Monitoring the QPS Promotion and Transfer Review Process

October 1998

Research and Prevention Division

Abbreviations used in this paper

CJC	Criminal Justice Commission
COU	Commissioned Officers Union
CPSR	Commissioner for Police Service Reviews
HRD	Human Resources Division
HRM	Human Resource Management
PSMC	Public Sector Management Commission
PSA Act	*Police Service Administration Act 1990*
QPUE	Queensland Police Union of Employees
QPS	Queensland Police Service
QPS Review Committee	Queensland Police Service Review Committee
Review Commissioner	Commissioner for Police Service Reviews

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The paper was prepared by Michael Ries, with the assistance of Kelly Maddren. Michael also designed and oversaw the monitoring strategies which are described in the paper.

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Executive summary

Under the *Police Service Administration Act 1990* legislation, the Chairperson of the Criminal Justice Commission (CJC) nominates persons to perform the role of Commissioner for Police Service Reviews (Review Commissioners). Review Commissioners are empowered by statute to review transfer and promotion decisions and to make recommendations to the Commissioner of Police.

The report of the QPS Review Committee (July 1996) recommended that the CJC establish procedures for monitoring and auditing the promotion and transfer review process. This research paper describes the steps taken by the CJC to give effect to this recommendation and presents the key findings arising from the CJC's monitoring of the process.

The CJC's approach

Following the release of the report of the QPS Review Committee, CJC research staff, in consultation with the Review Commissioners and QPS representatives, developed a plan for monitoring the QPS promotion and transfer review process. Initiatives introduced pursuant to this plan have included:

- the upgrade of the Commissioner for Police Service Reviews (CPSR) database, which has enabled analysis of data about such matters as delays in the process, and ultimate outcomes of matters remitted to QPS panels
- the inclusion of a number of questions pertinent to the review process in a statewide survey of officers' perceptions of the QPS promotion and transfer system, conducted in early 1998
- the introduction of a Client Satisfaction Survey of officers involved in the review process
- the institution of quarterly meetings of the Review Commissioners to discuss current issues and develop a consensus approach
- regular liaison and meetings with representatives of the QPS Human Resources Division (HRD)
- the institution of an Annual Meeting of the Review Commissioners with representatives of the Queensland Police Union of Employees (QPUE) and the Queensland Police Commissioned Officers Union (COU)
- the recording and monitoring of complaints made by officers over the phone about the administration of the review process.

Key findings

CPSR data

Findings from our analysis of data on the operation of the review process include:

- Only a very small proportion of applicants for review (2.6% in 1996 and 1.4% in 1997) succeeded in obtaining appointment to the position they sought to challenge. However, around 16 per cent of applicants receive a favourable recommendation from a Review Commissioner and gain a second opportunity to present their case to a selection panel.

- There was not any substantial evidence to support the presumption that the QPS secondary selection panel process was unfair.

- There was no conclusive evidence of inconsistency in the approach taken by different Review Commissioners.

- The average time taken from lodgement to hearing remained virtually constant between 1996 and 1997 at around 58 working days, or between 11 and 12 weeks. The ideal duration of the review process should be six to eight weeks.

- Over 70 per cent of applicants for review who later withdrew their applications did so after receiving the panel convenor's report. Further studies are needed to assess accurately the extent to which officers lodge applications for review for the sole purpose of obtaining some, or better, post-selection feedback.

Survey findings

A number of questions about the review process were included in a statewide survey to measure officer perceptions of the QPS promotion and transfer system. Following receipt of an e-mail message, 551 officers completed the survey on the QPS Bulletin Board. Findings from this survey included:

- Officers who had some actual involvement in the review process tended to hold stronger views (both positive and negative) about the review process.

- Respondents who had been involved in the review process as an applicant for review generally had negative attitudes concerning the fairness and consistency of the process. On the other hand, those respondents who had been involved in the review process as an appointee generally took a more favourable view.

- Regardless of whether they had been involved with the review process or not, officers generally found the process confusing and difficult to understand. This perception was consistently held by officers across different levels of education and with varying years of service.

Comments on how the system could be improved varied considerably from officer to officer; however, a large number of respondents indicated that delays in the process needed to be reduced.

Recommendations

Recommendations for future monitoring are as follows:

1. That a study be undertaken in the latter part of 1998 to survey applicants for review of promotion and transfer decisions who withdraw their applications, to obtain information about their motivation in lodging and withdrawing their application.

2. That a further study be conducted into the ultimate outcomes of promotion and transfer decisions remitted to QPS panels in 1998.

3. That delays in the review process continue to be monitored with a view to reducing the time taken to finalise promotion and transfer matters.

4. That all other monitoring strategies initiated in 1997 be continued — i.e. the Review Commissioners' quarterly meetings, meetings with the representatives of the QPS HRD, the QPUE and the COU, and the recording of complaints by the Secretary to the Review Commissioner.

Recommendations for improvement of the review process are that:

1. The Review Commissioners persist with the policy of remitting selection decisions to the QPS panels, unless further evidence comes to light that the QPS secondary selection panel process is unfair.

2. Steps be taken to emphasise to QPS officers that what the review process strives to guarantee is a right to a fair selection process, not a right to an appointment.

3. Further steps be taken to reduce the amount of confusion that officers experience with the promotion and transfer review process and to encourage officers to seek information about the review process from reliable sources.

4. Review Commissioners be alerted to the need to ensure that parties to the review are not rushed in presenting their submissions and reassure parties that they have not predetermined the matter on the basis of the written material provided prior to the hearing.

5. Further consideration be given to whether panel convenors should be requested to attend review hearings on a more regular basis.

Part 1: Introduction

Purpose of the report

This research report arises from a recommendation of the 1996 Queensland Police Service Review Committee (QPS Review Committee) that the Criminal Justice Commission (CJC) establish procedures for monitoring and auditing the promotion and transfer review process. The report describes the strategies that have been implemented to address this recommendation, presents the results of the monitoring undertaken by the CJC, and recommends ways in which the current review process can be improved.

This initial section provides a brief account of the development and operation of the Review Commissioner function, summarises the concerns expressed by the QPS Review Committee about the review process, and briefly describes the monitoring strategies that have been developed by the CJC.

Background

Before 1990, promotions and transfers in the Queensland Police Force (as it was then known) were made largely on the basis of seniority — the effectiveness and competence of an officer were not of primary importance. There were no formal procedures governing transfers.

The Promotions and Transfers Board (consisting of Assistant Commissioners) made recommendations on appointments below Commissioned Officer level to the Commissioner of Police. Promotions to the Commissioned Officer level were by recommendation of the Commissioner to the Minister and Cabinet and approved by the Governor-in-Council.

Officers had the right to challenge appointments to the rank of Sergeant only, and the appellants were required to hold the rank immediately below that to which the appointment was made (e.g. only Sergeants 2/c could appeal against appointments to Sergeant 1/c). Appeals were made to an Appeal Board comprising a Stipendiary Magistrate (who acted as Chairman), a person appointed by the Commissioner of Police (usually a Superintendent) and the appellant's representative (selected from a panel nominated by the police union).

The Appeal Board was criticised by Fitzgerald as being overly formal, legislative and cumbersome (see p. 255 of the Fitzgerald Report 1989). Often the Commissioner's representative voted for the appointee while the union representative favoured the appellant, leaving the Chairman to make the decision alone.

In accordance with the recommendations of the Fitzgerald Report, the *Police Service Administration Act 1990* (PSA Act) provided for appointments to be made impartially and on merit (s. 5.2). Part 9 of the PSA Act is concerned with Reviews of Decisions and section 9.2A provides for the Chairperson of the CJC to nominate members of the CJC and other specified persons as Commissioners for Police Service Reviews (Review Commissioners). If the Chairperson nominates a person other than a current member of the CJC, the appointment is to be made by the Governor-in-Council (s. 9.2A(3)).

Review Commissioner function

The procedures for the conduct of reviews are prescribed by the Police Service Administration (Review of Decisions) Regulations 1990. The object of these regulations is to:

- provide for the access of officers to an independent review of decisions for the redress of certain grievances;
- ensure that decisions made in relation to officers are fair, just and compassionate, and are made in accordance with sound personnel management practices;

and with due regard being had to the efficiency, effectiveness and professionalism of the Queensland Police Service.

Under the PSA Act and Regulations, an aggrieved officer may apply for a review of a number of administrative decisions, although most applications received relate to promotions and transfers.

Section 9.4(2) of the Act states as follows:

> (2) A review under this Part is to be conducted as prescribed by the regulations or, where the regulations do not make any sufficient provision, as determined by the Commissioner for Police Service Reviews, having regard to the following principles—
>
> (a) a review is an administrative proceeding of a non-adversarial nature;
>
> (b) proceedings on a review should be informal and simple;
>
> (c) legal representation is not permitted to any person concerned in a review.

The written submissions of the parties form the basis for the review. A short hearing is held to highlight, clarify and contest matters already placed before the Review Commissioner in the submissions.

The role of the Review Commissioner is not to re-hear the matter from the beginning but to 'conduct a review of all material provided by the parties to the review and relevant to the case at the time the case was decided, whether or not it was submitted for the consideration of the person making the decision under review' (s. 8 of the Regulations).

The Review Commissioners' power is recommendatory only. Section 9.5 of the Act provides:

> (1) upon conclusion of a review under this Part, a commissioner for Police Service Reviews is to make such recommendations as that commissioner considers appropriate to the matter under review to the commissioner of the Police Service.
>
> (2) The commissioner of the Police Service, upon consideration of the matter reviewed and having regard to the recommendations made, is to take such action as appears to the commissioner of the Police Service to be just and fair.

Effectiveness of the function

The QPS promotions and transfer system, including the review process, has been examined by several committees and review bodies since the QPS adopted a merit-based system in 1990. These include:

- an internal QPS Review Committee, 1992
- a Public Sector Management Commission (PSMC) Review, 1993
- a CJC Report on Implementation of Reform within the QPS, 1994
- an external Review Committee chaired by Sir Max Bingham QC (QPS Review Committee), 1996.

The report of the QPS Review Committee, like the others before it, identified widespread dissatisfaction with the promotion and transfer system among officers (p. 116). The report highlighted six major concerns about the process as raised by officers throughout the State:

- widespread perceptions of inconsistent recommendations by Review Commissioners
- complaints that recommendations were made on unreliable information, as officers cannot contest claims made by applicants
- a perception that officers were reviewing promotion decisions simply to obtain feedback on the selection decision
- perceptions that the chance of succeeding in challenging an appointment was poor
- perceptions that appellants did not know what was required, nor upon what criteria decisions were made
- insufficient monitoring of the system.

In relation to the last of the above listed issues, the Committee recommended that a process for monitoring the promotion and transfer review process be established by the CJC, in consultation with the Review Commissioners and the Commissioner of Police, and that the system be audited from time to time (Recommendation 64).

