

CRIME AND
MISCONDUCT
COMMISSION



QUEENSLAND

CRIME AND MISCONDUCT COMMISSION

TRANSCRIPT OF PUBLIC INVESTIGATIVE HEARING

CONDUCTED AT THE CMC, LEVEL 2, NORTH TOWER, 515 ST PAUL'S

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TERRACE, FORTITUDE VALLEY, WITH RESPECT TO

FILE: OPERATION TESCO

HEARING NO: 06/2009

DAY 45 – TUESDAY, 21 SEPTEMBER 2010

(DURATION: 114 MINUTES)

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LEGEND

PO Presiding Officer – MARTIN MOYNIHAN, CHAIRPERSON

CA Counsel Assisting – JOHN ALLEN

30 **INST Instructing – SUZANNE HARBIDGE and KATE McKENNARIEY**

HRO Hearing Room Orderly – MEL LETONDEUR

W Witness – NEIL ANTHONY HASLAM

LR Legal Representatives - ALAN MacSPORRAN SC, with him MICHAEL NICHOLSON, instructed by KATE BRADLEY; MARTIN BURNS SC, with him CHRIS WATTERS, instructed by DANIEL CREEVY; TIM CARMODY SC, with him TROY SCHMIDT, instructed by CALVIN GNECH

THE HEARING RESUMED AT 10.05 AM

MR ALLEN: Chairman, I call Neil Anthony Haslam. Inspector Haslam has indicated he would prefer not to be filmed for broadcast.

PRESIDING OFFICER: Yes.

MR ALLEN: I ask that he be sworn.

10 **NEIL ANTHONY HASLAM, SWORN**

MR ALLEN: Your full name is Neil Anthony Haslam?

THE WITNESS: Yes.

MR ALLEN: You are an inspector of police in the Queensland Police Service?

THE WITNESS: That's right.

20 MR ALLEN: You have been served with an attendance notice with respect to your appearance today?

THE WITNESS: Yes.

MR ALLEN: Do you recognise that as being a copy of the attendance notice that brings you here?

THE WITNESS: Yes, I do.

30 MR ALLEN: I tender the attendance notice, along with the oath of service.

PRESIDING OFFICER: Exhibit 117.

ADMITTED AND MARKED "EXHIBIT 117"

MR ALLEN: You signed a statement dated 19 September this year?

THE WITNESS: Yes, I have.

40 MR ALLEN: Would you look at this document, please? Is that the statement signed by yourself?

THE WITNESS: Yes, it is.

MR ALLEN: Mr Chairman, I tender that statement.

PRESIDING OFFICER: That is Exhibit 118.

ADMITTED AND MARKED "EXHIBIT 118"

MR ALLEN: Do you have a copy for your own reference?

THE WITNESS: Yes, I do.

MR ALLEN: You are currently stationed at the Gold Coast district, Surfers Paradise?

THE WITNESS: Yes.

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MR ALLEN: Are you actually located in the Surfers Paradise Police Station on Orchid Avenue?

THE WITNESS: Yes, 23 Orchid Avenue.

MR ALLEN: You graduated from the academy and commenced service as a police officer in 1986?

THE WITNESS: Yes.

20

MR ALLEN: You have served in various positions since then, in South-East Queensland, Toowoomba and Townsville?

THE WITNESS: Yes.

MR ALLEN: Your duties have included performing duty as the inspector for the recruit training program from October 2006 to November 2008?

THE WITNESS: Yes.

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MR ALLEN: And since November 2008 you have been stationed as an inspector on the Gold Coast?

THE WITNESS: That's right.

MR ALLEN: Was it in late January 2009 that you commenced your current position?

THE WITNESS: Yes.

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MR ALLEN: What are your current responsibilities?

THE WITNESS: My current responsibilities are to provide an overseeing role for the police station, which includes the liquor enforcement office at the Gold Coast, for the Surfers Paradise Police Station as well. In general terms, I guess my responsibilities are contained to the Surfers Paradise Police Station now, and that liquor enforcement unit.

MR ALLEN: Does the liquor enforcement unit carry on duties in a wider area than

Surfers Paradise --

THE WITNESS: Yes.

MR ALLEN: -- or only in Surfers Paradise?

THE WITNESS: Well, a large proportion of their time is spent within the Surfers Paradise division but they do conduct their activities in the wider Gold Coast district.

10

MR ALLEN: How many police officers make up the liquor enforcement unit?

THE WITNESS: At the present time there are two.

MR ALLEN: What rank are they?

THE WITNESS: Sergeant and senior constable.

20

MR ALLEN: What hours do those police officers work, given the nature of their role?

THE WITNESS: They work rotational shifts. The large majority of their work is night work throughout the district.

MR ALLEN: Does that involve attendance at nightclubs in the Surfers Paradise district?

THE WITNESS: Yes, it does.

30

MR ALLEN: What sort of activities are they to undertake in that role?

THE WITNESS: Well, they are an enforcement unit, so they conduct inspections, detect breaches of the Liquor Act, and in some cases take enforcement action whilst they are patrolling, with regard to patrons, etc.

MR ALLEN: Are they ever tasked with reporting back as to police officers who may be socialising or drinking in licensed establishments?

40

THE WITNESS: No.

MR ALLEN: Answerable to you at the station then in relation to operational duties is the senior sergeant?

THE WITNESS: There are two senior sergeants at Surfers Paradise.

MR ALLEN: One is the officer-in-charge of the station, and that's Senior Sergeant Dimond?

THE WITNESS: Yes.

MR ALLEN: There is another senior sergeant who is an operations coordinator?

THE WITNESS: That's right.

MR ALLEN: They both answer to you?

THE WITNESS: Yes.

10 MR ALLEN: Are there a number of sergeants who answer to the senior sergeant officer-in-charge?

THE WITNESS: Yes.

MR ALLEN: On occasions do they play the role of team leaders with respect to six teams of operational police?

THE WITNESS: Yes, they do.

20 MR ALLEN: You mentioned in your statement at paragraph 14 that on Friday and Saturday nights between the hours of 10.00 pm and 6.00 am an inspector is rostered to perform duty at the station for enhanced supervisory purposes?

THE WITNESS: That's right.

MR ALLEN: Can you just explain how that works?

30 THE WITNESS: Quite a number of inspectors are placed on a rotational roster for that purpose. On Friday and Saturday nights, each individual inspector would present themselves at the Surfers Paradise Police Station at 10.00 pm commencement, to locate themselves within the bowels of the police station, where prisoners are processed after their arrest, for that enhanced supervisory purpose.

MR ALLEN: Are these inspectors from the Gold Coast district?

THE WITNESS: Some of them are, including myself. I have performed that function as well. But some of them are regional based inspectors.

40 MR ALLEN: Is that role of inspector, as described on those Friday and Saturday nights, something in addition to the district duty officer and regional duty officer?

THE WITNESS: Yes.

MR ALLEN: When you say that that provides some enhanced supervision, would that simply be enhanced supervision of the activities occurring inside the station and the watchhouse?

THE WITNESS: Yes. Well, I'm not quite sure what you mean by watchhouse.

MR ALLEN: Sorry, simply inside the Surfers Paradise Police Station?

THE WITNESS: In the main, yes. Occasionally, though, the inspectors will go on a walk with the other police officers to have -- to get a general feel of what's occurring outside, maybe do a visitation of a nightclub, and then return back to the custody area where they would then continue their supervisory role in there.

MR ALLEN: What you were picking me up on there is that the watchhouse isn't actually situated at the Surfers Paradise Police Station, is it?

10

THE WITNESS: No, it's not, it's at Southport.

MR ALLEN: For how long has that situation been in place that there's that additional inspector rostered on a Friday and Saturday nights?

THE WITNESS: December 2009.

MR ALLEN: Are you aware of any proposed changes to the organisational structure that will involve another inspector with respect to Surfers Paradise?

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THE WITNESS: I'm not quite sure what you mean there.

MR ALLEN: Has there been any announcement, to your knowledge, from higher up the police service hierarchy that there will be a change to the organisational structure at Surfers Paradise?

THE WITNESS: Yes, I'm aware of that.

MR ALLEN: Okay. And as you understand it, what is proposed?

30

THE WITNESS: My understanding is that the role or the rank of the officer in charge of the Surfers Paradise Police Station will change from a senior sergeant to an inspector.

MR ALLEN: Do you know whether that will simply be a change in the rank of the role or whether there will be an additional body on the job?

THE WITNESS: No, I do not.

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MR ALLEN: If I could talk about the team leaders, you mentioned at paragraph 16 that the operational procedures manual provides for some generic duties of a shift supervisor?

THE WITNESS: Yes.

MR ALLEN: Is that term one that can be used interchangeably with the team leaders?

THE WITNESS: Yes, I think so.

MR ALLEN: You say in paragraph 15 that each team is led by an average of two sergeants?

THE WITNESS: Yes.

MR ALLEN: Does that mean that sometimes it's one sergeant?

10 THE WITNESS: Well, occasionally sergeants go on leave, they are seconded into other areas, they go on courses. So sometimes there is a single sergeant in charge of a team, yes.

MR ALLEN: On any occasions will that sergeant be an acting sergeant, someone from a lower rank acting in that capacity?

20 THE WITNESS: Occasionally that does occur, but a situation where a team is only lead by an acting sergeant, I don't believe that has occurred. Senior Sergeant Dimond and I would, in all probability, discuss that and we would ensure that a substantive sergeant would remain with the team.

MR ALLEN: Is that because there would be potential for problems if it was merely an acting sergeant?

THE WITNESS: Well, sometimes an acting sergeant may be uncertain in the role, that person may -- it might be the first time leading as a sergeant, so we would ensure that there is sufficient experience leading the team.

30 MR ALLEN: Is there any continuity in relation to the sergeants who act as the team leaders for that particular team or do they get rotated through different teams?

THE WITNESS: Essentially the team's structure and the personnel within the team stays constant, unless factors alter, then we may discuss changing personnel within different teams, to ensure equity of gender, gender balance and skills-based balance and things like that.

MR ALLEN: Is there any overall rotation, though, of team leaders through teams or, absent those particular factors, is the general course to keep the same team leaders in each team?

40 THE WITNESS: Generally.

MR ALLEN: So it's to keep them -- to keep that continuity?

THE WITNESS: Well, generally that is the case. However, there have been team -- sergeants moved within teams of recent times, and going back. Generally, the term leaders do stay the same. However, for operational or other human resource factors, sometimes the sergeants are moved around a little bit, yes.

MR ALLEN: How are the team leaders, those sergeants, assessed with respect to

the effectiveness of their supervision? Is there some method by which that happens?

THE WITNESS: Well, there is a performance appraisal system within the QPS, and Senior Sergeant Dimond attends to that, and he also observes and speaks with his senior sergeants on almost a daily basis, I would suggest.

