

This document has been redacted for Public Interest Immunity claims made by Victoria Police. These claims are not yet resolved.

Valuing Our People	
Task	<b>Provide ethical, values based leadership and improve organisational performance.</b>
Measurement(s)	- Ensure 100% compliance to Force Policies - All staff to comply with Organisational Values - Controller to be proactive in this area
Target Date	End of assessment
	<u>Statement Of Achievement</u> <span style="float: right;"><u>Rating</u></span>
Assessor	Exceeded
Self	Exceeded
	<p>Over the course of the 12 months, I have continued to present and demonstrate issues surrounding ethical leadership regarding human source management to the hundreds of students who have undertaken the ██████ Course.</p> <p>During this recent 12 months, I have positioned the SDU as the leading authority regarding the management of high risk human sources and have been regularly called upon for advice by assorted members of Victoria Police. The SDU has improved the ethical management of human sources statewide through strong leadership and improving VicPol performance in the high risk area of policing.</p> <p>In January 2009 I participated in a case study as part of the CEJA Knowledge Management Project with the view of improving VicPol corruption prevention strategy.</p> <p>This aspect directly contributes to SDU leadership in the area of intrusive supervision. My efforts in this area and my direct intervention ensures strong ethical leadership which has culminated in no complaints at SDU in the past 12 months.</p>

## My Personal Development (Voluntary)

What are your career goal(s) for the next 1-2 years.	
Self	Engage in the Transfer and Promotion system. Seek lateral transfer to a busy 24 hours CIU.
What are your longer term career goals? (Further career goal setting information can be found here <a href="http://intranet/content.asp?Document_ID=16244">http://intranet/content.asp?Document_ID=16244</a> )	
Self	Enhance my management and investigation skills. Extend my job knowledge by leaving the Covert Support Division and undertaking duties in a Region. Consider career progression to the rank of Inspector.
What capabilities & skills would you like to develop as part of your ongoing career development?	
Self	Undertake work place activities to demonstrate my competencies for the Advanced Diploma of Police Management.
My Personal Development (Voluntary)	
Activity	Progress my studies regarding the Advanced Diploma of Police Management.
Outcome & Benefits (both personal / organisational)	At the end on May 2009 I have successfully completed 11 of the 17 required topics.
Completed ?	Yes
Last updated by	█████ on 19 Jun 2009 3:51 PM

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## Performance Discussion

Performance Discussion	
<b>Date of Meeting</b>	28 Nov 2008
<b>Summary of Meeting</b>	Mid cycle feedback given to me by D/I GLOW. I was informed that I was performing well at the unit under a heavy workload. Acknowledged my efforts in all the areas of the Performance Focus Objectives.
<b>Last updated by</b>	██████ on 26 Jun 2009 2:46 PM
<b>Date of Meeting</b>	15 Jun 2009
<b>Summary of Meeting</b>	End of cycle feedback conducted with me by D/I GLOW. Discussion regarding successful completion of the 2008/2009 PDA and consistently high performance as a Controller at the Source Development Unit. Tasks undertaken were of high risk for Victoria Police and those efforts directly contributed to numerous arrests of individuals for assorted major crime. ██████ Black-O ██████ encouraged to seek promotion after his time at ██████ CIU.
<b>Last updated by</b>	██████ on 26 Jun 2009 3:00 PM

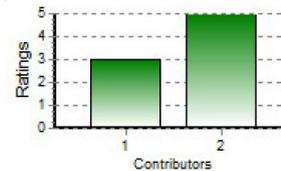
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## SERVICE DELIVERY

Evidence Summary / Validation					
Date	Item	Name & No.	Validated	Validation Comments (Required if Evidence is Not Valid)	Last updated by
18 Dec 2008	<p>My role as a Controller at the SDU places me in charge of the assessment process of high risk human sources for Victoria Police.</p> <p>Part of this process is the compilation and review of risk assessments upon those high risk individuals. The risk assessment process is a continual review of known facts and evaluation of service delivery to the Source, the Handler, the Organisation, the Information and to the Public.</p> <p>One such assessment was identified as deficient and my task was to ensure the Handler delivered service excellence to all of the Stake holders. The Handler was developed and a detailed risk assessment was produced. The risk assessment was reviewed as a matter of course over the following months which not only demonstrated the Handler's growth in technical skills, but ensured the achievement of organisational service delivery standards.</p> <p>This example is just one of several risk assessments that I supervised and influenced over the past 12 months.</p>		Yes		██████ on 1 Jul 2009 15:12
12 Nov 2008	<p>My supervision of assorted reward applications for high risk sources under management by SDU ensures a high standard to all stake holders. SDU have been able to ████████ sources who have been deployed, rewarded and then deactivated. This is due to my positive input into the successful tasking and timely reward of the sources. Handler has success, the Source is satisfied, the investigator gets an arrest, Command monitors the results at the Source Payment Committee and the public receives the results through a Safer Victoria by reduction in reported crime.</p>		Yes		██████ on 1 Jul 2009 15:24

