



QUEENSLAND POLICE SERVICE  
STATEMENT OF WITNESS



Occurrence #:

Statement no.:

Date: 13/09/10

*SW. 19/9/10*

**Statement of**

Name of witness: WILSON, Paul Anthony

Date of birth: \_\_\_\_\_ Age: \_\_\_\_\_ Occupation: Assistant Commissioner of Police

**Police officer taking statement**

Name of police officer: \_\_\_\_\_

Rank: \_\_\_\_\_ Reg. no.: \_\_\_\_\_

Region/Command/Division: \_\_\_\_\_ Station: \_\_\_\_\_

**Statement:**

Paul Anthony Wilson states:-

I am an Assistant Commissioner of Police (A/C) presently the 'officer in charge' (OIC) of the South Eastern Police Region (SER) with my office located in the Surfers Paradise Police Centre (SPPC), Ferny Avenue, Surfers Paradise Gold Coast. I assumed command of SER on Monday the 22 September 2008.

Prior to SER command I was the Assistant Commissioner in charge of the Northern Police Region (NR) with my office located in Townsville. I assumed command of the NR on Monday the 12 March 2007.

I joined the Queensland Police Department as a police cadet on 14 January 1974 and was inducted as a Constable on 13 December 1974. After my initial first year of service at Moorooka police station I was transferred to Mount Isa police station in December 1975, commencing duty there in early January 1976. I commenced my plain clothes career relieving at the Mount Isa Criminal Investigation Branch (CIB) in September 1976 and continued to perform temporary plain clothes duties until my appointment as a permanent plain clothes constable in 1979. Whilst stationed at the Mount Isa CIB I performed all duties associated with a very busy provisional city CIB. In December 1979 I was transferred to the then Brisbane Metropolitan CIB.

*Paul Anthony Wilson*

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preparing statement)

CONTINUED STATEMENT OF: **WILSON, Paul Anthony**

In January 1980 I commenced duty at the Homicide Squad and in January 1981 I commenced duty at the Break and Enter Squad. In December 1981 I was transferred to the Redcliffe police district and until December 1982 I performed detective's duties at the Redcliffe and Caboolture CIB's.

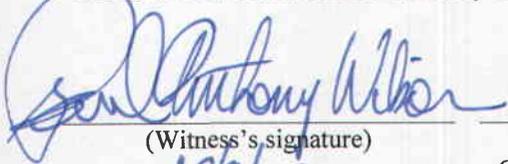
In December 1982 I was transferred to the Proserpine CIB in the Mackay police district, this being a one person CIB and I commenced duties at Proserpine in January 1983. This position was upgraded to Detective Sergeant in 1985 and I was successful in obtaining the position and commenced duties as the Detective Sergeant OIC in early 1986 at Whitsunday CIB (renamed from Proserpine).

At the time of my promotion to Detective Sergeant First Class in early 1991 as the OIC Mackay District CIB, Mackay police district, the Whitsunday CIB had increased from 2 to 4 full time detectives. As the OIC of the Mackay District CIB I was 'in charge' of the detectives in Mackay city, both CIB and then JAB and district intelligence officers. I was also in charge of the other district detectives at Sarina, Moranbah, Bowen and Whitsunday.

In December 1991 I was promoted to Detective Senior Sergeant and took command of the Sunshine Coast District CIB in the Sunshine Coast police district. My office was at Maroochydoore district headquarters and I was in charge of the detectives at Noosa, Maroochydoore, Nambour, Kawana, Caloundra, Landsborough and initially Caboolture. In early 1995 I was promoted to Inspector.

In April 1995 I commenced duty as a Regional duty officer (Inspector) in the Metropolitan North Region (MNR) and later that year I commenced duty as the Project officer for the Assistant Commissioner MNR. In September 1996 I commenced duty as the Divisional Commander 'in charge' of the Fortitude Valley police division within the MNR. I remained in that position until early 2002 when I was promoted to Superintendent District Officer (DO) North Brisbane police district (NBD) MNR.

As the DO NBD my office was at the Boondall police complex and I remained in this position until being promoted to Detective Chief Superintendent Operations Coordinator at State Crime Operations Command (SCOC) taking up this position in January 2005. I remained in this position until I was promoted to Assistant Commissioner in early 2007.

  
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CONTINUED STATEMENT OF: **WILSON, Paul Anthony**

In summary my 36 year policing career to date has been as a detective, district officer, operations coordinator and regional assistant commissioner. I been stationed at 6 provisional city CIB's, been the OIC of 3, major squads within the then metropolitan CIB, operations coordinator - detective in charge of state crime operations command, district officer at Fortitude Valley and North Brisbane and regional assistant commissioner 'in charge' of NR and SER police regions. I have successfully completed all internal QPS police studies for promotion and appointment to these positions and ranks. I have also successfully completed external tertiary studies whilst performing these duties throughout the State.

The SER has three police districts and a regional command providing community policing to the local governments of Gold Coast, Logan and Scenic Rim. The geographical area is from the Queensland/New South Wales border to Eight Miles Plains in the north and west of Beaudesert towards Boonah in the Ipswich police District SR.

**Please find attached the organisational charts and maps for the SER:**

**ANNEXURE 1**

The SER has a total staff of 1736 - 1442 sworn officers and 294 staff members.

Regional Command - 159 sworn staff and 83 staff members.

Gold Coast District - 632 sworn staff and 107 staff members.

Logan District - 473 sworn staff and 88 staff members.

Coomera District - 178 sworn staff and 16 staff members.

As the Assistant Commissioner in charge of SER I am responsible for planning, organising, administering, coordinating and controlling all activities within SER within the guidelines established by the Services strategic plan. I am also responsible for the provision of effective law enforcement within SER consistent with the objectives and polices of the QPS.

I currently have an annual budget of \$136.9m. In the 2009/10 year 94.25% of the budget was for salaries.

Prior to taking up duties as the Assistant Commissioner SER on the 22 September 2008, I had not been stationed in the SER during my career but I had conducted a number of criminal investigations that

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involved investigations in both the Logan and Gold Coast police districts. As the Detective Chief Superintendent Operations Coordinator SCOC from 2005 to early 2007 I was responsible for the over viewing of investigations into all organised and major crime within the State and during this period a number of these investigations occurred in the Gold Coast police district.

When Commissioner Atkinson advised me of my reassignment from NR to SER, he also directed that I obtain a copy of the Crime and Misconduct Commission (CMC) (*in confidence*) publication, *Enhancing integrity in the Queensland Police Service* (April 2008), which I did and duly read. I also met with Assistant Commissioner Felix Grayson the then QPS A/C attached to the CMC. We discussed the CMC Project Castella which was now codenamed Project Grinspoon, Grayson had been authorised by the CMC to confidentially inform me of certain aspects of Project Grinspoon.

A/C Grayson had previously been the Detective Chief Superintendent at the CMC when I was the Detective Chief Superintendent at SCOC and we jointly overviewed some investigations into organised and major crime. In July 2009 A/C Grayson retired and A/C Peter Barron commenced as the QPS A/C at the CMC. Barron continued to confidentially brief me on Project Grinspoon and at 7.30am Sunday 31 January 2010 A/C Barron briefed me on the visitations by the CMC at three Gold Coast police establishments and two private residences, Operations Tesco had commenced.

Upon receipt of that advice from A/C Barron I immediately returned to duty and took up the CMC investigators at the SPPC and directed that all necessary assistance be given. I also took up the Gold Coast Police District Officer Superintendent Jim Keogh and we visited the Surfers Paradise police station and the Burleigh Heads police station where the detectives from the Gold Coast District Southern Investigation Group (SIG) operate from. In the months since these visitations in January 2010 my staff and I have fully cooperated with the CMC during the closed hearings concerning Operations Tesco.

Just prior to and since taking up command of SER on 22 September 2008 as a result of confidential briefings, personal knowledge, SER regional and district briefings I commenced a number of initiatives to identify, prepare and enhance the Region in particular the Gold Coast police district operationally, risk and financial management, media and ethical practices. As well as attending to the very busy day to day operations of the region and the upcoming annual major public events my first major project was the creating of the new Coomera police district which had been in planning for 5 years. In October 2008 I was directed to review the existing proposed Coomera District plan and develop an entire new plan by

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January 2009. The new plan was developed on time and approved by the QPS Board of Management and the new Coomera police district commenced on the 7 November 2009.

After taking command of SER in conjunction with my management team I commenced to implement a number of initiatives and key personnel appointments:

Five new SER senior management positions for detectives – One (1) Detective Superintendent, Regional Crime Coordinator (RCC), three (3) Detective Inspectors, two (2) Gold Coast District, one (1) Logan District and one (1) Detective Senior Sergeant for Coomera District. These appointments have been vital to achieving the changes required in the respective plain clothes policing area.

A Regional Media Management Plan implemented to negate allegations of favouritism in the Gold Coast District.

**Please find attached SER media management policy:**

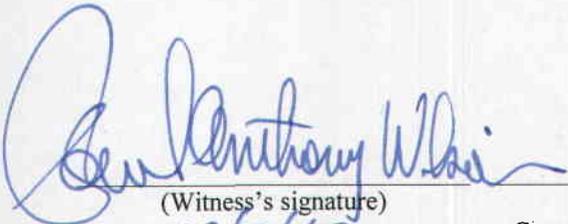
**ANNEXURE 2**

Strategic Criminal Intelligence assessment of the Gold Coast District has been completed and is subject to regular review.

New crime investigative partnerships have been developed with State Crime Operations Command, CMC, Australian Federal Police, New South Wales Police and ACC. To date these new crime investigative partnerships had been achieving excellent results.

Decentralising Gold Coast District Criminal Investigation Branch away from the current Southern Investigative Group (Burleigh Heads) and Northern Investigative Group (Surfers Paradise) was commenced. Detectives are now located at Coolangatta, Broadbeach, Southport and Runaway Bay police stations as well.

A review of the current organisational structures and investigative practices within the Gold Coast police district was completed July 2010 – Project ABEO. Review approved by Commissioner in May 2009.

  
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In November 2009 the new Coomera Police District commenced operation within the SER. The establishment of the Coomera District did impact upon the Gold Coast CIB/CPIU due to decentralisation of staff into this new district.

A review of the Gold Coast CIB and CPIU revealed that there were low numbers of the following; covert operations, registered police human sources (informants) as well as applications for confiscations of profits from crime.

A review of the SER Risk Management systems identified a need for the implementation of new policy and associated risk management processes, associated with district risk management within the Region.

**Please find attached the SER policy - risk management systems:**

**ANNEXURE 3**

A review of SER Financial Management systems was conducted resulting in the commencement of new regional/district financial management polices and processes for the 2010/11 financial year.

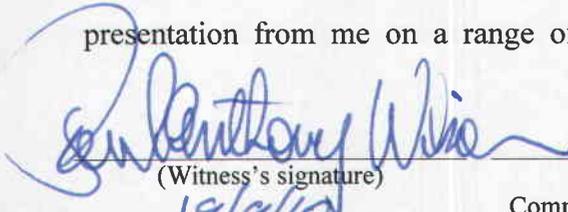
**Please find attached the SER policy – financial management systems:**

**ANNEXURE 4**

*Dangerous Liaisons, A report arising from a CMC investigation into allegations of police misconduct (Operation Capri) – July 2009* resulted in specific QPS Dangerous Liaisons Training and this commenced in SER in December 2009 and I personally opened and attended the 1<sup>st</sup> session at the Surfers Paradise police station.

During 2009 and 2010 I authorised the purchase of a large number of wireless computer connections so key supervising officers could have 24/7 access to police occurrences. This access has been extremely popular amongst all regional supervisors as it allows them 24/7 access to the QPS data base to supervise activities remotely.

On Monday 19<sup>th</sup> April 2010 the Chairperson, Crime and Misconduct Commission, Mr Moynihan AO QC and senior CMC staff visited the Surfers Paradise police station for a discussion with local police management and toured the station. Commissioner Atkinson also attended. Afterwards Mr Moynihan, Commissioner Atkinson and senior CMC staff attended my office at the SPPC and received a lengthy presentation from me on a range of policing issues in SER particularly the Gold Coast concerning

  
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CONTINUED STATEMENT OF: **WILSON, Paul Anthony**

operation Tesco. Other senior officers present who assisted were Chief Superintendent Holland, Superintendent Keogh and Inspector Haslam.

**Please find attached the Agenda and PowerPoint presentation – CMC Chairpersons visit to SER on 19 April 2010:**

**ANNEXURE 5**

A new SER Plain Clothes Occurrence Sheet System was introduced in June 2010. This system delivers the ability to provide a greater accountability, enabling instant 24hr risk management of occurrences, the ability to automatically generate monthly work performance sheets and incorporates a record management and search capability. The Regional IT Manager has played a very valuable role in developing this system and others.

**Please find attached the SER plain clothes occurrence sheet system:**

**ANNEXURE 6**

During 2009 the Plain Clothes Development Program was introduced throughout the Region in all plain clothes units. The RCC and District Detective Inspectors have played a very valuable role in developing this package.

**Please find attached the SER plain clothes development program:**

**ANNEXURE 7**

During 2009 a Local Area Performance Review was introduced in SER for all Officers in Charge of stations and establishments. Chief Superintendent Hollands Operations Coordinator SER has been responsible for the development and implementation of this performance review which has been very well received by OIC's and DO's in SER.

**Please find attached the SER local area performance review:**

**ANNEXURE 8**

Training packages have been developed with the aim of 'enhancing integrity'. These packages are tailored for specific groups - Constables, Senior Constables, Sergeants and Senior Sergeants also including all plain clothes staff. Training will be delivered by local Commissioned Officers – Inspectors and will be compulsory throughout the Region commencing in July 2010. There have been a number of voluntary development days to date where 'enhancing integrity' was discussed with Senior Sergeants, Sergeants and Constables.

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Chief Superintendent Hollands, SER Regional Education and Training, SER PPM, RCC, District Detectives Inspectors, District Inspectors, RIO, Regional Projects Officer have all played a very valuable role in developing these programs.

**Please find attached 8 SER development workshops programs for Senior Sergeants, Sergeants, Senior Constables and Constables, including specifically for plain clothes personnel:**

**ANNEXURE 9-16**

Additionally, since the CMC visitations of 31 January 2010, I have personally addressed both sworn and staff personnel within the South Eastern Region, in relation to the issues of integrity and operational professionalism. In this regard I have conducted these sessions with these members at District and Divisional Management Team meetings. These sessions usually were conducted over a 2 hour period.

The following strategies and recommendations have also been implemented at Surfers Paradise police station:

Higher level of supervision on the shifts occurring on Friday and Saturday nights, an Inspector on rotation from District and Regional Office has been positioned within the Surfers Paradise police station on a 2200-0600hrs shift; this shift time was identified as a high risk period.

In July 2010 I recommended to the Commissioner that new extra Senior Sergeants be appointed to Surfers Paradise police station as a higher level of supervision on a 24 hr basis. The Commissioner approved and announced 5 new extra duty Senior Sergeants for Surfers Paradise police station on 26 August 2010.

A proactive strategy for the transfer/secondment of staff attached to Surfers Paradise police station into other Gold Coast and Coomera stations due to operational fatigue or excessive complaint history has been approved. This new system was approved by QPS HR/IR and Deputy Commissioner (Regional Operations) and commenced in August 2010 (there already have been some secondments occurring).

The Regional HR Manager has played a very valuable role in developing this policy and others.

  
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**Please find attached the SER policy on the transfer/secondment of staff out of Surfers Paradise police station:**

**ANNEXURE 17**

The installation of an additional six (6) CCTV cameras within the Surfers paradise police station has occurred. This now brings the total number of CCTV cameras within the Surfers Paradise police station to twenty-six (26).

I have personally addressed the entire staff of Surfers Paradise police station, both sworn and unsworn. This included the management of the station one (1) Inspector and two (2) Senior Sergeants, eighteen (18) Sergeants and over one hundred (100) Senior Constables and Constables. During this address emphasis was placed on issues relating to excessive force and integrity.

All staff have been involved in these types of discussions on at least two (2) occasions, once for 'excessive force' and secondly for Operation Tesco. QPS Dangerous Liaisons training for the Gold Coast District was also conducted at the Surfers Paradise police station during October 2009.

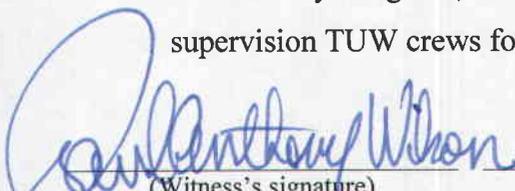
Morale, sick leave and work performance are closely monitored at Surfers Paradise station and generally all are performing very well under the current circumstances.

**SUPERVISION**

*What systems are in place for determining where officers are at a given time?*

Current systems include:

- resource sheets, job allocation and all radio and telephone communications at POC – welfare checks?
- Station/section shift and patrol objectives.
- Station duty Sergeant, District Duty Officer (DDO) and Regional Duty Officer (RDO) – shift supervision TUV crews for inspections, job advice and assist with job attendance.

  
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CONTINUED STATEMENT OF: **WILSON, Paul Anthony**

For Detectives, part of job description requires them to work alone and with little or no supervision – self motivated to develop investigations etc, type and volume of cases -objectives/preparation/investigation determine work output and activities - DI & DSS have new 24/7 occurrence sheet access through wireless laptop - if major incident or MIR – have separate command and direction to general duties. Therefore detectives generally have more freedom of movements.

Only 100% system is to have GPS tracking in all police cars and all police radios.

***Are there ways that officers can avoid their supervisor knowing where they are at a given time? How is this risk managed?***

Yes – without GPS tracking and if an officer tells his supervisor lies or misinformation the officer can hide for a short period – then shift inspections and welfare become involved so in most cases it can only occur for a short periods unless the supervisor is part of the misconduct.

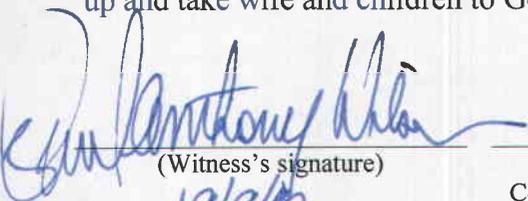
The issue is managed by duty Sgt Stn, DDO, RDO and Comco at POC - by having inspections, welfare checks, shift and patrol objectives for each shift, briefings and debriefings at start and conclusion of shift. In addition, the issue is managed through inspection of patrol logs, diaries and work performance sheets.

***Have instances of the promotion of officers from a Gold Coast position to a supervisory position on the Gold Coast made for less effective supervision? If yes how can this issue be addressed?***

Yes and no – depends on the officer. Selections process is on ‘merit’. Never too many bad referee reports due to policy of disclosure. Gold Coast District traditionally does not get too many applications from outsiders. Often new officers, especially supervisors, find the lack of local knowledge hard to start with and this combined with the very busy work demands does have problems.

Personally I believe in ‘new blood’ and supervisors should be transferred to a District. There they can be moved to a number of stations in a cluster so they are not staying at Surfers Paradise for 20+years.

E.G. Married officer in Brisbane with family, 7-8 regions/commands in which to progress career OR sell up and take wife and children to Gold Coast? It just doesn’t happen. Cost of living is an issue too.

  
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Issue can be addressed by greater supervision of supervisors by senior management. Management have to lead by example. Officer/supervisors need to be totally accountable. There is urgent need to continue to rotate new Inspectors into SER. Accommodation is a big problem.

*What role do supervisors have in changing the attitudes of staff to issues such as blue light taxis?*

Critical as they set the standard. Supervisor is the gate keeper and leader of what happens locally on the shift and has great influence on younger officers. If a supervisor doesn't know what's happening in division, they should be given a please explain? If they continue to enforce the policy it will work.

E.G. - GCD CIB SIG – supervisors enforced new policy of no 'blue light taxis', except one officer didn't accept new policy and tried to arrange 'b l t' with a negative result. There was a whole change in the attitude of the detectives. The fellow detective was reported and immediately transferred out. Excellent outcome for CIB!

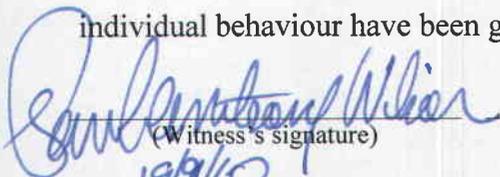
*If some officers on the Gold Coast are engaging in inappropriate behaviours and setting a poor example for junior staff will their continued presence on the Gold Coast erode morale and public confidence?*

Yes– police morale presently is low in certain ways due to the uncertainty of the current lengthy process by CMC & QPS together with the exaggerated media coverage and the apparent small numbers of offences/misconduct/breach of discipline detected.

BUT operational performance, arrest rate, sick leave and over all community policing is excellent as there are still 250 persons per day appearing in the Southport Magistrates Court.

There are still high numbers of 'complaints against police', thus large number of internal investigations for local supervisors to do.

Surfers Paradise is a very busy station normally, high number of public arrests and complaints against police, but management at all levels has performed during the past 10-12 months and lead by example, it's a credit to all that they are still performing at such a high level with good morale. Both team and individual behaviour have been greatly influenced during this period.

  
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Public confidence on Gold Coast is traditionally strong towards police, mainly due to the demographics of the population, but the actions of senior management and supervisors in my opinion are paramount at the present time, the community will be look towards us/them for the way forward from this.

**INAPPROPRIATE ASSOCIATIONS**

*The Commission has evidence that an Outlaw Motorcycle Gang has been extorting money from night clubs on the Gold Coast. If police are socialising in these clubs and greeting and being friendly with members of these gangs publicly does it reduce the likelihood of the public trusting police with information to combat the criminal activity of such groups?*

Yes this type of inappropriate behaviour does the QPS untold damage, BUT with the commence of Task Force Hydra (SCOC Bokie Squad) and the new crime partnerships that have been developed by the Gold Coast & SER CIB's there has been some very successful operations into OMCG.

It is my opinion that peer group pressure amongst the Detectives will ensure that this behaviour doesn't reoccur.

The general public traditionally give very little information about OMCG's because of their covert nature and the 'scare factor' they create on the community, but with the introduction of TI powers and Anti bike club legislation, the actions of OMCG's are becoming even more covert, non confrontational and discrete in the unlawful activities. Whilst they are still very active in the crime scene, there public profile disorder is nothing like it was five years ago on the Gold Coast.

**GIFTS AND BENEFITS**

*What guidance is given to the officers of the South Eastern Region in relation to the receipt of gifts or benefits?*

The QPS policy on receiving and giving of gifts and benefits – QPS *Financial Management Practice Manual*, Section 10.5 is explained during all recently developed leadership workshops.



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CONTINUED STATEMENT OF: **WILSON, Paul Anthony**

*Is it acceptable under any circumstances for police officers to receive free drinks because they are police officers?*

In my view, not under any circumstances. Locally I have personally addressed the Surfers Paradise Night Club Association and requested that they do not give free entry or free drinks to police officers at any time on or off duty. The Association accepted my advice and agreed to report all matters of this nature to senior police.

This year and last there have been a number of incidents where clubs have reported police (visitors/interstate to Gold Coast) for demanding free entry and drinks at Surfers Paradise Night Clubs. These officers were charged by local police.

### CULTURE

*Please outline what strategies and initiatives have been undertaken in your region as a result of Operation Tesco?*

As per the contents of my statement and a number of initiatives listed in the annexures.

*What issues are the strategies designed to address? And why do you believe that the strategies will be effective in addressing the issues?*

As per the learnings in the Workshop material, the material has been developed locally by respected senior officers, delivered by them with a strong leadership commitment to change. As such it will have a greater effect than if out sourced. Credibility is very important when effecting change with operational police and this process, in my opinion, has this. The fact that all Senior Management including myself are playing a strong active role and the desire of all local police to improve and there have been several good examples.

**CRIME & MISCONDUCT COMMISSION**  
No: 06/2009 Date: 24.9.10  
IN THE MATTER OF:  
OP  
TESCO  
EXHIBIT No: 133  
M. LETONDEUR CLERK

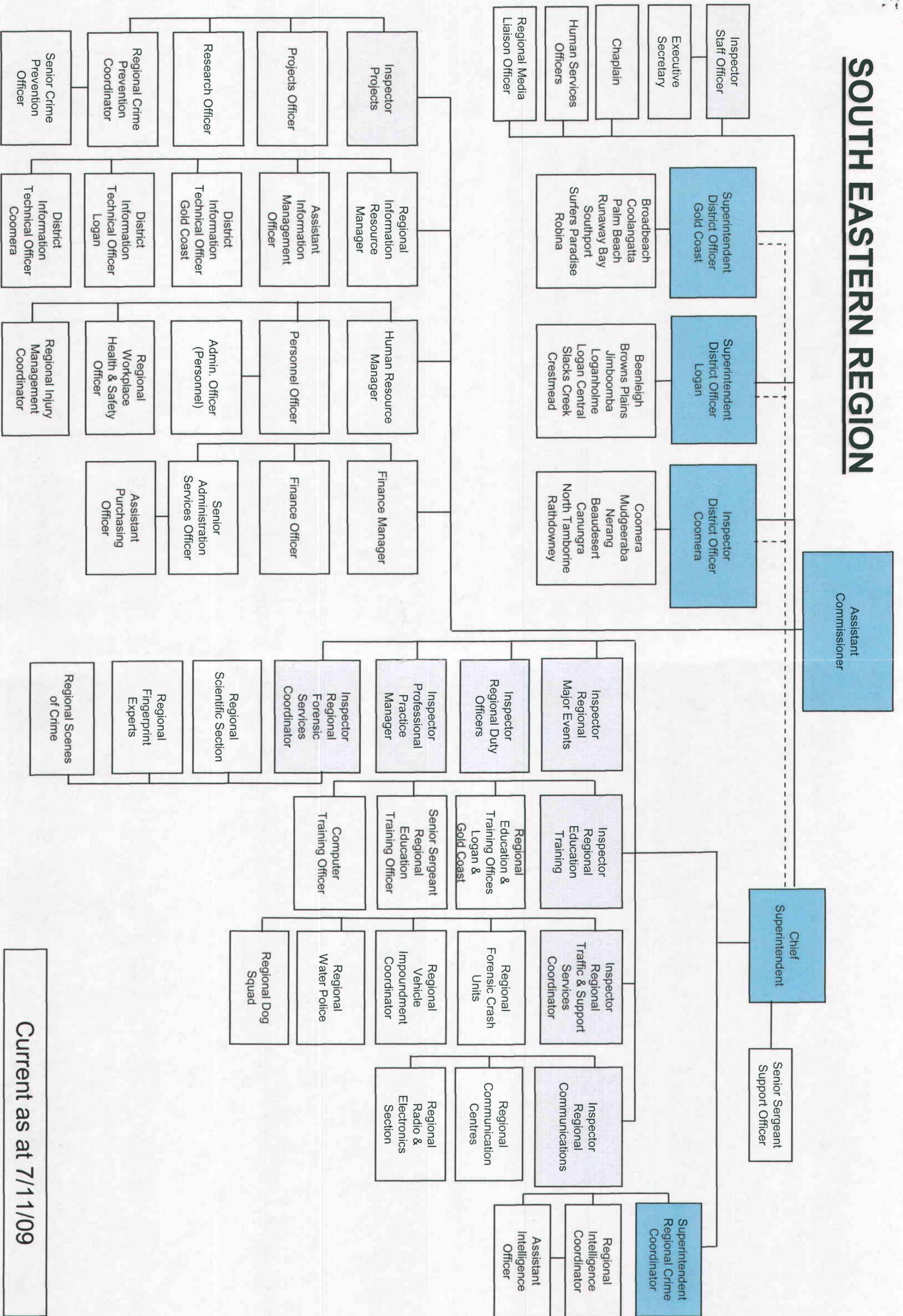
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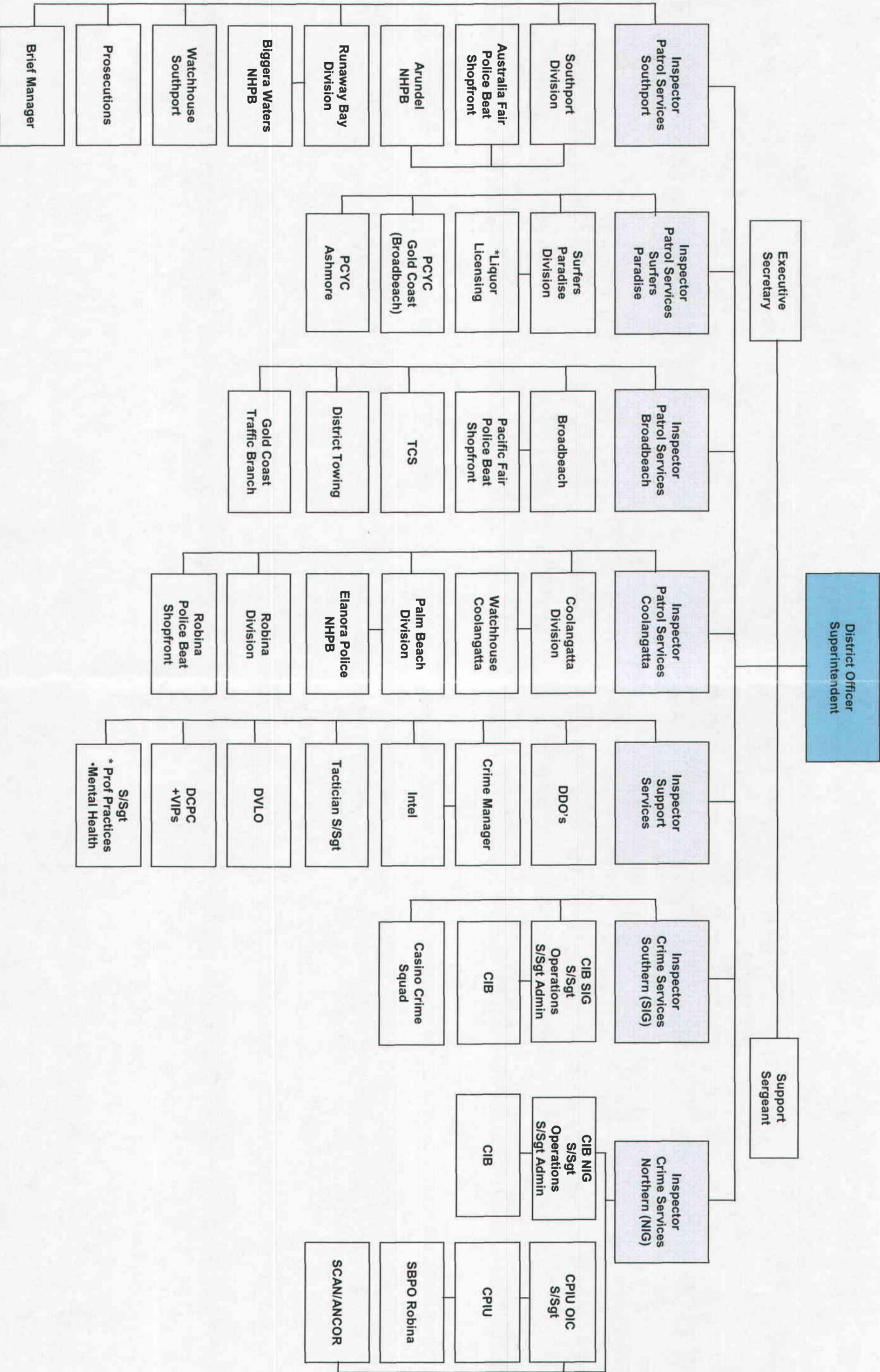
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# SOUTH EASTERN REGION



Current as at 7/11/09

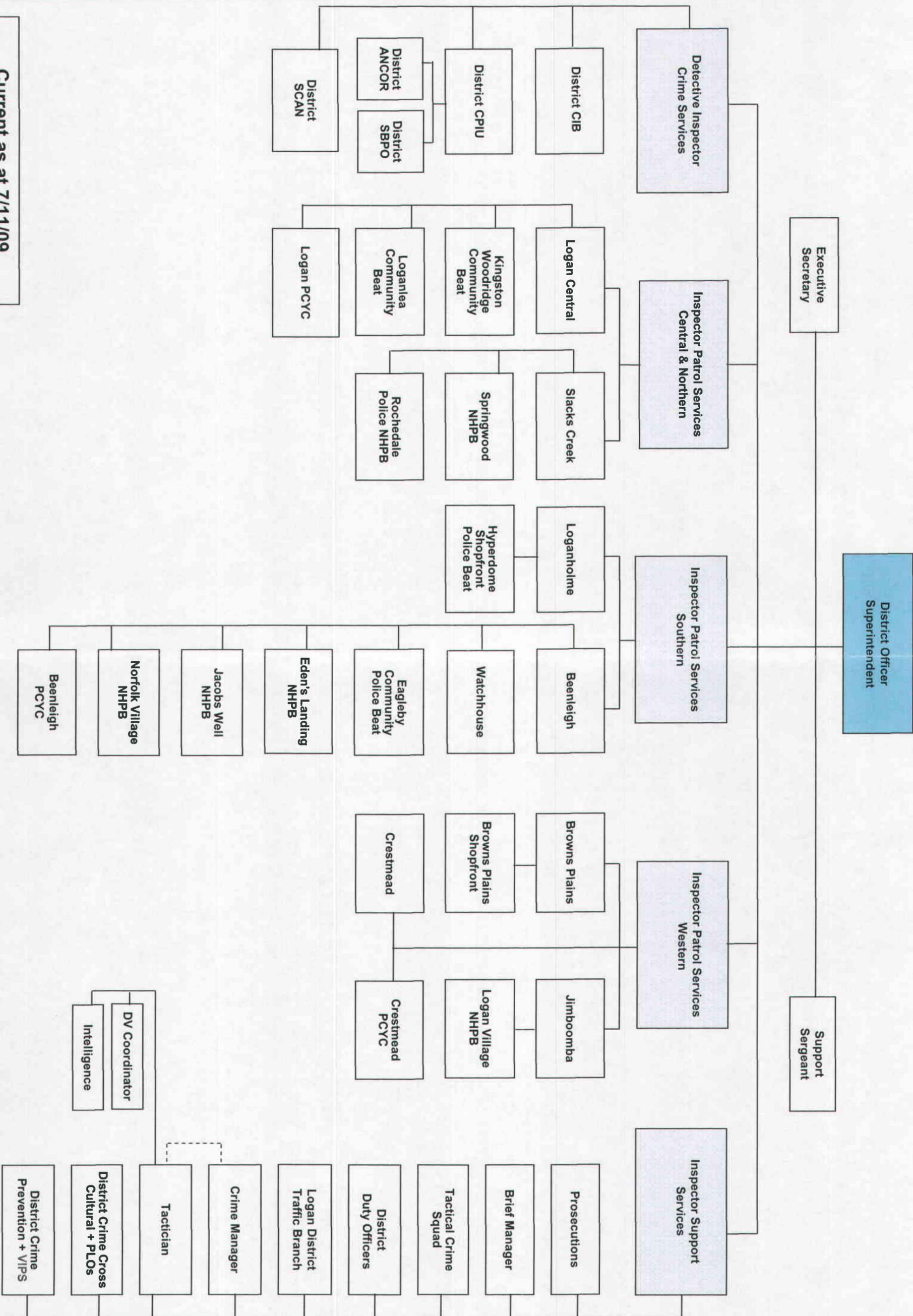
# GOLD COAST DISTRICT



Current as at 7/11/09

\* Approved – not gazetted

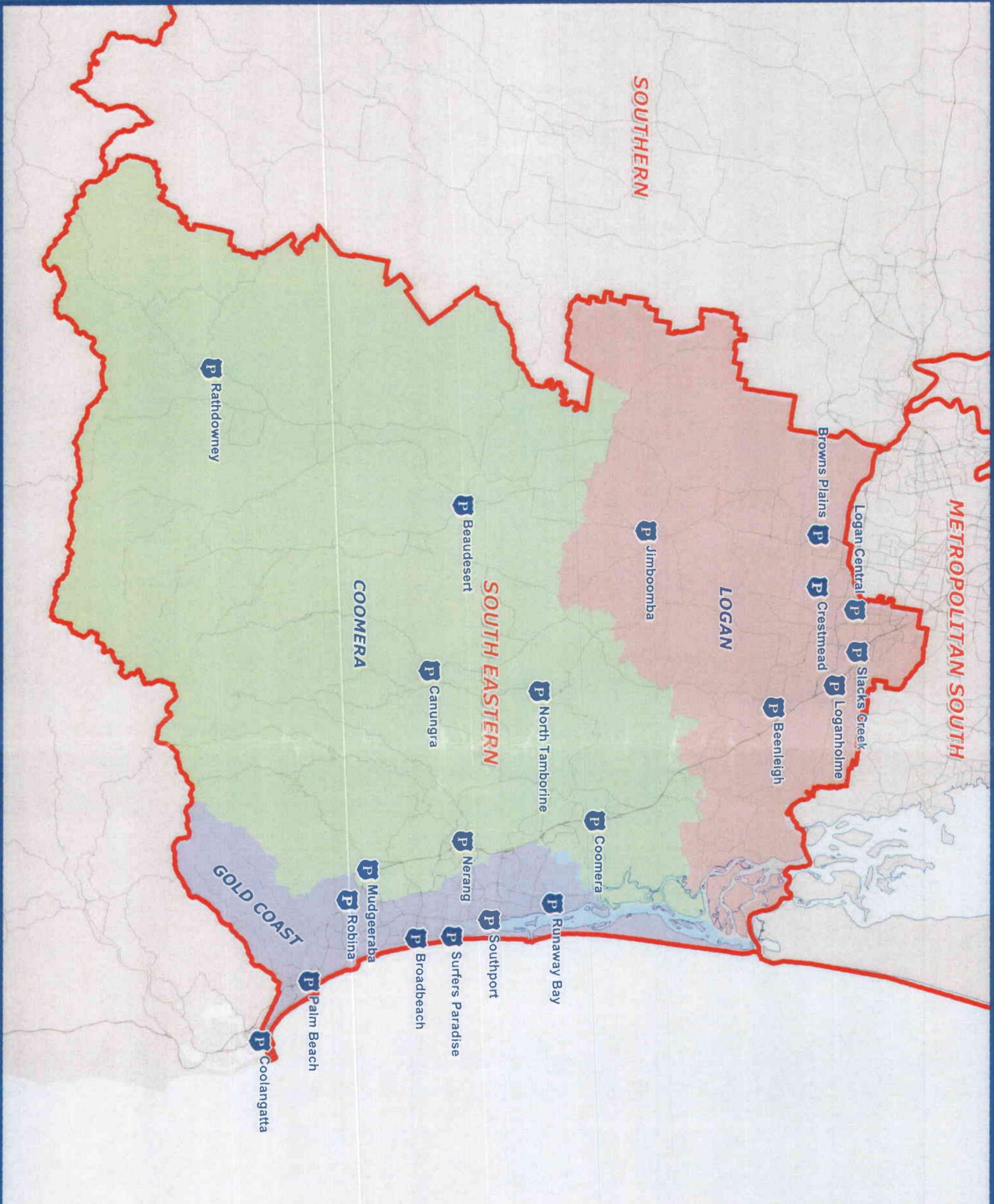
# LOGAN DISTRICT



Current as at 7/11/09



**SOUTH EASTERN REGION**



**DATA SOURCES:**  
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**FILENAME:** South\_Eastern\_Region\_A3S\_v1

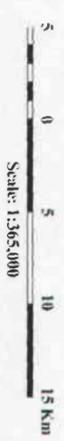
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**Q.A.:** M.M.

**REF:** 68 / 2010

**DATE:** 15 / 02 / 2010

- LEGEND:**
- Districts in South Eastern Region
    - LOGAN
    - COOMERA
    - GOLD COAST
  - Police Station
  - Regional Boundaries

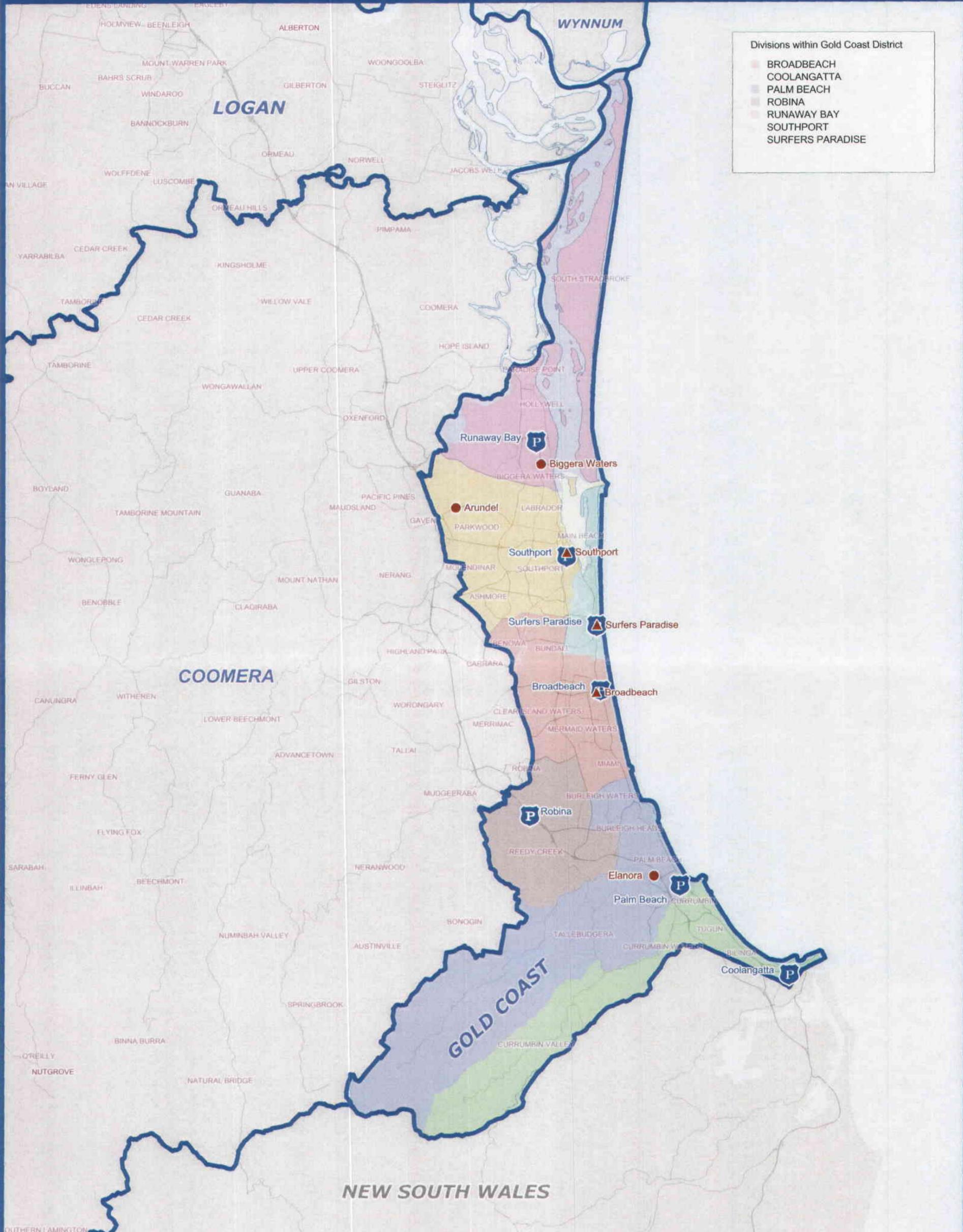


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Old Police Service  
 6 February 2010

# GOLD COAST DISTRICT



- Divisions within Gold Coast District
- BROADBEACH
  - COOLANGATTA
  - PALM BEACH
  - ROBINA
  - RUNAWAY BAY
  - SOUTHPORT
  - SURFERS PARADISE

**GOLD COAST**

**NEW SOUTH WALES**

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Scale: 1:185,000

FILENAME: Gold\_Coast\_District\_A3P\_v1

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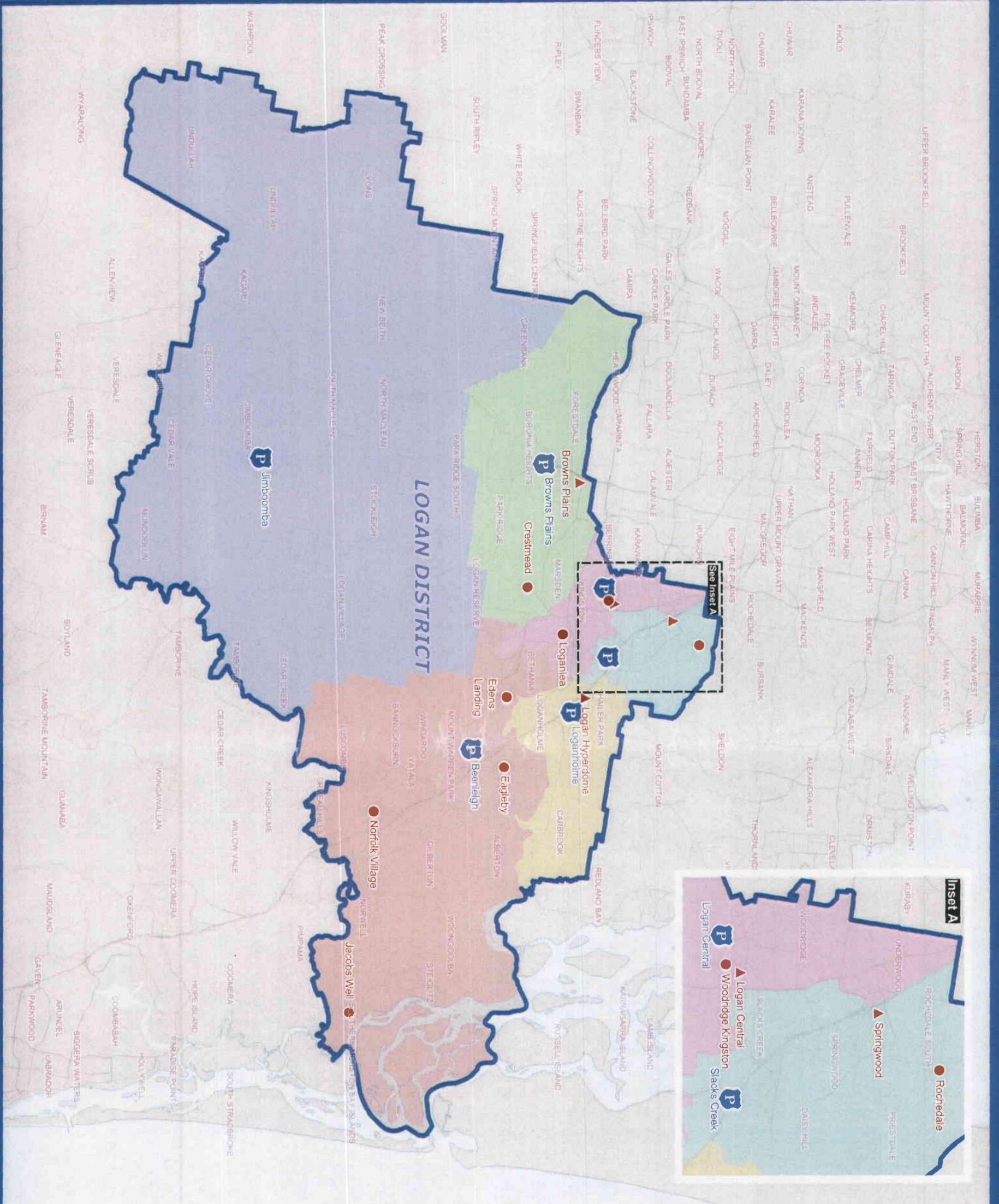
Q.A.: M.M. REF: 68 / 2010 DATE: 15 / 02 / 2010

**LEGEND:**

- Police Beat
- ▲ Police Beat Shop Front
- P Police Station
- District Boundary



# LOGAN DISTRICT



**DATA SOURCES:**  
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FILENAME: Logan\_District\_A33.v1

COMPILED BY: P.D. - Geographic Information Services

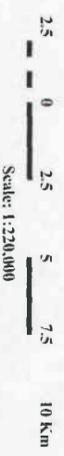
Q.A.: M.M

REF: 053 / 2009

DATE: 17 / 02 / 2009

**LEGEND:**

- Police Beat
  - ▲ Police Beat Shopfront
  - Ⓟ Police Station
  - District Boundary
- Logan District Divisions
- BEENLEIGH
  - BROWNS PLAINS
  - JIMBOOMBA
  - LOGAN CENTRAL
  - LOGANHOLME
  - SLACKS CREEK

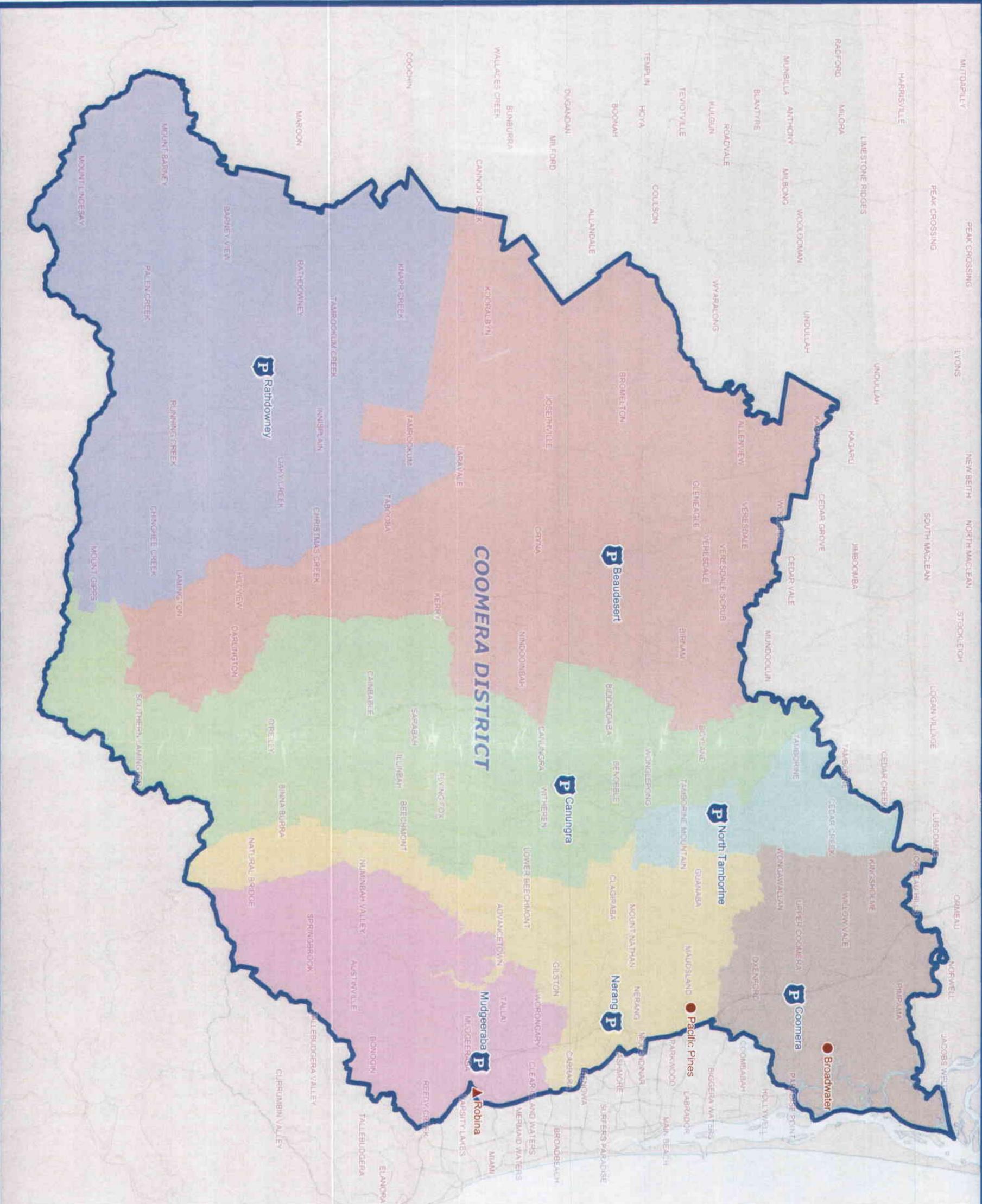


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Old Police Service  
 9 February 2009

# COOMERA DISTRICT



**DATA SOURCES:**  
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FILENAME: Coomera\_District\_A3S\_V1

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Q.A.: M.M.

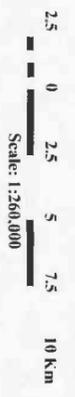
REF: 053 / 2009

DATE: 17 / 02 / 2009

**LEGEND:**

- Divisions within Coomera District**
- BEAUDESERT
  - CANUNGRA
  - COOMERA
  - MUDGEERABA
  - NERANG
  - NORTH TAMBORINE
  - RATHDOWNNEY

- Police Beat
- ▲ Police Beat Shop Front
- P Police Station
- District Boundary



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## SOUTH EASTERN REGION

### MEDIA CONFERENCES Policy No. 01/2009

Issue Date- 22 January 2009

This policy is to be read in conjunction with

Operational Procedures Manual: s1.10.11 Information sought by the media for public broadcast

Operational Procedures Manual: s1.10.12 Information released by police seeking public assistance in the investigation of incidents and crimes Images (including photographs)

Queensland Police Service Administration Act 1990 section 10.1 Improper disclosure of information

Queensland Police Service Administration Act 1990 10.2 Authorisation of disclosure

Queensland Police Service Media Guidelines Booklet (refer SER Media Officer).

#### 1.0 **BACKGROUND**

- 1.1 The Queensland Police Service (QPS) is committed to providing an open, accountable and professional police service to the community.
- 1.2 The QPS recognises the community has a right to be informed of major incidents and police activities. Media contact is to be expected at most significant events and major incidents.

#### DISTRIBUTION LIST

**For Action:**

**Regional Level:** Chief Superintendent, Operations Coordinator, Regional Commissioned Officers and Regional Unit and Section Managers; Regional Media Liaison Officer.

**District Level:** District Officer, Gold Coast; District Officer, Logan District; Divisional Commissioned Officers; Divisional Officers In Charge; Officers in Charge, District Specialist Units.

**For Information**

Staff Officer to Assistant Commissioner; Support Senior Sergeant, Operations Coordinator;

**For Filing:**

Administration and Purchasing Officer, South Eastern Region.

- 1.3 Dealings with the media can have potential benefits to policing through the release of information or warnings, requests for assistance and promoting Service achievements and initiatives including crime prevention and public or traffic safety.

## **2.0 POLICY**

- 2.1 To provide media outlets with a regular scheduled opportunity to interact with regional and district management on major incidents and policing activities occurring in the Gold Coast District a media conference will be held each Monday to Friday. The Conference will only deal with South Eastern Region and primarily will focus on policing activities that have occurred in the Gold Coast District in the 24 hours preceding the scheduled conference. On each Monday it will cover the events from the preceding weekend.
- 2.2 The SER Media Liaison Officer (MLO) will coordinate and facilitate the media conferences, ensuring all necessary advice are provided to media outlets as to arrangements and timings associated with the conferences.
- 2.3 The media conference process will not limit opportunities to the previous 24 hours operations but will allow for media outlets to seek interviews concerning other police issues and feature stories. Any requests for this form of media interaction are to be made to the regional media officer who will then make the necessary arrangements as required.
- 2.4 The SER MLO operates from 7.30am to 3.30pm weekdays. Outside these hours the Media and Public Affairs Branch, Brisbane which is available on a 24 hour basis and available on telephone (07) 3015 2444, will coordinate all media releases in accordance with Queensland Police Service media policy guidelines.

## **3.0 INSTRUCTIONS**

- 3.1 A Media conference will be held at 0900 hours each morning Monday to Friday. The Media conference will be held at the designated Media Conference Room situated at the Surfers Paradise Police Complex, Ferny Avenue Surfers Paradise.
- 3.2 The purpose of the daily media conferences is to:
  - a) Provide equitable and transparent access for all accredited media outlets to senior regional and district police managers in regard to any major incidents, police operations, community interest and safety messages that relate primarily to the events occurring in the

Gold Coast Police District in the 24 hours preceding the scheduled media conference.

- b) Respond to reasonable requests for interviews concerning other police issues and feature stories arising from the events identified in subsection (a) above.
- 3.3 The SER MLO will ensure all media outlets are provided with prior advice as to the timing, scheduling and arrangements for the conduct of the media conferences. At such time the SER MLO will also inquire as to any 'questions on notice' which media outlets might be preposing.
- 3.4 Prior to the commencement of the conference the SER MLO will provide the participating police managers with a brief on the conference agenda and any questions on notice and response notes.
- 3.5 Security access to the Ferny Avenue Police Complex will be coordinated by the SER MLO who will arrange for the necessary temporary security visitors pass to be issued to all media representatives attending the media conference. All media representatives are to be signed in and out of the police complex and are to be escorted at all times whilst entering and leaving the police complex.
- 3.6 The SER MLO will ensure that all media conferences are digitally recorded and that such recordings are:
- (a) Maintained and filed in a regional archive; and
  - (b) Immediately upon completion of the media conference made available to the Media and Public Affairs Branch, Brisbane.
- 3.7 The media conference process does not preclude:
- (a) District Officers, Detective Inspectors, Regional or District Duty Officers from participating in an 'on scene' media conference; or
  - (b) Officers in Charge of stations from doing local community interest stories with local media outlets.

