



QUEENSLAND POLICE SERVICE
STATEMENT OF WITNESS



Occurrence #: _____

Statement no.: 1 of 1 Date: 19/09/2010

Statement of

Name of witness: HASLAM, Neil Anthony

Date of birth: _____ Age: _____ Occupation: Divisional Inspector Gold Coast District

Police officer taking statement

Name of police officer: HASLAM, Neil Anthony

Rank: Inspector Reg. no.: 6108

Region/Command/Division: South Eastern Region - Gold Coast District Station: Surfers Paradise

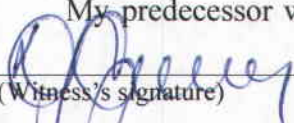
Statement:


NEIL ANTHONY HASLAM states:

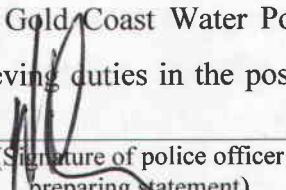
1. I am an Inspector of Police currently stationed at the Gold Coast District, Surfers Paradise. My office is situated within the Surfers Paradise Police Station at 23 Orchid Avenue, Surfers Paradise.
2. I was promoted to the rank of Inspector with effect from 18 October 2004. My first posting upon promotion to Inspector was to Townsville, performing Selection Panel duties fulltime. I was then transferred to the Police Academy Oxley in October 2006, performing duty as the Inspector for the recruit training program. I then commenced duty at the Gold Coast District in November 2008, first performing duty as the Inspector for the Gold Coast Communications Centre. The Gold Coast District is part of the South Eastern Region and, in all matters, I report to my District Officer, who is Superintendent James Keogh.

DUTIES AND RESPONSIBILITIES

3. In late January 2009, my responsibilities as supervising Inspector were changed to Central Divisions, encompassing the Surfers Paradise Police Station and Gold Coast Water Police. My predecessor was an Acting Inspector who had performed relieving duties in the position


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

for over two years. However, in October 2009, the Gold Coast Water Police establishment was regionalised leaving my primary work responsibilities associated with the Surfers Paradise Police Station.

4. I now have the additional responsibility of the Gold Coast District Liquor Enforcement Unit made up of two police officers. I provide leadership to this unit and it is highly active in the Surfers Paradise licensed precinct and the Gold Coast District generally.
5. In my role as Inspector, I endeavour at all times to provide strong, quality and ethical leadership. The efficient and effective management of the work unit is obviously required in order to meet organisational and operational objectives and, as such, my role requires the provision of high standard advice, the development of strategies, consultation with a number of internal and external bodies and the management of various projects; all with a view to improving and enhancing the effectiveness of the policing outcomes of the work unit. I also endeavour at all times to maintain a work environment committed to professional standards, ethical practices and discipline.
6. I am committed to the highest professional standards, ethical practices and discipline. This has been demonstrated throughout my service where I have caused the completion of, or personally submitted, complaints against other officers. In mid 2009, following the receipt of information, I submitted a formal report by way of official complaint on matters that may be associated with Operation Tesco.
7. My principal responsibilities as summarised in paragraph 6 above are set out in the job description for QPS Inspector – General Stream (GSO09) and my current duties align with that prescription. They are as follows:
 - *Provide quality leadership of a work unit.*
 - *Manage the functions and resources of an assigned area of responsibility to ensure efficiency and effectiveness consistent with strategic organisational and operational policing objectives.*
 - *Develop and implement strategies to enable continuous improvement in the performance of a work unit or functional area.*
 - *Provide high quality policy advice and support on specific operational and organisational issues.*


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

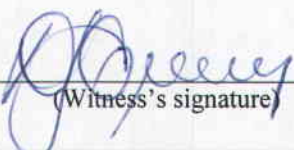
- *Develop and implement appropriate strategies, plans, policies and procedures that support corporate and operational activities.*
- *Consult, liaise and network with appropriate Service, government and nongovernment organisations to ensure the achievement of effective policing outcomes.*
- *Manage and undertake projects on behalf of Regional, Command or Divisional management.*
- *Coordinate or conduct investigations regarding issues of performance and conduct of work units and employees of the Service.*
- *Maintain a work environment committed to professional standards, ethical practices and discipline.*


