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From: Richards-O
Sent: Tue, 16 Jun 2009 13:19:22 +1000
To: Close-O
Subject: panel notes
Attachments: panel notes.doc

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Manager:

Divide management into two parts – Administration and operational:
Operational – Ensure sufficient staff to cover current investigations – included LD/T.I. monitors, interpreters, investigators to submit the relevant reports and analytical support – check to see what other resources are required – eg SSU, UCU, SDU or four matters – Witsec, other offices for conducting of searches.

Administratively ensure all admin is up to date including timely submission of timesheets, meal claims, vehicle logs, TI reports, Up to date Controlled op certificate, availability of funds for interpreters, overtime expenditure is within budget, availability within budget. Continual monitoring of other sources such as Oracle to maintain knowledge of the budget. Portfolio holders are up to date on a weekly basis, leave is taken and rest days owed are kept at a minimum, PDA, temporary duties, courses for professional development opportunities

I do this by keeping a check list which I utilise on a weekly and daily basis.

I also make it imperative that I had a one on one chat over a coffee with the sgt once a week in an informal settings to obtain there views on the current jobs, problems, staff problems, personal problems and any other relevant issue. Hold a Monday Meeting discuss the weekly events and seek input from the o/r sgt, analysts and public servants

Regular contact with support services to ensure that our relationship is kept at a high level to benefit both parties

Set up a suggestion box in the H drive for members who wished to remain anon about issues that affected them in the office

I was inclusive supportive and available at all times to the needs of my staff

CHIS

At SDU – Upgraded as the controller for CHIS 2958. Long term source had created much division within the office as to usefulness, short and long term viability. Came to light about to make a statement to Petra re Hodson murders. Once source signs – becomes a witness which carries its own significant legal and moral problems, knowledge of source giving evidence and how tainted the evidence may be, pressure from Management to become witness and promises to be made. I then assessed the needs of the Petra task Force and the org as a whole

I arranged for a meeting of all the SDU staff – whether or not they had dealings with particular source or not, to gather the best possible solution. I then assisted in a SWOT analysis of the problem having regard to the factors mentioned. I then consulted with Supt BIGGIN. I then made the decision that the CHIS were to sign the statements and become a witness. I then met with the handler to inform him of my decision and set about putting in place a strategy to best manage the ensuing problems including a risk assessment of the initial meeting with investigators which I had

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ensured had always remained a sterile corridor, and of other repercussions including media speculation and legal requirements of the CHIS.
As a result of my decision the CHIS is now participating in the Witsec program.

Leadership:

Someone more successful change of direction:

Used Cannabis crew scenario changing to cold case

Mentored coached them, had one on one meets with them – had ucu brief them on the strategy

Had numerous meeting with homicide to ensure a smooth transition of the operation to MDID

Utilised my person skills, inclusive teaching methods

Appointed liaison officer to homicide squad to keep them abreast of the operation and to ensure they still felt part of the team

Appointed a ucu liaison officer – experience dealing with UC

Gave ownership of the operation to a new sgt

As a result I have diversified my members skills to incorporate the use of the UCU, Different strategic methods for the use of the media to assist in solving crime, high personal satisfaction with the team, enhanced knowledge and professional development of the homicide squad member in relation to drug and UC investigations, built better relationship b/w squads which benefits the whole of Crime Squads.

As a result of risk assessment I conducted on drug activity in Victoria – identified patrons of Crown casino and its associates as being a major risk to Community Confidence Public Safety. I set about meeting with stakeholders including Casino at a high level, Gambling people, other vicpol squads and came up with a strategy to create mayhem in the drug world - disturbance... I brief sgt on my findings and sort their input and knowledge and initiative formulated an operation plan having regard to time frames, resources, budgets for members, drug buys, chis expenditure, a/v vehicles, Sect 51 controlled op cert, Op [REDACTED] ensued. A major part of the operation was to utilise CHIS to gather evidence, intelligence [REDACTED] and give evidence. At this time the policy surrounding the use of CHIS had changed dramatically and members were loath to tackle it. I took it upon myself to become familiar with the workings of the policy, liaised with HSMU and the then SDU pilot project. I then set about driving cultural change in respect the use and deployment of CHIS and the principles of the use of sterile corridors using Op [REDACTED] as vehicle to do this.

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During the operation I oversaw the operational running, addressed motivational issues, provided emotional support led from the front and by example and persisted with at times a very time consuming and protracted investigation.

As a result over thirty offenders were charged with serious drug charges, money laundering charges, over a million dollars worth of drugs recovered, numerous houses forfeited. [REDACTED] were [REDACTED] to criminal identities and [REDACTED] CHIS were deployed. I personally thanked all members involved including TI monitors, interpreters, FSL chemists, EMU lodgement staff.