In any such circumstance the relevant officer should make every endeavour to provide comment to all outlets by informing the SER MLO or Media and Public Affairs Branch, Brisbane either prior to speaking with the media or immediately thereafter.

#### 4.0 **ORDER**

- 4.1 The following regional policies are cancelled:

24/98: Regional Media Liaison Unit.

#### 4.2 **Compliance**

Regional Media Officers, District Officers, Detective Inspectors, Divisional Inspectors and Officers in Charge are to ensure the contents of this policy are brought to the attention of all members under their control for strict compliance with the standards established by this policy.

**P WILSON**  
**ASSISTANT COMMISSIONER**  
**SOUTH EASTERN REGION**

## ATTACHMENT SER MEDIA CONFERENCES POLICY 01/2009

### Extracts from Operational Procedures Manual:

#### 1.10.11 Information sought by the media for public broadcast

##### POLICY

Facts relating to occurrences of public interest may be released to the media provided that the release of such information:

- (i) does not unnecessarily disclose the personal particulars of any person involved;
- (ii) does not interfere with the proper administration of justice;
- (iii) is not likely to unduly interfere with the efficient and effective discharge of law enforcement duties; and
- (iv) is not in contravention of any statute.

In the interests of promoting the support and good will of the public and maintaining accountability to the people of Queensland, members should be positive in their approach to media relations by actively presenting public information where possible rather than merely providing limited and selected responses to occasional inquiries.

Service goals are to reduce fear and improve safety by combating crime and protecting lives and property. These can be enhanced by positive media coverage.

The officer in charge of an investigation or incident is responsible for determining the nature of any information released concerning the matter. While a general discretion exists as to what information is released, any disclosure should be restricted to brief, factual details only.

Officers in charge of investigations or incidents may release the information themselves, nominate another officer to perform this function, or request the Media and Public Affairs Branch to release the information. This may be done by contacting the media operations room by telephone or if not urgent through internal email address 'Police media'.

The officer in charge of the investigation, or nominated officer, is responsible for the release of any information and subsequent conferences or interviews.

##### ORDER

Regardless of whether or not any criminal investigation has been instigated, members are not to make statements which in any way assign fault or blame to any person in respect of any incident or occurrence.

## **Media and Public Affairs Branch**

The Media and Public Affairs Branch provides liaison with various media agencies and reports directly to the Commissioner of Police. Media and public affairs officers staff the media operations room on a twenty-four hour basis, so that assistance is available to police at all times.

### **PROCEDURE**

Members should refer to the 'Media guidelines for employees of the Queensland Police Service' booklet before releasing information to the media.

Members who are in any doubt as to what information may be released to the media should contact the Media and Public Affairs Branch for advice.

There is no defined line between what an individual officer may divulge about an operational matter and what must be referred to the Media and Public Affairs Branch. This is a discretionary matter for the officer in charge of the particular investigation to determine.

### **POLICY**

Members should promptly advise and consult with media and public affairs officers staffing the media operations room:

- (i) where any operational matter which is likely to be of significant media interest;
- (ii) where a major incident or incident of a protracted nature has occurred;
- (iii) where comments from the media on issues of State or National interests are requested;
- (iv) where requests for television interviews are made; or
- (v) prior to submitting a written article for public dissemination.

In issues of State or National interest, it is likely that a communication strategy and spokespeople may already have been identified and the Media and Public Affairs Branch can advise members on appropriate comment in these situations.

### **PROCEDURE**

If required, officers in charge of investigations may request a member of the Media and Public Affairs Branch to attend scenes of incidents in the metropolitan and near metropolitan area to provide assistance in preparing media releases and organising media conferences.

If required, officers in charge of investigations outside the metropolitan area may request a member of the Media and Public Affairs Branch to attend scenes of incidents outside the metropolitan area if the member can arrive at the scene within a reasonable time.

In relation to major incidents, incidents of a protracted nature or incidents likely to be of significant media interest, even if the distance to travel is lengthy, it is recommended a member of the Media and Public Affairs Branch be contacted to attend the scene.

Officers involved in an investigation should not direct media inquiries to the media operations room without first ensuring the unit has all the relevant details.

Where police request the assistance of a Media and Public Affairs Branch member to attend an incident and they are unable to attend, see also s. 1.13.6: 'Support Functions and roles' under the heading, 'Media liaison officer', of this chapter.

#### **Information not to be released**

##### **ORDER**

Members are not to supply information to the media which:

- (i) is critical of the Service, its policies, procedures or members;
- (ii) is critical of the Government, government policies or other government departments and agencies (including the courts);
- (iii) does not relate to their specific area of responsibility;
- (iv) may interfere with or jeopardise a police operation or investigation;
- (v) may constitute contempt of court or in any way interferes with the course of justice;
- (vi) expresses an opinion of culpability;
- (vii) pertains to the criminal history record, character, or reputation of a person;
- (viii) identifies a person's medical condition or drug taking habit;
- (ix) relates to admissions, confessions or statements;
- (x) relates to particulars of a serious crime which, in all likelihood, would only be known to the offender;

(xi) relates to any physical or forensic examination or test, or identification line-up or the refusal by any person to submit to such tests, examinations and line-ups;

(xii) reflects upon the credibility of a suspect or person who may be expected to give evidence in court;

(xiii) suggests a person's guilt, state of mind, motive for committing an offence, or the penalty which could be imposed;

(xiv) may identify any person appearing before the Childrens Court;

(xv) may identify deceased or injured persons before their next of kin have been notified and consent for disclosure obtained, unless publicity is the only effective means of tracing the next of kin;

(xvi) may identify victims of crime and witnesses without their permission;

(xvii) may identify an informant;

(xviii) may place a person's life or safety in jeopardy;

(xix) identifies a defendant charged with a prescribed sexual offence as set out in s. 7 of the *Criminal Law (Sexual Offences) Act* prior to the defendant being committed for trial or sentence or otherwise identifies a defendant on any other charges before appearance in open court;

(xx) identifies the type and value of drugs stolen from pharmacies, doctors' surgeries, hospitals etc.

(xxi) discloses amounts of money obtained from armed hold-ups and robberies committed on banks, building societies, TABs, service stations and the like unless the officer in charge of the investigation believes disclosure will assist police inquiries;

(xxii) is descriptive of security installations on premises;

(xxiii) concerns the affairs or activities of the Police Service of another State or the Commonwealth. Such matters are to be referred to the district officer or commissioned officer in charge who may, after consideration, release the details sought if the matter affects the Queensland Police Service, or refer the inquirer to the Service concerned;

(xxiv) relates to defence force incidents (e.g. defence force aircraft accidents) or matters associated with national security, unless approval for disclosure has been given by the agency concerned;

(xxv) reveals the intended approach of the prosecution (for example applying for a discontinuance, ex-officio indictment appeal or adjournment);

(xxvi) reveals the content of medical, psychological or psychiatric reports of offenders or victims;

(xxvii) consists of images of any person unless the person's consent, or in appropriate cases, the next of kin's consent has been obtained, or there is a justifiable operational reason for doing so (see also s. 1.10.12: 'Information released by police seeking public assistance in the investigation of incidents and crimes' of this chapter); or

(xxviii) is otherwise confidential.

## POLICY

In accordance with the Director of Public Prosecutions (State) Guidelines, the media should not be given copies or access to tapes of any recorded interviews, re-enactments, demonstrations or identifications (see Appendix 3.1 of this Manual).

### **Release of information following arrest**

## POLICY

Following the arrest of a person, the officer in charge of the investigation or a member nominated by that officer may release the following details only:

- (i) the defendant's sex, age and suburb or town of residence. Care must be taken to ensure that no information is issued which may directly or indirectly identify the person;
- (ii) the identity of the investigating or arresting officer; and
- (iii) the factual circumstances immediately surrounding the arrest, including the time and approximate location.

In considering the release of information to the media under these circumstances, members must be particularly careful of the consequences of making public comment on matters which could jeopardise a subsequent judicial process. It must be remembered that the release of prejudicial information could result in a trial being aborted with the possibility of those who released the information being held in contempt of court.

### **Release of information following charging**

## POLICY

When prosecution action has been commenced against a person (charged but has not yet appeared in court), the following additional details only may be released:

- (i) the general nature of the charge(s) laid;

(ii) the court where the defendant is to appear and the date of appearance;  
and

(iii) the bail status of the defendant.

### **Release of information following appearance in court**

#### **POLICY**

Following appearances in OPEN court, the following disclosures may be made in addition to the above:

(i) any matters put before the presiding justice by the prosecution and defence representatives (including name and address and other personal particulars, wording of the charge(s) and allegations if stated). Criminal history details or character-related submissions in support of a bail argument should not be released; and

(ii) any decision of the court including those relating to penalty, remands, bail applications, etc. However, no opinion should be given as to the correctness or otherwise of any judicial decision or on the likely outcome of proceedings.

In responding to media requests for information of this nature, police should not lose sight of the fact that as the appearance is in open court, members of the public, including media representatives, are entitled to attend and hear the details at first hand for themselves.

#### **ORDER**

Members are not to disclose details of the defendant where:

(i) a court order prohibiting disclosure has been made by the presiding justice;

(ii) disclosure is prohibited by statute (e.g. s. 7 Criminal Law (Sexual Offences) Act); or

(iii) the defendant is a juvenile.

Members are not to disclose information about any part of a District or Supreme Court trial that was conducted in the absence of the jury.

### **Release of information - coronial matters**

#### **POLICY**

Members should not release information to the media, other than basic facts, on matters likely to be the subject of a coronial inquiry. Requests for details other than basic facts should be referred to the coroner. Media requesting information relating to an investigation for which a Coronial inquest has been

held should be advised to contact the Office of the State Coroner, Department of Justice and Attorney-General (see Contact Directory).

## PROCEDURE

Where it is not known that the information sought may become the subject of a coronial inquiry, members should seek the advice of their officer in charge or the Media and Public Affairs Branch.

## POLICY

Members should refrain from expressing personal opinions, as distinct from fact, to the media on any matter the subject of a coronial inquiry. Where a member has expressed an opinion whilst giving evidence in a coronial inquiry (see s. 8.4.30: 'Giving evidence in coronial inquiries' of this Manual), the opinion should not be expanded upon outside the court for the information of the media.

### **Release of information following a crime or incident**

#### POLICY

Factual information about a crime or incident may be released to the media and may include:

- (i) the general nature of the crime or incident, e.g. assault, stealing, bus accident;
- (ii) the date, time and location of the crime or incident. Where the event occurs at a private premises the precise location must not be disclosed to ensure the privacy of the victim (e.g. street and suburb may be released but not the number);
- (iii) the sex, age and suburb of the victim. Except in circumstances which could cause embarrassment such as sexual offences (members must take particular care that no information is released which could identify the victim);
- (iv) the name of the investigating officer and section/establishment; and/or
- (v) description of any suspect and any items which officers need to locate (e.g. motor vehicles, stolen equipment, property).

Members should avoid offering opinions about incidents and occurrences ensuring in all cases that only clearly stated facts are provided.

### **1.10.12 Information released by police seeking public assistance in the investigation of incidents and crimes**

#### **POLICY**

The support of the general public in solving crime by releasing particulars of offences when considered necessary should be used, provided such disclosures:

- (i) are not likely to interfere with or jeopardise the efficient and effective discharge of law enforcement duties;
- (ii) are not likely to compromise the proper administration of justice;
- (iii) are not in contravention of any statute; and
- (iv) do not unnecessarily reveal the personal particulars of any person.

Although the protection of the confidentiality of personal particulars is a general policy principle, disclosure in this context becomes necessary for law enforcement purposes in identifying and describing wanted persons.

The Crime Stoppers Unit at Police Headquarters has the facilities and resources to effectively receive or assist in the receipt of the feedback of information from the public generated by media releases.

#### **ORDER**

Officers who authorise a media release which seeks information from members of the public are to ensure that the Crime Stoppers toll free telephone number is included in the release.

A copy of any media release is to be forwarded to Crime Stoppers prior to its release.

Where responses to a media release are required by the investigating officer from Crime Stoppers within twenty-four hours, such request is to be included on the facsimile message covering sheet of the intended release.

#### **PROCEDURE**

To inform Crime Stoppers of information relating to significant events, and to enable Crime Stoppers to elicit information from callers about significant events which may have been released to the media, an investigating officer should:

- (i) inquire with Crime Stoppers to ensure that a copy of the significant events computer message has been forward to Crime Stoppers by the regional duty officer (see s. 1.4.6: 'Responsibilities of regional duty officer, district duty officer and shift supervisor' of this chapter);

(ii) email a message containing any additional questions about a significant event, which the investigating officer wishes Crime Stoppers to ask callers, to Crime Stoppers; and

(iii) email a copy of any information that is likely to be or has been the subject of media attention to 'Crime Stoppers - Media' as soon as possible after or prior it to being released to the media. See also s. 1.16.10: 'Media releases including comfits' of this chapter.

### **Images (including photographic)**

#### **POLICY**

The following references to the term image should be interpreted as any:

(i) photographic (including official offender identification photographs i.e. 'mugshots');

(ii) videotape/print; or

(iii) computer generated;

means of depicting persons.

Generally images, whether requested or otherwise, of any person including victims, witnesses, suspects or defendants are not to be released unless the person's consent, or in appropriate cases, the next of kin's consent has been obtained, or there is a justifiable operational reason for doing so, or is otherwise in accordance with this chapter. Operational reasons for the release of information under s. 10.2: 'Authorisation of disclosure' of the *Police Service Administration Act* are to:

(i) be consistent with the functions of the Service outlined in s. 2.3: 'Functions of service' of that Act; and

(ii) have a demonstrated legitimate or valid reason for such release.

The release of images or mugshots to the media for purely media interest/entertainment value is not considered a valid operational reason.

#### **PROCEDURE**

The image and description of an escapee/person unlawfully at large may be released where:

(i) the person has been imprisoned for a serious crime;

(ii) the person has a background of violence, sexual offences or child molesting etc.; or

(iii) there is a likelihood that the person will commit further offences.

Comfit composite images or photographs of wanted persons may be released where it is necessary to obtain public assistance or to warn of danger.

A person named or described should only be referred to as a person:

(i) who can assist police with inquiries (no details which may prejudice future inquiries should be released); or

(ii) wanted for arrest if a warrant has been issued.

Officers should refer to the 'Media guidelines for employees of the Queensland Police Service' booklet before releasing information to the media (see s. 1.10.11: 'Information sought by the media for public broadcast' of this chapter).

Officers should also consider the provisions of the *Criminal Law (Sexual Offences) Act*, *Juvenile Justice Act* and the *Child Protection Act* (e.g. s. 189: 'Prohibition of publication of information leading to identity of children').

Comfits should include a comfit number in media releases and displays. Comfits may be displayed at police stations and at displays in conjunction with Crime Stoppers promotions. Any media release or display should encourage the caller to refer to the comfit number when providing information to Crime Stoppers (see also s. 1.16.10: 'Media releases including comfits' of this chapter).

Investigating officers in charge of investigations contemplating the release of a photograph or description of an escapee/person unlawfully at large or wanted person should first contact Crime Stoppers for advice and assistance.

## ORDER

Before releasing images and associated details to the media of suspects, escapees or persons unlawfully at large, officers are to obtain the authority of a commissioned officer.

Commissioned officers, before authorising the release of images of suspects and associated details to the media, are to ensure that the:

(i) images have been treated with a mosaic process to conceal the identity of victims or witnesses; and

(ii) consent of the victims or witnesses or their next of kin to release images to the media is obtained where the identity of victims or witnesses in such images cannot be concealed.

In the case of images and associated details of persons wanted for escaping or being unlawfully at large from Queensland Corrective Services,

commissioned officers are to ensure that before authorising the release of such images and associated details:

(i) a member of the Corrective Services Investigation Unit (CSIU) has verified the information as being correct and has forwarded a copy of the images and associated details to Queensland Corrective Services;

(ii) a copy of the images and associated details are forwarded to:

(a) the Office of the Commissioner;

(b) the Media and Public Affairs Branch; and

(c) Crime Stoppers;

prior to release of same; and

(iii) that the Crime Stoppers toll free telephone number is included in the release.

In the case of images and associated details of persons wanted for escaping the lawful custody of police, before authorising the release of such images and associated details, commissioned officers are to ensure the Crime Stoppers toll free telephone number is in the release and that a copy is forwarded to Crime Stoppers prior to release.

In the case of releasing images of, or information relating to, missing persons to the media, see s. 12.4.3: 'Authority for media release' of this Manual.

## **Messages**

### **ORDER**

Where the need arises for an urgent police message to be broadcast over public radio or television, members seeking such action are to immediately advise their officer in charge who may approve the request after verification of the details.

Officers in charge authorising the release of an urgent message are to immediately transmit a copy of the message to the Duty Officer, Police Communications Centre, Brisbane, and advise the district officer or commissioned officer in charge or equivalent of such action as soon as practicable.



**South Eastern Region  
Policy No. 02/2010**

**REGIONAL RISK MANAGEMENT PROCEDURES**

Issued

**This policy cancels policy 12/1998**

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**This policy should be read in conjunction with:**

- Operational Procedures Manual s.15 Risk Management
- Ethical Standards Command Risk Management Plan Template
- Operational Procedures Manual s.15.7 Risk Management and Counter-Terrorism Planning
- Operational Procedures Manual s.15.8 Business continuity considerations in risk management planning
- Appendix 15.8 Business Continuity Considerations in Risk Management Planning

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**1.0 BACKGROUND**

- 1.1 The Queensland Police Service has adopted risk management practices for all aspects of management in the Service.
- 1.2 Risk Management is a proactive management process characterised by accountability at all levels of management. The objective of risk management is the protection of people, physical assets and earnings, as well as more difficult to quantify assets such as an organisation's image and reputation (Appendix 15.5 Corporate Risk Categories).
- 1.3 **The Aims of Risk Management are to:**
- Decrease the probability and consequence of undesirable events occurring. Risk management involves a six step process based on the Australian Standard for Risk Management (15.6.2 Development of Risk Management (Procedures): Appendix 15.4.
  - Establishing the context in which each work unit operates;
  - Identifying risks – corporate governance, assets, financial, human resources, workplace health and safety, operational and technology;
  - Analyse risks/controls - analyse the identified risks in terms of probability of occurrence, the potential consequences and their magnitude;

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**DISTRIBUTION LIST**

**For Action:**

Chief Superintendent, Operations Coordinator, Detective Superintendent Regional Crime Coordinator, District Officer, Coomera, Gold Coast and Logan Districts; Regional Projects Inspector; Regional Information Manager; Regional Finance and Human Resource Managers.

**For Action and Filing:**

Senior Administration and Services Officer.

- Evaluate the risks - available resources must be considered;
- Treat the risks - Develop treatments and a management plan (Risk Management Plan Template) to treat the risks, which incorporates adequate controls. The plan is approved by the next management level;
- Implement the plan - the planning phase is only the beginning of managing risks. "Working papers" are also developed here. *The plan should look like the RM plan available at Appendix 15.2*
- Regularly monitor and review the controls by sampling. This is where further 'working papers' (Appendix 15.6 Sampling/Compliance Checking and Working Papers) are maintained; and
- At the end of each six monthly period, the manager uses the working papers to prepare a summary of **exceptions** (six monthly reports) to send to the next management level;

## 2.0 POLICY

- 2.1 The procedures as outlined in Chapter 15 of the Operational Procedures Manual are to be strictly complied with.
- 2.2 A Regional Risk Management Committee chaired by the Chief Superintendent, Operations Co-ordinator, South Eastern Region will be responsible for the overview and coordination of Risk Management procedures within the Region.
- 2.3 Each organisational unit at District and Regional level shall have a current risk management plan.

## 3.0 ORDER

### 3.1 Regional Risk Management Committee

### 3.2 Regional Risk Management Coordination Responsibility

The Chief Superintendent, Operations Coordinator shall convene and chair the Regional Risk Management Committee.

### 3.3 The Role of the Regional Risk Management Committee

The role of the Regional Risk Management Committee is to:

- Overview Regional and District risk management planning and practices;
- Ensure there is not confusion between compliance / audit requirements and risk management;

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#### DISTRIBUTION LIST

##### For Action:

Chief Superintendent, Operations Coordinator, Detective Superintendent Regional Crime Coordinator, District Officer, Coomera, Gold Coast and Logan Districts; Regional Projects Inspector; Regional Information Manager; Regional Finance and Human Resource Managers.

##### For Action and Filing:

Senior Administration and Services Officer.

- Maintain a Regional Risk Register; (*modelled on the Corporate Risk Register*);
- Advise the Assistant Commissioner, South Eastern Region on the validity and appropriateness of the Regional and District Risk Management Plans;
- Advise the Assistant Commissioner, South Eastern Region on the validity and appropriateness of the Regional and District exception reports;
- Report in accordance with the established reporting scheme (OPM s 15.5.3 Risk Management Plan and exception reporting timetable) to the Assistant Commissioner, South Eastern Region as to the status of risk management generally within the Region;
- Ensure all prescribed audit and compliance requirements for annual drug and property audits are completed and reported in a timely manner; and
- Support the Assistant Commissioner, South Eastern Region to manage regional risk management by ensuring the process is based on contemporary corporate governance principles.

### 3.4 Regional Risk Management Committee Membership

<i>Committee Executive Membership</i>	
Chairperson	Chief Superintendent, Operations Coordinator.
Executive Officer	Support Officer, Regional Operations Coordinator
Administrative Support	Appointed Administration Officer
<i>Committee Members</i>	
District Officers Coomera District Gold Coast District Logan District	In compliance with OPM s15.4.3 <u>Officer in Charge of a Region, Command or Division and</u> OPM s15.4.5 <u>Officers in Charge, Managers and Supervisors</u>
Staff Officer to the Assistant Commissioner	As Assistant Commissioner's Representative
Inspector, Projects and Procedures	Preparation of regional risk management plan and maintenance of regional policy document.
Professional Practice Manager	As required in compliance with the OPM s 15.4.4 <u>Professional Practice Managers (PPM)</u>
Manager, Human Resources	Workforce planning
Manager, Finance	Financial accountability
Regional Information Resource Manager	Information technology

#### DISTRIBUTION LIST

##### For Action:

Chief Superintendent, Operations Coordinator, Detective Superintendent Regional Crime Coordinator, District Officer, Coomera, Gold Coast and Logan Districts; Regional Projects Inspector; Regional Information Manager; Regional Finance and Human Resource Managers.

##### For Action and Filing:

Senior Administration and Services Officer.

<i>Optional Committee Members</i>	
Regional Education and Training Coordinator	Determined by the chair on a rotational basis
Occupational Health and Safety Coordinator	Determined by the chair on a rotational basis
Other personnel	Determined by the chair on a rotational basis.

### 3.4.1 Role of Executive Officer

The Executive Officer is responsible for:

- The coordination of the Committees activities at the direction of the Chairperson; and
- The co-ordination of the preparation of reports on behalf of the Committee under the overview of the Chairperson.

### 3.5 Frequency of Regional Risk Management Committee Meetings.

The Regional Risk Management Committee shall meet half yearly at the end of each reporting cycle, in June and December.

## 4.0 COMPLIANCE AUDITING AND REPORTING

- 4.1 Regional Managers, District Officers and all Officers in Charge are responsible for ensuring strict compliance with auditing, systems testing and subsequent reporting and submission of timely, collated submissions to the Regional Risk Management Committee in compliance with s15 Risk Management of the Operational Procedures Manual.
- 4.2 In giving affect to the risk management process Regional Managers, District Officers and all Officers in Charge are to ensure risk management checklists are regularly applied and coordinated sampling and working paper reviews ( refer Appendix 15.6 Sampling/Compliance Checking and Working Papers) are conducted by a designated officer linked to the 28 day operational plan.

**P A WILSON**  
**ASSISTANT COMMISSIONER**  
**SOUTH EASTERN REGION**

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#### DISTRIBUTION LIST

**For Action:**

Chief Superintendent, Operations Coordinator, Detective Superintendent Regional Crime Coordinator, District Officer, Coomera, Gold Coast and Logan Districts; Regional Projects Inspector; Regional Information Manager; Regional Finance and Human Resource Managers.

**For Action and Filing:**

Senior Administration and Services Officer.



## SOUTH EASTERN REGION

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### FINANCIAL ACCOUNTABILITY AND ADMINISTRATION PROCEDURES

Policy No. 04 /2010

Issue Date: 09 April 2010

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This policy is to be read in conjunction with:

Financial Accountability Act 2009

Financial and Performance Management Standard 2009

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#### 1.0 INTRODUCTION

The financial administration of the Queensland Police Service (the Service) is governed principally by the *Financial Accountability Act 2009* (the Act). The Act is supported by the *Financial and Performance Management Standard 2009* (the FPM Standard) and the *Financial Accountability Regulation 2009* (the Regulation).

Section 7 of the *Financial and Performance Management Standard 2009* (the Standard) states that governance is the way the department or statutory body manages the performance of its functions and operations.

Section 7 further states that the accountable officer must ensure an appropriate governance framework is established that includes:

- The cultural and operational aspects of that agency that are influenced by its actions and decisions
- The concepts of
  - Openness, integrity and accountability;
  - Due care; and
  - Public transparency and defensibility.
- Ethical and transparency principles

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#### DISTRIBUTION LIST

**For Action:** Chief Superintendent, Operations Coordinator; District Officers Coomera, Gold Coast and Logan Districts; Inspector Staff Officer to Assistant Commissioner; Inspector, Projects Inspector Professional Practice Manager, Inspector, Regional Traffic Coordinator and Support Services; Inspector, Regional Communications; Inspector, Regional Forensics Coordinator; Inspector, Regional Major Events Planning; Manager, Finance; Manager, Human Resources; Regional Information Resources Manager, South Eastern Region.

Support Senior Sergeant, Operations Coordinator;  
Regional Duty Office; Regional Scenes of Crime;

**For Information and Filing:**

Administration and Purchasing Officer, South Eastern Region.

- A performance management system, a risk management system and an internal control structure.

A key principle of a strong governance model is the implementation of appropriate management committees which support the accountable officer in the efficient, effective and economic delivery of the agency's goals and objectives.

The Service Code of Conduct also applies for compliance with the relevant financial management legislative provisions.

## **2.0 SCOPE**

The policy has been prepared for use by managers and officers in charge which must comply with the provisions of the Act, subordinate legislation and QPS policy guidelines.

## **3.0 POLICY**

### **3.1 Purpose**

The Assistant Commissioner has established a financial governance framework comprising two key levels of decision making forums; Level 1 is a regional strategic committee to assist with the setting of strategic direction, financial planning and monitoring and which overviews the operational financial performance of Level 2. Level 2 is constituted by four sub-committees, the *Regional Units Operational Finance Committee* and the respective *District Operational Finance Committees* which manage, monitor and report the financial performance of those organisational areas.

The financial management Committees are established to assist the Assistant Commissioner in the management of the region's operations through the provision of advice and direction appropriate to the nature, range and scope of the region's activities.

The leadership role undertaken by regional management in this process is seen as:

- Creating a positive control environment
- Endorsing and actively supporting regional systems of internal controls and processes
- Actively encouraging adherence to regional and Service financial management practices

Responsibility for regional financial internal controls and processes will involve management in:

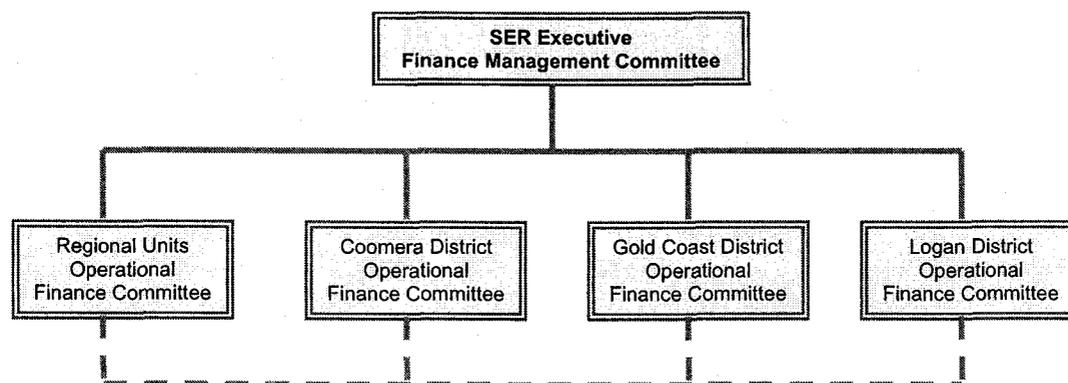
- Establishing appropriate internal controls and procedures that allow for efficient, effective and economic management of the region's financial resources;
- Clearly defining key responsibilities and delegated authority levels;

- Completing regional, district and divisional / unit risk assessments and implementing appropriate offsetting controls and processes, with particular attention, where necessary to areas with potential for inappropriate use or overrun;
- Establishing performance reporting standards for operational and financial performance;
- Establishing appropriate lines of reporting;
- Monitoring the effectiveness of regional controls and processes through results reported to the SER Executive Finance Management Committee; and
- Ensuring ongoing training for management and staff in Service and regional specific financial controls and processes.

### 3.2 Governance Framework: South East Region

The South Eastern Region's finance management committees are established to assist the Region's Accountable Officer in the management of regional operations through the provision of advice and direction appropriate to the nature, range and scope of an organisational unit's activities. Through the assistance and advice provided by the various finance committees, management will be better equipped to deliver policing services in the most efficient, effective and economic manner. Figure 1 depicts the South Eastern Region's finance committee structure.

Figure 1



#### 3.2.1 SER Executive Finance Management Committee

##### (a) Charter

The function of the SER Executive Finance Management Committee is to:

1. provide strategic focus and direction to financial management issues in the region;

2. ensure cohesion, integration and coordination of the Service's Strategic Plan, and the government endorsed outputs with regional systems and processes;
3. monitor the efficient and effective use of physical and financial resources available to the region; and
4. provide advice to the Deputy Commissioner, Regional Operations on issues such as:
  - financial proposals and submissions from region;
  - material transactions that will affect the region; and
  - the impact of special events or disasters that will impact the region's operations and financial capacity.

**(b) Membership**

The Committee will comprise of the following membership:

- Chair: Assistant Commissioner, South Eastern Region
- Secretariat: Regional Finance Manager
- Members:
  - Chief Superintendent, Operations Coordinator
  - District Officer, Coomera District
  - District Officer, Gold Coast District
  - District Officer, Logan District
  - Regional Human Resources Manager

**(c) Meeting Schedule**

The Committee will meet on a quarterly basis for each financial year (01 July to 30 June).

**3.2.2 Regional Support Unit and District Sub-Committees**

There will be four finance management sub-committees established to overview, monitor and report on the operational financial performance of regional units and the respective police districts.

The Sub- Committees, namely the *Regional Support Units Operational Finance Committee, Coomera District Operational Finance Committee, Gold Coast District Operational Finance Committee* and the *Logan District*

*Operational Finance Committee* will report to the *SER Executive Finance Management Committee*.

(a) Charter

Each of the Sub-Committees will share the following common functions:

1. provide operational focus and direction to financial management issues in the regional units or respective police district;
2. ensure cohesion, integration and coordination of the Region's Plan, and the government endorsed outputs with region unit or respective district systems and processes;
3. monitor the efficient and effective use of physical and financial resources available to the regional units or respective police district; and
4. provide advice to the Assistant Commissioner, South Eastern Region on issues such as:
  - financial proposals and submissions from regional units or respective police district;
  - material financial transactions / identified projected overspends that will affect the operational efficiency of any regional unit or respective police district;
  - the impact of special events or disasters that will impact the region's operations and financial capacity; and
  - vehicle governance integrity.

(b) Respective Sub-Committee Membership

Regional Units Operational Finance Committee

The Sub-Committee will comprise of the following membership:

- Chair: Chief Superintendent, Operations Coordinator
- Secretariat: Senior Sergeant, Support Officer, Operations Coordinator
- Members:
  - Detective Superintendent, Regional Crime Coordinator
  - Inspector, Regional Major Events
  - Inspector, Regional Traffic & Support Services Coordinator

- Inspector, Regional Education and Training

Coomera District Operational Finance Committee

The Sub-Committee will comprise of the following membership:

- Chair: District Officer, Coomera District
- Secretariat: Sergeant, Support Officer, Coomera District Office
- Members:
  - District Inspector Patrol Services, Coomera District
  - Divisional / District Support Units Officers in Charge.

Logan District Operational Finance Committee

The Sub-Committee will comprise of the following membership:

- Chair: District Officer, Logan District
- Secretariat: Sergeant, Support Officer, Gold Coast District Office
- Members:
  - Inspector Patrol Services, Northern and Central
  - Inspector Patrol Services, Southern
  - Inspector Patrol Services, Western
  - Inspector Patrol Services, Support Services
  - Detective Inspector Crime Services, Southern Investigative Group

Gold Coast District Operational Finance Committee

The Sub-Committee will comprise of the following membership:

- Chair: District Officer, Gold Coast District
- Secretariat: Sergeant, Support Officer, Gold Coast District Office
- Members:
  - Inspector Patrol Services, Southport
  - Inspector Patrol Services, Surfers Paradise
  - Inspector Patrol Services, Broadbeach
  - Inspector Patrol Services, Coolangatta

- Inspector Patrol Services, Support Services
- Detective Inspector Crime Services, Southern Investigative Group
- Inspector Patrol Services,, Southern Investigative Group

**(c) Meeting Schedule**

The Sub-Committee will meet on a monthly basis for the duration of each financial year (01 July to 30 June). It will report on a quarterly basis to the *SER Executive Finance Management Committee*.

**4.0 Key Internal Control and Reporting Elements**

**4.1 Internal Controls**

Internal controls are methods or procedures implemented by regional and district management to:

- Ensure efficiency and effectiveness of operations and delivery of services at regional and district levels;
- Ensure accuracy and reliability of financial and management information;
- Ensure compliance with all financial, regulatory and operational requirements;
- Assist in achieving regional and district performance objectives and delivery of services by managing risk exposure, including highlighting possible inefficiency or inappropriate prioritisation of resource allocation and use.

Each sub-committee will develop internal control systems and standard operating procedures that will provide reasonable assurance to the Assistant Commissioner that:

- The activities of the regional unit or relevant district are conducted in a manner that facilitates the achievement of its objectives and the delivery of its services in an orderly, economic and efficient manner;
- Error, fraud, wastage and other irregularities are prevented as far as possible and promptly detected should they occur;
- Assets are safeguarded from unauthorised use or disposal and are adequately maintained;
- Operational activities and individual financial transactions are complete and accurately recorded;

- Regional Unit or relevant District financial and performance management reports are timely, relevant, reliable and accurate, and
- There is compliance with applicable legislative and regulatory requirements as well as QPS internal policies, procedures and relevant financial delegations.

Integral to effective internal controls are the elements of asset planning, workforce, risk management and business continuity planning.

#### 4.1.1 Asset Planning

Asset planning compliments the regional and district operational plans by focusing of the life cycle and associated costs of an asset and how that asset aligns with the service delivery outcomes of the relevant organisational unit.

The asset plan should provide for:

- Critical analysis of –
  - the key issues that may influence the regional unit or respective district's requirements for assets in the medium to long term; and
  - the appropriateness of existing assets in relation to the regional unit or respective district's operational plan and identified client needs.
- Identification of the need for new assets and developing strategies and appropriate proposals / submissions to meet the need;
- Identifying and developing strategies for:
  - Achieving and maintaining the appropriate level of priority and operational utilisation of assets; and
  - Timely maintenance of physical assets in an appropriate condition, and
- Developing strategies for disposing of assets that are surplus to needs.

#### 4.1.2 Workforce Planning

Workforce planning provides managers with a framework for making informed staffing decisions in line with the regional unit or relevant district's role/purpose, operational plan and allocated budgetary resources. It also provides a means of integrating a range of human resource management strategies, including flexible work practices, succession planning (higher duties), individual performance management, staff training and development, pay equity and the use of part-time, temporary or casual employees.

#### 4.1.3 Risk Management

Development of risk management procedures and annual risk management plans should underpin the effective implementation of risk management in

regional units or the respective police districts. It must be supported by management and communicated throughout the regional units and district structures.

#### 4.1.4 Business Continuity Planning

Business continuity planning is a critical component of overall risk management arrangements and ensures the re-establishment of essential services as possible following a catastrophic event. Business continuity arrangements should address immediate crisis arrangements, plans for resumption of essential services immediately following a catastrophic event and longer-term recovery arrangements.

## 4.2 Reporting Elements

### 4.2.1 Core Reporting Elements

Figure 2 identifies the specific core elements of 'Administration' and 'Operations' that will comprise the monthly agenda for the review, compliance auditing and reporting required of the respective sub-committees to the SER Executive Finance Management Committee.

**Figure 2**

<b>ADMINISTRATION</b>		<b>OPERATIONS</b>	
1.	Stationery supplies	1.	Sworn Overtime and Weekend Unit Usage ( <i>inc. rostering of part time staff</i> )
2.	Power	2.	Sworn Higher Duties
3.	Fuel	3.	Public holidays
4.	Temporary Staff	4.	Overtime and Weekend Unit Usage ( <i>CRO's, AWO's, CSO's</i> )
5.	Travel	5.	Regional Operations
6.	Printing	6.	Major Events ( <i>ie. Schoolies, Motor GP, New Years Eve</i> )
7.	Telephones	7.	Exhibits (1) Lost/stolen cash (2) exhibits

The core elements will be reviewed as listed agenda items for each meeting of the respective Committees with the aim of ensuring accountable fiscal planning and management occurs at all times.

### 4.2.2 Exception Reporting

Identified exceptions are to be immediately reported to the Regional Finance Manager for review and referral to the SER Executive Finance Management Committee for consideration. An exception shall identify the exception being reported in full and complete detail, circumstances around which the

exception arose and any remedial strategies recommended to address the exception.

## **5.0 COMPLAINT AND COMPLIANCE AUDITING**

- 5.1 Regional Managers, District Officers and all Officers in Charge are responsible for ensuring strict compliance with all established internal controls, systems testing procedures and subsequent reporting processes and as necessary, exception reporting to the relevant Financial Management Committees in accordance with this policy and any determinations or directions that may from time to time be approved by the SER Executive Finance Management Committee.
- 5.2 In giving effect to the Financial management 'Core Reporting Elements' regional Managers, District Officers and all Officers in Charge are to ensure Committee reports and minutes fully and accurately report the identified elements contained within this policy and any other elements that may from time to time be determined by the SER Executive Finance Management Committee.

**P A WILSON**  
**ASSISTANT COMMISSIONER**  
**SOUTH EASTERN REGION**

# **AGENDA TOPICS**

**10.00am, Monday 19 April 2010**

**Surfers Paradise Police Complex  
South Eastern Regional Headquarters  
Gold Coast**

1. Overview of Policing and Demographics of the South Eastern Region
2. Historical issues: Ethics and reforms implemented
  - i. Gold Coast 1970's-2000's
  - ii. Carter Inquiry 1997
  - iii. QPS Pickering Review of CIB/JAB 1997
  - iv. Project Castello 2006-2007 CMC
  - v. Project Grinspoon 2008 CMC
3. Regional actions commenced since 2009 as a result of Grinspoon
  - i. Review of Pickering Report – Project ABEO recommendations
  - ii. Strategic Criminal Intelligence Assessment
  - iii. Crime Investigation Partnerships
  - iv. CIB/CPIU performance review
  - v. Daily occurrences recording system
  - vi. Decentralisation of CIB – new Coomera Police District
  - vii. QPS Dangerous Liaison presentations
  - viii. Review of Regional/District/Divisional risk management
  - ix. Review of Regional/District/Divisional financial and accountability structure

4. Regional actions commenced November 2009
  - i. CMC/QPS Police use of Excessive Force Gold Coast District, Surfers Paradise Police Station
  - ii. Regional seven point plan to address the issues
  
5. Regional action commenced after 31 January 2010  
Operation TESCO (Grinspoon/Castello)
  - i. Discussions and focus groups led by Executive Management South Eastern Region to all Regional Staff
    - a. District Officers, Regional Crime Coordinator and Managers
    - b. All Commissioned Officers
    - c. District management teams
    - d. Divisional management teams
    - e. (CIB/CPIU – currently on hold)
  - ii. Development Days – enhancing integrity in the South Eastern Region
    - a. Middle Management (Senior Sergeants and Sergeants)
    - b. Constables (Senior Constables and Constables)
  - iii. Audits of Property Points by ESC/CMC
  
6. Other issues and general discussion
  - i. Current holdings of complaints against police in South Eastern Region
  - ii. Media issues South Eastern Region
  - iii. Recruitment and new staff to South Eastern Region



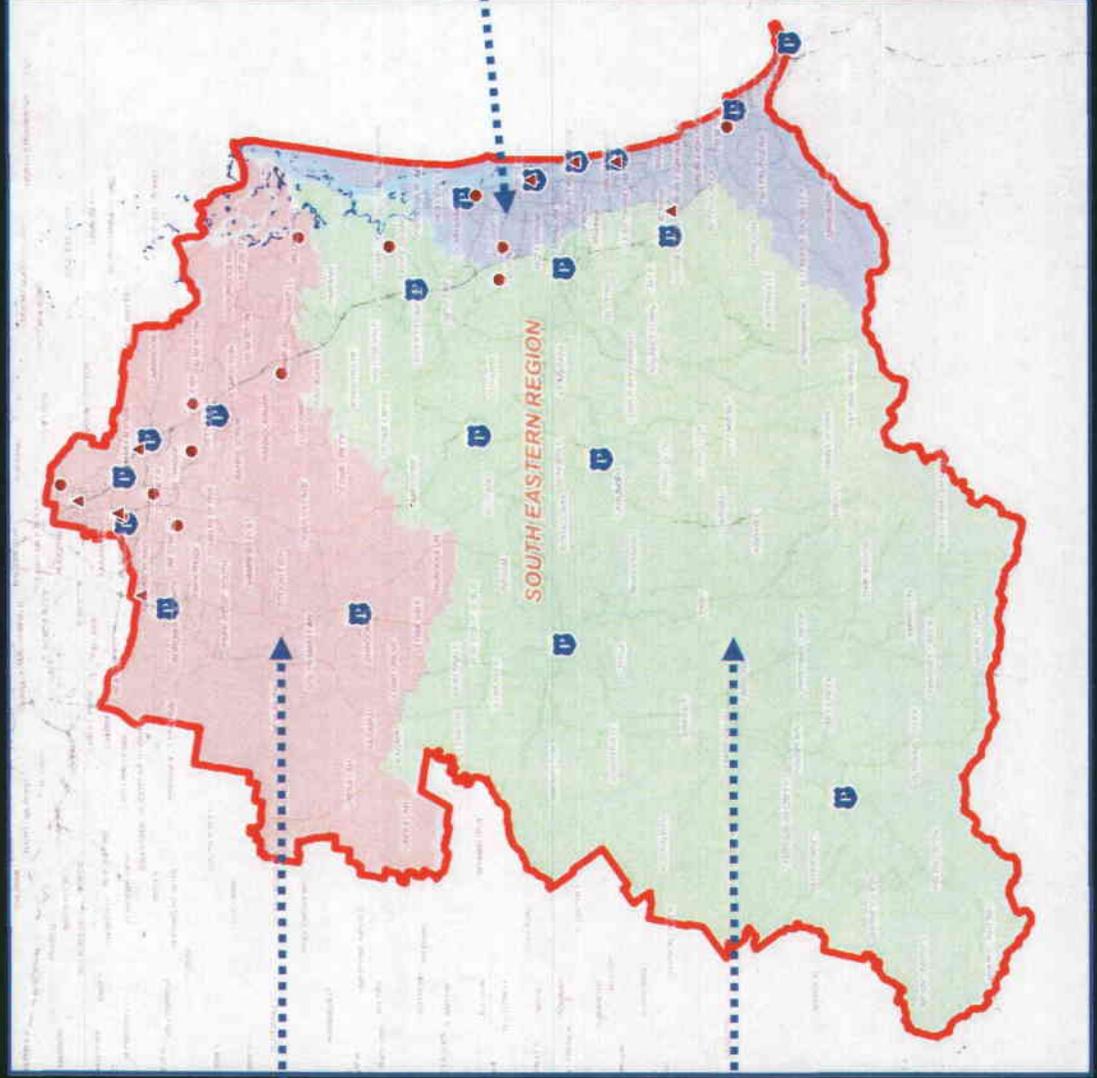
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# POLICING IN THE SOUTH EASTERN REGION

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# Overview of Policing & Demographics - South Eastern Region



**LOGAN  
DISTRICT**

**COOMERA  
DISTRICT**

**GOLD COAST  
DISTRICT**



# Demographics

	SER	GCD	LGD	CD
Population	855,978	327,120	307,859	220,999
General Duties	786	404	278	104
Traffic	68	26	22	20
CIB	134	74	43	17
CPIU	75	28	39	8
All Police	1356	599	448	162
Staff Members	Total 290 (80 HQ)	105	79	15



# Demographics

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## Tourism

- Approx. 5 million visitors annually (96,000 per week)
- International Airport (Coolangatta) - 268 direct flights/47,000 seats per week

## Major Events

- International/State/Local events covering 195 days of the year
- 2010 - GCD has 73 planned events require operational police involvement (31 events categorised as major events)

## Coomera District

- Operational Commencement was 7 November 2009
- Implementation of Coomera District required regionalisation of: Major Events, Water Police, Dog Squad, Communications, Forensics/Scientific/SOC/Fingerprints & Training



# Historical Issues: Ethics & Reforms Implemented

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## Gold Coast 1970's to 2000's

- Fitzgerald Inquiry (1989)
- Carter Inquiry (1997)
- QPS Pickering Review of CIB/JAB (1997)
- Project CASTELLA 2006-2007 CMC – Findings:
  - Involvement in illicit drug supply
  - Development of inappropriate associations
  - Failure re Registration/Management confidential sources
  - Supply/Inappropriate use of confidential police information
  - compromise, intentionally or unconsciously of ongoing operations
  - failure to complete investigations to appropriate standard
  - consumption of alcohol while on duty
  - misuse of police assets, most notably police vehicles



# **Historical Issues: Ethics & Reforms Implemented**

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- Project GRINSPON 2008 CMC**
- Management and Supervision**
- Performance Management & Disciplinary System**
- Ethics & Integrity Education & Training**
- Inappropriate Associations**
- Human Source Management**
- Supply & Inappropriate Use of Information**
- Alcohol & Drug Use**

# **Regional Actions Commenced Since 2009 as a Result of GRINSPoon**

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- **Strategic Criminal Intelligence Assessment GC  
March 2009– Key Findings:**
  - **Organised crime – well entrenched, high level networks,  
key in interstate and intrastate organised crime markets**
  - **Most drug networks involved with stimulant drug market  
(ATS, ecstasy, cocaine)**
  - **High levels of volume crime, recidivist offenders, low  
clear up**

•

# **Regional Actions Commenced Since 2009 as a Result of GRINSP00N**

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- **CIB/CPIU Performance Review**
  - lowest number
    - covert operations,
    - human sources and
    - confiscation of proceeds of crime in the State
- **Crime Investigative Partnerships**
  - State Crime Operations Command, CMC, AFP, ACC, NSW Police



# **Regional Actions Commenced Since 2009 as a Result of GRINSPOON**

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- **Review of Pickering Report May 2009 – Due May 2010**

## **Project ABEO Considerations:**

- **Governance Structure**
- **Work Performance**
- **New Occurrence Sheet**
- **Decentralisation**
- **HR issues**

# **Regional Actions Commenced Since 2009 as a Result of GRINSPoon**

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- **Daily Occurrence Recording System** –
  - Sharepoint (duplicate of Northern Region Occurrence Sheet System)
  - Introduce to CIB/CPIU units in Region first, then extended to RDOs/DDOs & other regional entities
- **Decentralisation of CIB – New Coomera District**
- **QPS Dangerous Liaisons Presentations**
  - Training provided to 435 members in the South Eastern Region (86% of target group).
  - Training will be provided to remaining officers in the target group in May 2010.
- **Review of Regional/District/Divisional Risk Management**
  - Revised Regional Policy, Establishment of Regional Risk Management Coordinating Committee, Regional Priorities Statements, Risk Management Plan



## **Regional Actions Commenced Since 2009 as a Result of GRINSP00N**

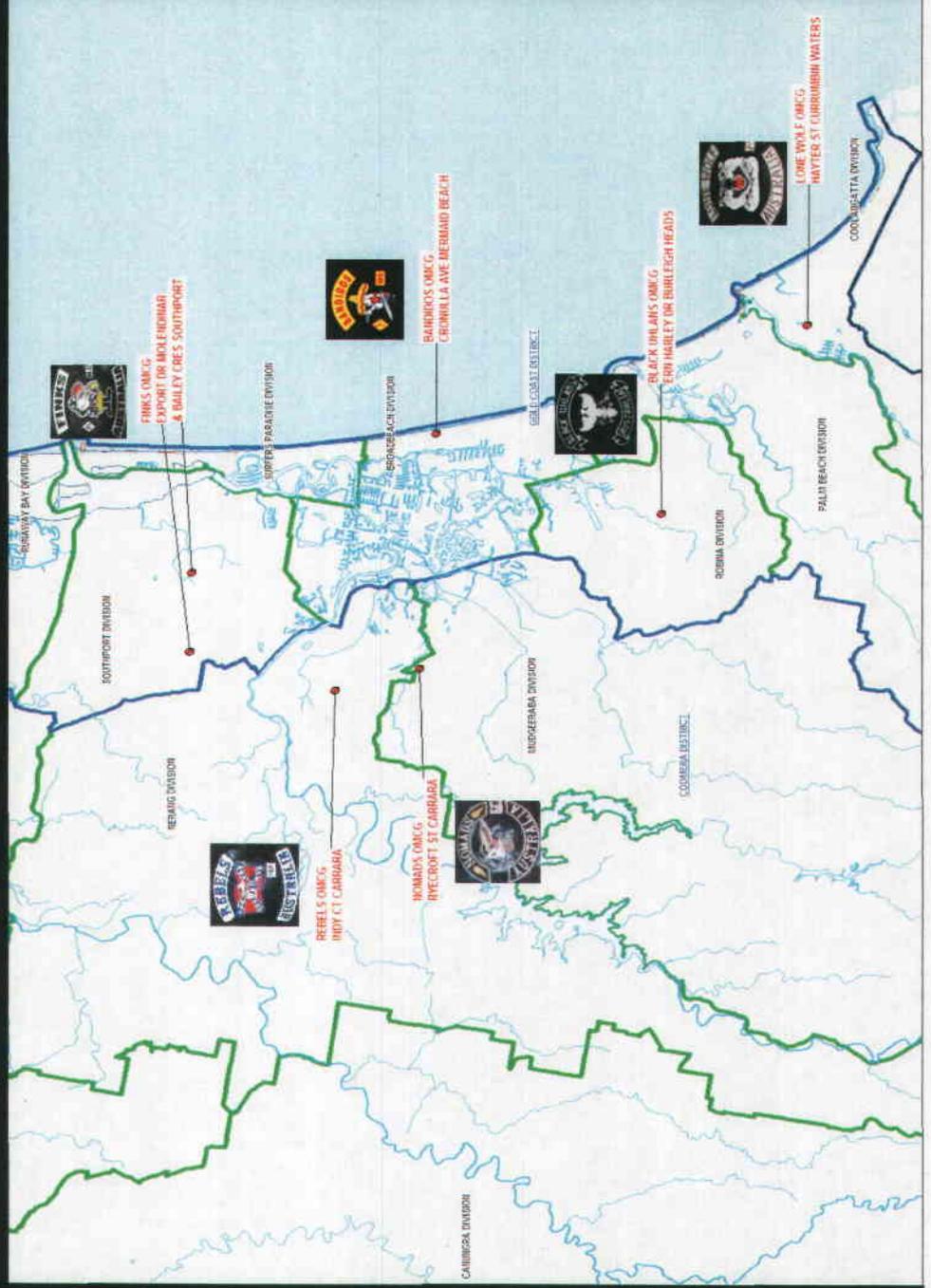
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- **Review of Regional/District/Divisional financial accountability and reporting structure**
- **Dept of Corrections (Southport & Burleigh Heads)**
  - **Reportees Burleigh Heads (500), Southport (920)**



# Regional Actions Commenced Since 2009 as a Result of GRINSPON

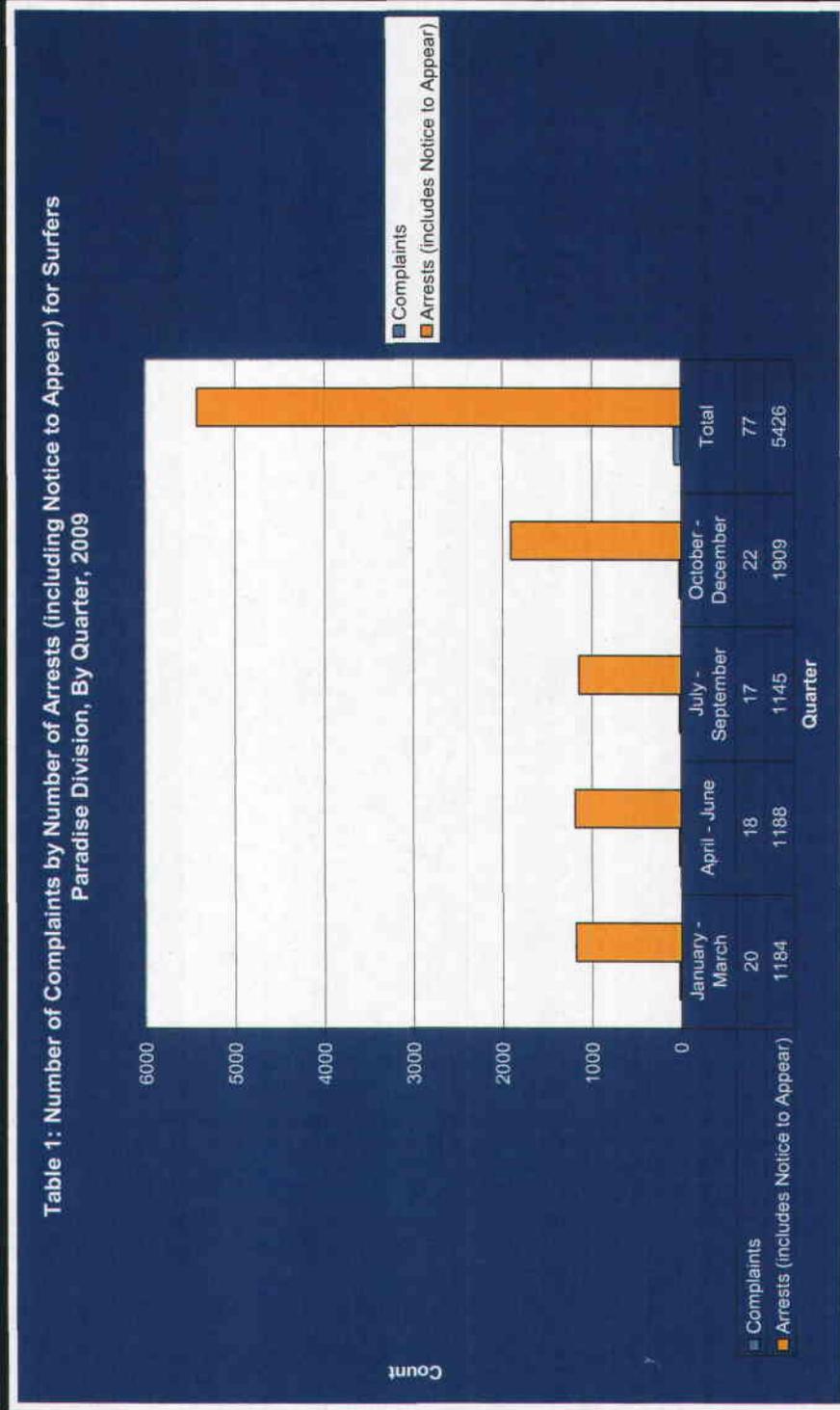
## • OMCG groups on Gold Coast



# Regional Actions Commenced - November 2009



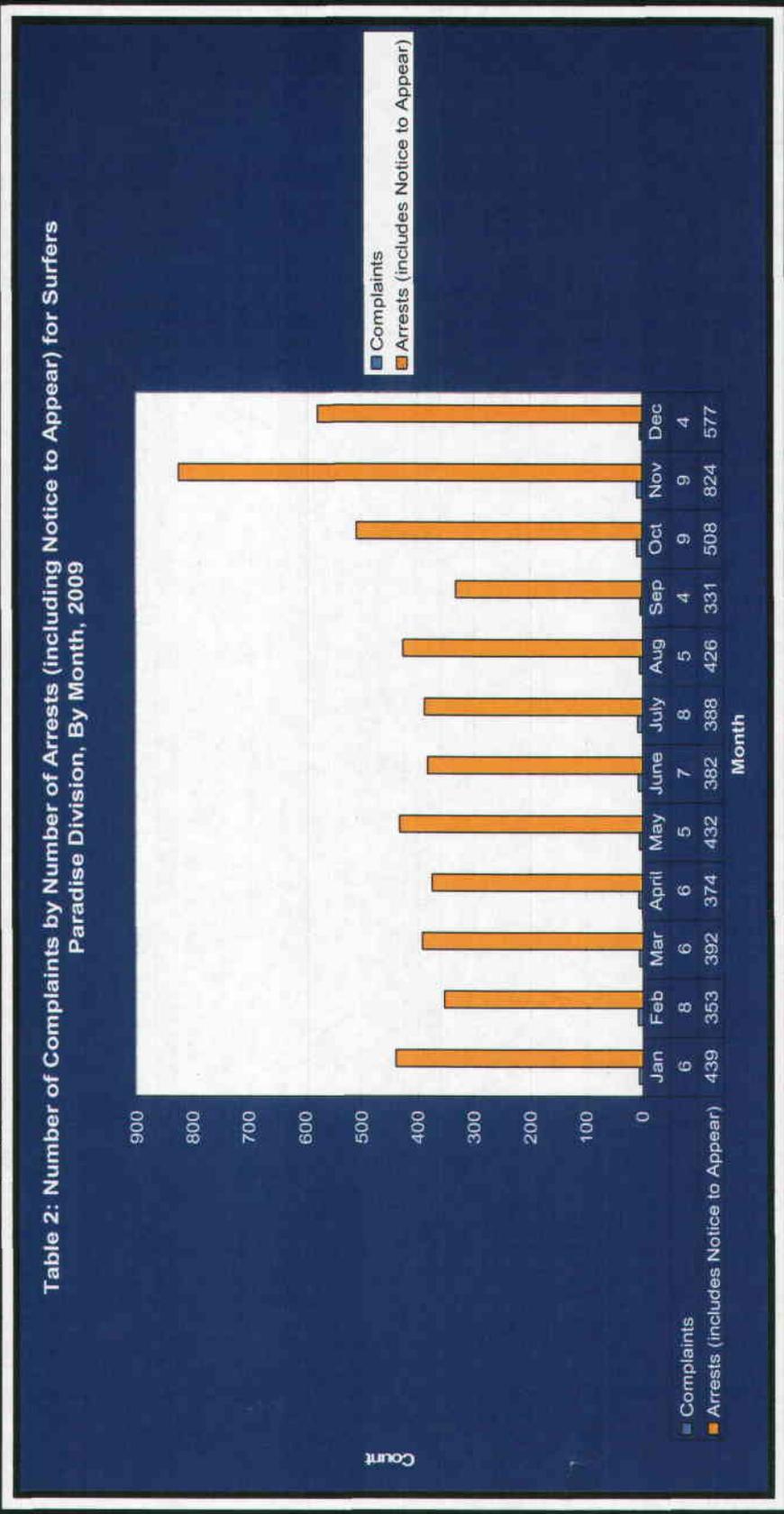
- CMC/QPS Police use of Excessive Force GCD, Surfers Paradise Station





# Regional Actions Commenced – November 2009

- CMC/QPS Police use of Excessive Force GCD, Surfers Paradise Station



# **Regional Actions Commenced - November 2009**

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- **CMC meeting 12/11/2009**
- **Regional 7 point plan to address issues**
  - **High level supervision and management**
  - **Independent senior officer review of CCTV within SP Station**
  - **Development of Divisional SOP re direct transport of violent & aggressive offenders**
  - **SPPS Management meetings to review assault/excessive use of force issues to develop positive proactive attitude of supervisors**
  - **Daily readout & training sessions to emphasise lesser use of force in instances where offenders are compliant**
  - **Proactive strategy for transfer/secondment either through complaint history or operational fatigue**
  - **Erection of high visibility signage re CCTV monitoring**



# **Regional Actions Commenced – Post 31 January 2010**

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- **Operation TESCO (GRINSPORN, CASTELLA)**
  - **Discussions/focus groups led by Executive Management SER to all regional staff**
  - **District Officers, Regional Crime Coordinators & Managers**
  - **All Commissioned Officers**
  - **District Management Teams**
  - **Divisional Management Teams**
  - **CIB/CPIU – currently on hold**

# Regional Actions Commenced - Post 31 January 2010



- Development days - enhancing integrity in SER
  - Middle Management (Senior Sergeants & Sergeants)
  - Constables (Senior Constables & Constables)
  - Staff Members



- Audits of property points by ESC/CMC



## Other Issues & General Discussion

### • Current holding of complaints against police in SER 1/4/10

	Investigation	Other	Total
Coomera	10	12	22
Gold Coast	47	47	94
Logan	34	18	52
SER	15	5	20
	106	82	188
ESC	17	24	41
	123	106	229



# Other Issues & General Discussion

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- **Media Issues SER**
- **Recruitment and new staff to SER**



**South Eastern Region  
Plain Clothes Occurrence Sheet System**

## **SER Plain Clothes Occurrence Sheet Summary**

South Eastern Police Region has implemented the Northern Police Region Plain Clothes Occurrences sheet system. As per the attached project plan there were a number of milestones achieved to implement this application. The application allows South Eastern Region plain clothes officers to undertake the following functionality;

- Enter Shift Details
  - Shift details must be entered at the commencement of every shift to ensure occurrence details are recorded against the correct date.
  - No individual system log-in is required. The system links with the existing QPS active directory for user authentication.
- Enter Tasks -- a task is further divided into the following areas:
  - Administration task
  - Child Protection Task
  - Court Task
  - Investigative Task
  - Arrest Task
  - Missing Person Task
  - Training Task
- Produce officer reports
  - Plain clothes work performance summary;
  - Officer arrest summary;
  - Officer occurrence summary
  - Any period of time can be selected for these reports by entering nominated dates. Daily, weekly, monthly or annual data can be extracted as required
- Produce section reports
  - Section arrest summary;
  - Occurrence sheet summary reports
- Searching
- Spell Check
- Multiple officer data entry
- Flexibility to customise local reports as required.