Promotes service excellence - Encourages & demonstrates personal growth in technical skills and achievement of organisational service delivery standards through evaluation and continual improvement.

Capability/Competency # Ratings	Relationship Average
1 Assessor	At Level
2 Self	Consistently Above Level



## EMPLOYEE'S CONTRIBUTION TO THE ACTION PLAN

Evidence Summary / Validation					
Date	Item	Name & No.	Validated	Validation Comments (Required if Evidence is Not Valid)	Last updated by
18 Mar 2009	<p>"Design and deliver specialist intelligence training to Victoria Police"</p> <p>I am acknowledged as a subject matter expert and delivered ████████ training to student selected for that course number 22.</p>		Yes		██████ on 1 Jul 2009 15:16

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5 Dec 2008	Briefed Command regarding liabilities and processes surrounding the transition of a high risk human source into that of a Crown Witness. Detailed a strategy to ethically and safely implement the plan. Ensured the integrity of the process and that the stakeholder requirements were met through consultation.	Yes		CUSTOMER / COMMUNITY / STAKEHOLDER FOCUS	██████ on 1 Jul 2009 15:00
6 Jan 2009	Arranged a whole of office breakfast prior to an operational meeting which focused on team building and group discussion regarding the way forward. Revised the Source Development Unit standard operating procedures and detailed issues that negatively impacted upon well being of staff attached to the SDU.	Yes		MANAGERIAL SKILL	██████ on 1 Jul 2009 15:03
9 Feb 2009	Supported Anderson and his family at the time of the ████████. The SDU member and his family were evacuated from the family home with his young family. Roster alterations to ensure Anderson had flexibility to care for his personal needs during the traumatic times.	Yes		MANAGERIAL SKILL	██████ on 1 Jul 2009 15:05
6 Jan 2009	Acknowledgement of good work by SDU Handlers regarding high profile arrests of assorted heads of organised crime groups in recent months. Documented fact in SDU meeting minutes. Excellent performance and recognition builds team work, makes staff feel appreciated and motivates their performance.	Yes		MANAGERIAL SKILL	██████ on 1 Jul 2009 15:09
18 May 2009	A heavy work load at the SDU was summarised in SDU Meeting Minutes dated 03-6-09 that documented assorted activities in the previous month.  Some staff were:- - About to commence higher duties for career development; - Completing recreational leave to comply with Departmental instructions and welfare issues - I accepted responsibility to drive several investigations from the SDU as investigators appeared to be distracted by other matters. This leadership role resulted in successful investigations plans and the identification of assorted avenues of inquiries for investigators. - Shared learning outcomes with all at the SDU in order to maintain professional standards and to lead by example - Undertook unpopular decision making to ensure the success of the SDU and to ensure public confidence in Victoria Police.  (Note: Details are unable to be disclosed as may are still active investigations)	Yes		LEADERSHIP	██████ on 1 Jul 2009 15:10
4 Jul 2008	I was briefed by Command to commence a risk assessment regarding a possible stolen police item. The sensitivity of the item may place at risk the public's confidence in Victoria Police. Investigations quickly identified other stake holders which factored into my advice I gave to Command. My relationship with those stake holders and my professionalism quickly identified the the issues and delivered a solution to the concerns.	Yes		RELATIONSHIP	██████ on 1 Jul 2009 15:10
18 Dec 2008	My role as a Controller at the SDU places me in charge of the assessment process of high risk human sources for Victoria Police.  Part of this process is the compilation and review of risk assessments upon those high risk individuals. The risk assessment process is a continual review of known facts and evaluation of service delivery to the Source, the Handler, the Organisation, the Information and to the Public.  One such assessment was identified as deficient and my task was to ensure the Handler delivered service excellence to all of the Stake holders. The Handler was developed and a detailed risk assessment was produced. The risk assessment was reviewed as a matter of course over the following months which not only demonstrated the Handler's growth in technical skills, but ensured the achievement of organisational service delivery standards.  This example is just one of several risk assessments that I supervised and influenced over the past 12 months.	Yes		SERVICE DELIVERY	██████ on 1 Jul 2009 15:12