8. My current role and the principal responsibilities made out in the Inspector – General Stream also align with the nine Priorities and Performance Indicators associated with the QPS Operational Performance Review process. They are as follows:

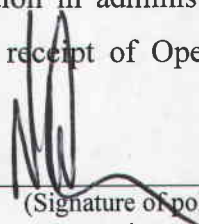
- *Personal Safety – that focuses attention on all Offences Against the Person and Domestic Violence;*
- *Traffic Policing*
- *Property Offences – with specific attention being directed towards Break and Enter offences and Unlawful Use of Motor Vehicle offences;*
- *Client Service;*
- *Public Order and Safety;*
- *Strategic Positioning and Response;*
- *Human Resource Management – that focuses attention on select areas including attention to unfilled vacancies, sick leave management, leadership and other strategies to enhance levels of job satisfaction and job commitment;*
- *Financial Management – with specific attention being directed towards variations in budget expenditure and allocations and current budget monitoring/management processes; and*
- *Professional Standards and Ethical Practices – focussing attention on unfinalised complaints and existing audit processes in place to monitor complaints management.*

SURFERS PARADISE STATION

9. The Surfers Paradise Police Station has an established strength of 126 police officers. A number of staff members are also employed at the police station in administration duties. There is a Senior Sergeant, Officer-In-Charge, who is not in receipt of Operational Shift


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

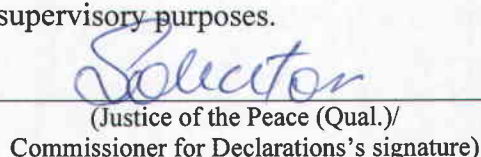
Allowance. A second Senior Sergeant is employed at the station as an Operations Coordinator. He is in receipt of Operational Shift Allowance and works rotational shifts.

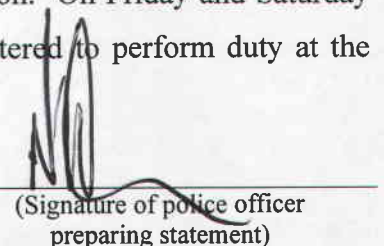
10. The station has a number of Sergeants, while the remainder of the police staff is made up of Senior Constables and Constables. The operational police are broken into six teams each containing a number of Sergeants, Senior Constables and Constables. The teams are rostered equitably on a rolling six week roster.
11. The station is at the centre of a number of highly publicised and patronised major events in the Gold Coast District, including "Schoolies", a National Motor Racing event and New Year's Eve celebrations. The Surfers Paradise Division is also at the hub of Gold Coast Tourism activity, receiving widespread patronage, nationally and internationally throughout the year.
12. The station also includes one of the largest property offices in the Gold Coast District. It is managed by a Sergeant, an administration officer (staff member) and a senior constable who assists when not required in operational functions with her work team.

SUPERVISION

13. The Surfers Paradise Division is dynamic. Numerous critical incidents can occur at any given time that may require the immediate attention of supervisors. Numerous planned operations that require shift supervisor management and command are also part of supervisor responsibilities. These operations are co-ordinated by the Operations Coordinator, Senior Sergeant and are often inter-jurisdictional where Department of Transport officers, Office of Liquor Gaming and Racing officers and other police specialist units may assist from time to time. This operational environment obviously requires the supervisors to interact with those other enforcement bodies in cooperative enforcement activities.
14. Currently supervision is provided at the Surfers Paradise Police Station through Sergeant team leaders, Senior Sergeants and me. External to the work unit are District Duty Officers and Regional Duty Officers who provide after hours senior supervision. On Friday and Saturday nights between the hours of 10pm and 6am, an Inspector is rostered to perform duty at the station for enhanced supervisory purposes.