An introduction and training package on the Plain Clothes Occurrence Sheet system has been produced and was used to train existing officers in the use of the system. The training package is now used as a tool to introduce the application and train new starters to South Eastern Region Plain Clothes Sections.

The Plain Clothes Occurrence Sheet system has been live in South Eastern Region since mid-June, there are now over 5000 records in the system.



# QUEENSLAND POLICE SERVICE

South Eastern Region Police Headquarters  
7th Floor 68 Ferny Avenue SURFERS PARADISE QLD 4217  
PO Box 7515 Gold Coast Mail Centre QLD 9726  
TELEPHONE: (07) 5570 7999 FACSIMILE (07) 5570 7985

CRIME STOPPERS 1800 333 000 GOLD COAST INTELLIGENCE 07 55 707 856 (ALL HOURS) LOGAN INTELLIGENCE 07 3826 1829 (ALL HOURS)

Our Ref: SE10 / JM:JM

Your Ref:

19 May 2010

**TO:** Assistant Commissioner, South Eastern Region  
**FROM:** Information Resource Manager, South Eastern Region  
**SUBJECT:** Plain Clothes Occurrence Sheet Project

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South Eastern Police Region is in the process of implementing the Northern Regions [NOR] Plain Clothes Occurrence Sheet System. The objective of this implementation is to facilitate a consistent Region wide approach to the collection and reporting of all Plain Clothes Occurrences within the South Eastern Police Region.

## Project Development Plan

Implementation of the Plain Clothes Occurrence Sheet System has necessitated the introduction of a new application architecture into the South Eastern Region [SER]. Microsoft Sharepoint is the applications architecture on which the NOR Plain Clothes Occurrence Sheet system is built.

To date the Information Management Unit has focused on the technical implementation of the Plain Clothes Occurrence Sheet System.

### Milestones achieved to date:

- Completion of Microsoft Office Share Point 2007 training program by RIRM.
- Installation of a new DELL 700 series server. This server has been configured as the SER Sharepoint application and data server.
- Purchase of the software suite upon which the Plain Clothes Occurrence Sheet Sytem operates. Software purchased; Microsoft Office Sharepoint Server 2007, Visual Studio 2008, Sharepoint Designer 2007, Ensys reporting engine.
- Installation, Configuration and Testing of the software listed above. Signification testing to ensure the interoperability of these software products was required.
- Site visit to SER by Sharon Bird of Northern Region from 10 May 2010 to 17 May 2010. Sharon provided SER with invaluable assistance in the development of the Plain Clothes Occurrence Sheet system. The application is now in an operational state. Occurrence data can be entered and basic reporting functionality is operational.

Milestones and timeline for project completion:

- **24 May -- 28 May 2010;** Full implementation of reporting functionality.
- **31 May -- 4 June 2010;** System Testing.
- **7 June 2010;** Receipt of Occurrence Sheet training program from NOR.
- **7 June 2010;** Identification of a local user in each District that will provide system training and become the local system champion.
- **7 June -- 9 June 2010;** Implementation of Sharepoint backup strategies
- **10 June;** Plain Clothes Occurrence Sheet System production ready.
- **30 July 2010;** Recommendations for contingency plans in the event of catastrophic hardware or application failure.

The SER Plain Clothes Occurrence Sheet System will be production ready by 10 June 2010. Whilst contingency planning is a necessary task I consider it to be a low risk item at this stage and can be addressed once the system has gone live. Final recommendations on contingency planning will be before the AC SER by 30 July 2010.

**Project Implementation Plan**

The operational implementation of the Plain Cloths Occurrence Sheet System would best be performed by an enthusiastic operational plain clothes officer who is confident in the use of IT systems. The tasks that require completion by the seconded officer are:

- Become familiar with the operation of the Plain Clothes Occurrence Sheet System.
- Liaise with NOR and investigate any operational issues that arose with the adoption of this new method of occurrence reporting.
- Develop a thorough understanding of the NOR training package.
- Develop local SOPs for system operation.
- Train the user representative for each District.
- Facilitate presentation of training material.
- Be available for two weeks post implementation to assist with the introduction of the system.

Milestones and timeline for project implementation:

- **24 May 2010;** Secondment of Plain Clothes implementation officer commence
- **24 May -- 28 May;** Implementation Officer to develop an understanding of the Plain Clothes Occurrence Sheet system and liaise with NOR re training and implementation issues.
- **31 May -- 4 June 2010;** Development of SER SOP re system operation. Preparation of training program. Training to be based on NOR training program.
- **7 June 2010;** Plain Clothes Occurrence Sheet training for SER Management at Coomera District Headquarters training room.
- **8 June -- 10 June 2010;** Plain Clothes Occurrence Sheet training for all SER plain clothes staff at Coomera District Headquarters training room.
- **10 June 2010;** Go Live date for SER Plain Clothes Occurrence Sheet Management System.

- 11 June 2010 -- 6 July; Seconded Officer to assist plain clothes staff as required with data entry and reporting assistance. End of officer secondment.

### **Recommendations**

From a technical perspective the Plain Clothes Occurrence Sheet System is largely complete. There are some reporting features still to be activated.

As indicated in the Implementation Plan I recommend a plain clothes officer be seconded to develop local SOPs, deliver training material to Plain Clothes officers and provide operational assistance with the system post implementation. The secondment will be required from 24 May 2010 until 6 July 2010. I propose a go-live date of 10 June 2010.

J McQuade  
**Information Resource Manager**  
**SOUTH EASTERN REGION**

SOUTH EASTERN REGION



**Plain Clothes**

**Development Program**

Commenced 2009

**PREFACE**

The South Eastern Region Plain Clothes Development Program (the program) is based on the understanding that a detective's appointment is a noteworthy achievement that should be earned.

This program has been designed to assist plain clothes officers to develop their skills as investigators and to better prepare them to attain the required standard to be awarded their detective's appointment.

The program identifies the broad range of skills and experience required by officers to become professional and effective investigators. The progress of each plain clothes officer is monitored throughout the duration of their three year training period to ensure they are provided with every opportunity to improve their skills and obtain their detective's appointment.

The skills and experience of each plain clothes officer will be assessed by the South Eastern Region Plain Clothes Development Program Committee each six months during their training period in order to identify any shortfalls in their progress and to provide guidance and direction to the members as they progress through the PC phases.

Any identified weaknesses will be addressed by the officer's respective Detective Inspector and Detective Senior Sergeants. Any proposed development plan will be prepared in consultation with the Detective Training program.

The committee will provide feedback to each plain clothes officer following assessment.

The program has been developed in line with the requirements of the Detective Training Program.

## DETECTIVE APPLICATION AND APPOINTMENT

Detective applications are considered and granted by the Detective Appointment Board (DAB). The DAB is administered by State Crime Operations Command and is not part of the Detective Training Program (DTP). Although the DTP provides the necessary training for participants to obtain the Advanced Diploma of Public Safety (Police Investigation), this qualification is only *one* of the many pre-requisites required by the DAB for an applicant to successfully achieve appointment to detective classification.

The DAB will consider a variety of other issues including an applicant's work history, ethics and both professional and personal integrity. Section 6.2 of Chapter 16.5.6 of the HRM Manual provides that criteria for appointment to detective status will be:

1. minimum of three years competent plain clothes performance in an investigative field, with the provision that the Board may approve a lesser period in specific cases (refer to s. 6.3);
2. successful completion of the Detective Training Program;
3. broad experience in the investigation of a wide range of criminal and quasi criminal offences;
4. significant experience in the preparation of briefs of evidence for superior courts;
5. competency in the giving of evidence in courts of law;
6. demonstrated commitment to self development;
7. demonstrated use of problem solving strategies in the investigation and reduction of crime and development of best practice within the workplace;
8. maintenance of a high standard of personal and professional integrity;
9. professional attitude towards duties, colleagues, superiors and members of the public;
10. supporting recommendations from line supervisor, Officer in Charge and the Regional Crime Coordinator; and

### THE COMMITTEE

The South Eastern Region Plain Clothes Development Program Committee (the committee) is chaired by the Regional Crime Coordinator and includes the three Detective Inspectors from the Gold Coast and Logan Districts. When available, an officer from the Detective Training program will also sit on the committee.

The committee will be responsible for assessing the skills and experience of each plain clothes officer twice per year.

Any recommendations of the committee will be provided to the officer's Officer in Charge for implementation.

Feedback will be provided to each officer by the committee.

The committee will sit in April and October each year. This may vary depending on operational commitments.

## CHAIRPERSON

The chairperson of the committee will be the Regional Crime Coordinator or the person occupying that position at the time of the meeting.

The chairperson will:

- (a) maintain an up to date list of all regional plain clothes officers including their date of appointment to plain clothes and their progress through the various phases of detective training;
- (b) through the respective Detective Inspectors:
  - (i) create a file for each officer upon appointment to plain clothes. This file is to be held by the respective Detective Inspector;
  - (ii) ensure that, upon appointment to plain clothes, officers are advised of the purpose of the committee and their responsibility to provide all relevant information, as outlined in this policy, in a timely manner.
  - (iii) ensure all plain clothes officers are provided with the Plain Clothes Summary Sheet and the required date of its submission;
  - (iv) ensure the supervisors of the respective plain clothes officers furnish a 'Supervisor's Summary Sheet' within the required time frame; and
- (c) ensure all plain clothes officers and supervisors are advised of the dates of forthcoming committee meetings and the respective dates within which to submit the required forms;
- (d) ensure written feedback is provided to each plain clothes officer after the committee has assessed each officer;
- (e) if requested by the plain clothes officer, and in conjunction with other members of the committee, provide verbal feedback to plain clothes officers; and
- (f) forward a report to the respective District Officer following each committee meeting outlining any exceptions required to be addressed.

## SUPERVISORS

Supervisors of plain clothes officers, for the purpose of this committee, are to be at least of the rank of Detective Sergeant.

Supervisors are to:

- (i) identify which officers under their direct supervision are required to be assessed by the committee;
- (ii) provide a thorough orientation to the plain clothes officer of their responsibilities towards the committee;
- (iii) monitor the progress of the plain clothes officers in lines with the areas to be assessed by the committee;
- (iv) obtain a properly completed Plain Clothes Summary Sheet from each plain clothes officer under his/her control, together with all required attachments;
- (v) prepare a 'Supervisor's Summary Sheet' providing comprehensive information on all areas of assessment; and
- (vi) forward the Supervisor's Summary Sheet, Plain Clothes Summary Sheet and attachments to their Detective Inspector within the required time frame.

## PLAIN CLOTHES OFFICERS

1. Upon appointment to plain clothes, officers will identify their supervisor and establish their responsibilities in accordance with this policy.
2. Upon notification of the required date, the plain clothes officer will provide the following documents to his/her supervisor within the required time frame:
  - (i) An accurately completed Plain Clothes Summary Sheet. All information provided on the sheet should cover the whole period since their appointment to plain clothes NOT just the last six months;
  - (ii) Copies of the last six Work Analysis Sheets. If they have been in plain clothes for a period less than six months, then all Work Analysis Sheets since their appointment;
  - (iii) A list of all electronic interviews conducted, including Section 93A interviews. Officers should maintain their own list;
  - (iv) A list of all search warrants in which they have been involved, either as applicant officer, execution officer etc. See the 'step by step' guide provided at the end of this document to assist in obtaining this information from QPRIME; and
  - (v) At his/her discretion, copies of any target applications, actions plans, Human Source Contact Advice Forms or favourable comments/letters considered relevant.
3. The plain clothes officer is not required to attend the committee meeting.
4. Written feedback will be provided to each plain clothes officer by the committee. Personal feedback will be provided upon request.
5. Plain clothes officer may use the contents of the file in the preparation of their formal application for detective's appointment.
6. The files of each plain clothes officer will be maintained by their respective Detective Inspector and produced for each committee meeting. The file will be provided to the respective plain clothes officer upon gazettal of their detective's appointment.

## HUMAN SOURCE MANAGEMENT POLICY

The use of human sources is recognised as an accepted and effective method of gaining intelligence and identifying and apprehending offenders. The ability to cultivate human sources is recognised as a valuable skill that investigators should constantly strive to improve.

Plain clothes officers and appointed detectives are to be encouraged at all times to cultivate, register and appropriately manage human sources.

The high risk in dealing with human sources is also acknowledged.

All officers, upon appointment to plain clothes, are to be briefed on the Human Source Management Policy and encouraged to complete the relevant CBT as soon as possible. Additionally, they are to be briefed on the value of human sources to investigators and encouraged to develop their skills in this regard.

The handling of human sources is to be conducted in strict compliance with the Human Source Management Policy.

**SOUTH EASTERN REGION**

**LOCAL AREA PERFORMANCE REVIEW**

**2010**

**DISTRICT:**

**STATION:**

**DATE:**

**SER LOCAL AREA PERFORMANCE REVIEW  
RESPONSE SHEET**

**ISSUE 1 -CRIME**

**1. PERSONAL SAFETY**

SUB-ISSUE	INDICATORS	RESPONSE	RECOMMENDATIONS
1.1 Assaults	1.1.1 Trends	<i>Review</i>	
	1.1.2 Clear Up Rates		
	1.2.3 Strategies		
1.2 Sexual Assaults	1.2.1 Trends		
	1.2.2 Clear Up Rates		

	1.2.3 Strategies		
1.3 Offences Against Children	1.3.1 Trends		
	1.3.2 Strategies		
1.4 Domestic Violence (Applications/Breaches)	1.4.1 Trends		
	1.4.2 Clear Up Rates		
	1.4.3 Strategies		

## 2. PROPERTY OFFENCES

2.1 Break and Enters	2.1.1 Trends		
	2.1.2 Clear Up Rates		
	2.1.3 Strategies		
2.2 Unlawful Use of Motor Vehicle	2.2.1 Trends		
	2.2.2 Clear Up Rates		
	2.2.3 Strategies		

### 3. PUBLIC ORDER

3.1 Good Order Offences	3.1.1 Trends		
	3.1.2 Strategies		
3.2 Drug Offences	3.2.1 Trends		
	3.2.2 Strategies		
3.3 Liquor Offences	3.3.1 Trends		
	3.3.2 Strategies		
3.4 Juvenile Crime	3.4.1 Trends		
	3.4.2 Strategies		




#### 4. TRAFFIC

4.1 Operations	4.1.1 Number of divisional traffic operations in last 12 months.		
	4.1.2 No of joint divisional and Regional/ State Traffic operations.		
	4.1.3 Use of Traffic Intelligence in operation planning		
	4.1.4 Forward Operation Planning		
4.2 RBT's	4.2.1 Number of RBT's conducted/ meeting divisional target.		

	4.2.2 Ratio of RBT's conducted to Drink Driving offences detected ('hit rate').		
	4.2.3 No of Criminal Offences detected as a result of traffic intercepts.		
4.3 LIDAR	4.3.1 How often LIDAR deployed in division		
	4.3.2 How many staff trained in LIDAR operation/ current re-qualification status of training		
4.4 Road Crashes	4.4.1 No of Fataals/ causes.		

		4.4.2 No of Injury Crashes/ causes	
		4.4.3 What are the three worst areas for crashes in division/ strategies employed.	
		4.4.4 Proactive Strategies employed.	
4.5 Unlicensed/ Disqualified		4.5.1 Number detected/ strategies for combating.	
4.6 Regional Requests		4.6.1 No of requests for speed camera operation in division	
		4.6.2 No of requests for roadside drug testing	



## 5. INTELLIGENCE

5.1 Use of Station Intelligence Officers	5.1.1 How and to what degree are SIO's contributing to operational activities		
5.2 Scanning Procedures	5.2.1 Divisional processes for scanning crime and public safety issues.		
5.3 Intelligence Driven Policing.	5.3.1 Operations/ Taskings Intelligence Driven Policing in division.		
	5.3.2 Use of Intel in Rostering		

## 6. STRATEGIC POSITIONING AND RESPONSE

6.1 Local Environment al Scanning	6.1.1 Processes.	
	6.1.2 When last completed.	
6.2 Demogr aphics	6.2.1 Current Trends	
6.3 Predictio ns	6.3.1 Population & demographic predictions 6.3.2	
	6.3.2 Infrastructure Development.	

### 7. CLIENT SERVICE

7.1 Calls for Service	7.1.1 Trends		
7.2 Quality of Service Delivery	7.2.1 Response Times		
	7.2.2 Community Satisfaction		

### 8. CRIME PREVENTION/ COMMUNITY SAFETY

8.1 POPP	8.1.1 Initiatives		
	8.1.2 Funding		
8.2 Programs	8.2.1 Neighbourhood Watch		
	8.2.2 Community Consultative Committees		
	8.2.3 Adopt-a-Cop		
	8.2.4 PCYC liaison		
8.3 Community Partnership	8.3.1 Number/ Type/ Focus		

## 9. HUMAN RESOURCE MANAGEMENT

9.1 Training/ Development	9.1.1 Compliance levels for Compulsory Training		
	9.1.2 FYC's development (FTO/FYC Ratios etc)		
	9.1.3 Staff Developmental Opportunities		
9.2 Rostering	9.2.1 Compliance with Equity processes		
	9.2.2 No of Part-time members – equity in w/ends etc.		
	9.2.3 Special Duties management / Fatigue Management		

		9.2.4 Rostering for Special Events	
		9.2.5 Roster/Leave Reconciliation processes	
		9.3.1 Current Leave Plan	
		9.3.2 Processes for Managing Absence	
		9.3.3 Processes for Managing Leave Balances	
		9.4 Work Place Health and Safety	Compliance with Incident Reporting Process
9.3 Leave Management			

	9.4.2 Number of IINRS reports		
	9.4.3 Use of Hazard Reporting System		
	9.4.4 Risk Identification Processes		
	9.4.5 Rehab and Long Term sick leave processes		

## 10. FINANCIAL MANAGEMENT

10.1 Operational Budget Performance	10.1.1 Areas of Overrun		
	10.1.2 Cost minimisation strategies in place		
	10.1.3 Telephone Audits (ratios over \$5 or 30mins)		
	10.1.4 Average Fuel Expenditure		
	10.1.5 Corporate Cards (holders/ expenditure)		
	10.1.6 Petty Cash (how often reimbursed in previous 6 months/ average)		

	amount)		
10.2 Overtime and Weekend Budgets	10.2.1 OT Position		
	10.2.2 OT Approval Processes – Business Hours/After Hours		
	10.2.3 Sat/Sun Position		
	10.2.4 Major Cost Drivers		
10.3 Collections Account	10.3.1 Balance		
	10.3.2 Balance of Exhibits Held		
10.4 Specials	10.4.1 Forwarding of Special Balances to Partner One (how often done/ current balance not forwarded.		

10.5 Assets and Equipment	10.5.1 Fixed Asset Stocktake		
	10.5.2 Local Equipment Register (inspections of items less than \$1,000).		

## 11. PROFESSIONAL STANDARDS AND ETHICAL PRACTICE

11.1 Complaint Management	<p>11.1.1 Compliance with Complaint handling processes</p> <p>Number/ type complaints previous 12 months</p> <p>11.1.3 Number of current matters</p> <p>11.1.2 Strategies to minimise complaints</p>	
11.2 Discipline	<p>11.2.1 Processes/ strategies to identify/ supervise at risk members</p> <p>11.2.2 Anti-corruption strategies</p>	

## 12. RISK MANAGEMENT/ COMPLIANCE/ AUDITS

12.1 Monitoring Procedures	12.1.1 Current Risk Management Business Continuity Plan		
	12.1.2 Vehicle inspections/ Maintenance.		
	12.1.3 Regular Audit Inspections		
	12.1.4 No of exception reports submitted.		
	12.1.5 Currency of SOP's/ Compliance with QPS policy		
12.2 Property Management	12.2.1 Property Point/Officer Designation/ Authority.		
	12.2.2 Property /		

		Exhibit handling procedures – SOPs			
		12.2.3 Timely Disposal of Property / Exhibits			
		12.2.3 Property Point Audit Inspections			
		12.3.1 SOP's re. station and weapon security/ monitoring			
		Register of changing of station and safe access codes.			
12.3 Station Security					



# **SER Operational Managers' Leadership Workshop**

## **Senior Sergeants**

## **Current situation**

Pilot seminars have been conducted in South Eastern Region for senior sergeants, sergeants and constables with positive feedback.

The senior sergeants' seminar utilised a number of guest speakers and a significant contribution from the Assistant Commissioner and Chief Superintendent to achieve specified learning outcomes.

The pilot seminar for sergeants and senior constables largely reflected the senior sergeants' seminar and incorporated a workshop facilitated by senior sergeants and inspectors: *Leadership, Ethics and Professionalism in Practice*.

There may be an opportunity for greater engagement of facilitators in the presentation of such sessions by allowing them to play a greater part in shaping the content. This would also assist in aligning training with actual management practices within the region.

It may be noted that some sessions in these seminars contain content which may now be replicated elsewhere, for example, sergeants and senior sergeants have recently been offered the opportunity to participate in more intensive resume writing workshops.

The constables' seminar comprised a presentation by the Chief Superintendent and a presentation by Inspector Menary of the Ethical Standards Command. This latter presentation was effectively an abridged version *Meeting the Challenge*, a generic package offered during pre-service training and the Constable Development Program.

All pilot seminars have required substantial time commitment from the Chief Superintendent.

In addition, a sergeants' development workshop was developed separately and delivered to 20 sergeants in the Coomera District.

The Assistant Commissioner has addressed participants at all sergeants and senior sergeants' seminars/workshops.

101 officers in the South Eastern Region have completed the Meeting the Challenge package.

## **Benchmarking leadership within the region – opportunities for learning**

As indicated above, there may be some opportunity to further align the integrity and ethics content developed in the pilot courses for sergeants and constables with management practices within the region. Integrity issues experienced within the region afford an opportunity for learning and organisational improvement. The provision of training following on from findings of misconduct should, however, be delivered by credible officers and should not be divorced from the operational sphere.

It is proposed that the further development and facilitation of training to enhance integrity in the South Eastern Region commences by benchmarking positive

leadership. This would occur by identifying officers in the region at the rank of senior sergeant who have a sound record of leadership and demonstrated integrity.

These officers will assist in the development of training for constables and sergeants by shaping final course content around the learning outcomes and suggested teaching points attached and subsequently delivering this content to the target groups.

This process would:

- Promote reflection upon management and leadership practices within the region by the senior sergeants involved;
- Ensure that there was a connection and consistency between management practices within the region and the training to be delivered;
- Assist participants in accepting the relevance of the message being delivered by avoiding the use of unfamiliar facilitators who play no part in their daily life;
- Afford an opportunity for managers to incorporate their own messages in the delivery of training; and
- Acknowledge senior sergeants who have performed to a high standard.

It is proposed that the package dealing with ethics, professionalism and leadership would be accredited so that it may be delivered as a stand-alone unit or alternatively in conjunction with other presentations such as those offered on the pilot sergeants' seminar.

## **Ensuring ethical considerations begin at the front gate**

In addition to formal training, reinforcement of ethical considerations may occur by embedding them in other management practices within the region.

Section 16.2.10 of the Human Resource Management Manual provides that the integrity of an applicant for a position is to be taken into consideration during merit based-selection processes.

Currently, officers submitting applications for advertised positions are required to address an essential selection criterion, namely: *A standard of personal integrity as required by the Commissioner of the Queensland Police Service.*

Section 16.2.10.1.2 of the HRMM provides that authorised members have the delegated authority to give approval for certain appointments to positions under their control. In assessing integrity issues, more crucial consideration is to be given to such issues the higher the rank or level of the position.

This section goes on to say that authorised members must satisfy themselves that the officer whose appointment is being approved, has the necessary integrity for appointment.

Currently, while vetting occurs, there is no requirement that the panel canvasses applicants' claims to integrity or performance in dealing with ethical issues. It is submitted that it is, however, within the purview of the Assistant Commissioner of a region, as an authorised officer in respect of the appointment of members to positions, to require that such issues are canvassed and reported upon by panel convenors.

This might occur by the implementation of a regional policy requiring panel convenors to question applicants for regional positions in respect of the essential selection criterion or by ensuring that ethical considerations are incorporated into questions formulated to address key selection criteria.

A simple example of such a question may be:

*Describe a situation in which you have assisted in the resolution of a situation in which ethical and professional conduct was an issue.*

Implementation of this requirement as a regional policy may have the impact of not only compelling individual applicants to address such issues but also creating an awareness among the greater applicant pool that integrity and performance in respect of ethical issues will be measured in the selection process.

### **Revitalising the performance appraisal system**

Training delivered to constables and sergeants regarding ethical considerations and the enhancement of integrity may also present an opportunity to reposition the performance appraisal system.

New assessment cycles for sergeants, senior constables and constables commence in July. There is the potential for the performance management regime to be made more robust by the development of regional policy/guidelines regarding the nature of the objectives to be met by sergeants, senior constables and constables. Such objectives could include ethics/integrity, client service or professional components which would serve to once again reinforce standards of conduct and performance expected of officers. More significantly, policies/guidelines for the assessment of subject officers could include more structured requirements for assessment which would require supervisors to clearly articulate the subject member's performance against those standards.

*Examples: Supervisor is to provide comments regarding subject member's compliance with the provisions of the client service charter.*

*Supervisor is to comment regarding the subject member's compliance with the Code of Conduct.*

Such requirements may assist in the continuous reinforcement to both subject officer and supervisors of the standards expected by the Service. This is, in effect, an informal training mechanism similar to that facilitated by the proforma for Taser deployments in use in the region. In addition to holding supervisors to a greater standard of accountability for the conduct of officers under their supervision.

Formal training sessions may be used to provide information to participants regarding any revision of the performance management regime.

## **OPERATIONAL MANAGERS LEADERSHIP SEMINAR (Senior Constables/Sergeants)**

### **Learning outcomes**

#### **1. Recognise the attributes of strong/positive management and supervision and why it is required in the policing environment.**

- What it means to be a leader.
- The importance of the first-line supervisor.
- Leaders of people, guardians of excellence – building organisational culture from the frontline.
- Laying the foundation for the police response to follow.
- Problem solving, de-escalation, and positive role-modelling - at the core of the frontline supervisor's duties.
- Strong leadership helps to give others the confidence they need to perform better.
- Leading upwards - contributing to the performance of leaders/managers by providing sound advice, well-thought out options, and the confidence that those they supervise will perform as required.
- Managers need to know if they are to act – the importance of briefing up.
- Recording actions and ensuring accountability.

#### **2. Embrace the transition from workmate to manager required by progression to senior constable/sergeant.**

- Mateship is not about letting mates sink themselves.
- Everyone has the choice of performing as poorly as the weakest in the group or helping the weakest to perform as well as they can.
- Progressing in rank is about embracing responsibility.
- Progressing in rank is about not being afraid to stand out in the crowd.
- Being a leader is about showing others how well we can do our job and showing them how well they can do theirs.
- Leaders are teachers.
- Lack of confidence can equate to lack of performance.
- Problem solving vs confrontation.
- Supporting and assisting others to provide them with confidence and skills.
- Objectivity in dealing with staff.

#### **3. Understand what is required of a frontline leader and identify clear standards for conduct and performance.**

- Willingness of managers to address integrity issues.
- Impact of not intervening early.
- Discussion of what participants identify as positive and negative attributes of leaders.
- Identification of good practice.

#### **4. Understand the issues associated with misconduct by reference to recent, actual disciplinary investigations/hearings and their outcomes.**

- Description of conduct leading to investigation/hearing
- Example of extremely poor conduct.
- Example of misguided/well-intentioned conduct.

- Excerpts of noteworthy submissions made by officers at hearing.
- Description of impact upon officer – not always known to peers.
- Impact upon family and personal life of officer
- Time consumed by the department in dealing with discipline.
- Discussion of the senselessness of many actions leading to discipline action.
- Discussion of impacts observed by participants.

**5. Recognise the types of ethical dilemmas faced in the role of a frontline manager.**

- Use of scenarios
- Discussion of experiences of participants.

**6. Recognise and avoid the maintenance of inappropriate associations.**

- Conflict of interest
- Community expectations
- Maintaining boundaries and avoiding the potential for conduct or associations to be criticised.

**7. Identify the value and dangers associated with human sources.**

- Outline Service policy
- Discussion of issues associated with use of human sources
- Dangerous Liaisons
- Strategies to avoid issues and ensure accountability.

**8. Recognise the need for information security.**

- Outline Service policy
- Examples of recent discipline matters involving information access or release
- Capabilities of the QPS in tracking and identifying inappropriate information access or release.
- The link between improper access to and release of information and inappropriate associations

**9. Identify the ramifications of improper alcohol and drug use.**

- Consumption of alcohol while on duty.
- Presentation for duty while affected by alcohol.
- Protection of officers engaging in these practices by their colleagues.
- QPS drug and alcohol testing regime.
- Strategies that can be used to self report on substance abuse problem to the ADA Unit and seek assistance.
- Managing drug-related integrity risks that may be encountered off-duty.
- Use of recent discipline findings
  - How illicit drug use can compromise an officer's position and the QPS as a whole.

**10 Identify strategies that can be used to self-report on substance abuse problem to the ADA Unit and seek assistance.**

- Capacity of ADA to assist officers.

- Benefits of seeking assistance over having it thrust upon you.

**11. Understand requirements within South Eastern Region regarding the performance management system.**

## **FIRST RESPONSE OFFICERS LEADERSHIP SEMINAR (Constables)**

### **Learning outcomes**

#### **1. Recognise why strong/positive management and supervision is required in the policing environment.**

- Leadership begins at the grassroots.
- Problem solving, de-escalation, and positive role-modelling begins at the rank of constable.
- Strong leaders help to give us the confidence we need to perform better.
- Leading upwards - constables can contribute to the performance of leaders/managers by providing sound advice, well-thought out options, and the confidence that those they supervise will perform as required.
- Managers need to know if they are to act – the importance of briefing up.

#### **2. Understand the transition from workmate to manager required by progression to senior constable.**

- Mateship is not about letting mates sink themselves.
- Everyone has the choice of performing as poorly as the weakest in the group or helping the weakest to perform as well as they can.
- Progressing in rank is about embracing responsibility.
- Progressing in rank is about standing out in the crowd.
- Being a leader is about showing others how well we can do our job and showing them how well they can do theirs.
- Leaders are teachers.
- Lack of confidence can equate to lack of performance.
- Problem solving vs confrontation.
- Supporting and assisting others to provide them with confidence and skills.

#### **3. Understand what is required of a constable of police and identify clear standards for conduct and performance.**

- Laying the foundations for a future career.
- Identifying good practice among peers and supervisors.

#### **4 Understand the issues associated with misconduct by reference to recent, actual disciplinary investigations/hearings and their outcomes.**

- Description of conduct leading to investigation/hearing
- Example of extremely poor conduct.
- Example of misguided/well-intentioned conduct.
- Excerpts of noteworthy submissions made by officers at hearing.
- Description of impact upon officer – not always known to peers.
- Impact upon family and personal life of officer
- Time consumed by the department in dealing with discipline.
- Discussion of the senselessness of many actions leading to discipline action.

#### **5. Recognise the types of ethical dilemmas faced**

- Scenarios
- Discussion of experience of participants.

**6. Recognise and avoid the maintenance of inappropriate associations.**

- Conflict of interest
- Community expectations
- Maintaining boundaries and avoiding the potential for conduct or associations to be criticised.

**7. Identify the value and dangers associated with human sources.**

- Outline Service policy
- Discussion of issues associated with use of human sources
- Dangerous Liaisons
- Strategies to avoid issues and ensure accountability.

**8. Recognise the need for information security.**

- Outline Service policy
- Examples of recent discipline matters involving information access or release
- Capabilities of the QPS in tracking and identifying inappropriate information access or release.
- The link between improper access to and release of information and inappropriate associations

**9. Identify the ramifications of improper alcohol and drug use.**

- Consumption of alcohol while on duty.
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- QPS drug and alcohol testing regime.
- Strategies that can be used to self report on substance abuse problem to the ADA Unit and seek assistance.
- Managing drug-related integrity risks that may be encountered off-duty.
- Use of recent discipline findings
- how illicit drug use can compromise an officer's position and the QPS as a whole.

**10 Identify strategies that can be used to self-report on substance abuse problem to the ADA Unit and seek assistance.**

- Capacity of ADA to assist officers.
- Benefits of seeking assistance over having it thrust upon you.

**11. Understand requirements within South Eastern Region regarding the performance e management system.**



# QUEENSLAND POLICE SERVICE

Regional Operations Coordinator  
South Eastern Region  
68 Ferny Avenue  
SURFERS PARADISE  
(07) 55707956



6 July 2010

Our Ref:

Your Ref:

**TO:** See Distribution

**FROM:** Chief Superintendent  
Operations Coordinator  
SOUTH EASTERN REGION

**SUBJECT:** JOINING INSTRUCTION  
SERGEANTS DEVELOPMENT AND LEADERSHIP SEMINAR 2010

1. You have been selected to attend the South Eastern Region, Sergeants Development and Leadership Seminar on April, 6 2010. This instruction details all you need to know to attend the seminar and to gain as much as possible from the information that will be presented to you.

#### **Aim**

2. The seminar will provide information, attitudes and views on concepts not addressed by formal QPS education and training sessions addressed in the MDP, CAPS books and other training. The seminar will address the critical knowledge required to write an effective resume and to communicate effectively both in the workplace and in an interview scenario.

#### **Conduct**

3. The seminar will be conducted at the Surfers Paradise Police Station training room from 0830hrs to 1600hrs on Tuesday, April 6, 2010. Relevant speakers have provided their time to prepare and present for the sole reason of preparing Senior Constables and Sergeants for promotion to the rank of Senior Sergeant. The seminar will allow participants to challenge the views of presenters and for participants to relate their own experiences and knowledge for the benefit of other participants.

#### **Reporting**

4. Participants are expected to arrive at the Surfers Paradise Police Station no later than 0815 hrs on 6 April. The seminar will conclude at approximately 1600 hours.

#### **Content**

5. A detailed program of events is shown below.

<b>TIME</b>	<b>SESSION</b>	<b>PRESENTER</b>
0830 - 0850	Introduction and welcome	A/C Wilson C/Supt Hollands
0900 - 0950	Leadership Ethics and Professionalism Theory (Session 1)	C/Supt Hollands
<b>0950 - 1010</b>	<b>Morning Tea</b>	
1010 - 1100	Leadership, Ethics and Professionalism in Practice – Facilitated Small Group Discussions (Session 2)	Facilitated by serving Senior Sergeants and Inspectors
1110 - 1200	Resilience in the Workplace	To be advised.
<b>1200 - 1230</b>	<b>LUNCH</b>	
1230 - 1320	Resume writing and interview skills	Insp Ian Sieber
1320 - 1400	Executive reporting requirements	Inspector Ian Thompson, Commissioners Staff Officer
1400 - 1500	Session 1 Lecture: Dealing with the media. Session 2 Group Work: Discussions, role plays and scenarios.	Ms. Rebecca GLENN, Police Media Brisbane
1500 - 1600	Conclusion/feedback/travel	C/Supt Hollands

**Allowances, overtime, meals and incidentals**

6. No allowances, overtime or incidentals are assigned to this activity. The Service will provide lunch and refreshments during the day.
7. If participants have special dietary requirements please advise Senior Sergeant Andrew Disley (on 55707976) no later than 3 April 2010.

**Accreditation**

8. No formal accreditation attached to the seminar. Attendance may be recorded in Performance Planning and Assessment (PPA) documentation.

**Parking**

9. The Surfers Paradise Police Station has limited parking. Parking is available at the Cypress Avenue, Car Park located 200 metres from the venue. The Service bears no responsibility for private vehicles parked in this area.

**Pre Seminar Study**

10. Seminar participants should familiarize themselves with the seminar content and should be prepared to discuss issues associated with the subject matter. It is important to note that speakers will provide their own knowledge, experience and attitudes. An

integral part of the seminar will be generating the synergy of learning associated with the attendance of Sergeants from diverse workplaces.

**Dress**

11. Seminar participants will wear normal working dress of the day.

**Greeting/Thanking Officers**

12. Selected Seminar participants will be requested to greet and thank presenters. Attendees will be provided with a personal bio on the presenter no less than 1hr before the session. Greeting/thanking officers will greet and cater to speakers needs prior to presentations, then provide a short bio on the speaker prior their presentation.
13. Greeting/thanking officers will provide a short summary of salient points and a statement of appreciation at the conclusion of the speaker's session.
14. Greeting/thanking officers, in conjunction with Senior Sergeant Symons (0410 671097) are to ensure that any IT requirements of the speakers are catered for prior to their presentation

**Emergency procedures**

15. Emergency procedures for the Surfers Paradise Police Station building will be provided during the introductory brief.

**Summary**

16. It is vital that the most qualified and suitable Senior Constables and Sergeants progress to Senior Sergeant. It is equally important that talented and experienced Senior Constables and Sergeants are availed of the opportunity to express the knowledge, skills and attitudes that are required to maximize their prospects of promotion and to effectively serve on their current rank.
17. This seminar will provide guidance and information to prospective sub-officers so that they can optimally position themselves to apply for positions by marketing their skills, knowledge, attributes and attitudes to their best advantage.
18. I commend this seminar to you and I hope that it provides you with a valuable insight into undertaking higher management and leadership functions within the Service.

**S H HOLLANDS**  
**Chief Superintendent**  
**Operations Coordinator**  
**SOUTH EASTERN REGION**

**Distribution**

Assistant Commissioner  
Operations Coordinator  
Regional Education and Training Coordinator  
Regional Intelligence Coordinator  
Staff Officer – Operations Coordinator  
Participants

<b>TIME</b>	<b>SESSION</b>	<b>PRESENTER</b>
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1500 - 1600	Conclusion/feedback/travel	C/Supt Hollands

## SCENARIO 1:

### *Conflicts of Interest:*

Constable Jackson was off duty driving his vehicle with his girlfriend in the front passenger seat. A vehicle approached Constable Jackson rapidly from behind and as a result he gave an offensive hand gesture toward the driver. The driver reacted to the gesture by pulling out and driving alongside Constable Jackson's vehicle.

The driver called out an insult to Constable Jackson's girlfriend before changing lanes in a manner which Constable Jackson believed to be dangerous. Constable Jackson pursued the vehicle and made a number of unsuccessful attempts to stop the vehicle prior to writing down the registration plate.

Constable Jackson returned to the police station and became the informant in a dangerous driving complaint. Constable Jackson took a formal statement from the only witness to the incident, his girlfriend, who was with him in the vehicle.

### Outcome:

The judge was not convinced beyond a reasonable doubt on the evidence presented that the accused drove dangerously. The judge raised further concerns in relation to Constable Jackson's decision to investigate the matter despite being involved in the incident himself.

Although no specific findings were made, the allegation was that Constable Jackson had the opportunity to fabricate the evidence and collude with the only other witness in the matter (his girlfriend) in instructing her on what to record in her statement.

## SUGGESTED DISCUSSION POINTS:

1. The situation could have been avoided by Constable Jackson requesting another officer to be the informant in the matter. His girlfriend would have then had the opportunity to make her statement to an independent officer, thereby negating any perception of a conflict of interest.
2. When off-duty should involve yourself in incidents only to the extent where your involvement is proportional to the need for immediate police intervention.
3. Unless an immediate response is required:
  - i. contact local police for help
  - ii. attend to injured people
  - iii. exclude anyone not involved from area of danger
  - iv. closely observe the offenders for future identification
  - v. disengage if your safety is at risk
  - vi. minimise engagement with offenders
4. Constable Jackson could have been held accountable for the following:

- i. his initial offensive hand gesture which reflected an unprofessional demeanour
- ii. his decision to pursue a private vehicle and not simply recording the registered number of the vehicle and informing the local police – that is his response was out of proportion to the need for immediate police intervention
- iii. his apparent lack of regard for the safety of other road users and duty of care in pursuing in a private vehicle without warning lights or police insignia present
- iv. his decision to recall himself to duty when other alternatives were available
- v. his decision to be an informant in a matter where the only other witness present was his girlfriend.

## SCENARIO 2:

### *People Management*

You are the officer in charge of a Work Unit which has, for a considerable period of time, achieved exceptional results.

However, you start to receive reports that a constable (who you have reluctantly received on transfer due to a number of disciplinary issues at his past command) is receiving favoured treatment and preferred shifts and special services from the roster clerk.

None of the officers wish to complain to you openly about what is occurring. As time passes, two distinct 'teams' form within the office.

Work output is declining with most of the time now being spent on the intrigue associated with 'office politics'. Sick leave has increased substantially and several snippets of information about the office have also appeared in the 'Gossip Column' of the local paper.

You approach the officer and he angrily denies that a problem exists and accuses you of disloyalty, workplace bullying, and harassment.

An anonymous complaint has been made to your District Officer about the dysfunctional nature of the office. Mysteriously all surnames are in CAPITALS.

Your District Officer wants you to resolve the issues associated with your Work Unit as soon as possible.

### SUGGESTED DISCUSSION POINTS:

1. What information would you gather with a view to addressing this problem?
2. What resources (documents, policies, people, and personal attributes) would you draw upon to assist you in this process?
3. What long-term strategies would you put in place to prevent a reoccurrence?
4. What might be the longer-term consequences (for you personally the organisation and the community) of the course of action that you adopt?

### SCENARIO 3:

#### *Change Management*

You have recently been appointed to a new Police District. The District Officer has requested that you act as a 'change agent' with a view to improving morale and eliminating a number of undesirable practices that have occurred within the District prior to your arrival.

You quietly observe the dynamics of the District for a period of approximately 2 months. After careful observation you come to the conclusion that there are a number of people who, despite their lack of rank are very influential in terms of the control that they exercise over others within the District and are permeating a culture of negativity and hopelessness.

What steps would you take to manage the desired change and ensure that a positive "cultural shift" occurs?

#### SUGGESTED DISCUSSION POINTS:

1. What information would you gather with a view to addressing this problem?
2. What resources (documents, policies, people, and personal attributes) would you draw upon to assist you in this process?
3. What long-term strategies would you put in place to prevent a reoccurrence?
4. What might be the longer-term consequences (for you personally, the organisation, and the community) of the course of action that you adopt?

# Queensland Police Service



## South Eastern Region

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### Sergeants Development and Leadership Seminar 6 April 2010

# CURRICULUM

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#### **Seminar Concept**

1. The Service currently provides significant education and training opportunities to Sergeants in the fields of strategy development and strategic management as well as operational and tactical management through the MDP 3 suite of courses.
2. The opportunity exists for the Service to provide further opportunities for Sergeants to develop through exposure to selected Service members and external speakers who are prepared to share their personal knowledge of the less tangible aspects of leadership, personal development and communications.
3. The South Eastern Region Sergeants Development and Leadership Seminar will provide such opportunities by presenting the opinions and guidance of selected speakers on two important topics:
  - Identifying and developing personal and professional skills in a Service environment
  - Communicating in a complex environment

#### **Aim of the seminar**

4. The aim of the South Eastern Region Sergeants Development and Leadership Seminar is to provide Sergeants with exposure to the views and experience of

established practitioners in order to assist in developing and preparing these staff for higher appointments.

## Objectives/Learning outcomes

<b>S1</b>	<b>Identifying and developing personal and professional skills in a Service environment</b>
S1.1	Understand the importance of personal values ethics and professionalism in the workplace
S1.2	Recognise and manage anxiety and workplace stress
S1.3	Identify strategies to balance work and non work time
S1.4	Understand mentoring, career planning and coaching
S1.5	Relate to the experience of a first year Senior Sergeant
S1.6	Understand Service requirements for Senior Sergeants
<b>S2</b>	<b>Communicating in a complex environment</b>
2.1	Identify skills required for the effective presentation of information and concepts
2.2	Identify interview preparation and interview skills
2.3	Comprehend political acumen concepts
2.4	Develop media interview skills

## Presenters

- Selected presenters will be drawn from the Region as well as other areas of the Service and beyond.

## Course Program

- A course program is shown below

<b>TIME</b>	<b>SESSION</b>	<b>PRESENTER</b>
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1110 - 1200	Resilience in the Workplace	To be advised.
<b>1200 - 1230</b>	<b>LUNCH</b>	
1230 - 1320	Resume writing and interview skills	Insp Ian Sieber
1320 - 1400	Executive reporting requirements	Inspector Ian Thompson,

		Commissioners Staff Officer
1400 - 1500	Session 1 Lecture: Dealing with the media.  Session 2 Group Work: Discussions, role plays and scenarios.	Ms. Rebecca GLENN
1500 - 1600	Conclusion/feedback/travel	C/Supt Hollands

<b>Session S 1.1                      Personal values, ethics and professionalism</b>	
<b>Seminar Objective</b>	Identifying and developing personal and professional skills in a Service environment
<b>Learning Outcome</b>	Understand the importance of personal values ethics and professionalism in the workplace
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• Nominate or identify those personal values that impact upon the performance of a manager or leader.</li> <li>• Identify that the smallest lapse can be amplified through the staff rumour system.</li> <li>• Staff perception is reality</li> <li>• Double standards and perceptions of favouritism</li> <li>• Having justice seen to be done</li> <li>• Workplace relationships</li> <li>• Admitting mistakes or short fallings</li> </ul>
<b>Case Study</b>	<ul style="list-style-type: none"> <li>• Provide an example of a situation where the personal values, ethics and or professionalism of a manager had a significant impact upon subordinates (either positive or negative).</li> <li>• Ethical dilemma discussion</li> </ul>
<b>Confirmation of learning</b>	In session discussion, questions and feedback

<b>Session S 1.2</b>		<b>Workplace anxiety, stress and resilience building – balancing work with life</b>
<b>Seminar Objective</b>	Identifying and developing personal and professional skills in a Service environment	
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Recognise and manage anxiety and workplace stress</li> <li>• Identify strategies to balance work and non work time</li> </ul>	
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• Managing</li> </ul>	
<b>Activity</b>	<ul style="list-style-type: none"> <li>• To be advised</li> </ul>	
<b>Confirmation of learning</b>	In session discussion, questions and feedback	

<b>Session S 1.4                      Mentoring, coaching and career planning</b>	
<b>Seminar Objective</b>	Identifying and developing personal and professional skills in a Service environment
<b>Learning Outcome</b>	Understand mentoring, career planning and coaching
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• What is mentoring and coaching?</li> <li>• Mentoring is not sponsoring</li> <li>• Why mentor or be mentored?</li> <li>• Selecting a mentor</li> <li>• Mentoring others - what they gain from you</li> <li>• How mentoring enhances your own professional development.</li> </ul>
<b>Activity</b>	nil
<b>Confirmation of learning</b>	In session discussion, questions and feedback

<b>Session S 1.5                      What to expect in your first year</b>	
<b>Seminar Objective</b>	Identifying and developing personal and professional skills in a Service environment
<b>Learning Outcome</b>	Relate to the experience of a first year Senior Sergeant
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• Sergeant to Senior Sergeant – the important differences</li> <li>• Surprises, challenges and rewards</li> <li>• Personal behaviour and setting a higher standard</li> <li>• The importance of leadership distance</li> <li>• The sub-officer culture</li> <li>• Operational, managerial and administrative responsibility.</li> </ul>
<b>Activity</b>	nil
<b>Confirmation of learning</b>	In session discussion, questions and feedback

<b>Session S 1.6                      The selection process for Commissioned Rank. Service requirements for Commissioned Officers</b>	
<b>Seminar Objective</b>	Identifying and developing personal and professional skills in a Service environment
<b>Learning Outcome</b>	Understand the selection process for Commissioned Rank.
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• TBA on advice from speaker</li> </ul>
<b>Case Study</b>	•
<b>Confirmation of learning</b>	In session discussion, questions and feedback

<b>Session S 2.1      Presentation skills – effective briefing, presenting and speaking</b>	
<b>Seminar Objective</b>	Communicate in a complex environment
<b>Learning Outcome</b>	Identify skills required for the effective presentation of information and concepts
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• Operational briefing up and down – the verbal brief</li> <li>• Communicating strategy up and down</li> <li>• Formal briefing – expressing your opinion, knowledge and findings</li> <li>• On the job training – how to motivate, guide and influence your subordinate managers and staff.</li> </ul>
<b>Activity</b>	<p>Communicating your leadership, command and management philosophy</p> <p>Communicate up and down on a major incident</p>
<b>Confirmation of learning</b>	Observation of attendees during practical exercises

<b>Session S 2.2                      Resume writing and interview skills</b>	
<b>Seminar Objective</b>	Communicate in a complex environment
<b>Learning Outcome</b>	Identify interview preparation and interview skills
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• The position description</li> <li>• Addressing selection criteria</li> <li>• Proof reading</li> <li>• Word count</li> <li>• Due date</li> <li>• Interview preparation</li> </ul>
<b>Case Study</b>	Good resume bad resume
<b>Confirmation of learning</b>	In session discussion, questions and feedback

<b>Session S 2.3                      Service Executive Reporting and Political acumen</b>	
<b>Seminar Objective</b>	Communicate in a complex environment
<b>Learning Outcome</b>	Comprehend political acumen concepts
<b>Suggested Teaching Points</b>	<ul style="list-style-type: none"> <li>• Executive briefing notes, Ministerials and PPQ</li> <li>• Significant event messages - perceptions of the executive and the need to consider contemporary political, social and media issues</li> <li>• Dealing with community, local, State and Federal representatives</li> <li>• Community Consultative Committees, Neighbourhood watch and public meetings</li> <li>• Public speaking – balancing the need to inform with the need to protect the interests of the Service.</li> </ul>
<b>Case Study</b>	Present a poor and a good TASER Sigevent
<b>Confirmation of learning</b>	In session discussion, questions and feedback



# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

## Course Outline

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## OPERATIONAL MANAGERS LEADERSHIP WORKSHOP COURSE OUTLINE

**COURSE CODE:** Pending

**TARGET GROUP:** Senior Constables/Sergeants

### OUTLINE

The workshop has been developed to address issues arising from Project Grinspoon and has incorporated material from the paper, *Strengthening ethical practices and behaviour within police agencies in Australia and New Zealand* (2009).

The workshop covers the following broad topics:

- The importance of frontline supervisors
- What is unethical behaviour
- Community expectations of the QPS
- Current environmental trends for the QPS
- Ethical slippage
- Early indicators of greater unethical conduct
- Leadership dilemmas and strategies for dealing with them
- The impact of failing to act when confronted with unethical conduct

### DELIVERY METHOD

The workshop is delivered to groups of up to 24 officers at senior constable/sergeant rank by inspectors and senior sergeants nominated by the relevant district.