In accordance with this recommendation, CJC research staff, in consultation with the Review Commissioners and QPS representatives, developed a plan for monitoring the promotion and transfer review process. Under this plan, a number of procedures were introduced during 1997 including:

- the upgrade of the Commissioner for Police Service Reviews (CPSR) database and various studies by CJC research staff utilising data from this source (e.g. delays in the process; ultimate outcomes of matters remitted to QPS panels)
- the inclusion of a number of questions pertinent to the review process in a statewide survey of officers' perceptions of the QPS promotion and transfer system (Applicant Survey)
- the introduction of a Client Satisfaction Survey (Client Survey) of officers involved in the review process

- the institution of quarterly meetings of the Review Commissioners (i.e. those responsible for hearing promotion and transfer matters) to discuss current issues and develop a consensus approach
- regular liaison and meetings with representatives of the QPS Human Resources Division (HRD)
- the institution of an Annual Meeting of the Review Commissioners with representatives of the Queensland Police Union of Employees (QPUE) and the Queensland Police Commissioned Officers Union (COU)
- the recording and monitoring of complaints made by officers over the phone about the administration of the review process.

Structure of report

This report presents the findings from the monitoring procedures implemented in 1997, under the following headings:

- analysis of the CPSR database
- Applicant Survey
- Client Survey
- other monitoring procedures.

The conclusion highlights the main findings and makes recommendations for the future monitoring of the promotion and transfer review process. It also makes some suggestions for the improvement of the process.

Part 2: Analysis of CPSR database

Upgrade of CPSR database

The CPSR database was upgraded in 1997 by converting from a DataFlex DOS application to a Windows application using the Paradox system.

The data kept on each application for review was expanded to include:

- each officer's region and station
- the region and station of the position under review
- a classification of the officer's grounds as merit or process or both
- a description of the applicant's specific grounds
- whether the applicant was short-listed
- the date by which the panel convenor's report was requested
- a brief description of the findings of the Review Commissioner, and recommendation made.

The improvements to the database allow for more comprehensive searching and more detailed and meaningful statistical analysis of review matters.

A number of studies have been undertaken by CJC research staff using the CPSR database to monitor the review process and to test if there is any evidence to support or dispel a number of the perceptions of officers identified in the report of the QPS Review Committee.

Prospects of challenging an appointment

The report of the QPS Review Committee (p. 116) highlighted a perception among officers that the chance of succeeding in challenging an appointment was poor. The Committee qualified this finding by stating that 'this may be related to the fact that the Review Commissioners can only make recommendations to the Commissioner'.

To test this perception, a study was undertaken in 1997 of the promotion and transfer matters that were heard by Review Commissioners in the 1996 calendar year. This process was repeated in 1998 for matters heard by the Review Commissioners in 1997.

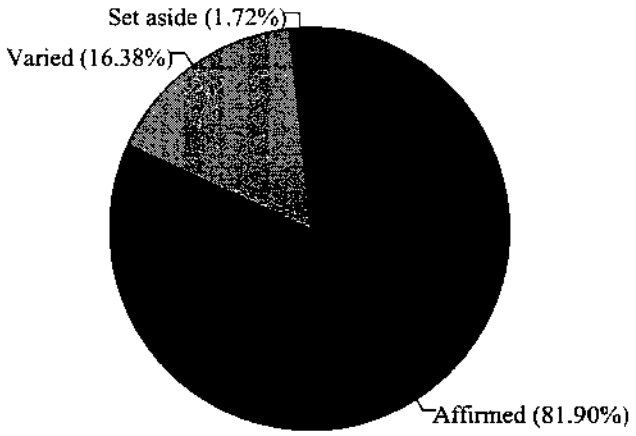
Using data from the CPSR database and files, and information from the QPS *Gazette*, the following results were obtained:

Results of promotion and transfer reviews heard in 1996

During 1996, Review Commissioners heard 116 applications to review QPS promotion and transfer decisions regarding 82 separate appointments. The recommendations made can be broken down as follows:

Affirmed	95	
Varied	19	(i.e. remitted to a QPS panel)
Set aside	2	(i.e. applicant for review to be appointed to the position)

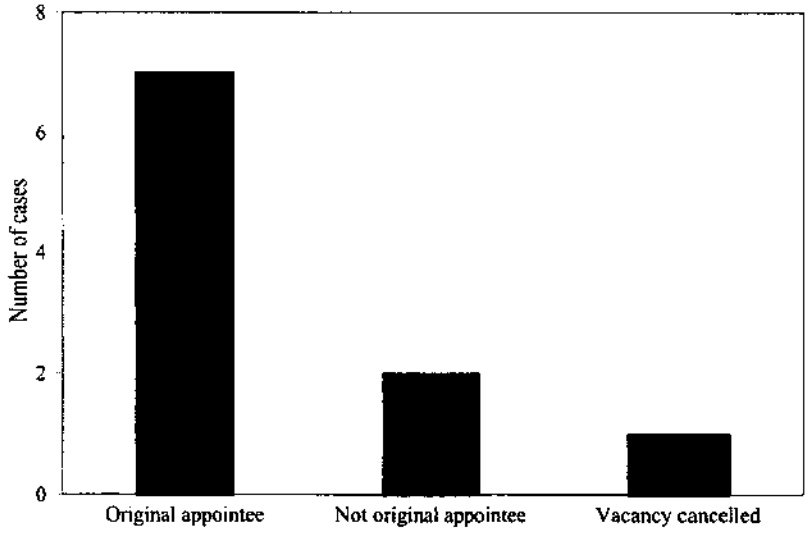
Figure 2.1 — Types of CPSR recommendations for promotion and transfer applications heard in 1996



The 19 'varied' recommendations represent 16.4 per cent of the total recommendations made regarding promotions and transfers. These applications related to 10 separate appointments.

Of the 10 cases recommended for reassessment, one case did not get to reassessment as the vacancy was cancelled. Of the remaining nine cases, only two resulted in an officer other than the original appointee being appointed (see figure 2.2 below).

Figure 2.2 — Ultimate outcomes of promotion and transfer matters remitted to QPS selection panels in 1996



In seven cases the original appointee was eventually reappointed for varying reasons:

- in two of these cases the applicant for review withdrew from the reassessment process and the original appointee was reappointed
- in another five cases the original appointee was reappointed, following reassessment.

In one of the five cases mentioned above, the second appointment was subject to a further application for review. The selection of the original appointee was ultimately affirmed by a Review Commissioner.

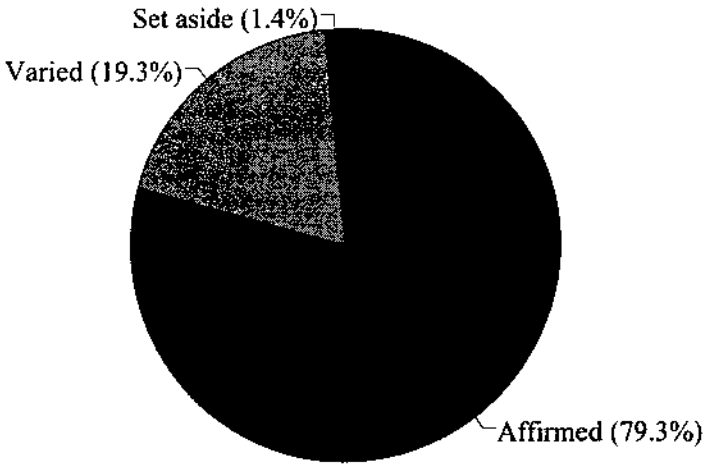
Full details of the ultimate results of the 19 'varied' recommendations from 1996 are available from the Research and Prevention Division.

Results of promotion and transfer reviews heard in 1997

During 1997 Review Commissioners heard a total of 140 applications to review QPS promotion and transfer decisions in respect to 104 separate appointments. The recommendations made in relation to these matters can be broken down as follows:

Affirmed	111	
Varied	27	(i.e. remitted to a QPS panel)
Set aside	2	(i.e. applicant for review to be appointed to the position)[1]

Figure 2.3 — Types of CPSR recommendations for promotion and transfer applications heard in 1997



Recommendations remitted to QPS selection panels

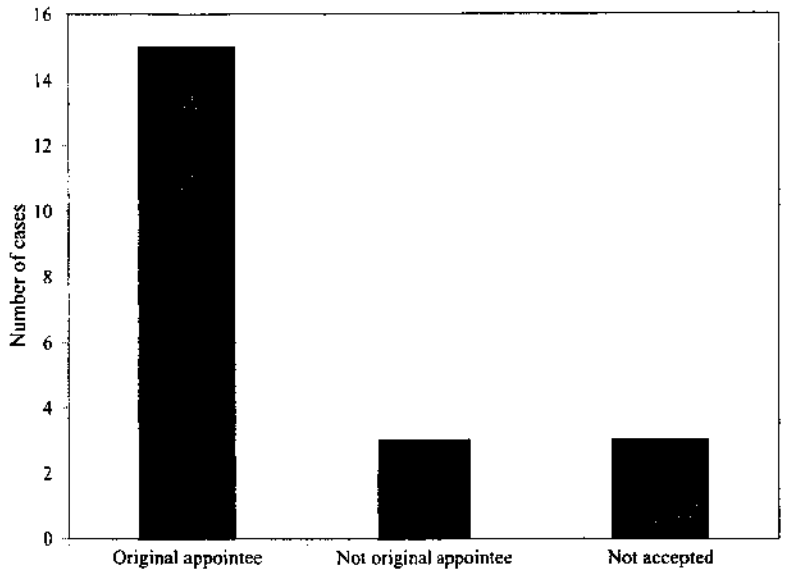
The 27 'varied' recommendations represent 19.3 per cent of the total recommendations made regarding promotions and transfers. The 27 applications relates to 21 separate appointments.

1 These two 'set aside' recommendations related to a single appointment. Only one of the applicants for review was ultimately successful in obtaining the position.

Of the 21 cases recommended for reassessment, three cases did not get to reassessment as the Commissioner of Police did not accept the recommendation of the Review Commissioner.

Of the remaining 18 cases, there were 15 cases where the original appointee was ultimately successful for varying reasons (see figure 2.4 below).

Figure 2.4 — Ultimate outcomes of promotion and transfer matters remitted to QPS selection panels in 1997



Of the 15 cases where the original appointee was reappointed by the second panel, six were subject to further application(s) for review.

Of the six cases subject to secondary review applications, one of the applicants withdrew his second application before the matter could be heard. The remaining five of these matters resulted in the original appointment being affirmed by a Review Commissioner.

In one of the three cases where the original appointee was not ultimately successful, the original appointee was initially re-selected by the second panel, but upon a further application for review, the Review Commissioner recommended that the decision of the second panel be set aside and the original applicant for review be appointed to the position.

Full details of ultimate results of the 27 'varied' recommendations from 1997 are available from the Research and Prevention Division.

Analysis of results

A preliminary analysis of the above findings would appear to support the perception among QPS officers (identified in the report of the QPS Review Committee) that the chance of succeeding in challenging promotion and transfer appointments on review was poor.

Of the 116 promotion and transfer applications heard in 1996, only three aggrieved officers (two set aside and one varied) were successful in obtaining the appointment to the position they sought to review. From the perspective of these officers, this figure represents a 2.6 per cent success rate for promotion and transfer

reviews in 1996. In 1997, only two aggrieved officers (one set aside and one varied) were successful from 140 applications, representing a success rate of 1.4 per cent.

Taking the number of selection decisions successfully challenged as a reference point, three out of the 82 appointments (3.6%) were successfully challenged (i.e. an applicant for review was successful in obtaining the position sought) in 1996. In 1997, two out of 104 (1.9%) were successfully challenged.

Focusing on the matters remitted to QPS panels, of the 10 vacancies recommended for reassessment in 1996 only two cases (20%) actually resulted in an officer other than the original appointee being appointed to the position. Similarly in 1997, of the 21 cases where there was a recommendation for reassessment only two cases (9.5%) resulted in an officer other than the original appointee being selected by the second panel.