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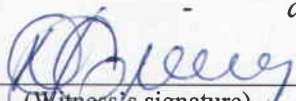

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15. The Surfers Paradise Police Station roster is structured into six teams. Each team is led by an average of two sergeants. This varies occasionally due to leave, transfers and course attendance. Team members are rotated throughout teams regularly. The team leaders are encouraged to develop close supervisory relationships with their team members. This structure allows for the timely detection of problems with the team individuals as they arise. This can be so for both on duty and off duty behaviour.

16. The generic duties of a shift supervisor are set out in Section 1.4 of the QPS Operational Procedures Manual. They are as follows:

- *the security and allocation of station or establishment resources;*
- *monitoring and reporting to the officer in charge on the operational activities of staff;*
- *monitoring staff movements and absences;*
- *ensuring that all messages and demands for police action during the shift receive an appropriate response and effective action;*
- *setting objectives, monitoring outcomes, activity logs, reports and any other documentation set out in accordance with any relevant operational plans;*
- *ensuring that information or intelligence is effectively evaluated and disseminated;*
- *recording the outcomes of the operational plan, the policing activity undertaken during the period and any other matters as directed by the officer in charge;*
- *ensuring the security and proper storage of property coming into the possession of members in the course of the shift;*
- *the management of correspondence;*
- *monitoring/supervising standards of conduct and appearance of members during the course of the shift;*
- *taking disciplinary action, or causing disciplinary action to be taken if necessary; and*
- *in the case of significant events, as outlined in s. 1.4.6: 'Responsibilities of regional duty officers, district duty officers and shift supervisors' of this chapter, cause a significant event message to be completed and submitted. The information in the message should include:*
 - *a summary of the event;*
 - *action taken or pending;*
 - *details of any complaints, suspects or offenders; and*


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

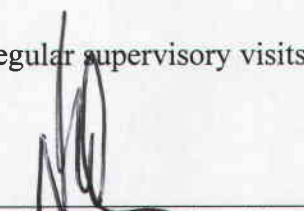
- the name, station and telephone number of the officer responsible for investigation of the event.

17. On a daily basis, numerous additional duties are expected of a shift supervisor at Surfers Paradise. These include:

- (a) Completing portfolio responsibilities;
- (b) Completing internal investigations when they are assigned;
- (c) Team briefings;
- (d) Tasking their staff for respective duties during the shift;
- (e) Tasks associated with their shift supervisor check list;
- (f) QPrime supervisor checks and QPrime taskings completed;
- (g) Monitoring of staff performance during their shifts, including Station Client Service officers;
- (h) Monitoring the discipline, conduct and professionalism of their staff;
- (i) Dealing with and reporting on breaches of discipline or misconduct when required;
- (j) Responding to calls for service when received at the police station;
- (k) Operational command at incidents as they arise;
- (l) Any other tasks provided to them by supervisors as they arise during any particular rostered shift; and
- (m) Briefings to superior officers on incidents and during regular supervisory visits.


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

18. Regular meetings are held with the station sergeants via structured Sergeant meetings where various issues are discussed. Standing agenda items at these meetings are appropriate use of force, professionalism and compliance with the Code of Conduct generally. The general tenet of discussions regarding the Code of Conduct is also reinforced during informal discussions I hold with all officers attached to the station, including Constables and Senior Constables from time to time. It is mandatory for these topics to be included in operational briefings for major events and locally run operations.
19. Upon taking up my current position I undertook a progressive review of systems and processes associated with the management of the Surfers Paradise Police Station. A number of systems and processes existed and continue, with a view to monitoring the performance, behaviour and associations of individuals, teams and the work unit as a whole. These include:

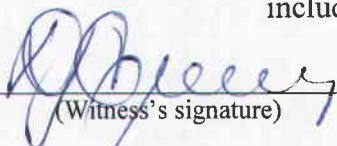
- (a) Individual Performance Planning and Assessment. It is a QPS performance management policy that each officer participates in the Performance Planning and Assessment process. For Constables and Senior Constables, this is undertaken by the Sergeant team leaders and Senior Sergeant Officer In Charge.

