

Our people and resources

An effective and productive organisation

Resource management practices and structures

We aim to practise what we preach, by ensuring that our own resource management practices and structures are of the highest standard and our staff have the best possible working environment.

Operations Support

Our Operations Support area coordinates the activities of police officers working within the CMC, and provides expert staff in surveillance and technical services, and forensic computing.

Police Service Reviews

The CMC has traditionally played an important role in the work of the Commissioners for Police Service Reviews. They are independent of the CMC and the QPS, but are nominated by the CMC Chairperson and provided with secretarial support by the CMC.



Our people and resources

The CMC strives to be an effective and productive organisation serving all Queenslanders.

Resource management practices and structures

Resource management includes management of staff, equipment, information and communications.

Human resources

The CMC is dedicated to providing the best working environment it can for its staff of lawyers, police, accountants, investigators, intelligence analysts, social scientists, computing specialists, support officers and administrators. A happier workforce is also a more stable and productive one.

Central Registry

Brian O'Rourke, Support Officer in Records Management, checks the files.

We offer state public service working conditions, including enterprise bargaining, and we adhere to government policies on equal employment opportunity and workplace health and safety. In addition, we provide an employee support program, a training service, staff achievement awards, regular internal communication facilities and a mechanism for staff to have their concerns heard by senior management.

As at 30 June 2006 the number of established positions at the CMC was 299 (see Tables 17 and 18, facing page).

Organisational restructures

From time to time it is necessary to review how an organisation is performing and assess whether its organisational structure is best suited to meeting the needs of its clients. During 2005–06 a review of the operations of the

Complaints Services Section was completed. The new structure will be effective from 1 July 2006.

In June 2006, a review of Research and Prevention began. It is expected that this review will be completed during the first half of 2006–07.

Work, Family and Life Balance Program

The CMC began implementing a Work, Family and Life Balance Program, which will incorporate flexible working hours, flexible leave provisions, flexible employment arrangements, and the maintenance of a workplace culture that supports employees in balancing their work and family and other responsibilities.

Substantial information is now available on the impact of work, family and life balance programs in the public and private sectors. The benefits of such programs include improved retention rates, higher productivity, strengthened loyalty and morale, improved job satisfaction, and a competitive edge in recruiting skilled staff.

The chief challenge associated with implementing such a program is expected to be accommodating it with operational demands. Hence, implementation plans include a series of workshops for supervisors and managers to outline the 'business case' for more flexible working arrangements and ways to manage a flexible workforce. Managers will be encouraged to employ strategies such as effective use of salary budgets, relieving arrangements and changed workflows to balance the changes brought about by increased flexibility.

Workforce management planning

The Workforce Management Plan 2005–09 sets out the framework for a range of strategies focusing on attracting and retaining highly skilled staff, succession planning, and enhancing management competency throughout the organisation. The plan arose in part from the 2004 organisational climate survey of the CMC. Components include:

Succession planning

Incumbents of the 12 positions identified as the most critical for succession planning completed a Succession Management Capabilities questionnaire. One of the outcomes of this process has been the development of a draft capabilities framework, which will assist in effective recruitment for these positions when required, as well as providing learning and development activities for existing staff.



Review of Complaints Services

Greg Rigby (Director, Information Management), seconded to manage the review of the Complaints Services Section, pictured here with team members Natalie Fox (centre) and Tracey Stenzel (left)

Table 17. Staff establishment as at 30 June 2006

	Approved establishment	Actual staff (incl. temporary)
Executive	18	19.2
Crime	43	49.8
Misconduct	85	87
Witness Protection and Operations Support	55	47.8
Research and Prevention	27	24.4
Intelligence	22	20.4
Corporate Services	49	56.5
Total	299	305.1

Table 18. Number of established positions within each discipline as at 30 June 2006

Discipline	Number
Police officers	84
Administrative officers	54
Operational support officers	23
Legal officers	20
Intelligence analysts	20
Financial investigators	18
Registry officers	16
Computer system officers	12
Investigators (civilian)	9
Research officers	15
Strategic management	10
Prevention officers	6
Complaints officers (incl. one Indigenous Complaints Officer)	7
Librarian	2
Technical officers	1
Indigenous liaison officers	2
Total	299

Staff training

Leadership and Management Development Program.