MR ALLEN: That performance appraisal, is that something you have touched upon in paragraph 19(a) of your statement?

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THE WITNESS: Yes, it is.

MR ALLEN: You refer to a document there.

THE WITNESS: Yes.

MR ALLEN: Is that attached to your statement?

THE WITNESS: I have a copy of it here, yes.

20

MR ALLEN: Is it the Queensland Police Service staff evaluation report document?

THE WITNESS: Yes.

MR ALLEN: How often is a document like that filled out by way of appraisal of an officer's performance?

THE WITNESS: It's an annual evaluation with a six-monthly review.

30 MR ALLEN: Could you just explain how that works, an annual evaluation but a six-month review?

THE WITNESS: Well, the six-monthly review is designed to ensure that objectives are being met, the sergeant would be on track to meet those objectives, and if there was any issue to raise with the sergeant by the senior sergeant.

MR ALLEN: Does that involve some other form other than this staff evaluation report?

40 THE WITNESS: Yes, there is another form that is used by the Queensland Police Service with the PPA system.

MR ALLEN: That's not one that's attached to your statement?

THE WITNESS: No.

MR ALLEN: Okay. So, would the senior sergeant conduct such a performance evaluation of the sergeants?

THE WITNESS: Yes.

MR ALLEN: Do the sergeants or some other officer conduct a similar process with constables and senior constables?

THE WITNESS: Yes.

MR ALLEN: That, likewise, is an annual process with six-month reviews?

10 THE WITNESS: Same process.

MR ALLEN: Would that process be detailed in the human resources management manual?

THE WITNESS: Yes.

MR ALLEN: You also described in paragraph 19(c) team compliance and performance recording. You refer to a document that is utilised within the Surfers Paradise Police Station for that purpose?

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THE WITNESS: Yes.

MR ALLEN: Is that the document which I see headed "Team compliance/performance report"?

THE WITNESS: Yes, it is.

MR ALLEN: Is that done every 28-day roster period?

30 THE WITNESS: It's variously done at 28 days or six weeks. With the rotational roster, with the six-team roster that Surfers Paradise has, it's preferable that it be done every six weeks when the principal -- when the team finishes their night work, the stats on how they performed over that six-week period can be gathered and collated and used by the senior sergeant to then speak to the team leaders and supervisors.

MR ALLEN: Is that a process which is really entrusted to the senior sergeant?

THE WITNESS: Yes.

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MR ALLEN: Is that the officer-in-charge or the operations manager?

THE WITNESS: Well, it's the officer-in-charge traditionally, but the operations coordinator senior sergeant has become involved in that process in recent times, so they would discuss that between them.

MR ALLEN: In paragraph 21 of your statement, you talk about a range of different meetings?

THE WITNESS: Yes.

MR ALLEN: Can I just try and ascertain the difference between them? The weekly meetings you refer to, firstly, conducted by the Gold Coast district officer, who is the Gold Coast district officer?

THE WITNESS: That is Superintendent Keogh.

MR ALLEN: Do a number of inspectors attend that?

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THE WITNESS: Yes.

MR ALLEN: Who are they?

THE WITNESS: The inspector for Broadbeach; the inspector for the southern divisions, which is Robina, Palm Beach, Coolangatta and Burleigh Heads, as a contingent of police officers attend there, so that inspector comes; the Southport inspector. There's a professional practices manager of the rank of inspector, and his support services inspector.

20

MR ALLEN: And yourself?

THE WITNESS: Yes.

MR ALLEN: Then you say that there's also a district executive management meeting and a district operations meeting?

THE WITNESS: Yes.

30 MR ALLEN: Are they two different meetings?

THE WITNESS: Yes.

MR ALLEN: So, the district executive management meeting, who is involved in that?

THE WITNESS: That's again the inspectors and perhaps a few extra. The operations meeting would include the senior sergeants, the officers in charge of operations coordinators, they would go to that other meeting.

40

MR ALLEN: That is the district operations meeting?

THE WITNESS: That's right.

MR ALLEN: So what is the difference between the first weekly meeting you refer to and the district executive management meeting, is it the frequency of it?

THE WITNESS: And the weekly meeting would be to discuss, you know, operational factors that have emerged over the last week, whereas the operations

meeting is more planning for operations, how successful we were at operations and how we are going operationally; and the executive meeting is more to do with human resources and discussion factors like that.

MR ALLEN: How often is the district executive management meeting held?

THE WITNESS: It's bi-monthly, every second month.

MR ALLEN: And the district operations meeting?

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THE WITNESS: I think it's every two months as well.

MR ALLEN: Then you refer, in addition, to a local area command meeting. Who does that involve?

THE WITNESS: The same group of superintendent -- normally a superintendent runs that with, for our local area command meeting, there would be myself and the Broadbeach inspector. He does those two inspectors and their area of command together. I'm not quite sure how he operates the local area command for Southport or the other inspectors.

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MR ALLEN: Just dealing with yours, there's a superintendent?

THE WITNESS: Yes.

MR ALLEN: There's yourself?

THE WITNESS: Yes.

30 MR ALLEN: There's an inspector from Broadbeach?

THE WITNESS: Yes.

MR ALLEN: And anyone else?

THE WITNESS: The senior sergeants.

MR ALLEN: The senior sergeants?

40 THE WITNESS: Yes.

MR ALLEN: So, both of the senior sergeants from Surfers Paradise Police Station?

THE WITNESS: Yes.

MR ALLEN: How is that meeting or the subject matter different from the other meetings that you spoke about?

THE WITNESS: It covers a broad spectrum of things, probably those covered in the executive management meeting and the operations meeting, and an overall look at that whole picture.

MR ALLEN: How often is the local area command meeting held?

THE WITNESS: Every three months, I think.

10 MR ALLEN: In paragraph 24 you talk about the human resources management manual and policies it contains regarding individual performance of the supervisors who consistently set a poor example. How effective are those policies in practice?

THE WITNESS: In practice? Well, it depends on how well you -- the manager of the work unit manages the PPA system and how effective the manager of the work unit or the officer-in-charge overviews and assesses the subordinates.

MR ALLEN: So it really depends upon the individual who is implementing those policies, in practice?

20 THE WITNESS: Yes.

MR ALLEN: Are there any particular difficulties in managing that process that might confront the supervisor?

THE WITNESS: I'm not quite sure what you mean by that.

MR ALLEN: Are there any things that often or generally present difficulties in implementing that process?

30 THE WITNESS: Thinking of things like friendships between the officer-in-charge or the subordinate?

MR ALLEN: Well, there's one example.

THE WITNESS: That can be an issue occasionally, I would imagine.

MR ALLEN: How well are police officers trained for supervisory positions, so that they can be a manager?

40 THE WITNESS: Well, it depends on the receptiveness of the individual person, I guess. There are courses available within the QPS for that purpose, the management development program, etc. So really the service has got some good training programs with respect to that.

MR ALLEN: How well does the management development program prepare supervisors for management responsibilities?

THE WITNESS: Well, it gives an educational perspective on the topic. It's how well the person takes that into the workplace and implements it which is the issue.

MR ALLEN: Is the management development program one for preparing sergeants for their position?

THE WITNESS: Oh, yes. They have a level where senior constables undertake study in order to qualify for promotion to sergeant, and similarly for sergeant to senior sergeant and senior sergeant to inspector.

MR ALLEN: Is there some type of development program for constables?

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THE WITNESS: There's a constables development program.

MR ALLEN: Is that aimed at all in preparing them for supervisory responsibilities, say if they are the senior officer in a crew of constables, or for senior constable rank?

THE WITNESS: I couldn't say. I'm not quite sure what's in the curriculum for the constables development program.

20 MR ALLEN: You mentioned another course in paragraph 23, that's the localised leadership course?

THE WITNESS: Yes.

MR ALLEN: Is that something in addition to the MDP program?

THE WITNESS: Yes, that's been developed locally in recent months.

MR ALLEN: What does that involve?

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THE WITNESS: It's ethics and leadership and it's particularised, I understand, to the Gold Coast district. It's delivered by another inspector from the Gold Coast.

MR ALLEN: You say that some sergeants attached to Surfers Paradise have attended and completed the course?

THE WITNESS: Yes.

MR ALLEN: Has it been offered to any other ranks, as far as you know?

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THE WITNESS: I don't know for certain. Perhaps senior constables have attended that.

MR ALLEN: Who actually conducts that course?

THE WITNESS: Do you want to know his name?

MR ALLEN: What rank?

THE WITNESS: Inspector.

MR ALLEN: And which inspector?

THE WITNESS: Inspector Allen.

MR ALLEN: Do you have to complete that course before you are given supervisory duties?

10 THE WITNESS: I don't believe so.

MR ALLEN: In paragraph 25 you say that you assisted in the implementation of a 7-point plan to address issues associated with complaints of alleged excessive use of force?

THE WITNESS: Yes.

20 MR ALLEN: Can you just expand upon that, please. What was the 7-point plan you developed or assisted in?

THE WITNESS: Well, the assistant commissioner gathered some stakeholders with respect to Surfers Paradise Police Station. We discussed the issue and how we could perhaps reduce the incidence of complaints, and there were several strategies that we collectively discussed, and the assistant commissioner implemented those. That was in December. The inspectors attending there between 10.00 pm and 6.00 am on a Friday and Saturday night was one of those.

MR ALLEN: What other strategies were adopted?

30 THE WITNESS: It was another inspector, who was the professional practices manager for the district would come to the police station weekly, to randomly view a sample of the CCTV footage from the police station, which is recorded on the hard drive within the police station. There was supervisory aspects with regard to the inclusion of use of force, conduct and professionalism generally in briefings by the shift supervisors, including those topics as standing agenda items in meetings; and in other briefings with respect to operations, ensure that use of force and professionalism and adherence to the code of conduct was always included in those briefings, for large events like schoolies and the V8 motor race; and erecting signs within the police station, clearly visible signs, that everything within that area that
40 prisoners would be brought is clearly a high quality digital images recorded 24 hours a day in those areas.

MR ALLEN: As far as the monitoring is concerned, it seems to be confined to what happens in the police station itself, is that so?

THE WITNESS: Well, there are cameras at the front of the police station which capture the steps from the roadway into the police station, where prisoners are brought into the police station through some steel doors. The counter area now has a camera monitoring what happens in the counter area, in two spots in fact. And

generally everywhere that a prisoner would be conveyed within the police station, and the front of the police station, is covered by digital CCTV cameras.

MR ALLEN: You refer in paragraph 25(b) to your monitoring police officers with a view to their performance, behaviour and conduct.

THE WITNESS: Yes.

10 MR ALLEN: If you do identify poor performance or conduct, what are you able to do about that?

THE WITNESS: Well, it depends on what the conduct is. If it warrants the submission of a formal complaint, then I would do that.

