reviewing the structure for the Police Service Commission, the Public Management Consultant Division had recommended that in view of the tribunal's advice to the Commission, they had recommended four state counsels. The Legal Advisor of Service Commissions Department could give you more details if you want more details than that.

Ms. Seecharan: It is different functions. For instance, two of the state counsels are supposed to work with the appeals body because remember they are going to need persons to do their research and help in preparation of the judgments, those kind of things. And then two are also supposed to work with the Commission, so when they sit and they have their meetings what we do now is provide them with oral advice, written advice, guidance, to assist in their decision-making process. So it is not all four just within the Secretariat, it is different functions.

Madam Vice-Chairman: Different functions?

Ms. Seecharan: Yes.

Mrs. Baptiste-Primus: Madam Chair, there are two questions than remain outstanding. How many tribunals currently hear appeals; and what is the size or composition of these tribunals?

Dr. Gomes: I am not sure if I am understanding the first part of the question.

Mrs. Baptiste-Primus: So, for example, how many tribunals do you have operating simultaneously? Just one tribunal?

Ms. Seecharan: The current provisions within the Constitution provide for the Commission to sit and hear appeals. So that it is three members from the Commission that would constitute the appeal's body and that is what has been happening since the new legislation. They have actually been sitting, three members, and hearing appeals.

Now you would have heard the Chair allude to the fact that she only just got a quorum this month, so she now has three members. That is what you need for a quorum. So that they do not have two other members. In fact, they have announced it would just be the three members to be doing everything. Previously, they would have allowed three members to sit and hear the appeals, so it did not burden the whole membership of the Commission and they could be doing other things. But now you need three members to sit on the appeals body, so it is just one body comprised of three person.

Mrs. Baptiste-Primus: And for the period 2013 to present, how many matters have been referred to the appeals tribunal?

Ms. Seecharan: Approximately 200.

11.45 a.m.

Mrs. Baptiste-Primus: My final statement. I mean, Madam Chair of this Joint Select Committee and Madam Chair of the Police Service Commission, the case is made for the commission to be full time and I would want to strongly recommend that the commission "mash gas" with regard to getting the proposals documented because if strong and positive action is not in that regard, next 20 years, we would be here discussing the same issues.

Madam Vice-Chairman: Let me just clarify for the public. Five commissioners sit on this appeal tribunal.

Ms. Seecharan: Three out of the five because now there are only three.

Madam Vice-Chairman: There are only three, right, so there are two more commissioners to be appointed. Do you have any idea how soon this is going to happen?

Dr. Gomes: No, but I hope it is sooner than later. You know, the commission is always in the public's eye and so, it is for courageous people to step forward and take up the call when asked to join the commission. Because I want you all to bear in mind, just as Minister Baptiste-Primus was saying, we are a part-time commission. So when you think of all the different tasks, getting things done, you know, you cannot do them as fast as you could.

But thank you very much for that reminder and strong recommendation because definitely we will do a proposal with that in mind, especially to SRC, especially as we are meeting with the PMCD who is assisting us with that process mapping. So it means we will not just look at the full-time commission but in terms of recommendations for the entire body, the commission being made up of the secretariat as well.

Mrs. Baptiste-Primus: In my former incarnation which is several years ago, such recommendations were made for all the commissions to be full time.

Dr. Gomes: Okay, I am glad to know that. Thank you very much.

Madam Vice-Chairman: Just one last question. As recent as yesterday morning, you had the police service association criticizing you, saying that, you know, you are slow and you are not responding in a timely manner and all of that. What would be your response to the police service association?

Dr. Gomes: I think the Police Service Social and Welfare Association, they have their job to do and we have ours and they are well aware of the challenges that we have, maybe not all but quite a number, because we have invited them to meet with us and they actually did a presentation at our office, because that is one of the ways that we want to collaborate with different partners and so we will meet with them again but everybody has their role to play.

Madam Vice-Chairman: Any further questions, members?

Mr. Ramkissoon: Chair, might I address the Chair? Thank you very much. To answer your last question, we cannot prevent criticism, definitely we cannot prevent but we can show, if called upon, that those criticisms are unfounded.

Madam Vice-Chairman: Thank you. We have one more question.

Mrs. Baptiste-Primus: Madam Chair of the PSC, what are the plans of the commission for lessening the dependence on contract employment?