On the strength of the above findings, an individual officer about to lodge an application for review of a QPS selection decision would be justified in assuming that he/she has a very small chance of obtaining the position. The results of the study clearly indicate that the chance of success in *gaining appointment* to the position reviewed is poor in this jurisdiction. Success rates of 2.6 per cent and 1.4 per cent in promotion and transfer reviews are low even by public sector appeal standards. As a general rule, success rates in public sector appeals are traditionally low, but according to Thornthwaite (1997, p. 13), in Australian jurisdictions 5–10 per cent of appeals typically succeed.

However, from the perspective of the Review Commissioners, 'success' in an application for review may be defined as demonstrating that the selection panel was in error and of *allowing an applicant a second chance* to present his/her merit to a selection panel. From this perspective 16.5 per cent (19:115) of applications were 'successful' in 1996 and 18.6 per cent (26:140) in 1997. Alternatively, 15.9 per cent (13:82) of appointments were 'successfully' challenged in 1996 and 18.2 per cent (19:104) in 1997.

It is important to remember that the legislation governing the review process does not purport to guarantee an officer who presents a valid grievance with a right to a position. What it is intended to guarantee is a right to a fair selection process.

In remitting matters to QPS panels for reassessment, the Review Commissioners have discharged their function according to legislation. A Review Commissioner in recommending that various candidates for selection to a position be reassessed is not denying the aggrieved individual an effective means of redress. The aggrieved individual has had an opportunity to express his/her grievance and hear the panel's reason for its decision, as well as a second opportunity to sell him/herself before a selection panel.

Fairness of secondary selection process

It is very difficult to test the claim that the secondary selection panel process is unfair because only a small number of cases result in an officer other than the original appointee actually gaining the position. The alternative hypothesis (i.e. that the defects identified by the Review Commissioner at first instance were cured by the second panel) is equally valid in the absence of evidence to the contrary.

The suspicion held by some officers is that, in many cases, the second selection panel can come to the same conclusion the second time around, but can do it more cleverly so that the second decision will not be susceptible to being overturned on review. Similar suspicions are held by some commentators about judicial review proceedings (Cunliffe 1996, p. 83).

However, the only way the fairness of the reassessment process can be validly tested is if an aggrieved officer exercises his/her right to review the secondary decision. It may be that following the second determination of merit some aggrieved officers may become disheartened and choose not to exercise their

right of review. If so, this is unfortunate as it leaves no assessable evidence as to whether the second selection was carried out properly.

As detailed above, of the matters heard in 1996 and 1997, seven decisions of secondary panels were subject to an application for review which progressed to the hearing stage. In only one of these applications did the Review Commissioner find unfairness in the decision of the second panel and recommend the applicant for review be appointed to the position.

Thus, on the available information, there is no compelling evidence to support the assumption that the QPS selection reassessment process is inherently unfair.

Inconsistencies between Review Commissioners

The report of the QPS Review Committee noted that complaints about the review system included 'widespread perceptions of inconsistent decisions' (p. 116). The Committee stated that it had no way of testing such claims but later concluded that the concern about the consistency of review recommendations was 'largely driven by a lack of information about the review process and how it operates' (p. 117).

To test this perception, information was obtained from the CPSR database for the purpose of comparing the rates by which individual Review Commissioners recommended promotion and transfer decisions be set aside or varied.

Tables 2.1 and 2.2 detail the rates at which Review Commissioners recommended QPS selection decisions be interfered with in matters heard during 1996 and 1997 respectively.

Table 2.1 — Review Commissioners recommendations in promotion and transfer applications heard during 1996

Review Commissioner	Total promotion and transfer applications heard per Commissioner	Affirmed	Varied	Set aside	Recommendations other than affirming QPS selection decisions %
A	62	56	5	1	10.7
B	43	29	13	1	32.6
C	11	10	1	nil	9.1

Table 2.2 — Review Commissioners recommendations in promotion and transfer applications heard during 1997

Review Commissioner	Total promotion and transfer applications heard per Commissioner	Affirmed	Varied	Set aside	Recommendations other than affirming QPS selection decisions %
A	50	40	9	1	20.0
B	19	15	4	nil	21.1
D	68	53	13	2	28.3
E	3	3	nil	nil	nil

The rates by which the individual Review Commissioners made recommendations to vary or set aside QPS selection decisions in any given year revealed no definite pattern.

The fact that the rate differed from year to year for Review Commissioners A and B is more likely a reflection of the case by case system of allocation of matters, rather than of any inconsistency of approach between Commissioners.

Lodging applications to obtain feedback

The report of the QPS Review Committee identified a perception that officers were making applications to review promotion and transfer decisions for the purpose of obtaining feedback on the selection decision. The report concluded that 'it is difficult to determine if officers are unnecessarily reviewing decisions without information about the context of the appointments' (p. 116).

To test this perception, statistics were drawn from the CPSR database. A search of the database revealed that in 1996 and 1997 a total of 253 promotion and transfer review applications were withdrawn. Of the 253 applications, 180 (71.1%) were withdrawn after the applicant received the panel convenor's report.

There are many possible reasons applicants for review might withdraw their application. However, the fact that such a high proportion of reviews are withdrawn at a stage following the receipt of the information contained in the panel convenor's report might be a crude indication that a significant number of officers are making applications to review for the purpose of obtaining feedback.

An accurate assessment of how many officers actually lodge applications for the purpose of obtaining some, or better, post-selection feedback can only be achieved by surveying officers after their withdrawal. It is recommended that such a survey be conducted in the latter part of 1998.

Delays in the review process

Research Division staff have undertaken a detailed examination of the time taken to dispose of promotion and transfer reviews heard during 1996 and 1997.

There were 92 matters received and heard in 1996, and 117 matters received and heard in the 1997 calendar year.

The following data were extracted from CPSR files on each of the applications:

- the number of working days after the panel convenor's report was requested till it was actually received
- the number of working days from receipt of the panel convenor's report to the hearing
- the total number of working days from receipt of application to the hearing.

Table 2.3 below details the results of this study for 1996 and 1997:

Table 2.3 — Time taken to hear promotion and transfer reviews during 1996 and 1997

	Working days report late		Working days report to hear		Total working days — application to hearing	
	1996	1997	1996	1997	1996	1997
Mean	20.7	15.1	21.2	27.2	58.3	58.2
Median	16	12	19	25	53.5	55
Shortest	-6*	-7*	10	8	22	23
Longest	47	54	42	65	101	113

Notes: * Some reports are received prior to the nominated date.

Analysis of data

The ideal duration of the review process should be six to eight weeks. The panel convenor's report is requested on a date three weeks and one day from receipt of the application. Following receipt of the panel convenor's report, a hearing should be set down for about three weeks thence, allowing for exchange and distribution of submissions.

Some small delays are unavoidable due to the leave, operational, training and court commitments of the panel convenors and parties to the review. Also, the availability of Review Commissioners on certain days may clash with the availability of the applicant and appointee. However, it is reasonable to expect that the time from application to hearing should be no more than eight weeks or approximately 40 working days.

Table 2.3 above shows that the average time from application to hearing remained fairly static between 1996 and 1997 at approximately 58 working days, which translates to somewhere between 11 and 12 weeks.

In 1997, thanks largely to the efforts of the Inspector, Review Section, the average number of working days which the convenor's report was received late was reduced from 20.7 to 15.1 days.

However, at the same time, the number of working days from receipt of the panel convenor's report to the hearing increased, on average, from 21.2 in 1996 to 27.2 in 1997. This increase can be explained primarily by the substantial period in the early part of 1997 when there was only one Review Commissioner (Ms Browne) available to hear promotion and transfer matters. The resultant backlog was no doubt the cause of the rise in this figure. This backlog has been cleared by the appointment of an additional three Review Commissioners.

All things being equal, the 1998 figures should show a reduction in the average time taken to hear promotion and transfer reviews.

Conclusions

In summary, the findings of the analysis of data from the CPSR database are as follows:

- a very small proportion of applicants for review (2.6% in 1996 and 1.4% in 1997) were successful in obtaining appointment to the position they sought to challenge
- a larger proportion of applicants for review (16.5% in 1996 and 15.9% in 1997) were 'successful' in that they received a favourable recommendation from a Review Commissioner, and gained a second opportunity to present their case to a selection panel
- there is no conclusive evidence to support the perception held by some officers that the QPS secondary selection panel process is unfair
- the comparison of rates by which individual Review Commissioners recommend that QPS selection decisions be interfered with provided no conclusive evidence to support the perception of inconsistency of approach between the different Review Commissioners
- a large proportion of applicants for review who later withdraw their applications (71.1 %) do so after receiving the panel convenor's report
- the average time taken in promotion and transfer review matters from lodgement to hearing remained virtually constant between 1996 and 1997 at around 58 working days or between 11 and 12 weeks, which is substantially longer than the optimum period of eight weeks.

Part 3: Applicant survey

This part describes the methodology used in the Applicant Survey and outlines the results of responses to those questions pertaining to the review process.

Survey procedures

The sample frame consisted of a randomly generated group of officers across the State. The data were collected by means of a computer-based survey utilising the QPS Bulletin Board and e-mail systems.

The officers selected were sent an e-mail message from the Commissioner of Police endorsed by the presidents of the QPUE and the COU. The e-mail message requested officers to access the QPS Bulletin Board and complete the questionnaire. Reminder messages were sent to all officers in the sample 14 days following the initial message.

Having completed the questionnaire, the respondents were asked to click on the 'submit evaluation' button, which automatically down-loaded the officers' individual responses to a secure database.

Survey instrument

The questionnaire consisted of 49 questions, divided into six sections. The relevant questions to the review process were Questions 16–20 in Section A — Perceptions of the Promotions Transfer and Review System, and Question 3 in Section E — Comments.

A draft questionnaire was provided to the QPS for comment. The questionnaire was also piloted in three separate locations within the Brisbane Metropolitan Area. As a result of the feedback received, several questions were modified.

See appendix A for a copy of the relevant parts of this questionnaire.

Sample selections and response rates

The initial e-mail message was sent to officers on 31 October 1997 with the closing date for receipt of responses set at 28 October 1997.

In the course of analysing the data it was discovered that extensive over-sampling had occurred in two regions due to an error in the sample generation program. To correct this error, a further statewide sample was generated and the survey was re-administered via an e-mail message of 6 March 1998. The closing date for receipt of responses was 3 April 1998.

To ensure that the officers surveyed had some prior experience with the QPS promotion and transfer system, the sample was taken from officers with at least five years' sworn service (Constable pay point 5 and above).

The sample construction included a random selection of one in five male officers, one in two female officers of the rank of Sergeant and above, and one in four female officers below the rank of Sergeant.

The final sample consisted of 551 completed questionnaires, representing a response rate of 52.3 per cent. Given the high response rate it is likely that the Applicant Survey results broadly reflect the views and experiences of the relevant population of police officers in the QPS.

Characteristics of sample

Detailed information on the demographics of the respondents, including rank, gender, years sworn into the QPS and level of education, is given in appendix B.

In summary, the survey sample had the following characteristics:

- most were male
- most held the ranks of Senior Constable and Sergeant
- the majority had less than 20 years' service in the QPS
- the majority had not attended university.

The gender and rank distribution broadly reflected the population of officers targeted by the survey.