Participants undertake a “self-assessment” early in the session. The self-assessment is designed to allow participants to consider their own strengths and weaknesses, and those of their colleagues, in respect of ethical conduct, professionalism and leadership. This process is also intended to make participants more receptive to the messages delivered during the workshop.

Participants are divided into groups of five or six officers and assigned three scenarios from the bank of scenarios to work on and are provided with the activity sheet. A spokesperson from each group reports at the end of their discussion of the activities. Placing the scenarios in order of significance has proved to be a means of promoting substantial discussion. The individual and group behaviours or indicators (sourced from *Strengthening ethical practices and behaviour within police agencies in Australia and New Zealand* (2009)) are handed out, and shown in the power point presentation, for the reference of the groups prior to the group discussion.

An evaluation is completed by participants at the end of the workshop.

OPERATIONAL  
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WORKSHOP

Indicators of  
unethical conduct

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SOUTH EASTERN REGION



**Table 1: Individual behaviours linked to significant unethical conduct**

<ul style="list-style-type: none"> <li>• Personality Issues:             <ul style="list-style-type: none"> <li>○ Arrogance</li> <li>○ Narcissism</li> <li>○ Bad language</li> <li>○ Disliked by colleagues</li> <li>○ Poor workplace relationships</li> <li>○ “high-risk” lifestyles</li> </ul> </li> <li>• Abuse of Power:             <ul style="list-style-type: none"> <li>○ Use of inappropriate force</li> <li>○ High number of complaints made by public and other officers</li> <li>○ High dog bite rates or similar issues</li> <li>○ Recklessness</li> <li>○ Not calling pursuits or failure to discontinue when required</li> <li>○ Covering up / collaborating after the fact</li> <li>○ Exercising summary jurisdiction</li> </ul> </li> <li>• Incivility and rudeness</li> <li>• Lack of diligence</li> <li>• Inappropriate informant management/association with the wrong sorts of people</li> <li>• Excessive sick leave, particularly on weekends and Friday and Saturday nights</li> <li>• High-risk associations</li> <li>• Inappropriate use of information:             <ul style="list-style-type: none"> <li>○ Gaining access to confidential information</li> <li>○ Misuse of internet</li> <li>○ Unauthorised release of information to media</li> </ul> </li> <li>• Embellished evidence to get a prosecution</li> <li>• Focus on specific cases eg. drug offenders, prostitutes</li> <li>• High/low level of drug seizures against the average</li> </ul>	<ul style="list-style-type: none"> <li>• Poor work performance:             <ul style="list-style-type: none"> <li>○ Doing bare minimum/unfinished work</li> <li>○ Sloppy paperwork – not recording jobs (particularly in plain clothes areas)</li> <li>○ Different handwriting in daily diaries</li> <li>○ Laziness – not committed and no drive; just ‘collecting a pay cheque’; failure to respond to incidents/report for duty as required</li> <li>○ Poor timekeeping</li> <li>○ Focus of work is only on the measurable targets – high volume versus more time-consuming activities such as investigations</li> <li>○ No shift in arrests/progress made on investigations</li> <li>○ Failed prosecutions</li> </ul> </li> <li>• Tardiness</li> <li>• Lack of empathy</li> <li>• Alcohol issues:             <ul style="list-style-type: none"> <li>○ High levels of drinking</li> <li>○ Stale alcohol on breath</li> <li>○ Drinking whilst on duty</li> <li>○ Drink driving</li> <li>○ Fighting</li> </ul> </li> <li>• Demonstrated cynicism regarding ethics</li> <li>• Discriminatory behaviour</li> <li>• Lack of pride in appearance</li> <li>• Disregard for property and inappropriate use of resources</li> <li>• Desire to work with specific staff – like-minded</li> <li>• Non-compliance with uniform (wants to get noticed)</li> <li>• Inappropriate use of time (doing personal things whilst on duty)</li> </ul>
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**Table 2: Identified 'at risk' group behaviours**

<ul style="list-style-type: none"><li>• Duty failure<ul style="list-style-type: none"><li>○ Taking short cuts in work</li><li>○ 'Noble cause' focus – just getting the job done</li><li>○ High performance at the cost of integrity</li><li>○ Internal management – poor correspondence, legislation not being followed</li><li>○ Evidence handling</li></ul></li><li>• When matters are investigated, the cover-up invokes the 'code of silence'</li><li>• High number of social functions where alcohol is a key component</li></ul>	<ul style="list-style-type: none"><li>• High rates of excessive force complaints (during arrests, dogs bites, oleoresin capsicum (O/C) sprays)</li><li>• Excessive socialising with colleagues</li><li>• Cliques and alienation of others</li><li>• Failure to report issues</li><li>• High arrests rates, but lower than average conviction rates</li><li>• Non-compliance with uniform (elite squads dressing differently, designing their own uniform)</li></ul>
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Australian and New Zealand School of Government (ANZSOG) 2008 Cohort Work Based Project – Team 8. (2009). *Strengthening ethical practices and behaviours within police agencies operating in Australia and New Zealand.* (pp. 26, 28).

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Self Assessment

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## Self-assessment

Please indicate the extent to which you agree with the following statements:

	Strongly disagree		Strongly agree		Comments	
<b>Leadership</b>						
I am a positive role model	1	2	3	4	5	
I perform my duties with integrity and professionalism	1	2	3	4	5	
I communicate the importance of professional and ethical conduct to my staff	1	2	3	4	5	
I have the confidence and trust of my staff	1	2	3	4	5	
My influence contributes to a professional working environment	1	2	3	4	5	
When confronted with a problem, I look for a solution	1	2	3	4	5	
I do my best to promote a positive attitude in those around me	1	2	3	4	5	
I communicate to staff the risks to ethical and professional conduct which exist in my workplace	1	2	3	4	5	
I treat people fairly and with dignity	1	2	3	4	5	
<b>Active Management and Supervision</b>						
I take responsibility for the performance of my team	1	2	3	4	5	
I know my staff, what they do, and how they do it	1	2	3	4	5	
I actively manage work performance issues as they arise	1	2	3	4	5	
I support the continuous improvement of my staff	1	2	3	4	5	
I am prepared to give guidance or instruction to my staff even through it may involve a difficult conversation	1	2	3	4	5	
I monitor staff compliance with workplace policies and processes	1	2	3	4	5	
<b>My Team</b>						
The staff in my team demonstrate integrity and professionalism	1	2	3	4	5	
The staff in my team demonstrate a positive attitude to their work	1	2	3	4	5	



The staff in my team know what constitutes proper and improper conduct as a member of the organisation	1	2	3	4	5	
The staff in my team take pride in the way they carry out their duties	1	2	3	4	5	
I can trust my team to do their job when I am not around	1	2	3	4	5	
The staff in my team comply with the Service's Code of Conduct	1	2	3	4	5	
The staff in my team comply with the Code of Dress and Appearance	1	2	3	4	5	

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

Power Point  
Presentation

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION

### The importance of Senior Constables and Sergeants

- > Pivotal in delivering corporate aims and objectives and meeting public expectations
- > Source of high level of skills and experience to assist junior staff
- > Key providers of leadership, coaching and mentoring
- > Custodians of professional standards and excellence in service delivery
- > Shapers of ethical health in the workplace
- > Capacity to set the tone operationally
- > Builders of organisational culture from the frontline

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### SELF-ASSESSMENT

Please complete the self-assessment questionnaire.

*Try to be honest in your responses - they will not be handed in or shown to anyone.*

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### What is your role?

- > Is the role of S/Cons and Sgts mostly that of supervisors, leaders, or managers?

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*What is your role?*

- *Is the role of S/Cons and Sgts mostly that of supervisors, leaders, or managers?*
- *Roles interrelated - effective supervision requires leadership qualities to gain trust and support of subordinates.*
- *Leadership inevitably involves management of people, resources and processes.*

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**Discussion**

- What are the attributes of a good leader in the QPS?
- Think about a police officer who you consider to be a good leader - what did they do differently from poor leaders that you've known?

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**Challenges for the operational manager**

- Dynamic and difficult environment
- High workload
- Limited human resources
- Limited physical resources
- Morale issues and poor attitude
- Not always being aware of the reasons for management decisions

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### Leadership Dilemmas

- *What are some of the most difficult aspects of being a supervisor in your station?*
  - *Shift from being just one of the boys*
  - *Role of confronting negative behaviour – having difficult conversations*
  - *Managing upwards – filling the space between troops and managers*

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### Qualities and capabilities

- *What qualities does a good supervisor need?*  
*Examples:*
- *Confidence to challenge standards*
- *Being prepared to have difficult conversations*
- *Being able to clearly state expectations*
- *Preparedness to make decisions*
- *Ability to articulate rationale for action*
- *Ability to build relationships with junior and senior officers*
- *Competence – to gain respect*

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### Ethical Behaviour

- *Sgts and S/Cons play pivotal role in frontline management*
- *Are the ones most likely to be aware of inappropriate behaviour*
- *Are best placed to intervene effectively and quickly before problems escalate*
- *Because they:*
  - *Know the members*
  - *Know the behaviour*
  - *Know the supports/resources to assist*
  - *Able to monitor future behaviour*

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### Leadership strategies

- Lead by example
- Set clear parameters for the type of conduct which is acceptable
- Make confident decisions
- Communicate with staff
- Value staff

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### Active Management and Supervision

- Use available management tools
- Know your staff
- Examine performance
- Identify complaint trends
- Identify potential issues
- Identify opportunities to coach and promote learning
- Be available

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### Indicators of "at-risk" officers

- Indicators from "Strengthening Ethical Practices" Report (Handout)

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### Activity

➤ *In your group, discuss the scenarios you have been assigned and answer the questions for discussion.*

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### Impact of failing to act

- Slippage – things going from bad to worse to terrible
- Impact on workplace
- Impact on individual
- Impact on families
- Impact on public confidence
- STRESS

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### Tools at your disposal

- Service policy
- Performance Appraisal
- Support services – ADA, HSO, Chaplaincy
- Senior Officers
- Your own networks
- Compass

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OPERATIONAL  
MANAGERS  
LEADERSHIP  
WORKSHOP

Activity Scenarios

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## Scenarios

1. A constable uses obscene language during dealings with a compliant offender during a traffic intercept.
2. Two constables on your team regularly confiscate and destroy drugs from offenders without taking any enforcement action or recording their actions.
3. A senior constable runs a private business, in which he sells and installs security devices, such as alarms, special locks, etc. The senior constable does this work during off-duty hours. However, you are aware that the senior constable uses information obtained from their police duties to source appropriate clients.
4. A constable uses the QPS e-mail system to exchange suggestive e-mails with a female who has a lengthy criminal history. The constable has told other officers that the female is his informant. You are aware that the female is not registered as an informant.
5. Two constables regularly visit a licensed brothel where they accept free coffee and soft drinks. You are aware that there have been recent reports of the brothel operating outside of the conditions of its licence.
6. You become aware that four officers in your team frequently gather for what they refer to as "choir practice". You understand that this involves the officers drinking alcohol in a public park near the police station after late shifts and that other officers on the team are excluded from attending.
7. You are aware that a constable on your team has on three separate occasions been involved in fist fights at night clubs while he is off-duty. There have been no criminal complaints made against the officer as a result of these incidents.
8. A constable refuses to take a complaint of bodily harm from a member of the public who has been assaulted by a nightclub bouncer. You are aware that the nightclub at which the bouncer is employed allows free entry to off-duty police.
9. A plain-clothes senior constable and his girlfriend arrive at your office while other officers are on duty. Both are intoxicated. The senior constable asks an on-duty officer to drive them both to his girlfriend's home which is about thirty minutes away.
10. A constable on your team who has always been a good worker has recently seemed to have difficulty in controlling his temper when dealing

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SOUTH EASTERN REGION



with suspects. You are aware that there have been rumours in the past that the officer has used steroids to assist with his weight training.

11. An off-duty senior constable tries to avoid a random breath test.
12. A constable accepts a slab of beer from an appreciative local business owner after an attempted robbery.
13. Two constables make racist comments toward a group of youths at a train station, and tell them to move on despite no indication of trouble or wrongdoing.
14. You notice that while work rates are evenly spread across your team, minor injuries such as facial cuts and abrasions, and bruising and minor lacerations caused by handcuffs being applied too tightly, tend to appear on suspects arrested by two particular constables. These two officers prefer to be rostered for duties together.
15. An on-duty officer uses an unmarked vehicle attached to your office to collect his seventeen-year old son who has become extremely intoxicated after attending a party.
16. A constable has downloaded sexually explicit images of a suspect from her mobile phone while the suspect was in custody for shop stealing.
17. A group of three officers in your team who are known to have a high level of skills in firearms and operational skills and tactics have all adopted the practice of wearing no name tags, wearing dark blue T-shirts under their uniform shirts, and wearing particularly faded trousers and caps.
18. A detective senior constable pushes a suspect's head into a doorframe, causing a minor laceration to his forehead, after the suspect makes a rude comment about the detective's physical appearance.
19. A popular member of your team regularly vocalises to junior constables his disregard for Service Policy regarding Taser use.
20. You overhear members talking in the meal room about a constable who drove a car home from a party early Saturday morning. The constable had been drinking alcohol and was intoxicated. The constable collided with a gutter on the way home, causing damage to the front tyres. The vehicle was no longer driveable, but there was no major damage or injury. The constable left the vehicle at the side of the road and walked home.

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21. A young constable forms an intimate relationship with a known member of an outlaw motorcycle gang. The constable has not mentioned the relationship to their supervisor or colleagues. The constable knows that the people their partner associates with (who visit the residence often) are amphetamine users, but has not witnessed the partner engaging in serious criminal activity.
22. While in uniform, an officer visits the home of a friend's ex-husband. The man and his former wife are involved in a custody dispute, and the officer implies that physical harm will come to the man unless he agrees to the ex-wife's demands.
23. Two constables repeatedly and without provocation strike an offender arrested for child abuse. The blows are delivered with open hands and there are no visible injuries to the offender. The man has previous child abuse arrests.
24. A first-year constable is being bullied and harassed by two members of your team and has twice had his personal property vandalised.
25. A constable takes a part-time job as a security guard at a nightclub partly owned and managed by an outlaw motorcycle gang.
26. A constable uses OC spray on a verbally (but not physically) abusive man in a police cell.
27. An on-duty constable comes across a vehicle that has been driven off the road. They find that the driver—an off-duty officer—is not hurt but extremely intoxicated. Instead of reporting the accident and the offence, the on-duty officer transports the driver home.
28. Two plain clothes officers fabricate grounds for a search warrant on the home of a recidivist drug offender.
29. A senior constable routinely performs unlawful QPRIME checks to obtain information about potential customers for their brother's private security business.
30. An officer deliberately misplaces CCTV footage which may support a complaint of theft made by a member of the public against a police officer.
31. Two members fabricate a story about a pursuit to cover up reckless driving.
32. A constable takes a carton of cigarettes at the scene of a break and enter.

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SOUTH EASTERN REGION

OPERATIONAL  
MANAGERS  
LEADERSHIP  
WORKSHOP

Course Activity

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## **OPERATIONAL MANAGERS LEADERSHIP WORKSHOP 2010**

### **DEALING WITH UNETHICAL CONDUCT**

#### **Part 1**

In your group, discuss the scenarios you have been assigned and order them from most to least serious. Why you have put them in this order?

#### **Part 2**

What are the potential impacts upon the QPS for the acts described in each of the scenarios?



### Part 3

Refer to the list of individual and group indicators which you have been provided.  
What individual or group indicators apply to the scenarios you have been assigned?

### Part 4

In your group, discuss what action a supervisor should take in relation to the conduct identified in the scenario you have identified as the **least** serious.

*Consider:*

*How you would deal with the member/s involved*

*What actions you would take regarding any other persons who may be involved*

*Any actions you would take regarding recording or notifying others of the event*

*What, if any, action you could take to reduce the likelihood of repetition of the conduct*



**Part 5**

Do you have any suggestions for measures the QPS could take in addressing the types of behaviour identified in the scenarios?

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

## Course Evaluation

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

### Evaluation

#### Informed Consent

##### Introduction

You are requested to complete the following evaluation form by responding to all questions/statements. However, you are advised that participation in this evaluation is voluntary and you may choose to withdraw at any time.

##### What is the purpose of this evaluation?

The purpose of this evaluation is to collect information from participants on the effectiveness of the training you are undertaking. The information you choose to provide will be used, where possible, to improve the training we deliver and the services we provide.

##### How will the information be used?

The information you choose to provide may be summarised in an evaluation report which will be used to determine the effectiveness of the training. Any information you provide will not be linked or traceable to you as an individual.

##### Am I required to identify myself?

You are not required to identify yourself. The information you provide will remain confidential, in that it will not be linked or traceable to you as an individual in any subsequent evaluation report or presentation relating to the evaluation findings.

##### How long will the evaluation take to complete?

This evaluation should only take about 5 minutes of your time to complete.

##### How do I complete this evaluation?

The following pages contain questions/statements relating to session you will be attending. Each page contains a number of statements about the course with each accompanied by a series of responses. Please read each question carefully and respond according to the instructions given.

For example, in the Demographic Information section you will be asked 'What is your gender? Simply place a tick (✓) in the appropriate box. In other areas of the evaluation you will be provided with a statement in relation to the training you have received and then you will be asked to rate your level of agreement or disagreement with the statement by placing a tick (✓) in the appropriate response box.

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SOUTH EASTERN REGION



Should you encounter any problems completing the evaluation, please ask one of the instructors/facilitators for assistance.



## OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

1. **What is your gender?**  
 Female       Male
  
2. **To which age group do you currently belong?**  
 16-20 yrs    21-25 yrs    26-30 yrs    31-35 yrs    36-40yrs  
 41-45 yrs    46-50 yrs    51-55 yrs    56-60yrs
  
3. **How many years have you been employed by the QPS as a police officer?**  
 Less than 1 year    1 to 3 yrs    4 to 6 yrs    7 to 10 yrs    11 to 15 yrs  
 16 to 20 yrs    21 to 25 yrs    Greater than 25 yrs
  
4. **What is your appointed rank?**  
 Constable    Senior Constable    Sergeant  
 Senior Sergeant    Inspector

<b>As a result of attending this training:</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I have considered my strengths and weaknesses as a leader and manager					
I have gained a better understanding of the importance of providing leadership and supervision to junior officers					
I have considered the impact that unprofessional or unethical conduct has upon the QPS					
I have a greater understanding of some of the early indicators of significant unethical conduct					

# Operational Managers Leadership Workshop



## Gold Coast District

Prepared by Inspector Glenn Allen  
District Inspector (Southern Divisions)  
Gold Coast District

## About this Session...

- What is ethics in policing
- What is unethical behaviour
- What is ethical leadership
- The importance of operational supervision
- Importance of performance management
- Where do the you fit into all this

# Purpose

- The importance of frontline supervisors
- Share experiences in dealing with problems encountered as a front line manager
- Provide advice to senior management regarding difficulties

# The QPS

■ Commissioner	1
■ Deputy Commissioner	2
■ Assistant Commissioner	12
■ Chief Superintendent	13
■ Superintendent	53
■ Inspector	309
■ Senior Sergeant	772
■ Sergeant	2328
■ Senior Constable	3616
■ Constable	3352

# Operational Supervision

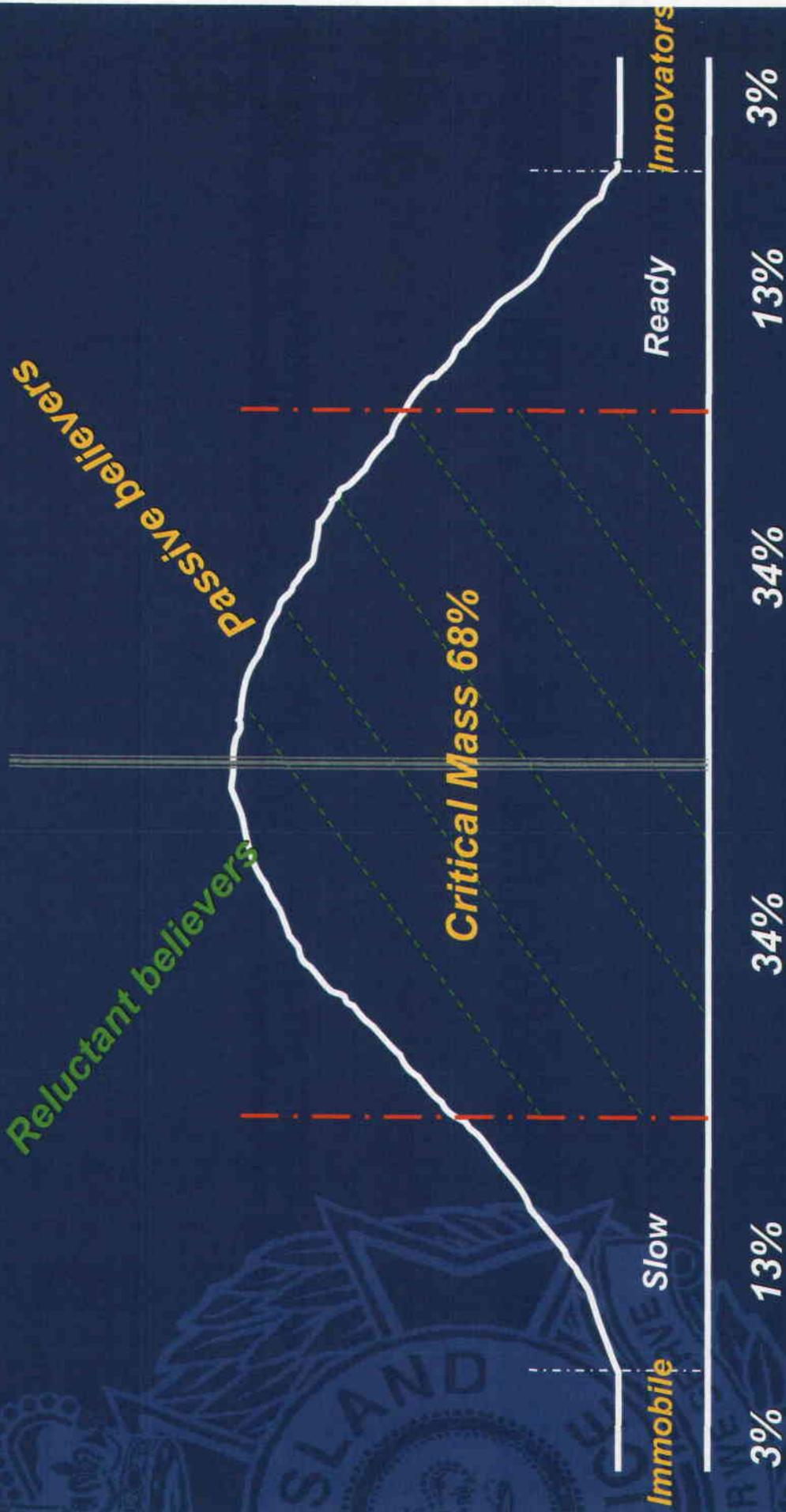
## What is it??

- Pivotal in delivering corporate aims and objectives.
- Experience and skills.....wisdom
- Coaching, mentoring.....motivation
- Ensuring service delivery
- Maintaining professional & ethical standards
- Building Organisational Culture
- Energy
- Agents of Change
- **COURAGE!!**

# You, the Leader

- Activity – Self assessment questionnaire
- How do you see yourself as a Police Operational supervisor and how do you provide leadership.

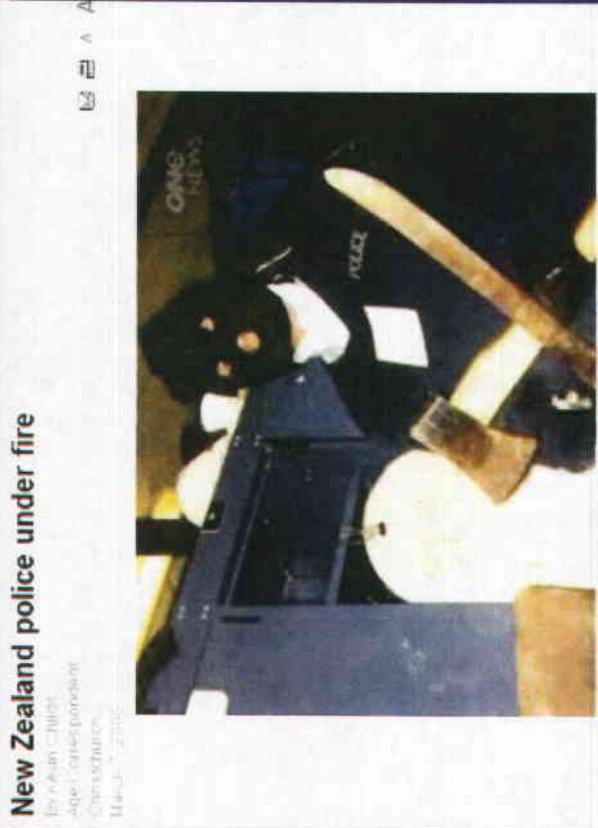
# Focus on the Critical Mass



29/7/2010

(Hancock Partners, People Management & Business Solutions, BRISBANE)

# Unethical behaviour – when does it start?



New Zealand police under fire

for a long time. Age-related police officers. Consideration.

© A. A.

An armed and masked New Zealand police officer in front of a mock-up headline marked "RIP to Section IV". Photo: Courtesy TVNZ.

The front-page headline in a national New Zealand magazine summed it up "Police emergency Who you gonna call?"

Three police, including an assistant commissioner, are under investigation over allegations of pack rape.

Police violence, a fixation with 100,000 calls a year, are some

best police station

r sex. A patrol car is available

I. An emergency operator tells



22 NEWS

## Water chief's badge pulled



... under investigation since Customs allegedly intercepted a number of packages from the US containing firearm parts ...

STOOD BOYAN. The OCU for Alan Masey's emergency does not come soon enough.

7/2010

Three police, including an assistant commissioner, are under investigation over allegations of pack

# What are the indicators?

## Cops punished for misbehaving

Published: 8:22AM, 23 July 2010  
Source: NZ Herald

READ

New Zealand News »



More than 50 police officers have been disciplined this year for misconduct including turning up for work drunk, according to new figures.

Information supplied to the Dominion Post under the Official Information Act show that 51 officers faced disciplinary charges.

Twenty were stood down while being investigated and 17 faced criminal charges.

The offences including speeding, using excessive force, misusing the police database and disclosing police information, inappropriate behaviour on duty, being drunk and assaults and offensive language off-duty.

Most of those disciplined were constables but the list included four sergeants, a senior sergeant and a detective.

None were dismissed but 17 resigned before they could be sacked.

The figures show that 87 officers were disciplined last year and in the last six years 428 officers have been disciplined and more than 130 faced criminal charges.

Police have more than 8600 sworn and 3100 unsworn staff.



... offences including speeding, using excessive force, misusing the police database and disclosing police information, inappropriate behaviour on duty, being drunk and assaults and offensive language off-duty.

# LADDDY WAGON

Arno Caldwell  
Robyn Ironside

A BUSLOAD of naked police officers allegedly used an unmarked police van to drive across Brisbane to a bucks party with an accompanying minibuss full of suburban traffic. The officers are understood to have been given permission to use the minibuss for the bucks party on Sunday - part of which was spent on a Mivera Bay boat cruise.

The group included members of the service's elite specialty task force as well as a sergeant, with at least one officer on duty at the time.

A second bus was also slipped out to ferry officers from the festivities.

A woman who saw the minibus stop at traffic lights in Capalaba, east of Brisbane, informed the metropolitan number of the unmarked vehicle in a raft of embarrassing revelations about police misconduct.

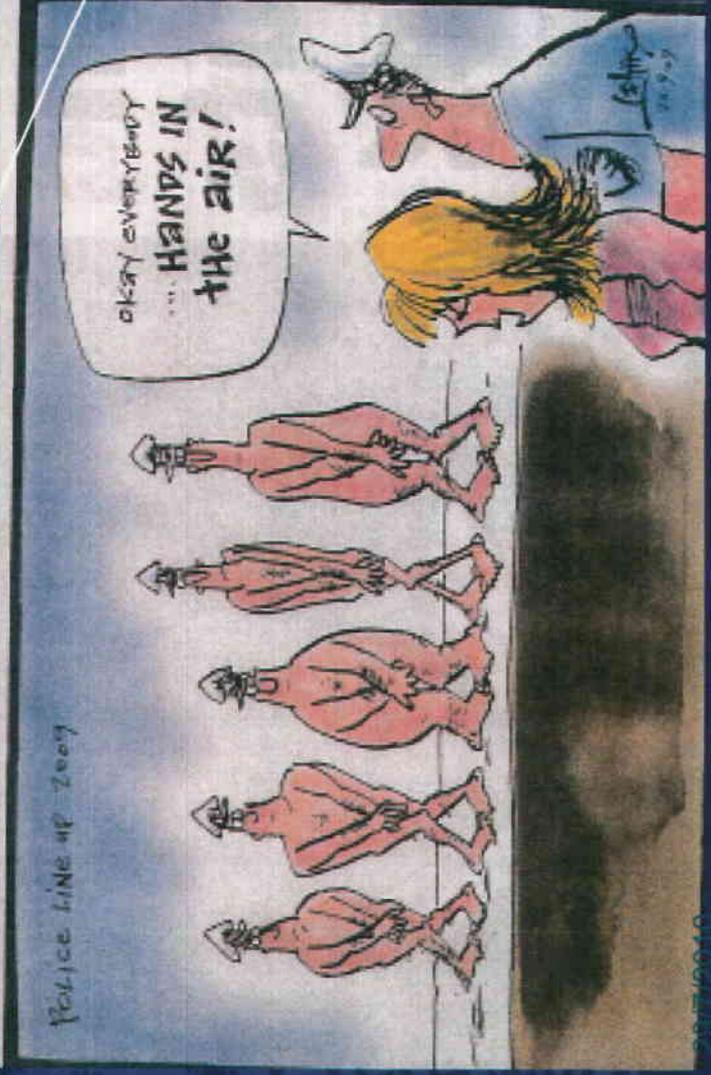
and reported it to police officers of their own volition. The minibus was reported on a raft of embarrassing revelations about police misconduct.

this year. Two officers have already been stood down this month on separate occasions in connection with alleged urinating on a poster and an illegal police pass. Eighty other officers have been caught drink-driving. This year, a police report on corruption was released in July.

Continued p4 10

## Nude police ride van to booze-up

... busload of naked police officers allegedly used an unmarked police van ... been given permission to use the minibuss for the bucks party ...



# How to monitor and what action to take?

## OPI investigate police links with criminals

Posted Thu Oct 15, 2009 12:08pm AEDT

Updated Thu Oct 15, 2009 3:11pm AEDT

**The Victorian police corruption watchdog is investigating links between senior police and serious criminal figures.**

In its annual report tabled in State Parliament, the Office of Police Integrity (OPI) has revealed it has been investigating links between several senior police officers and people with serious criminal records.

The OPI director, Judge Michael Strong, says investigations have revealed operational police information has been passed to people under police investigation.

"There are some shady characters out there who will use any opportunity to cultivate relationships with police," he said.

He says full details of the investigation will be made public once its completed.

Assistant Police Commissioner, Luke Cornelius says steps have now been taken to stop police from associating with known criminals.



The OPI report says police information has been passed on to people under investigation. (ABC TV)

**Map:** Melbourne 3000

*...steps have now  
been taken to stop  
police from associating  
with known criminals.*

Can it be arrested before getting to corruption?

Dangerous Liaisons report ... implicated 25 officers ... in multiple allegations of police misconduct.



## Community Mandate

“ Every society gets the kind of criminal it deserves. What is equally true is that every community gets the kind of law enforcement it insists on.”

Senator Robert Kennedy



# The Community

- Expectations / perceptions
- Better educated and an understanding of due process
- Changing attitudes
- Demographics
- Impact of Generation X & Y

# By 2020, Queensland will be home to more than 5 million people

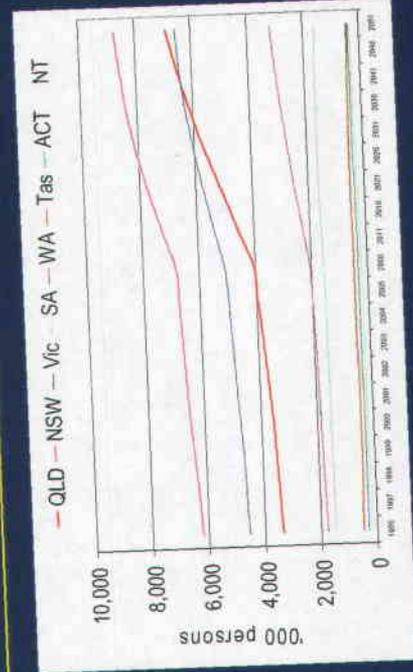
- For the last decade, Queensland's population growth has led the nation. Currently, Queensland is home to 4.2 million people.

- Projections indicate that Queensland has to plan for at least another one million people over the next 20 years.

Australia's population distribution - 2006



Population Trends and Projections



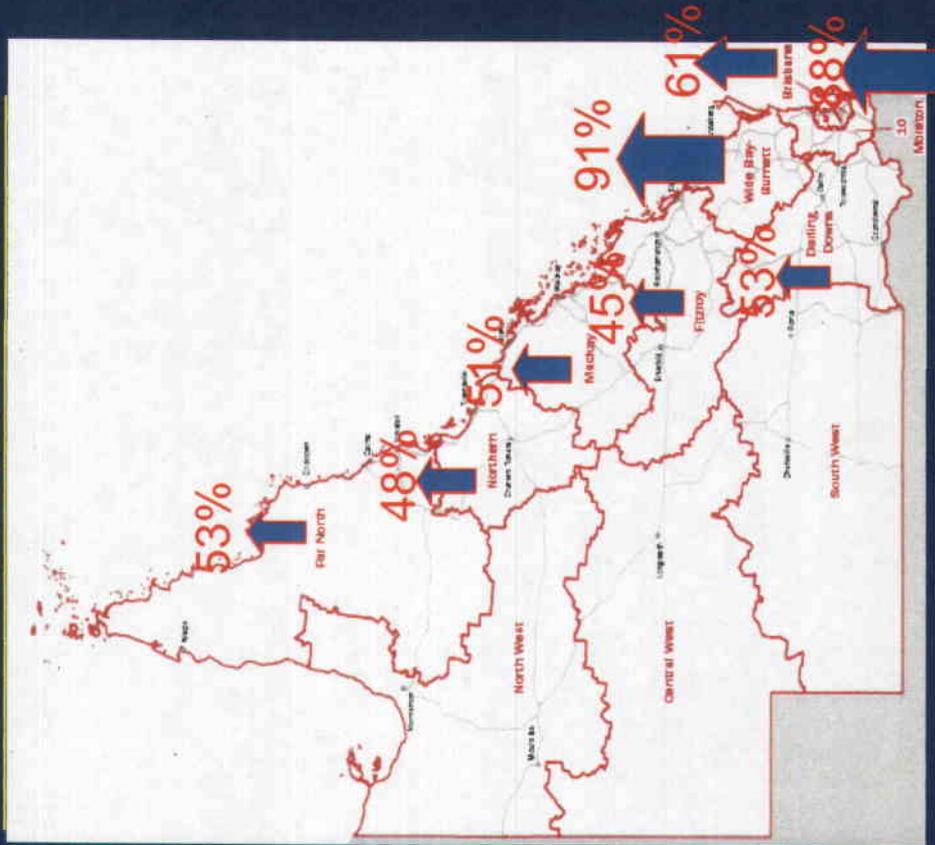
Comparative State Population Growth and Projections



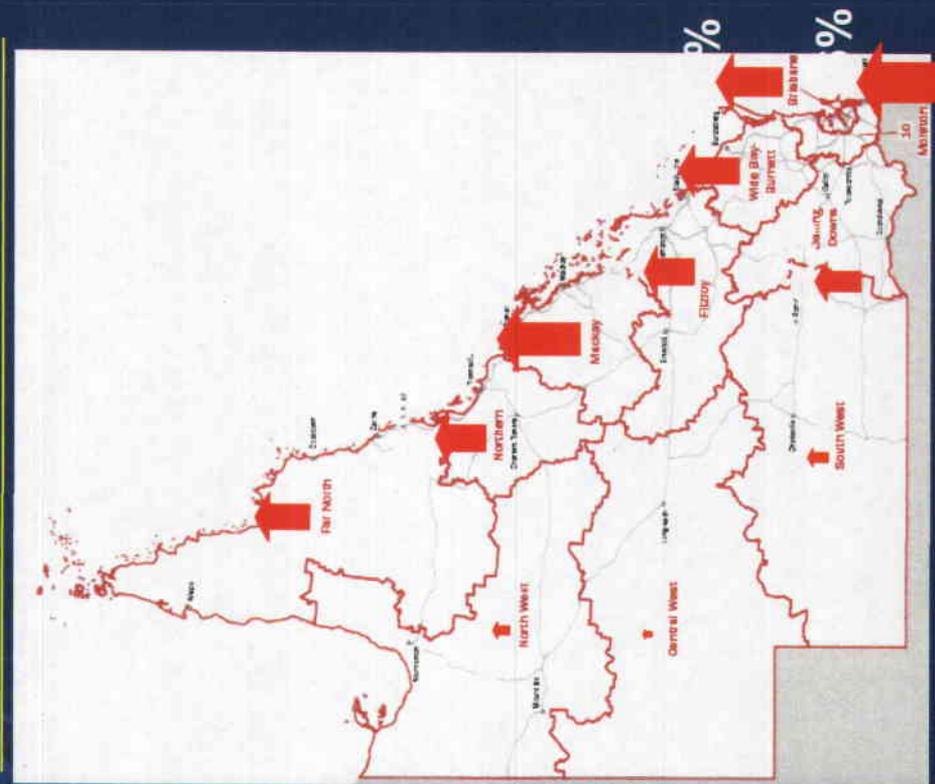
Source: Office of Economic and Statistical Research (OESR) population projections estimates; Australian Bureau of Statistics (ABS), Migration Cat. 3412.0; ABS Census 2006, Cat. # 3101.0

# Most of this future population growth will be in coastal areas and will be fuelled by migration

Proportion of total population growth accounted for by migration 2006-2026 (medium projection)



Estimated population increases by 2026 (medium projection)



Source: OESR, Queensland Government Population Projections, 2006

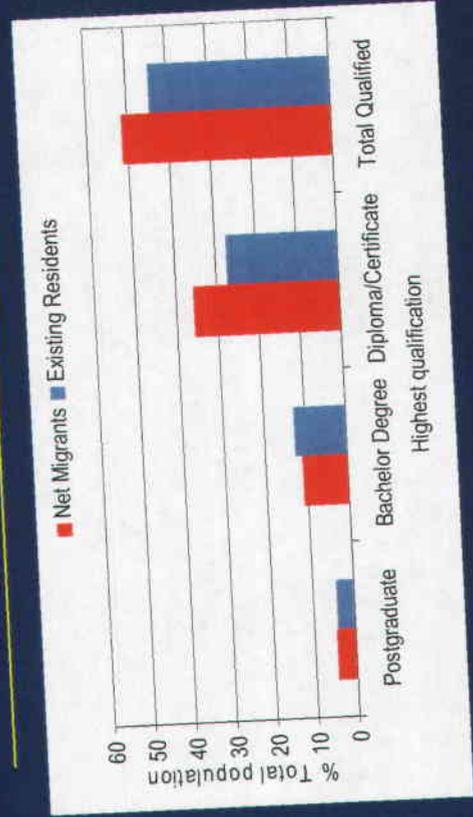
# New arrivals to Queensland are largely young and well-educated

Queensland population share by age group (2005-2006)



New arrivals to Queensland are proportionately more likely to be 15-34 years old compared with existing residents.

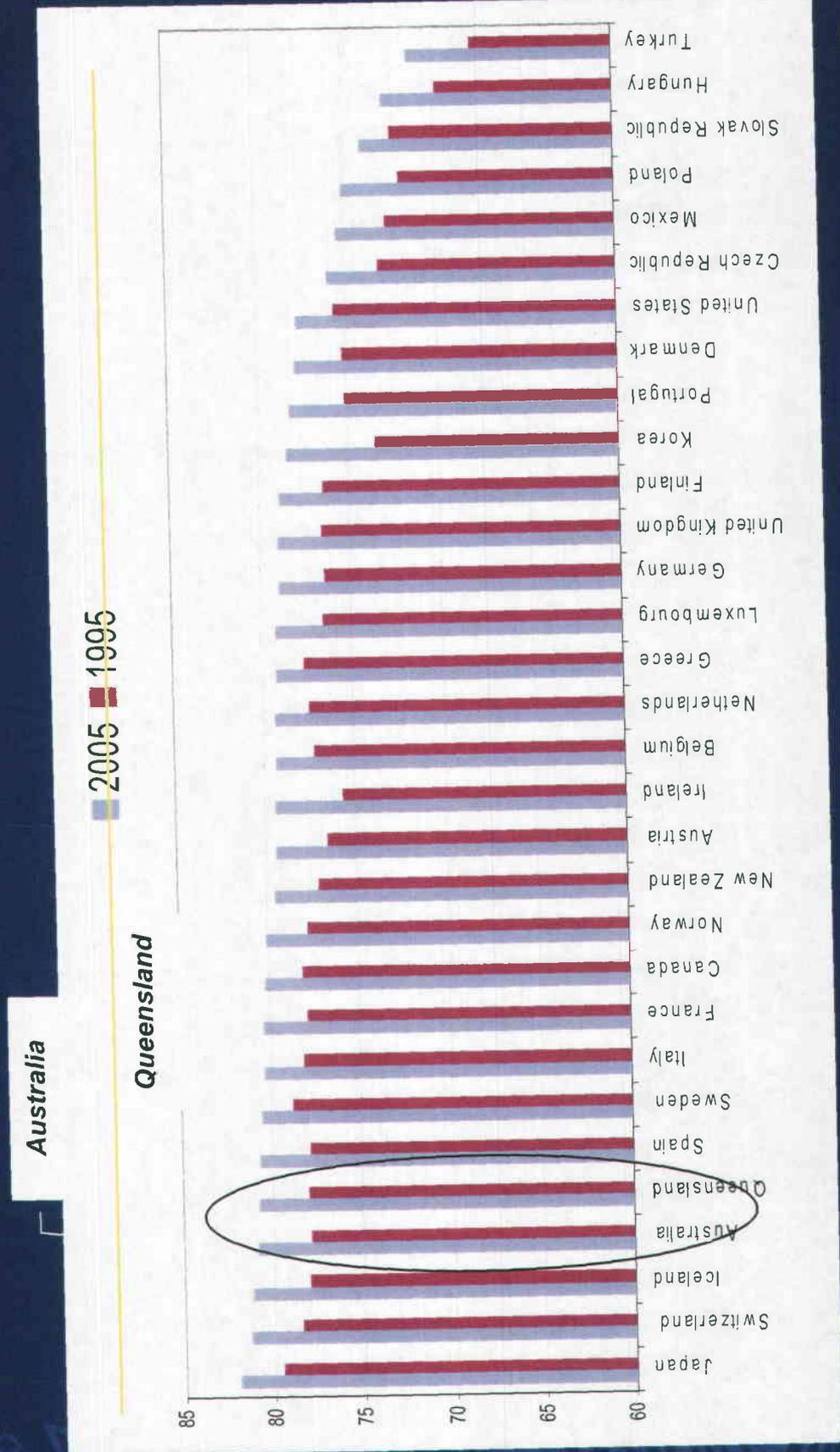
Queensland post-school qualification profile, August 2006 (persons aged 25-64 years)



New interstate arrivals to Queensland have a higher proportion of qualifications than existing residents.

Source: ABS, Census of Population and Housing 2006 Cat # 2068.0; OESR quarterly economic review publication January 2008 quarter

# Queenslanders are also living longer than a decade ago, and longer than most people in OECD countries

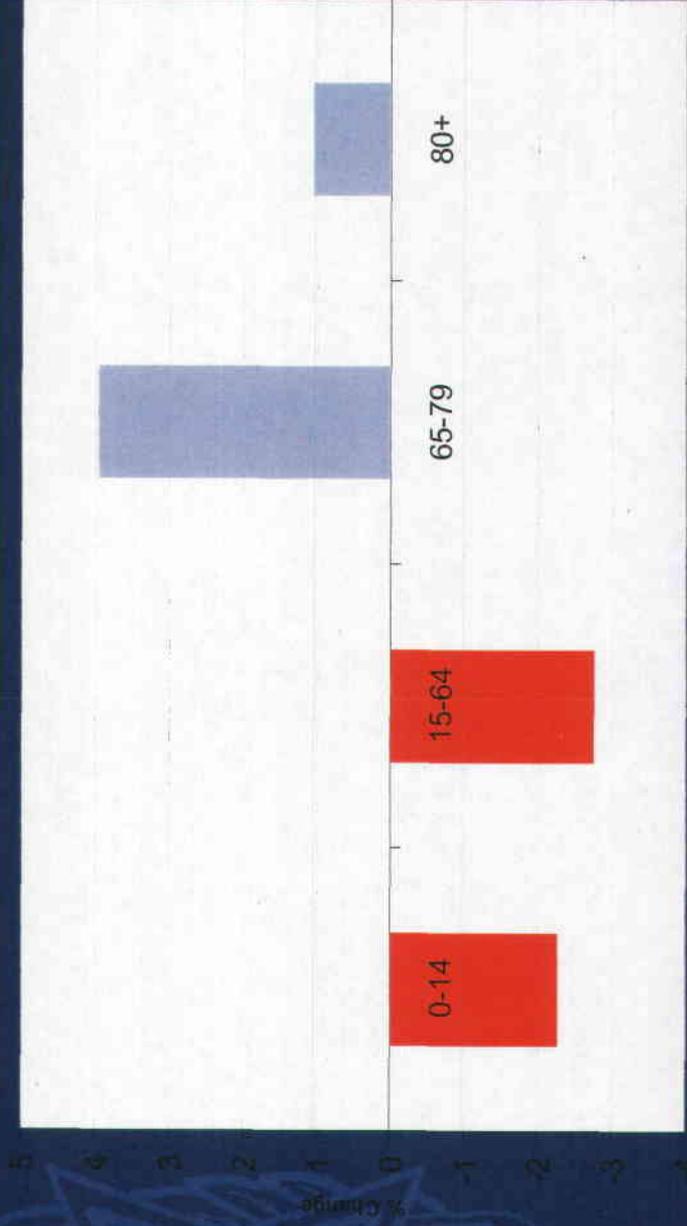


Source: OECD Factbook, 2007; ABS, Australian Social Trends Census Data, Health, 2006 Cat # 4102.0.

## Queensland's population is ageing, and by 2020 the median age is projected to increase from 36 to over 39 years

- As the population ages, disability and demand for services is likely to increase. Projections indicate that the average age of the working population will also increase.

Change in Proportion of Population by Age Groups  
(2006 - 2020)



Age groups

Source: OESR Population Projections estimates based on ABS data.

# Summarising Queensland's current trends

As we move toward 2020, Queensland is experiencing:

- significant population growth
- increased economic performance
- high labour force participation
- large infrastructure and health investment
- improving crime rates



Among the strategic challenges facing Queensland in the future are:

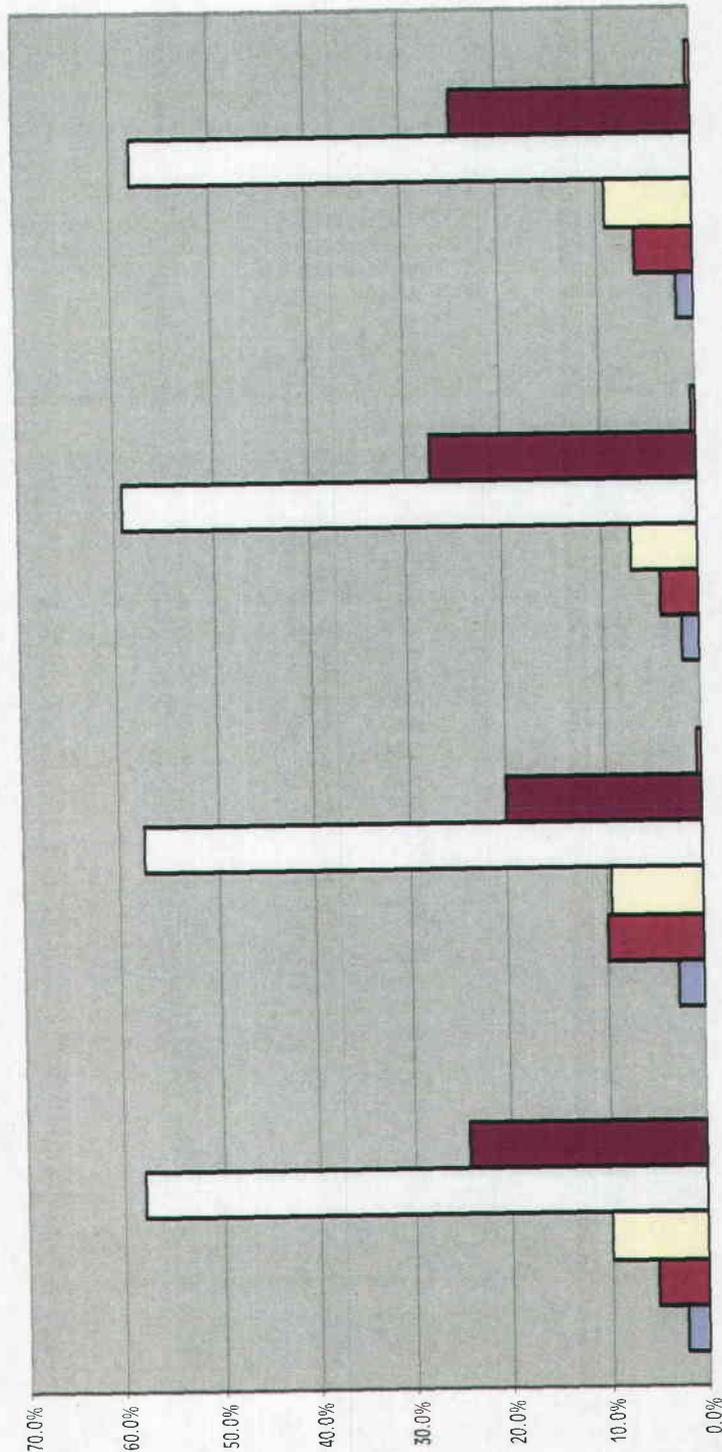
- increasing productivity
- continued improvement in education participation and attainment
- addressing demand for transport services
- responding to pressure on the health system from preventable diseases
- addressing the gap between Indigenous and non-Indigenous life outcomes
- addressing high incarceration and recidivism rates

# Challenges of Economic Downturn

- Increase in Unemployment  
Tourism deficit largest in 2 decades.  
Decrease in demand for natural resources
- Reduction in household income worst in 25 years
- Decrease business confidence - investment
- Decrease in Government revenue

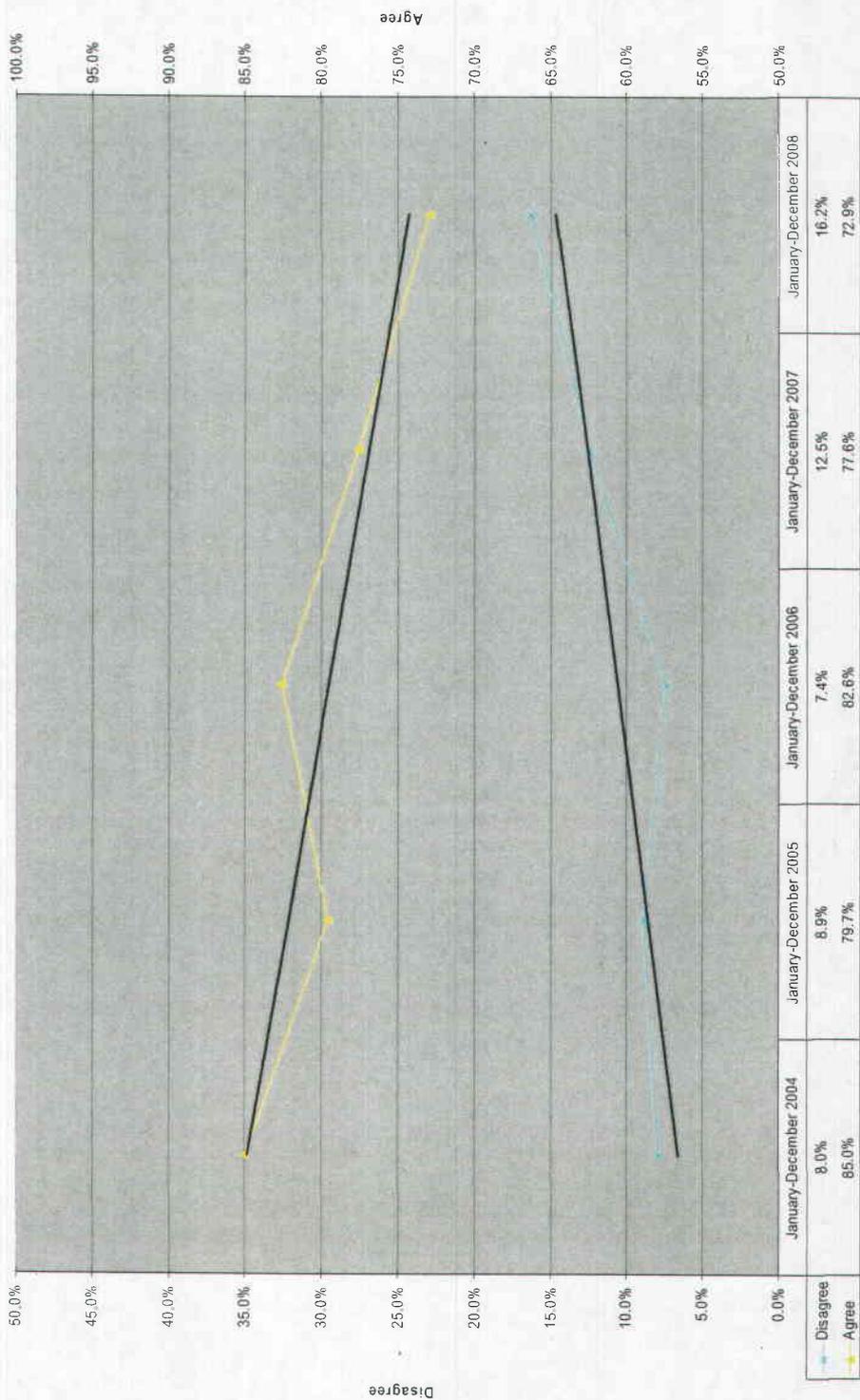
# Client Service Community Satisfaction Survey

STATEMENTS ABOUT THE POLICE - I do have confidence in the police



# Community Satisfaction

STATEMENTS ABOUT THE POLICE - I do have confidence in the police



# SER complaints

Table 1a. Complaints registered by quarter and district, 2008/09

District	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Total
Coomera District, South Eastern Region	--	--	--	--	--
Gold Coast District, South Eastern Region	55	67	70	60	252
Logan District, South Eastern Region	22	44	36	33	135
Total Complaints	81	109	107	94	391

NB. Some complaints may involve officers from more than one district therefore the total provided may not equal the sum of the district figures – i.e. complaints are counted twice – once for each district.

Table 1b. Complaints registered by quarter and district, 2009/10

District	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Total
Coomera District, South Eastern Region	1	11	22	22	56
Gold Coast District, South Eastern Region	76	80	70	65	291
Logan District, South Eastern Region	39	46	48	38	171
Total Complaints	113	136	136	126	511

NB. Some complaints may involve officers from more than one district therefore the total provided may not equal the sum of the district figures – i.e. complaints are counted twice, once for each district.

# The Future

25

- What will international policing look like in 2020?
- What will international society look like in 2020?
- What will your own community look like in 2020?
- What major challenges will police forces face?
- How will technological change affect policing?