MR ALLEN: What if it's just a performance issue?

20 THE WITNESS: I would speak to Senior Sergeant Dimond and we would discuss what we would do about that. Generally, if it was some poor performance, then he would speak to that police officer.

MR ALLEN: Are there any ways that the performance management system could be improved, in your view?

THE WITNESS: I do think that the current performance PPA system could do with some enhancements, yes.

MR ALLEN: What are the deficiencies as you view them at this time?

30 THE WITNESS: I'm not sure that management by objectives is the way to go with the Queensland Police Service.

MR ALLEN: What do you mean by that?

THE WITNESS: Where a police officer or a staff member set their objectives, which are then signed off, so to speak, by their superior officer, and then over the next 12-month period work towards those objectives. I'm not quite sure whether that's the right way to go.

40 MR ALLEN: That's part of the annual process with the six-month review you were talking about earlier?

THE WITNESS: Yes.

MR ALLEN: Why is it that you feel that that's not appropriate, that method?

THE WITNESS: Well, I didn't say it wasn't appropriate; I said it could do with some enhancements.

MR ALLEN: Yes.

THE WITNESS: My general view is that, sure, there is some instruction on how to set objectives, but that is generally -- it is done by the subject officer of the person, rather than structured categories such as professional conduct or personal development, in those sort of areas. The topic headings for those objectives are set by the individual person rather than the organisation.

10

MR ALLEN: So the process is one where the officer sets out what he wants to achieve?

THE WITNESS: Yes.

MR ALLEN: And then the achievement of those objectives is assessed, rather than a more prescriptive process whereby the officer is basically told what they are expected to achieve?

THE WITNESS: Yes.

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MR ALLEN: Any other changes that you feel might be of assistance in that regard?

THE WITNESS: Well, I haven't turned my mind to that particularly. I'd have to have a good think about it.

PRESIDING OFFICER: Do you mean that the individual's obligations and duties and so on should be better aligned to the overall goals of the organisation as a whole?

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THE WITNESS: I think, Mr Chairman, perhaps the individual could be better directed towards what the organisation expects of them in their particular role.

PRESIDING OFFICER: Is that partly a question of consequences for an individual? In other words, if you have that sort of approach, they have a more rigorous supervision?

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THE WITNESS: It could perhaps go that way, with -- I guess my feeling is that individuals sometimes are not quite sure, particularly if they are inexperienced, of what the organisation expects of them in different areas, and if they were more directed in that way, it would facilitate them in what they wanted or what they needed to achieve.

PRESIDING OFFICER: From your perspective, including those aspirations, and they are quite commendable, what three things would you change within the system that you think would make the biggest impact on improving things?

THE WITNESS: With regard to which topic?

PRESIDING OFFICER: In relation to the performance of individuals within the organisation, fulfilling the organisation's goals?

THE WITNESS: I guess the big thing for me is more awareness of what the organisation expects of them in those areas, with enhanced awareness sessions and continual reminders, etc.

PRESIDING OFFICER: That's one thing. Can you think of two more? If you can't, I'm not --

10 THE WITNESS: Yes, I would have to have a good think about that, Mr Chairman.

PRESIDING OFFICER: I would be grateful if you did, even after you leave today, if you could let us have your thoughts on that?

THE WITNESS: Sure. I guess one thing for me -- we may get into this -- is a more rigorous vetting process on appointments to the Queensland Police Service.

PRESIDING OFFICER: You mean, don't let problems in, if they can be identified as problems in the early stage?

20 THE WITNESS: Yes. And also the ability of the Queensland Police Service, once a person has entered, and preferably at recruit training, to have an enhanced ability to -- for want of a better term -- deal with those issues when they arise, and they do frequently.

PRESIDING OFFICER: You can't help the observation, in relation to some of the matters that came out in Tesco and other things, that one individual -- if you like, one bad apple -- has an enormous adverse effect through the organisation, doesn't it?

30 THE WITNESS: You'd obviously be aware of this, but one bad apple has had a significant effect on the Gold Coast district, and that's why we are here today.

PRESIDING OFFICER: It's a big price to pay to keep them, if they can be identified early.

THE WITNESS: Yes.

40 MR ALLEN: Can we deal with that comment that you made about the vetting process. It's important, isn't it, because no matter what systems you put in place for supervision, ultimately you have to rely upon the integrity of a police officer?

THE WITNESS: Yes.

MR ALLEN: Now, you have had experience as an inspector in the recruit training program?

THE WITNESS: Yes.

MR ALLEN: At the academy?

THE WITNESS: Yes.

MR ALLEN: Have you seen that the vetting process, as it has been applied, has failed to keep inappropriate persons out of the police service?

10 THE WITNESS: Well, I don't know whether I can say that, but I can certainly say that while I was attached to the recruit training program at the Police Academy, there were some issues with regard to the integrity of recruits, their ability to complete the program, both from an academic perspective and a physical perspective. I certainly saw some issues there.

MR ALLEN: From an academic perspective, what were the issues?

THE WITNESS: Generally, it is the conversion of learning into practical application, which I saw was a problem at the academy for some people.

20 MR ALLEN: You are not talking about the academic qualifications they had prior to being recruited?

THE WITNESS: Generally, no.

MR ALLEN: You are talking about their practical application of the academic learning they are given in the academy?

THE WITNESS: Generally, that is the case. There were some other issues with actual comprehension of the curriculum. It was more the practical application, from my observations of their learning, and their applying that in a practical way.

30 MR ALLEN: Well, in relation to the problems in some instances of comprehension of the curriculum, does that suggest that perhaps the academic entry requirements were set too low?

THE WITNESS: I wouldn't say that.

MR ALLEN: Okay. It was just that some individuals had comprehension problems?

40 THE WITNESS: Yeah, that was my observation, yes.

MR ALLEN: Okay. In relation to the difficulties in them applying the curriculum at the academy, how do they present? What do you mean that they have -- there was such difficulties evident?

THE WITNESS: Well, what I occasionally saw was incorrect decision making in practical application of their learning. Some lack of understanding of a cultural appreciation in some cases, and perhaps an inability in some cases to think on their feet, when the situation altered, to change their response.

MR ALLEN: Well, aren't they the sort of things that would be then corrected as they are identified, or was there a problem in addressing those matters?

THE WITNESS: Well, sometimes there is. On an individual case-by-case basis.

MR ALLEN: Well, doesn't that mean that that recruit doesn't become a police officer?

THE WITNESS: Yes.

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MR ALLEN: Okay. But are you suggesting that in some cases that's not picked up and that persons -- inappropriate persons become police officers?

THE WITNESS: Well, it's a possibility. I am not so sure whether that's the norm, though.

MR ALLEN: Okay. You said that physical aspects were the other aspect of the problem.

20

THE WITNESS: Sometimes.

MR ALLEN: What did you mean there?

THE WITNESS: Well, some people are unfit.

MR ALLEN: Right.

THE WITNESS: Or they become unfit and find it difficult to complete the physical requirements of the program.

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MR ALLEN: Does that mean that they don't graduate?

THE WITNESS: From my perspective, while I was there, if they weren't able to fulfil the physical component of the course, then they weren't sworn in until they could.

MR ALLEN: Do you have any observations as to whether the current recruitment process is able to ensure that only suitable persons are appointed as police officers?

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THE WITNESS: Well, no. The reason I say that is because I wasn't part of the recruitment process; I was part of the training process once they entered.

MR ALLEN: Okay. Well, do you have any observations, though, given the -- your role in supervising a large number of police officers, including first-year constables, as to whether the recruitment and screening process is effective in that regard?

THE WITNESS: Well, I would say that there are instances where police who are sworn in perhaps are -- are or were unsuitable. If they are successful in obtaining

entry to the Police Service and successfully complete the program, then that -- I don't know how we can stop a person doing that if at the end of the day some situation occurs where they make incorrect decisions and that's an individual responsibility.

MR ALLEN: Well, should there be more stringent screening processes? Is there some way that the screening and recruitment process could be improved?

10 THE WITNESS: I guess -- and I have said this in my statement -- that I do believe that some extra vetting and security checking may assist us.

MR ALLEN: All right. How can you improve the security checking and vetting?

THE WITNESS: Well, I am not sure what security checking and vetting is undertaken now, so I am not quite sure how I can do that.

MR ALLEN: But you do say in paragraph 56 of your statement, "Our recruitment vetting selection and related screening process could be improved."

20 THE WITNESS: Yes.

MR ALLEN: You give an example then: "A zero tolerance approach to the early signs of integrity failures by recruits during training at the police academy."

THE WITNESS: Yes.

MR ALLEN: So, what sort of integrity failures by recruits during their training should attract that zero tolerance approach?

30 THE WITNESS: Well, I guess, an example that I had experience of was a failure to disclose a pre-existing medical conditions.

MR ALLEN: Okay.

THE WITNESS: That's clearly one that is an integrity issue that shouldn't be tolerated.

40 MR ALLEN: Well, there has been an example during Operation Tesco of a police officer failing to disclose a prior medical condition and clearly being an inappropriate person to be a police officer.

THE WITNESS: Yes, I agree.

MR ALLEN: Okay. And you are aware of the incident?

THE WITNESS: Yes.

MR ALLEN: That officer's resigned from the service.

THE WITNESS: Yes.

MR ALLEN: And may well be charged with criminal offences. Now, what about -- I suppose another example which might attract a zero tolerance approach is if you had a recruit who was actually charged with an offence during that time.

THE WITNESS: Yes.

MR ALLEN: Okay. Whether it be a driving offence or some other.

10

THE WITNESS: Yes, that would cause the superintendent at the police academy who was in charge of the recruit training program to become involved in a discipline process.

MR ALLEN: Well, are you aware that if there had been a zero tolerance approach in such an instance, in the case of a particular Surfers Paradise police constable, that we wouldn't be confronting the actions of that particular bad apple.

20

THE WITNESS: I think I know the person to which you refer. I have been informed that that person was the subject of a discipline process whilst at the academy.

MR ALLEN: Well, in your view is that sufficient; that their swearing-in as a police constable might have been delayed after a disciplinary process, or should there have been that zero tolerance of them being simply regarded as not a suitable candidate?

THE WITNESS: Well, it all depends on the circumstances of the case.

30

MR ALLEN: Okay.

PRESIDING OFFICER: I think that's right, Mr Allen.

MR ALLEN: Yes, thank you.

PRESIDING OFFICER: I meant to say to you before I think there are probably more than -- two or three bad apples perhaps in that barrel down there, and, of course, the combined effect of that is more than one plus one, one plus one plus one.

40

THE WITNESS: Yeah, Mr Chairman, I am not sure where the bad apples may be or who the bad apples may be with regard to my particular area of responsibility.

PRESIDING OFFICER: Yes.

THE WITNESS: But there may well be others.