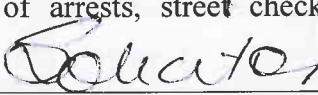
I am able to produce a copy of the document utilised within the Surfers Paradise Police Station for this purpose.


- (b) Shift supervisor checks lists. During each shift the designated shift supervisor is required to complete the shift supervisor checklist as part of their shift responsibilities. These are then stored for review when required or desired as part of the ongoing monitoring purposes.

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- (c) Team Compliance/Performance reporting. Each month or six weeks, team leaders are required to report to the Officer In Charge of Surfers Paradise Station on various aspects of the team performance and compliance matters. These aspects include statistics of arrests, street checks and the like, plus correspondence,


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

accountrements checking, property and exhibits on hand, risk management portfolios and Human Resource issues. These matters are discussed with the team leaders by the Officer In Charge and I am often present for a number of these reports. If any issues arise in consequence of these reviews, the Officer In Charge is expected to take appropriate action, which action will always commence via a discussion with the relevant individual.

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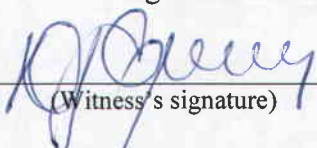
- (d) Station Portfolio Responsibilities. A checklist of the numerous risk management and station portfolio responsibilities is kept as part of the ingoing supervisory function. This applies to all personnel at the station and is continually under review. The checklist was last updated on 4 August 2010.


I am able to produce a copy of the document utilised within the Surfers Paradise Police Station for this purpose.

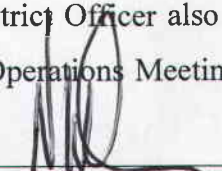
- (e) Numerous Standing Operating Procedure documents. These documents set out procedural responsibilities for the various aspects of operations associated with the conduct of a very large police station.

20. In addition to these Divisional/station management and supervisory tools, the Gold Coast District employs a Professional Practices Manager to monitor the conduct and completion of investigations into allegations against police. The Professional Practices Manager also monitors trends associated with the type of complaint and individuals. As part of this role, station portfolio responsibilities and Standing Operating Procedures are reviewed and updated when required.

21. I attend a weekly meeting conducted by the Gold Coast District Officer where operational and management matters are discussed between Inspectors. The District Officer also conducts a regular District Executive Management Meeting and a District Operations Meeting with unit


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

managers. A Local Area Command meeting is also held regularly where specific operational and management issues associated with collective units are discussed. Issues discussed at these meetings are taken back to the Surfers Paradise Police Station and feedback provided to the Senior Sergeants attached to the station.

22. Monthly reporting is required on various issues. For example, I complete a monthly Risk Management Audit Schedule. Audits are required to be conducted by responsible Inspectors who then report to the Regional Executive officers via the Gold Coast District officer. A Risk Management Plan also exists within the Surfers Paradise Police Division.

I am able to provide a copy of the Risk Management Audit Schedule for the Gold Coast District.

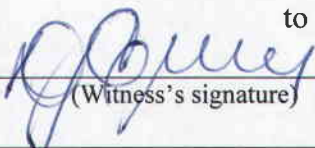
23. The Regional Executive has also developed a localised leadership course directed at supervisory levels and a number of such courses have been delivered to officers within the Gold Coast District. Some Sergeants attached to the Surfers Paradise Police Station have also attended and completed the course. It is a relatively short course of around 2 hours' duration, and has an emphasis on ethics in leadership and behaviours.