Consultants working with senior CMC officers have been engaged to design and deliver a Leadership and Management Development Program during 2006. Forty-four officers are participating in this program, including the Chairperson and senior leaders. The program runs from March to October 2006; it requires attendance at four two-day workshops. The first two were held in March and May 2006; the last two are scheduled for August and October 2006.

Management Essentials Program. This 12-month program was selected as a strategy for increasing management competency at middle levels of management. It is aimed at staff from the AO5/PO3 levels to the AO8/PO6 levels, and involves completion of a number of competency-based workshops leading to a Diploma of Government (Management). The program began in May 2006.

Other accredited training. The CMC's Certified Agreement 2003 provides an opportunity for staff at the AO2, AO3 and AO4 levels to study towards an accredited qualification at the Certificate IV (AO2), Diploma (AO3) or Advanced Diploma (AO4) level at no cost to the employee.

Most staff who have attempted this study so far have found it difficult to balance the competing demands of work, family responsibilities and study commitments, particularly in cases where they have not studied for some years. Consequently, a new approach has been adopted, enabling staff to undertake this study in a series of competency-based workshops during normal working hours on CMC premises.

The program, which began in May 2006, will enable participants to attain a Certificate IV in Government within 12 months. The program is open to all staff at the AO2 to AO4 levels.

Training needs analysis. The course requirements for the Diploma of Government (Management) and the Certificate IV in Government require participants to complete a number of mandatory units as well as a number of elective units.

A focused training needs analysis was undertaken to ascertain the views of staff and management on the relative need for each of the potential elective units. Responses were analysed and each course developed to take account of the highest-priority needs from both an individual and an organisational perspective.

Table 19. HR courses held in-house 2005–06

Course name	No. of participants
Project Management	43
Managing Public Sector Budgets	6
Introduction to Queensland Public Sector Financial Management	4
Certificate IV in Government	29
Diploma of Government (Management)	53
Magic Minutes	13
Executive Assistant Development Program	18
Ergonomics and Manual Handling	30
Records Management	17

Internship program

We entered into an arrangement with the Queensland University of Technology to assist final-year law students with one of their final units of study. This will require students to work at the CMC for one day per week for 12 weeks. Two students participated in this program during first semester 2006. One student was allocated to the Legal Services Unit and the other to Research and Prevention.

EEO program

The Equal Employment Opportunity (EEO) program, including measures to eliminate sexual harassment and workplace harassment, will have a continuing impact on retention rates of EEO target group members, particularly women, who comprise over 50 per cent of the CMC workforce. It is anticipated the Work, Family and Life Balance Program will increase return rates of women from parental leave and generally increase retention rates of employees with family responsibilities.

The continuing use of exit interviews highlights any systemic issues that require attention from a staff retention perspective.

See also Appendix B.



Participants in the Certificate IV training

(Left to right) Assistant Information Retrieval Officer Chris Novobranek and Senior Support Officer Lee-Anne Geissler

Workplace health and safety program

Over the last five years the CMC's Workplace Health and Safety Management Program has developed significantly. The structure of the program now incorporates the use of comprehensive policies and procedures, the implementation of annual action plans and the facilitation of regular performance assessment measures.

Staff accountability

The Act requires the Chairperson to report to the PCMC any conduct of a CMC officer that the Chairperson suspects involves or may involve improper conduct (s. 329). The Act also provides for a wider definition of CMC officers, by including former officers, and specifically allows the PCMC to request reports in respect of these matters.

Taking into account the definition in section 329, the staff protocol for dealing with complaints against CMC officers has been reviewed. The revised protocol is currently with the PCMC for consideration.

Departures and appointments

In this reporting period, several significant departures and appointments occurred.

Departures

- > July 2005: Forbes Smith (Director, Misconduct Investigations) was one of four legal officers on the Fitzgerald Inquiry who was engaged by the CJC at its inception in 1989.
- > October 2005: Graham Brighton (Executive Director) had been with the organisation since June 1990.
- > December 2005: Suzette Coates (part-time Commissioner) had been with the organisation since November 2004.