Dr. Gomes: While the question is directed to me, I will ask Ms. Creed but I believe I can answer a little bit. Because the notion is to have more permanent staff rather than the contract staff. My personal position on it is that we must have a right fit. So in terms of even having established staff come in because, right now, we have technical staff in Mr. Gray's unit who are going to be replaced by, for instance, a Statistician II and an HR officer and so.

The commission has not had the opportunity to interface or interview anybody because it is that they are coming, as far as I am aware, on promotion. What the commission has done with the other positions—because we met with PMCD in April last year when we realized that, you know, it was afoot to restructure the organization and this commission was not party to that decision, and so, we asked, then, to be included more in the process. So that the commission members, some commission members, have sat on interviews, et cetera.

So that in terms of the plans of the commission to get more permanent staff, it is that if they are permanent, it has to be—from the commission's perspective, you must have a right fit, they must have the technical knowledge, et cetera, to do the job and then to recognize—and we did this in the interviews—that you are talking long hours, you must be willing to travel to town meetings, et cetera. It is not just coming and sitting in that office. So, Ms. Creed, if you want to follow up? Thank you.

Ms. Creed: Discussions were held in 2016 with PMCD so that an interim arrangement could be done for a review of the staffing for the Police Service Commission Secretariat. And coming out of that meeting and Cabinet's approval, that is how we were able to get, for the Audit Unit, a Human Resource Advisor which is a public service position; a Senior Research Officer for the Research and Evaluation Unit and the Statistician to which the Chair made reference.

What PMCD advised, at that point in time, was that the duties of the persons who were doing the job on contract were the same duties for those as public service offices and that is why at that time, they had recommended that we have public service offices in those areas. Even before the contract office, there was a contract legal officer and that is why PMCD, in going with the structure, went with legal officers under the Judicial and Legal Service Commission.

So the committee, the project team to which the Chair has referred, that Cabinet established, a project team with Public Admin, the commission and the representatives of the Service Commissions Department, these are the discussions taking place on, not only the process, but the kind of staffing that would be required for the way forward, what types of staff, et cetera, and that report has to be sent to Cabinet in April.

Mrs. Baptiste-Primus: Is there a silo approach here or is there collaboration? Because if staff is being contemplated for the commission, I would expect that there is close collaboration between the office of the DPA and the commission in terms of ensuring the kind of fit that the commission expects from the staff establishment.

Ms. Creed: I think what the Chair was alluding to, for instance, some of these offices that have been made public service offices are generic offices in the public service and fall under the Public Service Commission and therefore, the filling of those offices is done by the Public Service Commission and in filling those offices, as you would know, member, when they are filling generic office, we fill. We fill in accordance

with regulation. We do the promotions in accordance with the regulation. So right now, for instance, if you have to send someone to the Ombudsman, you are required to send for the Ombudsman to screen, et cetera. That is in legislation. So the approach taken by the Public Service Commission has been general filling of the offices in Service Commissions like as any other Ministry and Department.

Mrs. Baptiste-Primus: Irrespective to the peculiarities that may exist?

Ms. Creed: Yes, but when the offices were put, they were put into—the offices identified are the same, it is the same job spec as the other offices. It is the same range, it is the same name of the office, so they are treated the same way from a recruitment point of view.

Mrs. Baptiste-Primus: Well, all I can say is that the commission has its work cut out for it.

Madam Vice-Chairman: All right, so we would conclude this hearing at this point in time, but before we do so, let me invite the Chairman to make some closing remarks.

Dr. Gomes: Hon. members of the Joint Select Committee, on behalf of the commission and members of the secretariat of the Police Service Commission, I would like to sincerely thank you for this opportunity. As I said earlier, it is very timely because we needed to have this dialogue, and I am hopeful that with your input and around this table here, we can carry through with our values that we came up with, the values of the commission, particularly in terms of collaborative efforts. Because if we have to see a reduction in crime in this country and get the culture of fear decreased—it is very real—we have to work together.

So I want to thank you very much for this opportunity and to wish you well for the balance of the year because it is still a new year. Be safe as well.

Madam Vice-Chairman: Thank you very much.

11.56 a.m.: *Meeting adjourned.*

APPENDIX III

Status of the process for recruiting and selecting a Commissioner of Police

The Police Service Commission commenced the recruitment process for the offices of Commissioner of Police and Deputy Commissioner of Police in February, 2016 following the proclamation of Legal Notices No. 218 and 219 of 2015. In April, 2016, High Court Action HCA CV 2016-01218 was brought by Mr. Harridath Maharaj against the Attorney General of Trinidad and Tobago challenging *inter alia* the constitutionality of the process in Legal Notice 218 of 2015. However, the Commission received legal advice and decided to proceed with the Selection Process. A Request for Proposals was issued to two firms on June 10, 2016. Proposals were received from the two firms on July 01, 2016 and the evaluation of the proposals was completed on July 04, 2016.