24. The QPS Human Resource Management Manual contains policies regarding individual performance for supervisors who consistently set a poor example. These contain informal and formal Management of Diminished Work Performance processes. Individual meetings, training, support, coaching and individual personal circumstances are factors for consideration.


25. On a more direct level:

- (a) I assisted in the implementation of a seven point plan to address issues associated with complaints of alleged excessive use of force arising from the Surfers Paradise Division. The plan was introduced in December 2009 and continues to this day;

- (b) I monitor police officers and staff members at Surfers Paradise Station with a view to the ongoing maintenance of their performance, behaviour and conduct. This


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

monitoring is undertaken through personal and group interaction, daily examination of occurrence sheets, e-mails, sick leave reports and roster reviews, some of which are outlined earlier;

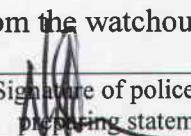
- (c) I monitor station management matters, including staffing issues and regularly report to my superiors as part of my commitment to the work unit and organisation as a whole. This extends to weekends where I am able to monitor performance, behaviour and conduct again by the same processes, but through wireless internet access;
- (d) I have engaged the community through interactions with representatives from Gold Coast Cabs, the Surfers Paradise Licensed Venues Association, the Gold Coast City Council and the Chill Out Zone. Further interactions have been conducted through the Surfers Paradise Community Consultative Committee where community issues are discussed and addressed.

“BLUE LIGHT TAXIS”

26. I understand the expression “blue light taxis” to be a reference to the improper use of departmental police vehicles for private transport purposes, particularly (although not limited to) the transportation of off-duty police who may have become intoxicated.
27. I am not aware of a belief on the part of police officers that it is better to have them catch a “blue light taxi” than to drink and drive and, if I was, I would do my best to discourage it.
28. It is unacceptable for police to allow themselves to become intoxicated and then rely on fellow police officers to drive them home or elsewhere. Police, like the general public, need to be responsible for their conduct both on and off duty. Police vehicles are designated for operational use and not otherwise.
29. Having said that, I recognise that there are occasions where it is preferable for police to provide transport for witnesses, high risk persons or persons in need and occasionally for welfare reasons to other police. For example where an off-duty officer witnesses a crime, intervenes and makes an arrest, he or she may require a lift home from the watchhouse.


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OFF-DUTY BEHAVIOUR

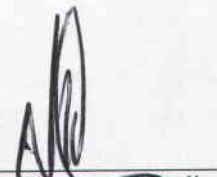
30. I am not certain if it is possible, appropriate or legal for any person to monitor the off duty behaviour of staff unless this is done as part of ongoing investigations. It is in any event difficult for any Inspector or supervisor to monitor the lawful behaviours of police when off duty.
31. So far as steroid abuse, night club attendance and inappropriate associations are concerned, appropriate awareness sessions, structured early intervention strategies, appropriate selection and welfare monitoring may assist in dealing with these issues. Enhanced random and/or targeted alcohol tests and the introduction of random and/or targeted drug testing may also assist where the abuse of substances (alcohol, legal and illicit drugs and steroids) is suspected and, even if not expected, as a general deterrent.

COMMUNICATIONS

32. The system of Communications in Surfers Paradise is altered occasionally during peak periods. A designated Channel is used for Divisional purposes and monitored at the Surfers Paradise Station. An inter venue radio network also exists with a view to enhancing radio communications between security providers, the Gold Coast City Council and police. The Surfers Paradise Division is comparatively small with the potential for this feature to enhance supervisory capabilities given existing Communications systems.
33. The system of Communications directing crews to interface with in line supervision could be enhanced by the provision of GPS trackers in police vehicles throughout the QPS, such as those issued to beat and foot patrol officers in Surfers Paradise during Schoolies.
34. It is of course possible for police officers with advanced radio communications systems to be attending at different locations or events during rostered shift however, as with all police, a degree of trust is required, given the nature and context of police work. Beyond this, it is up to the integrity of individual officers to be where they should be and attending to their duties while on a rostered shift.