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18 Mar 2009	"Design and deliver specialist intelligence training to Victoria Police"  I am acknowledged as a subject matter expert and delivered [REDACTED] training to student selected for that course number 22.	Yes		EMPLOYEE'S CONTRIBUTION TO THE ACTION PLAN	[REDACTED] on 1 Jul 2009 15:16
15 May 2009	I am a proud member of Victoria Police. I have successfully completed all of my 2008/2009 performance focus objectives to a high level. I have made progress in my Advanced Diploma in Police Management and I have actively contributed to the Action Plan to a satisfactory level.  I work at one of the highest risk areas of Victoria Police and I have accepted the responsibilities that are attached to such a position. I have demonstrated sound judgement and ethical leadership to my staff.  I deliver training to Victoria Police members and provide high level tactical advice to Command. I maintain my OSTT qualification and update my job knowledge.  I submit that my performance is more than sufficient to progress to the next salary increment being [REDACTED]	Yes		PROGRESSION CRITERIA & ASSESSMENT	[REDACTED] on 1 Jul 2009 15:20
10 Jun 2008	Assessment was made and staff supported to gain the use of covert ballistic vests. I assessed the points raised by the staff against the operational risk faced by SDU members. I compiled a briefing note and sought funding for the issue. Command endorsed my recommendation and the equipment was purchased.  I identified this issue as a funding priority and outlined the operational need. This supported the team's request which not only gained the equipment, but demonstrated supportive leadership.	Yes		LEADERSHIP	[REDACTED] on 1 Jul 2009 15:18
29 Dec 2008	Members at the SDU identified SDU vehicles had been exposed to hostile high risk human sources. The assets needed to be replaced, but funding was minimal.  I identified available funding through 2008 LAMPS and the replacement vehicles were obtained outside of the Divisional Budget.  My role as a manager gave the SDU members confidence that I would resolve their concerns despite the lack of obvious funds. My active support of staff provides a positive role model at the work place.	Yes		LEADERSHIP	[REDACTED] on 1 Jul 2009 15:23
12 Nov 2008	My supervision of assorted reward applications for high risk sources under management by SDU ensures a high standard to all stake holders. SDU have been able to [REDACTED] sources who have been deployed, rewarded and then deactivated. This is due to my positive input into the successful tasking and timely reward of the sources.  Handler has success, the Source is satisfied, the investigator gets an arrest, Command monitors the results at the Source Payment Committee and the public receives the results through a Safer Victoria by reduction in reported crime.	Yes		SERVICE DELIVERY	[REDACTED] on 1 Jul 2009 15:24

## Folder sign-off

### Black-O

Date signed-off: 02 Jul 2009

Comments: PDA now completed by D/I GLOW.  
Forwarded for processing for progression from increment [REDACTED] to [REDACTED]



### ANDREW JOHN GLOW

Date signed-off: 01 Jul 2009

Comments:



### ANTHONY MICHAEL BIGGIN

Date signed-off: 01 Jul 2009

Comments:



### Performance

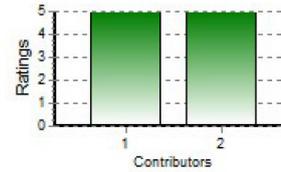


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**MANAGERIAL SKILL**

Builds team productively - Recognises the value of team work as demonstrated by positive personal contributions in the development of high performing teams and individuals.

#	Capability/Competency Ratings	Relationship Average
1	Assessor	Consistently Above Level
2	Self	Consistently Above Level

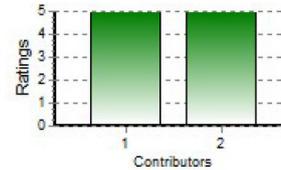


**LEADERSHIP**

Evidence Summary / Validation					
Date	Item	Name & No.	Validated	Validation Comments (Required if Evidence is Not Valid)	Last updated by
23 Feb 2011	Just thought I'd bring to your attention the outstanding job <b>Black-O</b> did on Saturday night regarding initiating Op Reclame. We had received intell late Friday regarding the opening of the Commanchero's clubhouse in Hallam. I liaised with <b>Black</b> on Saturday morning and to his credit he was able pull together various services to ensure they were adequately checked and monitored. The Echo Taskforce is still in its formative stages but my members that worked with your units were extremely impressed with the way it was run. <b>Black</b> is a class act !! My thanks to him and all your members for a fantastic effort at short notice.  Regards  Chris Murray Detective Acting Inspector   Crime Department  Victoria Police	Janet Billing on behalf of A/Supt Allen	Yes		<b>Black</b> on 19 Aug 2011 20:07