Appointments

- > July 2005: Hon. Douglas Drummond QC (part-time Commissioner)
- > July 2005: Detective Superintendent Tony Cross (Investigation Coordinator)
- > August 2005: Russell Pearce, Director, Misconduct Investigations
- > September 2005: Dr David Gow (part-time Commissioner)
- > September 2005: Mark Hummerston (Executive Director)

Staff awards

The following staff were recognised for 10 years of service: Susan Peachey, Kathy Doherty, Katrina Welk, Robyn Buckley, Susan Johnson, Kelly Ede, Stephen Hardy, Geoffrey Kreutzer, Patricia Shelvey, Matthew Grice, Robert Evans, Maureen Pannell, Sean Sutcliffe, Laurie Paul, Peter Duell and Paula Liddell.

In April 2005 awards were given to those employees who had performed outstanding work during the year. They were:

- > Indigenous Liaison Officer Dan Abednego for his hard work and commitment over many years and his significant contribution to the goals of the CMC
- > Senior Intelligence Analyst Andrew Stapleton for his outstanding efforts in developing and facilitating the CMC's Human Source Operations Course



Forbes Smith, former Director, Misconduct Investigations

Forbes Smith left the CMC in July 2005, after serving the organisation in various roles since its inception.



Award for hard work and commitment

Dan Abednego receives his award from Chairperson Robert Needham.

- > the members of the Receivals and Assessments Unit for dealing efficiently with a large and ever-increasing workload while at the same time coping with various significant procedural changes.



Award for outstanding teamwork

Members of the Receivals and Assessments Unit with Chairperson Robert Needham: (left to right) Robert Walker, Lee-Anne Geissler, Kayleen Chapman, Deb Kuss, Beth Turnbull, Ingrid Knaggs, Lynette Waldron, Chris O'Toole and Deb Blythe

Communications

The CMC encourages open communication with its stakeholders, within the constraints of the CM Act. Our stakeholders are many and varied, but the three main groups are parliament, public sector agencies including the QPS, and CMC staff.

Through the CMC's Strategic Communications Plan, the organisation strives to provide relevant, timely and accurate information to all its stakeholders.

Table 20 lists significant communications during the year.

During this reporting period we received 1073 media queries on such diverse topics as:

- > trends in the Queensland amphetamine market
- > the Gold Coast City Council hearing and report
- > outcall prostitution (escorts) hearing
- > paedophile raids
- > review of trial government responses to volatile substance misuse
- > local government module for *Facing the facts*
- > adult entertainment report
- > investigation of Gordon Nuttall MP
- > property crime report
- > *Protecting children* report recommendations
- > issues paper on public nuisance offence
- > Dr Jayant Patel and Queensland Health.

Table 20. Significant communications 2005-06

Type	Number
Reports tabled in parliament	2
Investigative reports published on the CMC website only	2
Research reports	5
Significant misconduct prevention materials	3
Discussion and position papers	3
Strategic assessments	2
Media releases	36
Media queries	1073
Media interviews	50
Media conferences	7
External presentations	91
Regional visits	3

The CMC's Gold Coast City Council inquiry resulted in a high level of media interest during the period.

We produced 17 publications for a general audience and a number of confidential documents for limited circulation. Several more publications were close to completion at the end of June 2006. (See Appendix F for a full list of publications.) In addition, four electronic newsletters were issued to Queensland public sector agencies.

The Chairperson and other senior CMC officers gave 50 interviews to the media during the year and seven media conferences. Senior staff visited Cairns and Caloundra, Karumba and Inglewood, as well as Rockhampton in NAIDOC week (see pages 52-55 for more details on regional visits).

A new CMC website was launched in April 2006 and work was started on a new intranet.



The new CMC home page

Information management

The operational work of the CMC relies heavily on an effective information management infrastructure to support investigations, analysis and decision-making.

The CMC's vision for management and use of information is:

Excellence in information management and information systems, providing value for money, accountability and client focus, and ensuring the CMC understands, has access to and uses the information it needs to achieve its full potential as a knowledge organisation.

Annual plans for maintaining high-quality information management support and driving the organisation forward are shared by three separate but closely related business units.

These are:

- > Information Technology
- > Records Management
- > Library Services.