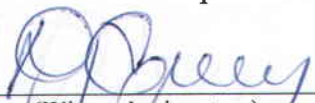

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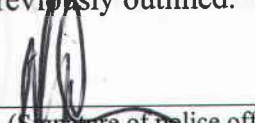

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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**
INAPPROPRIATE ASSOCIATIONS

35. I have no direct knowledge of inappropriate associations between police and known criminals, or associations which have led to the improper use of confidential information, the compromise of police operations, the tolerance (or actual use) of illicit drugs or the misuse of office and police assets.
36. On Friday 17 September 2010, I was provided with a copy of the CMC Report entitled "Enhancing Integrity in the Queensland Police Service" and I have since read the various recommendations made in it to enhance integrity systems, policies and training with a view to minimising inappropriate associations, and those recommendations have my full support.
37. To my mind, an "inappropriate relationship" is one where the relationship is interfering (either actually or potentially) with the performance of official duties on behalf of an officer. In such cases, the officer may be conflicted. One example may be a business owner who is in a relationship with an officer tasked to enforcement related to the same business operations. Another example may be an officer leaking information to a journalist.
38. Reporting arrangements for inappropriate relationships are contained in Chapter 17 of the QPS Human Resource Management Manual - Professional Conduct (Code of Conduct). There it is a stated requirement for members who become aware of an actual or apparent conflict of interest between their official duties and their private interests to disclose details of that conflict to their supervising Executive Officer. Because that policy places the onus of reporting on the individual, there is obviously a need for effective management and supervision of every officer in order to help identify associations which have not been reported. Ongoing education and reinforcement of the need to avoid inappropriate associations are also measures that need to be continually in circulation.
39. Guidelines on professional conduct are contained within the Code of Conduct. Officers are made aware of the provisions of the Code of Conduct through their initial recruit training. This is reinforced through other structured training programs such as the Officer In Charge Program, First Year Constable Program, Constable Development Program and Management Development Program. Other localised training is conducted as previously outlined.


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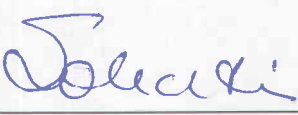
a police officer. I am unaware of any current informants being registered from the Surfers Paradise Police Station.

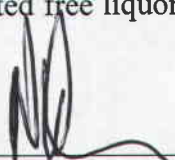
44. In my respectful opinion, the current policy in this area is lengthy and complicated in nature, and could benefit from some review and fine tuning. In my view, greater guidance and clarification (to officers in the field especially) is required in this area because I am not entirely sure that the policy is as comprehensible as it might be made to be.
45. In my opinion, the guidelines that an officer should follow to avoid inappropriate relationships may include at least the QPS Human Resource Manual Chapter 17 - Code of Conduct, the completion of a SELF Personal Assessment test and the referral, reporting and/or seeking advice and counsel (concerning any potential conflict of interest or inappropriate relationship) from a senior officer.
46. In general terms inappropriate relationships can compromise police operations though bias towards targets, release of critical data, warnings to individuals and potential interference with the course of justice in some cases. While I readily accept that recent CMC investigations have uncovered a number of legitimate concerns in this area, in my experience these are isolated incidents and do not reflect the conduct of the vast majority of current serving officers on the Gold Coast.
47. As previously indicated, throughout my policing career, I have become aware of grievances, complaints, alleged misconduct and occasionally alleged criminal conduct by fellow officers and/or other police, and on every such occasion I have referred and/or reported the matter, which is a statutory requirement of every police officer who becomes aware of police misconduct, pursuant to section 7.2 of the *Police Service Administration Act 1990*.

GIFTS AND BENEFITS

48. I understand that, from time to time, a licensee or his/her employee may shout a round of drinks for off-duty police in his/her premises. I do not think it is acceptable for off-duty police officers to be frequenting clubs and bars where they are shouted free liquor, especially


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CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

in circumstances where they are required to regulate and police such premises when they are on-duty. In a recent case involving allegations of this nature, I reported on the matter.