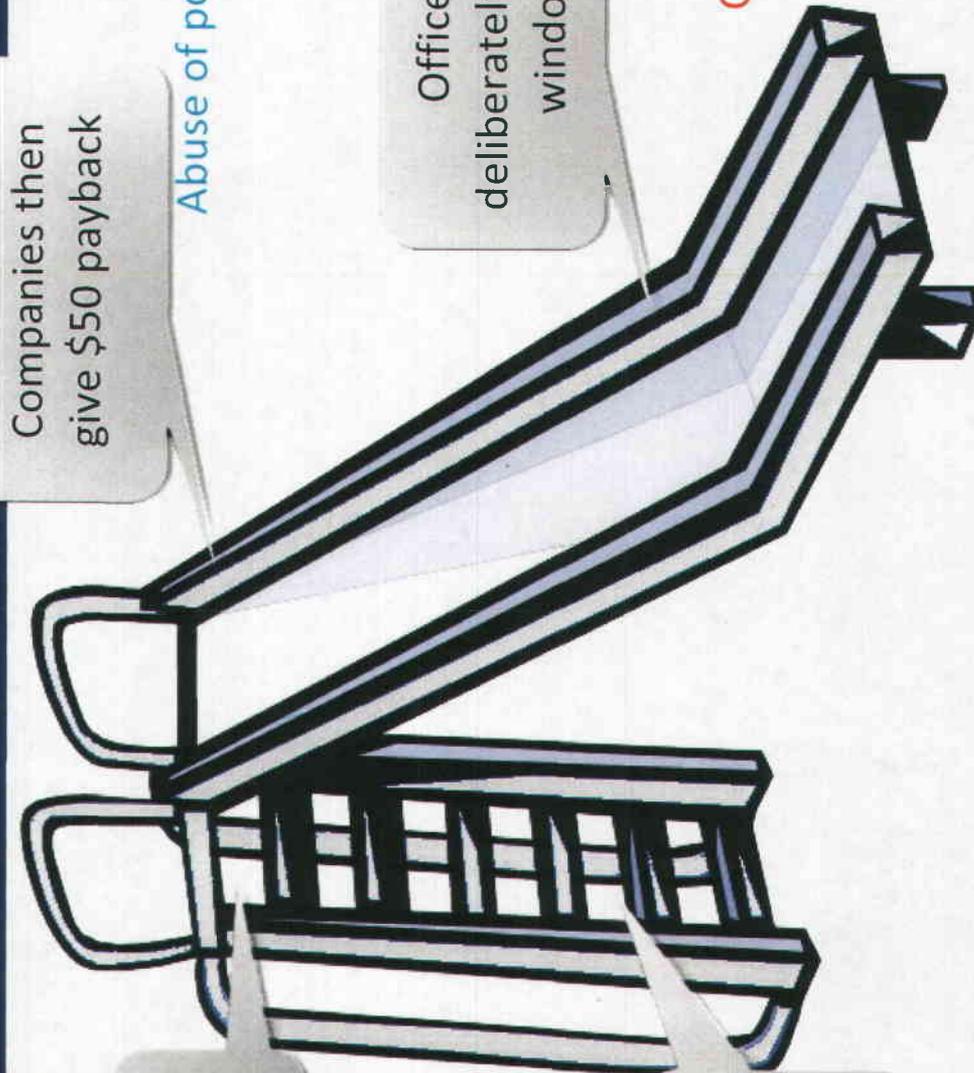
# Slippery slope of ethics

Poor work performance

Not policy but became the practice

Lack of diligence

Officers call repair companies for smashed windows



Companies then give \$50 payback

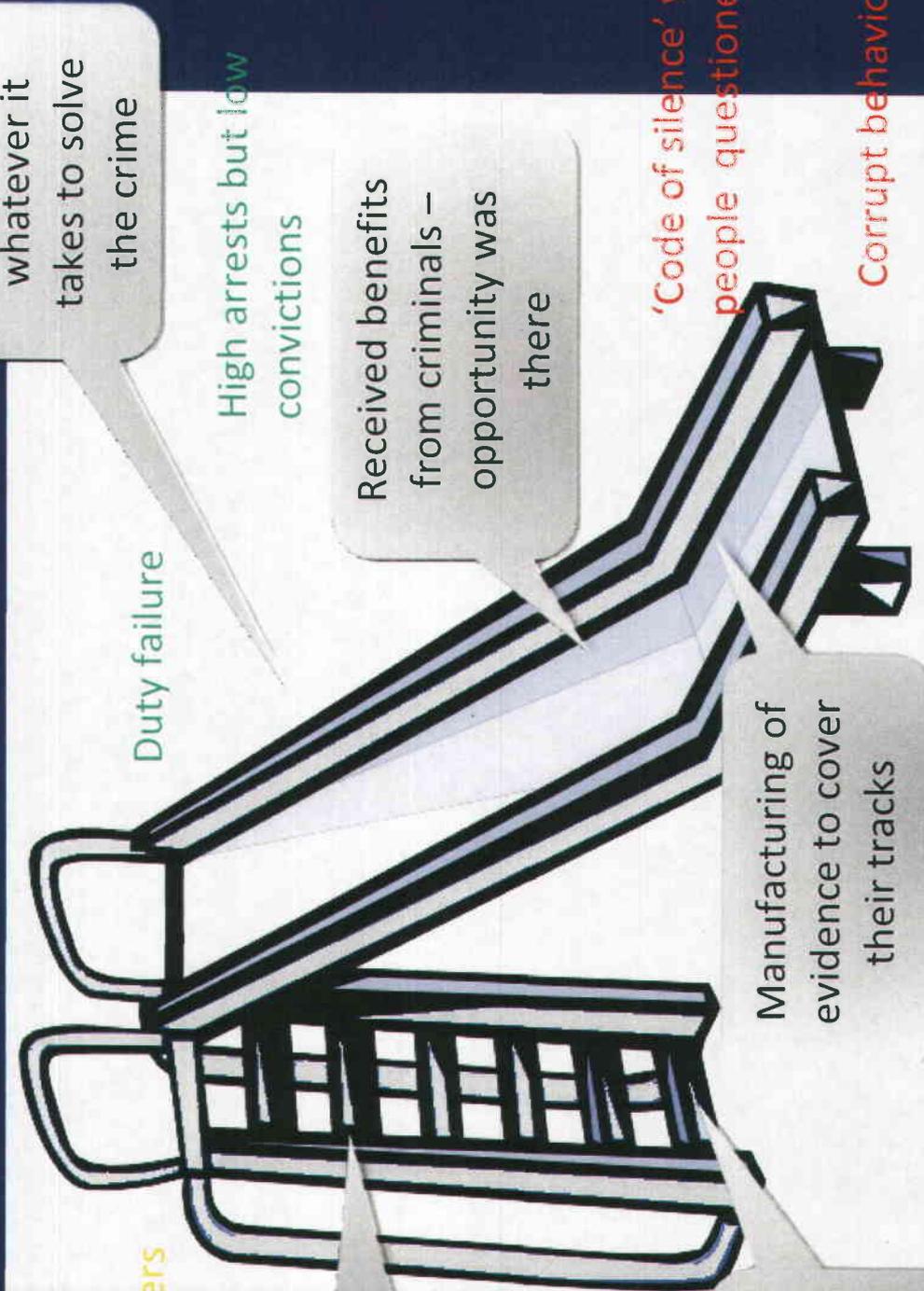
Abuse of power

Officers deliberately smash windows

Corrupt behaviour

# Slippery slope of ethics

High risk areas with limited supervision



Clique formed & alienation of others

Special team established and hand picking of members

Dangerous jobs attracting risk takers

Organisational concern of the high number of armed robberies

Duty failure

'Noble cause' – whatever it takes to solve the crime

High arrests but low convictions

Received benefits from criminals – opportunity was there

Manufacturing of evidence to cover their tracks

'Code of silence' when people questioned

Corrupt behaviour

# Findings - Indicators

## Individual

- Personality issues
- Abuse of power
- Incivility and rudeness
- Poor work performance
- Tardiness
- Lack of diligence
- Lack of empathy
- Excessive sick leave
- Alcohol issues
- Lack of pride in appearance
- High risk associations
- Inappropriate use of information
- Demonstrated cynicism regarding ethics
- Desire to work with specific staff
- Inappropriate use of time
- Embellished evidence to get a prosecution

# Findings - Indicators

## Group

- Duty failure
  - 'Noble cause'
  - 'Code of silence'
- Social functions with alcohol
- High rate of excessive force
- Excessive socialising with colleagues
- Cliques & alienation of others
- Failure to report issues
- High arrests but low convictions
- Uniform non-compliance

## Organisational

- High risk areas, which require autonomy but not clearly supervised
  - Special squads & remoteness
- Tenure – too long in one place
- The level of 'happiness' or confidence of the public in the police agency
- Transfers and mobility
- More dangerous jobs attract certain types of people

## Recommendations

1. Implement the use of identified indicators
  - Although, not in isolation
2. Strengthen ethical leadership, collaboration and support
3. Facilitate reporting of complaints
4. Implement a 'cradle to grave' approach to ethics training
5. Strengthen recruitment and promotion practices

## Use identified indicators

- 'the people who manifest some or all of these traits will be the ones who cause the major problems' (interviewees)
- Corrupt officers tend to gained notoriety early in their careers (Victorian OPI)
- Biannual training & awareness sessions for management level on indicators and their use
- Identify 'at risk' areas and ensure adequate supervision, rotation policies, adherence to dress code & monitoring of performance
- Consider an Early Intervention System

# Group Activity

- Scenario Examples.
- 4 x groups of 6
- Critically discuss 3 scenarios
- Report back as a group

■ Take a break



# Operational Leadership

## Providing Ethical Leadership

- Risk Factors & Indicators
- Considerations for Managers
- Taking Action – What is reasonable?

# Leadership Dilemmas

- Confrontation .....COURAGE
- ‘ONE OF THE BOYS’
- Managing upwards, the meat in the sandwich.

# Leadership strategies

- Lead by example
- Set clear parameters for the type of conduct which is acceptable
- Make confident decisions
- Communicate with staff
- Value staff

# Impact of failing to act

- Slippage – things going from bad to worse to terrible
- Impact on workplace
- Impact on individual
- Impact on families
- Impact on public confidence
- **STRESS**

# Challenges for the operational manager

- Dynamic and difficult environment
- High Workload
- Limited Resources, human and physical
- Morale
- Indifferent management

# Support for leaders

- Service Policy
- Performance Appraisal (PPA)
- Support Services – ADA, HSO, Chaplaincy
- Senior Officers
- Peer Support, Networks
- Compass (PPM)
- Training

■ “ .....one of the ideals of policing is that an effective police service helps to secure those social conditions in which human flourishing can take place and worthwhile projects can be pursued.....”

Robert Adlam

## **Operational Imperatives: Foundation of OPR**

- Know what is happening
- Know why it is happening
- Identify and apply resources
- Ensure something is being done –
  - Reactive policing
  - Problem solving
  - Preventative strategies
- Assessing the effectiveness of strategies and make adjustments

# Government

## Government Priorities

- Improving health care and strengthening services to the community
- Realising the Smart State through education, skills and innovation
- Protecting our children and enhancing community safety
- Protecting the environment for a sustainable future
- Growing a diverse economy and creating jobs
- Delivering responsive government

## \$ Treasury



# Strategic Planning

- Offers a *structured approach for making fundamental decisions* to clarify
  - » core business of the agency
  - » how it operates and what it intends to do
- *Establishes the Service's direction and priorities* by determining how it intends to achieve its goals
- *Establishes the 'outputs' it intends to deliver* to assist in achieving the Government priorities
- Ensures all its activities support the vision, direction and focus of the organisation

# QPS Strategic Plan 2010 - 2014

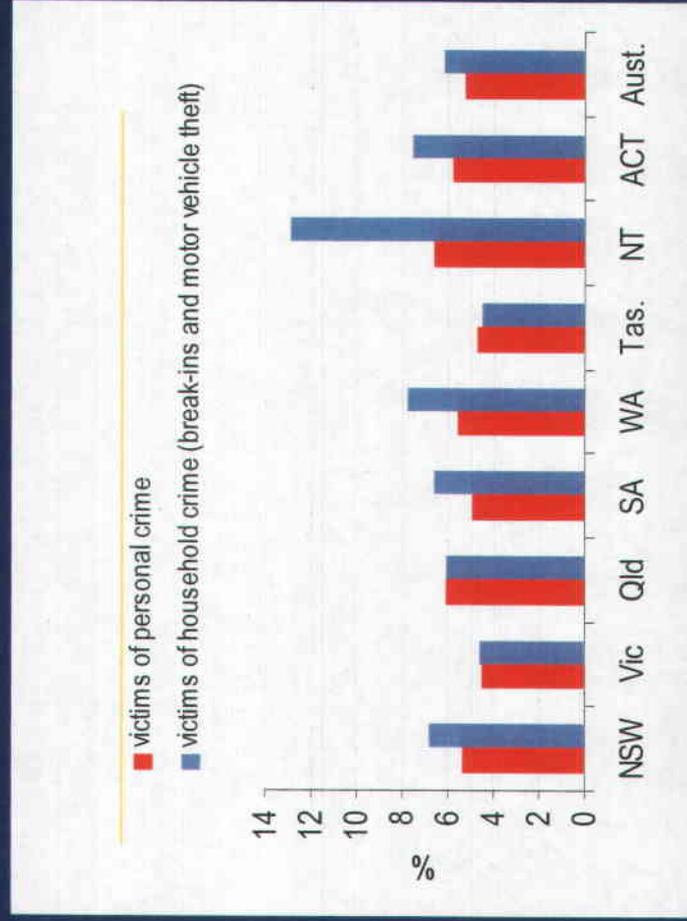
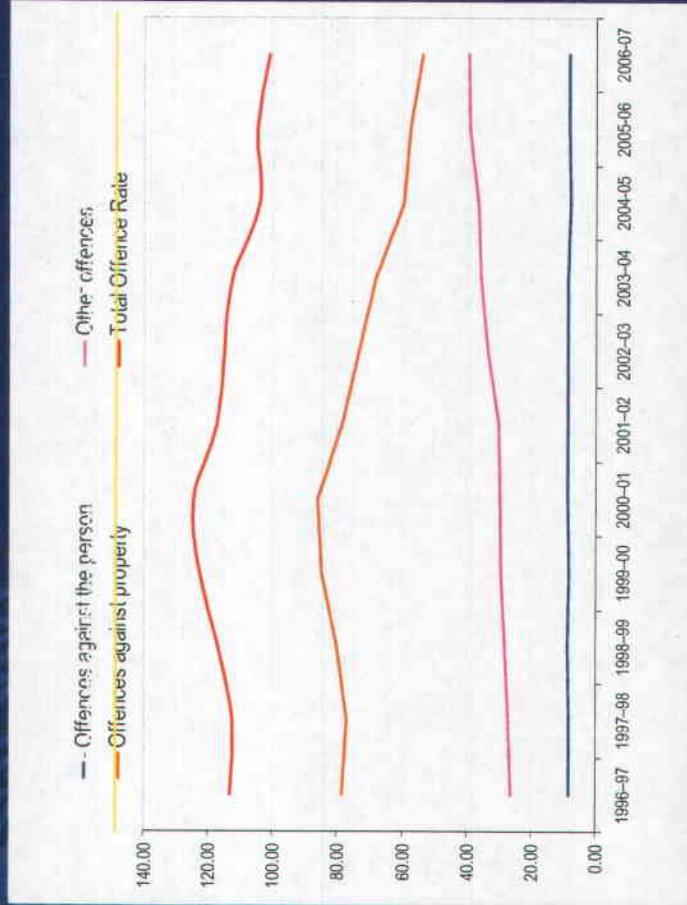
44

- **Values**
  - **Professionalism** / Performance/ People/ Partnerships
- **Objectives**
  - To enhance community confidence in and satisfaction with, policing in Queensland
- **Strategies to achieve objectives**
  - Promote ethical and professional behaviours
- **Performance Indicators**
  - Percentage of people satisfied or very satisfied with police services
  - public perception of police professionalism.

# On average, crime rates in Queensland are decreasing

The overall reported crime rate in Queensland is decreasing, primarily due to declines in property crime.

Nationally, Queensland victims of crime rates are "middle of the pack" for household crime, but relatively high for personal crime.



Source: Queensland Police Service Annual Statistical Review 2007; ABS, 2007 Australian Social trends Cat. # 4102.0

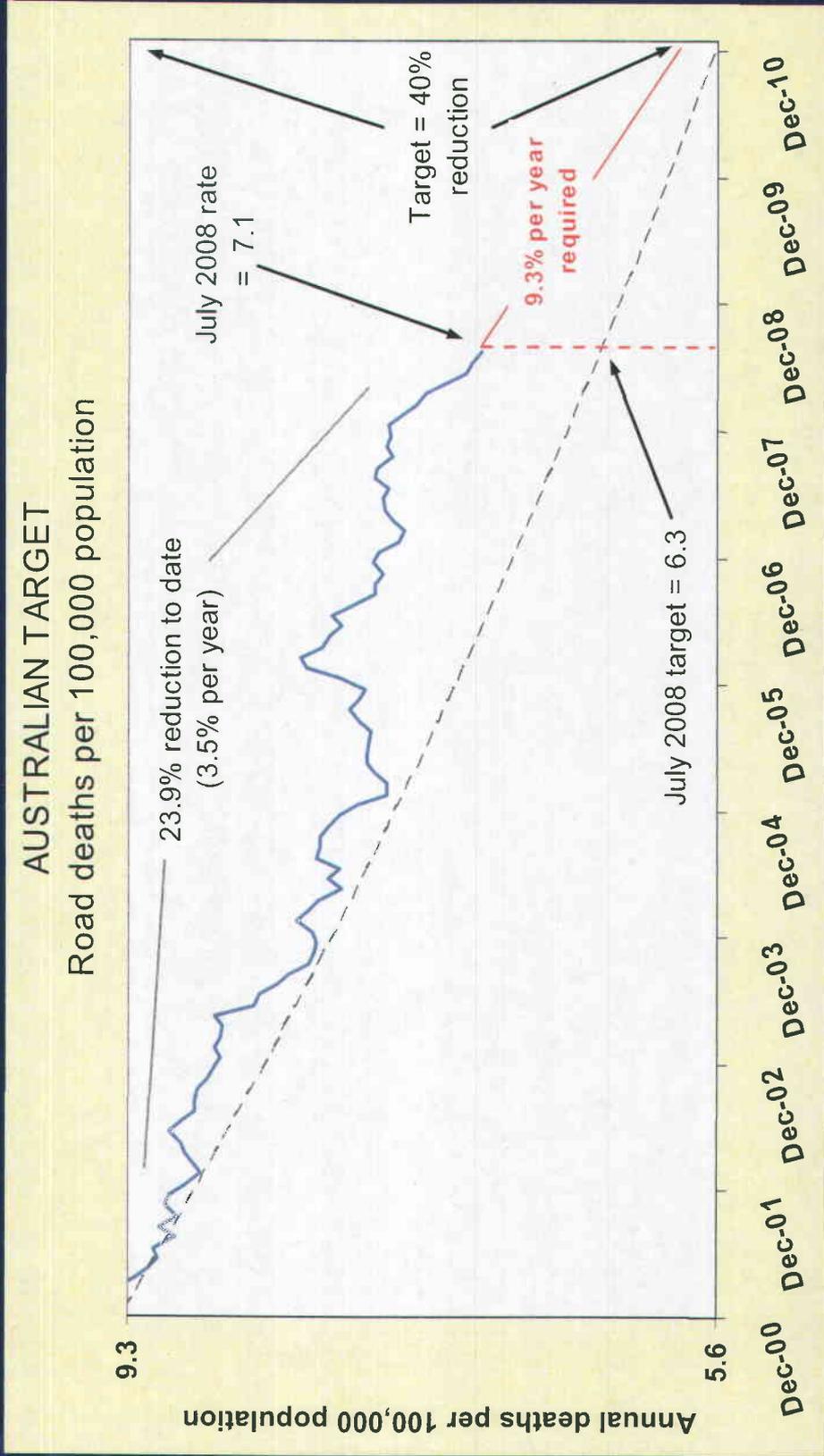
# Fatalities

Regions	2008 Progress Total	# Fatalities This Day 08	Total for Aug 08	2009 Progress Total	Fatalities This Day 09	Total for Aug 2009	2010 Progress Total	Fatalities this 2010	Progress To Date August 2010	Change 2009/10
Far Northern	18	1	2	35	1	3	14		0	-21
Northern	22		7	10		0	11		0	+1
Central	22	1	3	38		3	22		0	-16
North Coast	49	2	5	63	2	5	33		1	-30
Southern	29		7	30		6	29		0	-1
South Eastern	43	1	5	20		5	12		0	-8
Metro North	6		2	12		0	7		0	-5
Metro South	12		3	14		1	15		0	+1
<b>Total:</b>	<b>201</b>	<b>5</b>	<b>34</b>	<b>222</b>	<b>3</b>	<b>23</b>	<b>143</b>	<b>0</b>	<b>1</b>	<b>-79</b>

As at 8 August 2010

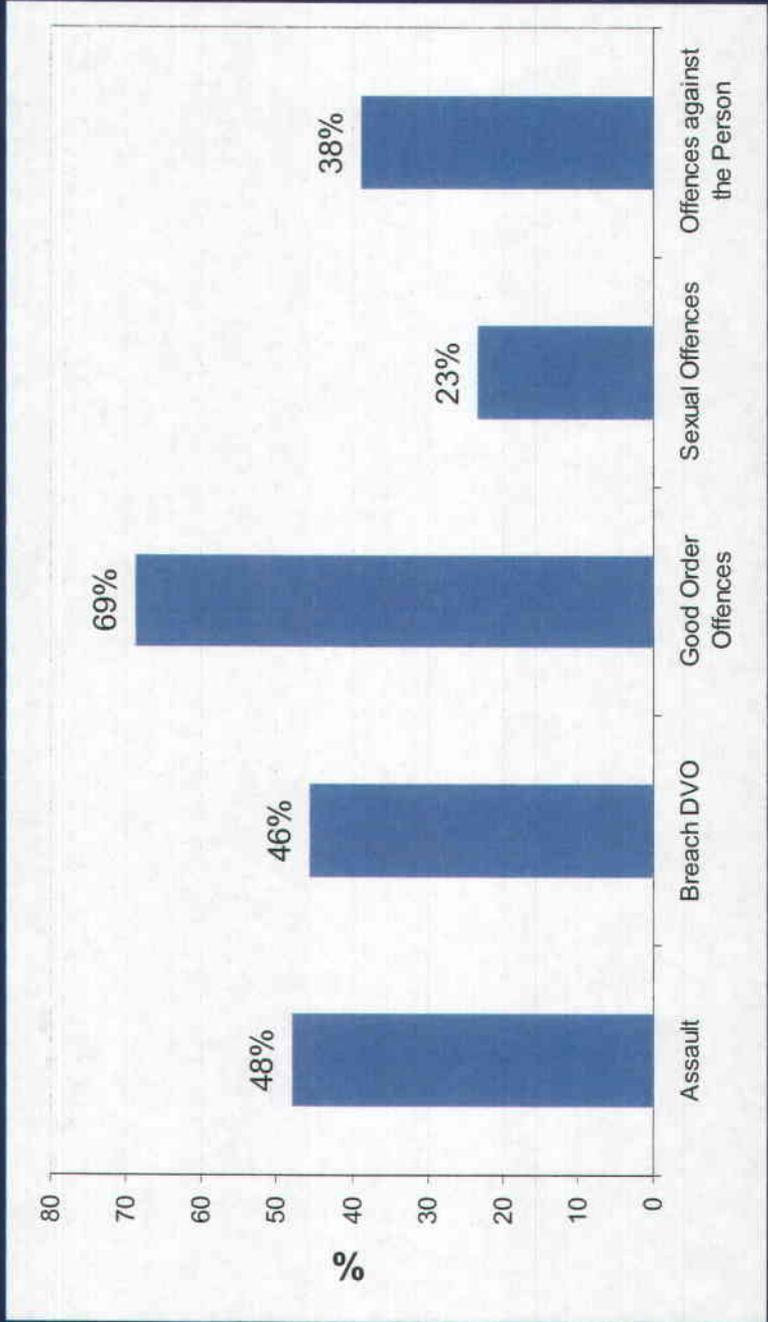
# National Comparison

Comparison Jurisdictional Performance Towards 2010 National Target of 5.6 deaths per 100,000 population



# Alcohol and drugs are big factors in criminal behaviour

Proportion of substance\* involvement in selected reported offences (2008-09)



Note: \*Substance is defined as drugs, alcohol, volatile substance and any other substance.

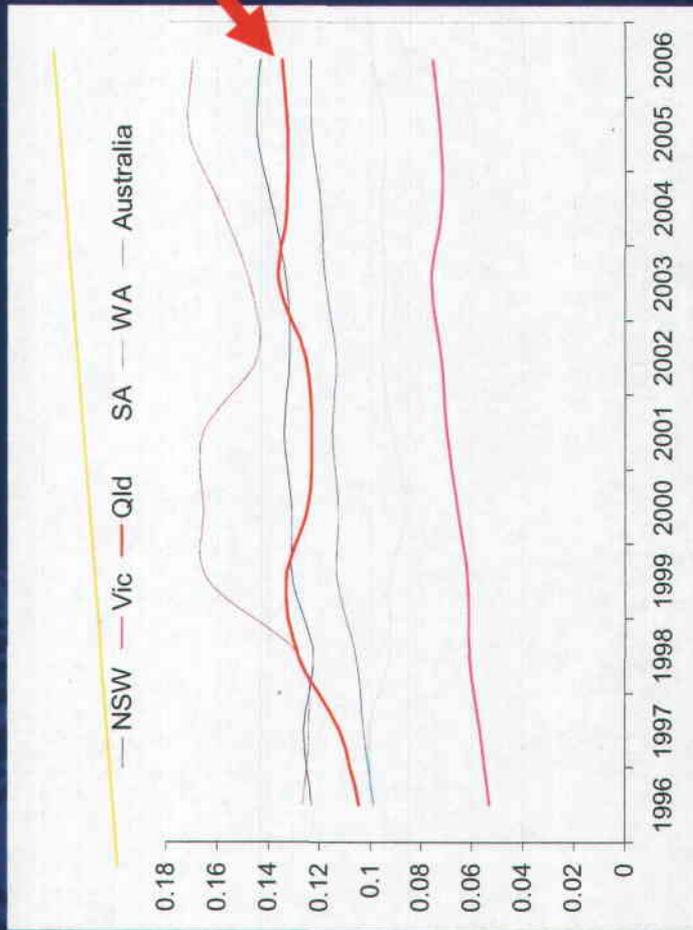
Source: Unpublished Queensland Police Service data.

# Imprisonment and lifetime recidivism rates are high in Queensland

Queensland has the second-highest number of prisoners in the country and is in the top half of jurisdictions with high percentages of the population in prison.

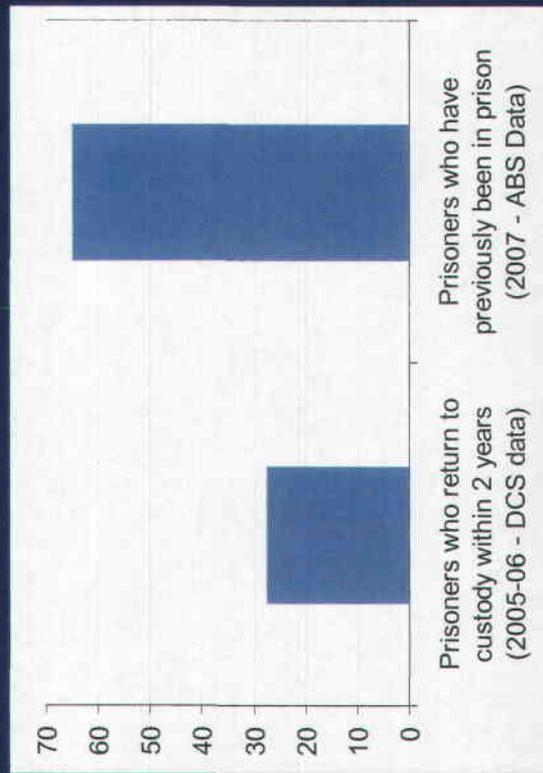
The rate of prisoner return to custody within two years of release from prison is just over a quarter (27.6%), the lowest in the country.

However, measured across all years, almost two-thirds (65.2%) of the Queensland prison population has previously been in prison.



Source: Queensland Corrective Services data; ABS Prisoners in Australia Cat # 45170.0

Proportion of prisoners who have been in prison before



## Participants

- Chaired by Commissioner
- Deputy Chief Executive Officers
- A/C's ESC, State Crime and Operations Support Commands
- Regional Assistant Commissioner/Director and Chief Supt. present
- Guests at remote OPR's
- Approximately 2 – 3 hours per District
- 100 – 110 PowerPoint slides on two screens



## Aspects of the Process

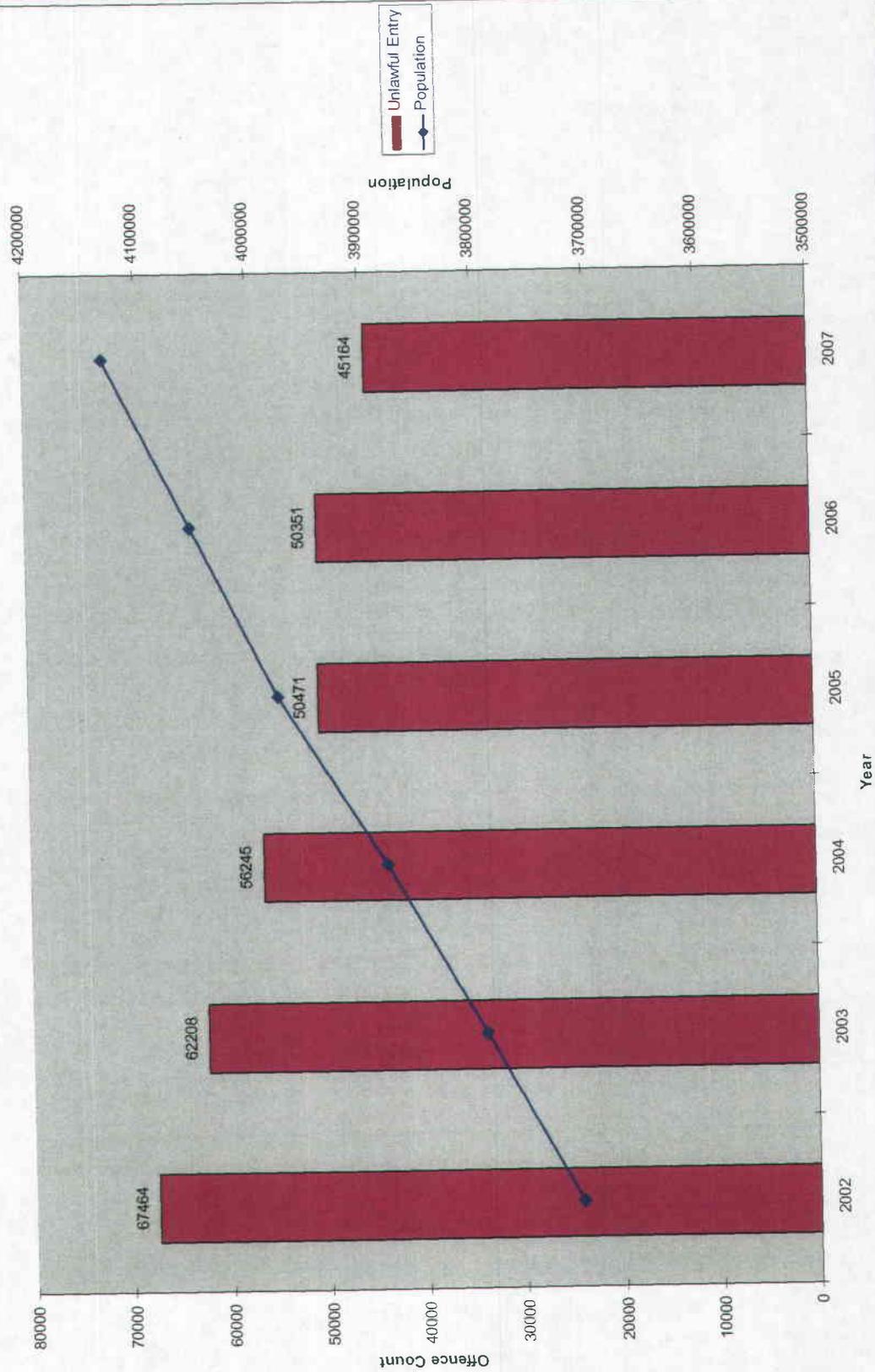
- Mainstreaming problem solving
- Positive and constructive process - Internal accountability
- Communicating strategic intention directly *TO* practitioners in the field
- Corporate levels better informed *BY* practitioners in the field
- Managers can showcase activities
- Improved service delivery to the community

# Performance Management

- **Should Deliver:**
- **Improvement in Service Delivery**
- **Accountability for the Management of Resources and Service Delivery to:**
  - **Government:** for the use of the resources it provides for use by the Police
  - **Community:** for the services the QPS delivers in fulfillment of legislative and common law responsibilities

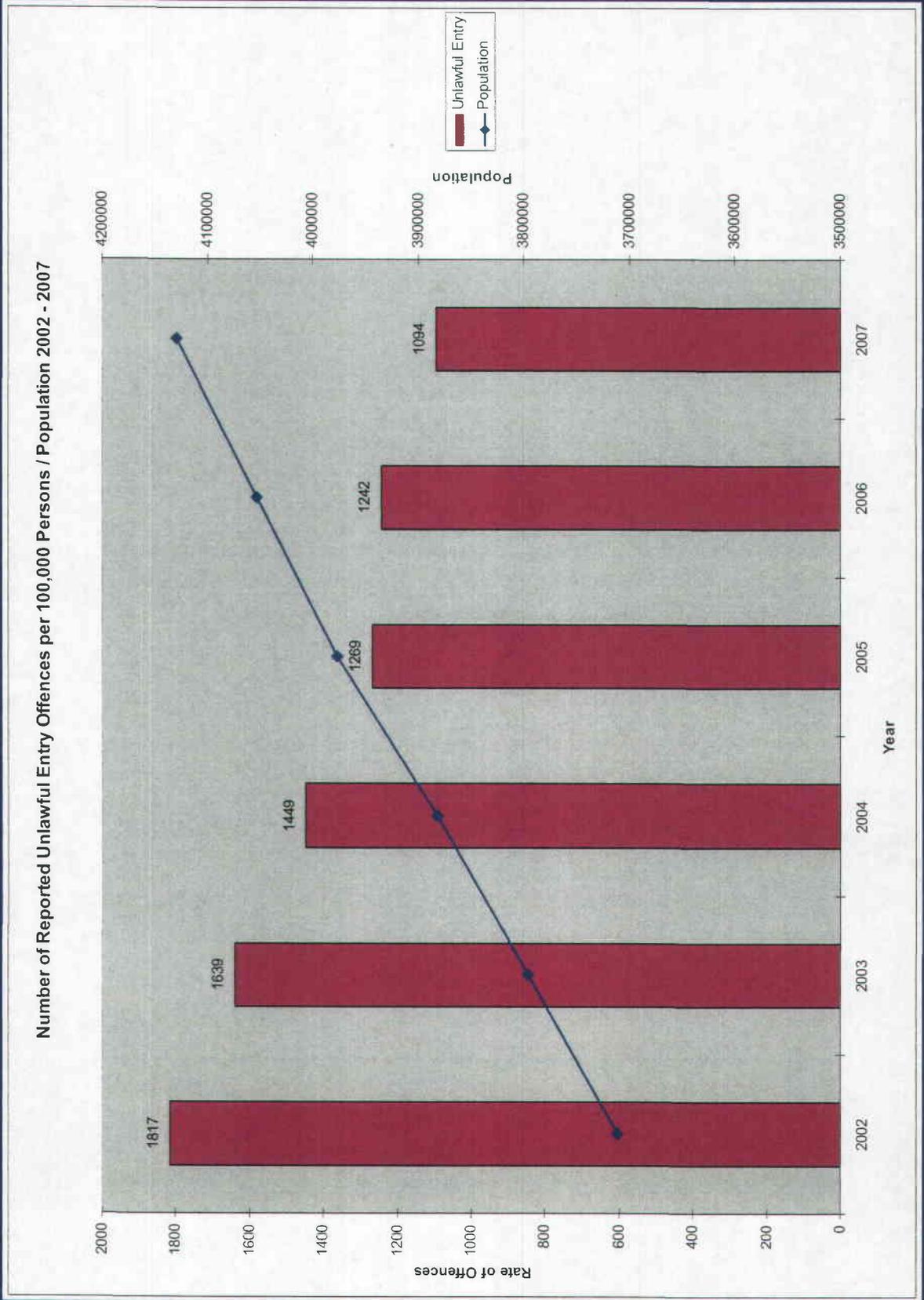
# Achievements – No. of Unlawful Entry offences

Number of Reported Unlawful Entry Offences / Queensland Population 2002 - 2007



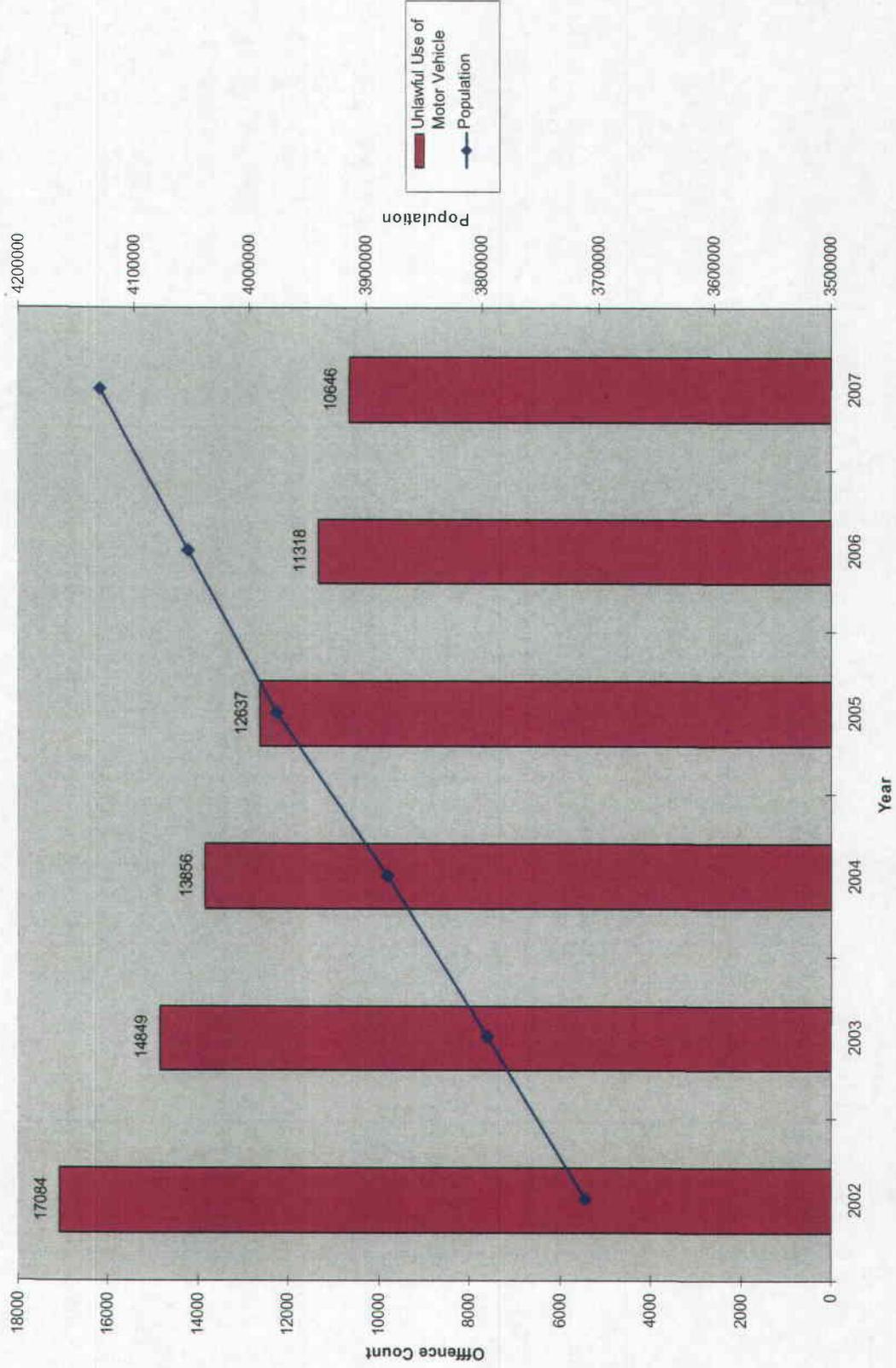
# Achievements – Rate of Unlawful Entry Offences

## Entry Offences



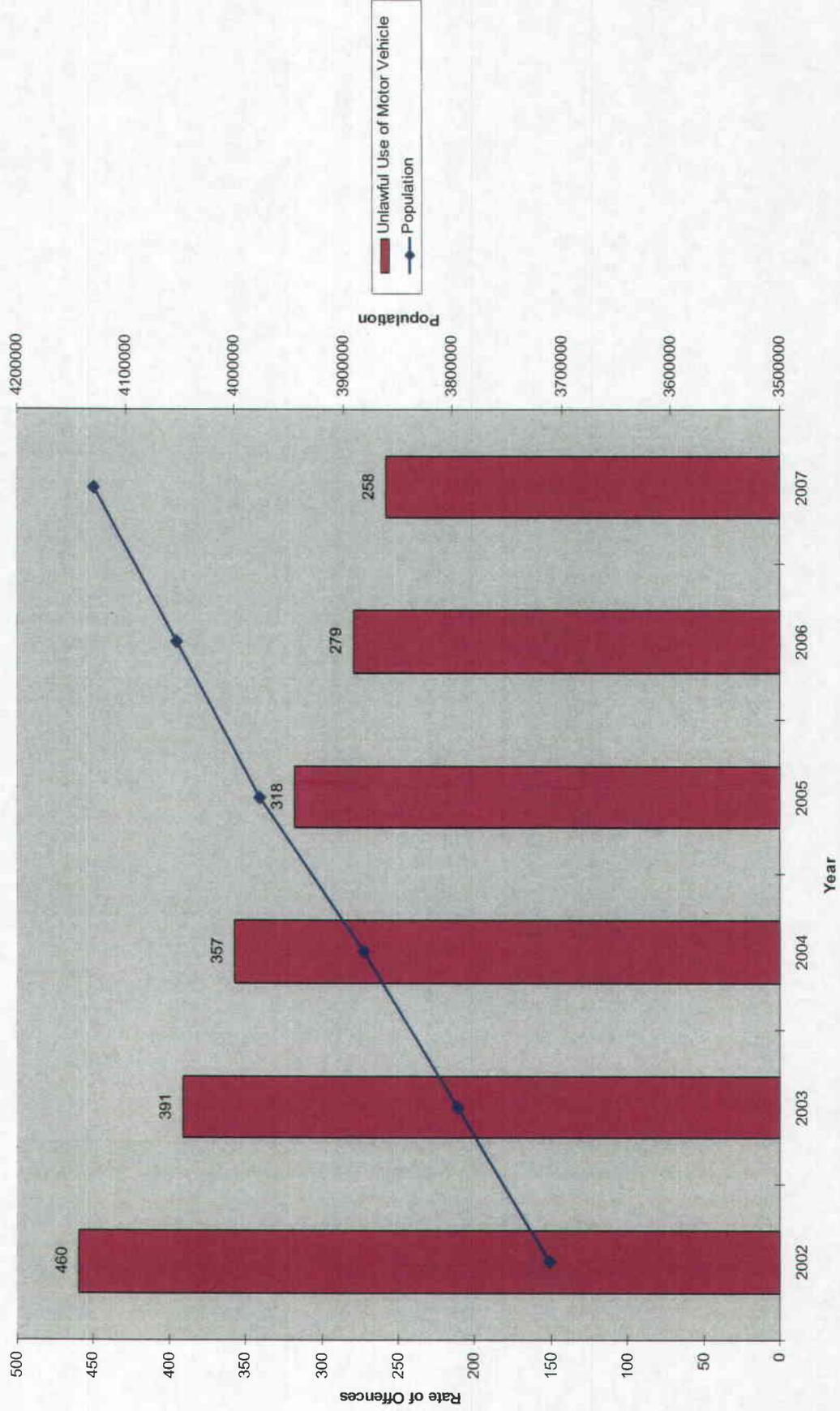
# Achievements – No. of UUMV

Number of Reported UUMV / Population 2002-2007



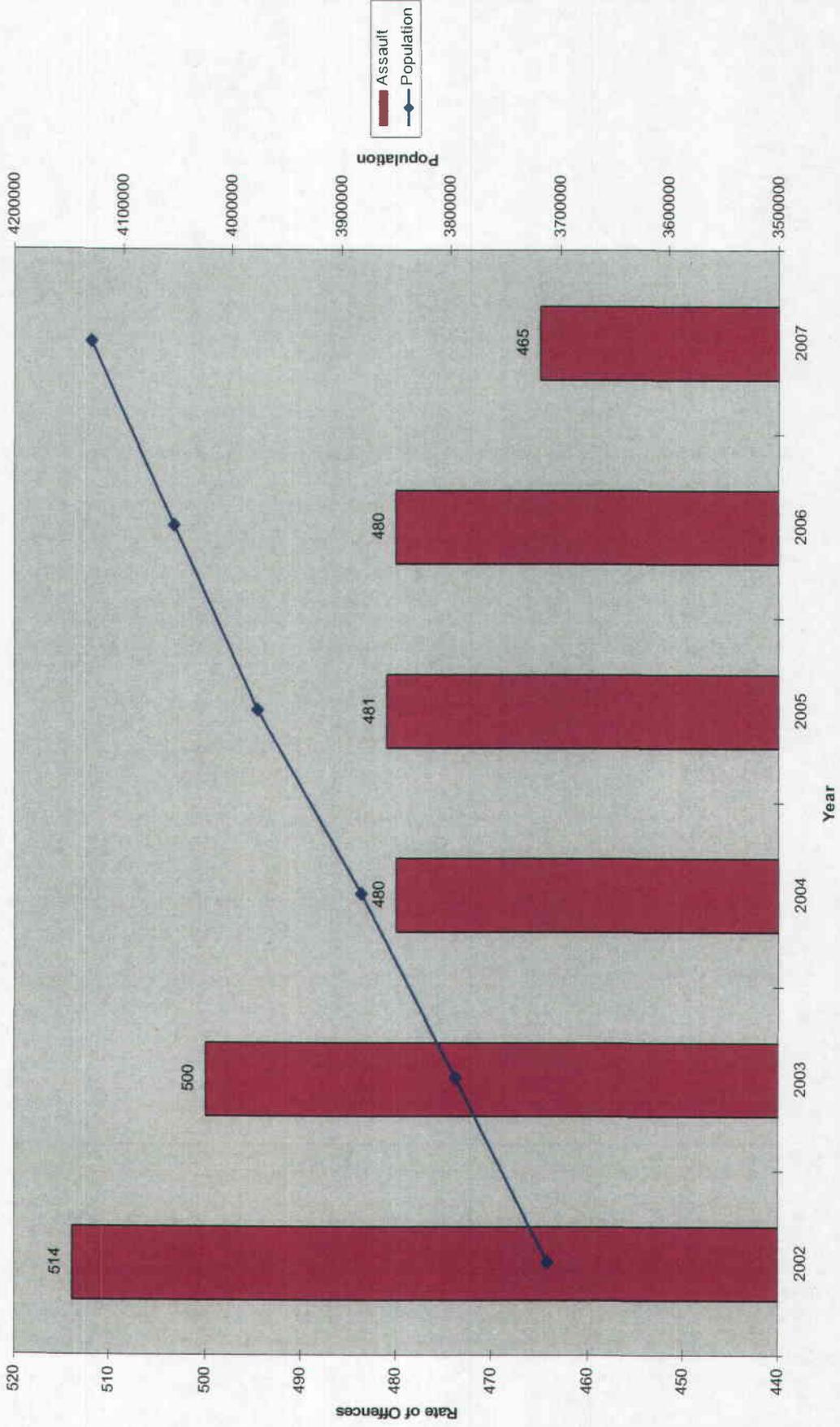
# Achievements – Rate of UUMV

Number of Reported UUMV Offences per 100,000 persons / Population 2002 - 2007

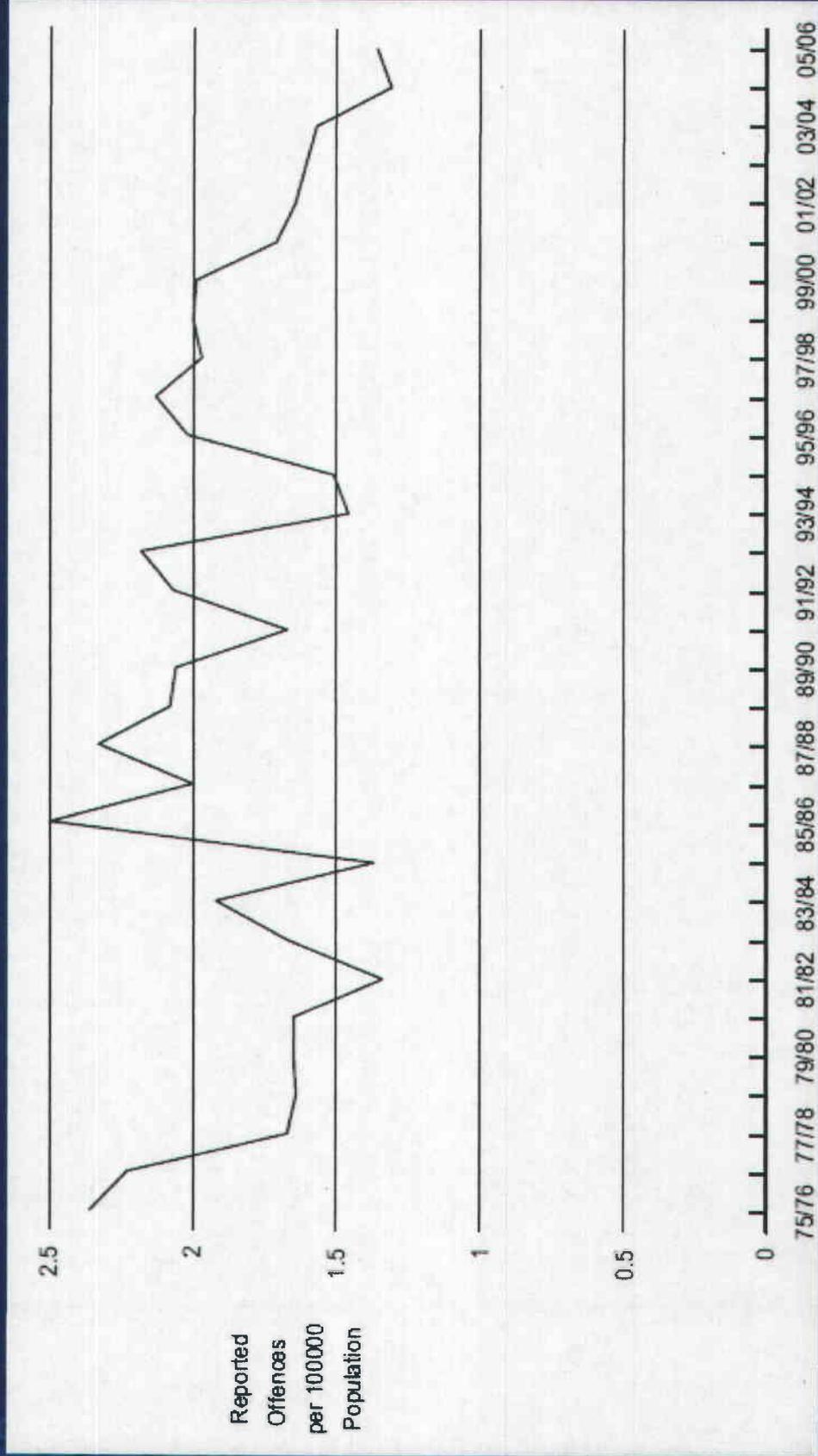


# Achievements – Rate of Assaults

Number of Reported Assault Offences per 100,000 persons / Population 2002 - 2007

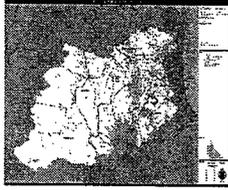


# Annual Crime Trends 1975/76 to 2005/06 Homicide (Murder)



Source: Queensland Police Service Annual Statistical Review 2005/06

# Coomera District



## Sergeants Development Workshop

10 March 2010

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### Time Table

9.00am	<b>Opening, District Vision &amp; Challenges</b> District Officer - Inspector Steve Flori
9.30am	<b>Leadership</b> Inspector Gary Pettiford
10.30am	<b>Morning tea</b>
10.45am	<b>Complaint Management</b> Inspector Gary Pettiford
11.00am	<b>Slippage in Ethical Practices and Behaviour</b> Assistant Commissioner Paul Wilson
12.00pm	<b>Lunch</b>
12.30pm	<b>Supervision, Communication, &amp; Negotiation - SERGEANTS</b> Senior Sergeant Matt Maioy
3.00pm	<b>Closure</b> Inspector Steve Flori
3.10pm	<b>Job applications + Interviewing skills</b> Inspector Gary Pettiford

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## LEADERSHIP

- What is it?
- Leadership v Management
- Who are the leaders in the QPS?
- What are the traits of a leader?
- Natural v learned?
- Can it be developed?
- Types of leadership?
- Command and Control
- Leadership in a crises

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# LEADERSHIP

(Sir Ernest Shackleton)



(1874 – 1922)

Antarctic  
Explorer

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## Introduction

### ■ The Endurance expedition (1914 – 1916)

- ◆ 28 men, 68 dogs
- ◆ Ship trapped in ice in Weddell Sea in Antarctica for 11 months
- ◆ Ship crushed by ice in November 1915
- ◆ Men left with 3 small boats
- ◆ Spent next 5 months drifting on iceberg
- ◆ Sailed to Elephant Island (April 1916)
- ◆ Shackleton + 5 sail to South Georgia
- ◆ Trek across glaciers & mountains to Whaling Station
- ◆ 30 August 1916 – crew rescued from Elephant Island – all 28 survived



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## Topics of Discussion



- Expedition - a successful failure
- Shackleton never led a group > 28
- Failed to reach nearly every goal he set
- Ignored good advice
- However, considered the best ever leader in a 'crises'
- Leadership built upon camaraderie, loyalty, responsibility, determination & (above all) optimism
- Lessons from Shackleton

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## 1. Developing leadership skills

- Cultivate a sense of compassion & responsibility for others
- Once you make a career decision stick to it through the tough learning period
- Do your part to help create an upbeat work environment
- See things through different perspectives (leads to greater flexibility)
- Seize new opportunities & learn new skills
- Turn setbacks & failures to your advantage
- Be bold in vision and careful in planning
- Learn from past mistakes
- Never insist on reaching a goal at any cost
- Don't be drawn into public disputes with rivals (you may need their cooperation one day)

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## 2. Selecting & organising your staff

- Start with solid core of known & trusted workers
- No. 2 is vital – complementary & loyal; but not a 'yes man'
- Staff must share your vision
- Recruit creative persons with personality & values
- Encourage camaraderie, loyalty & optimism
- Look for recruits who are willing to tackle any job
- Don't feel threatened by the expertise of others
- Enable effective communication processes
- Provide the best equipment you can afford

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## 3. Forging a united & loyal team

- Take time to observe before acting
- Changes should be aimed at improvement
- Open door policy
- Establish order and discipline
- Provide challenging tasks
- Have employees work together – leads to trust, respect & even friendship
- Be fair & impartial – even the favoured feel uncomfortable
- Lead by example – it gives you the opportunity to set a high standard
- Have regular gatherings – formal & informal

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## 4. Developing individual talent

- Create the 'right' work environment
- Promote the well-being of your staff (health bodies & minds)
- Challenge every employee
- Promote appreciation for efforts and contributions
- Match the person to the position
- Give consistent feedback on performance
- Strive for work relationships that have a human as well as professional element
- Reward the individual as well as the group – public acknowledgement makes an employee feel appreciated
- Be tolerant – know each employee's strengths & weaknesses, and set reasonable expectations

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## 5. Getting through a crises

- Immediately address the staff – take charge, offer a plan of action, ask for support & show absolute confidence in a positive outcome
- Direct leadership is crucial in emergency situations
- Plan several options in detail – consider possible consequences but keep an eye on the big picture
- Streamline operations
- Keep staff on course – occasional reality check may be needed
- Keep your malcontents close to you – try to win them over and gain their support
- Defuse tension
- Let go of the past – don't blame or waste time on past mistakes you can't change
- Get advice & information from a variety of sources but ultimately make decisions on your own best judgement
- Let all people involved in the crises participate in the solution
- Be patient – sometimes the best course of action is to do nothing but watch and wait
- Give your staff plenty of time to get used to the ideas of an unpopular decision

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## 6. Forming groups for tough tasks

- Divide staff into teams – they won't all be equal
- Give the tedious tasks to 'workhorses' who don't complain
- Empower team leaders
- Don't be afraid to change your mind when things aren't working
- Be self-sacrificing
- Give a show of confidence in those acting in your stead
- Never confront an individual on their weaknesses in front of others

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## 7. Determination to move forward

- Go for broke – sometimes the potential rewards at the end of a daring venture justify the risks of a failure
- Seek inspiration from others & keep your perspective
- Congratulate yourself and your staff when a job is well done
- Motivate your staff to be independent
- Let your staff inspire you
- Make sure the whole job is done – you have the responsibility to see the work through to its successful completion

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## Conclusion



- Shackleton's thoughts on leadership -

- ◆ There are lots of good things in the world, ... comradeship is the best one of them all
- ◆ Optimism is true moral courage
- ◆ Leadership is a fine thing but it has its penalties ... the greatest is loneliness
- ◆ The loyalty of your staff is a sacred trust you carry – you must never betray it
- ◆ If you are a true leader you have got to keep going

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## Questions ?