Some major initiatives were taken during 2005–06:

- > The cyclical four-yearly replacement of all desktop and laptop computers was completed in conjunction with updating of the standard desktop software environment.
- > A range of network infrastructure upgrades were made, including an upgrade of key communications links, replacement of network switch equipment, and introduction of new storage back-up software.
- > The second stage of a project to review the options for moving to digital-recording technology was completed. The review set the scene for the progressive 'digital migration', which began in early 2006 and which is likely to continue over the next two years.
- > Substantial progress was made with the lengthy project to implement an electronic document and records management system (eDRMS). The project started in February 2006 and will be completed in the second half of 2006–07.

Business practices

The CMC contracted the services of eight external consultants at a total cost of \$111 424 (as opposed to six consultants at a total cost of \$98 945 last year). See Table 21.



Replacement of computers

Greg Rigby and Cameron Todd unpacking equipment during the major operation of replacing all the CMC's desktop and laptop computers

Table 21. Consultancies 2005–06

Consultant	Description	\$ (excl. GST)
Management		
Sagacity Consulting	Facilitate Business Planning Workshop	2 250
Dialogue Consulting	Change Management and Strategic Planning	28 300
CSA Consulting	Focus Group Facilitation R&P	4 387
Professional/technical		
Amanda Davies	Research Cocaine Market in Qld	10 000
Gwenn Murray Consulting	Review Protection of Children Report	9 127
Human resources		
Ray Dempsey Consulting	CMC Award Development	1 080
National Safety and Training (WH&S)	External Audit and Training	27 480
Information technology		
Dimension Data Pty Ltd	Review of ICT Services	28 800
Total		\$111 424



Members of Operations Support

(Right to left) Assistant Commissioner Ron Vincent, Director of Witness Protection and Operations Support; Detective Superintendent Paul Doyle; Inspector Geoff Harold; and Executive Assistant Katrina Welk



Operations Support

Operations Support coordinates the activities of police working in the CMC, and provides expert staff in surveillance and technical services, and forensic computing.

The area contributes to all three of the CMC's outputs: 'Combating major crime', 'Reducing misconduct and improving public sector integrity' and 'Protecting witnesses'. It comprises three distinct units:

- > Physical Surveillance
- > Technical Surveillance
- > Forensic Computing.

Physical Surveillance Unit (PSU)

Physical surveillance supports the investigative areas of the Commission by obtaining evidence and gathering intelligence on people who are suspected of involvement in CMC-related investigations and are the subject of an approved surveillance operation.

The PSU achieves the objectives of each surveillance operation through the use of recognised physical surveillance methodologies. Members of the PSU also continually research technology to ensure that they possess suitable equipment to meet the objectives of various major crime and misconduct operations.

Technical Surveillance Unit (TSU)

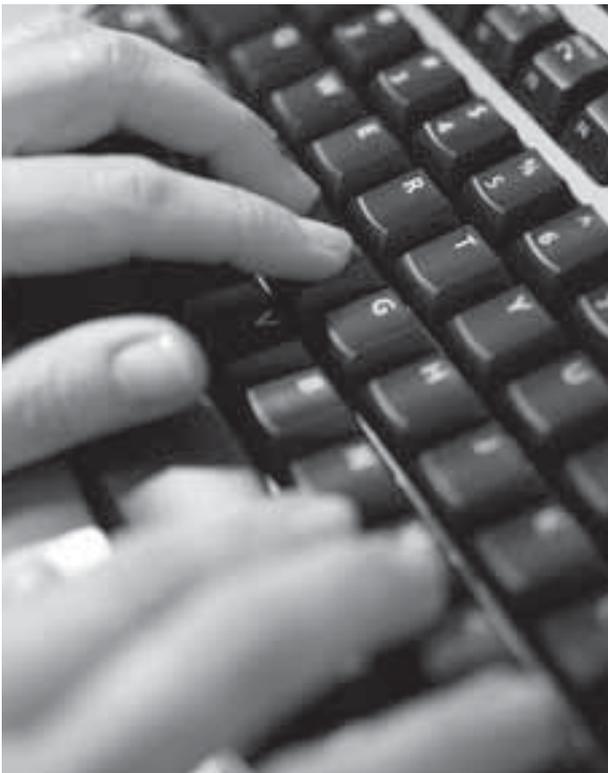
The TSU supports CMC outputs with the use of various electronic surveillance methodologies. These methodologies have successfully been deployed in a number of operations, resulting in enhanced intelligence and evidence product.