Supports others - Actively supports individuals through significant change with empathy and providing a positive role model.

#	Capability/Competency Ratings	Relationship Average
1	Assessor	Consistently Above Level
2	Self	Consistently Above Level



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## Performance Discussion

Performance Discussion	
<b>Date of Meeting</b>	19 Aug 2011
<b>Summary of Meeting</b>	Met with Black-O [REDACTED] Discussed Performance Objectives and priorities for the PDA cycle. Black [REDACTED] is performing to a very high standard as the [REDACTED] Criminal Investigation Unit and taking a positive role in leading his team through a period of significant change in the delivery of investigative services to the Victorian community.
<b>Last updated by</b>	[REDACTED] on 19 Aug 2011 8:58 PM
<b>Date of Meeting</b>	24 Nov 2011
<b>Summary of Meeting</b>	Met with Black [REDACTED] on the 24 <sup>th</sup> November 2011. Black [REDACTED] is performing to a high standard as the Unit Commander of an extremely demanding and dynamic specialist work environment. Over the period of the assessment cycle I have observed Black [REDACTED] <ul style="list-style-type: none"> <li>- work in a collegiate manner with members of the [REDACTED] PSA Leadership Group and within the division;</li> <li>- continue to proactively manage cultural change within [REDACTED] CIU through the recruitment and selection of detectives, a strong focus of performance through tasking &amp; coordination and the proactive management of employee performance [REDACTED] &amp; [REDACTED];</li> <li>- effectively 'managed up' with respect to delivery and organisational risks resources and service delivery gaps (eg (IFS VP-[REDACTED] &amp; VP-[REDACTED])).</li> </ul> <p>Black [REDACTED] is considering promotion to the rank of [REDACTED] and will perform a period or upgrading in the [REDACTED] Manager [REDACTED] role in December 2011 &amp; January 2012.</p>
<b>Last updated by</b>	Inspector Andrew Miles – Investigation & Response Manager ([REDACTED]) [REDACTED] on 8 Dec 2011 4:51 PM
<b>Date of Meeting</b>	24 Oct 2012
<b>Summary of Meeting</b>	Met with Black-O [REDACTED] and discussed his performance over the assessment period. Black [REDACTED] has performed to a high standard through a period of considerable change, with the transition to a revised organisational structure in support of AIM, divisional tasking & coordination and planning for the implementation of AIM in April 2012. Black [REDACTED] has been an effective contributor, identifying risks, mitigation strategies and opportunities to develop investigative quality and service delivery. <p>Black [REDACTED] has performed a significant period of upgrading, as an [REDACTED] and a [REDACTED]. He has performed both roles to a high standard and was specifically requested for the [REDACTED] LAC role due his problem solving skills given a range of identified management issues attributed to the leadership of [REDACTED] PSA. Feedback from Superintendent [REDACTED] indicates he performed this assignment to a high standard.</p>
<b>Last updated by</b>	Black [REDACTED] will consider opportunities for promotion over the coming assessment cycle. [REDACTED] on 24 Oct 2012 11:14 AM