MR ALLEN: In paragraph 55, while we're on that page, you say that obviously the responsiveness of junior police being supervised varies from individual to

individual.

THE WITNESS: Yes.

MR ALLEN: That's so? So you don't see that there is some general character traits in relation to younger recruits that makes them less amenable to supervision than police officers from a different older generation?

THE WITNESS: No.

10

MR ALLEN: Okay. And you say that similarly, the skills, abilities and personal character traits of supervisors can have a significant effect on the responsiveness of their subordinates?

THE WITNESS: Yes.

MR ALLEN: Is there any way the system could be improved to make sure that only persons with appropriate character traits become supervisors?

20

THE WITNESS: Well, the Queensland Police Service has a merit-based selection process for promotional purposes and -- no system is perfect but it is not a bad system and it relies on three main aspects, and that's what is contained in their job application and how they respond and perform at an interview process and referee reports. So, you know, it is not a bad system, really.

MR ALLEN: And you can't see any particular steps that could be taken to improve it?

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THE WITNESS: Not without having another good think about it.

MR ALLEN: Okay. Are there any difficulties faced by supervisors in taking management action to address behaviour or performance? Any industrial restrictions, for example?

THE WITNESS: Well, we have a discipline process. I am sure you are aware of that. There is nothing -- there is no industrial impediment to supervisors ensuring that their subordinates perform the task that they are supposed to perform with regard to verbally or even taking it further.

40

MR ALLEN: Okay. And is it your perception that if a supervisor does take reasonable management action, that that's supported higher up the line.

THE WITNESS: It is certainly supported.

MR ALLEN: Okay. You don't see any perception that those decisions aren't supported higher up the chain of command --

THE WITNESS: No.

MR ALLEN: -- might be overruled?

THE WITNESS: No, no, that ...

MR ALLEN: With respect to off-duty behaviour, at paragraph 30 of your statement, you say this, "I am not certain if it is possible, appropriate or legal for any person to monitor the off-duty behaviour of staff unless this is done as part of ongoing investigations." So if we could deal with that sentence first, you don't think it is appropriate to monitor the off-duty behaviour of staff?

10

THE WITNESS: I didn't say that. I said it might not be possible given the large employee numbers within the Queensland Police Service. I am not quite sure how physically that could occur or whether we have the resources to do that in any event.

MR ALLEN: Okay. So you are not saying that it is not something which would be of interest to supervisors if someone was behaving inappropriately off duty?

20

THE WITNESS: Well, it would rather be a targeted situation, wouldn't it, rather than a blanket approach to every single staff member?

MR ALLEN: No, but you are not saying by whichever means it occurs, that knowledge of inappropriate off-duty behaviour would be of no interest to a supervisor?

30

THE WITNESS: Well, it depends on what that behaviour is. I mean, a supervisor can have a good relationship or even a poor relationship with a subordinate and still have some idea of what's going on in their private lives. I mean if there are problems at home, sometimes those problems manifest themselves in the workplace, and in a large proportion of cases my experience is that if there are problems in the workplace with a person then perhaps something is going on in their private lives which is affecting them.

MR ALLEN: Well, how do you try and manage that?

THE WITNESS: It is very difficult.

MR ALLEN: Are there --

40

PRESIDING OFFICER: I suppose you have got to be able to identify it first.

THE WITNESS: That's right.

PRESIDING OFFICER: And then if you do identify it there might be a range of things, mightn't there?

THE WITNESS: Well, there are, Mr Chairman, several things you can do. You can intervene yourself. If there is a welfare issue, we have an employee assistance service that we can refer people to. Human services officers, the chaplain. And

even referral to other agencies if necessary.

PRESIDING OFFICER: As I understand what you are saying, it is very much individual focused and there will be different interventions or ratings depending on who the person is, what they are doing --

THE WITNESS: Yes.

PRESIDING OFFICER: -- and so on. You have to look at it on a --

10

THE WITNESS: Case by case basis.

PRESIDING OFFICER: Yeah.

MR ALLEN: What about police officers or groups of police officers drinking in nightclubs and receiving substantial quantities of free drinks? Is that something that would be of interest to their superiors?

THE WITNESS: Yes.

20

MR ALLEN: But you don't see that that's something which could be -- that it is really possible to monitor?

THE WITNESS: Well, if you find out about it, yes, it is something you can monitor.

MR ALLEN: And how would you do that?

THE WITNESS: Well, I would speak to the person and find out what the situation was.

30

MR ALLEN: Would you actually take -- make a walk through a nightclub if you received information that police were regularly drinking there on the house and just see who is there?

THE WITNESS: I may do that.

MR ALLEN: But that's not something you have had cause to do in the past, though?

40

THE WITNESS: No.

MR ALLEN: Just a couple of specific matters. Paragraph 32, you talk about the communications system.

THE WITNESS: Yes.

MR ALLEN: In the last sentence you say: "The Surfers Paradise division is comparatively small with the potential for this feature to enhance supervisory

capabilities given existing communication systems." What are you meaning to convey there?

10 THE WITNESS: Well, the division, Surfers Paradise division, is geographically smaller than any other division, as I understand perhaps in the Queensland Police Service. But it is -- there is a lot of activity within that area and given the team situation within Surfers Paradise station, you know, the -- I guess what I am saying is the police officers who work there generally don't stray too far out of that small geographical area, so there is -- what I am saying there is because it is a small area, the police officers -- there is not a lot of opportunity for them to disappear.

MR ALLEN: Right. Okay. It is fairly easy to keep track of the police officers on the beat as to where they are?

THE WITNESS: Yeah, I think so.

MR ALLEN: All right. But you go on to mention in paragraph 33 that, "The system of communications" -- and do you mean general police communications?

20 THE WITNESS: Yes.

MR ALLEN: "... directing crews to interface with in-line supervision could be enhanced by the provision of GPS trackers in police vehicles throughout the QPS." So -- and you go on to say, "... such as those issued to beat and foot patrol officers in Surfers Paradise during schoolies." Can you explain the system that's involved during the schoolies period?

30 THE WITNESS: Well, the south eastern region obtains a series of GPS trackers. It is generally for safety reasons. We have a large influx of visiting police officers who come to the Gold Coast, Surfers Paradise, who perform beat duties and -- within the CBD and other areas there, not familiar with the place. If they need assistance urgently, then the area where the GPS is monitored can immediately inform other crews where the person -- the group who are in trouble are located so they can receive immediate assistance.

MR ALLEN: I see. Okay. And that system isn't used in any other times apart from that schoolies period?

40 THE WITNESS: No.

MR ALLEN: Okay. Do you see any advantage in it being used in other periods?

THE WITNESS: Yes, for the same reason.

MR ALLEN: And you see an advantage, perhaps, in that system being extended to police vehicles?

THE WITNESS: Yes.

MR ALLEN: Do you see any impediments to that? Is it simply cost?

W: Well, I don't know.

MR ALLEN: Do you see that there would be -- do you perceive that there would be any other issues which might be an impediment to it, such as resistance from police officers?

10 THE WITNESS: There may be. I can't speak for other police officers or their representatives.

MR ALLEN: Okay. It is something that you would see as desirable, though?

THE WITNESS: Yes, indeed. I would.

MR ALLEN: And that would be as enhancing operational capacity, including safety of police officers?

20 THE WITNESS: That would be my main concern.

MR ALLEN: That would be the main thing, yes. But I think you have also mentioned it in the context of it would enhance supervisory capabilities.

THE WITNESS: Yes, it would.

30 MR ALLEN: You deal in your statement with inappropriate associations from paragraph 35 and onwards and you deal at paragraph 38 with the policies contained in the human resource management manual, and in paragraph 39 with the code of conduct.

THE WITNESS: Yes.

MR ALLEN: In your view is there enough information in such policies for police officers to understand how they should act in the face of a possible inappropriate association or conflict of interest?

40 THE WITNESS: As I say in my statement, the term "inappropriate relationships" or "inappropriate associations" isn't specifically mentioned in the code of conduct. Maybe that could be included in there.

MR ALLEN: What about a specific policy with respect to reportable relationships -- reportable relationships or reportable associations?

THE WITNESS: It may help.

MR ALLEN: And what would assist would be for such associations, however they are described, to be defined so that police officers would know what's expected of them?

THE WITNESS: Yes, it would help.

MR ALLEN: In paragraph 41 you refer to circumstances, of course, where it may be appropriate -- well, really practically unavoidable for police officers to socialise with relatives, for example, who have previous criminal histories or actually apparently known to be involved in criminal activity.

THE WITNESS: Yes.

10 MR ALLEN: What sort of processes are in place to support police officers who might be in that situation?

THE WITNESS: Well, there is their direct supervisors. In the case of Surfers Paradise there is myself or Senior Sergeant Dimond or Bolitho. There is the chaplaincy, human services officers. The service has got an extensive support network available to assist police officers.

MR ALLEN: But, once again, it is important that the police officer has some type of understanding as to what's expected of them in seeking such guidance.
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THE WITNESS: Oh, yes. I would agree with that.

MR ALLEN: Because otherwise in most instances you wouldn't become aware of it, would you?

THE WITNESS: As I said earlier, generally if there is some issue occurring in a person's private life, I see some -- some issue arise in the workplace which attunes us to something that may be going on.

30 MR ALLEN: Just in relation to human sources, you deal with that in paragraphs 42 and 43, and then in paragraph 44 you say that in your respectful opinion the current policy in that area is lengthy and complicated in nature and could benefit from some review and fine tuning, and that greater guidance and clarification is required in the area so that the policy is more comprehensible.

THE WITNESS: Yep.

MR ALLEN: Are you able to expand upon that at all, as to any particular refinements or improvements that you feel could help?
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THE WITNESS: I guess what I am referring to is junior constables who may not be aware of the content of that policy or understand what's in the policy because of the junior nature of their service.

MR ALLEN: So it is more education as to the policy?

THE WITNESS: Yes.

MR ALLEN: And how it should be followed?

THE WITNESS: Yes.

MR ALLEN: Is there any type of education with respect to those matters, for example, in orientation of a police officer to the station?

THE WITNESS: To the police station?

MR ALLEN: Yes.

10

THE WITNESS: I don't think there is for the police station, but ...

MR ALLEN: All right. What about as far as you are aware, during the academy training process?

THE WITNESS: I am not quite sure whether human resource management policy is contained within that curriculum.

MR ALLEN: What about at some other stage in a constable's service?

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THE WITNESS: I am not sure.

MR ALLEN: Okay. In paragraph 46 you talk about the possibility for compromise of police operations through inappropriate relationships.

THE WITNESS: Yes.

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MR ALLEN: When you go on to say that you accept the recent CMC investigations have uncovered a number of legitimate concerns in that area, do you have any knowledge of the extent of evidence as to the release of confidential police information by any Surfers Paradise police to criminals or their associates?