On July 14, 2016, the Judgment was delivered in the High Court matter. The court struck out certain parts of Legal Notice No. 218 that were declared to be unconstitutional.

The Commission considered legal advice and decided to proceed with the recruitment and selection process for the offices of Commissioner of Police and Deputy Commissioner of Police by way of open tender. A Tender Notice was issued in the daily newspapers on October 30, 2016 and November 01, 2016. Of the ten (10) firms that expressed an interest in the RFP, four (4) firms submitted proposals.

On November 25, 2016, the Commission began its consideration of the Report of the Evaluation Committee that assessed the proposals. However, the terms of engagement of three (3) members expired on November 28, 2016 and as such; the Commission was not duly constituted so no further action could be taken on the recruitment process

On February 01, 2017, Mr. Martin George was sworn in as a member of the Police Service Commission and on February 02, 2017, the Commission held its first statutory meeting at which time a decision was taken that the Chairman, Police Service Commission should send a letter of favourable consideration to the selected firm and thereafter instruct the Director of Personnel Administration to enter into negotiations with the firm.

The letter to the firm was issued on February 03, 2017.

APPENDIX IV

Details of the Performance Appraisal Report of the Acting CoP 2014

COMMISSIONER OF POLICE				
JANUARY – DECEMBER 2014				
PERFORMANCE CATEGORIES	PERFORMANCE INDICATORS	TARGETS/MEASURES	RATING	PERFORMANCE POINTS
MAINTENANCE OF LAW & ORDER 25%	Enhance investigative techniques and initiatives 1.0 Reduction in serious crime (except murders)	15% Year On Year		
	Establish effective enforcement initiatives 2.0 Reduction in murders	20% Year On Year		
	Establish effective enforcement initiatives 3.0 Increase in recovery of firearms	10% Year On Year		
	Enhance investigative techniques and initiatives 4.0 Increase in Detection rate	10% Year On Year		
	SUBTOTAL AVERAGE			

COMMISSIONER OF POLICE				
JANUARY – DECEMBER 2014				
PERFORMANCE CATEGORIES	PERFORMANCE INDICATORS	TARGETS/MEASURES	RATING	PERFORMANCE POINTS
PUBLIC TRUST & CONFIDENCE 10%	Enhance Community Partnerships 5.0 Better organized public education and information programmes	10% Increase (from 2013- 2014)		
	6.0 Police Visibility – Patrols	10% Increase (from 2013- 2014)		
	7.0 Response Time to calls for service	10% Increase (from 2013- 2014)		
	8.0 Satisfaction level – victims of crime	10% Increase (from 2013- 2014)		
	SUBTOTAL AVERAGE			

COMMISSIONER OF POLICE				
JANUARY – DECEMBER 2014				
PERFORMANCE CATEGORIES	PERFORMANCE INDICATORS	TARGETS/MEASURES	RATING	PERFORMANCE POINTS
HUMAN RESOURCE MANAGEMENT 10%	9.0 Overall satisfaction with the performance of the COP- Internal employee opinion survey (Second Division Officers)	50% Satisfaction rating		
	10.0 Reducing Police misconduct	5% Reduction		
	SUBTOTAL AVERAGE			

COMMISSIONER OF POLICE				
JANUARY – DECEMBER 2014				
PERFORMANCE CATEGORIES	PERFORMANCE INDICATORS	TARGETS/MEASURES	RATING	PERFORMANCE POINTS
STRATEGIC INITIATIVES 30%	Establish an Evidence-Based policing culture 11.0 Implement a Hot Spot Policing Strategy 40 Police Stations	100% Completion of Hot Spot Policing Strategy in 40 Police Stations		
	Establish effective enforcement initiatives 12.0 Lobby for changes to be made to legislation and government policies that have direct impact on crime control	Evidence of lobbying via: -Sending letters, making presentations, providing material to members of Parliament -Consulting experts and interest groups (Ministry of National Security, Police Association)		
	Establish effective enforcement mechanisms 13.0 Implement a counter Transnational Organized Crime (TNOC) strategy	-Increase manpower in Organised Crime, Narcotics and Firearms Bureau (OCNFB) and Financial Investigations Branch (FIB) -Train staff -10% increase in the number of firearms found and seized		
	SUBTOTAL AVERAGE			