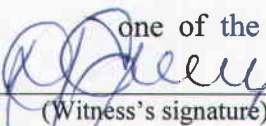
49. In this area, a police officer should never accept any gratuity where to do so might impair his/her capacity to perform their duties without fear or favour.

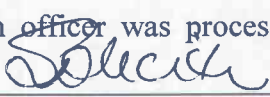
ORGANISATIONAL CULTURE


50. Workplace Bullying is addressed within the Human Resource Management Manual at Chapter 3 – Negative Workplace Behaviours and Chapter 19 – Grievances. In brief, the policy identifies behaviours which may constitute workplace bullying, places a positive requirement on all police to avoid such conduct at all times and sets out a guideline for complaint, reporting by witnesses and the management and/or dispute resolution of such conduct.
51. I accept that inappropriate off duty and on duty behaviour has the potential to portray the QPS and its members in a negative light. In my experience this type of behaviour is not widespread, and is the exception to the rule.
52. For several years now, the QPS has committed to a detailed and structured Risk Management Planning process which applies to all regions, districts and establishments, including a mandatory Risk Management category of Corruption Prevention and Professional Standards.
53. Off duty behaviour is not specifically mentioned, however the category mentions behaviours broadly in the context of compliance with the Code of Conduct, other QPS policy and procedure and legislative requirements within Queensland in general. In response to this framework, as the Inspector of Police responsible for the Surfers Paradise Police Division, my duties include the completion of the monthly Risk Management Audit schedule, as previously indicated above in paragraph 22.

WORKPLACE AND HUMAN RESOURCE MANAGEMENT ISSUES

54. I am aware of a number of occasions where Surfers Paradise police officers have arrested or detained other QPS members or interstate police who have been intoxicated. I was present on one of the occasions when an officer was processed through the Surfers Paradise Police


(Witness's signature)


(Justice of the Peace (Qual.)/
Commissioner for Declarations's signature)


(Signature of police officer
preparing statement)

CONTINUED STATEMENT OF: **HASLAM, Neil Anthony**

Station. When able, I have personally provided my support to the officers involved and reinforced the appropriateness of their actions. I don't believe that police are conflicted or have difficulties in this area, as evidenced by a number of police, including interstate police who have been arrested and charged for intoxication related offences, including drink-driving.


55. My personal experience with regard to the responsiveness of our junior police officers to being supervised has been mixed. This has been the case in all of my varied working environments. My experience has been that, regardless of a person's age or background, their responsiveness depends on the personal character traits of the individual. This impacts directly on their willingness to be supervised, as well as their management of their private lives. Similarly, the skills, abilities, and personal character traits of supervisors also have a significant effect on the responsiveness of their subordinates.
56. In respect of how we could better manage these risks, our recruitment, vetting, selection and related screening process could be improved, including a zero tolerance approach to the early signs of integrity failures by recruits during training at the Police Academy.

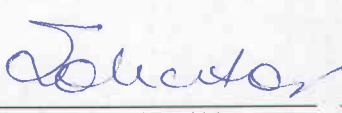

N A HASLAM

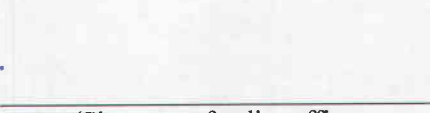
Inspector

19.9.10.

| | |
|--|--------------------------|
| CRIME & MISCONDUCT COMMISSION | |
| No: <u>06/2009</u> | Date: <u>21.9.10</u> |
| IN THE MATTER OF: <u>OP</u> | |
| <u>TESCO</u> | |
| EXHIBIT No: <u>118</u> | <u>M LÉTONDEUR</u> CLERK |


(Witness's signature)


(Justice of the Peace (Qual.)/
Commissioner for Declarations's signature)


(Signature of police officer
preparing statement)