Survey findings

Section A — Perceptions of the promotion, transfer & review system

Respondents were asked five questions in order to measure their perceptions of the promotion and transfer review process. Each question contained a statement to which officers were requested to respond on a five-point scale, ranging from strongly agree to strongly disagree.

A large proportion of respondents across the entire sample (n=493) chose to 'Neither Agree nor Disagree' with the five statements, as detailed in table 3.1 below.

Table 3.1 — Responses of all officers in sample to questions about the review process

Statement	Agree or strongly agree %	Neither agree nor disagree %	Disagree or strongly disagree %
A16: The different Commissioners for Police Service Reviews are generally consistent in their recommendations	19.7	61.7	18.6
A17: Commissioners for Police Service Reviews make their recommendations on unreliable information	18	67.6	14.5
A18: Applicants who demonstrate a genuine grievance will usually get a favourable recommendation from the Review Commissioner	13.3	57.7	29
A19: The review process is confusing and difficult to understand	57.6	25.7	16.7
A20: The review process treats all officers fairly	16.9	46.3	34.8

Results by involvement in the review process

A chi-square test was performed for each of the five statements to determine whether having any involvement in the review process influenced the way officers responded to these statements. On four out of the five questions, significant differences were found between those who had actually been involved in the review process and those who had not (see table 3.2 below).

Table 3.2 — Perceptions of review process by involvement in the review process

Statement		Involved (n = 105)	Not involved (n = 335)	p value
A16: The different Commissioners for Police Service Reviews are generally consistent in their recommendations	Agree	26.7	17.6	0.00001 ***
	Neither	41.9	69.0	
	Disagree	31.4	13.4	
A17: Commissioners for Police Service Reviews make their recommendations on unreliable information	Agree	31.4	14.0	0.00001 ***
	Neither	47.6	74.6	
	Disagree	21.0	11.3	
A18: Applicants who demonstrate a genuine grievance will usually get a favourable recommendation from the Review Commissioner	Agree	17.2	10.5	0.00002 ***
	Neither	40.0	65.3	
	Disagree	42.9	24.3	
A19: The review process is confusing and difficult to understand	Agree	59.1	56.8	0.01428 n.s.
	Neither	18.1	29.2	
	Disagree	22.9	14.0	
A20: The review process treats all officers fairly	Agree	24.0	14.0	0.00020 ***
	Neither	31.7	52.4	
	Disagree	44.2	33.6	

Notes: *** Significant at 0.001
n.s. Not significant

Officers who had been involved in the review process generally had stronger views (both positive and negative) about the review process, while officers with no involvement were more likely to answer 'neither agree nor disagree'.

Overall, officers who had been involved in the review process were more likely to:

- agree with the statement that Review Commissioners' recommendations are based on unreliable information
- disagree with the statements that: Review Commissioners are consistent in their recommendations; applicants demonstrating a genuine grievance will get a favourable recommendation; and the review process treats all officers fairly.

Many officers indicated that they found the process confusing and difficult to understand, regardless of their involvement with the review process.

Results by type of involvement in the review process

Discussion

The perceptions of officers involved in the review process, particularly those unsuccessful at review, need to be viewed with caution as their objectivity may be clouded by the outcome of the review. It has been recognised in the academic literature on this topic that employees who believe they have received less than they deserve, regardless of the way they form this judgment, will respond negatively to the process (McEnrue 1989, p. 817).

The study of the ultimate outcomes of review applications detailed in Part 2 of this report indicates that only a very small proportion of applicants for review are successful in actually obtaining appointment to the position which they originally sought. The ultimate outcome of individual applicant's involvement in the review process may shape their perceptions as to its fairness.

However, the perception of procedural justice may also influence officers' attitudes to the review process. It is possible that those officers who perceive the process as fair, regardless of the outcomes, will retain positive attitudes about the promotion, transfer and review systems (Smither et al, p. 300). As Cunliffe (1996, p. 86–87) states:

> ... most people involved in disputes of an administrative law sort, want a particular outcome. I acknowledge that it is an important palliative to those people if they do not get the outcome that they want that at least they feel they have got a result that was reached by an unbiassed tribunal, using procedures that were demonstrably fair. They are factors that tend to make people in a community accept decisions which they might not like.

Some theorists have speculated that when promotion opportunities are scarce, procedural justice will have less of an influence on employee perceptions of the promotions system. However, there is no empirical evidence to support this proposition (McEnrue 1989, p. 824).

Results

A chi-square test was performed for each of the five statements to determine whether the nature of involvement an officer had in the review process influenced the way he/she responded to these statements.

In all five statements significant differences were found, to varying degrees, between those respondents who were involved in the review process as applicants and those who were appointees (see table 3.3 below).

Table 3.3 — Perceptions of review process by nature of involvement in review process

Statement		Applicant only (n=57)	Appointee only (n=40)	Applicant & appointee (n=8)	p value
A16: The different Commissioners for Police Service Reviews are generally consistent in their recommendations	Agree	17.6	37.5	37.5	.04881 *
	Neither	38.6	45.0	50.0	
	Disagree	43.8	17.5	12.5	
A17: Commissioners for Police Service Reviews make their recommendations on unreliable information	Agree	49.1	10.0	12.5	.00241 **
	Neither	40.4	57.5	50.0	
	Disagree	10.5	32.5	37.5	
A18: Applicants who demonstrate a genuine grievance will usually get a favourable recommendation from the Review Commissioner	Agree	12.3	15.0	62.5	.00007 ***
	Neither	28.1	62.5	12.5	
	Disagree	59.7	22.5	25.0	
A19: The review process is confusing and difficult to understand	Agree	75.5	45.0	12.5	.01347 *
	Neither	14.0	20.0	37.5	
	Disagree	10.5	35.0	50.0	
A20: The review process treats all officers fairly	Agree	12.3	41.0	25.0	.00525 **
	Neither	28.1	35.9	37.5	
	Disagree	59.6	23.1	37.5	

Notes: *** Significant at 0.001
** Significant at 0.01
* Significant at 0.05
n.s. Not significant

The table shows that officers who had experienced the review process exclusively as applicants generally had a more negative view of the process, with substantial proportions of these officers disagreeing with the statements:

- Review Commissioners are consistent in their recommendations (43.8%).
- Applicants who demonstrate a genuine grievance will usually get a favourable recommendation from the Review Commissioner (59.7%).
- The review process treats all officers fairly (59.6%).

Similarly, substantial proportions of the applicants for review agreed that Review Commissioners make their recommendations on unreliable information (49.1%), and that the review process is confusing and difficult to understand (75.5%).

These results correspond with the results of the study of the ultimate outcomes of the review process, detailed in Part 2, which indicates that a very small proportion of applicants for review (2.6% in 1996 and 1.4% in 1997) are successful in obtaining appointment to the position they sought to challenge.

The table shows that officers who had been involved in the review process exclusively as an appointee generally had a more positive view of the process, specifically:

- they were more likely to perceive that the Review Commissioners were consistent in their recommendations (37.5%) and also that the review process treats officers fairly (41%)

- they were more likely to disagree with the statement that recommendations were based on unreliable information (32.5%).

Confusion about the review process

A large proportion of the entire sample (57.6%) agreed or strongly agreed that the review process was confusing or difficult to understand. Chi-square tests were performed to find out whether the level of education of officers or the number of years since they had been sworn in influenced whether they found the review process 'confusing and difficult to understand'. No significant difference was found. That is, regardless of their education or length of service, most officers found the process confusing.

Section E — Comments

Ways to improve process

The survey invited respondents to comment on ways in which the review process could be improved.

In the course of responding to this question, 118 officers (n=412) indicated that they were unable to comment. Most officers cited their lack of exposure to the review process as to the reason they were unable to comment.

Of those respondents who felt able to comment (n=294), most indicated that they thought the review process could be improved in some fashion, with only 15 respondents indicating that no improvement was necessary.

Comments about how the review process could be improved varied considerably from officer to officer. However, a large number of respondents (49) indicated that delays in the process needed to be reduced.

The perceptions identified in the report of the QPS Review Committee were reiterated to varying degrees in the comments of officers.

Inconsistent recommendations by Review Commissioners

Six officers referred to the issue of consistency, e.g.:

> Consistency!!!!! There is just no consistency ...
>
> Some Review Commissioners have pet issues

Recommendations made on unreliable information

Six officers referred to the issue of unreliable information, e.g.:

> The provision of more reliable and independent data to the Review Commissioners.
>
> The review process is subject to the types of information provided to them. Their findings are generally a reflection of the evidence provided by panel convenors. There is always an inherent danger of 'filtering' of information.

Officers reviewing to obtain feedback

Six officers referred to post-selection feedback, e.g.:

> Strategies need to be put in place to reduce the number of reviews, i.e. ... Convenors should be trained in providing good feedback.
>
> Have the grounds for review substantiated. Have the member lodging a review advised as to whether or not their grounds are genuine. In many instances, reviewers simply want to 'have a look' at a successful member's resume ...

Poor prospects for challenging appointments

Eighteen respondents referred to the issue of challenging appointment decisions, e.g.:

> You can't win a review. Any person submitting a review is alleging that the QPS does not know what it is doing. Therefore only 1% of review actually succeeds.
>
> I don't know enough about it. From reading the *Gazette*, it appears that reviews are rarely upheld, and this must be of some concern, unless selection panels always get it right.
>
> There is always the perception that an applicant for review is wasting their time and that the review is heavily weighted in favour of the successful applicant.
>
> I have no idea. But it needs to be looked at. The balance of probabilities predicts that the percentages should be different. I can't believe that so many reviews work in favour of the original applicant who got the spot. It can't be right.
>
> People who have genuine grievances in the selection process are not adequately catered for in the review process. If the convenor has 'rigged' the process and possesses any degree of intelligence, he can obtain the result he desires and then lie.
>
> The review process at present has 100 per cent results in favour of the appointee — this is just not a realistic result. It is saying that people are never wrong. It has been a very long time since a Review Commissioner has changed a decision.

Applicants do not know what is required

Thirteen officers referred to the perception that applicants for review do not know what is required in the review process, nor the criteria upon which decisions are made, e.g.:

> E-mail each person going through the process a one page, point-form handout on how the review process works and the steps involved in the process. Most police I speak to do not have a clue what they have just been through.
>
> Make personnel aware of what happens in a review. A lot of people don't know and ask people who have been through it. Have Review Commissioners address personnel as to what they would need to have in front of them to consider a review.
>
> Remove the bureaucratic jargon and make the process easier to understand. Introduce formal education on the process and how to use the process correctly.
>
> Greater education to what is expected in the review process.

A complete list of responses to this question is available from the Research and Prevention Division.

Conclusions

The Applicant Survey was designed to measure the perceptions of those officers who had actual involvement in the promotion, transfer and review system. The responses in the comments section of the survey indicate that the perceptions identified by the QPS Review Committee continue to be held by officers to varying degrees.