STEPHEN WILLIAMS : COMMISSIONER OF POLICE				
JANUARY – DECEMBER 2014				
PERFORMANCE CATEGORIES	PERFORMANCE INDICATORS	TARGETS/MEASURES	RATING	PERFORMANCE POINTS
FINANCIAL ADMINISTRATION 20%	Establish systems for accountability and compliance 14.0 Compliance with Financial rules and regulations of Trinidad and Tobago at the Finance Branch Compliance KPI areas include: - Appropriation - Reconciliation - Budgetary Estimates	100% compliance standards -Legislative requirements -Timeframe		
	SUBTOTAL AVERAGE			
DOCUMENTS & INFORMATION SUBMITTED TO THE PSC 5%	15.0 Completed plans of all operations with measurable targets -Timely and more details in response to requests for information by PSC	100% compliance		
	SUBTOTAL AVERAGE			

5

RATING :	TOTAL PERFORMANCE POINTS
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APPENDIX V

**Status of Appeals filed against the
decisions of the Commissioner of Police
over the period 2012-2017**

Status of Appeals filed against the decisions of the Commissioner of Police over the period 2012 to 2017

Description	No. of Appeal Matters (Promotional and Discipline)	Remarks	
Matters B/F from 2011	203	C/F to 2012	
Matters filed in 2012	9	Inclusive of Discipline and Promotional matters	
Matters determined by the Commission in 2012	24	Dismissed 1	Withdrawn 23
Matters B/F from 2012	188	C/F to 2013	
Matters filed in 2013	8	Inclusive of Discipline and Promotional matters	
Matters determined by the Commission in 2013	3	Judgments delivered	
Matters B/F from 2013	193	C/F to 2014	
Matters filed in 2014	1	Discipline matter	
Matters determined by the Commission in 2014	Nil	Relocation of Court Room to Police Service Commission Secretariat, Pasea, Tunapuna	

Status of Appeals filed against the decisions of the Commissioner of Police over the period 2012 to 2017

Description	No. of Appeal Matters (Promotional and Discipline)	Remarks	
Matters B/F from 2014	194	C/F to 2015	
Matters filed in 2015	2	Discipline matter	
Matters determined by the Commission in 2015	174	<i>Test Case PA 9 of 2011 determines 5 matters</i>	<i>Test Case PA 45 of 2011 determines 169 matters</i>
Matters B/F from 2015	22	C/F to 2016	
Matters filed in 2016	Nil		
Matters determined by the Commission in 2016	1	Judgments delivered	
Matters B/F from 2016	21	C/F to 2017	
Matters filed in 2017	1	Discipline matter	
Matters determined in 2017			

APPENDIX VI

Status of Contract Positions

At the

Police Service Commissions Secretariat

**Status of Contract Positions
Police Service Commissions Secretariat**

Contract Position	Number of positions	Status
Director, Monitoring Evaluation and Public Education	1	Selection process completed - interim offer made to applicant pending finalization by CPO
Assistant Director, Monitoring and Evaluation	1	Selection process completed - interim offer made to applicant pending finalization by CPO
Assistant Director, Research and Evaluation	1	Selection completed - interim offer made to applicant pending finalization by CPO
Assistant Director, Public Education	1	Selection process completed - interim offer made to applicant pending finalization by CPO
Financial Analyst	1	Selection process completed, interim offer to be made to applicant pending finalization by CPO
Audit Analyst	2	Selection process completed - interim offer to be made to applicant pending finalization by CPO
Performance Evaluator	1	Interviews expected to be held before 31/1/17
Transcription Specialists	2	Interviews expected to be held before 31/1/17
Business Operations Assistant II	1	Interviews expected to be held before 31/1/17
Business Operations Assistant I	1	Interviews expected to be held before 31/1/17
Total	10	

Source: PSC dated 20.01.2017

APPENDIX VII

Training for PSC staff for the years 2011-2016

Training for staff for the years 2011-2016

Name of workshop/Training	Year	No. persons attended
Research Techniques, Methodologies and Application	2011	2
Excellence in Hospitality Services	2012	1
Competency-Based Structured Interviews	2013	6
Conducting Effective Meetings	2013	2
Protocol for Public Officers	2013	1
Supervisory Management	2013	2
Performance Appraisal Methodology and Systems	2013	11
Stress Management	2014	2
Emotional Intelligence.	2014	2
First Aid and CPR Training	2014	2
Cabinet Note Writing	2014	2
HIV Sensitization Workshop	2014	12
Ethics, Accountability and Good Governance	2014	1
Image, Etiquette and Customer Service Excellence	2014	1
Terms of Reference and Request for Proposal	2014	2
Office Etiquette for Administrative Support	2014	1
Monitoring and Evaluation Workshop	2015	17
Terms of Reference and Request for Proposal	2016	2