THE WITNESS: No.

MR ALLEN: Okay. So you are only referring, as you say, in your own experience to such things being isolated incidents?

THE WITNESS: Yes.

40

MR ALLEN: But of course, even isolated incidents could have a very serious impact upon operations depending upon the type of information that's released or the type of inappropriate relationship.

THE WITNESS: Yes.

MR ALLEN: In paragraph 47 you say that, "There is a statutory requirement of every police officer who becomes aware of police misconduct to report such."

THE WITNESS: Yes.

MR ALLEN: As you understand it, how is an officer who does report misconduct supported at station level? Are there any steps taken to proactively give support to the officer, or is it up to them to seek assistance or report victimisation, for example?

THE WITNESS: Well, I actively support my police officers when they report instances of suspected breach of discipline or misconduct.

10 MR ALLEN: How do you do that?

THE WITNESS: By personal interaction with them.

MR ALLEN: Right. So saying that you approve of their conduct?

THE WITNESS: Sure.

MR ALLEN: What, saying that if they have any concerns or difficulties, to let you know?
20

THE WITNESS: Yes.

MR ALLEN: Are there any other steps that can be taken to support them in that regard?

THE WITNESS: From a QPS perspective?

MR ALLEN: Yes.

30 THE WITNESS: We have an internal witness support unit.

MR ALLEN: Okay. Are officers made aware of the fact that that can be there for assistance if need be?

THE WITNESS: They are done -- they are made aware of that in recruit training, I understand, with "Meeting the Challenge".

MR ALLEN: And what's that?

40 THE WITNESS: That's a one-day session delivered to the recruits from officers from the ethical standards command.

MR ALLEN: I see. In paragraph 31 of your statement you say that -- and we're dealing here with things such as drug or alcohol abuse -- that, "Enhanced random and/or targeted alcohol tests and introduction of random and/or targeted drug testing might assist where abuse of substances is suspected and even if not suspected, as a general deterrent." So do I understand from that that there is currently random alcohol testing?

THE WITNESS: Yes.

MR ALLEN: How do you say that that could be enhanced?

THE WITNESS: Frequency.

MR ALLEN: And then you talk about the possibility of introduction of random and/or targeted drug testing. Do I take it from that that there isn't currently random or targeted drug testing?

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THE WITNESS: There is targeted drug testing, I understand, but it is certainly not random.

MR ALLEN: How would -- but do you see -- or have the view that introduction of random drug testing could assist?

THE WITNESS: Yes.

MR ALLEN: What do you say to a process of regular mandatory alcohol or drug testing of operational police?

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THE WITNESS: So for instance, every month, two months, or whatever?

MR ALLEN: Well, what say every shift?

THE WITNESS: I would say completely impracticable.

MR ALLEN: Okay. And the reason for that is?

THE WITNESS: Police officers are supposed to be performing their duties in the main, aren't they? We need to get them out and about.

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MR ALLEN: Rather than spending time with them supplying samples for testing, et cetera?

THE WITNESS: Yeah, in the main for no good reason.

MR ALLEN: So the improvement you would see would be perhaps -- well, the introduction of random drug testing and perhaps an increase in the frequency of random alcohol testing?

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THE WITNESS: Yes.

MR ALLEN: Okay. Those are my questions, thank you, Mr Chairman.

PRESIDING OFFICER: Yes.

MR BURNS SC: Thank you, Mr Chairman.

Inspector, you were asked some questions about paragraph 15 in your statement. It appears at the top of page 5. And in particular the passage there which I might read, "The team leaders are encouraged to develop close supervisory relationships with their team members. This structure allows for the timely detection of problems with the team individuals as they arise. This can be so for both on-duty and off-duty behaviour." Am I right in assuming that the implication there is that there is a link between the nature of supervision on the beat, as it were, and off-duty behaviour?

10 THE WITNESS: In what way?

MR BURNS SC: Do you see that supervisory relationships on the job, as in of members within the team, has an impact for the good on off-duty behaviour?

THE WITNESS: Yes.

MR BURNS SC: And why is that?

20 THE WITNESS: It is the coaching, mentoring, leadership, the inculcation of desirable behaviours and good conduct by those supervisors in the workplace we have seen carries over into their private lives.

MR BURNS SC: All right. So a sergeant, for example, as leader, as team leader, performs the function of role model in some respects?

THE WITNESS: Yes, definitely.

MR BURNS SC: Particularly for younger constables. Would you agree with that?

30 THE WITNESS: Yeah, I would. Also for the more experienced constables and senior constables.

MR BURNS SC: Right. Because a number of the answers to questions put to you during your examination came back to the individual integrity or value system of individual officers.

THE WITNESS: Yes.

40 MR BURNS SC: And that -- and the only way, may I suggest to you, to enhance that is through constant reinforcement and the provision of good role models.

THE WITNESS: Yes.

MR BURNS SC: Do you agree with that?

THE WITNESS: I do agree with that.

MR BURNS SC: And you were asked questions about the overall -- about the means of monitoring the performance of officers in your charge, reviews, regular

reviews, that sort of thing.

THE WITNESS: Yes.

MR BURNS SC: Do you have a view about the overall performance of the men and women in your area of responsibility?

THE WITNESS: Surfers Paradise police --

10 MR BURNS SC: Yes.

THE WITNESS: -- in general?

MR BURNS SC: Yes.

THE WITNESS: I think they perform a extremely good job, continue to do so, and have performed exceptionally well, with the knowledge of the investigation that's been conducted in the Gold Coast district.

20 MR BURNS SC: All right. If I could just drill down a little. What about with respect to what might be regarded, I am sure by all, as a core value, and that is integrity.

THE WITNESS: Yes.

MR BURNS SC: Do you have a view as to the overall performance, if I may use that term, of the officers under your command so far as the demonstration of that core value is concerned?

30 THE WITNESS: Well, I believe they are generally of the highest integrity, and that probably is reflected upon the supervisors, the senior sergeants and hopefully myself in respect to the way we conduct our affairs with them.

MR BURNS SC: All right.

40 THE WITNESS: I have included in my statement a paragraph where the police officers without fear or favour have had cause to have dealings with other police officers of recent months, over the last perhaps year, where they have taken appropriate action, lawful action, and enforcement action against those other police officers.

MR BURNS SC: All right. And is that an action which is supported by you?

THE WITNESS: Yes.

MR BURNS SC: And what about the rank and file?

THE WITNESS: Yes, I believe so.

MR BURNS SC: All right. In the paragraph immediately preceding -- that is paragraph 14 -- you were asked some questions by Counsel Assisting about the current supervision being provided at the Surfers Paradise Police Station, and the point made in your statement is that on Friday and Saturday nights between the hours of 10 pm and 6 am an inspector is rostered to perform duty at the station for enhanced supervisory purposes. In your answer to a question regarding that paragraph, you indicated that this particular additional inspector may do a walk around or a visitation to a nightclub.

10 THE WITNESS: Yes.

MR BURNS SC: In the case of when you are on duty as an inspector, do you ever go out of the station?

THE WITNESS: Well, in addition to those rostered Friday and Saturday night functions, I also roster myself to work on extra weekends on top of those weekends where I would not remain within the police station at all, really. I would make sure that I was out and about with the police officers when they are performing their beat duties within the division.

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MR BURNS SC: All right. So with one or more of the six teams?

THE WITNESS: Yes.

MR BURNS SC: And what --

THE WITNESS: Or variously with different officers.

MR BURNS SC: I am sorry?

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THE WITNESS: Or variously with different officers.

MR BURNS SC: And why do you do that?

THE WITNESS: I do that to provide, as we discussed earlier, role modelling, support to them, and generally provide a good leadership example for those police officers to support them in what they are doing.

40 MR BURNS SC: All right. Now, you were asked some questions about your time as an inspector at the recruit training program at Oxley.

THE WITNESS: Yes.

MR BURNS SC: And accepting your reservations that you are not currently aware of precisely what's in the curriculum at Oxley, what personal qualities are required of police in the front line of duty, and to explain that, take the example that has been much discussed so far in these hearings, and that is a police officer who is a member of a team, one of the six teams on beat duty?

THE WITNESS: Well, I personally think with respect to the environment we're working currently at Surfers Paradise is the police officers are courageous in the way they conduct their duties, they are tenacious, they keep coming to work with enthusiasm and, you know, they take pride in what they do, and I am quite proud of how they have performed since I have been there, really.

10

MR BURNS SC: As a recruit, you pinpointed two areas of possible concern being -- with recruits, or some recruits -- being academic performance. You also mentioned a physical component.

THE WITNESS: Yes.

MR BURNS SC: And with respect to the physical component you indicated that some of the applicants or recruits are unfit and they are not then sworn in until they become fit and can pass the physical components of the course.

THE WITNESS: Yes.

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MR BURNS SC: Is there an issue about, after having been sworn in, then becoming unfit again, to your knowledge?

THE WITNESS: Yes, there are in certain circumstances.

MR BURNS SC: All right.

THE WITNESS: With individuals, yes.

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MR BURNS SC: Is there a certain level of physical fitness that's required to be a beat officer at the Gold Coast in the Surfers Paradise district?

W: Do you mean is it a prerequisite for a person to be employed in that area?

MR BURNS SC: Well, you personally, do you see that as one of the personal qualities of a police officer to be fit for that particular job they need to be physically fit?

THE WITNESS: At Surfers Paradise --

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MR BURNS SC: Yes.

THE WITNESS: -- yes, I do.

MR BURNS SC: Is it physically difficult work?

THE WITNESS: Sometimes.

MR BURNS SC: All right. Is it dangerous work?

THE WITNESS: Occasionally, yes.

MR BURNS SC: All right. I just wanted to ask you then about numbers. On a beat on any given night -- but let's take a Friday or Saturday night -- that seems to be the busiest time usually.

THE WITNESS: Yes, I would agree with that.

MR BURNS SC: What approximate number of people are being policed on the beat that's been referred to?

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THE WITNESS: Generally between around 15 or 20,000 patrons of the CBD.

MR BURNS SC: All right. That could, I expect, go up or down depending upon whether there is a major event or not?

THE WITNESS: Yes.

MR BURNS SC: For example, schoolies week, it might be up.

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THE WITNESS: Significantly, yes.

MR BURNS SC: Significantly. Let's just say there is 15,000 people. How many police officers are on the beat performing duties to police 15,000 people?

THE WITNESS: Well, it can vary depending on how many police officers are in a particular team at any given time but we would hope on a Friday and Saturday night to put around 25 or 30 police officers in the police station between 10 pm and 6 am.

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MR BURNS SC: You put as many as you can out, am I correct in assuming that?

THE WITNESS: Yes. I guess that's fair to say.

MR BURNS SC: So if there was 13 to 15,000 people that's 1 to 500 in a ratio, in approximate terms?