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## Complaint Management

- Role of SER PPM
- Role of District PPM
- QP464 v QP465 v QP466
- Delegation of investigation files
- Delegation of PI (MR) files
- Completion of investigation files
- Completion of PI (MR) files
- Verity

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## Slippage in Ethical Practices and Behaviour



Assistant Commissioner Paul Wilson

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- Supervision
- Ethics
- Responsibilities (in relation to staff)
- Guidance (leadership)
- Enthusiasm (self & motivation of staff)
- Appraisal (PPA requirements)
- Negotiation/communication
- Transparency (in actions)
- Slippage (prevention of )

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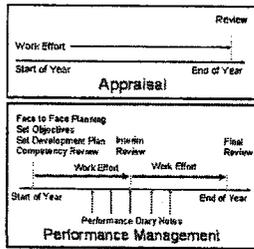
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## Performance Appraisal v Management



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## Teamwork



The Robber's Cave Experiment

Muzafer Sherif, 1954

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- Salesperson
- Educator
- Referee
- Guardian
- Expert (on everything)
- Administrator
- Negotiator
- Team Leader
- Shrink

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*We cannot solve our problems with  
the same thinking we used when  
we created them.*

**Albert Einstein**



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### **Tactical Communication**

*"The ability to say the  
right thing in the right  
way and at the right  
time so as to achieve a  
desired result or a  
desired response."*

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### **Verbal v Non-Verbal Communication**

- 7% Verbal, 38% tone, 55% body
- Silence is an important communication tool

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## Positional Negotiation

- Positional Bargaining is a contest of will
- The more a party clarifies their position and defends it against attack – the more committed they become to it
- Ego becomes involved and people don't want to lose face

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## Interests

- Position – What You Want
- Interest – Why You Want it
- Interests are closely related to needs
- Need to also consider what the other party want

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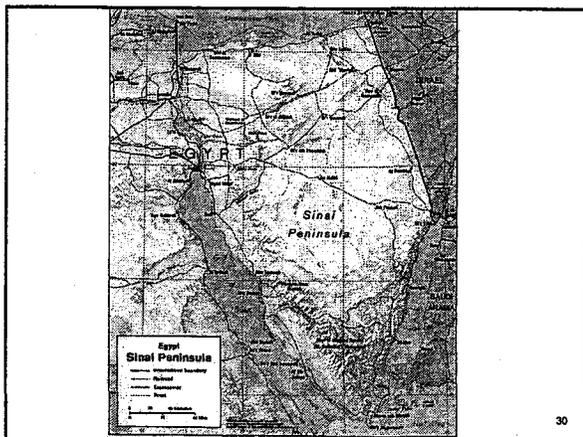
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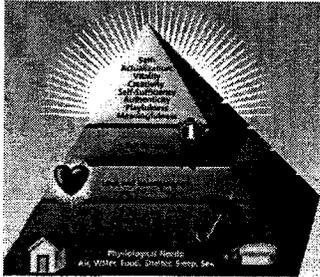
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## Motivation



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## Non-Financial Incentives

- Offer sincere praise and recognition
- Give appropriate feedback on performance
- Encourage participation (teamwork)
- Increase accountability for their own work
- Give complete units of work where possible

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## Feedback

- Praise in public – Reprimand in private
- Always document feedback
- Correction is essential for development
- Appropriate feedback and supervision is not bullying
- It's all in the delivery

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### Supervision of Staff is like a Full Wheelbarrow



Once it is moving, you just need to keep up the momentum and exercise a bit of control.

If it falls over, an awful lot of work is required to get it back to its previous state.

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### Attributes Supporting Communication

- Assertiveness
  - Say what you mean
  - Speak with authority
  - Respect other people and their views
  - Be empathetic to the situation of others
- Integrity
  - Mean what you say
  - Be honest
  - Accept and rectify your own mistakes – manage the mistakes of others

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### Management Style



Laissez-Faire



Autocratic

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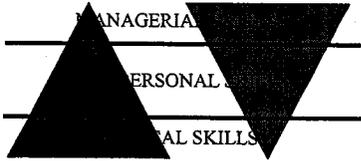
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## Changing Skill Set During Career Progression

Junior Level      Senior Level



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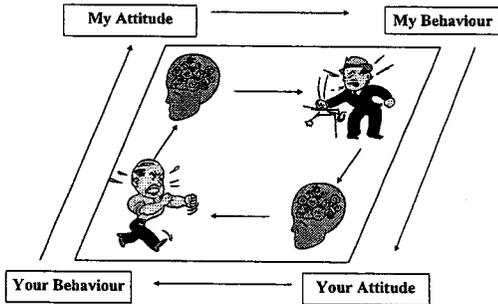
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## Bataris Box



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## Perceptions

جهاد  
Jihad



To struggle to improve one's  
self or society

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## Closing comments

- Final address by the Coomera District Officer - Inspector Steve Flori

Questions



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## Job applications & Interview skills

- Where are you now and where are you heading?
  - ◆ Current skills/competencies
  - ◆ Required skills/competencies
  - ◆ Family considerations
- Dangers of multiple applications (cutting and pasting of KSCs)
- The application:
  - ◆ What is the position (function)?
  - ◆ What are the principle responsibilities?
  - ◆ What are the key selection criteria?
  - ◆ Don't just start typing!

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## How to address the KSCs:

- Always relate back to the function and principle responsibilities
- Undo the puzzle
  - What is each KSC actually asking for?
  - Elementise
  - Your examples - write down (2 per element)
  - Put examples into each element category
- Redo the puzzle
- Construct the application (use headings and dot points) -
  - S - Situation
  - T - Task
  - A - Action
  - R - Response
  - V - Validation
- "Find a friend" - the value of proof reading
- You must sell yourself, but be factual. The panel can only rely on the information in the application.

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### Example of elementising a KSC –

“Demonstrated high level of skill in oral and written communication and negotiating with officers at all levels and the public in general”

- Demonstrated high level of skill in:

- ◆ oral communication
- ◆ written communication
- ◆ negotiating with:
  - \* officers at all levels; and
  - \* the public in general

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### The interview:

- Be confident
- Sell yourself
- Use verbal and non-verbal communication skills
- There will always be at least one question for each KSC
- Answering a question -
  - ◆ I - Issues
  - ◆ R - Rating
  - ◆ A - Action
- Conclusion to interview -
  - ◆ Sell yourself

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Questions ?



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# Coomera Police District

## Sergeant's Development Workshop

### QC0918

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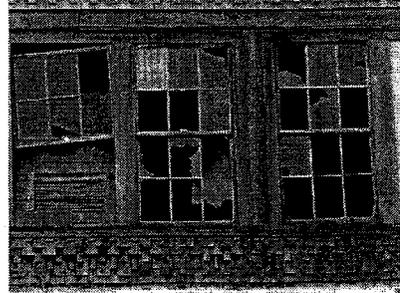
# Supervision

Supervision refers to the activities conducted by individuals who have a responsibility to oversee the productivity and progress of employees who report directly to the them. Supervision is a management activity and therefore supervisors have a management role in the organisation.

Supervisors perform all the management functions of planning, organising, leading and controlling, however such activities relate to the day to day activities of the organisation rather than the more strategic aspects generally linked to more senior managers. The terms supervision and management, as they relate to staff are therefore interchangeable.

Supervision requires constant vigilance, consider the analogy with the following well-known example:

*Consider a building with a few broken windows. If the windows are not repaired, the tendency is for vandals to break a few more windows. Eventually, they may even break into the building, and if it's unoccupied, perhaps become squatters or light fires inside.*



*Or consider a sidewalk. Some litter accumulates. Soon, more litter accumulates. Eventually, people even start leaving bags of trash from take-out restaurants there or breaking into cars.<sup>1</sup>*

Supervisors have the front-line responsibility for ensuring that standards are maintained. Failure to address minor performance issues such as tardiness, lack of attention to detail, failure to meet deadlines and poor dress standards, can very quickly develop into substantial liberties being taken and substantial degradation within the work unit. Failure to monitor and take action (and document such activity) can leave supervisors with very little recourse when the more serious matters develop.

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<sup>1</sup> James Q. Wilson and George L. Kelling. "BROKEN WINDOWS: The police and neighborhood safety" accessed via [http://www.manhattan-institute.org/pdf/\\_atlantic\\_monthly-broken\\_windows.pdf](http://www.manhattan-institute.org/pdf/_atlantic_monthly-broken_windows.pdf)

## *Supervision Essentials*

The key factors to be focussed on by supervisors are: communication, negotiation, leadership, motivation, career planning and development, performance management, conflict resolution, team building.

The following list of these attributes and how they link to each other is a very simplistic demonstration of how the key component to being a good supervisor is to have good communication skills.

- a strong team has less conflict
- with less conflict the performance of members is often better
- if people perform well they are better placed in relation to career development
- people with a career plan are generally more motivated
- motivated people are easier to lead as well as being better leaders
- good leaders make good negotiators
- negotiation is no more than a style of good communication

**EVERY THING COMES BACK TO GOOD COMMUNICATION**

## **Key Supervisor Attributes**

Assertiveness and Integrity are two of the most important attributes of a good communicator and subsequently they are essential for a good supervisor.

<i>Assertiveness</i>	<i>Integrity</i>
<ul style="list-style-type: none"><li>• Say what you mean</li><li>• Speak with authority</li><li>• Respect other people and their views</li><li>• Be empathetic to the situation of others</li></ul>	<ul style="list-style-type: none"><li>• Mean what you say</li><li>• Be honest</li><li>• Be Transparent</li><li>• Accept/rectify your mistakes – manage the mistakes of others</li><li>• Take responsibility for your own actions and for things that occur within your sphere of influence</li></ul>

## People Management/Supervision Style

At some stage we have all probably known a person who was autocratic in the way that they deal with people. Being very directional and authoritative can however have its place when supervising staff. By the same token we have probably all known people who we may consider easily swayed or a bit too warm and fuzzy – this too however is suitable in certain circumstances when managing staff.



**Laissez-Faire**



**Autocratic**

Many people indicate that a suitable management style would sit in the middle, or a little to the right of middle on the above continuum. A good management style however is one that can adapt to the situation and address the circumstances using appropriate interpersonal and management strategies, depending on the issues that they are faced with.

### Perceptions/Biases

A key skill of a good supervisor is the ability to recognise personal biases and perceptions and control them. It is how, as an individual, we manage the biases and perceptions that we have, that is a key factor in how professional we can be when dealing with a diverse work force. Just because there is a person who is not the greatest performer and maybe has a poor attitude, does not give a supervisor justification to treat that person in a demeaning fashion – this does not mean that they should not be treated differently. Equity is not equality and different people have to be treated differently – it may however require a supervisor to treat someone ‘better’ – i.e. give them a development opportunity to motivate them, provide them with a mentor etc. This is not always suitable, but a supervisor must look at innovative ways to achieve results.

It is our choice how much impact our biases have – on us, and on other people. If our biases control us, rather than the other way around, there is little chance that we can perform professionally, particularly in the role of supervisor.

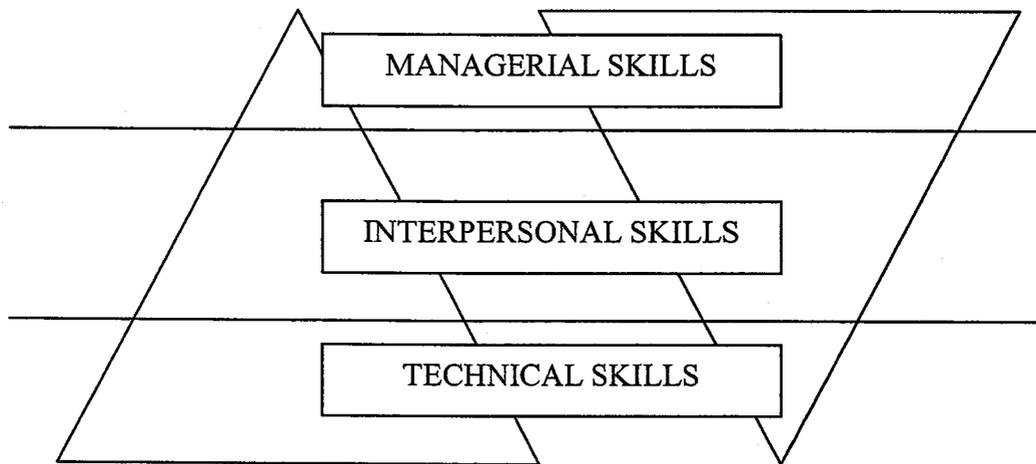
Everyone is a prisoner of his own experiences. No one can eliminate prejudices – just recognize them.

[http://www.quotationspage.com/quotes/Edward\\_R.\\_Murrow/](http://www.quotationspage.com/quotes/Edward_R._Murrow/)  
Edward R. Murrow (1908 - 1965),  
*television broadcast*  
*December 31, 1955*

Never try to reason the prejudice out of a man. It was not reasoned into him, and cannot be reasoned out.

[http://www.quotationspage.com/quotes/Sydney\\_Smith/](http://www.quotationspage.com/quotes/Sydney_Smith/)  
Sydney Smith (1771 - 1845)

## Changing Skill Set Required During Career Progression



The above diagram indicates the skill set required at a junior and senior level within an organisation. When at the entry/lower levels of the organisation it is imperative that an employee have a higher level of technical skills, whereas this is not as important for senior managers. Interpersonal skills are always important, however management skills become more important when at a higher level

Many organisations, particularly government organisations, such as police, education, health etc, tend to promote their staff from within and generally as a result of the persons solid technical skills. Unfortunately, holding a high level of technical skill and a low level of managerial skill does not translate into effective management processes as a person advances through an organisation.

## What is communication?

Communication has a multitude of definitions which is indicative of how complex the concept of communication is, and how communication can mean different things to different people. Rather than define communication, Watzlawick<sup>2</sup> proposed 5 axioms of communication. Although developed in 1967, these axioms remain relevant and are continually referenced in discussions, not just on what communication is, but also on the interpretation of communication.

### Axiom 1

*“One cannot not communicate”*

We continually communicate – our mere presence communicates many things to many people. Any action or behaviour is a source of communication – it is impossible not to communicate. Even when asleep we communicate – a person observing us asleep will generally identify that we are sleeping and largely assume that we do not want to be disturbed.

### Axiom 2

*“Every communication has a content and relationship aspect such that the latter classifies the former and is therefore a meta-communication”*

Communication is more than the words spoken and the other verbal and non-verbal nuances that go with the spoken word. The relationship between parties will affect how the communication is interpreted. We communicate differently with different people such that the communication will not be perceived or interpreted incorrectly. Whereas a person might be quite comfortable telling a dirty joke in a pub on a Friday afternoon to a group of friends, they might not be so comfortable telling the same joke in front of their boss and colleagues in the Monday morning management meeting. Both the delivery and the reception of messages will vary depending on the relationship between the parties and the parties perception of this relationship.

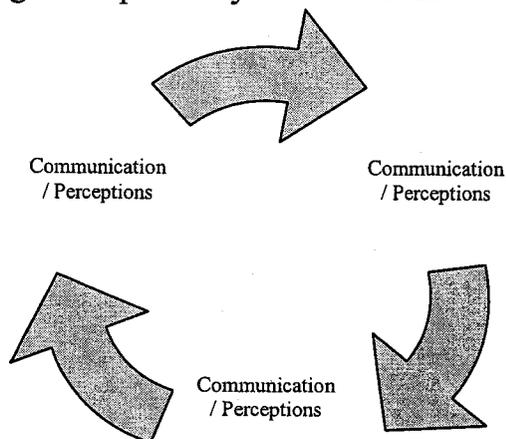
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<sup>2</sup> P. Watzlawick, J. Beavin-Bavelas & D. Jackson, “Some Tentative Axioms of Communication” in *Pragmatics of Human Communication – A Study of Interactional Patterns, Pathologies and Paradoxes*, 1967, W.W.Norton, New York

### Axiom 3

*“The nature of a relationship is dependent on the punctuation of the partners communication procedures”*

This axiom can be described as a discussion on action v reaction, or the age old quandary of what came first – the chicken or the egg.



Communication by its very nature is cyclic, it is not a simple case of cause and effect. This is largely due to the perceptions, behaviours and values of individuals involved in the process. When a worker is given an unpleasant task to do, the supervisor may see this as the beginning of a communication, however the worker may see it as a result of the fact that they were

sick the previous week. The relationship, and therefore any prior communication, will form part of the cycle of communication however individuals can ‘punctuate’ the communication to best fit their personal viewpoint or objective (e.g. a person who is assaulted may have you believe it was for absolutely no reason – however this is rarely the case – there is generally some interaction that led to the assault).

### Axiom 4

*“Human communication involves both digital and analogic modalities”*

In essence this axiom refers to spoken and unspoken communication. ‘Digital’ refers to words and other specific acts and gestures with a generally defined meaning. ‘Analogic’ refers to those actions that could be deemed to be analogous with a certain meaning. In reference to the previous example – although no words are spoken a person observed sleeping would be considered a digital communication, however the analogous communication would be that they do not want to be disturbed.

## Axiom 5

*“Inter-human communication procedures are either symmetric or complementary”*



A symmetric relationship is where the parties feel that they can communicate as equals. This does not mean that they have to be equal in standing. Two members in a work unit, may hold different positions e.g. supervisor / subordinate – this does not mean however that the actions of one, or both of them can't lead to an equal footing for the purpose of communication. Similarly, two people of an equal standing may not be equal when it comes to their capacity to communicate or negotiate.

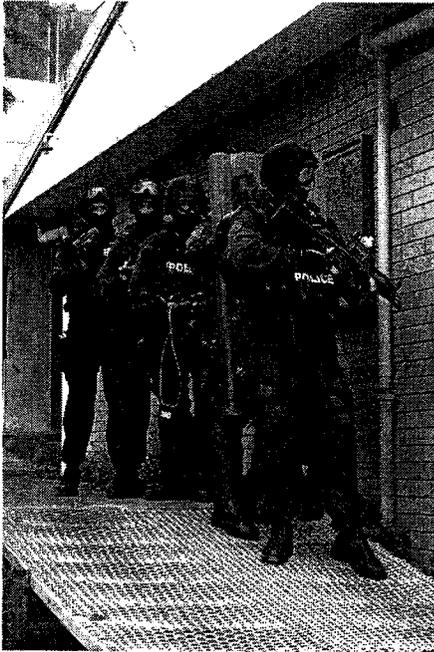
A complementary relationship is one in which there is unequal power, such as parent/child, boss/worker, teacher/student. Just because there is unequal power, it doesn't mean that communication in these instances is inappropriate or ineffective. Sometimes a scenario of 'jump' – 'how high', is very effective to get things achieved, however is rarely suitable for all situations.



People need to adjust their communication and subsequently alter their relationship in certain circumstances in order to achieve the best result from their communication.

## Tactical????? Communication

*"The ability to say the right thing in the right way and at the right time so as to achieve a desired result or a desired response."<sup>3</sup>*



The above quotation is used by the Queensland Police Service to define tactical communication. In essence all communication is tactical, as it is all done with the aim of achieving an end.<sup>4</sup> Even when having a conversation with family members, the desired result may be to find out what others did in their day and to enjoy their company.

The above quote could thus nearly be a definition of communication itself, save for the fact that it doesn't acknowledge that the bulk of communication isn't made up of the spoken word. It would probably be more appropriate to start the phrase with the term, "the ability to say and do".

## Key Concepts of Communication

*The real communication is the message received not the message intended*

Misinterpretation of a message can result in a substantial breakdown in the communication process. All parties to a communication are responsible for ensuring that the message sent and received are the same. Whilst this includes catering for physical communication barriers, such as noise and other environmental factors, it is more important to cater for the barriers that are inherent with our own persona. These include controlling biases, dealing with perceptions, being mutually respectful and using the right style or methodology of communication to fit the circumstances.

<sup>3</sup> QPS, *Tactical Communication Revision*, POST 2/2009

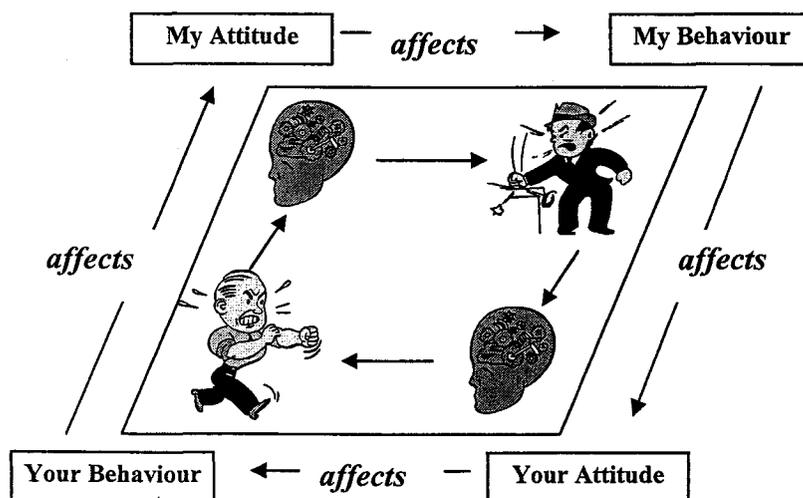
<sup>4</sup> *Collins English Dictionary*, 2002, Harpers Collins Publishers, Australia at 501

The appropriate use of inherent communication skills such as appropriate language, empathy, active listening, paraphrasing and questioning are the key components of ensuring the message is interpreted correctly.

*The way the message is delivered always affects the way the message is received – the beginning of the message often affects the outcome*

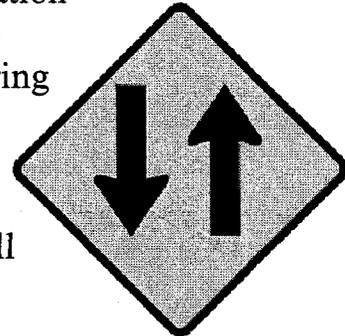
A lot has been written about 'netiquette' and how people need to ensure that when they communicate with electronic sources (e.g. email, texting) that they do so appropriately so as not to be misunderstood (this is of particular importance as the receiver can only use the words to interpret the message in the absence of other factors such as nuance, tone, body language etc). Such requirements for 'netiquette include not using capitals, which most people comply with – unfortunately such attention to ensuring an appropriate message, is often not given as much attention in personal communications.

There is no 2<sup>nd</sup> chance to make a 1<sup>st</sup> impression and thus how a message is commenced, can affect the rest of the communication and impact on the relationship (see axioms 2 & 3 above). The key aspect of delivering the message is the attitude of the parties involved – without the right attitude it becomes more likely that the message is going to be misinterpreted or that the communication will break down all together. If a message is preceded with the words "listen here", it is highly likely that the other party will do the complete opposite and have a closed attitude towards the pending communication. This concept is clearly articulated diagrammatically in what is referred to as a Bataris Box (see below).



## *Communication is a two-way street*

As mentioned previously, all parties to a communication have a responsibility to ensure that the messages are received/perceived correctly. For the person delivering the message, the correct words, tone, pitch, nuance and body language are all very important. Most people are capable of delivering a message effectively if they are attentive to these issues as well as their own attitude and perceptions.

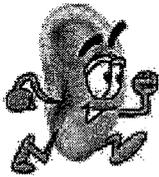


The skills of the receiver (the use of the terms sender and receiver are used in their most simplistic interpretation as due to the dynamic nature of communication these roles are in a continuous state of flux) are often the least developed.

Hearing – is merely the ability to hear – it is a physiological sense that we can not adjust

Listening – adds a degree of attentiveness or concentration to the hearing process, it is indicative of an interest in what is being communicated

Active Listening – is generally referred to by its characteristics. Whilst many categorize these characteristics as verbal and non-verbal identifiers (leaning forward, eye contact, words such as ‘mmm-hmm’, ‘go on’, ‘yes’), these are merely indicators of an interest and part of the listening process, not the active listening process. Active listening is about ensuring the full message is received and promoting future communication. It includes: empathy, questioning, paraphrasing, summarising, reframing and the appropriate use of silence (see below for further explanation of these terms).



## *Communication has verbal and non-verbal Aspects*

The importance and effectiveness of silence as a communication tool should never be underestimated. This is of particular importance when considering that communication is often referred to as being made up of:

7%	Verbal
38%	Tone/Pitch etc
55%	Body

It is for this reason that so many messages get mixed up. Whilst we can sometimes interpret words differently, our individual perceptions can have a much more substantial affect on how we read non verbal messages. Whilst our perceptions can have a highly beneficial effect in reading a situation and thus we shouldn't 'leave them at the door', we do need to keep them in check and utilise the beneficial aspects of perceptions, whilst not allowing them to control the entire process.

## Often Overlooked Keys to Successful Communication

### *Empathy*

Empathy is the ability to understand someone else's feelings in relation to a particular matter. In order to be truly empathetic, a person must consider this situation from a very subjective, rather than objective viewpoint. If a person informs you that a work colleague is abusing them, in order to be empathetic, you must leave behind your own value judgments and perceptions of what abuse is and consider it, from the other person's point of view, including consideration of all the other person's characteristics, traits and foibles.

Whilst your initial view may be that it is a minor matter and that the party needs to 'suck it up' or get some greater resilience – this is not being empathetic and will generally not lead to a long lasting resolution of the issue. This applies to all types of matters and the list of what needs to be considered in order to 'really' see a matter from the point of view of someone else is very long. Minimum considerations should include: gender, age, cultural factors, relationship and other personal impacting factors, employment factors (how long, what type etc), any impairment or illness, how long the situation has been ongoing.

Because you can't really understand how a person feels, don't say you do. In order to express empathy, it is possible to reflect on similar matters you have been through or identify that you are aware that the party has been affected, just don't say that you understand how they feel.

It is important to validate a person's feelings however it can be problematic if you validate the issue. There are multiple sides to every story and therefore it is important to remain impartial. As part of the communication process it is best to avoid agreeing with the issue that is outlined to you, if you are not in possession of all the facts. This can make the party feel that you have supported them and that you are an ally – this may cause further problems down the track – validate the person not the position – empathise with the person, don't sympathise with the position.

## *Questioning*

Questioning does not mean interrogation. Whilst there may be times when interrogation is essential for certain reasons, in general questioning refers to gathering information in order to make an informed decision and/or to keep the communication process flowing. If the process is to be kept flowing then open questions should be used. If closed questions are used continuously they seem like a cross-examination and may result in the process breaking down.

In general, open questions such as who, what, where, when and how are very suitable to keep a person talking and get the most information out of them. Caution needs to be taken when asking questions that are prefaced with why. Whilst not always terminal and in many circumstances actually essential, questions prefaced with why can be interpreted as questioning the motive or intentions of the person and can result in them becoming extremely defensive, again causing the communication process to break down.

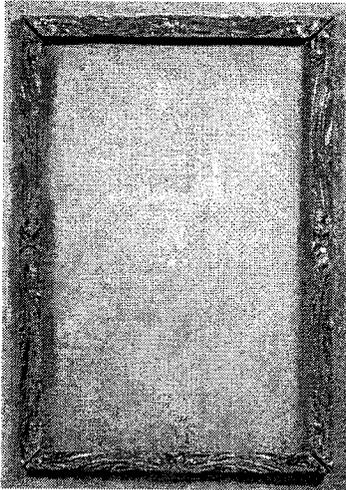
## *Paraphrasing*

A Paraphrase is when you repeat information in your own words without changing its original meaning. It is normally about the same length as the original statement, as opposed to a summary which is often much shorter. It is important to change the words and structure of what is said as this will convey to the other party that you have listened, interpreted the message correctly – and most importantly that you are showing interest in what is being said.

## *Summarising*

Summarising has similar benefits to paraphrasing and is completed in a similar way. It can be done during a conversation as well as at the end in order to condense a lot of information into key points. Particularly good for assisting in determining what action can be taken as a result of the communication. Whilst beneficial, summarising should not compact the information too much that it loses its meaning or that key aspects are overlooked.

## Reframing



Reframing in its basic form is a skill that is often used to remove toxicity or hostility whilst maintaining the general message of what is being said. It enables parties to focus on the issues whilst reducing the negative impact of the emotion involved in the situation. Although particularly useful when intervening in a dispute (i.e. it is used extensively by ADR practitioners such as mediators), it can also be of assistance in one on one processes.

Examples of reframing include:

Party A	“They are so up themselves – they never listen to my suggestions.”
Party B	“So it is important to you to have your point of view considered.”
Party A	“He is absolutely useless. He gets it wrong every time he does it”
Party B	“Perhaps we can develop a checklist to assist those people that can’t use the system as well as you can.”

## Use of Silence

If you are talking when there is nothing worth saying, it will appear forced and may inhibit rather than help the communication – it will often be interspersed with more “umms”, “aahs” and “you knows”

Silence gives you a chance to think, as well as the other person a chance to take things in – it doesn’t have to be awkward – it can in fact be used to your advantage when trying to get information out of a person as, particularly when combined with other communication skills (non verbals) it can prompt the other party to expand on what they have been saying as they may feel the need to speak.

# Negotiation

Negotiation happens every day in everything that we do – what do you want for dinner? Let's get a DVD? What colour should we paint the walls? They want how much? – Tell 'em their dreamin'.

Negotiation can generally be described as either distributive or integrative.

## *Distributive Negotiation*

Is about distributing a finite amount. It is a competitive style of negotiation where parties compete to get the best deal possible, at the detriment of the other party/ies. As a general rule, this style of negotiation is that most commonly used when the parties do not have a previous relationship – the most common being negotiating a price for a car or a house. As there is generally no previous relationship, this type of negotiation is often rarely concerned with the future relationship of the negotiating parties.

## *Integrative Negotiation*

Is about a cooperative approach. It is about working together in order to achieve a mutually acceptable goal. Many people, particularly those in the field of mediation, refer to this style of mediation as a win/win approach. This is a misnomer, as rarely is a win/win achieved as it is generally unlikely that all parties to a negotiation can win (i.e. get the maximum that they were aiming to get when entering the negotiation) – there is always the need to really negotiate by considering the other parties position.

When a negotiation commences, the parties are generally not on a level playing field. Whether it be financial, communicative or personal, parties are not likely to be equals – this does not mean however that there are not advantages to be obtained by all parties, and therefore there is always a benefit to enter into negotiations with an open mind.

## Positional Bargaining v Interest Based Bargaining

There are substantial parallels between the types of negotiation and the processes used to bargain for a resolution.

### *Positional Bargaining*

Positional bargaining as it sounds, is based on entering a negotiation with a certain focus – it can largely be determined by the asking of the question – What do I want?. The negotiation, for that party, revolves around getting what they want, or as close as possible to it. Positional bargaining is largely used in distributive negotiation, where it is best suited. Unfortunately, this is the style of bargaining that most people are used to and they subsequently apply it to every situation.

Positional bargaining is a contest of will and often the more a person clarifies their position, the more committed to it they become. This can also be exacerbated by the fact that egos can become involved and people may not want to lose face, resulting in them becoming more embedded in their position.

### *Interest Based Bargaining/Negotiation*

Whereas positional bargaining can be determined by the question – What do I want? Interest based negotiation goes further and asks – Why do I want it? What do I really need? Are there alternatives that can satisfy me?

The key to interest based negotiation is the identification of the interests of all parties involved and the commitment to a collaborative approach to resolve the issue, rather than the competitive approach utilised in a positional bargaining situation. The parties outline their interests and explore their concerns and the concerns of the other party/ies. Once this exploration has been conducted, parties work together to identify and explore outcomes. It is a key aspect of this style of negotiation that parties generate multiple options and work through them. There is rarely only one resolution and as a result parties need to be able to identify the option that will not only best suit them, but the option that will best address the issue.

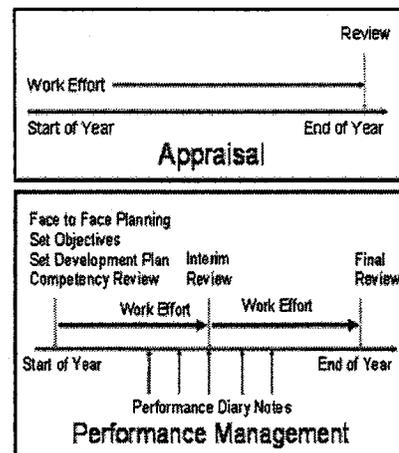
# Performance Management

Performance management is a methodology used to create an alignment between the activities of staff and the objectives of the organisation. The emphasis of the process must remain upon development and continuous improvement. Whilst it may assist in corrective measures via a course of monitoring and remedial action, performance management should never be considered a pecuniary process.

Performance management has been around for a number of decades and was initially used to establish whether an employee was entitled to higher pay – or if in fact they were entitled to the pay that they were getting. Due to the focus on monetary reward, the original style performance management failed when money was not the only focus, which became of increased importance to government departments and front line supervisors who were largely responsible for performance but had no authority to offer increased reparation.

## *Performance Appraisal v Performance Management<sup>5</sup>*

Performance appraisal forms part of performance management, but is not an effective tool in itself. Performance appraisal is a process of assessing past performance. Because it is a 'one off' or annual assessment, it is not forward focussed and is not assessed against a set of objective criteria. Whilst it may serve the purpose of judging how well a person performed over the previous year (with the only benchmark being a job description or the subjective determination of the supervisor), it is not developmental in that it makes no plans for the upcoming year. In fact, in the absence of any other action during the year in the way of correction or guidance, it holds very little weight in being able to take any remedial action as well.



<sup>5</sup> Graphical representation of the difference between performance appraisal and performance management sourced from [www.peoplestreme.com](http://www.peoplestreme.com)

Performance management however is an ongoing process. It involves the setting of goals which enables different standards for different staff therefore focussing on improvement, rather than maintaining the status quo of the minimum requirement. This allows for development of lesser performers as well as development of the higher performers, who can have goals set to match their individual talents and/or their career aspirations.

Regardless of the process used, performance management systems are often critiqued harshly by supervisors and staff alike. It is generally not an inherent fault with the system that is the problem, rather a case of the system not being utilised appropriately.

Commitment to the use of performance management can have numerous benefits, including but not limited to:

- Opens up the channels of communication
- People are aware of what is required of them
- The process becomes relevant which increases commitment to it
- Learning and development becomes a focus
- Improvement happens

When developing goals, the key to remember is to keep the goals  
SMART:

Specific Measurable Achievable Relevant Time frames
---

### *Feedback*

Praise in public – reprimand in private.

The above statement is often made, however it neglects a very important aspect of the feedback process. Whether it be praise or reprimand – it needs to be recorded.

Reprimand – as indicated above, a one off annual assessment of an individual's performance is insufficient. If a person has 'hit a few hurdles' over the course of 12 months, it can't result in a 'not met' performance assessment unless 'evidence' of the performance issues has been kept. Further to this, as performance management is a developmental process, timely and accurate feedback and guidance is essential as things develop rather than to be saved up until the assessment date.

If formal action such as: a diminished work performance plan, discipline or termination are to be considered, a lack of evidence may result in complaints of harassment or unlawful dismissal unless suitable protocols are in place and have been followed.

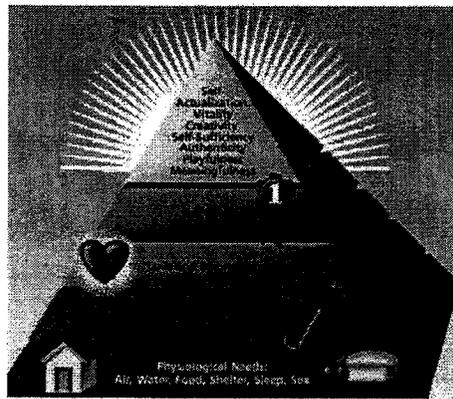
Praise – should be certainly given in public and this is normally a verbal statement in front of other staff. Inclusion in newsletters is also another way to praise in public that gives the receiver written evidence of their good work and the views of their superiors in relation to the quality of what they have done. Even for those lesser matters, where it might just be a statement such as good work the other day on that job, it should be followed up with an email so that the receiver can later refer to it.

The receipt of this praise can then be used by the person to assist them when applying for promotions or other positions etc. Good supervisors praise in public – really good supervisors ensure that praise is written – excellent supervisors ensure that the written praise correlates to the key performance indicators of the roles for which the subject person is aiming for in their career. If a person is aiming to advance their career in a position that requires research skills and they do a job that resulted in a substantial report, writing a comment that they 'did a good job on the Smith report', is a good start, but could be better. Consider a comment along the lines of, "The report you provided for senior management in relation to the matter of Smith was of a very high standard. The extensive qualitative and quantitative research you conducted using a broad range of resources including 'a' 'b' and 'c' allowed an informed decision to be made." This not only more adequately reflects the job done, it shows the proper appreciation and acts as a substantial motivator for the person involved.

# Motivation

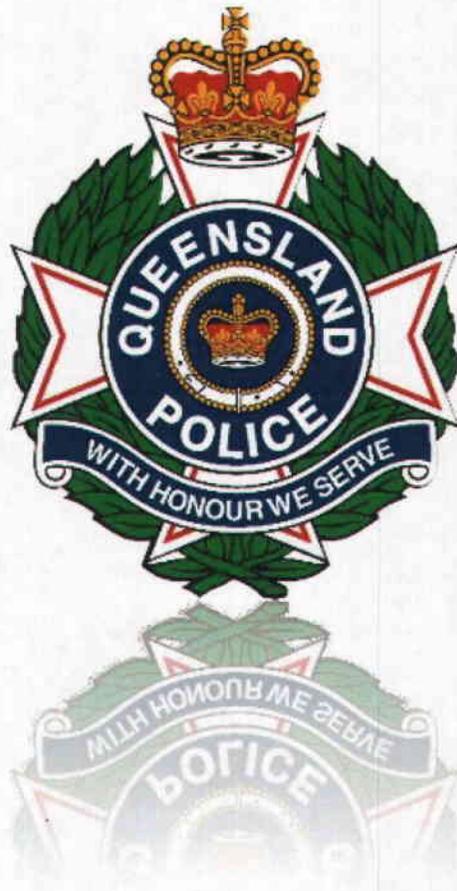
As indicated in the previous topic, suitable feedback (both positive and developmental) can act as a substantial motivator to a member of staff. In the absence of the availability to offer monetary incentives, other methods need to be considered in order to keep staff performing at optimal levels. Although money is a good motivator, it has been determined that it is not the key to improving standards of work and therefore this is a substantial benefit to supervisors.

In 1943, Abraham Maslow developed a theory in relation to the importance of various human needs – this theory remains relevant today and is often referred to particularly when discussing topics such as human resource management.



Although money is used to satisfy the base needs outlined in the diagram above, it also plays a key role in the satisfaction of self esteem, which for many people has a substantial basis in materialism. The area that sits above self esteem however is self actualisation, which is largely never achieved. The way towards self-actualisation however is to assist a person “be all they can be”. In a workplace setting, the following, non-financial incentives can assist an individual in achieving this optimum need and thus acts as a key to motivation:

- Offering of sincere praise and recognition
- The giving of appropriate feedback
- Encouraging participation (being part of a team)
- Increased accountability for their own work
- Having responsibility for whole units of work



OPERATIONAL  
MANAGERS  
LEADERSHIP  
WORKSHOP  
(Plain Clothes Personnel)

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION

OPERATIONAL  
MANAGERS  
LEADERSHIP  
WORKSHOP

Course Outline

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## **OPERATIONAL MANAGERS LEADERSHIP WORKSHOP**

**COURSE CODE:** Pending

**TARGET GROUP:** Senior Constables/Sergeants (Plain Clothes Personnel)

### **OUTLINE**

The workshop has been developed to address issues arising from Project Grinspoon and has incorporated material from the paper, *Strengthening ethical practices and behaviour within police agencies in Australia and New Zealand* (2009).

The workshop covers the following broad topics:

- The importance of frontline supervisors
- What is unethical behaviour
- Community expectations of the QPS
- Current environmental trends for the QPS
- Ethical slippage
- Early indicators of greater unethical conduct
- Leadership dilemmas and strategies for dealing with them
- The impact of failing to act when confronted with unethical conduct

### **DELIVERY METHOD**

The workshop is delivered to groups of up to 24 officers at senior constable/sergeant rank by inspectors and senior sergeants nominated by the relevant district.

Participants undertake a “self-assessment” early in the session. The self-assessment is designed to allow participants to consider their own strengths and weaknesses, and those of their colleagues, in respect of ethical conduct, professionalism and leadership. This process is also intended to make participants more receptive to the messages delivered during the workshop.

Participants are divided into groups of five or six officers and assigned three scenarios from the bank of scenarios to work on and are provided with the activity sheet. A spokesperson from each group reports at the end of their discussion of the activities. Placing the scenarios in order of significance has proved to be a means of promoting substantial discussion. The individual and group behaviours or indicators (sourced from *Strengthening ethical practices and behaviour within police agencies in Australia and New Zealand* (2009)) are handed out, and shown in the power point presentation, for the reference of the groups prior to the group discussion.

An evaluation is completed by participants at the end of the workshop.

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SOUTH EASTERN REGION

OPERATIONAL  
MANAGERS  
LEADERSHIP  
WORKSHOP

Indicators of  
unethical conduct



**Table 1: Individual behaviours linked to significant unethical conduct**

<ul style="list-style-type: none"> <li>• Personality Issues:             <ul style="list-style-type: none"> <li>○ Arrogance</li> <li>○ Narcissism</li> <li>○ Bad language</li> <li>○ Disliked by colleagues</li> <li>○ Poor workplace relationships</li> <li>○ “high-risk” lifestyles</li> </ul> </li> <li>• Abuse of Power:             <ul style="list-style-type: none"> <li>○ Use of inappropriate force</li> <li>○ High number of complaints made by public and other officers</li> <li>○ High dog bite rates or similar issues</li> <li>○ Recklessness</li> <li>○ Not calling pursuits or failure to discontinue when required</li> <li>○ Covering up / collaborating after the fact</li> <li>○ Exercising summary jurisdiction</li> </ul> </li> <li>• Incivility and rudeness</li> <li>• Lack of diligence</li> <li>• Inappropriate informant management/association with the wrong sorts of people</li> <li>• Excessive sick leave, particularly on weekends and Friday and Saturday nights</li> <li>• High-risk associations</li> <li>• Inappropriate use of information:             <ul style="list-style-type: none"> <li>○ Gaining access to confidential information</li> <li>○ Misuse of internet</li> <li>○ Unauthorised release of information to media</li> </ul> </li> <li>• Embellished evidence to get a prosecution</li> <li>• Focus on specific cases eg. drug offenders, prostitutes</li> <li>• High/low level of drug seizures against the average</li> </ul>	<ul style="list-style-type: none"> <li>• Poor work performance:             <ul style="list-style-type: none"> <li>○ Doing bare minimum/unfinished work</li> <li>○ Sloppy paperwork – not recording jobs (particularly in plain clothes areas)</li> <li>○ Different handwriting in daily diaries</li> <li>○ Laziness – not committed and no drive; just ‘collecting a pay cheque’; failure to respond to incidents/report for duty as required</li> <li>○ Poor timekeeping</li> <li>○ Focus of work is only on the measurable targets – high volume versus more time-consuming activities such as investigations</li> <li>○ No shift in arrests/progress made on investigations</li> <li>○ Failed prosecutions</li> </ul> </li> <li>• Tardiness</li> <li>• Lack of empathy</li> <li>• Alcohol issues:             <ul style="list-style-type: none"> <li>○ High levels of drinking</li> <li>○ Stale alcohol on breath</li> <li>○ Drinking whilst on duty</li> <li>○ Drink driving</li> <li>○ Fighting</li> </ul> </li> <li>• Demonstrated cynicism regarding ethics</li> <li>• Discriminatory behaviour</li> <li>• Lack of pride in appearance</li> <li>• Disregard for property and inappropriate use of resources</li> <li>• Desire to work with specific staff – like-minded</li> <li>• Non-compliance with uniform (wants to get noticed)</li> <li>• Inappropriate use of time (doing personal things whilst on duty)</li> </ul>
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**Table 2: Identified 'at risk' group behaviours**

<ul style="list-style-type: none"><li>• Duty failure<ul style="list-style-type: none"><li>○ Taking short cuts in work</li><li>○ 'Noble cause' focus – just getting the job done</li><li>○ High performance at the cost of integrity</li><li>○ Internal management – poor correspondence, legislation not being followed</li><li>○ Evidence handling</li></ul></li><li>• When matters are investigated, the cover-up invokes the 'code of silence'</li><li>• High number of social functions where alcohol is a key component</li></ul>	<ul style="list-style-type: none"><li>• High rates of excessive force complaints (during arrests, dogs bites, oleoresin capsicum (O/C) sprays)</li><li>• Excessive socialising with colleagues</li><li>• Cliques and alienation of others</li><li>• Failure to report issues</li><li>• High arrests rates, but lower than average conviction rates</li><li>• Non-compliance with uniform (elite squads dressing differently, designing their own uniform)</li></ul>
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Australian and New Zealand School of Government (ANZSOG) 2008 Cohort Work Based Project – Team 8. (2009). *Strengthening ethical practices and behaviours within police agencies operating in Australia and New Zealand.* (pp. 26, 28).

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

## Self Assessment

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## Self-assessment

Please indicate the extent to which you agree with the following statements:

	Strongly disagree			Strongly agree	Comments
<b>Leadership/Professionalism</b>					
I am a positive role model	1	2	3	4 5	
I perform my duties with integrity and professionalism	1	2	3	4 5	
I have the confidence and trust of my supervisor	1	2	3	4 5	
I have the confidence and trust of other members of my team	1	2	3	4 5	
My influence contributes to a professional working environment	1	2	3	4 5	
When confronted with a problem, I look for a solution	1	2	3	4 5	
I do my best to promote a positive attitude in those around me	1	2	3	4 5	
I am confident my on-duty conduct would withstand scrutiny	1	2	3	4 5	
I am confident my off-duty conduct would withstand scrutiny	1	2	3	4 5	
I treat people fairly and with dignity	1	2	3	4 5	
<b>Active Management and Supervision (to be completed by supervisors)</b>					
I take responsibility for the performance of my team	1	2	3	4 5	
I know my staff, what they do, and how they do it	1	2	3	4 5	
I actively manage work performance issues as they arise	1	2	3	4 5	
I support the continuous improvement of my staff	1	2	3	4 5	
I am prepared to give guidance or instruction to my staff even through it may involve a difficult conversation	1	2	3	4 5	
I monitor staff compliance with workplace policies and processes	1	2	3	4 5	
<b>My Team</b>					
The staff in my team demonstrate integrity and professionalism	1	2	3	4 5	
The staff in my team demonstrate a positive attitude to their work	1	2	3	4 5	

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The staff in my team know what constitutes proper and improper conduct as a member of the organisation	1	2	3	4	5	
The staff in my team take pride in the way they carry out their duties	1	2	3	4	5	
My team can be trusted to do their job when no supervisor is present	1	2	3	4	5	
The staff in my team comply with the Service's Code of Conduct	1	2	3	4	5	
The staff in my team comply with the Code of Dress and Appearance	1	2	3	4	5	

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

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## Purpose

- Reinforce the importance of your role as a frontline operational manager
- Reflect upon how we carry out our role
- Share experiences in dealing with problems/issues encountered as a frontline manager
- Build on existing strategies for resolving managerial issues
- Provide advice to senior management regarding difficulties or assistance required in your frontline management role

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## The QPS

Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	12
Chief Superintendent	13
Superintendent	53
Inspector	309
Senior Sergeant	772
Sergeant	2328
Senior Constable	3616
Constable	3352

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### The importance of Senior Constables and Sergeants

- Pivotal in delivering corporate aims and objectives and meeting public expectations
- Source of high level of skills and experience to assist junior staff
- Key providers of leadership, coaching and mentoring
- Custodians of professional standards and excellence in service delivery
- Shapers of ethical health in the workplace
- Capacity to set the tone operationally
- Builders of organisational culture from the frontline

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### SELF-ASSESSMENT

Please complete the self-assessment questionnaire.

*Try to be honest in your responses - they will not be handed in or shown to anyone.*

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### What is your role?

- *Is the role of S/Cons and Sgts mostly that of supervisors, leaders, or managers?*

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### What is your role?

- *Is the role of S/Cons and Sgts mostly that of supervisors, leaders, or managers?*
- *Roles interrelated - effective supervision requires leadership qualities to gain trust and support of subordinates.*
- *Leadership inevitably involves management of people, resources and processes.*

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### Discussion

- *What are the attributes of a good leader in the QPS?*
- *Think about a police officer who you consider to be a good leader - what did they do differently from poor leaders that you've known?*

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### Challenges for the operational manager

- *Dynamic and difficult environment*
- *High workload*
- *Limited human resources*
- *Limited physical resources*
- *Morale issues and poor attitude*
- *Not always being aware of the reasons for management decisions*

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### Leadership Dilemmas

- *What are some of the most difficult aspects of being a supervisor in your station?*
  - *Shift from being just one of the boys*
  - *Role of confronting negative behaviour – having difficult conversations*
  - *Managing upwards – filling the space between troops and managers*

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### Qualities and capabilities

- *What qualities does a good supervisor need?*  
*Examples:*
- *Confidence to challenge standards*
- *Being prepared to have difficult conversations*
- *Being able to clearly state expectations*
- *Preparedness to make decisions*
- *Ability to articulate rationale for action*
- *Ability to build relationships with junior and senior officers*
- *Competence – to gain respect*

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### Ethical Behaviour

- *Sgts and S/Cons play pivotal role in frontline management*
- *Are the ones most likely to be aware of inappropriate behaviour*
- *Are best placed to intervene effectively and quickly before problems escalate*
- *Because they:*
  - *Know the members*
  - *Know the behaviour*
  - *Know the supports/resources to assist*
  - *Able to monitor future behaviour*

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### Leadership strategies

- Lead by example
- Set clear parameters for the type of conduct which is acceptable
- Make confident decisions
- Communicate with staff
- Value staff

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### Active Management and Supervision

- Use available management tools
- Know your staff
- Examine performance
- Identify complaint trends
- Identify potential issues
- Identify opportunities to coach and promote learning
- Be available

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### Indicators of "at-risk" officers

- Indicators from "Strengthening Ethical Practices" Report (Handout)

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### Activity

➤ *In your group, discuss the scenarios you have been assigned and answer the questions for discussion.*

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### Impact of failing to act

- Slippage – things going from bad to worse to terrible
- Impact on workplace
- Impact on individual
- Impact on families
- Impact on public confidence
- STRESS

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### Tools at your disposal

- Service policy
- Performance Appraisal
- Support services – ADA, HSO, Chaplaincy
- Senior Officers
- Your own networks
- Compass

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OPERATIONAL  
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WORKSHOP

Plain Clothes  
Personnel  
Activity Scenarios



## Scenarios

1. A plain-clothes constable uses obscene and abusive language during dealings with a compliant suspect in a minor stealing matter.
2. Two constables on your team regularly confiscate and destroy drugs from offenders without taking any enforcement action or recording their actions.
3. A senior constable runs a private business, in which he sells and installs security devices, such as alarms, special locks, etc. The senior constable does this work during off-duty hours. However, you are aware that the senior constable uses information obtained from their police duties to source appropriate clients.
4. A member of your team uses the QPS e-mail system to exchange suggestive e-mails with a female who has a lengthy criminal history. The officer has told other officers that the female is his informant. You are aware that the female is not registered as an informant.
5. A plain-clothes senior constable and his girlfriend arrive at your office while other officers are on duty. Both are intoxicated. The senior constable asks an on-duty officer to drive them both to his girlfriend's home which is about thirty minutes away.
6. Two members of your team regularly visit a licensed brothel where they accept free coffee and soft drinks. You are aware that there have been recent reports of the brothel operating outside of the conditions of its licence.
7. You become aware that four officers in your team frequently gather for what they refer to as "choir practice". You understand that this involves the officers drinking alcohol in a public park near the police station after late shifts and that other officers on the team are excluded from attending.
8. You are aware that an officer on your team has on three separate occasions been involved in fist fights at night clubs while he is off-duty. There have been no criminal complaints made against the officer as a result of these incidents.
9. A member of your team investigating a complaint of bodily harm from a member of the public who has been assaulted by a nightclub bouncer reports the matter as unsubstantiated. You are aware that there is more than sufficient evidence for the matter to proceed. You are also aware that the nightclub at which the bouncer is employed allows free entry to off-duty police.



10. An on-duty officer uses an unmarked vehicle attached to your office to collect his seventeen-year old son who has become extremely intoxicated after attending a party.
11. A member of your team who has always been a good worker has recently seemed to have difficulty in controlling his temper when dealing with suspects. You are aware that there have been rumours in the past that the officer has used steroids to assist with his weight training.
12. An off-duty plain-clothes constable tries to avoid a random breath test.
13. A junior plain-clothes constable becomes ill after drinking too much at a send-off. The detective senior sergeant who is also off-duty and at the send-off contacts two on-duty officers and asks them to drive the intoxicated officer home.
14. A member of your team accepts a slab of beer from an appreciative local business owner after an attempted robbery.
15. Two constables make racist comments toward a group of youths at a train station, and tell them to move on despite no indication of trouble or wrongdoing.
16. You notice that while work rates are evenly spread across your team, minor injuries such as facial cuts and abrasions, and bruising and minor lacerations caused by handcuffs being applied too tightly, tend to appear on suspects arrested by two particular officers. These two officers prefer to be rostered for duties together.
17. A member of your team has downloaded sexually explicit images of a suspect from her mobile phone while the suspect was in custody for shop stealing.
18. A group of three officers in your team who are known to have a high level of skills in firearms and operational skills and tactics have all adopted the practice of wearing no name tags, wearing dark blue T-shirts under their uniform shirts, and wearing particularly faded trousers and caps.
19. A detective senior constable pushes a suspect's head into a doorframe, causing a minor laceration to his forehead, after the suspect makes a rude comment about the detective's physical appearance.
20. A popular member of your team regularly vocalises to junior officers his disregard for Service Policy regarding informant management.
21. You overhear members talking in the meal room about an officer on your team who drove a car home from a party early Saturday morning. The



officer had been drinking alcohol and was intoxicated. The constable collided with a gutter on the way home, causing damage to the front tyres. The vehicle was no longer driveable, but there was no major damage or injury. The constable left the vehicle at the side of the road and walked home.

22. A young constable forms an intimate relationship with a known member of an outlaw motorcycle gang. The constable has not mentioned the relationship to their supervisor or colleagues. The constable knows that the people their partner associates with (who visit the residence often) are amphetamine users, but has not witnessed the partner engaging in serious criminal activity.
23. An officer in your unit visits the home of a friend's ex-husband. The man and his former wife are involved in a custody dispute, and the officer implies that physical harm will come to the man unless he agrees to the ex-wife's demands.
24. Two constables repeatedly and without provocation strike an offender arrested for child abuse. The blows are delivered with open hands and there are no visible injuries to the offender. The man has previous child abuse arrests.
25. A first-year constable on rotation to your unit is being bullied and harassed by two members of your team and has twice had his personal property vandalised.
26. A plain-clothes constable takes a part-time job as a security guard at a nightclub partly owned and managed by an outlaw motorcycle gang.
27. A constable uses OC spray on a verbally (but not physically) abusive man in a police cell.
28. Two members from your office come across a vehicle that has been driven off the road. They find that the driver—an off-duty officer—is not hurt but extremely intoxicated. Instead of reporting the accident and the offence, they transport the driver home.
29. Two plain-clothes officers fabricate grounds for a search warrant on the home of a recidivist drug offender.
30. A plain-clothes senior constable routinely performs unlawful QPRIME checks to obtain information about potential customers for their brother's private security business.
31. An officer deliberately misplaces CCTV footage which may support a complaint of theft made by a member of the public against a police officer.



32. Two members fabricate a story about a pursuit to cover up reckless driving.
33. A member of your team takes a carton of cigarettes at the scene of a break and enter.

OPERATIONAL  
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WORKSHOP

Course Activity



## **OPERATIONAL MANAGERS LEADERSHIP WORKSHOP 2010**

### **DEALING WITH UNETHICAL CONDUCT**

#### **Part 1**

In your group, discuss the scenarios you have been assigned and order them from most to least serious. Why you have put them in this order?

#### **Part 2**

What are the potential impacts upon the QPS for the acts described in each of the scenarios?



### **Part 3**

Refer to the list of individual and group indicators which you have been provided.  
What individual or group indicators apply to the scenarios you have been assigned?

### **Part 4**

In your group, discuss what action a supervisor should take in relation to the conduct identified in the scenario you have identified as the **least** serious.