Name of workshop/Training	Year	No. persons attended
CONFERENCES		
2013 Annual Conference of the Caribbean Association for Civilian Oversight of Law Enforcement (CACOLE)	2013	2
19 th Annual National Association for Civilian Oversight of Law Enforcement (NACOLE)	2013	3
20 th Annual National Association for Civilian Oversight of Law Enforcement (NACOLE)	14 -18 September, 2014	3
Towards a Corruption-Free Caribbean: Ethics, Values and Morality University College of the Cayman Islands	2014	1

Source: PSC dated 20.01.2017

APPENDIX VIII

Head 06: Service Commissions 2017-Estimates of Expenditure

HEAD 06: SERVICE COMMISSIONS ESTIMATES 2017

PERSONNEL EXPENDITURE

VOTE	ALLOCATION	MONTHLY COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
01/001/01 - SALARIES & COLA	29000,000.00	2650,000.00	31800,000.00	(2800,000.00)	Salaries for Public Officers
01/001/03 - OVERTIME (MPO)	30,000.00	3,000.00	36,000.00	(6,000.00)	Overtime for Public Officers
01/001/05 - GOV'T'S CONT TO NIS	2300,000.00	220,000.00	2640,000.00	(340,000.00)	Employer's contribution to NIS for Public Officers
01/001/23 - SALARIES - DIRECT CHGS	1800,000.00	200,000.00	2400,000.00	(600,000.00)	Legal Officers, Dep Chmn, Pub SC & all Chmn
01/001/24 - ALLCES - DIRECT CHGS	125,000.00	12,600.00	151,200.00	(26,200.00)	Legal Officers, Dep Chmn, Pub SC & all Chmn
01/001/25 - REM TO MEM - DIR CHGS	1200,000.00	140,000.00	1680,000.00	(480,000.00)	Members of 4 Commissions
01/001/27 - GOV'T CONT TO GHI	270,000.00	25,000.00	300,000.00	(30,000.00)	Mandatory Health Plan for Public Officers
01/001/31 - GOV'T CONT TO NIS	100,000.00	12,000.00	144,000.00	(44,000.00)	Employer's contribution to NIS for Legal Officers, Commission Members & Chmn

GENERAL ADMINISTRATION

VOTE	ALLOCATION	MONTHLY COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
02/001/01 - TRAVELLING & SUBSISTENCE	1250,000.00	17050 salaries 120,000.00	1440,000.00	(190,000.00)	Airfare, accommodation & ground transfer to T'go Upkeep, Mileage & Subsistence Allces
02/001/04 - ELECTRICITY	1000,000.00	97,000.00	1164,000.00	(164,000.00)	Charges for 2 bldgs (Cipriani Plaza & DFL)
02/001/05 - TELEPHONES	1000,000.00	150,000.00	1800,000.00	(800,000.00)	Charges for 2 bldgs (Cipriani Plaza & DFL)