THE WITNESS: Approximately.

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MR BURNS SC: All right. Lastly, if I could take you to paragraph 28 of your statement, there you deal with the topic of so-called blue light taxis. And you make the point -- you make the statement that, "It is unacceptable for police to allow themselves to become intoxicated and then rely on fellow police officers to drive them home or elsewhere." You then go on, though, to make the point in the next paragraph that, "There may be reasons or occasions where it is preferable for police to provide transport to people like witnesses, high risk persons, persons in need and occasionally for welfare reasons to other police."

THE WITNESS: Yes.

MR BURNS SC: Now, yesterday in evidence from Senior Sergeant Dimond he referred to an occasion that he recalled where you directed an off-duty police officer who had taken too much drink to be ferried home.

THE WITNESS: Yeah.

MR BURNS SC: Do you recall an instance like that?

THE WITNESS: Yes, I do.

10

MR BURNS SC: What can you recall about the circumstances of that?

THE WITNESS: It was very late at night. I am not quite sure what the time was but it was probably after midnight. The police officer was observed near the police station and I caused that police officer to be conveyed to his home address.

MR BURNS SC: And why did you do that?

THE WITNESS: For his personal safety and welfare.

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MR BURNS SC: His -- was he under threat?

THE WITNESS: Well, police officers at Surfers Paradise, we have a high arrest rate within that area, we have lots of interaction with the patrons of nightclubs and bouncers and -- et cetera, and it is possible a police officer can be targeted by undesirables, I guess, within that environment if they are in a vulnerable position.

MR BURNS SC: So that was your concern?

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W: Yes.

MR BURNS SC: To remove him from that environment?

THE WITNESS: Yes.

MR BURNS SC: All right. Thank you, inspector.

PRESIDING OFFICER: Yes. Yes, Mr MacSporran?

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MR MACSPORRAN SC: Thank you, Mr Chairman. Inspector, can I take you to paragraph 6 of your statement? You refer there in the body of paragraph 6, "I have caused the completion of or personally submitted complaints against other officers", and then you quote an example, "In mid-2009 following the receipt of information I submitted a formal report by way of official complaint on matters that may be associated with Operation Tesco." Now, I don't want you to name anyone but I just want to have you expand upon the mechanics of that. You became aware of something from information being given to you, did you?

THE WITNESS: Yes.

MR MACSPORRAN SC: And did that come from another officer?

THE WITNESS: Yes.

MR MACSPORRAN SC: So a serving police officer was reporting misconduct or suspected misconduct in relation to another officer?

THE WITNESS: Or officers. I --

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MR MACSPORRAN SC: Or officers.

THE WITNESS: Yeah.

MR MACSPORRAN SC: And you then, as a senior officer, passed that on to whom?

THE WITNESS: Well, I caused a complaint form to be submitted. I actually submitted it.

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MR MACSPORRAN SC: Does that complaint form go to the CMC or internally to the QPS or both?

THE WITNESS: I am not quite sure. Probably both. I am not sure.

MR MACSPORRAN SC: It is a standard complaint form for that purpose, is it?

THE WITNESS: Yes.

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MR MACSPORRAN SC: And that's a requirement for a serving officer who becomes aware of a complaint matter to submit it in writing?

THE WITNESS: Well, it depends. It is assessed by a Commission officer, normally, and that Commission officer then makes that call.

MR MACSPORRAN SC: All right. Now, that's how the system should work, isn't it?

THE WITNESS: Yes.

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MR MACSPORRAN SC: It should be reported and then it is a matter of how it is dealt with?

THE WITNESS: Yes.

MR MACSPORRAN SC: Now, in similar vein, can I take you to paragraph 48? Go on to the balance of 48 which is on page 15 of your statement.

THE WITNESS: Yep.

MR MACSPORRAN SC: This deals with off-duty behaviour. You say there, "In a recent case involving allegations of this nature, I reported on them." Again, without naming names, can you tell us the mechanics of what happened there?

THE WITNESS: I made a telephone call to a person.

MR MACSPORRAN SC: But you became aware of some suspected misbehaviour, did you, misconduct?

10

THE WITNESS: No, I became aware of some information that was conveyed to me which I then made a telephone call about.

MR MACSPORRAN SC: All right. Now, was that information about an off-duty officer frequenting nightclubs and drinking free liquor?

THE WITNESS: That was part of the information.

MR MACSPORRAN SC: Your response was to speak with that officer or the informant?

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THE WITNESS: No, the officer was the informant.

MR MACSPORRAN SC: You then reported on that, did you?

THE WITNESS: I made a telephone call, as I said.

MR MACSPORRAN SC: Was that taken further?

THE WITNESS: I don't know what happened with regard to that, the content of that telephone call.

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MR MACSPORRAN SC: In any event, is that an example perhaps of what you would term -- and you have termed, I think, in your statement -- an early intervention strategy, to bring to life a potential problem and nip it in the bud?

THE WITNESS: Well, my -- my call to that other particular -- to that person with respect to that matter was in regard to the extra information I received from talking with that police officer.

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MR MACSPORRAN SC: Again, was that highlighting a potential issue of misconduct?

THE WITNESS: Ah, potentially, yes.

MR MACSPORRAN SC: Now, can I take you to paragraph 25(c) on page 10. You refer there to monitoring station management matters. You say in the last sentence, "This extends to weekends, where I am able to monitor performance, behaviour and conduct, again by the same processes, but through wireless internet

access."

THE WITNESS: Yes.

MR MACSPORRAN SC: Is that an innovation, that ability to monitor it via wireless internet access?

10 THE WITNESS: Assistant Commissioner Wilson has purchased a number of wireless laptop computers for the use of inspectors, where we can access email, occurrence sheets, logs of events and that sort of thing, so we can be aware of what's happened or potentially could happen and to make sure that that -- that appropriate actions have been undertaken with regard to what's occurred over the weekend.

MR MACSPORRAN SC: So officers -- does this include uniformed officers as well as plain clothes officers?

THE WITNESS: How do you mean?

20 MR MACSPORRAN SC: Being required to enter electronically data on occurrence sheets, logs?

THE WITNESS: Uniformed officers?

MR MACSPORRAN SC: Yes.

THE WITNESS: Yes.

30 MR MACSPORRAN SC: As well as plainclothes?

THE WITNESS: Yes.

MR MACSPORRAN SC: That's the sort of data you are able to monitor from the laptop?

THE WITNESS: Yes.

40 MR MACSPORRAN SC: So you can have a running role, if you like, of monitoring their performance on a daily basis?

THE WITNESS: Yes.

MR MACSPORRAN SC: And you would know virtually immediately if someone is not performing, either by not entering the data or entering data which indicates that they are simply not up to the job?

THE WITNESS: Well, it's a big call to be saying that. What I do is I monitor the occurrences and what's occurred with respect to certain incidents, I guess, and if I see something that may need some further work then I'll do that.

MR MACSPORRAN SC: That is done virtually instantaneously?

THE WITNESS: Well, you can.

MR MACSPORRAN SC: Your access to the data?

THE WITNESS: Pretty much, yes.

10 MR MACSPORRAN SC: Which enables you to react in a timely way to a potential problem?

THE WITNESS: If necessary, yes.

PRESIDING OFFICER: Might it also give you the chance to review the events which have occurred which you weren't watching live?

THE WITNESS: Which is the main purpose.

20 MR MACSPORRAN SC: And also, I imagine, gives you the opportunity to reinforce in a positive way good performance?

THE WITNESS: Absolutely.

MR MACSPORRAN SC: Where you see it on databases?

THE WITNESS: Yes.

30 MR MACSPORRAN SC: That is done regularly?

THE WITNESS: Yes, it does. I either respond via email with regard to good work or I make a telephone call with regard to good work, or if a police officer is injured, for instance, and I find out about that by checking occurrence sheets and things, then I'll make telephone calls to those officers for welfare reasons.

MR MACSPORRAN SC: Thank you, inspector.

40 MR CARMODY SC: Mr Smith will ask the questions of this witness, if that is all right with you, sir.

PRESIDING OFFICER: Yes.

MR SCHMIDT: Inspector, you say that since October 2009 you are responsible for Surfers Paradise station, and then also for two additional officers in the liquor enforcement unit?

THE WITNESS: Yes.

MR SCHMIDT: That is still the case today?

THE WITNESS: Yes.

MR SCHMIDT: So it would be fair to say that the majority of your time would be looking after Surfers Paradise, as opposed to the other two officers?

THE WITNESS: No, I wouldn't say that. I do apportion some time to those two officers. Essentially they are a separate little entity on their own, but they belong to me so they are part of my Surfers Paradise contingent.

10

MR SCHMIDT: You would work closely with Senior Sergeant Dimond?

THE WITNESS: Yes, very closely.

MR SCHMIDT: And in fact the chain of command is actually from the team leaders to sergeants up to either Senior Sergeant Dimond or the operations coordinator?

THE WITNESS: Yes.

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MR SCHMIDT: It then goes from the operations coordinator to the officer-in charge, Senior Sergeant Dimond?

THE WITNESS: Yes.

MR SCHMIDT: And then it goes to yourself?

THE WITNESS: Yes.

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MR SCHMIDT: And then obviously to the district officer?

THE WITNESS: Yes.

MR SCHMIDT: So, in effect, you are across all the issues at the Surfers Paradise station, aren't you?

THE WITNESS: Well, I wouldn't say I'm across everything but I certainly would hope I'm across most things.

40

MR SCHMIDT: Certainly. Certainly. And you would be signing off on all operational decisions made by the operations coordinator and in turn approved by Senior Sergeant Dimond?

THE WITNESS: Generally.

MR SCHMIDT: And you would be signing off on administrative decisions, HR decisions and so forth approved by Senior Sergeant Dimond?

THE WITNESS: Well, he would generally consult with me on lots of issues, yes.

MR SCHMIDT: And you participate in the monthly or six-weekly sergeant meetings that he has with his team leaders?

THE WITNESS: Not every one, but some.

MR SCHMIDT: You attend a few of them?

THE WITNESS: Yes.

10

MR SCHMIDT: In a sense, there is already an inspector in charge of Surfers Paradise station, isn't there?

THE WITNESS: Effectively, I guess you could say that.

MR SCHMIDT: You are aware of the announcement by the Commissioner about upgrading Senior Sergeant Dimond's position to inspector?

THE WITNESS: Yes, I'm aware of that.

20

MR SCHMIDT: There was no consultation with you in relation to that?

THE WITNESS: I didn't have -- no, there wasn't.

MR SCHMIDT: You have indicated there are six teams operating out of Surfers Paradise on the roster?

THE WITNESS: Yes.

30

MR SCHMIDT: Would you accept that, after leave and so forth, people on courses and secondments, on average there are about 13 officers in one of those teams?

