

Output 4

Professional Standards and Ethical Practice



The Service dedicates significant resources to training its members, ensuring the delivery of a professional policing service to the people of Queensland.



Professional Standards and Ethical Practice

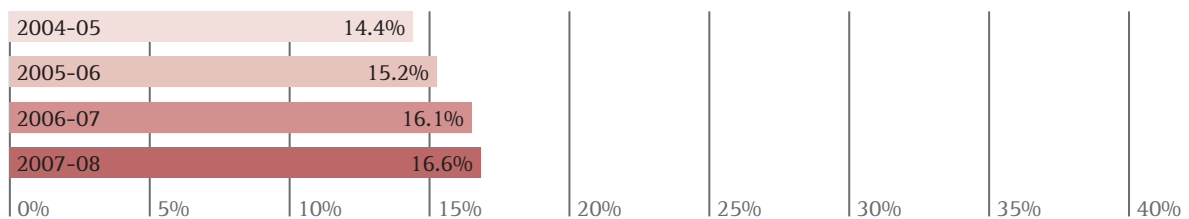
Key priority areas:

- Training and professional development
- Ethical conduct and integrity
- Public accountability

The Queensland community has the right to expect a professional, ethical and accountable police service. The Service commits significant resources towards monitoring and enhancing the ethical standards of its employees.

This output describes activities that ensure the Service is both professional and publicly accountable. The services provided in accordance with this output include training, internal investigations, audit, risk management, strategic planning, research and integrated policy development. The Service provides both pre-service and in-service training designed to establish and maintain a professional standard of policing for the Queensland community.

Percentage of time directed to Professional Standards and Ethical Practice



Output expenditure:

2007-08	\$235M
2006-07	\$206M
2005-06	\$179M
2004-05	\$152M

Strategies

- Provide appropriate and effective pre-service training for police recruits.
- Provide access to in-service professional development programs for all staff as required.
- Engender ethical behaviour in all Service employees.
- Promote professionalism and ethical practice.
- Support high standards of ethical conduct, educate staff in ethical standards and monitor performance.
- Ensure a timely, measured and consistent response to potential, alleged and actual inappropriate behaviour.
- Support witnesses who identify inappropriate unethical conduct.
- Demonstrate public accountability by providing appropriate, accurate and timely information to Government and the community.
- Provide advice to Government on policing matters.
- Provide appropriate and timely information to the public, and support community awareness programs through the use of media and public relations strategies.
- Constantly review and support corporate governance strategies.

Key priority area—Training and professional development

The Queensland Police Service has an extensive training program available to its employees through the Queensland Police Service Academy.

The major centres for training are the Queensland Police Service Academy, Oxley, the North Queensland Campus, Townsville, and the Queensland Police College, Chelmer.

Major training programs offered by the Service are outlined below.

Police Recruit Operational Vocational Education Program

This program is designed to give recruits sufficient skills and knowledge in front-line policing to enable graduates to perform the duties of a first year constable under supervision. During the year 612 new officers graduated from the Oxley and Townsville police academies.

Police Abridged Competency Education Program

This course is designed to train former QPS officers or officers with previous policing experience from other jurisdictions. During the year 79 recruits graduated.

Re-joiner Abridged Competency Education Program

The program delivers a revision course for police officers who have rejoined the QPS after an absence of less than 12 months. During the year 13 recruits graduated.

First Year Constable Program

This program delivers on the job, competency-based training and mentoring for first year constables. During the year 706 first year constables were enrolled in the program.

Constable Development Program

This three-year elective program enhances the operational skills of constables, and develops the leadership skills necessary to prepare them for the rank of senior constable. During the year 396 constables graduated.

Management Development Program

This program offers the knowledge and skills necessary for officers to make transition to the ranks of sergeant, senior sergeant and inspector. A total of 2 459 officers enrolled in units offered by this program.

Officer in Charge Program

This program is a competency-based, distance education training program, aimed at developing an officer's ability to perform the roles and functions of an officer

in charge of any QPS work unit. During 2007-08, 460 officers enrolled in this program.

Assessment Centre Program

This program conducts assessment centres for senior sergeants to assist in determining their suitability for promotion to commissioned rank. During the year, 9 assessment centres were conducted with 50 senior sergeants undertaking the 2-day program.

Policing Skills Program

Operational skills and tactics training is delivered to both pre-service and in-service personnel under this program. Training is specifically designed to increase officer and public safety, improve decision making skills, enhance teamwork and review use of force options. Training was provided to 788 pre-service personnel, 684 first year constables and 500 instructors during 2007-08.

All police officers up to and including the rank of senior sergeant are required to undertake Operational Skills and Tactics training twice yearly.