At the conclusion I spoke to the investigators individually and provided them with performance feedback and also made notation on their PDA equivalent of their respective and collective efforts. I also sort their feedback on the way the operation was conducted and their input as to how they believed improvements could be made in future.

Strategic focus – Manages Change – Initiates develops co ordinates and evaluates change strategies in Vic Pol change of focus:

Several fronts:

Selected to represent Vic pol at [REDACTED] at [REDACTED] – designed for young leaders. As part of the program I wrote a paper on [REDACTED] and the link to organised crime and the following effect it has on the Victoria Community and the ability of Victoria Police to deal with the problem. After completing the paper I conducted a risk assessment on the DTF strategy towards [REDACTED] related incidents.

At the SDU I observed that the trend of CHIS providing intelligence to Vic Pol in regards to crimes varying from Drug trafficking to murder were of [REDACTED] I researched this data and became I myself had little to no comprehension of the culture of members of the [REDACTED] providing intelligence to the police, but of their language and culture as a whole.

As a result I enrolled and successfully completed Level 1 [REDACTED] and then completed Cert 1 in [REDACTED] at the VSL. This has given me a greater understanding of the culture and attitude towards police and the ability to have conversation in the native tongue, which although limited gives these particular members of our community a sense of confidence in not only mine, but Vic police ability to understand the problems faced by the community.

I am now actively driving others to participate in the course to further their professional development and gain a greater understanding of one of our biggest client bases

I see this as an ongoing learning curve and will continue to enhance my skills – which would be no doubt a significant assess at the [REDACTED]

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Maintained relationships

Op [REDACTED] – tasking of witness before entering the [REDACTED] recognised a lack of suitable technical equipment and training and.

Recognised that these issues affected OHS, Cost to the Department – re purchase and if witness/source/member is injured due to old technology/ safety principles in relation to improving replacing and training/education, cross training with TSU, UCU-

Research available technology in Australia/ overseas, liaised with TSU UCU, [REDACTED] Fed pol to find best alternative specific to our needs. Ensure no fallout of devices being used that would affect UCU – prepare basic MOU b/w us and UCU about what devices could be used – purchased at reduced rate – effective negotiation, myself and one other trained in use, prepared a worksheet explaining expectations and standards of use. All members in the office are now highly capable in use of technology, [REDACTED] successfully transferred to [REDACTED] – no problems during deployment, all evidence captured by new technology – why wouldn't have been able to do, now the benchmark.... Save the organisation money in short and long term and now a succession of members are highly qualified which will flow down to the clients needs at court.,;..

Relationship: Create develop and maintain personal relationships

[REDACTED]

Identify that a relationship is ongoing and not a series of phone calls. Relationships take time and effort to build and use understanding and maturity and the benefits are mutual including greater problem solving, identification of best practise, larger network of support, professional development and advancement of the organisation....

Spoke to a variety of stakeholders – sex crime, purana petra, dtf – identified the main area of concern was having no evidence recorded and the witnesses chastised heavily

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inn the witness box leading to failed cases/witness harassment and cost to the department.

I then reviewed and analysed the recent dealings with CHIS in the [REDACTED] here and drew on my networking of SDU within Australia and New Zealand. From this research I identified a process gap in the [REDACTED] within [REDACTED] and the obtaining of intelligence and evidence to provide for our clients needs.

After giving a presentation to sex crimes in respect of [REDACTED] of sources/witness identified I was asked to provide a service of [REDACTED] of a CHIS within the [REDACTED] I had previously spoken to the [REDACTED] about methods of [REDACTED] to the [REDACTED] and we had an understanding of each others needs. I then embarked on a series of meetings both social and 'official' and developed and maintained a relationship having regard to the professionalism required and the mutual benefit to the partnership. Utilising the data from my review and in consultation with the [REDACTED] the OPP and other investigative stakeholders -, I formulated an MOU in respect of Victoria Police:

entering the [REDACTED] to [REDACTED]

The bringing in of covert recording technology and the obtaining of evidence supported by the stakeholders utilising warrants where required

I conducted this process on several occasions in relation to gathering evidence and intelligence against the hot chocolate rapist.

This relationship with [REDACTED] and the [REDACTED] is ongoing and mutually beneficial to the organisation and the [REDACTED] ..

Customer service – instance – external customer interacted with work place – [REDACTED] connecting / partnerships/

Diverse background – had a **relationship**

Service delivery: (sets standards) analysis, problem solving, assessment of client needs and expectations

Operation orders

Identified several issues at the conclusion of operations – including OHS members being injured whilst conducting level 2 warrants and Use of force forms not being submitted in a timely fashion preceding the execution of the warrant.

I analysed these problems and consulted with all the members and sgt by way of a written questionnaire on the way operations were run there input as to why certain issues were not being dealt with. It became apparent that members believed that there was not enough or the correct safety equipment provided. I assigned a sgt to conduct research and submit a report on this particular issue addressing OHS issues and cost

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issues. After receiving the report giving it due consideration I submitted an Issue Cover Sheet requesting funding for new foot wear, face guards and gloves which was granted.