THE WITNESS: I don't know about 13, but if you include leave, just general recreational leave, then perhaps 13, 14 or 15 would be about right.

MR SCHMIDT: If I indicate that Senior Sergeant Dimond said yesterday, around 13 after those issues?

THE WITNESS: That could be the case, yes.

40

MR SCHMIDT: Assuming it's not one of the sergeants off on leave, ordinarily you would have two sergeants in a team?

THE WITNESS: On the average, yes.

MR SCHMIDT: And two to three senior constables, depending on the team?

THE WITNESS: Yes.

MR SCHMIDT: You said earlier that you don't believe it's ever happened that a team has been led by an acting sergeant?

THE WITNESS: It might have happened once or twice but, as I said, we try to avoid that.

MR SCHMIDT: Certainly.

THE WITNESS: Yes.

10

MR SCHMIDT: Essentially you would be looking for a senior constable that has been around for a fair period of time, wouldn't you?

THE WITNESS: Yes, we would.

MR SCHMIDT: The basis for that is that you recognise that senior constables who have a fair bit of service, together with sergeants, are experienced?

20

THE WITNESS: Well, senior constables generally have at least got six or seven years service at the minimum.

MR SCHMIDT: You would agree with the statement that an experienced officer such as a sergeant is going to be more likely capable of recognising a potential conflict of interest than, say, a junior first-year constable?

THE WITNESS: Yes.

MR SCHMIDT: And even a constable with, say, three or four years service?

30

THE WITNESS: In some cases, yes.

MR SCHMIDT: On the beat, you have indicated in response to a question asked by Mr Burns, that on Friday or Saturday nights you would have some 20 or 30 officers in the station, where possible?

THE WITNESS: Various, yes.

40

MR SCHMIDT: Okay. Now, that doesn't actually mean officers on the beat, that is overall, so that is the shift supervisor, the custody area, all those sort of additional positions?

THE WITNESS: Correct.

MR SCHMIDT: You also have two people out in the car, and so forth?

THE WITNESS: Yes.

MR SCHMIDT: If you are running more than one car crew, obviously you are going to have more officers out?

THE WITNESS: There would be van crews, transport.

MR SCHMIDT: So, actually on the beat, it would be more like 15 or 20 officers actually performing beat patrols?

THE WITNESS: Generally.

10 MR SCHMIDT: Ordinarily, you would try to have a sergeant or a senior constable running those beat patrols?

THE WITNESS: Yes.

MR SCHMIDT: You agree that the very nature of policing at Surfers Paradise, in particular with the issues identified in Tesco, that young officers being exposed and having to interact with persons who put them at risk of inappropriate associations?

20 THE WITNESS: Well, look, as I said before, it depends on the individual. But it is an environment where those people are present within your sphere of operations, your work environment.

MR SCHMIDT: It is certainly the case that they are at higher risk, aren't they, than average officers working at other stations?

THE WITNESS: I don't know about that. There is a risk. There are people within that work environment that perhaps could cultivate police officers, and that may be more so in that environment than, say, you know, country police stations, sure.

30 MR SCHMIDT: One way of eliminating that risk would be to make sure that you have experienced officers leading those beat teams, wouldn't it?

THE WITNESS: Yes.

MR SCHMIDT: Obviously, if you could do that, it would also act as a means of early intervention with regard to identifying potential conflicts of interest?

THE WITNESS: Well, experienced officers would be perhaps more attuned to that, and a sergeant is an experienced officer, yes.

40 MR SCHMIDT: Certainly. So, in a perfect world, if you had access to all the sergeants that you could, you would like to see a sergeant in charge of each or your beat teams?

THE WITNESS: It would be preferable, or an experienced senior constable, as you said before.

MR SCHMIDT: Yes. Also the advantage of having sergeants is, as you indicated before, they conduct a mentoring service, they lead by example?

THE WITNESS: I would hope they would, yes.

MR SCHMIDT: And that can actually flow over into off-duty conduct by junior officers, can't it?

THE WITNESS: Yes, I think it could.

MR SCHMIDT: You have indicated in your statement at paragraph 17 that a series of additional duties are placed on shift supervisors at Surfers Paradise, and by that
10 I assume you are talking about sergeant duties?

THE WITNESS: Yes.

MR SCHMIDT: One of them is completing portfolio responsibilities. That's basically looking after and making sure that there are sufficient torches, they are all accounted for and they work; is that correct?

THE WITNESS: Sometimes.

20 MR SCHMIDT: Other things along those lines, station security, vehicle maintenance?

THE WITNESS: Yes.

MR SCHMIDT: There is no need for that sort of responsibility to be undertaken by a sergeant, is there?

THE WITNESS: Well --

30 MR SCHMIDT: Perhaps if I rephrase it. You don't need the qualities and experience and policing powers of a sergeant of police to see if a vehicle has been maintained, do you?

THE WITNESS: Well, it depends. It depends. Sometimes yes, sometimes no.

MR SCHMIDT: What does it depend on?

THE WITNESS: Well, if a vehicle has got damage to it then a sergeant would be required to investigate the circumstances of what happened to that motor vehicle.

40 MR SCHMIDT: Leaving aside departmental traffic accident investigations and potentially wilful damage, I suppose, what I'm getting at is that you could have an administration officer who could check to make sure the vehicle is regularly serviced, couldn't you?

THE WITNESS: Yes.

MR SCHMIDT: You could have an administration officer to check to make sure that there are sufficient torches on hand and that they are charged?

THE WITNESS: In preparation for operational work at night, yes, sure.

MR SCHMIDT: And likewise with police radios and so forth?

THE WITNESS: Yes.

MR SCHMIDT: In paragraph (b) you say that sergeants spend time completing internal investigations when they are assigned?

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THE WITNESS: Yes.

MR SCHMIDT: Those are investigations in respect to reports of breaches of discipline and misconduct?

THE WITNESS: Well, they would be complaints against police that have been formally reported to Ethical Standards Command or CMC, which have been referred to the Queensland Police Service for attention.

20 MR SCHMIDT: And the subject officers for those investigations would be fellow officers at Surfers Paradise station?

THE WITNESS: Sometimes.

MR SCHMIDT: And do you think that places stations in a position whereby one shift they may be counting on an officer to back them up in an incident and the next shift they may be recommending disciplinary action against the same officer?

30 THE WITNESS: Well, it depends on the qualities of the individual, doesn't it, whether that affects them?

MR SCHMIDT: It's certainly not a position you would like to place your sergeants into in the first place, is it?

THE WITNESS: I would prefer them to be aware of any aberrant behaviour of their subordinates, whether that extends to investigating them or not investigating them is another matter.

40 MR SCHMIDT: Certainly. And it would be fair to say that internal investigations can take up quite a bit of time for a shift supervisor, can't they?

THE WITNESS: Yes.

MR SCHMIDT: That is because they have to chase down complainants and obtain statements or record statements from them?

THE WITNESS: Yes, and also other officers.

MR SCHMIDT: Yes, certainly. Now, in paragraph (f) you refer to QPRIME

supervisor checks and QPRIME taskings completed. That refers to checking of core briefs for arrests, making sure the correspondence is up to date, basically making sure that the crew is doing what it is supposed to do.

THE WITNESS: It is part of the supervisory responsibilities.

MR SCHMIDT: And that also takes up a fair amount of a shift sergeant's time, doesn't it?

10 THE WITNESS: Well, it can do.

MR SCHMIDT: Yes. So the reality is that shift sergeants because of all these additional supervisory -- sorry, because of all these additional responsibilities have less time they can actually be out on the beat or in the car working with their officers.

THE WITNESS: They have significant responsibilities. I will agree with that.

20 MR SCHMIDT: Excuse me for a moment. If I can just take you to your comments earlier about the MDP, I assume you would have completed the management development program for promotion to inspector?

THE WITNESS: Yes.

MR SCHMIDT: Did you also have to do it for senior sergeant?

THE WITNESS: Yes.

30 MR SCHMIDT: What about for sergeant?

THE WITNESS: Yes.

MR SCHMIDT: Now, that program is basically at each level consists of two subjects, doesn't it?

THE WITNESS: I think it does now. It was three subjects when I did it.

40 MR SCHMIDT: For senior constable to sergeant it was three, a foundation subject or something?

THE WITNESS: I did complete the foundation subject. I completed, I think it was three subjects for management at that -- back then. They have changed the curriculum since I completed it.

MR SCHMIDT: It would be fair to say it consists of a legal subject and a management subject for each level?

THE WITNESS: Yes.

MR SCHMIDT: Okay. And at the senior sergeant level, to gain promotion to inspector, the legal subject now contains, I think, all the incident command course?

THE WITNESS: Yes.

MR SCHMIDT: Which is really more a management type scenario-based training course for managing things like sieges and serious incidents?

10 THE WITNESS: I don't know whether it is a management based course. I think it is fairly operationally focused.

MR SCHMIDT: Sorry. In that case what I mean is that it basically teaches you as a would be inspector or as a senior sergeant to deal with operational incidents, major events which occur such as sieges and how to use your resources.

THE WITNESS: Yes.

20 MR SCHMIDT: Now, the management component of MDP at all levels is basically theoretical.

THE WITNESS: The management subjects?

MR SCHMIDT: Yes.

THE WITNESS: Yes.

MR SCHMIDT: Okay. And it is assignment based?

30 THE WITNESS: Yes.

MR SCHMIDT: There is no practical scenarios or anything at all of that nature which officers have to role play or participate in?

THE WITNESS: Well, there is a residential component in the senior sergeant level which -- I am not quite sure on what exactly is contained within that residential component at this point, but there are some practical aspects to deal with in that course.

40 MR SCHMIDT: And that's at senior sergeant level for promotion to inspector?

THE WITNESS: Yes.

MR SCHMIDT: And that residential component also includes the actual incident command course you just spoke about?

THE WITNESS: No, they would be two separate ones. There is one for the management studies and there is also one for the legal studies.

MR SCHMIDT: Now, are you familiar with the officer-in-charge program?

THE WITNESS: No, not a lot.

MR SCHMIDT: Do you know anything about it at all?

THE WITNESS: Not really. I know it exists but that's pretty much it.

MR SCHMIDT: Would it be fair to say you would be aware that it is designed specifically to train officers who wish to be officers-in-charge in the roles and functions and requirements of an officer-in-charge?
10

THE WITNESS: That's pretty much --

MR SCHMIDT: It's common sense, isn't it?

THE WITNESS: -- what it is for, yes.

MR SCHMIDT: Okay. You said earlier that there is some supervisory courses and supervisory training within the QPS.
20

THE WITNESS: Yes.

MR SCHMIDT: You mentioned the MDP.

THE WITNESS: Yes.

MR SCHMIDT: What other courses?

THE WITNESS: There is the localised one that has been introduced to the south eastern region. I'm not aware of any others.
30

MR SCHMIDT: All right. The localised course, that's only recent?