The main points arising out of the analysis of responses to those questions in the Applicant Survey that were directly relevant to the promotion and transfer review process are:

- officers who had some actual involvement in the review process tended to hold stronger views (both positive and negative) about the review process, while officers who had not had involvement in the process were more likely to select the response 'neither agree nor disagree'
- in four out of the five relevant questions, significant differences were found between the responses of officers who were involved in the review process and those who were not
- officers who had been involved in the review process as an applicant for review generally had a more negative attitude than those who were involved as appointees
- applicants for review were more likely to disagree that Review Commissioners are consistent in their recommendations, that applicants who demonstrate a genuine grievance will get a favourable recommendation from a Review Commissioner, and that the review process treats all officers fairly, and were more likely to agree that Review Commissioners make their recommendations on unreliable information
- the outcomes of the review process appear to have a considerable influence on the individual respondent's perceptions of the process
- officers generally found the review process confusing and difficult to understand, regardless of whether they had been involved in the process or not, and irrespective of level of education and years of service
- comments as to how the review process could be improved varied considerably from officer to officer; however, a large number of respondents (49) indicated that delays in the process needed to be reduced
- the perceptions identified in the report of the QPS Review Committee were reiterated to varying degrees in the comments of officers.

Part 4: Client survey

This part describes the methodology used in the Client Survey and outlines the results of responses to those questions that are of interest in monitoring the review process.

Survey procedures

The sample frame consisted of all applicants and appointees who attended a promotion and transfer review and received a review report in the seven-month period from 1 May to 31 December 1997. The data were collected by means of a paper-based survey, which was posted to each applicant and appointee along with the findings of the Review Commissioner on each application for review. In the case of applicants and appointees who attended multiple review hearings, only one questionnaire was issued.

Sample selections and response rates

A total of 148 officers received a review report during the period from 1 May to 31 December. Due to an administrative error, four officers were not issued with questionnaires. Thus, the final sample consisted of 144 officers.

A total of 28 officers completed and returned the client survey, which represents a response rate of 19.4 per cent.

This response rate is so low that it would be unwise to attempt to draw any firm conclusions from the data. It is unlikely that the survey results broadly reflect the views and experiences of the total sample population. However, the findings are presented here for the sake of completeness.

Characteristics of sample

Detailed information on the demographics of the respondents, including rank, gender, years sworn into the QPS, and level of education, is given in appendix C.

In summary, the survey sample had the following characteristics:

- most were male
- most were concentrated in the ranks of Senior Constable, Sergeant and Inspector
- the majority had less than 20 years' service in the QPS.

Survey instrument

The questionnaire consisted of 33 questions, divided into five sections:

- demographics
- involvement in the promotion and transfer review process
- applicant-specific questions

- general questions about the review process
- comments.

A copy of the questionnaire is given in appendix D .

A draft of the questionnaire was provided to the Inspector, Review Section, QPS for comment as well as the Review Commissioner who was hearing promotion and transfer matters at that time. Some slight adjustments were made on the basis of the feedback provided.

The remainder of this part presents the results of the Client Survey that relate to the monitoring process.

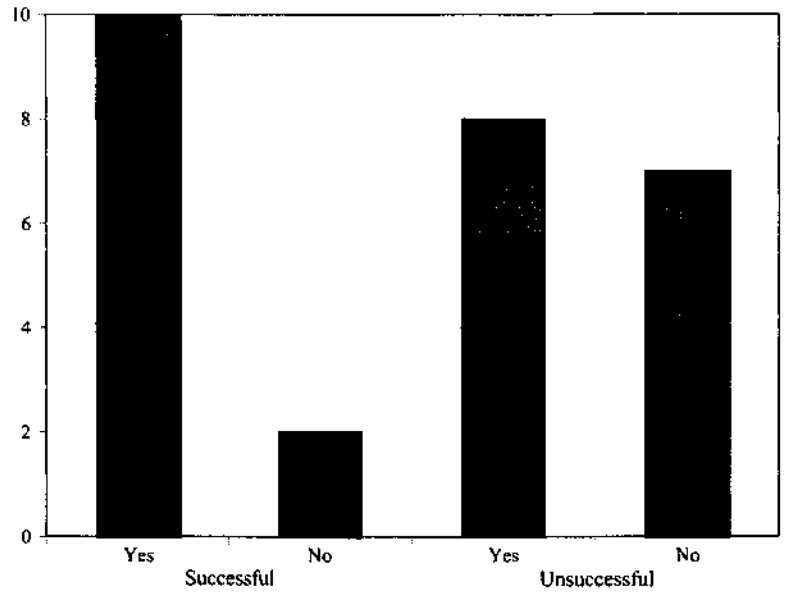
Results

Fairness of hearing

Respondents were asked whether or not they thought that the Review Commissioner gave them a fair hearing. Of the total respondents (n=28), 12 were 'successful' on review (i.e. obtained a favourable recommendation from the Review Commissioner). The responses to this question should be considered in light of whether the respondent was 'successful' in his/her review.

Of the total 'successful' applicants (n=12), 10 (83%) believed that they had a fair hearing. Of the 'unsuccessful' applicants (n=16)[2], eight (50%) believed they had a fair hearing, while seven (44%) believed that the Review Commissioner did not give them a fair hearing.

Figure 4.1 — Parties' perception of fairness of hearing by hearing outcomes



The fact that 50 per cent of those respondents who were unsuccessful in their review felt that they had a fair hearing must be viewed as a positive indication of the procedural fairness provided by the Review Commissioners.

2 There was one 'missing' case among the unsuccessful respondents in this question.

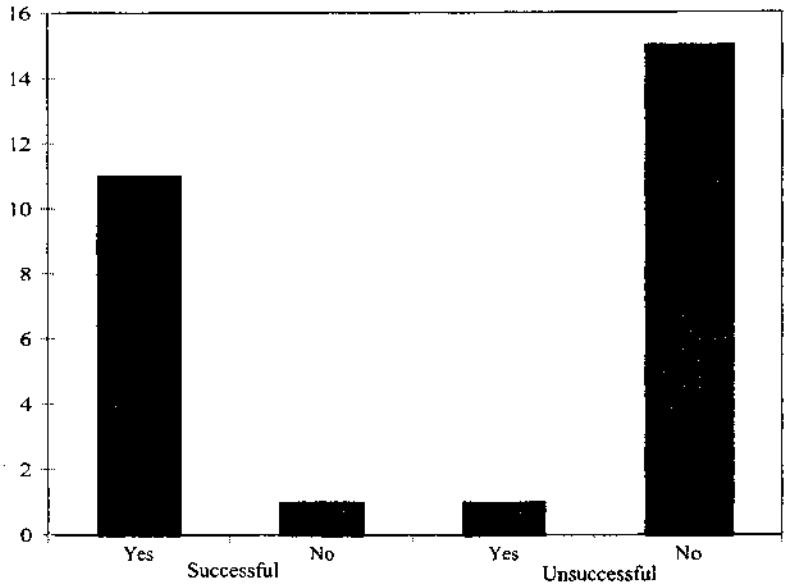
Satisfaction with outcome

Satisfaction with the outcome of the review process tended to depend largely on whether the officer was successful at review.

There were a total of 12 respondents that were satisfied with the outcome of the review process. Of these, 11 were successful applicants and one was an unsuccessful applicant.

By contrast, 15 of the 16 respondents that were not satisfied with the outcome of the review hearing were unsuccessful applicants. The distribution of these responses is shown below in figure 4.2:

Figure 4.2 — Parties' satisfaction with outcome by success



Section B — Involvement in the promotion and transfer process

Reasons for not making prior applications for review

Nineteen officers responded to this question. The responses have been coded into six categories detailed in table 4.1 below. The data indicate that a number of respondents chose not to make an application for review because they lacked confidence in the system or because they perceived that the process offered little hope of delivering them a successful outcome.

Table 4.1 — Reasons for not making applications for review

Reasons	Number of respondents
No hope of success	8
Loss of confidence in the system	5
Successful applicant had comparable experience	1
Insufficient evidence to challenge the decision	2
Not wanting to cause conflict	1
Position earmarked for another person	2

Section C — Post-selection feedback

Section C of the Client Survey posed three questions that dealt specifically with the issue of post-selection feedback as it related to the review process.

Of the 18 respondents to the question 'Prior to making your application for review, did you seek post-selection feedback?', 17 (94.4%) stated that they had sought post-selection feedback with only one respondent (5.6%) stating that feedback had not been sought.

Of the 17 officers who responded to the question 'Were you satisfied with the feedback you received?', only three (17.6%) indicated that they were satisfied.

Respondents were also asked 'If you had received satisfactory feedback do you think you would have proceeded with the application for review?'. Only one of the 12 respondents indicated that he/she would not have proceeded with the review if satisfactory feedback had been received.

Section D — General questions about the review process

Read HRM Manual before or during review process

All but two of the respondents to this question (92.6%) indicated that they had read the QPS HRM Policy and Procedures Manual on the review process before or during the process.

Sources of answers to queries about the review process

The most frequent source of information that officers relied upon for advice in relation to the review process was their colleagues, as demonstrated in table 4.2 below.

Table 4.2 — Source of advice in relation to queries about the review process

Source of advice	Number of respondents
Secretary to the Review Commissioner	11
QPS Review Section	8
Regional Personnel Officer	3
Colleagues	12
Other[3]	2

Perceptions of delay

Of the 28 respondents to this question, 17 (60.7%) felt the process was *not* unnecessarily delayed; 11 respondents (39.3%) took the contrary view.

Respondents were also asked what they felt was the cause of delay in the review process. Of the 14 respondents, the majority singled out tardiness in the provision of information about the selection process, as indicated in table 4.3 below:

Table 4.3 — Perceived major cause of delay in review process

Major cause	Number of respondents
Provision of information by the panel convenor	8
Failure of Review Commissioners' office to set hearing date	3
The applicant	2
Unknown	2

Submissions

Of the 27 respondents who prepared a submission, all but one (96.3%) prepared their own submissions.

Most respondents (85.7%) thought the time allocated for completion of submissions was adequate. One respondent (3.6%) felt the time allocated was too long, and two (7.1%) that the time allocated was too short.

Ability to make points

Of the 27 respondents, 19 (67.9%) felt they were able to make all the points they wished to, both in their written submissions and at the hearing. Eight respondents (28.6%) indicated that they were not able to make all their points.

3 Other sources of information nominated by these two respondents included: Union Representative, Legal Advisor, Office of the Public Service, Administrative Law Literature, PSA Act and HRM Manual.

The reasons offered by the eight respondents who stated that they were unable to make all their points were as follows:

> Review Commissioner too obsessed with time limits of hearings.
>
> Part of the grounds for review concerned process — the panel convenor was not present — difficult to overcome and explain omission by the panel being proposed by the applicant.
>
> I found it difficult to provide substance to points raised without completing a lengthy report.
>
> It was evident the Commissioner had made up his mind before the review took place. Attempted to influence submissions prior to review.
>
> HRM limits submissions to six pages; cannot respond adequately in six pages if many process errors. Review Commissioner was not open to the issues.
>
> Well, I got most of my points across; however, the Review Commissioner kept stating that we had spent so much time on the first review. He must have had to catch a bus or something. The last three reviews were very rushed.
>
> The review process does not allow adversarial matters to arise. This prevents bringing to notice the abilities of certain officers to be questioned especially where suspect appointments have been made etc.
>
> Medical grounds and failure of the CJC to supply sufficient information as required.

The perceptions of officers involved in the review process, particularly those who were unsuccessful at review, need to be viewed with caution as their objectivity is likely to be clouded by the outcome of the review (see Part 3). However, the above comments do serve as a warning to Review Commissioners not to rush the parties to review during the course of the hearing, and to make it clear to applicants that, while a Commissioner may have formed an initial opinion on the written material, he or she has not prejudged the matter.