*Consider:*

*How you would deal with the member/s involved*

*What actions you would take regarding any other persons who may be involved*

*Any actions you would take regarding recording or notifying others of the event*

*What, if any, action you could take to reduce the likelihood of repetition of the conduct*



**Part 5**

Do you have any suggestions for measures the QPS could take in addressing the types of behaviour identified in the scenarios?

# OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

## Course Evaluation

Prepared by the Regional Education and Training Unit  
SOUTH EASTERN REGION



## OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

### Evaluation

#### Informed Consent

##### Introduction

You are requested to complete the following evaluation form by responding to all questions/statements. However, you are advised that participation in this evaluation is voluntary and you may choose to withdraw at any time.

##### What is the purpose of this evaluation?

The purpose of this evaluation is to collect information from participants on the effectiveness of the training you are undertaking. The information you choose to provide will be used, where possible, to improve the training we deliver and the services we provide.

##### How will the information be used?

The information you choose to provide may be summarised in an evaluation report which will be used to determine the effectiveness of the training. Any information you provide will not be linked or traceable to you as an individual.

##### Am I required to identify myself?

You are not required to identify yourself. The information you provide will remain confidential, in that it will not be linked or traceable to you as an individual in any subsequent evaluation report or presentation relating to the evaluation findings.

##### How long will the evaluation take to complete?

This evaluation should only take about 5 minutes of your time to complete.

##### How do I complete this evaluation?

The following pages contain questions/statements relating to session you will be attending. Each page contains a number of statements about the course with each accompanied by a series of responses. Please read each question carefully and respond according to the instructions given.

For example, in the Demographic Information section you will be asked 'What is your gender? Simply place a tick (✓) in the appropriate box. In other areas of the evaluation you will be provided with a statement in relation to the training you have received and then you will be asked to rate your level of agreement or disagreement with the statement by placing a tick (✓) in the appropriate response box.

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Should you encounter any problems completing the evaluation, please ask one of the instructors/facilitators for assistance.



## OPERATIONAL MANAGERS LEADERSHIP WORKSHOP

1. What is your gender?  
 Female       Male
  
2. To which age group do you currently belong?  
 16-20 yrs    21-25 yrs    26-30 yrs    31-35 yrs    36-40yrs  
 41-45 yrs    46-50 yrs    51-55 yrs    56-60yrs
  
3. How many years have you been employed by the QPS as a police officer?  
 Less than 1 year    1 to 3 yrs    4 to 6 yrs    7 to 10 yrs    11 to 15 yrs  
 16 to 20 yrs    21 to 25 yrs    Greater than 25 yrs
  
4. What is your appointed rank?  
 Constable    Senior Constable    Sergeant  
 Senior Sergeant    Inspector

As a result of attending this training:	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have considered my strengths and weaknesses as a leader and manager					
I have gained a better understanding of the importance of providing leadership and supervision to junior officers					
I have considered the impact that unprofessional or unethical conduct has upon the QPS					
I have a greater understanding of some of the early indicators of significant unethical conduct					

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# SOUTH EASTERN REGION



## Professional Conduct & Ethical Decision Making Workshop for Plain Clothes Officers

Prepared by Detective Inspector Tim Trezise  
Gold Coast District Criminal Investigation Branch  
Northern Investigative Group

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# Workshop Objectives

- Examine the importance of effective Leadership
- Explore Ethical Dilemmas
- Identify the Risks associated with Unethical Practises
- Increase Awareness of Workshop Participants with respect to a range of Ethical Considerations



# Leadership

- Leadership – What is it? Why is it so important?
- Components of Effective Leadership
- Relationship between Leadership & ethical conduct
- “Slippage” – product of poor leadership



# Ethical Behaviour

## A Definition:

**Ethical behaviour – is behaviour which accords with accepted community moral principles.**

**It is doing the ‘right’ thing as opposed to doing the ‘wrong’ thing.**

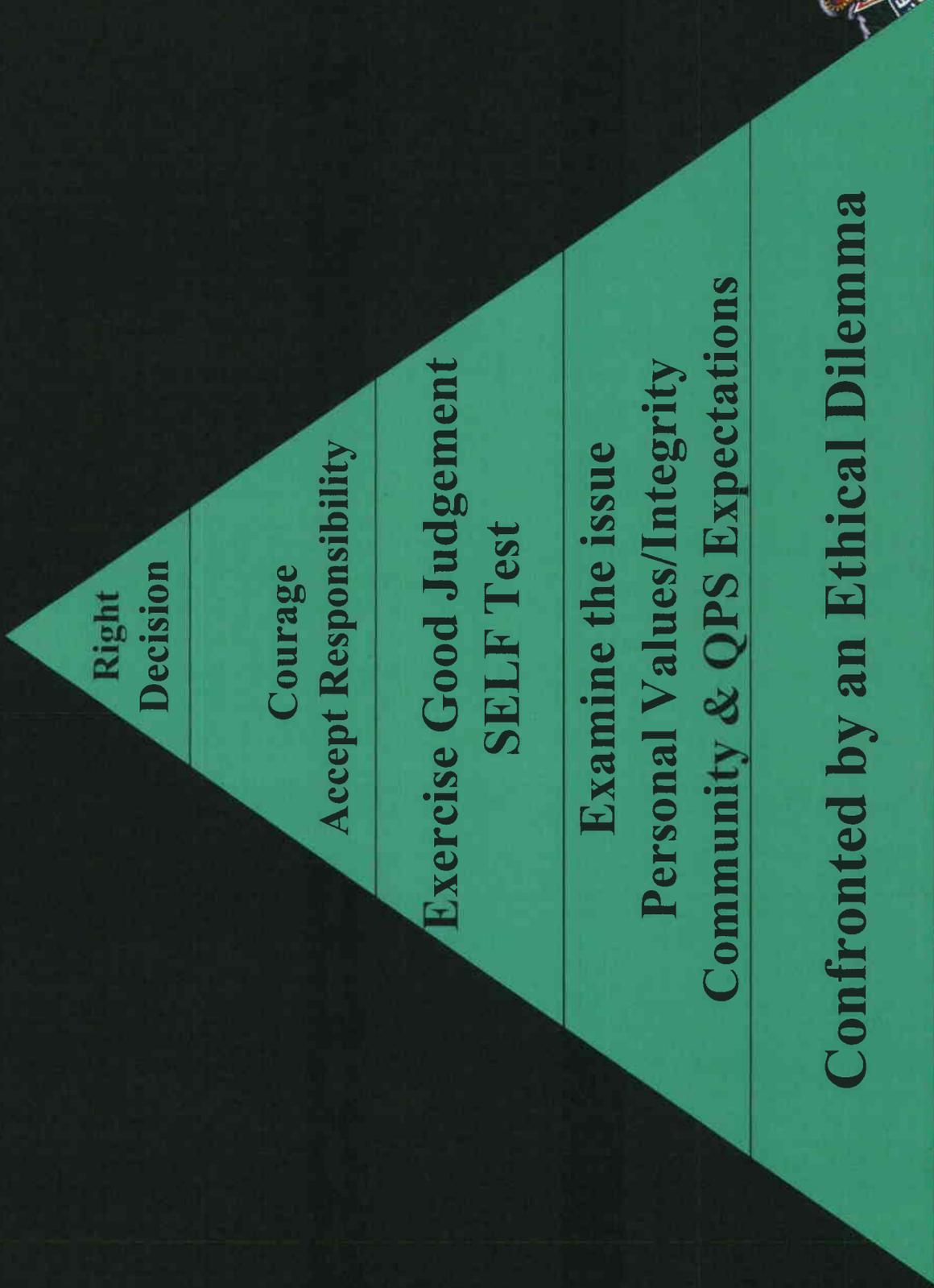
**Ethical police behaviour is behaviour consistent with accepted professional standards and community expectations.**



# Ethical Dilemmas

- Challenge our personal values
- Effective decision making requires the exercise of good judgement
- Careful consideration of all the facts and the issues
- Awareness of the consequences of our decisions
- Accept responsibility – sometimes a test of courage
- On Duty versus Off Duty





# Ethical Dilemmas

## Scenario Based Group Exercises

- Identify the ethical issues
- What action would you take?



# **Ethical Dilemma One**

**A Detective Senior Constable & his girlfriend arrive at your office – both are intoxicated. The DSC asks a junior PCC to drive them both to a Night-club.**



## **Ethical Dilemma Two**

**An off-duty member of your office is frequently observed in licensed premises in the company of suspected criminals.**



## Ethical Dilemma Three

A popular member of your Team is heard to loudly vocalise his dislike of a fellow colleague referring to him as a “dog”.



# **Ethical Dilemma Four**

**A Plain Clothes Senior Constable routinely performs QPRIME searches for a former police officer who is now employed as a Private Investigator.**



# Ethical Dilemma Five

Two plain clothes officers fabricate evidence to assist in gaining a conviction against a known drug dealer.



## **Ethical Dilemma Six**

**The manager of a local Chinese Restaurant is known to provide free beer to police who visit and have a meal. Your partner suggests the whole Team visit the Restaurant tonight after work.**



# Unethical Decisions - Risk

What's the big deal?

- Protection of your Reputation
- QPS “Brand” tarnished
- Loss of Community Confidence
- Escalation/Progression in Unethical Conduct
- What's the cost? Consequences?



# **Dangerous Liaisons**

- **Inappropriate associations**
- **Friendships with criminals**
- **Managing Human Sources**
- **Release of ‘confidential’ information**



# Accepting Gratuities

What's the big deal?

- Conflicts of Interest
- Community Perceptions
- No such thing as a “free lunch”
- Gift Register



# Misuse of Police Resources

## Blue Light Taxis

- “PJ’s”
- Can’t be in two places at once
- Community perceptions
- Community expectations
- Misuse of other police property



# **Noble Cause Corruption**

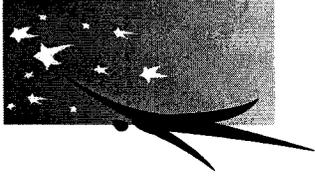
The 'end' justifies the 'means'.

- **Police Professionalism**
- **Hypocrisy – break the law to uphold the law!!**
- **Community expectations**
- **Miscarriages of Justice**



**SESSION PLAN: Meeting the Challenge (recruits)(QC0542)**

**UNIT CODE:** QC0542  
**UNIT NAME:** Meeting the Challenge – Integrity is everyone's business  
**ELEMENT/S:**  
Ethical awareness and Ethical decision making  
Relevant Legislation, Policy and Procedures  
Supervisory Roles, Functions and Responsibilities  
Role of the Crime and Misconduct Commission (CMC)  
Complaint Management and Resolution Procedures  
Conflict of Interest  
Discipline Investigations and process  
Practical examples, activities and scenarios  
**DURATION:** 8 hours



**PERFORMANCE CRITERIA:**

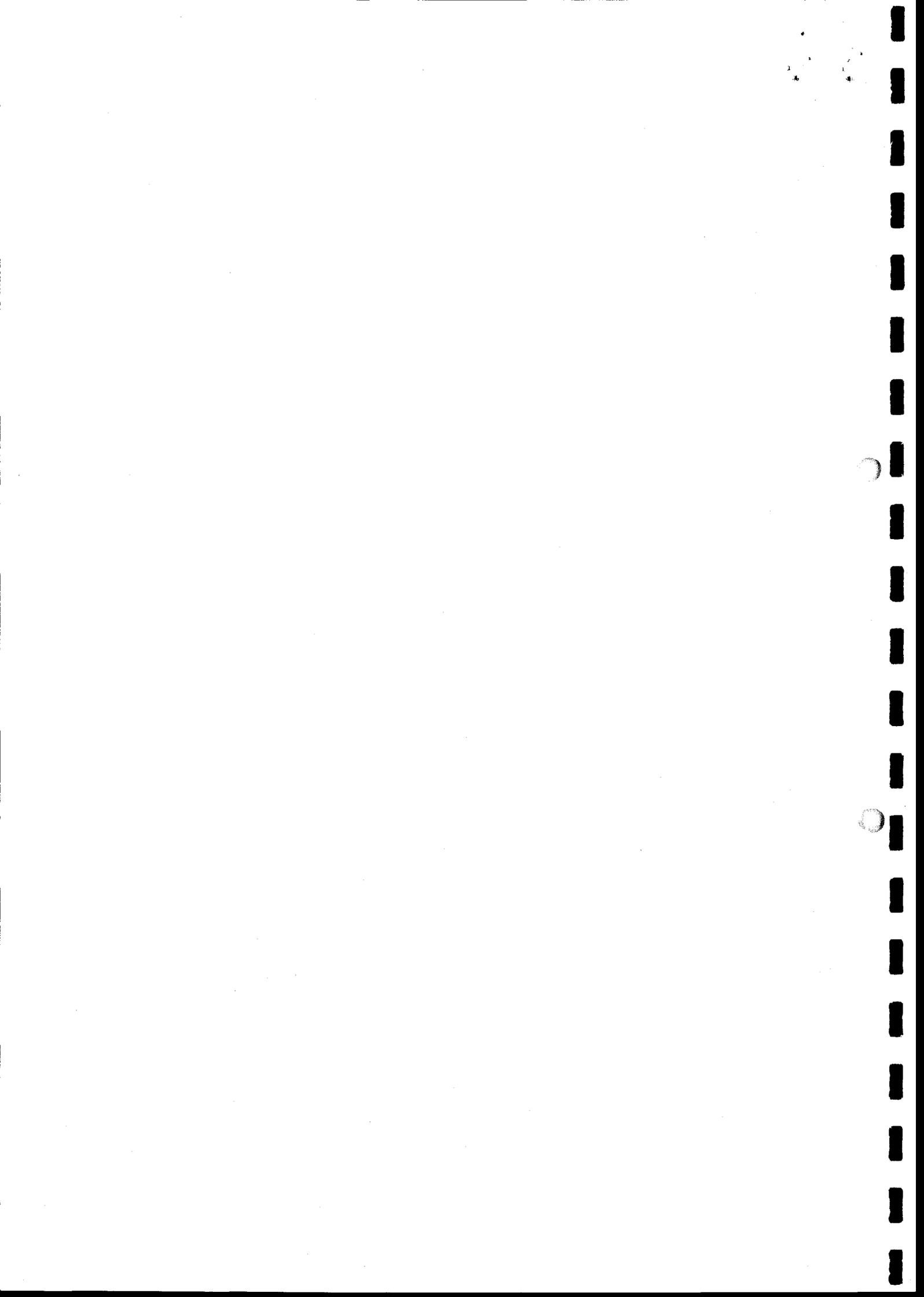
- The need for a discipline system.
- The credibility of the discipline process is explained and issues dealing with 'procedural fairness, consistency, timeliness and principles of natural justice' are specifically highlighted.
- The purpose of a discipline system is identified.
- The roles and functions of Ethical Standards Command are highlighted and identified.
- The Internal Investigation Branch is identified and explained.
- The Ethical Practice Branch is identified and explained.
- The Inspectorate and Evaluation Branch and Internal Audit is identified and explained
- Crime and Misconduct Commission presentation.
- Core ethical values and ethical decision making are identified and applied.
- Conflict of interest highlighted and discussed.

- The Internal Witness Support Unit is identified and explained.
- Risk management discussed.
- Supervisory responsibilities are highlighted and applied.
- Breaches of Discipline and Misconduct are explained and identified.
- The complainant management process is explained and highlighted.
- Overview of Discipline Investigations and the investigation process explained.
- Practical activities and scenarios completed individually and discussed as a group.

### **LEARNING OUTCOMES (OBJECTIVES):**

Students should be able to:

- Identify purpose of discipline and the need for a discipline system
- Assess and identify ethical decision making; ethical awareness and consequences of unethical behaviour;
- Assess and identify the role of Ethical Standards Command and the Crime and Misconduct Commission.
- Identify the role of the Professional Practice Manager (PPM).
- Identify and understand an explanation of ethics, sources of unethical behaviour; core ethical values versus situational ethics; entitlement and noble cause corruption.
- Assess and identify the issue of "conflict of interest".
- Identify and understand the purpose of the SELF test.
- Identify and assess the need for the Internal Witness Support Program; what it provides and who can form part of the support network.
- Identify the definitions of breaches of discipline and misconduct and identify examples of both
- Identify where all complaint and favourable comment forms can be located and develop a basic understanding of how the forms should be completed.
- Identify the stages of a various types of complaints.
- Identify who is a supervisor and the authority of a supervisor.
- Demonstrate an understanding of the discipline investigation process
- Identify a basic understanding of the communication process, the barriers to effective communication and how to overcome these barriers.



Ethical Standards Command



Code of Conduct

Promoting Ethical Behaviour, Discipline  
and Professional Practices

Queensland Police Service  
Ethical Standards Command

# Meeting the Challenge

*Integrity is everyone's business*

(QC0542)

February 2009



## Ethical Standards Command



Code of Conduct

Promoting Ethical Behaviour, Disciplinary and Professional Practice

# Welcome

“On behalf of Ethical Standards Command I would like to thank you for undertaking this course. The course will provide a guide for you to understand the complaint management process (discipline system) and the need for ethical decision making.

Your performance in this regard is instrumental in ensuring that the community has full confidence in, and respect for, the QPS”.





Code of Conduct



Providing Ethical Behavioural Disposition

## Session Outline

**Interactive**

**Questions**

- **Introduction**
- **Ethical Awareness**
- **Ethical Decision-Making**
- **Supervisory Responsibilities**
- **Complaint Management**
- **Practical examples/activities/scenarios**
- **Conclusion**

# Ethical Standards Command



Code of Conduct

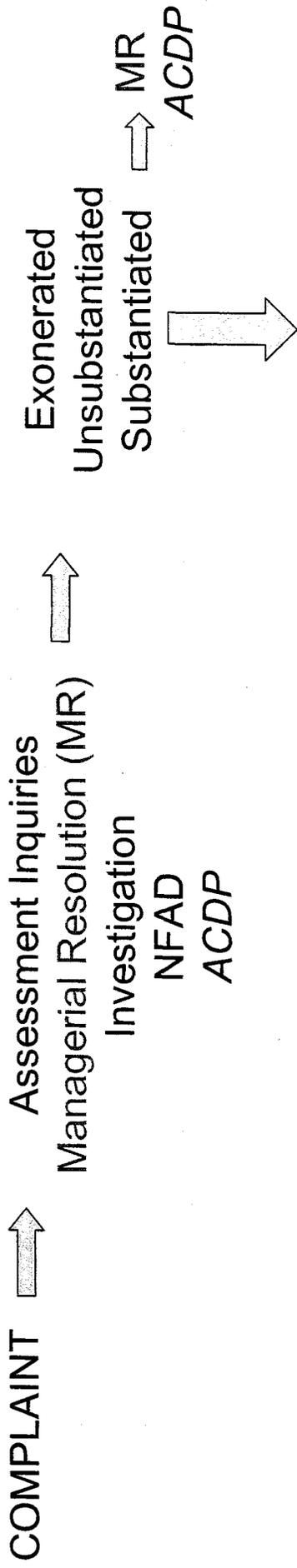
Queensland Police Service

Providing Ethical Behaviour, Clarity  
and Professionalism



## 1.0 INTRODUCTION

# Ethical Standards Command



MR ↔ HEARING

QP464A – FAVOURABLE COMMENT

QP464B – CLIENT SERVICE

QP465 – DESKTOP MR

QP466 – COMPLAINT (Misconduct or BOD)

SANCTION



Costs of Safety



Establishing Ethical Behavioural Districts

## The bad news:

- you are going to get complaints made against you

## The good news:

- after today's session you will have a better understanding of how the discipline system really works

**In policing, situations can become quite complex. Sometimes police officers find themselves in very difficult circumstances. Consider the following scenario ...**

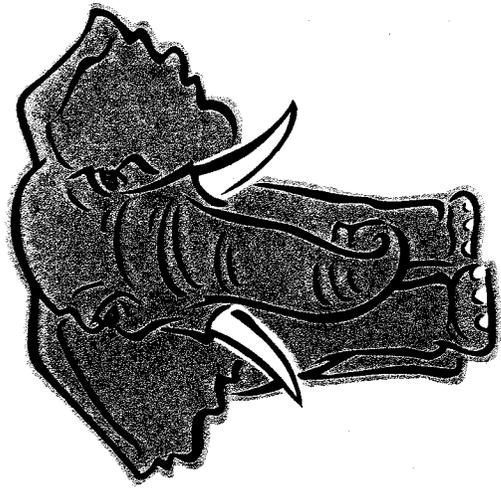
Ethical Standards Command



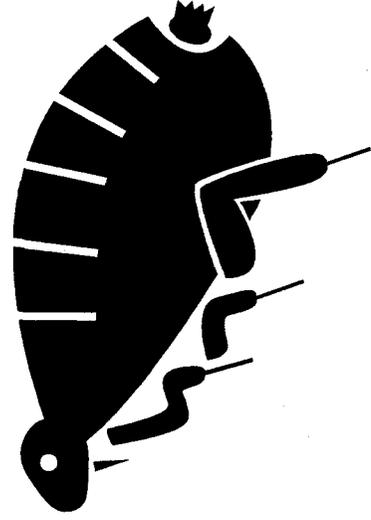
Code of Conduct

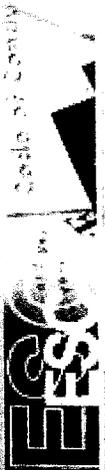


# The fable of the Elephant and the Flea

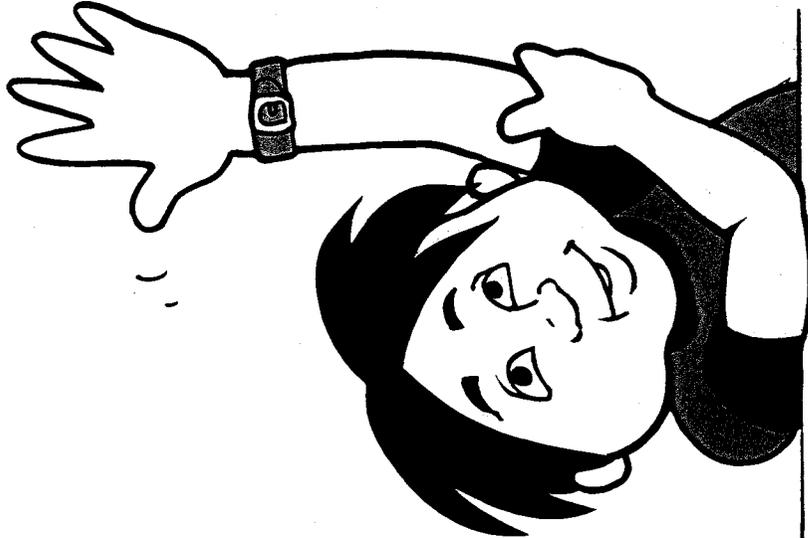
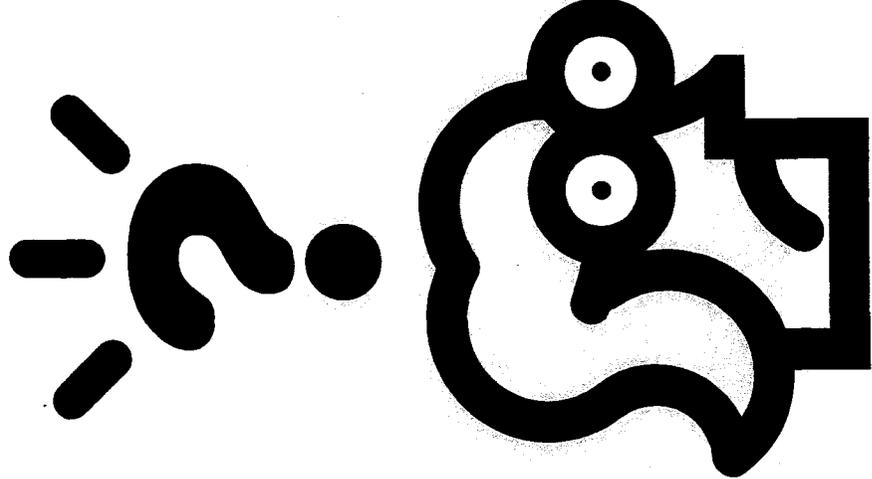


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# Why does the QPS need a discipline system?





Promoting Ethical Behaviour, Integrity  
and Professionalism

## Purpose of discipline

- To maintain public confidence in the QPS;
- To maintain the self esteem of members of the Service;
- To maintain confidence in the ability of the Service to fulfil its statutory functions;
- To maintain proper standards of conduct for members of the Service;
- To maintain the efficiency of the Service; and
- To protect the reputation of the Service.



## Other considerations?

- **Corrective Elements (Discipline)**
- **Positive Protective Elements (Proactive)**
- **Effective Management of the Organisation**



Ethical Standards Command

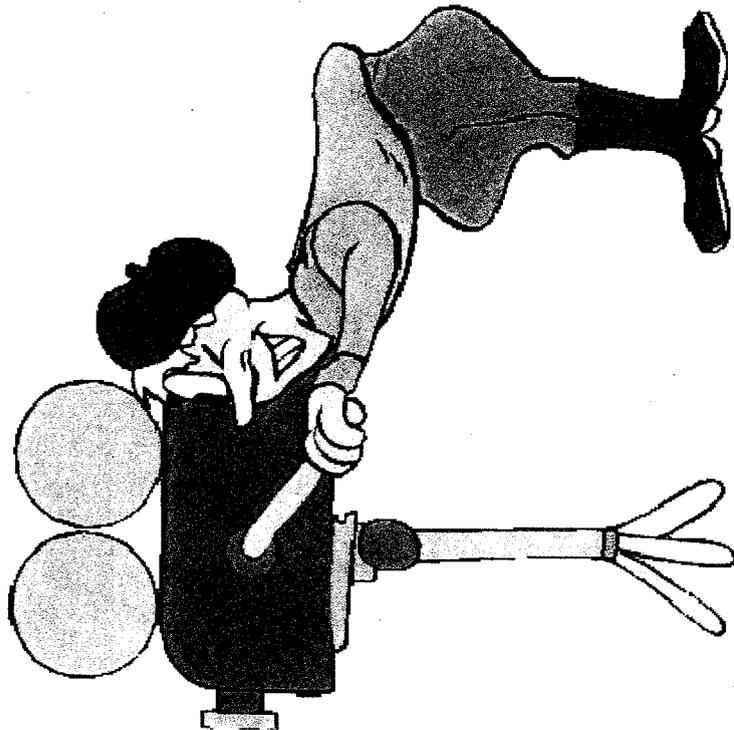


Code of Conduct



Promoting Ethical Behaviour Through Professional Practice

**AN EXAMPLE OF ETHICAL DECISION MAKING ?**



# Ethical Standards Command

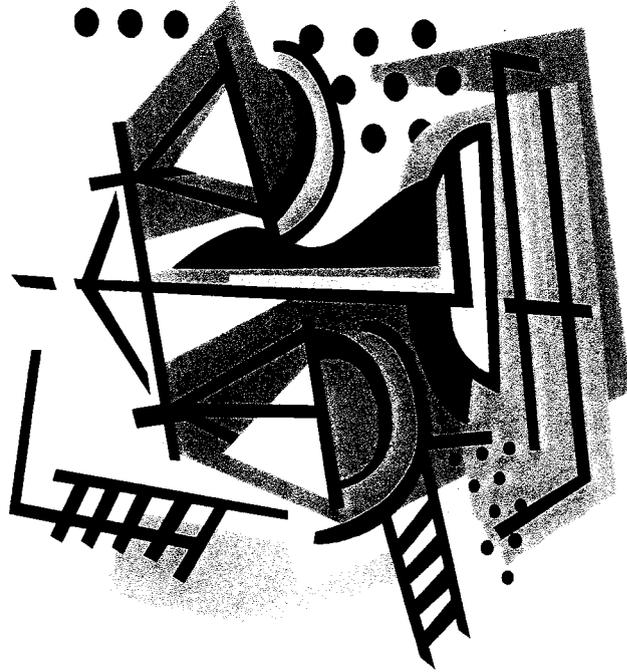
Queensland Police Service



Police Integrity



Principles of Ethics and Professional Standards



## 2.0 ETHICAL AWARENESS



Ethical Standards Command

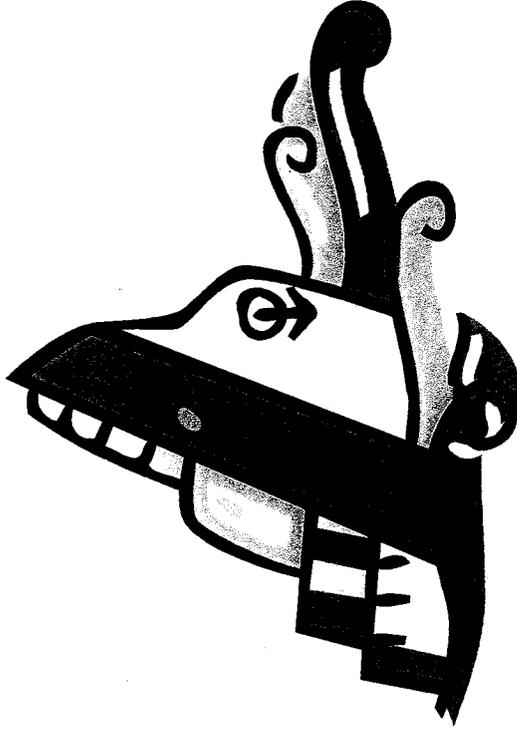
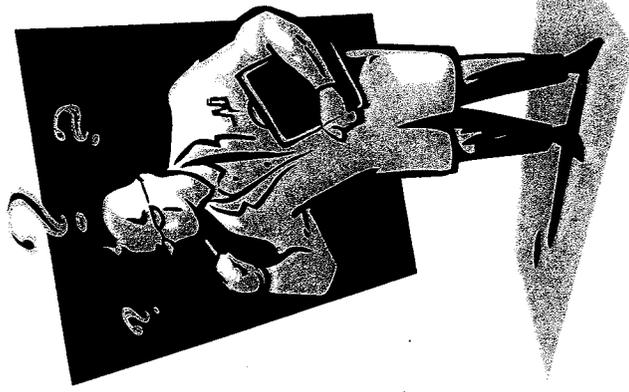


Code of Conduct

Queensland Police Service



# What are the consequences of unethical behaviour ?



Discuss examples – Qld / Aust / Overseas



Code of Conduct



## Expectations ?

- Community
- QPS Statement of Ethics & Oath of Office
- QPS Strategic Plan
- Client Service Charter & Standards
- PSAA (1990)
- QPS Code of Conduct (17.1 – HRMM)



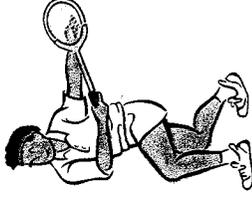


# Why do some people make unethical decisions ?

- Discussion – police & public



- Examples -



**You wonder how people could be so stupid!**

**They think the consequences of their behaviour  
won't rebound on them !**

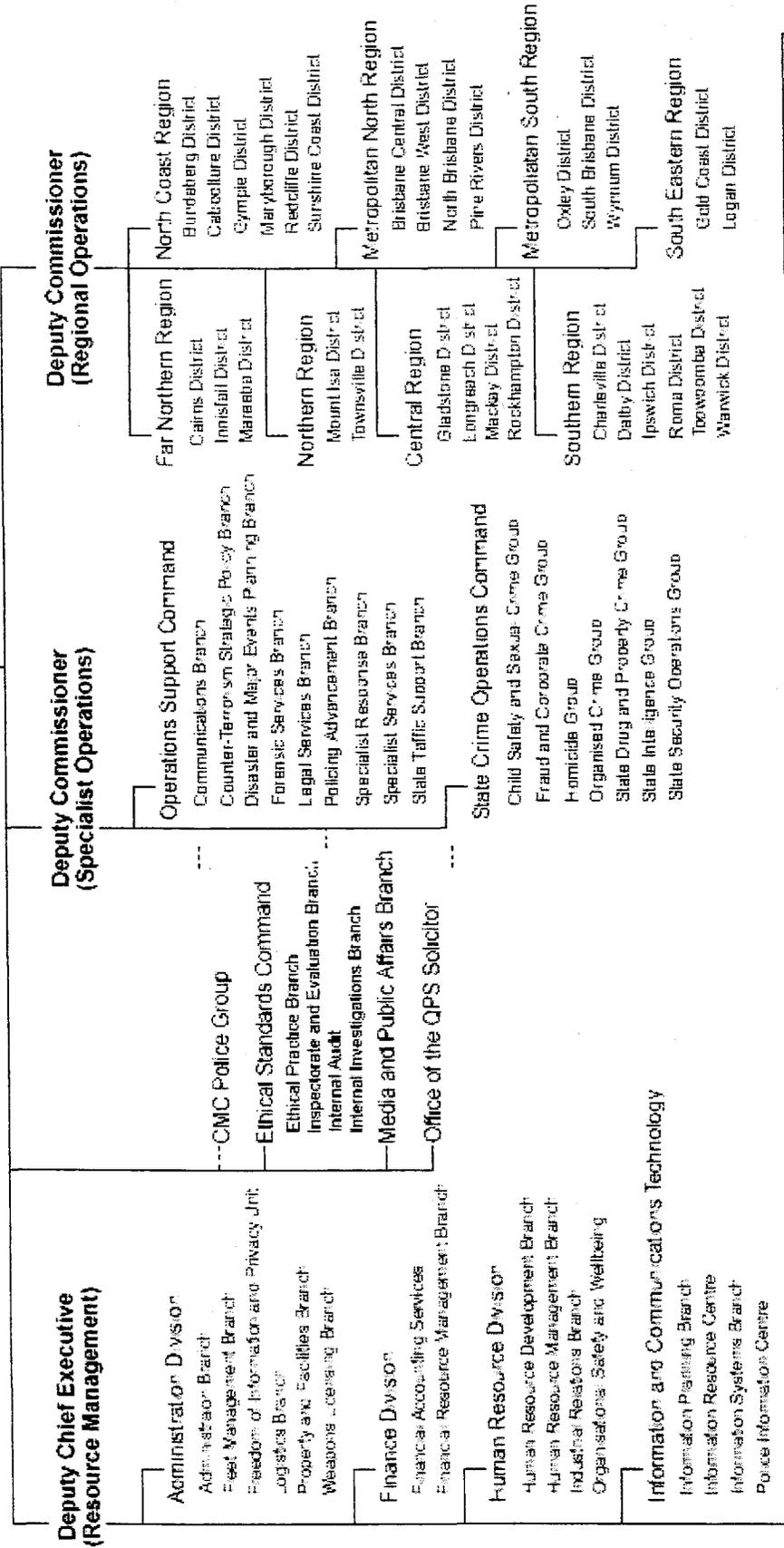
# Ethical Standards Command



Queensland Police Services

## Commissioner Queenstand Police Service

Office of the Commissioner



Public Safety Network Management Centre

## Ethical Standards Command



Code of Conduct

Promoting Ethical Behaviour, Deterrence  
and Systems Improvement

## Goal of ESC

- To ensure the community has full confidence in and respect for the Queensland Police Service.

## Mission of ESC

- To promote ethical behaviour, discipline and professional practice in the Queensland Police Service through deterrence, education and systems improvement.

## Role of ESC

- The A/C of ESC has been delegated the Commissioner's powers, functions and duties in respect to any matter relating to discipline that has been referred by the CMC
- The A/C of ESC therefore has the overall responsibility for the management of disciplinary matters in the QPS
- **Misconduct – A/C of ESC**
- **Breach of Discipline – A/C of Region, Command or Division**

# Ethical Standards Commission

Commissioner

Assistant Commissioner  
Ethical Standards Command

Staff Officer

Executive Secretary

Administration

Chief Superintendent  
Ethical Standards Command

Manager  
Internal Audit

Superintendent  
Internal Investigations Branch

- Investigation Teams x 3
- Legal/Policy Unit
- State Coordinator
- Discipline Audit Unit

Superintendent  
Ethical Practice Branch

- Risk Management
- Risk Analysis and Intelligence Section
- Corruption Prevention & Internal Witness Support
- Education & Training
- Research & Information Management

Superintendent  
Inspectorate & Evaluation Branch

- Inspection Program Manager
- Inspection Teams
- Review & Evaluation Section

**KEY**

- Administration Reporting Line
- \_\_\_\_\_ Reporting Line

**EPB philosophy – “To promote and foster ethical practice throughout the Queensland Police Service”**



## Internal Investigation Branch

- Investigate allegations of criminal conduct & misconduct
- Overview complaint files from Regions & Commands
- Investigate & overview fatalities and serious injuries resulting from incidents involving members
- Audit of all discipline files
- Provide state-wide policy development
- Provide operational assistance to PPMs
- Liaise with CMC and other statutory bodies

## Ethical Standards Command



Code of Conduct

Queensland Police Service



## Ethical Practice Branch

- Education & Training
  - Ethical awareness across State e.g. Recruit & Staff Member training, CDP
  - Meeting the Challenge – Integrity is Everyone's Business
  - Managerial Resolution Course
  - Discipline Investigation Course
  - Discipline Hearing Course
- Corruption Prevention advice
- Internal Witness Support
  - 24 hour service, 7 days a week – Ph. 0417 729375
- Risk Management advice
- Intelligence information – profiling, vetting



Code of Safety



Prohibited Ethical Behaviour - Disciplinary Management Procedure

## Inspectorate & Evaluation Branch

- Review & evaluation of -
  - Internal control systems
  - Performance management
  - Operating information systems
  - Compliance issues
  - Asset and facility management
  - Resource management
- Review state-wide projects
- Provide advice on best practice



## Internal Audit

- Under Section 36, *Financial Administration and Audit Act (1977)* the primary role of Internal Audit is to provide independent assessment and evaluation of the QPS systems and to provide positive assurances to the accountable officer, the commissioner of police, that the Service is operating effectively, efficiently, and economically.
- Internal Audit is mainly focused on providing assistance and reporting on corporate functions and the functions of QPS that do not require specialist knowledge of policing operations.
- The Inspectorate and Evaluation Branch and Internal Audit often work together to provide a comprehensive analysis of the quality of activities within the QPS.



## Role of Professional Practices Manager

(PPM)

- Liaison with State Co-ordinator ESC
- Liaison with regional A/C
- Liaison with regional investigators
- Co-ordination, overview & audit of complaint files in region
- Overview Sig. Events in region
- Promote high standards of policing professionalism
- Implement initiatives to reduce complaints
- Prepare disciplinary hearings for A/C
- Risk Management, FOI & Information Privacy

Ethical Standards Command

Queensland Police Service



Code of Conduct

Principles, Ethics, Behaviour, Discipline

THE CRIME  
&  
MISCONDUCT  
COMMISSION

who we are  
and  
what we do

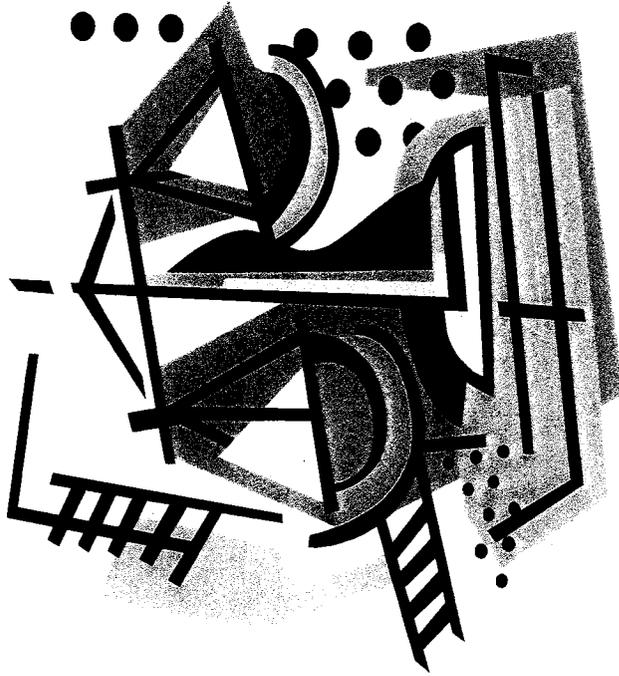
CRIME AND  
MISCONDUCT  
COMMISSION

The logo for the Crime and Misconduct Commission, featuring the letters 'CMC' in a stylized, bold font.

# Role of the Crime and Misconduct Commission (CMC)

Ethical Standards Command

Queensland Police Service



# 3.0 ETHICAL DECISION-MAKING





## An Explanation of Ethics

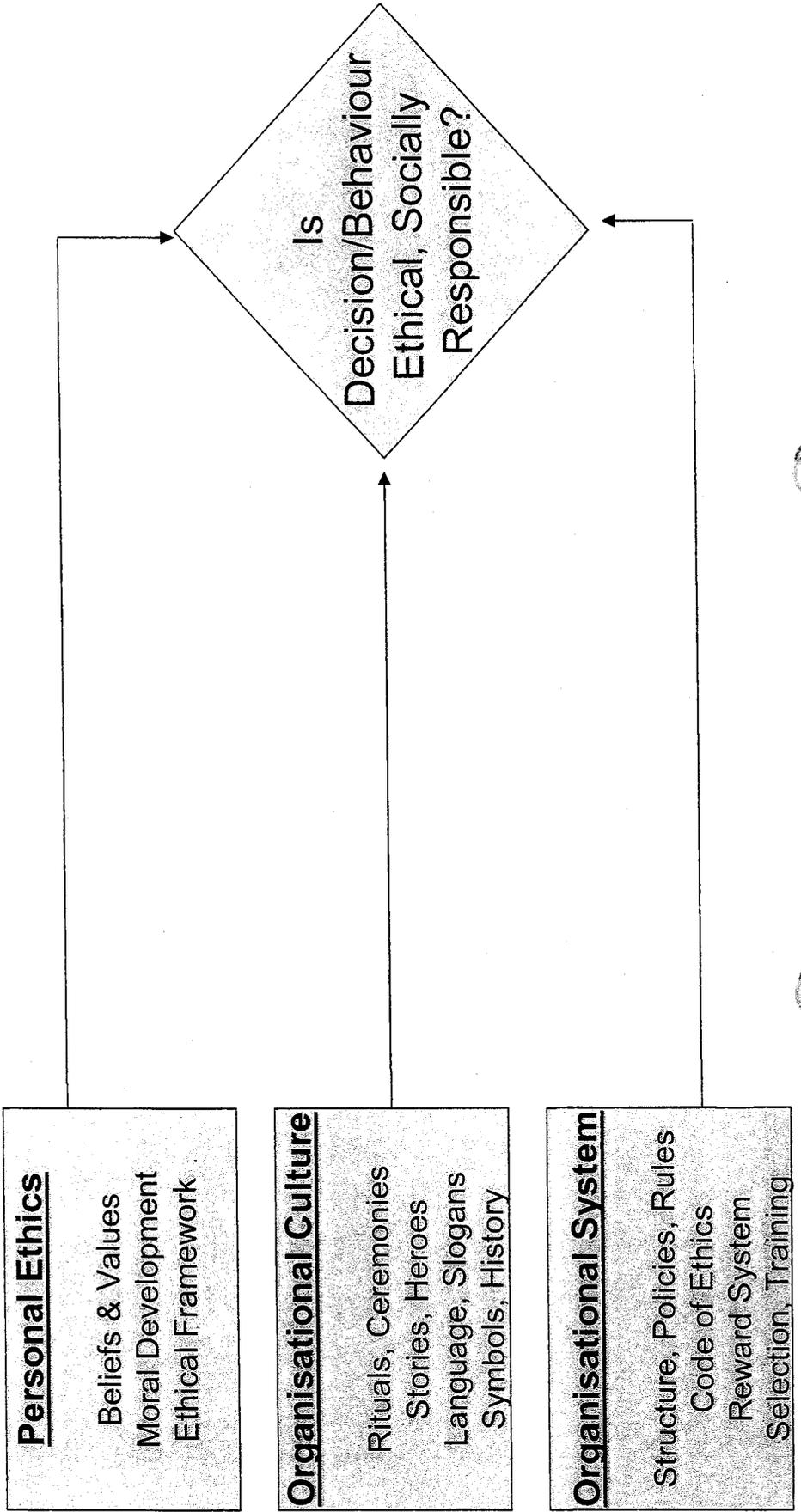
- Ethics are the rules or standards of conduct any society imposes in respect of the rights and interests of its members recognising the fundamental moral principles that **underpin every decision and action** a member of that society may make
- In the work environment these principles can be used to provide guidance in situations where no specific rules are in place, or where matters are unclear. They help determine what is right and proper in our actions



Code of Conduct



# Sources of ethical behaviour





## Core Ethical Values v. Situational Ethics

- Core ethical values are based on personal ethics, organisational culture and organisational systems
- Situational ethics occur when the police officer's core ethical values change due to the situation, eg. officers are exposed on a daily basis to individuals and situations that violate the values the officers hold central. This exposure over time can have a corrosive impact.

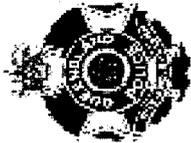


## “Entitlement”

- One of the causes of values deterioration is the development of a culture entitled “entitlement”
- Entitlement is the belief that an individual by virtue of his/her position as a police officer is owned certain privileges or latitudes in terms of their behaviour, eg. Those laws don’t apply to us; we don’t have to follow speed limits
- A perception may form that “you owe us as cops for all we put up with on the streets to serve and protect you”
- Being a member of the QPS is not an entitlement
- As a police officer you have “special authority” – unchecked authority operating in an ethical vacuum is a central component of all police corruption



## Would Your Decision Pass The Test?



### Consider

Commonly  
Police Service  
Mind

Would your decision withstand scrutiny?

# S

Will your decision ensure compliance?  
Ours of Service  
Policy  
Code of Conduct?

# E

Is your decision lawful?

Laws  
Regulations  
Policies

# L

Is your decision fair?

Community  
Colleagues  
Peers/family  
Others

before you decide.

## An unethical decision will affect us all

(Produced by ILE, Police & Training Unit, July 1998, 18 months onwards)

- Common sense approach
- Think ethically
- Make good decisions
- Dilemmas – Black/White and Shades of Grey

# One split decision may decide your future!



## Noble Cause Corruption

On the surface, the issue of saving innocent lives and incarcerating those who have transgressed against society seems to constitute ample justification for acts necessary to achieve a noble end.

Noble Cause Corruption is corruption committed in the name of good ends, corruption that happens when police officers care too much about their work. It is corruption committed in order to get the bad guys off the streets, to protect the innocent and the children from predators that inflict pain and suffering on them. It is the corruption of police power, when officers do bad things because they believe that the outcomes will be good.

(Crank & Caldero 2000, p. 2)

Ethical Standards Command

Queensland Police Service



Code of Conduct

Professional Ethics & Integrity

- Dirty Harry, Mary Deacon & Scorpio
- Real life examples:

O J Simpson





## Conflict of Interests

- Members are to arrange their private affairs in a manner that will prevent any actual or apparent conflict of interests from arising wherever foreseeable.
- Members are to avoid both actual or apparent conflicts of interests in all matters relating to their employment with the Service.
- Where a conflict of interests does arise between the private interests of a member and the official duties or responsibilities of that member, the member is to disclose details of the conflict to their supervising Executive Officer.

# Ethical Standards Command

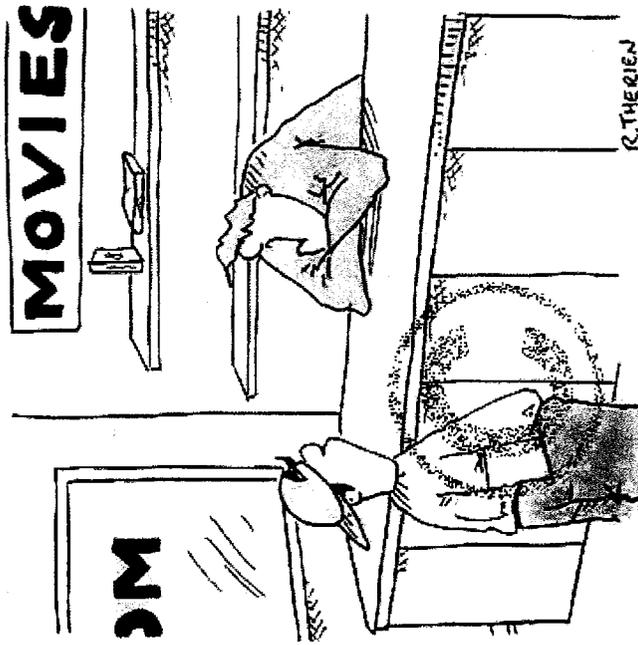


Grade 50 County



Proposing Ethical Behaviour: Discipline  
Professional Practice

## Scenarios - Conflict of Interests



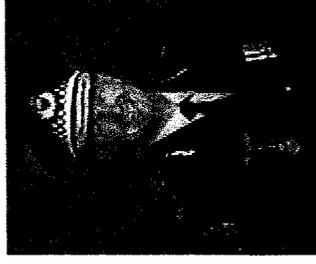
"If we ain't got it, it ain't worth watching!"



## History of Internal Witness Support Program (IWSP)

The IWSP was established in 1998 to provide guidance and support to members who report misconduct by other members of the Service. The decision to report misconduct may not be easy.

*"The Queensland Police Service is committed to maintaining the highest standards of ethical behaviour at all times."*



Commissioner Bob Atkinson



## Ethical Standards Command



Seals of County



Promoting Ethical Behavior

### What the Program Provides

- A 24 hour contact point (Ph 0417 729375) where members can ring for advice and guidance, anonymously if they choose;
- Support to both sworn and unsworn members who report misconduct; and
- Guidance in the reporting process. It is not the normal function of the unit to accept complaints, but if necessary, case officers can advise on reporting options and suggest appropriate reporting arrangements.



Who can form part of the Support Network?

- The Support Officer – nominated by witness – friend or Peer Support Officer – not necessarily in the same region, but able to act as an intermediary;
- The Case Officer – IWSP Staff member – initial briefing – establishes support network – liaises with investigators, support officer & HSOs – monitors situation;
- The Line Commander – Assistant Commissioners and Directors – obligation to create supportive and positive environment;
- Human Services Officer - if acceptable to internal witness;
- Peer Support Officer/s – if acceptable to internal witness;
- Regional Complaints Manager – if acceptable to internal witness; and
- QPS Chaplain – if acceptable to internal witness.



Ethical Standards Command



State of County



Queensland Police Service

Promoting Ethical Behaviour, Detering  
Unacceptable Practices

# Risk Management



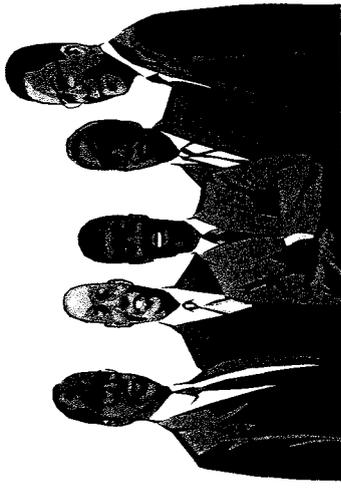
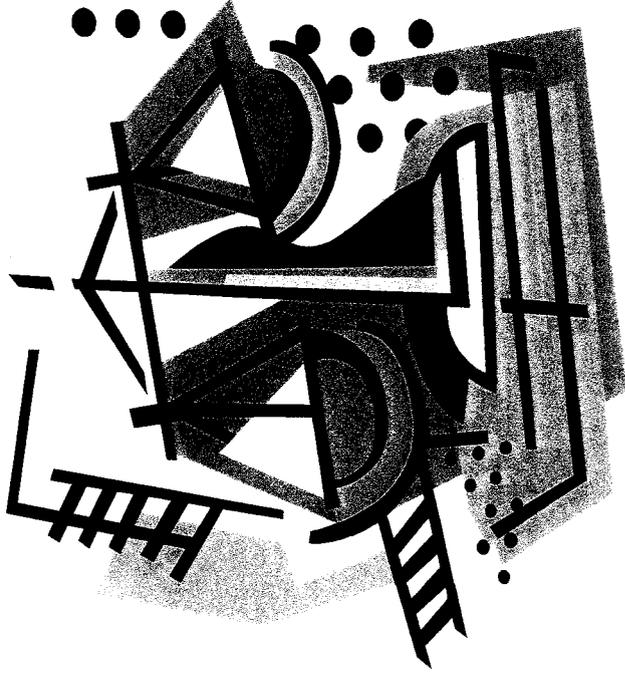
Ethical Standards Command

Queensland Police Service



Centre of Integrity

Promoting Ethical Behaviour



# 4.0 SUPERVISORY RESPONSIBILITIES



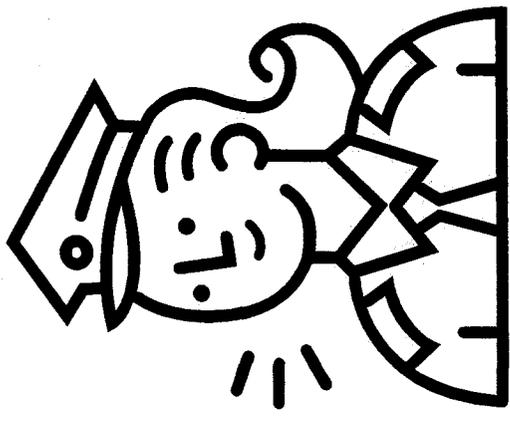
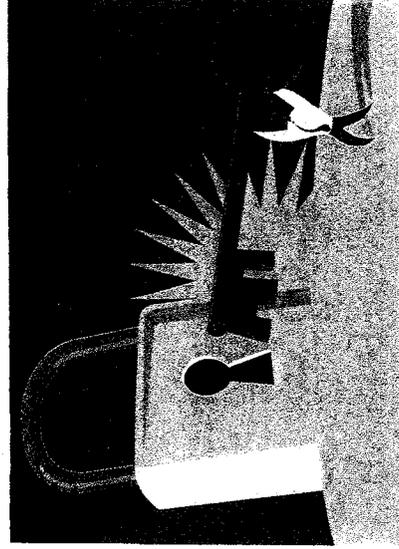
Ethical Standards Command



Code of Conduct



Promoting Ethical Behaviour, Disciplinary



The frontline supervisor is the key  
to promoting ethical decision-  
making and combating unethical  
behaviour



## Who is the supervisor ?

PSAA - Section 7.1 (Responsibility for command):

- Officer designated for purpose;
- Officer present most senior by rank; or
- If no such person present, officer who is most senior by length of service as an officer

HRMM – Supervisor/Manager:

- Member who holds, or is acting in, a higher rank or classification than a subject member/s or otherwise  
... (s 7.1 PSAA)

Ethical Standards Command



Code of Conduct

Promoting Ethical Behaviour  
and Accountability

## Supervisors Duty & Role

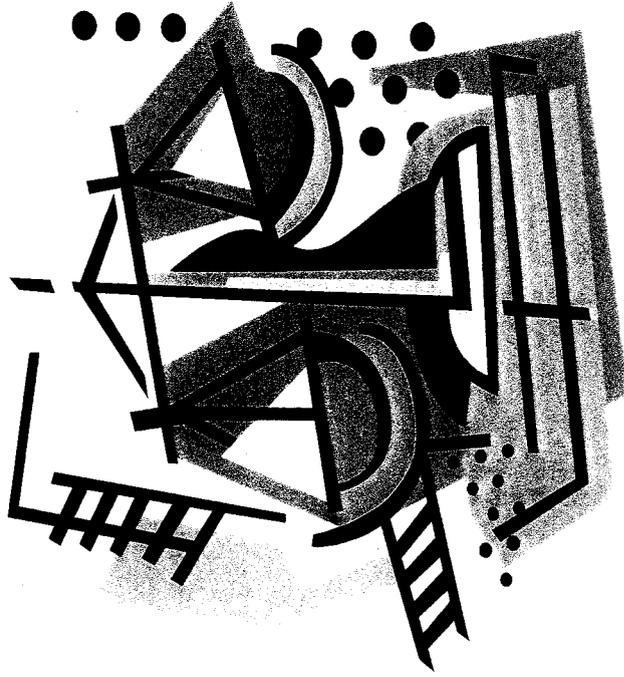
- Legislation
  - PSAA - Responsibility to give/obey directions
  
- Job Descriptions
  - Job supervisory expectations
  
- Policy
  - Obedience of directions
  - Organisational duties – Supervisors
  
- **RESPONSIBILITY FOR STANDARDS OF CONDUCT**



Code of Conduct



Principles of Ethics of Public Service



# 5.0 COMPLAINT MANAGEMENT



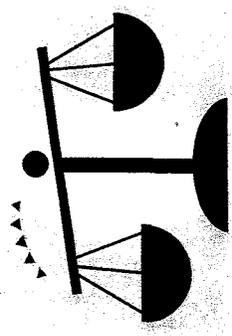


Code of Conduct

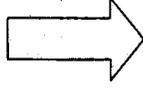


Promoting Ethical Behaviour

# TYPES OF COMPLAINTS/ALLEGATIONS



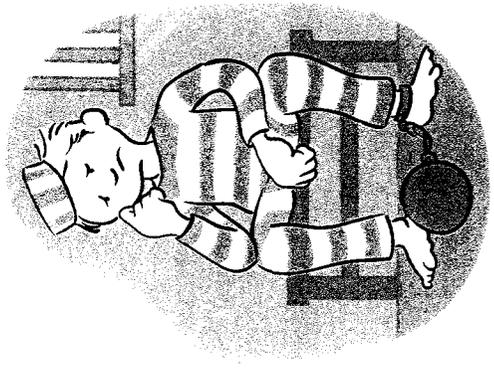
**Criminal conduct**



**Misconduct**



**Breach of Discipline**





Professional Ethics & Employment Practices

## OBLIGATION TO REPORT UNETHICAL BEHAVIOUR

Some relevant provisions governing the reporting of unethical behaviour are:

### *Police Service Administration Act 1990*

#### Section 7.2

Requires all officers (the definition includes a police recruit) and staff members to report to the Commissioner and to the CMC any misconduct that is known or reasonably suspected to have been committed by an officer.

