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Sandy White-O **Comments re O'CONNOR Health and Well Being Report**

Para 2

This (the inability to be publicly praised for their work) brings about ...being different from others and no real day to day connection with the organisation.

Further that administrative tasks and expected behaviours do not apply to them.

This is straight out of the undercover playbook whereby an undercover has no contact with the police organisation outside of the [REDACTED]. Undercovers are not permitted to go to [REDACTED] or meet with [REDACTED] and are discouraged to attend [REDACTED]. They are totally removed from the day to day functions of the organisation. This is why the operatives had a [REDACTED] because disconnection from the organisation was a really issue.

This is not the case with source handlers who meet with and talk to other police members on a daily basis and are regularly attending police buildings and police functions, etc.

There was no potential for the handlers to believe that administrative tasks and expected behaviours did not apply to them. This is a gross exaggeration based on no evidence.

Para 3

He would still be a police member if not for sustained exposure to the unrealistic world of high risk source management and covert policing.

This is a reference to particular person, I am wondering if it was DS-Preston. What **Preston** did would have occurred at any office and was not in any way related to his role as a source handler. He was a player, and would have been a player where ever he worked. This is a very long bow to draw to say his behaviour was the result of his police duties.

Para 4

...staff at the SDU are at greater risk of 'falling over' due to the fact that they are exposed to criminals 24/7 and develop intricate relationships with the long term high risk sources

This statement has some merit when comparing SDU work against UCU work if source handlers are involved in **long** term relationships where handlers could develop intricate relationships. This is addressed in depth in one of my papers. However most source operations were to serve one investigation team with one job so source operations were generally limited in time, probably average less than [REDACTED].

There were some long term sources but very few and the handlers were changed regularly by controllers specifically to limit the potential for personal relationships to develop. 3838

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is by far and away the longest term source the SDU had and she was the exception not the rule.

Para 5

...re [REDACTED] and constant resistance to move. EVEN STATING THEIR LIVES WERE IN DANGER. Even in 2012 they were still resisting management.

I had gone by this time, but can't imagine who would have been saying their lives are in danger except for Plaza-O [REDACTED] wife, who as I have previously stated, was sick.

I don't know what was done in 2012 to lead to the comment about still resisting management.

Para 6

Reference to members who had experience at the undercover unit and the source unit and how they were struggling. Affects his decision making and stress levels

I think the first part of this paragraph is a reference to Richard [REDACTED] 10 out of 13 years in the covert area. Richard [REDACTED] and I were the only ones at the SDU with UCU experience.

Richard took over my role as Controller when I moved to Briars. I know he butted heads with O'CONNOR but always did what he was told. Just a very good example of how O'CONNOR could not cope with anyone who disagreed with him.

What is the evidence re poor decision making and stress levels. What was done about it (if this was true)? Was his concerns ever brought to Richards attention.

Another senior member, subject matter expert continues to struggle with any reasonable management decision that he is not part of or contrary to his view.

This second part is probably a reference to me. Importantly he decides that I struggled with **reasonable** management decisions that I was not part of. What are the examples? I suspect I struggled with **unreasonable** management decisions. I did struggle with management decisions that I was not part of primarily because as the person who set the unit up, wrote the SOPS and led all the relevant training, and managed all operational matters, I think I should have been involved in management decisions at the office level. This is the only place I ever worked at where the [REDACTED] rank was completely ignored. At all other workplaces, the [REDACTED] were valued and were always part of the decision making process within that workplace.

Para 7

*Reference to member's domestic lives and personal issues at home.
'Several members in the past few years have experienced significant domestic issues brought on by the pressures of the job.'*

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Every workplace I have ever worked in had members who had domestic issues brought on by the pressures of the job. To single out the SDU duties as the cause of this is plainly a stretch to find evidence to justify the ultimate actions of terminating the office.

The greatest pressure in that job at that time, was trying to deal with O'CONNOR and his poor management style.

There is also a reference to one member resigning and one leaving in this paragraph. I suspect the resignation is a reference to DS-Preston who I have already discussed, but will reiterate, [Preston] behaviour would have occurred in any office and was not related to his duty as a source handler.

The second reference is probably to Anderso who was trying to get promoted and failed so he moved to ESD affidavit prep area. It is true he wanted a change of pace and felt burnt out. This happens at many other workplaces and is helping staff identify this is evidence of good management. There are many other high pressure workplaces in the organisation.

Para 8

Culturally the members do not accept management intervention as they see themselves as experts and think management cannot understand and fail to see that management act of governance...

What a load of tripe. He never spoke to me or the other managers [Black] and [Richard] or even Anderson (when he was upgraded) about this belief. It is invented and is the result of his own lack of confidence and insecurity in the role he had been given. I have previously addressed the SDU culture in my statement and in short, everybody was encouraged to have input whereas O'CONNOR tried to develop the exact opposite. Nobody was encouraged to have input.

O'CONNOR failed to connect with the anti corruption strategy I had created by encouraging staff to have their say and to get them to justify their beliefs. Not only does that show you value your people but you usually end up with the best decision when more brains are involved.

Para 9

In 2011 at an ops meeting staff expressed their belief that loyalty to the source comes first before loyalty to the community. ...this clearly demonstrates they have lost connection with the organisation.

I don't know anything about these comments and would like to know what the conversation was about that led to this comment. I suspect the staff were putting the life of a source first where they believed that if a certain action were taken, a source would be compromised and killed. O'CONNOR also seems to ignore the fact that sources are a part of the community that the members were sworn to protect!

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Para 10

2 of the original handlers have remained in place for 8 years...

Probably a reference to Green and Peter Smith There are examples all over the organisation of members remaining in one place at one rank for lengthy periods of time. This is usually because they enjoy the work or it is logistically suitable for them (ie close to home, good hours, etc.)

Peter Smith and Green were excellent members of staff at the SDU who loved the work they were doing and performing at a high level. There was no reason for them to go if they didn't want to.

Having said that, I originally recommended that a maximum time in position of ■ years be attached to the handler/controller positions. For a reason that was never explained to me, this did not occur, however one of the primary reasons for the CSD Review was to try and implement MTIP across all the units. The staff at the SDU were not resisting the MTIP policy, unlike the UCU and I think the surveillance area, which vigorously resisted it.

General comment

The obvious question to ask is 'Why didn't O'CONNOR bring any of these concerns to the members themselves or middle management, the ■■■■■■■■■■'

He has all these concerns and does nothing about it except to be involved in terminating the unit.

I have previously mentioned that OCONNOR enforced SHERIDAN's direction to stop the members attending individual psych sessions as required by the SOP's and to only see the psych as a group. This shows a complete lack of concern for the members health and well being. The reason given to the troops was because there was too much whinging about management to the psych.

Trying to use the issue of disconnection from the policing environment is such a perversion of what that was all about especially when he goes so far as to say the members did not believe that administrative tasks and expected behaviours did not apply to them. Where is the evidence of that.

I think when discussing administrative tasks and governance, the SDU members were role models and constantly attended training sessions as presenters to sell the concepts of accountability and professionalism.