I then went through the op orders of the past year and measured them against other squads and sort advice from management of other squads and other similar units in NSW and S.A. After this analysis was complete I prepared a proforma operation order which dealt with issues such as the compulsory wearing of the new safety equipment, warrant pack containing use of force forms and further covering issues relating the exposing of covert methodology to suspects in custody, specifically witnesses, undercover operatives, CHIS and TI material. I ensured the OHS portfolio holder briefed the office on a regular basis and that the issue was raised at the divisional OHS meeting

I presented this operation order to the sub officers as the benchmark at which to operate. This proved highly successful and until I left the Unit there were no further OHS claims and members were more aware of there responsibilities having regard to policy and procedures thus enabling a better and more effective utilisation of resources and higher moral

Customer feedback....

Op [REDACTED] CHIS [REDACTED]

Start of Operation attended at Purana and ascertained requirements in relation to a CHIS I was handling for them – best case scenario [REDACTED]

Set up the p.o.l. and set out a time schedule for the next our weeks, two months and six months. This time schedule included my estimation in relation to changing the CHIS [REDACTED] deployment of [REDACTED] within the nominated criminal syndicates, the taking of statements of an evidentiary nature, schedule of monies required to perform the deployment of the [REDACTED] including drug buy money, imprest monies for interstate travel by both the [REDACTED] and handlers, and expense monies to be utilised by the [REDACTED] in furtherance of the Purana operation [REDACTED]. The use of the sterile corridor principle was imperative to a successful outcome

Quickly became apparent that the CHIS was involved in a possible corruption scenario. I re addressed this issue with Purana without divulging details as to correct the original time schedule that had been planned.

The operation proceeded well - deploying the CHIS into the targets nominated by Purana and providing the adequate evidence. I also arranged for the [REDACTED] to become involved to assist Purana with the future direction of the [REDACTED]

The operation was successful and the [REDACTED] obtained evidence against several major drug identities including [REDACTED]. At the conclusion I was able to sit down with investors and reflect on the time frames and the relevant objectives that were

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met. We were able to have an open and frank discussion on the value and performance of the SDU role as a whole due to the preplanning of the operation and the transparency of the schedule

By obtaining this feedback we – as the SDU – are now able to focus our efforts and streamline some processes that were retarding our advancement and in turn providing a better service to our clients

ideas – condition recently brought out

Stand alone – erc submission for funding

Act – says how they must act and when they can be sacked – caution system is policy only

Act – including – toothless tiger – similar to spreadsheet

Three things you would do:

Speak to the previous O/C

Speak to troops one on one and group re expectations and engage their ideas on Unit moving forward

Review files/sop

Engage key stakeholders to continue on the relationships already built by previous management

Consider the following ideas - Act changes to give the ACT some real tangible credibility, continuation to ensure the standalone and secure IT networks are established, consideration and of gap and cost analysis of considering the money spent on highly protected computer systems to be

Mental health and welfare of staff – implement change – psych appointments continual assessment and monitoring consider mentoring programs for development of s/c and sgt

Further formalised training of sgt and senior constables specific to and

Eg when failed to delegate

Learning outcomes personal development

Greatest strengths and weaknesses –

Weakness – My frustration at mediocre performance outputs by other members.

Whilst upgraded – observe the contact that the sgt is having with the sources is only at a required. Not only does this show a lack of personal drive but this type of work pattern does not allow for any improvement. I attempt to turn into a positive by mentoring these members, understanding why their output is at that level

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and attempting to change their perception of what is the benchmark when it comes to work performance. I also remind myself that not all people have the same drive or dedication.

Strength –

People person and my ability to communicate with a wide variety of people. I have excellent rapport building and persuasion skills and am able to build solid relationships with work colleagues and stakeholders alike. I express my feelings well both verbally and in a written format. I enjoy training others which leads to other significant outcomes – cultural change, shift in attitudes

Intrusive supervision – meeting stakeholders – obligations to the strategic – how validate doing the job– feedback mixed messages – **proactive**

Training – personal development – [REDACTED] course influence

Agent of change – implement - initiative – interacted with the local action plan -

Service/ efficient use of resources - strategic use of sources – effectively use of man power -

[REDACTED] teaching people to limited manpower - Cost Analysis of utilising CHIS versus traditional methods of investigation – utilisation of resources such as TI and LD (use of FRU members) SSU, long protracted investigations vs utilisation of a CHIS to gather the intelligence and evidence resulting in the chis becoming a witness.

Swot analysis – issue papers for command -

Team -

Tell us how our

The Commissioner takes a **three tiered** approach to **monitoring** compliance with CLEDS standards and protocols, including:

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- high level continuous monitoring of all standards, annually
- detailed risk based reviews
- event based reviews