Telephone conference hearings

Of the 13 officers who responded to the question 'Do you think that the telephone hearing disadvantaged you in any way?', four felt they had been disadvantaged in some way by the teleconference format.

Panel convenors present at hearing

Nineteen of the 28 respondents (67.9%) agreed with the suggestion that panel convenors should be in attendance at promotion and transfer review hearings.

Conclusions

In summary, the response rate to the client survey in 1997 was so low that it is unwise to draw any firm conclusions from the data. However, the following points are of interest in monitoring the promotion and transfer review process:

- 42.9 per cent of the respondents to the survey were officers who were successful on review
- 50 per cent of unsuccessful parties to the review process considered that they had a fair hearing despite the outcome

- of the respondent officers, the most frequently utilised source of advice about the review process was colleagues
- all but one of the respondents prepared their own written submissions for review
- some of the respondents who felt they were unable to make their points at the hearing perceived that the Review Commissioner was rushing proceedings, or prejudging the issue
- a large proportion of the respondents were happy with the time allocated for completion of submissions
- around two-thirds of respondents preferred that the panel convenor be present at the hearing.

Part 5: Other monitoring procedures

This part details two additional steps taken in 1997 and 1998 to improve the monitoring of the review process: the recording of complaints made to the Secretary to the Review Commissioners, and the holding of quarterly meetings of the Review Commissioners.

Recording of complaints made to Secretary

A system was developed at the start of 1997 whereby the Secretary to the Review Commissioners began recording complaints made by officers over the phone about the administration of the review process. The system was introduced to identify and correct administrative problems.

The Secretary completed 12 complaint forms in 1997 (see appendix E for an example of a complaints form). The types of complaints varied from officer to officer including:

- delays with the panel convenor's report
- delays caused by other parties
- Review Commissioners' preconceived ideas
- system not adequately explained
- not enough time to complete submission
- scheduling of hearing too slow.

There was not a sufficient number of similar complaints made to reveal any particular trends or problems in the administration of the review process.

Review Commissioners' meetings

During 1997, quarterly meetings of the Review Commissioners were instituted to review figures for the jurisdiction and to discuss current issues and develop a consensus approach among Review Commissioners. A breakdown of the quarterly figures for 1997 is given in appendix F.

To date the Review Commissioners have held five quarterly meetings. Any business that arises out of these meetings relevant to the QPS is communicated to the QPS through correspondence and regular liaison and meetings with representatives of the QPS HRD.

In addition, the Review Commissioners were responsible for the institution of an Annual Meeting of the Review Commissioners with representatives of the QPUE and the COU. The first such meeting, held on 3 December 1997, established an important dialogue between the various agencies and the Review Commissioners to facilitate the monitoring process. A second meeting was held on 31 July 1998.

Part 6: Conclusion

This final part briefly summarises the main findings of the report and makes recommendations for (I) the future monitoring of the promotion and transfer review process, and (ii) the improvement of the current process.

Summary of key findings

Studies utilising the CPSR database

The study of the ultimate outcomes of promotion and transfer review applications demonstrated that a very small proportion of applicants for review (2.6% in 1996 and 1.4% in 1997) are successful in obtaining appointment to the position they sought to challenge.

However, 16.5 per cent of applicants for review in 1996 and 15.8 per cent in 1997 were 'successful' in that they received a favourable recommendation from a Review Commissioner, and gained a second opportunity to present their case to a selection panel. The study did not reveal any substantial evidence to support the presumption that the QPS secondary selection panel process was unfair.

A comparison of the rates by which individual Review Commissioners recommend that QPS selection decisions be interfered with provided no conclusive evidence of an inconsistency of approach between the different Review Commissioners.

An analysis of data on withdrawals indicated that a large proportion of applicants for review who later withdraw their applications (71.14%) do so after receiving the panel convenor's report.

A study of delays in the review process found that the average time taken from lodgement to hearing remained virtually constant between 1996 and 1997 at around 58 working days, or between 11 and 12 weeks.

Applicant Survey

Officers who had some actual involvement in the review process tended to hold stronger views (both positive and negative) about the review process, while officers with no involvement in the process were more likely to select the response 'neither agree nor disagree'.

Those respondents who had been involved in the review process as an applicant for review generally had a negative attitude towards the process. They were more likely to disagree with statements that: the Review Commissioners are consistent in their recommendations; applicants who demonstrate a genuine grievance will get a favourable recommendation from a Review Commissioner; the review process treats all officers fairly. Similarly these respondents were more likely to agree that Review Commissioners make their recommendations on unreliable information.

On the other hand, those respondents who had been involved in the review process as an appointee generally responded more positively to the above statements.

The results of the study of the ultimate outcomes of applications for review detailed in Part 2 demonstrate that very few applicants for review are successful in obtaining appointment to the position which they

sought to challenge. It is likely that the outcomes of the review process had a strong influence on the perceptions expressed about the fairness and efficiency of the process.

Regardless of whether they had been involved with the review process or not, officers generally found the process confusing and difficult to understand. This perception was consistently held by officers across different levels of education and with varying years of service.

Comments as to how the review process could be improved varied considerably from officer to officer. However, a large number of respondents (49) indicated that delays in the process needed to be reduced. The perceptions identified in the report of the QPS Review Committee were reiterated to varying degrees in the comments of officers.

Client Survey

The response rate to the Client Survey in 1997 was so low that it would be unwise to draw any firm conclusions from the data. However, the following points are of interest in monitoring the promotion and transfer review process:

- over 40 per cent of the respondents to the survey were officers who were successful on review
- 50 per cent of unsuccessful parties to the review process considered that they had a fair hearing despite the outcome
- the most frequently utilised source of advice about the review process was colleagues
- all but one of the respondents (96.29%) prepared their own written submissions for review
- some of the respondents felt they were unable to make their points at the hearing because the Review Commissioner was rushing proceedings, or prejudging the issue
- a large proportion of the respondents (85.7%) were happy with the time allocated for completion of submissions
- 67.9 per cent of respondents indicated that they would prefer that the panel convenor be present at hearings.

Recommendations

Recommendations for future monitoring are as follows:

1. That a study be undertaken in the latter part of 1998 to survey applicants for review of promotion and transfer decisions who withdraw their applications, as to their motivation in lodging and withdrawing their application.

2. That a further study be conducted into the ultimate outcomes of promotion and transfer decisions remitted to QPS panels in 1998.

3. That delays in the review process continue to be monitored with a view to reducing the time taken to finalise promotion and transfer matters.

4. That all other monitoring strategies initiated in 1997 be continued — i.e. the Review Commissioners' quarterly meetings, meetings with the representatives of the QPS HRD, the QPUE and the COU, and the recording of complaints by the Secretary to the Review Commissioner.

Recommendations for improvement of the review process are:

1. That the Review Commissioners persist with the policy of remitting selection decisions to the QPS panels, unless further evidence comes to light that the QPS secondary selection panel process is unfair.

2. That steps be taken to modify QPS officers' perceptions of the review process by emphasising that what the review process strives to guarantee is a right to a fair selection process, not a right to an appointment.

3. That further steps be taken to reduce the amount of confusion that officers experience with the promotion and transfer review process and to encourage officers to seek information about the review process from reliable sources.

4. That Review Commissioners be vigilant about ensuring that parties to the review are not rushed in presenting their submissions and that they reassure parties that they have not predetermined the matter by forming a preliminary view based on the written material.

5. That further consideration be given to the issue of whether panel convenors should be requested to attend review hearings on a more regular basis.

References

QPS Review Committee 1996, *Report on the Review of the Queensland Police Service* [Bingham Review], Prepared for the Honourable Russell Cooper MLA, Minister for Police and Corrective Services and Minister for Racing, QPS Review Committee, Kingswood Press, Brisbane.

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Appendices

Appendix A
Relevant sections of the promotions and transfer applicant survey

PROMOTIONS AND TRANSFER

APPLICANT SURVEY

Some of the questions below will require you to recall how many times you were involved with various parts of the promotion and transfer process in the period from 1 January 1995 to the present. Your **best estimate** is all we require.

The information provided will be reported only in the form of statistical summaries and your individual identity will not be recorded in any form. The questionnaire is **completely confidential.** When you respond your answers to questions will be down loaded directly into a secure data base.

There are no right or wrong answers- we would just like your own personal experiences and views. Most questions can be answered by clicking on the button which most closely represents your view. Some questions require you to type your response. The survey takes approximately 10-15 minutes to complete.

You are requested to complete the survey by 14 November 1997. Your promptness in responding and returning this survey will be greatly appreciated. When you complete your survey you simply click on the "submit evaluation" button below to automatically forward your responses to the special data base created for the promotion and transfer system evaluation.

The findings of the survey will be published via the Bulletin Board for the information of all officers. It is expected that the analysis of the data will be completed by December 1997.

If you have any queries about this questionnaire, please direct them to :

Senior Sergeant Phil Barrett - Telephone (07) 3364 6866 or via email

Thank you for your time and participation.

SECTION A

PERCEPTIONS OF THE PROMOTION, TRANSFER & REVIEW SYSTEM

Please indicate the extent to which you agree or disagree with the following statements.

QA1. The QPS Promotion and Transfer system is fair

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA2. There is bias towards appointing applicants from within the particular Region that the position is located

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA3. QPS Selection panels are mostly consistent in their approach

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA4. Officers located outside of regional headquarters have an equal chance of gaining appointments there

QA15. In practice, QPS selection panels do not closely adhere to the proper processes as laid down in the legislation and HRM policies

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA16. The different Commissioners for Police Service Reviews are generally consistent in their recommendations

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA17. Commissioners for Police Service Reviews make their recommendations on unreliable information

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA18. Applicants who demonstrate a genuine grievance will usually get a favourable recommendation from the Review Commissioner

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA19. The review process is confusing and difficult to understand

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA20. The review process treats all officers fairly

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

QA21. All QPS officers should be provided with formalised training in applying for positions

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	2	3	4	5

SECTION B

INVOLVEMENT IN THE PROMOTIONS AND TRANSFER SYSTEM

QB1. Since 1 January 1995 in what capacity, if any, have you been involved in the Promotions and Transfer System? (select as many as apply)

Applicant
Panel Member (Including as Convenor)
No Involvement

If No Involvement
GOTO SECTION E

QB2. Since 1 January 1995 approximately how many positions have you applied for?