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## Performance Discussion

Performance Discussion	
<b>Date of Meeting</b>	24 Oct 2012
<b>Summary of Meeting</b>	Met with <b>Black-O</b> for a start cycle feedback discussion. <b>Black</b> is currently performing to a high standard in a dynamic and demanding role. His performance focus statements reflect divisional I&R priorities. Discussed <b>Black</b> development needs, with development activities to be structured around his desire to obtain the rank of [REDACTED] at the appropriate time.
<b>Last updated by</b>	[REDACTED] on 24 Oct 2012 11:47 AM
<b>Date of Meeting</b>	4 Feb 2013
<b>Summary of Meeting</b>	Mid cycle feedback and handover discussion with <b>Black-O</b> . <b>Black</b> continues to perform at a high standard and has been performing upgraded assignment duties as the [REDACTED] Manager during the assessment period. His most recent period of upgrading concluded 03/02/2013. <b>Black</b> has demonstrated his capability to perform at a higher level should he wish to pursue this career path.
<b>Last updated by</b>	[REDACTED] on 6 Jun 2013 11:30 AM
<b>Date of Meeting</b>	7 Jun 2013
<b>Summary of Meeting</b>	Met <b>Black-O</b> for an end cycle performance discussion. <b>Black</b> is a high performing [REDACTED] and Unit Commander for [REDACTED] CIU. He is passionate and committed to improving the quality of investigative outcomes and building the investigative capability of substantive detectives and members wishing to pursue an investigative career. I make following general comments in support of <b>Black</b> performance: <p><b>Black</b> has worked hard to engage and maintain relationships within the [REDACTED] Police Complex and across the PSA. These relationships have been challenged at times by one dimensional thinking focussed on maintaining service delivery, but [REDACTED] has taken the initiative and courage to proactively engage and work through the issues and establish agreed outcomes.</p> <ul style="list-style-type: none"> <li><b>Black</b> has maintained a strong focus on governance, supported through unit tasking &amp; coordination (incorporating investigation reviews) and the proactive implementation of the Harper Application suite. The implementation of the Harper application has had a significant positive impact on unit's compliance as it relates to brief, correspondence and property.</li> </ul> <p><b>Black</b> has been committed to a long term change reform agenda focussed on building investigation quality and providing a safer City of [REDACTED]. The reform agenda has been resisted by a small group wishing to maintain the status quo, but he has been resilient and the efforts of his labour are being realised (significant crime reductions, improved investigation quality &amp; increased investigation capability).</p> <p><b>Black</b> is capable of performing at the level of [REDACTED] should he wish to pursue this career option.</p> <p>It has been a privilege working with <b>Black</b> in my role as the [REDACTED] LAC and [REDACTED] I&amp;R Inspector and I:</p> <ul style="list-style-type: none"> <li>thank him for his work and commitment; and</li> <li>wish him every success with his future endeavours</li> </ul>
<b>Last updated by</b>	[REDACTED] on 6 Jun 2013 11:31 AM

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## Performance Discussion

Performance Discussion	
<b>Date of Meeting</b>	10 May 2013
<b>Summary of Meeting</b>	My rotation from [REDACTED] will require the assignment of a new assessor to commence this assessment cycle. On this basis, I thank Black for his work and commitment during our four year working relationship and wish him every success with his future endeavours.
<b>Last updated by</b>	Andrew Miles – Inspector ([REDACTED] Investigation & Response Manager). [REDACTED] on 10 May 2013 10:20 AM
<b>Date of Meeting</b>	28 Jan 2014
<b>Summary of Meeting</b>	Discussed not changing performance objectives considering that Black-O so close to end of the current cycle. Complimented Black-O on his obvious skill and experience in the management of high risk human sources and the level of expertise he brought to the [REDACTED]. Advised that my expectation was that his focus and priority at [REDACTED] was to be the operational side of business, that is the management of human sources and building the competence of staff especially in the management of high risk sources. Black-O voiced concerns about other work requirements at the office, particularly training had been taking him from his core function. I advised that I did not want that to occur and I needed to be told of same so as I could address. Also advised that my goal was to provide him with opportunities within the next 12 months to take promotion. Black [REDACTED] Black is an invaluable asset to the [REDACTED] given the lack of experience on the floor in the management of high risk sources and [REDACTED]. I encourage him to continue to educate us all in the skills and best practice involved in this area of covert policing.
<b>Last updated by</b>	[REDACTED] on 29 Jan 2014 12:49 PM
<b>Date of Meeting</b>	23 May 2014
<b>Summary of Meeting</b>	Discussed Black-O performance. Black is a subject matter expert in human source management and has a lot to give back to subordinate members in the unit and more broadly across the organisation. He is an outstanding trainer and I congratulated him on his ability to deliver an outstanding product in the re designed [REDACTED] human source course. Outlined to Black that I wanted him to continue to focus on the unit priorities in terms of source operations and building capacity across his portfolio of responsibility. Underlined that Black needs to live the expectations he sets for others and not let process undermine his ability to deliver on the unit priorities.
<b>Last updated by</b>	[REDACTED] on 26 May 2014 3:20 PM