THE WITNESS: Yes.

MR SCHMIDT: The last few months?

THE WITNESS: Yes.

MR SCHMIDT: And it is mandatory?
40

THE WITNESS: I am not sure if it is mandatory or not. Not quite sure about that.

MR SCHMIDT: And I think you even said at one stage talking about the MDP that the educational perspective, it really depends on how the individual takes what he is taught and actually applies it in the workplace.

THE WITNESS: That's the case for every training course educational program.

MR SCHMIDT: So you would agree that there should be a better form of education for, let's say, for example, if a senior constables making the jump from being the work mate into the first level of management as a sergeant?

THE WITNESS: I wouldn't agree with that.

MR SCHMIDT: You wouldn't?

THE WITNESS: No. It all depends on the individual.

10

MR SCHMIDT: So you think that police generally have the experience to make that step?

THE WITNESS: I would hope they do. If they take part in the selection process and they are successful in obtaining a promotional opportunity, that they are equipped to make that jump.

MR SCHMIDT: In any event, the MDP is only -- it is not a compulsory course, is it?

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THE WITNESS: Well, it is compulsory course if you wish to advance in the ranks.

MR SCHMIDT: Exactly. So if a person decided to stay as a senior constable for the rest of their career they wouldn't have to enrol in the MDP.

THE WITNESS: No.

MR SCHMIDT: They would still be able to relieve as an acting sergeant, wouldn't they?

30

THE WITNESS: There is qualification requirements or guidelines within the human resource management policy with regard to that.

MR SCHMIDT: I suggest that's more district based and it varies from district to district.

THE WITNESS: No, no. I wouldn't agree with that either. It is in the HRM manual.

40

MR SCHMIDT: Likewise a sergeant who achieves that rank and doesn't wish to progress to senior sergeant wouldn't complete the next level of the MDP, would he?

THE WITNESS: No.

MR SCHMIDT: Okay. You were speaking before about -- I will take you to paragraph 41 -- with regards to effectively reporting potential inappropriate associations. You are talking in 41 about people who have to socialise with close family members who may have previous criminal histories, and so forth.

THE WITNESS: Yeah.

MR SCHMIDT: Okay. Now, one of the strategies that you would agree with here would be if that officer was to report, the QPS would be in a position to take active steps to prevent that officer being compromised, wouldn't it?

THE WITNESS: I would say so, yes.

10 MR SCHMIDT: So one example would be if an officer's brother is known to commit break and enter offences, restricting the officer's ability to access his brother on the QPRIME system would be a positive step, wouldn't it?

THE WITNESS: Well, depends on what -- on the individual circumstance. I am not quite sure.

MR SCHMIDT: What I am getting at is as a risk management technique, if you removed the ability of that officer to be compromised, that would be something that would be in the interests of QPS, wouldn't it?

20 THE WITNESS: Well, perhaps but it might be equally in the interest of the individual person not to access that in the first place.

MR SCHMIDT: Certainly. Likewise if an officer has ties to a particular area, it might be in the interests of the QPS not to actually transfer that officer to that particular area if it could give rise to future conflicts.

THE WITNESS: That could be the case, yes.

30 MR SCHMIDT: All right. So with regards to all of the matters that really have been the subject of Tesco, you would agree that early intervention would be the better strategy rather than dealing with the corruption and misconduct after it has occurred.

THE WITNESS: Absolutely.

MR SCHMIDT: The best place for that early intervention would be at the front line supervisor level.

40 THE WITNESS: The front line supervisor is well placed to be, you know, the early warning system, I guess with respect to those matters.

PRESIDING OFFICER: But it shouldn't be in the one place, should it?

THE WITNESS: No, definitely not. There is a whole range of strategies that would -- or there could be a whole range of strategies that would assist.

MR SCHMIDT: That's right. But we already have strategies such as district duty officers, regional duty officers.

THE WITNESS: Yes.

MR SCHMIDT: We have senior sergeants in charge of stations, yourself with a very hands on approach obviously at Surfers Paradise.

THE WITNESS: I try my best.

MR SCHMIDT: It is certainly the case that you are not going to be across every single issue, I think you said that before.

10

THE WITNESS: No.

MR SCHMIDT: With respect to all the troops. So having somebody at that lower level who is working intimately with those troops is going to be better placed to identify potential problems.

THE WITNESS: Well, they work more closely with the individuals of course and they are better placed to detect issues as they may arise.

20 MR SCHMIDT: If we could just move on to the PPA system, you indicated you thought there could be some improvements made to that system.

THE WITNESS: Yes.

MR SCHMIDT: One of the issues, as I understood it, was about subject members actually setting their PPA objectives.

THE WITNESS: Yeah.

30 MR SCHMIDT: And you indicated there should be some format of making sure those objectives fitted in with organisational goals where the QPS is headed.

THE WITNESS: I didn't say there should be, I said there could be, and that would be a way perhaps of improving the system.

MR SCHMIDT: Well, that was one of your recommendations to the Chairperson, wasn't it?

THE WITNESS: Yes.

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MR SCHMIDT: Now, isn't it the case that supervisors are actually meant to sit down with their subject officer and go through the actual role setting process?

THE WITNESS: Yes.

MR SCHMIDT: And, in fact, in regards to sergeants, you as the inspector would actually sign off on their PPAs after their senior sergeant has signed off on it.

THE WITNESS: Yes, I am the overseeing officer.

MR SCHMIDT: In fact, you would actually be the officer that signs off on Senior Sergeant Dimond's PPAs.

THE WITNESS: Yes.

MR SCHMIDT: So it would be possible for you to actually impose on Senior Sergeant Dimond and your sergeants requirements to actually have them set their staff objectives which are consistent with enhancing professionalism and so forth.

10

THE WITNESS: Well, it is a consultative process, yes.

MR SCHMIDT: Yes. Now, with regards to recruiting, you indicated a more rigorous vetting process was required.

THE WITNESS: I didn't say that. I said it could be.

MR SCHMIDT: Could be required, yes. Now, are you aware if referee checks are actually performed?

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THE WITNESS: No, I am not.

MR SCHMIDT: Are you aware if neighbours of potential applicants are actually spoken to?

THE WITNESS: Routinely?

MR SCHMIDT: Yes.

30

THE WITNESS: No.

MR SCHMIDT: Not aware or it doesn't happen?

THE WITNESS: I am not aware of it.

MR SCHMIDT: Thank you, Mr Chairperson.

PRESIDING OFFICER: Yes, Mr Allen?

40

MR ALLEN: Just briefly, Mr Chairman. My learned friend, Mr MacSporran, asked you about some matters that you have touched upon in paragraphs 68 and 48 of your statement with respect to complaints or action you've taken with respect to information received by you regarding potential misconduct.

THE WITNESS: Yes.

MR ALLEN: And obviously there is some sensitivity in talking about those matters in a public forum.

THE WITNESS: Yes, there is.

MR ALLEN: You would have no difficulty in speaking to any CMC or police officer -- CMC officer or police officer to explain those matters so that we have that information for our records?

THE WITNESS: If you wish.

10 MR ALLEN: So as to understand exactly what you're referring to in those parts of your statement.

THE WITNESS: Yes.

MR ALLEN: Okay. Mr Schmidt, my learned friend, asked you about whether you considered that the Gold Coast environment carried particular risks that mightn't be present, to use your example, in, say, say a small country town.

THE WITNESS: Mmm.

20 MR ALLEN: Do you see any benefit in any system whereby police officers from another station might be rotated in to Surfers Paradise for a period rather than having a permanent workforce that works indefinitely in Surfers Paradise?

THE WITNESS: Yes, I do see some benefit in that.

MR ALLEN: Do you see any practical difficulties with that?

30 THE WITNESS: Well, yes, I do. With regard to the transfer system, police officers are transferred to a particular police station rather than a district.

MR ALLEN: I see. Can you explain that?

THE WITNESS: Well --

MR ALLEN: They are appointed to a police station?

THE WITNESS: Yes.

40 MR ALLEN: I understand that police officers are appointed to a position as a police officer.

THE WITNESS: Within a police station, yes.

MR ALLEN: Within a police station?

THE WITNESS: Yes.

MR ALLEN: I see. Okay.

PRESIDING OFFICER: And there would be a number of police stations in a particular area, that's the point, isn't it?

THE WITNESS: There is -- I have to count them up. There is --

PRESIDING OFFICER: A rough figure.

THE WITNESS: Six or seven. There are seven police stations within the Gold Coast police district.

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PRESIDING OFFICER: It is a fairly big geographic --

THE WITNESS: Yeah, it is. There is some very large numbers of police on the Gold Coast.

MR ALLEN: So if you want a police officer who is working at Surfers Paradise Police Station to work at a police station at Coolangatta, there has to be a transfer process undertaken?

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THE WITNESS: For permanent transfer?

MR ALLEN: Yes.

THE WITNESS: Yes.

MR ALLEN: I see. So the current system might present that impediment to such a system of rotation. What are the perceived benefits of such a system of rotation?

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THE WITNESS: It would give an officer a break for perhaps personal welfare reasons or maybe complaints history or propensity to be injured, or whatever.

MR ALLEN: Okay. Those are the only questions I have for the inspector. Could he be excused?

PRESIDING OFFICER: Yes, thank you very much. You are free to go.

THE WITNESS: Thank you, Mr Chairman.

WITNESS EXCUSED

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MR ALLEN: Mr Chairman, the options are to have a short adjournment, say 10 to 15 minutes, and then commence Inspector Dowie's evidence, or alternatively, to have a lunch adjournment now and then commence his evidence. I have no particular preference.

PRESIDING OFFICER: I am a bit inclined to come back in 10 minutes and start.

MR ALLEN: Yes.

MR BURNS SC: Mr Chairman, he was told 1 o'clock but we got a call to him not long ago.

PRESIDING OFFICER: If it is going -- I don't mind adjourning till 1 o'clock.

MR BURNS SC: No, no, we asked for him to come. It may be 20 minutes but perhaps if we let you know.

10 PRESIDING OFFICER: Well, what do you think the plan would then be? I mean, if he -- by the sound of it, we would start him by about half past 12, from what you are saying.

MR ALLEN: Hopefully earlier.

MR BURNS SC: Certainly by then, yes.

PRESIDING OFFICER: Well, it is probably worth -- it is probably worthwhile then, and then we will get something done before one o'clock.

20 MR ALLEN: Yes.

MR BURNS SC: Thank you.

PRESIDING OFFICER: If you need to vary that at all, let me know. Thank you. Just adjourn.

THE HEARING ADJOURNED AT 11.59 AM

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EXHIBITS

EXHIBIT 117	Attendance notice and oath of service	3449
EXHIBIT 118	Statement of Neil Anthony Haslam	3449