No of times (approx)

Appendix B
Applicant Survey — Demographics

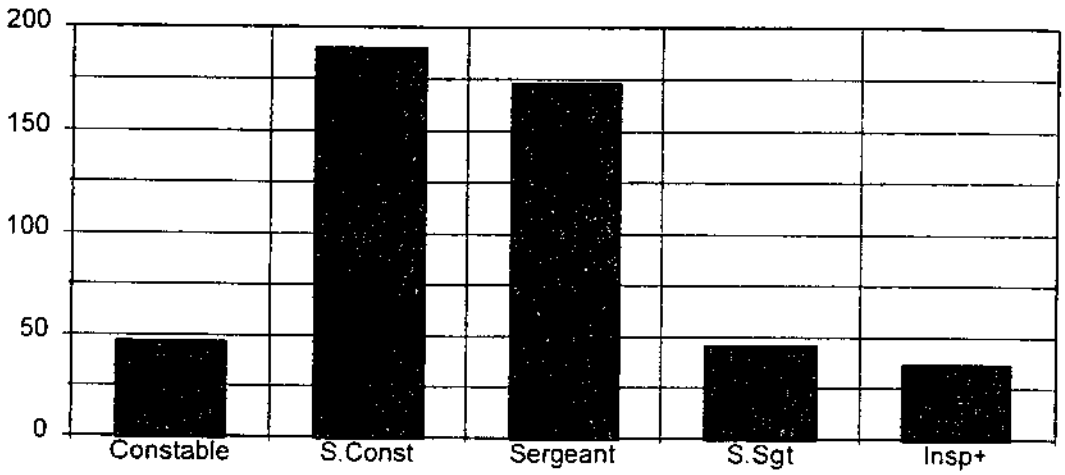
APPLICANT SURVEY

SECTION E - DEMOGRAPHICS

RANK OF RESPONDENTS

The distribution of the rank of respondents is displayed below (Figure 2.4). The data indicates that the majority of respondents are concentrated in the ranks of Senior Constable and Sergeant

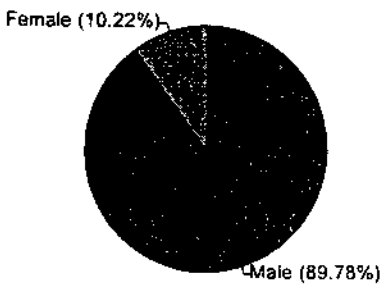
FIGURE 2.4 - CURRENT RANK OF RESPONDENT



GENDER OF RESPONDENTS

The proportion of male respondents was substantially higher than female respondents. The gender breakdown of respondents is displayed in Figure 2.5 below.

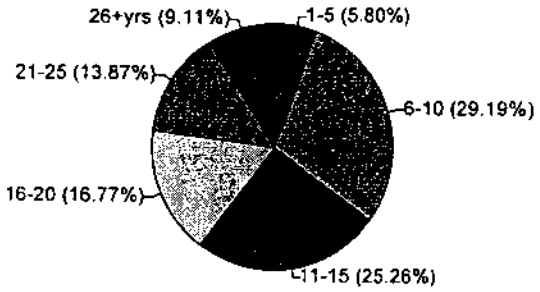
FIGURE 2.5 - GENDER OF RESPONDENTS



YEARS SWORN TO QUEENSLAND POLICE SERVICE

The results shown in the graph below (Figure 2.6) indicate that there were more respondents who have been sworn into the QPS for the shorter lengths of time than those who have served for longer periods.

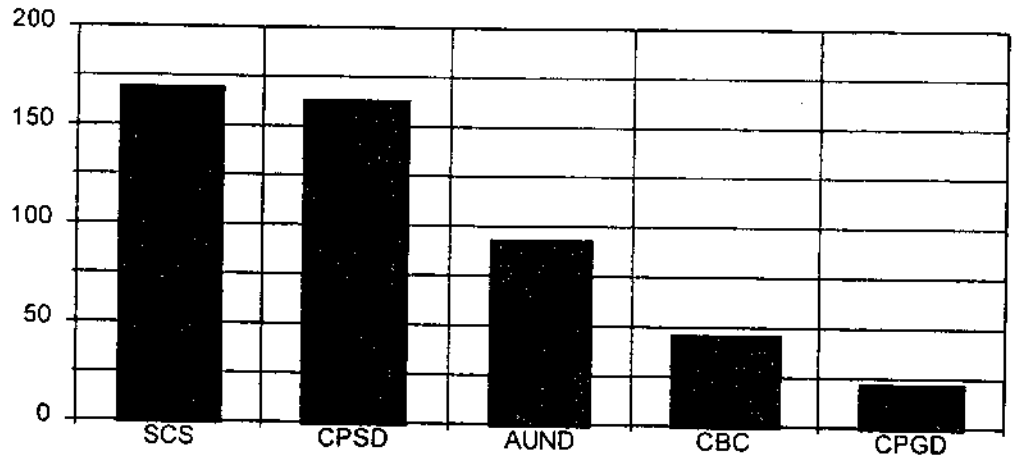
FIGURE 2.6 - YEARS SWORN TO QUEENSLAND POLICE SERVICE



LEVEL OF EDUCATION

Figure 2.7 indicates that the majority of respondents had not attended university. Most respondents highest level of education was attendance and or completion of secondary education or had completed some post -secondary diploma, TAFE certificate or trade qualification.

FIGURE 2.7 -LEVEL OF EDUCATION



SCS	=	Some or completed Secondary Education.
CPSD	=	Completed other post-secondary diploma, TAFE certificate or trade qualification.
AUND	=	Attended University, no degree.
CBD	=	Completed Bachelors degree.
CPGD	=	Completed postgraduate diploma or degree.

CONCLUSION RE: APPLICANT SURVEY

In summary, the survey sample had the following characteristics:

- most were male;
- most were concentrated in the ranks of Senior Constable and Sergeant;
- the majority had less than 20 years service in the QPS;
- the majority of respondents had not attended university.

Appendix C
Client Survey — Demographics

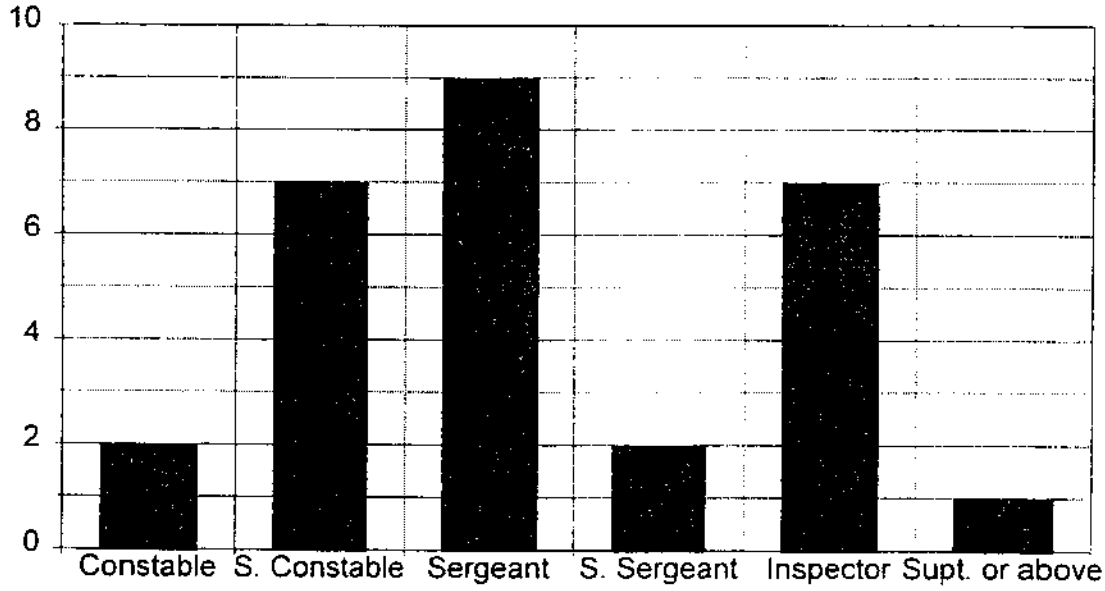
CLIENT SURVEY

SECTION A - DEMOGRAPHICS

RANK OF RESPONDENTS

The distribution of the rank of respondents is displayed below (Figure 2.1). The data indicates that the majority of respondents are concentrated in the ranks of Senior Constable, Sergeant and Inspector. Of the total respondents (28) the highest proportion were the rank of Sergeant (9).

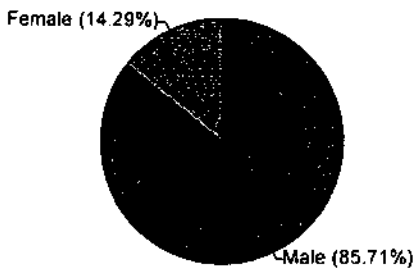
FIGURE 2. 1 - CURRENT RANK OF RESPONDENT



GENDER OF RESPONDENTS

The proportion of male respondents was substantially higher than female respondents. The gender breakdown of respondents is displayed in Figure 2.2 below.

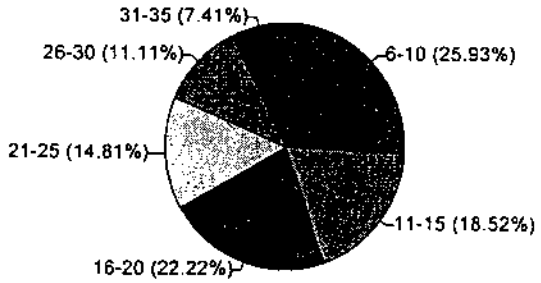
FIGURE 2.2 - GENDER OF RESPONDENTS



YEARS SWORN TO QUEENSLAND POLICE SERVICE

The results shown in the graph below (Figure 2.3) indicate that there were more respondents who have been sworn into the QPS for the shorter lengths of time than those who have served for longer periods.

FIGURE 2.3 - YEARS SWORN TO QUEENSLAND POLICE SERVICE



CONCLUSION RE: CLIENT SURVEY

In summary, the survey sample had the following characteristics:

- most were male;
- most were concentrated in the ranks of Senior Constable. Sergeant and Inspector;
- the majority had less than 20 years service in the QPS.

Appendix D

POLICE SERVICE REVIEWS
CLIENT SURVEY 1997

This survey is part of an ongoing project conducted by the office of the Commissioner for Police Service Reviews to monitor the Queensland Police Service Reviews Process.

This project is in response to Recommendation 64 of the Report of the QPS Review Committee, July 1996, which recommended that a monitoring process be established by the CJC in consultation with the Review Commissioners and the Commissioner for Police.

In order to accurately evaluate the Review Process it is important to gauge the views of officers who have experienced the process in its entirety from application to hearing. Survey forms will be posted to all applicants and appointees at the same time as the Review Commissioner's Recommendations.

The information provided will be reported only in the form of statistical summaries and your individual identity will not be recorded in any form. The questionnaire is completely confidential.

By completing this survey you will provide important feedback on the operation of the review process which will be analysed with a view to improving the system. There are no right or wrong answers- we would just like your own personal experiences and views. Most questions can be answered by ticking the box. The survey takes approximately 5 minutes to complete.

You are requested to complete the survey within 14 days of it's receipt. Your promptness in responding and returning this survey will be greatly appreciated. When you complete your survey, please place it in the envelope provided for return by internal mail to:

The Secretary to the Commissioner for Police Service Reviews
P.O. Box 137 Albert Street
BRISBANE QLD 4002

The findings of the survey will be published on a half-yearly basis.

If you have any queries about this questionnaire, please direct them to :

Sue Chapman on (07) 3360 6387

Thank you for your time and participation.

D. L. Browne

Ms Dina Browne AO
Commissioner for Police Service Reviews

POLICE SERVICE REVIEW PROCESS
CLIENT SURVEY

SECTION A--DEMOGRAPHICS

Could you provide the following details about yourself so that we can group similar officers together.

QA1. What is your current rank? (tick one)

Constable	☐ 1
Senior Constable	☐ 2
Sergeant	☐ 3
Senior Sergeant	☐ 4
Inspector	☐ 5
Superintendent or above	☐ 6

QA2. Are you male or female?(tick one)

Male	☐ 1
Female	☐ 2

QA3. How many years since you were sworn-in to the Queensland Police Service?) _____ (years)

SECTION B--INVOLVEMENT IN THE PROMOTION AND TRANSFER REVIEW PROCESS

QB1. Apart from your most recent experience with the Review Process have you previously been involved in the Review Process as an applicant or an appointee? (tick one)

Yes	☐ 1
No	☐ 2

If No GOTO QB4

QB2. Approximately how many times have you been an applicant for Review?