Forensic Computing Unit (FCU)

The aim of the FCU is to establish and maintain effective operating procedures, resources and equipment to ensure the professional and efficient delivery of digital intelligence and evidence to investigative areas within the CMC.

Major functions include:

- search and seizure of digital evidence
- preservation of digital evidence (using specialist forensic software products)
- provision of advice to management and investigators on the methods for handling digital evidence
- provision of opportunities for digital evidence and/or intelligence to support investigations.



Overview of performance 2005–06

- > Four new officers successfully completed a physical surveillance course conducted by qualified and experienced members of the PSU. The new members now form part of the operational teams that respond to requests from investigators to gain evidence and intelligence through recognised methodologies.
- > The CMC in conjunction with the QPS hosted the 2006 Australasian Technical Surveillance Unit Managers Forum on CMC premises. The forum was attended by representatives from ASIO, the AFP, the ACC, law enforcement agencies from other states and from New Zealand, and independent commissions. This forum provided an opportunity for managers to discuss and resolve common issues and to share information on matters affecting all jurisdictions.
- > Two TSU members attended the annual Australasian Technical Support Unit Practitioners Forum, which was held in Sydney in March 2006. This forum provided an opportunity to showcase new technology and methodology to other practitioners and to share information on technical issues.
- > A member of the FCU attended the Australian Hi-Tech Crime Conference, which was held in Canberra in June 2006. The aim of this conference was to ensure a consistent approach to forensic computer examinations.

Our role with the Commissioners for Police Service Reviews

The CMC has traditionally played an important role in the work of the Commissioners for Police Service Reviews.

The Commissioners are appointed under the *Police Service Administration Act 1990* to arbitrate on any grievances police officers may have about promotions, transfers or disciplinary action. They are independent of the CMC and the QPS but are nominated by the CMC Chairperson and provided with secretarial support by the CMC.

To be eligible for appointment, a Review Commissioner must be:

- > a CMC Commissioner, past or present
- > a Commissioner of the former CJC
- > a person qualified for appointment as chairperson of the CMC, or
- > a person who has demonstrated an interest and ability in community affairs.

During the reporting period, the Review Commissioners were former Commissioners Ms Kathryn Biggs and Ms Dina Browne and practising solicitor Mr Pat Mullins.

Ms Julie Cork, a current CMC Commissioner, took on a liaison role between the Commissioners for Police Service Reviews and the CMC.

Review Commissioners monitored the progress of the amended QPS merit-based selection policy, which was implemented in June 2005. Monitoring occurs when Review Commissioners identify issues during reviews, addressing those issues in their recommendations. Further monitoring occurs when the CMC's Police Service Reviews Unit liaises with the QPS Central Convenors Unit and the QPS Human Resource Management Branch on matters as they arise.

Opportunities for liaison with the Queensland Police Union of Employees occur as a consequence of the standing invitation to have union representatives attend all promotion, transfer and disciplinary review hearings as observers.

Through representation at the annual national Public Sector Appeals Conference, the Office of the Commissioner for Police Service Reviews stays informed of best practice and emerging trends in other jurisdictions.

See also Tables 22–24.



Police Service Reviews

Secretary, Police Service Reviews, Karyn Worth (left) with Review Commissioner Dina Browne

Table 22. Types of applications lodged, 2004–05 and 2005–06

Type	2004–05	2005–06
Promotion	122	94
Transfer	2	7
Lateral transfer	1	3
Stand-down	-	1
Suspension	-	-
Disciplinary	1	-
Dismissal	-	-
Total	126	105

Table 23. Status of applications lodged, 2004–05 and 2005–06

Status	2004–05	2005–06
Matters lodged	126	105
Matters withdrawn before hearing	87	73
Matters out of jurisdiction	-	1
Matters awaiting hearing at 30 June	15	14
Matters heard	65	32

Table 24. Results of matters heard by Review Commissioners, 2005–06

Type	Affirmed	Varied	Set aside	Total
Promotion	23	-	5	28
Transfer	-	-	1	1
Lateral transfer	2	-	-	2
Stand down	1	-	-	1
Total	26	-	6	32