GENERAL ADMINISTRATION

VOTE	ALLOCATION	MONTHLY COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
02/001/08 - RENT/LEASE - OFFICE ACCOMMODATION & STORAGE	8500,000.00	763,500.00	9252,000.00	(752,000.00)	* See below
02/001/10 - OFFICE STAT & SUPP	200,000.00		398,190.00	(198,190.00)	Stationery items, refreshments for Commission meetings, interview panels, miscellaneous
02/001/11 - BOOKS & PERIODICALS	25,000.00		125,000.00	(100,000.00)	Subscriptions for papers, journals & electronic law books
02/001/12 - MATERIALS & SUPP	70,000.00		210,000.00	(140,000.00)	Paper & ink
02/001/16 - CONTRACT EMP	1000,000.00	60,000.00	720,000.00	280,000.00	**See below
02/001/17 - TRAINING	40,000.00			40,000.00	
02/001/21 - REPS & MTCE- BLDGS	200,000.00		131,000.00	69,000.00	Dismantling of workstations & creating new offices
02/001/22 - SHORT-TERM EMP	1000,000.00	299,000.00	3588,000.00	(2588,000.00)	***See below
02/001/23 - FEES	2300,000.00		3400,000.00	(1100,000.00)	Licenses (\$300,000.00), IHRIS fees (\$2,600,000.00), exams pymts (\$394,000.00)
02/001/28 - OTHER CONT SERVICES	1300,000.00	160,000.00	2900,000.00	(1600,000.00)	Wireless data link network (\$744,000.00), consultants, maintenance contracts
02/001/37 - JANITORIAL SERVICES	650,000.00	59,000.00	708,000.00	(58,000.00)	Janitorial for 2 offices
02/001/43 - SECURITY SERVICES	2000,000.00	180,000.00	2160,000.00	(160,000.00)	Security for 2 offices
02/001/57 - POSTAGE	1,000.00			1,000.00	Pre-paid envelopes
02/001/58 - MEDICAL EXPENSES	8,000.00		6,000.00	2,000.00	DPA, Chmn Pub SC
02/001/60 - TRAVELLING - DIR CHGS	300,000.00	30,000.00	360,000.00	(60,000.00)	Legal Officers, Dep Chmn, Pub SC & all Chmn
02/001/62 - PROMS, PUB & PRINTING	100,000.00	35,000.00	420,000.00	(320,000.00)	Advertisements
02/001/66 - HOSTING OF CONFS	100,000.00			100,000.00	Retreats, retirement functions

GENERAL ADMINISTRATION

VOTE	ALLOCATION	COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
02/001/96 - FUEL & LUB	10,000.00	2,000.00	24,000.00	(14,000.00)	Oil & gas for 5 vehicles
02/001/99 - EAP	1,000.00		9,200.00	(8,200.00)	Employee assistance programme

POLICE SERVICE COMMISSION

VOTE	ALLOCATION	COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
02/006/04 - ELECTRICITY	250,000.00	21,000.00	252,000.00	(2,000.00)	Charges for Tunapuna office
02/006/05 - TELEPHONES	20,000.00	2,500.00	30,000.00	(10,000.00)	Charges for Tunapuna office
02/006/08 - RENT/LEASE - OFFICE ACCOMMODATION & STORAGE	2100,000.00	187,500.00	2250,000.00	(150,000.00)	Rental for Tunapuna office
02/006/23 - FEES	50,000.00			50,000.00	Fees to Senior Counsel
02/006/28 - OTHER CONT SERVICES	2450,000.00	902,000.00	902,000.00	1548,000.00	COP & DCOP recruitment exercise
02/006/43 - SECURITY SERVICES	445,000.00	40,000.00	480,000.00	(35,000.00)	Security for Tunapuna office
02/006/62 - PROM, PUB & PRINTING	50,000.00	26,000.00	36,000.00	14,000.00	Advertisements (10,000), annual report (\$26,000)
02/006/66 - HOSTING OF CONFS	25,000.00			25,000.00	Retreats, retirement functions

MINOR EQUIPMENT PURCHASES

VOTE	ALLOCATION	MONTHLY COMMITMENTS	PROJECTED EXPENDITURE TO SEPTEMBER, 2017	(SHORTFALL)	REASONS FOR EXPENDITURE
03/001/02 - OFFICE EQUIPMENT	100,000.00		280,000.00	(180,000.00)	Purchase of computers, printers, bandwidth upgrade (\$74,000), Monitoring Tool (\$145,000), Structured wiring (\$61,000)
03/001/03 - FURN & FURNISHINGS	50,000.00		50,000.00	0.00	Purchase of furniture
03/001/04 - OTHER MINOR EQUIP	100,000.00		90,000.00	10,000.00	\$90,000 bal pymt of PBX system

* Rental as follows:

Cipriani Plaza - Land Securities Ltd - \$582,750.00

DFL Bldg - Cipriani Properties Ltd - \$167,625.00

Storage - Broadway Properties Ltd - \$10,125.00

Car park - Jenna's Real Estate Ltd - \$3,000.00

Tradezone (shared with Personnel Department) - \$90,000.00

** It is estimated that 17 contract positions will be filled by January, 2017 at a cost of \$1,746,000.00 for the period Jan '17 to Sept' 17.

Total projected expenditure \$2,466,000.00. A shortfall of \$1,466,000.00

*** Short-term employment currently consists of payment of salaries for persons on three to six month short contracts, Police Service Commission Secretariat contract officers without contracts and members of the Standing Selection Boards for which there is no Cabinet approval for the extension of the offices.

It is estimated that with the filling of 17 PSC Secretariat offices the expenditure to this vote would be reduced by \$181,000.00 per month for the remaining nine months of 2016/2017.