No of times

☐

QB3. Approximately how many times have you been appointed to a position which has been the subject of an application for review?

No of times

☐

QB4. Apart from your most recent experience with the Review Process have you been in the situation that you felt aggrieved about a promotion or transfer decision but did not exercise your right of review?(tick one)

Yes	☐ 1
No	☐ 2

If No GOTO SECTION C

QB5. If you answered "Yes" to the question above, for what reasons did you not make an application?(please list reasons)

_____

_____

_____

_____

SECTION C - APPLICANT SPECIFIC QUESTIONS

Only answer the questions in this section if in your **LAST** experience with the Review Process you were an applicant for Review. If not GOTO SECTION D.

QC1. In your application for Review which of the following categories did your grounds fall into?(tick one)

Merit only	☐ 1
Process only	☐ 2
Both Merit and Process	☐ 3

QC2. Prior to making your application for Review did you seek post selection feedback?(tick one)

Yes ☐ 1

No ☐ 2

If Yes GOTO QC4

QC3.For what reasons did you <u>not</u> seek feedback?(please specify)

_____

_____

_____

GOTO SECTION D

QC4.Were you satisfied with the feedback you received?(tick one)

Yes ☐ 1

No ☐ 2

If Yes GOTO SECTION D

QC5. If you had received satisfactory feedback do you think you would have proceeded with the application for Review?(tick one)

Yes ☐ 1

No ☐ 2

QC6.On the basis of your experience, in what areas, if any, could the provision of feedback be improved?(please comment)

_____

_____

_____

_____

SECTION D - GENERAL QUESTIONS ABOUT THE REVIEW PROCESS

Please answer the following questions with regard to your **LAST** experience with the Review Process:

QD1 Prior to or during the review process did you read the section of the HRM Policies and Procedures Manual in relation to the review process?(tick one)

Yes	☐ 1
No	☐ 2

QD2. During the review process did you have any query(s) about review procedures? (tick one)

Yes	☐ 1
No	☐ 2

If No GOTO QD5

QD3. What were these query(s) in relation to? (please specify)

_____

_____

_____

QD4. To which of the following sources did you turn to in order to seek an answer to your query(s)?(tick as many as apply)

Secretary to the Review Commissioner	☐ 1
QPS Review Section	☐ 2
Regional Personnel Officer	☐ 3
Colleagues	☐ 4
Other (please specify)	☐

QD5. Did you find the review process confusing?(tick one)

Yes	☐ 1
No	☐ 2

If No GOTO QD7

QD6. In what way(s) was the process confusing?(please specify)

_____

_____

_____

QD7. Approximately how long (in weeks) did the review process take from lodgement of application through to hearing?

No of weeks

☐

QD8. Do you think that the review process was unnecessarily delayed?(tick one)

Yes	☐ 1
No	☐ 2

If No GOTO QD10

QD9. What do you consider to be the major cause of the delay?(please specify)

_____

_____

_____

QD10. Did you prepare your own submission(s)?(tick one)

Yes	☐ 1
No	☐ 2

QD11. Did you feel you were able to make all the points that you wanted both in your written submissions and at the hearing?(tick one)

Yes	☐ 1
No	☐ 2

If Yes GOTO QD13

QD12. For what reason(s) do you think you were unable to make all your points?(please specify)

_____

_____

_____

QD13. How would you describe the length of time allocated for completion of your submission? (tick one)

Too Long	☐ 1
Too Short	☐ 2
Adequate	☐ 3

QD14. Was the hearing conducted by telephone conference?(tick one)

Yes	☐ 1
No	☐ 2

If No GOTO QD16

QD15. Do you think that the telephone hearing disadvantaged you in any way?(tick one)

Yes	☐ 1
No	☐ 2

QD16. Do you think Panel Convenors should be present at all promotion and transfer review hearings?(tick one)

Yes	☐ 1
No	☐ 2

QD17. Do you think the Review Process advantages the applicant or appointee or neither?(tick one)

Applicant	☐ 1
Appointee	☐ 2
Neither	☐ 3

QD18. Do you think that the Review Commissioner gave you a fair hearing?(tick one)

Yes	☐ 1
No	☐ 2

If Yes GOTO QD20

QD19. For what reasons <u>don't</u> you think you got a fair hearing?(please specify)

_____

_____

_____

QD20. Are you satisfied with the outcome of the Review Process in this instance?(tick one)

Yes	☐ 1
No	☐ 2

QD21. Did the Secretary to the Commissioners for Police Service Reviews provide professional and courteous advice throughout the process?(tick one)

Yes	☐ 1
No	☐ 2

Appendix E

CPSR TELEPHONE/COUNTER COMPLAINTS FORM

Date:	___/___/___			**Point of Contact:** ✓ whichever applies			Counter			Phone ☎		
Complainant's Rank: ✓ whichever applies	Con	S/Con	Sgt	S/Sgt	Insp	Supt	P/C / Det C	P/C / Det S/C	Det Sgt	Det S/Sgt	Det Insp	Det Supt
Complainant's details:	Station:						District:					
Complainant's Region: ✓ whichever applies	Metro North			Metro South			South Eastern			South		
	North Coast			Central			Northern			Far Northern		
	Headquarters			CJC			Task Force					

NATURE OF COMPLAINT	✓
Panel Convenor's Report late/delayed	
Scheduling of hearing too fast	
Scheduling of hearing too slow	
Not enough time to complete submission	
System not adequately explained	
System inadequate	
Comments:	
Details of Complaint:	

Appendix F
CPSR Quarterly Statistics for 1997

COMMISSIONERS FOR POLICE SERVICE REVIEWS
Quarterly Statistics
January to March 1997

PROMOTIONS AND TRANSFERS

	Promotions	Transfers	TOTALS
New Applications Lodged	46	7	53
Applications Withdrawn	33	1	34
Applications Heard	**23**	**5**	**28**
RESULTS OF 28 MATTERS HEARD			
Affirmed	17	5	22
Varied	6	-	6
Set Aside	-	-	nil

% of Matters Heard with a result Varied or Set Aside this Quarter - 21.42 %

General Statistics (June 1990 to March 1997)% of Matters Heard with a result Varied or Set Aside- 17.22 %

OTHER MATTERS (ie. Discipline, Dismissal, Stand Down, Suspension, Unapplied Transfer)

	Discipline	Dismissal	Stand Down	Suspension	Unapplied Transfer	TOTALS
New Applications Lodged	3	-	-	-	-	3
Applications Withdrawn	1	-	1	-	-	2
Applications Heard	**4**	-	-	-	**1**	**5**
RESULTS OF 5 MATTERS HEARD						
Affirmed	1	-	-	-	1	2
Varied	1	-	-	-	-	1
Set Aside	2	-	-	-	-	2

% of Matters Heard with a result Varied or Set Aside this Quarter - 60 %

General Statistics (June 1990 to March 1997)% of Matters Heard with a result Varied or Set Aside- 32.78 %

COMMISSIONERS FOR POLICE SERVICE REVIEWS
Quarterly Statistics
April to June 1997

PROMOTIONS AND TRANSFERS

	Promotions	Transfers	TOTALS
New Applications Lodged	83	17	100
Applications Withdrawn	33	6	39
Applications Heard	27	3	30
RESULTS OF 30 MATTERS HEARD			
Affirmed	19	2	21
Varied	8	1	9
Set Aside	-	-	nil

% of Matters Heard with a result Varied or Set Aside this Quarter - 30.00 %

General Statistics (June 1990 to June 1997)% of Matters Heard with a result Varied or Set Aside- 17.48 %

OTHER MATTERS (i.e. Discipline, Dismissal, Stand Down, Suspension, Unapplied Transfer)

	Discipline	Dismissal	Stand Down	Suspension	Unapplied Transfer	TOTALS
New Applications Lodged	4	-	-	1	1	5
Applications Withdrawn	-	-	-	-	-	nil
Applications Heard	2	-	-	-	-	2
RESULTS OF 2 MATTERS HEARD						
Affirmed	2	-	-	-	-	2
Varied	-	-	-	-	-	nil
Set Aside	-	-	-	-	-	nil

% of Matters Heard with a result Varied or Set Aside this Quarter - 0 %

General Statistics (June 1990 to June 1997)% of Matters Heard with a result Varied or Set Aside- 32.25 %

COMMISSIONERS FOR POLICE SERVICE REVIEWS
Quarterly Statistics
July to September 1997

PROMOTIONS AND TRANSFERS

	Promotions	Transfers	TOTALS
New Applications Lodged	76	10	86
Applications Withdrawn	39	8	47
Applications Heard	**26**	**10**	**36**
RESULTS OF 30 MATTERS HEARD			
Affirmed	21	7	28
Varied	5	3	8
Set Aside	-	-	nil

% of Matters Heard with a result Varied or Set Aside this Quarter - 22.22 %

General Statistics (June 1990 to Sept 1997)% of Matters Heard with a result Varied or Set Aside- 17.60 %

OTHER MATTERS (i.e. Discipline, Dismissal, Stand Down, Suspension, Unapplied Transfer)

	Discipline	Dismissal	Stand Down	Suspension	Unapplied Transfer	TOTALS
New Applications Lodged	5	-	-	-	1	6
Applications Withdrawn	-	-	-	-	-	nil
Applications Heard	**3**	-	-	**1**	**1**	**5**
RESULTS OF 2 MATTERS HEARD						
Affirmed	-	-	-	-	1	1
Varied	1	-	-	-	-	1
Set Aside	2	-	-	1	-	3

% of Matters Heard with a result Varied or Set Aside this Quarter - 80 %

General Statistics (June 1990 to Sept 1997)% of Matters Heard with a result Varied or Set Aside- 32.00 %

COMMISSIONERS FOR POLICE SERVICE REVIEWS
Quarterly Statistics
October to December 1997

PROMOTIONS AND TRANSFERS

	Promotions	Transfers	TOTALS
New Applications Lodged	72	17	89
Applications Withdrawn	39	4	43
Applications Heard	**41**	**5**	**46**
RESULTS OF 30 MATTERS HEARD			
Affirmed	36	4	40
Varied	3	1	4
Set Aside	2	-	2

% of Matters Heard with a result Varied or Set Aside this Quarter - 13.04 %

General Statistics (June 1990 to Dec 1997)% of Matters Heard with a result Varied or Set Aside- 17.53%

OTHER MATTERS (i.e. Discipline, Dismissal, Stand Down, Suspension, Unapplied Transfer)

	Discipline	Dismissal	Stand Down	Suspension	Unapplied Transfer	TOTALS
New Applications Lodged	4	-	-	-	-	4
Applications Withdrawn	1	-	-	-	-	1
Applications Heard	3	-	-	-	1	4
RESULTS OF 2 MATTERS HEARD						
Affirmed	1	-	-	-	-	1
Varied	1	-	-	-	-	1
Set Aside	1	-	-	-	1	2

% of Matters Heard with a result Varied or Set Aside this Quarter - 75 %

General Statistics (June 1990 to Dec 1997)% of Matters Heard with a result Varied or Set Aside- 35.60 %