(Breaches of discipline may be dealt with by supervisors, if detected by the supervisor or another police officer/staff member. All complaints by members of the public in respect to BODs must be reported.)



# Classification of Complaints

## Human Resource Management Manual s. 18.1

### Misconduct

'Misconduct' is defined in the following terms for members of the Service:

- (i) In the case of police officers (including police recruits), 'Misconduct' means conduct that:
  - (a) is disgraceful, improper or unbecoming an officer, or
  - (b) shows unfitness to be or continue as an officer, or
  - (c) does not meet the standard of conduct the community reasonably expects of a police officer.
- (ii) In the case of staff members 'Misconduct' means:
  - (a) disgraceful or improper conduct in an official capacity; or
  - (b) disgraceful or improper conduct in a private capacity that reflects seriously and adversely on the Public Service.



Code of Conduct

Bringing Ethics to the Forefront

## Examples of Misconduct

Stealing	Control of Information	Assault/Excessive force
Inappropriate access – information	Unauthorised disclosure - information	Unauthorised secondary employment
Release of confidential information	Intimidation	Falsify documents
False complaint	Untruthfulness	Harassment in workplace
Victimisation	Missing exhibits	Damage during search
Breach of domestic violence	Sexual misconduct	Unethical work practices
Wrongful arrest	Discrimination	Fail to secure firearm
Drink drive (on/off duty)	Poss Child Pornography	Corruption



## Classification of Complaints

### Human Resource Management Manual s. 18.1

#### Breach of Discipline

The term 'Breach of Discipline':

- (i) in the case of police officers and police recruits, means a breach of
  - (a) the *Police Service Administration Act 1990*;
  - (b) the *Police Powers and Responsibilities Act 2000*; or
  - (c) a direction of the Commissioner;

but **does not include** misconduct

- (ii) in the case of staff members means conduct in an official capacity which constitutes 'ground for disciplinary action under s. 87 *Public Services Act*, but does not include misconduct as outlined in s. 87 (2).



## Examples of Breaches of Discipline

Custody allegations	Demeanour/Attitude	Inaction
Fail to investigate	Incivility	Manner of driving
Improper behaviour	Improper use of email	Rudeness
Escape custody	Lost QPS property	Improper search
Search Warrant issues	Inadequate investigation	Failure to identify
Duty failure	Fail to take CRISP	Search issues
Fail to provide medical treatment	Fail to provide particulars	Fail to report departmental traffic incident
Absent from duty		Fail to comply with procedures

Ethical Standards Command



Code of Conduct

Prohibited Ethical Behaviour, Disabling and Professional Practices

## Favourable & Complaint Forms

- QP464A - Favourable comments
- QP464B - Client Service
- QP465 - Desktop MR
- QP466 - Complaint Against member  
(BOD & Misconduct)

- QPS - QLD Police Systems
- QPS - QLD Police Systems 2
- QBrowse
- Queensland Police Web
- Court Brief (QP 9) 2003
- Training
- Add - Remove Printers
- Compass
- Forms Select
- QPRIME

Programs

- Documents
- Settings
- Search
- Help and Support
- Log Off 4006101...
- Shut Down...

- Accessories
- Alcolmeter Software
- Informed
- QuickTime
- Reflection
- Sophos Anti-Virus
- Startup
- WinZip
- Internet Explorer
- Microsoft Excel
- Microsoft Outlook
- Microsoft Photo Editor
- Microsoft PowerPoint
- Microsoft Word
- Microsoft Office Tools
- Oracle Forms 6i
- Oracle Forms & Reports 6i
- Oracle Olap Client 2.2
- Oracle Reports 6i
- Sophos
- Adobe Reader 7.0
- Favourable & Complaint Forms

ISB Service Desk  
 QPRIME Support  
 1300 777 463  
 email: Service Desk@...

Help Desk (PIC)  
 (07) 3364 4400  
 email: Help.Desk@...

- My Documents
- My Computer
- My Network Places
- Windows Explorer
- Recycle Bin



[Home](#) | [COMPASS Home](#) | [Ethical Standards Home](#)

**Help**  
[FAQs/Tips](#)  
[Support](#)

**An allegation that could amount to a Breach of Discipline or Misconduct must be reported as a disciplinary complaint.**

**[QP464A - Favourable Comment](#)**

For completing a favourable comment from a member of the public about the conduct of a member.

**[QP464B - Client Service Complaint](#)**

For completing a matter that does not constitute a disciplinary complaint.

**[QP465 & QP466 - Disciplinary Complaint](#)**

For completing a complaint about the alleged conduct of a member.

Ethical Standards Command, QPS Headquarters, Telephone: (07) 3364 6606 Fax: (07) 3364 6293

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[Top](#)

**Favourable & Complaint Forms can also be accessed via the ESC Intranet site**



Lead of Command



## Summary

### ● BOD

Supervisor or other detected behaviour – Section 11 PSDR

Complaint (from public – must be reported)

- QP464B (Client Service Complaint)
- QP465 (Desktop MR)
- QP466
  - NFA
  - Prelim Inquiry
  - MR
  - Instanter Hearing
  - Investigation



## Summary

### ● MISCONDUCT

*(Must be reported – section 7.2 - PSAA)*

### ● Complaint Form (QP466)

- NFA
- Prelim Inquiry
- MR
- Investigation



## Summary - Types of Managerial Resolution

1. Desktop MR (QP465) - at the time the complaint is made
  - Minor BOD only
  
2. MR (Misconduct and/or BOD) - after complaint has been made
  - Complaint has been assessed as misconduct/BOD and has been through ESC and the Regional PPM to you via email

**N.B. MR IS AN ALTERNATIVE STRATEGY NOT A SOFT OPTION**

Ethical Standards Command

Queensland Police Service



Code of Conduct

Principles of Ethical Behaviour: Clarity  
and Professional Practice

# PRACTICAL EXPLANATION





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### Help

[FAQs/Tips](#)  
[Support](#)

**An allegation that could amount to a Breach of Discipline or Misconduct must be reported as a disciplinary complaint.**

### QP464A - Favourable Comment

For completing a favourable comment from a member of the public about the conduct of a member.

### QP464B - Client Service Complaint

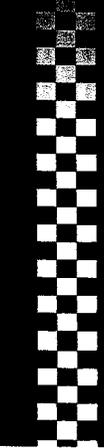
For completing a matter that does not constitute a disciplinary complaint.

### QP465 & QP466 - Disciplinary Complaint

For completing a complaint about the alleged conduct of a member.

Ethical Standards Command

Quantum Leap Series

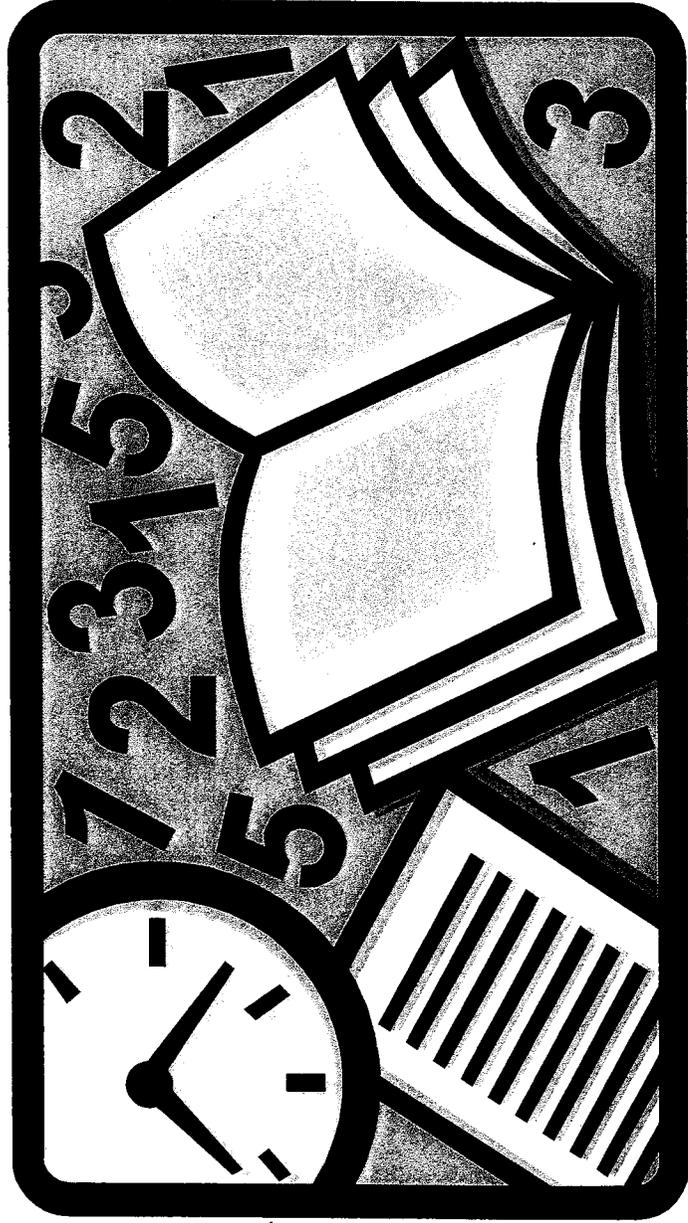


School of Leadership



Business and Ethical Practices

# OTHER ACTIVITIES





Code of Conduct



Promoting Ethical Behaviour  
Protecting the Public

# QPS Discipline Investigations



## Overview & Advice



## The Investigation Process

- Investigator (CMC/IIB/Region) receives the complaint
- Preliminary Inquiries (possible to finalise ?)
- Gather exhibits and interview witnesses
- Investigator contacts subject member (SM)
  - Advice re allegations
  - Arrange suitable interview (i/v) time
- Prior to i/v – SM may consult union rep. and/or legal rep.
- I/v **MUST** be electronically recorded
- Criminal i/v first (if applicable) then discipline i/v
- Normal PPRA rights for criminal i/v
- Fail to comply with direction (discipline i/v) is considered to be a serious case of misconduct
- Likewise, untruthfulness is considered to be very serious

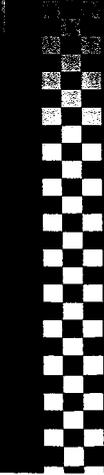


## 18.4.4.9 (HRMM) Lawful Directions to Members of the Service

Pursuant to ss.4.9 (1) and 2.5 of the Police Service Administration Act 1990, all members of the Police Service (including police officers, police recruits and staff members), are instructed to truthfully, completely and promptly answer all questions directed to them by a member responsible for conducting an inquiry or investigation on behalf of the Commissioner. In the case of a staff member, a direction can only be given where the allegations are made in relation to duties performed in the Service (ie. there is a nexus with official duties). This includes an administrative or disciplinary complaint.

This is NOT intended to apply to complaints that involve, or are likely to involve, allegations of criminal offences. In that case, a criminal record of interview, in compliance with the *Police Powers And Responsibilities Act 2000* and the Police Responsibilities Code, must be attempted before any directed interview.

## Ethical Standards Command



Code of Conduct



Probationary Ethics Examination

### 18.4.4.9 (HRMM) Lawful Directions to Members of the Service

*Pursuant to s.4.9 of the Police Service Administration Act 1990, the Commissioner has directed all members of the Police Service (including police officers, police recruits and staff members) to truthfully, completely and promptly answer all questions directed to them by a member responsible for conducting an inquiry or investigation on behalf of the Commissioner into any matter, including an administrative or disciplinary complaint.*

*That direction is located in s.18.2.4.9 of the Human Resource Management Manual. I remind you that you are bound by that direction.*

*Should you refuse or fail to comply with the Commissioner's direction, you commit a breach of s.9 (1) (c) of the Police Service (Discipline) Regulations 1990. Failure to comply with a lawful direction of the Commissioner provides grounds for disciplinary action'*



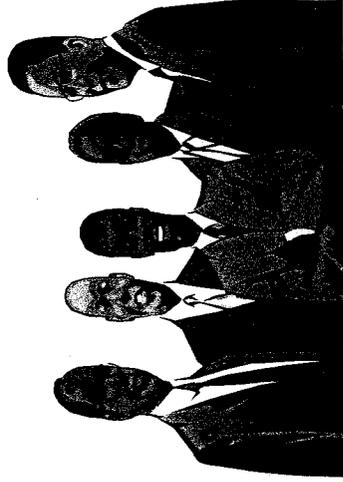
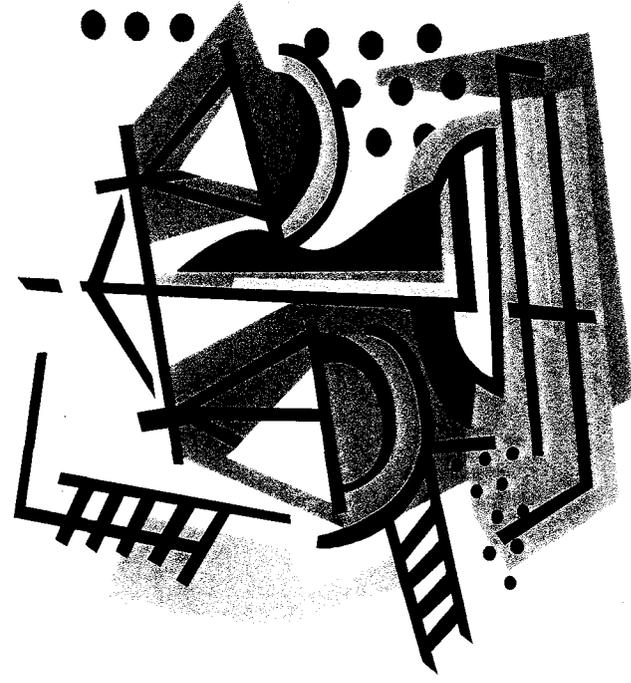
## Role of the Union

The Union has no specific right of appearance at Disciplinary/Administrative interviews, although it is the preferred option of the QPS to permit members to be extended that courtesy.

A Criminal Complaint will result in the commencement of a Criminal Interview vide provisions of the PPRRA. When suspended or terminated, a Disciplinary Interview may then commence. Union support personnel may provide wording to members used in response to being reminded of their obligation to answer questions.

# Ethical Standards Command

Quarantam Police Service

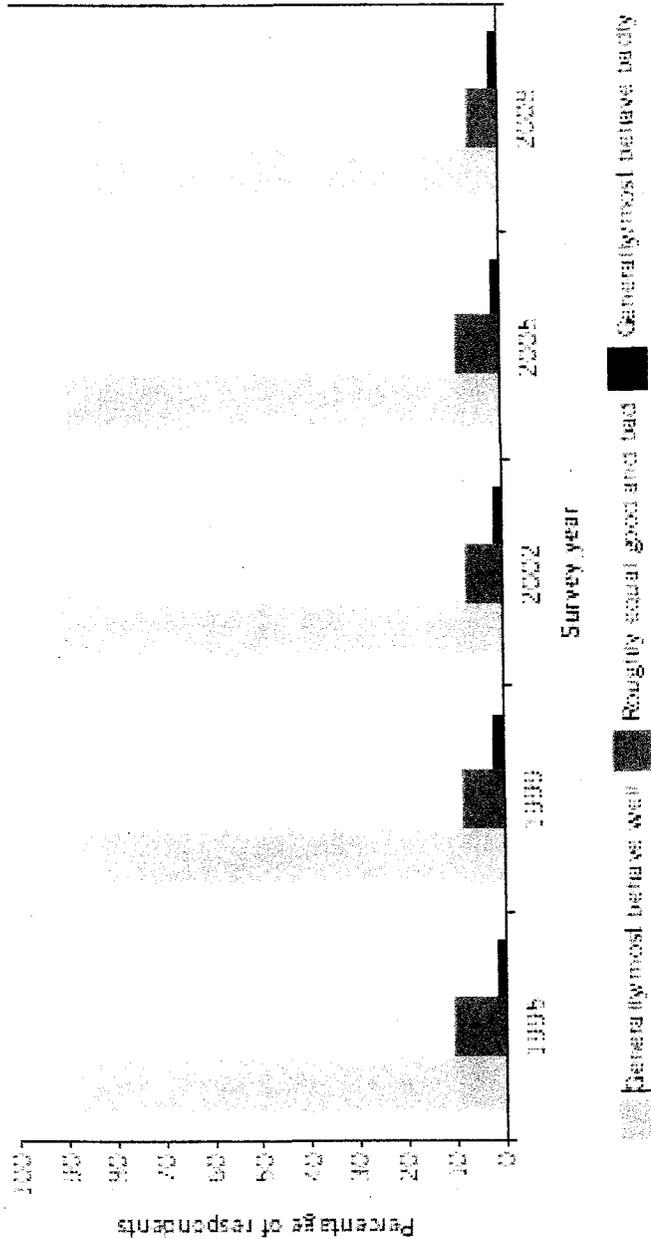


## 6.0 CONCLUSION



# The Good News - Public Perception

Figure 6. Proportion of respondents who believe that members of the QPS behave 'generally or mostly well', 'roughly equal numbers good and bad' or 'generally or mostly badly' (1995-2008)

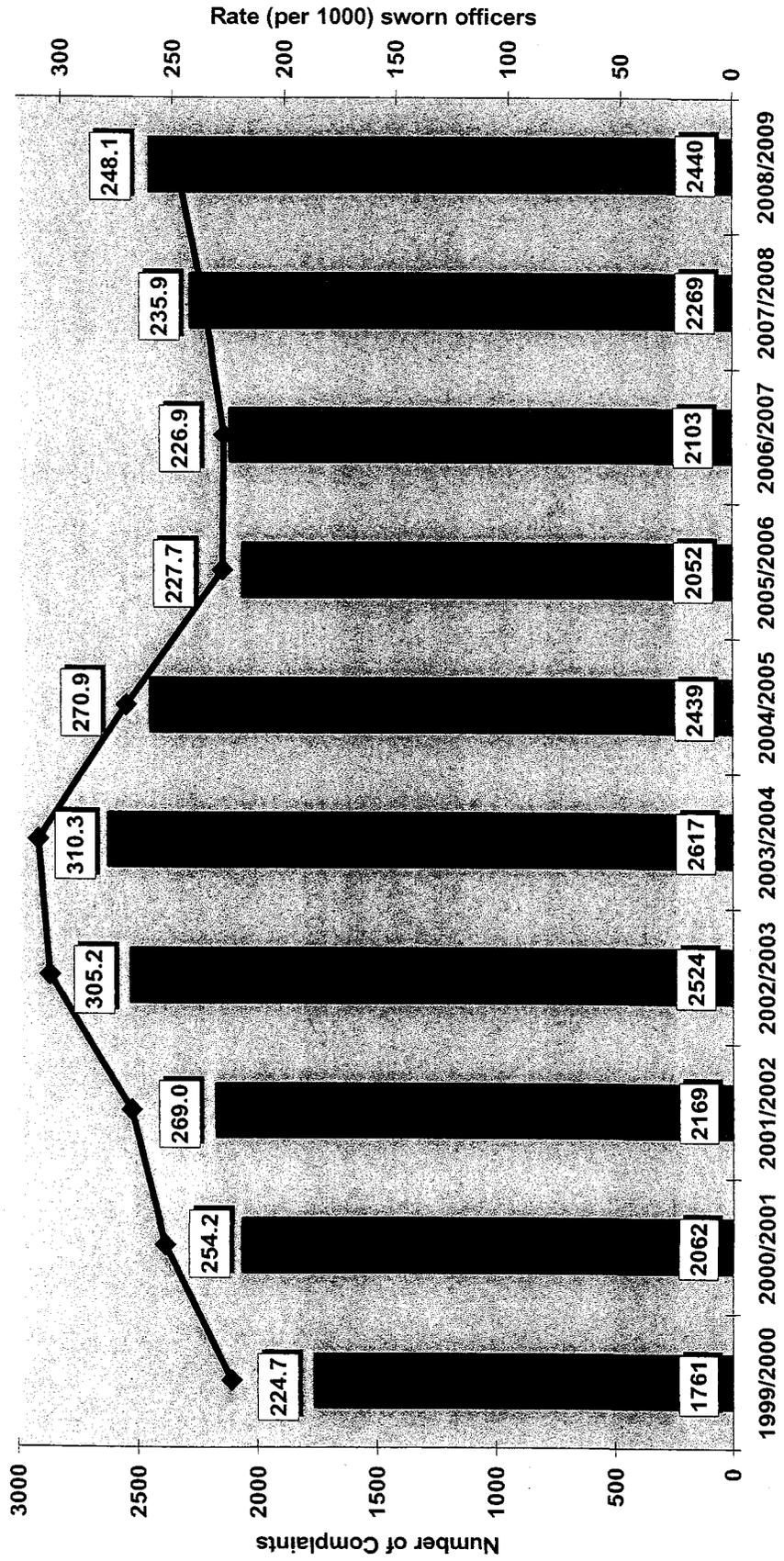


# Ethical Standards Command

Queensland Police Service



## Disciplinary Complaints Trend: 2000-2009 (No. & Rate)



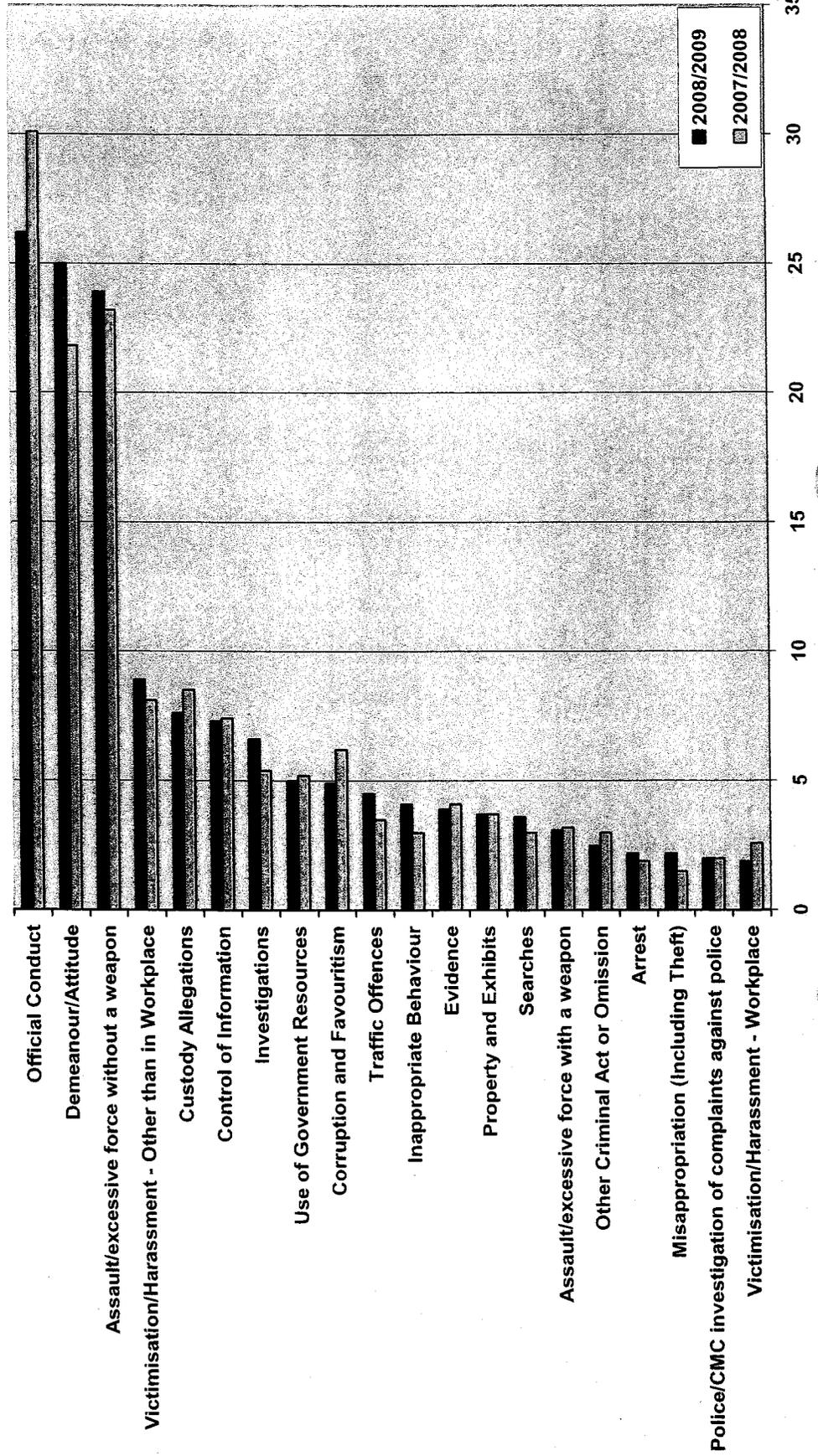


State of Queensland



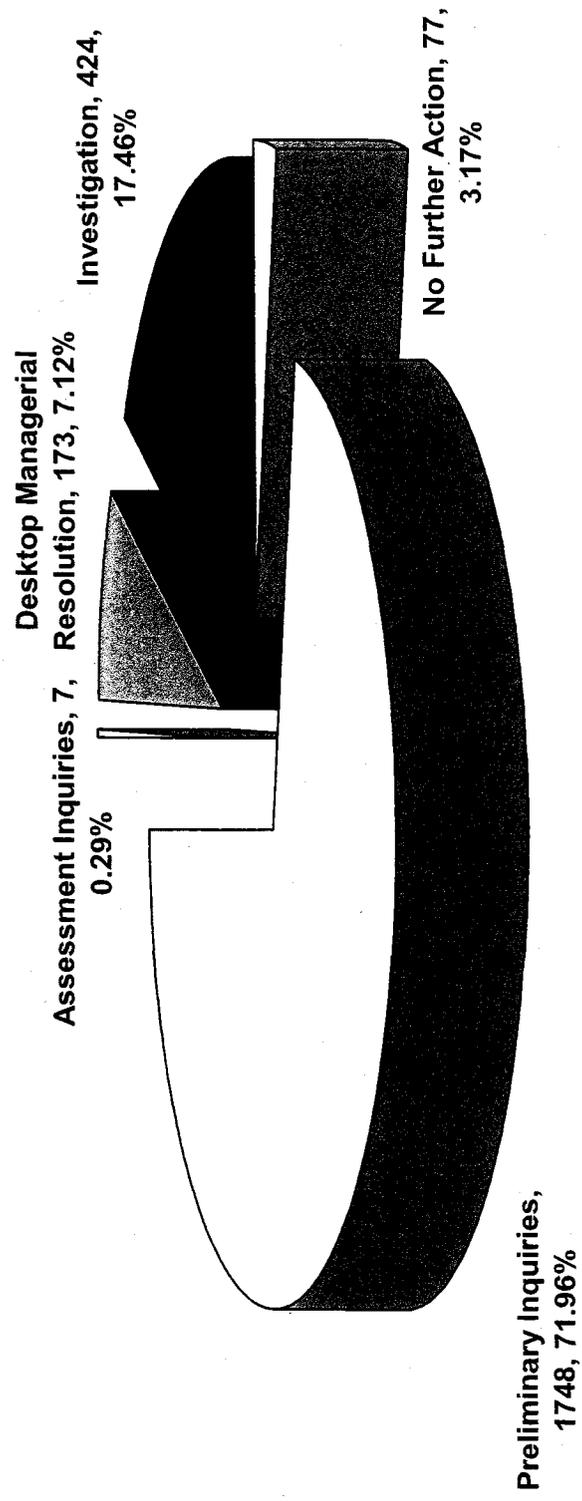
# Complaints - Allegation Type

Proportion of Matters Including Allegation Type





# 2008/09 ESC Complaint Assessment Total Complaints - 2440

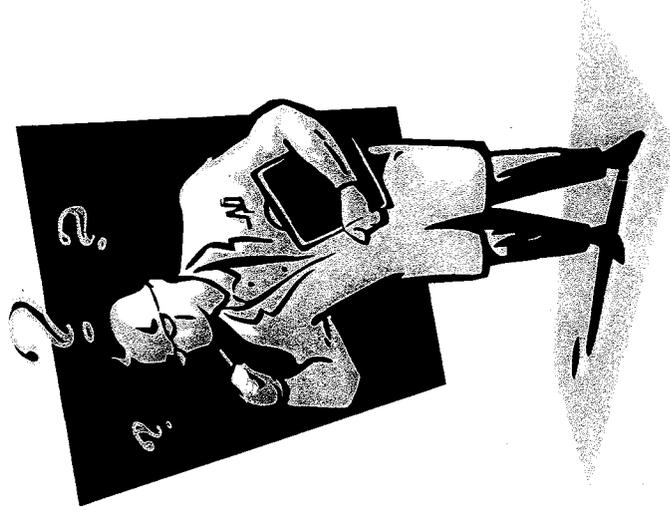
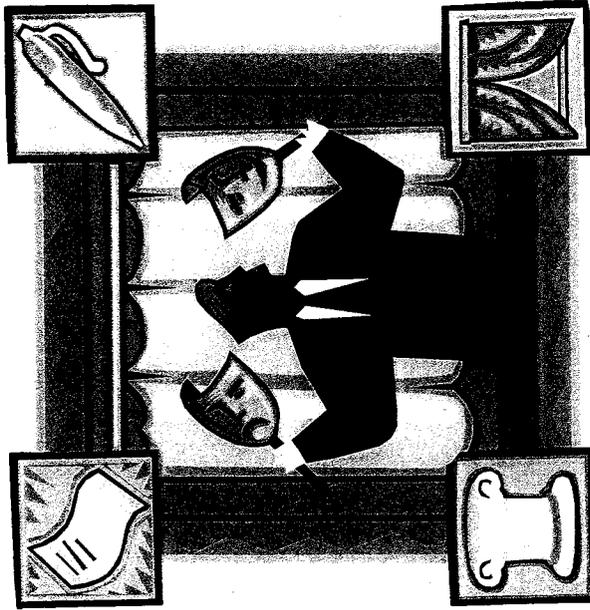




Code of Conduct



Professional Ethical Behaviour



# Scenarios & Questions



## Scenario 1

You have just graduated and a number of the “new Constables” decide to go to a pub to celebrate.

At about 3am (and after many rum and cokes) you get into a fight. You are aren’t doing real well so you pull out your Police ID and threaten to arrest the other person.

**Discuss.**



## Scenario 2

You are off duty (but in uniform) and attend the local camping store on the way home from work. When you are paying for your purchases the sales attendant indicates you can have 20% off the price. You gladly except. When leaving the store another customer approaches you and says "That's not fair. You shouldn't get discount just because you are a cop. **Discuss.**



## Scenario 3

You are at a party and in trying to impress an attractive member of the opposite sex you tell him/her about an unsolved investigation you are currently working on.

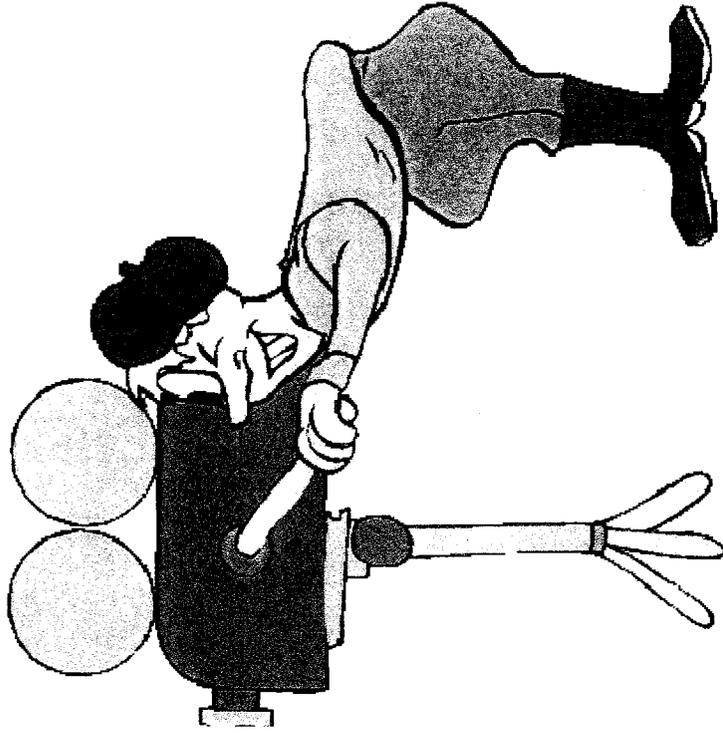
**Discuss.**



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## Scenario 4





## Scenario 5

You receive a funny video enclosure containing “soft” pornographic images. As it is a great joke you email the video to some of your colleagues and also a mate who is not employed by the QPS (to his home computer).

**Discuss.**



## Scenario 6

You have just detained an offender suspected of committing multiple break and enter offences.

The suspect states he will make a full confession if you buy him a couple of stubbies of beer on the way to the police station.

**Discuss.**



## Scenario 7

You are half way through your Police training and are finding the course a bit tough. You haven't had time to properly research and write one of your many assignments. By accident you find another recruits completed assignment on a computer and change some of it and then submit it as your assignment. The instructor discovers the similarities. You maintain that it is your work. **Discuss.**



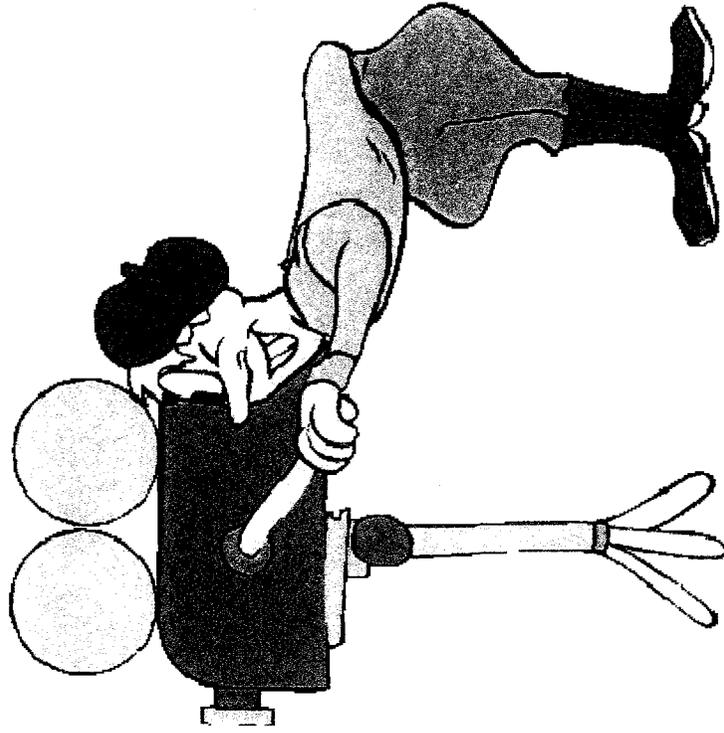
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Professional Ethics & Behaviour Program

Professional Ethics & Behaviour Program

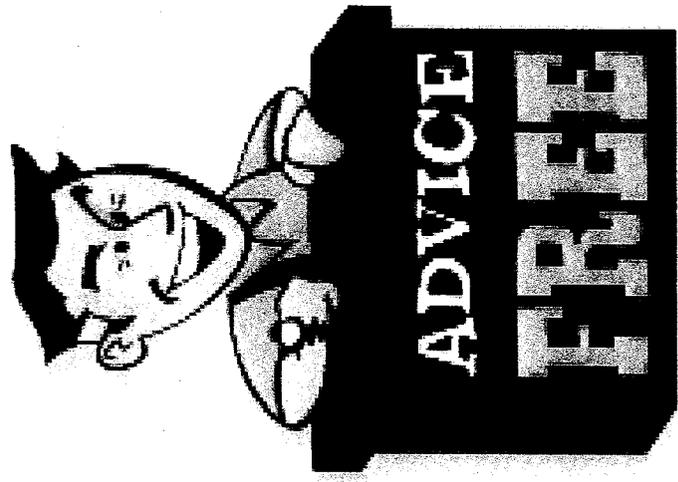
## Scenario 8



Ethical Standards Command



Standard Police Services  
Standard Ethics Enforcement Discipline  
Standard Punishment Procedures

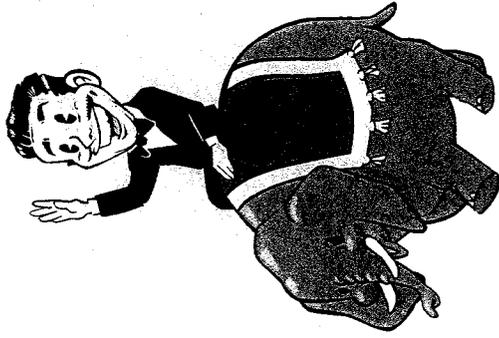
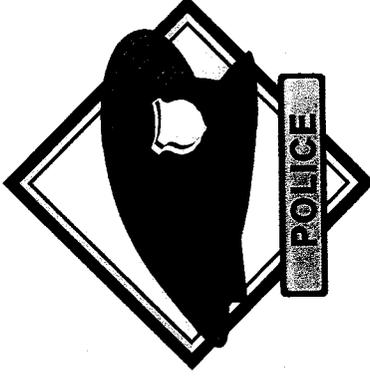


**Important Advice ...**



## *Impact of a Complaint*

- On the Individual - Complainant / Witness / Subject Member
- On their Family
- On their Partner/Work Unit
- On the Station/District/Region
- On the Organisation - Flea & the Elephant
- On Community Perception - Legislation



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Queensland Police Service



Protecting Ethical Behaviour, Disziplin

## Complaint Reduction and Coping Strategy

Good Communications skills

Attitude of the officer

Empathy for client

Application of common sense



## Well worth remembering

**Ethical behaviour requires more than:**

- Articulated values
- A prescription to abide by ethical principles
- Periodic training

**It requires vigilant adherence to ethical standards as second nature in all tasks officers perform.**

(David L Carter Ph.D from Ethical Police Behaviour: An Overview 2001)



REMEMBER

Would Your Decision Pass The Test?



Consider

Would your decision withstand scrutiny?

- Community
- Police Service
- Media

S

Will your decision ensure compliance?

- Code of Service
- Policy
- Code of Conduct

E

Is your decision lawful?

- Laws
- Regulations
- Rules

L

Is your decision fair?

- Community
- Colleagues
- Your family
- Others

F

before you decide.

An unethical decision will affect us all

(Produced by the Ethics & Training Unit, Queensland Police Service)

IT IS YOUR CHOICE

Ethical Standards Command

Queensland Police Service



Are you up to the challenge?

***“Once police recruits are exposed to operational policing they place less importance on the ethical implications of their decisions.”***

(CMC and Australasian Centre for Policing Research)



Code of Conduct

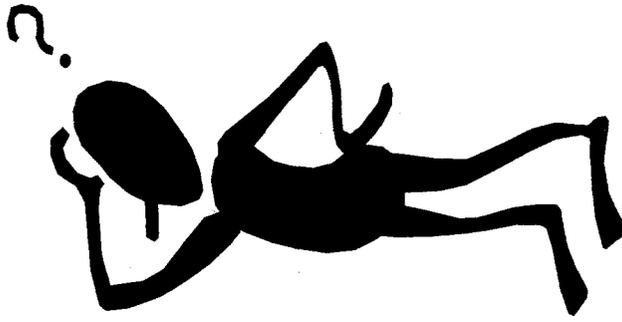


Queensland Ethics Development Unit



## Questions & Discussion

Inspector Mark Menary  
Inspector David Robertson



Contact details:

Email:

“ESC Education & Training”



# **Chief Superintendent's Presentation**

**Ethics and Professionalism  
Discussion Points for Plain  
Clothes Officers**

**CHIEF SUPERINTENDENT'S PRESENTATION**  
**ETHICS AND PROFESSIONALISM**  
**DISCUSSION POINTS FOR PLAIN CLOTHES OFFICERS**

- Presenters Biography (puts things into context and establish a degree of credibility with the audience.

**Preliminary discussion points:**

- Respect for the law and the government of the day, separation of powers
- Theories of justice – positivism, paternalism, utilitarianism (briefly discuss all)
- Theories of punishment – why we punish: retribution, rehabilitation, deterrence.
- Don't criticise the Courts or individual judges or magistrates or people will lose respect for the Courts and the system of justice. The right avenue for venting dissatisfaction with the courts is through the appeal processes.

- **Value people**

- be able to identify the uniqueness that attaches to each person;
- be perceptive to the needs of your colleagues, don't withhold praise;

- be a generous receiver of praise – the words "thank you" is normally enough;
- be a good listener, don't make value judgments as this affects what you "hear";

- continuously follow up inquiries particularly from staff, keep people in the loop and involved with respect to decisions that affect them;

- listen intently with plenty of eye contact;
- be sincere, don't gossip;

- expect the occasional disappointment with people or a lack of support from management when perhaps you feel that you need it most; disappointment is a part of life;

- be aware of generational differences;
- don't be a fair weather leader;

- never humiliate anyone (publicly or privately) – they will never forgive you;

- work as a team, exceed the expectations of others particularly your work colleagues;
- do for others what they could do for themselves if they had your skill level and experience;
- offer help to more junior colleagues and try and put yourself in their shoes, taking into account the various fears, expectations, issues of wanting to be accepted - that they may have when they commence in plain clothes;
- be approachable;

- be part of the solution, not another problem;
- don't make mountains out of mole hills;

- the concept of just helping one person who may in turn help others – the multiplier effect of a good turn;
- display an abundance mentality;

- let people tell their story ...don't deflate their ego's;
- recognise good work and don't seek recognition for someone else's effort;
- the small things add up - eg, helping others with resumes, reports, references, assignments etc builds up a bank of good will that you might have to draw upon at some future time;
- don't mistake kindnesses for weakness

- **Manage yourself**

- be responsible for managing your own life – unfortunately, many of our clients can't manage theirs.
- make an accurate self-assessment of yourself – internally reflect upon - what you are capable of and what you are not capable of;
- develop a strong sense of self-worth – if you don't respect yourself no one else will;
- keep disruptive emotions under control, example, remain calm when things go wrong avoid emotional outbursts;
- change is ever upon us, be flexible and be prepared for change;
- be a good time manager, be conscientious, deliver within time frames, be reliable, deal with correspondence promptly;
- you represent yourself and the organisation – discuss the importance of, dress and appearance, telephone protocols;
- be enthusiastic – avoid a hopelessness mentality of “nothing can be done”;
- accept responsibility for your decisions, when something goes wrong don't place the blame at someone else's feet;
- your job is a very stressful one – allow plenty of time to recover from work; develop interests outside work, have other “lives” that run parallel to your work life;
- don't be critical or hard on yourself – we all make mistakes;
- do your best but try not to waste time or energy being a perfectionist;
- understand the types of happiness – transitory happiness for example a holiday – and the highest level of happiness through pursuing something that we are passionate about that has “meaning”;
- expect the occasional disappointment – it is a learning experience;
- understand that life is inherently difficult;
- be aware that not always the best or brightest who get the job or are rewarded in terms of promotions and opportunities;
- be able to get on with others;
- coping with burnout – run, physical exercise, sport, other interests that run parallel to your job, take time out;
- know what your values are and value them;
- resist the temptation to bury yourself in your work and neglect family and friends;
- seek help if you are hurting or afraid (discuss the concept of the cost of policing - PTSD etc, provide examples);
- remember that someone is always at the end of your decision and a bad decision can have dire consequences for both lives and reputations;
- seek plenty of feedback from superiors, colleagues and subordinates;
- the organisational contract - we join an organisation therefore we comply with the rules of the organisation;

- do no harm- underpromise, over deliver;
- market yourself, if you don't no one else will;
- maintain technical competence.

- **Manage the office**

- try and get on well with others;
- be able to read the group's emotional currents and power relationships;
- be professional and demonstrate a high level of ethical behaviour;
- approach all situations with a sense of justice and fair play, don't play favourites particularly in areas of relieving duty etc;
- **managing the work place psychopath** – they are out there if they hold a position above you, move on. If they are below you mitigate the damage they could do;
- deliver bad news in a non-threatening way, detoxify the situation and reframe any possible self blame;
- walk the floor be seen;
- remember first names, be personable and breakdown communication barriers, particularly with more junior officers, inject humour and be open, write and communicate to meet the audience – but don't cross boundaries;
- be approachable and personable – talk to people on their level;
- understand informal office dynamics where rank may have little influence;
- make potential subversives work for you (examples to be provided)

- **Make things work for you: Career Management**

- try and make everyday or every situation work for you, learn something new each day that will enhance your critical mass (knowledge) as an individual;
- we live in a knowledge society and it is the knowledge worker that generally earns the most, therefore if materialism is your thing - increases in knowledge generally equate with increase in income;
- be generous with your most valuable possession – that is – your time;
- pay attention to personal appearances, clean shoes, neat clothes – in communication appearance is about 80% of the message;
- set realistic career goals: yearly v five yearly;
- link your resume to the QPS corporate goals, that is, the cascading effect from Government down to what you do operationally;
- have someone proof read your resume and job applications;
- keep lists of your achievements and factor these into your resume on a six monthly basis;
- quantify what you have done – make a **comment** followed by an **outcome**;
- be a selfish listener - listen on the basis of “what's in this for me”;
- treat everyone well particularly people who are below you in the organisation– you never know who is connected to who – or for that matter they might be your boss one day!;
- make your boss look good, he or she is often the key to your future advancement;
- be professional when working with other professionals – you are preparing yourself for bigger and better things;

- where possible work with people who are more experienced than you, watch how they operate, learn from them;
- pay attention to written reports and emails – they say a lot about you in terms of your professionalism, intelligence and ability to communicate;
- involve yourself in the wider community: clubs charities and so on – it breaks down barriers with the community;
- be perceptive to the needs of others, remember the saying “you don’t know what it is like unless you have walked in another’s shoes”;
- where possible co-opt a career coach who has “been there and done that” they can advise you about the pit falls and “bear traps” before you fall into them;
- make your oral communication fit the audience;
- feed your mind, read widely, study, think, be positive “your pursuit of excellence will create opportunities for you”;
- the journey is the destination - don’t worry about promotion – do your job well and promotion will take care of itself;

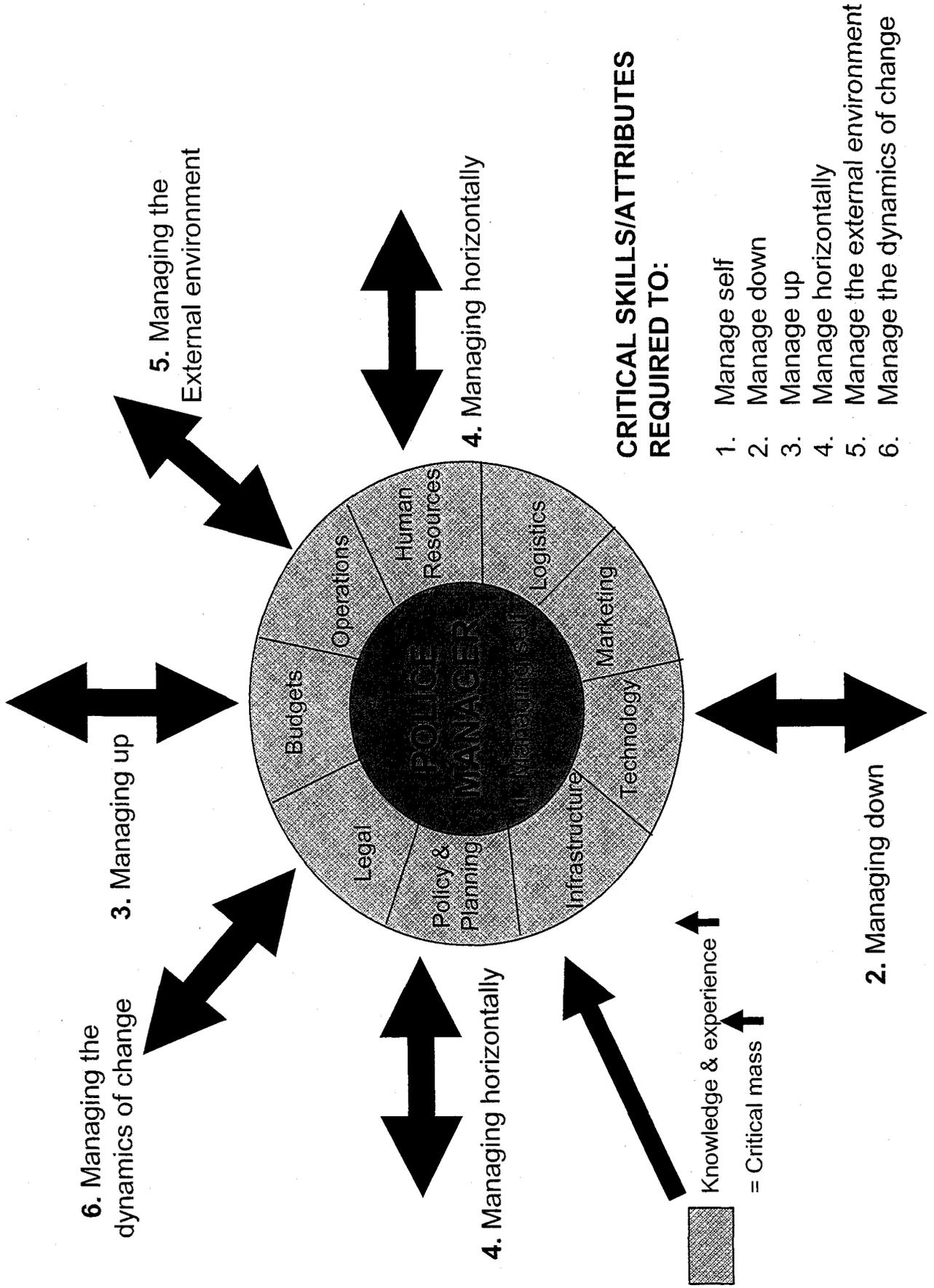
- **The Pay Off**

- self actualisation;
- few professional enemies no personal enemies;
- good nights sleep;
- trust of others;
- reflective benefits;
- the concept of replenishment;
- leaving behind a legacy;
- no false persona;
- forgiven for a fault or an oversight (credibility)

- **Summary**

- Duties as a detective assists you with the opportunity of developing high levels of emotional intelligence and communication skills that will be of use to you throughout your career.
- the concept of professionalism, put the interests and needs of others before yourself;
- remember your history, (where you are from and where you are going) the Commissioner’s rule – treat others how you would like to be treated;
- set achievable career and life goals commensurate with your own abilities;
- the golden legal rule, those who enforce the law must also obey it.
- Sum-up and questions!

# CRITICAL MANAGEMENT SKILLS FOR POLICE MANAGERS (SERGEANTS)



## CRITICAL SKILLS/ATTRIBUTES REQUIRED TO:

1. Manage self
2. Manage down
3. Manage up
4. Manage horizontally
5. Manage the external environment
6. Manage the dynamics of change



## SOUTH EASTERN REGION

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### Trial Rotation of Senior Constables/Constables – Surfers Paradise and Southport Stations

Policy No. 05/2010

Issue Date: 13 July 2010

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This policy is to be read in conjunction with the *Police Service Administration Act*, the *Police Service Award – State* and the Queensland Police Service Certified Agreement.

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### 1.0 INTRODUCTION

While all police environments within South Eastern Region are arguably busier than many other areas of the State, some areas (notably Surfers Paradise and Southport) are often considered to be among the busiest.

In recognition of the fact that it may be in the public interest and/or in an individual officer's best interests to experience an alternative policing environment, an opportunity exists for rotation out of these two stations.

A six-month trial has been approved by the Deputy Commissioner (Regional Operations).

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#### DISTRIBUTION LIST

**For Action:** Superintendent, Gold Coast District; Inspectors, Coomera District, Surfers Paradise, Southport, Regional Education and Training Co-ordinator; Professional Practices Manager, Human Resources Manager, Human Services Officer, Officers-in-Charge Surfers Paradise, Southport, DETO,

**For Information** Staff Officer to Assistant Commissioner; Administration Support Senior Sergeant, Operations Coordinator.

**For Information and Filing:**

Administration and Purchasing Officer, South Eastern Region.

## **2.0 PURPOSE**

This policy is to outline one option for officers at Surfers Paradise and Southport Stations (referred to as the subject stations) to rotate to another locality whether for a set period of six months or permanently.

This policy applies to officers at the rank of Senior Constable/Constable permanently appointed to Surfers Paradise and Southport Stations. These officers are referred to as 'eligible officers'.

The policy does not prohibit an individual officer self-identifying at any time.

## **3.0 PROCESS**

### **3.1 Identification of potential officers to rotate out of the subject stations:**

- 3.1.1 Officers may self-identify or may be supervisor-identified subject to the following points.
- 3.1.2 In the case of self-identification, expressions of interest will be invited at least once each year from all eligible officers. All expressions of interest received will be treated confidentially and considered by a panel as outlined in 3.2 below.
- 3.1.3 For supervisor-identified rotations, the members of the panel (as outlined in 3.2 below) may nominate officers who warrant consideration for rotation out of their appointed station. The District Officer, Gold Coast District, will effect the convening of the panel as deemed necessary.
- 3.1.4 Without limiting the range of matters to be considered, the panel may consider factors including (but not limited to): the public interest; complaints history; work performance issues; number of injuries; sick leave takings; changes in behaviour; duration of time appointed to the subject station; personal issues affecting an individual officer at a particular time; and, information provided by an individual officer.

### **3.2 Selection of officers to rotate out of the subject stations:**

- 3.2.1 When expressions of interest have been received or when the District Officer has considered viable information received from an appropriate person, the District Officer, Gold Coast District, will convene a panel to consider the rotation of eligible officers out of the subject stations. The panel will include:

- 3.2.1.1 District Officer, Gold Coast District (Chairperson)
- 3.2.1.2 Overseeing Inspectors for the subject stations
- 3.2.1.3 Officers-in-Charge of the subject stations
- 3.2.1.4 District Officer (Coomera District)
- 3.2.1.5 Regional Professional Practices Manager
- 3.2.1.6 HR Manager
- 3.2.1.7 HSO
- 3.2.1.8 Union representative
- 3.2.1.9 Any other member deemed appropriate.

3.2.2 The panel will confidentially discuss all relevant issues and make a determination as to which self-identifying officers should be rotated out of the subject stations.

3.2.3 Where it is proposed to rotate a supervisor-identified officer out of one of the subject stations, the District Officer will ensure that all relevant matters are documented and provided to the officer for comment before any final determination is made on a rotation out of the subject station.

3.2.4 Officers rotating out of the subject stations may be moved to any general duties station (apart from another subject station) providing:

3.2.4.1 The new station does not require the officer to travel a greater distance from their residence to work; and

3.2.4.2 The new station is either Coolangatta, Palm Beach, Robina, Broadbeach, Runaway Bay, Coomera, Nerang or Mudgeeraba; and

3.2.4.3 The new station has a policing environment sufficiently different to provide an alternative policing experience.

3.2.5 Where practicable, all rotations out of subject stations are agreed to by both parties. It should be noted, however, that any decisions are, in the first instance, made in the public interest whilst considering minimising the risk to an individual officer, other members of the Service and the good governance and reputation of the Queensland Police Service.

### 3.3 Selection of officers to rotate into the subject stations:

3.3.1 To ensure that sufficient officer numbers remain available for rostering at the subject stations, Second Year Constables may be allocated to the subject stations for an initial period of six months. Where their permanent allocation is to a different station, tenure will not re-start (i.e. their six month allocation to the subject station will not cause their minimum tenure to be extended).

3.3.2 If deemed necessary, the District Officer, Gold Coast District, may convene a separate panel to determine which Second Year Constables should be considered for initial allocation to the subject stations.

**3.4 Permanent transfer out of a subject station:**

**3.4.1** None of the provisions herein preclude the transfer of officers per the provisions of the Police Service Certified Agreement.

**4.0 COMPLIANCE**

All members required to make a determination under this policy shall ensure that the determination is made on valid grounds and that the affected officer is advised of the reasons for their selection if they request those reasons.

**P A WILSON  
ASSISTANT COMMISSIONER  
SOUTH EASTERN REGION**