Investigations and Intelligence Training Program

Nationally recognised diploma-level training, involving a graduated learning phases approach, is offered through this program in the areas of investigation and intelligence. 514 officers were provided with investigative skills training with 134 officers completing the requirements for an Advanced Diploma of Public Safety (Police Investigation). Another 237 members of the QPS were enrolled in the Advanced Diploma of Public Safety (Police Intelligence) with 11 officers being awarded the diploma as at 30 June 2008. Training support was also provided to 159 staff undertaking a Basic Intelligence course.

Education and Training Support Program

This program is responsible for:

- providing support for research, design, development and evaluation of courses and training programs
- managing QPS registered training organisation status
- developing and distributing flexible learning products (eg online, competency based units) and administering the Competency Acquisition Program.

The program has undertaken 36 projects during the reporting period. It has also ensured the QPS maintained its registered training organisation status for the delivery of 17 national qualifications and 7 accredited courses as well administering 990 traineeships on behalf of the Service. There are currently 105 Competency Acquisition Program units available for learners, with 41 672 Competency Acquisition Program units being completed by members of the Service during 2007-08.

Staff Member Training and Development Program

Around one third of the QPS are civilian staff members. During 2007-08:

- 185 new and continuing staff members enrolled in the Certificate IV in Government
- 77 staff members enrolled in the Diploma of Business (Frontline Management)
- 41 staff members received training through the Advanced Diploma in Government delivered through a contracted external training provider to AO4 and OO6 staff members
- 35 Police Liaison Officers enrolled in and completed the Certificate II in Public Safety (Police Liaison). A further 35 police liaison officers enrolled in the Certificate III in Public Safety (Police Liaison).

The Staff Member Training and Development Program also delivered a range of professional development training including Corporate Induction to 528 staff members around the State.

Justice Entry Program

This program forms part of a recruitment and career development strategy targeting Aboriginal and Torres Strait Islander people. Program participants are employed as trainees and upon successful completion of the course, gain direct entry to the recruit training program. In the year under review, nine people entered the recruit training program.

Leadership and Mentoring Program for Women

This program encourages and supports women to develop the skills to undertake management roles within the QPS, and contributes to achieving equal employment opportunity targets. In November, 16 women graduated from the 2007 program. A further 29 women commenced the program in May 2008.



Detective Acting Inspector Graham Clark, Constable Mal Clark and Senior Sergeant Brad Clark welcome youngest brother Constable Murray Clark into the police family.

Key priority area—Ethical conduct and integrity

The Service is committed to the promotion and maintenance of the highest standard of ethical behaviour. The Queensland Police Service Code of Conduct supports the *Public Sector Ethics Act 1994* in establishing standards and principles to assist all members determine what constitutes ethical, lawful and proper behaviour. Our code of conduct can be viewed at: www.police.qld.gov.au/services/reportsPublications/

Ethical Standards Command

Ethical Standards Command (ESC) manages the internal complaint system, and promotes ethical behaviour and professional practice within the Service. The work of ESC is supported by a strong partnership with the Crime and Misconduct Commission and Professional Practice Managers in each region and command.

Complaints against members of the Service

In the 2007-08 financial year, the Service received 2 267 complaints against its personnel, which is an increase of 163 complaints from 2006-07.

The Internal Investigations Branch investigated all five matters involving a death in custody in 2007-08.

Audits, inspections and reviews

Internal Audit is an independent function established within the QPS to report to the Commissioner on compliance with the *Financial Administration and Audit Act 1977*.

In 2007-08, the Unit undertook reviews of organisational activities supporting service delivery and the whole-of-Government Shared Services Initiative, as well as the management of finances, assets, ICT and human resources.

The Inspectorate and Evaluation Branch conducted three general audits specifically requested by regions and six inspections in relation to issues of Service-wide significance:

- District disaster management
- Random Breath Testing
- Special Emergency Response Team (SERT) Human Resources
- Traffic Branches
- Removal of prisoners from Corrective Services facilities by police officers
- Dog Squad Drug Bunker.

Eleven major reviews/evaluations were completed during 2007-08. These included:

- Recruitment practices in the QPS—a review of the barriers
- Evaluation of the 2007 Crime Stoppers Youth Challenge
- Evaluation of the three Rs—Rights, Respect and Responsibility
- Project U-Turn (Phase 2): final report on the impact of the Queensland program
- Review of Queensland Police Drug Detection Dogs.

The Inspectorate and Evaluation Branch developed an 'Inspections Skills' workshop for commissioned officers to enhance skills throughout the Service. This project supported the Internal Audit and Inspectorate and Evaluation Branch Charter to 'conduct audit awareness and training for managers and stakeholders'.

Audit Committee

The QPS Audit Committee assists the Commissioner in the review of the internal audit function and annual financial statements. The Audit Committee has observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

Membership of the Audit Committee as at 30 June 2008 included:

- Mr G Carpenter, Consultant (Chair)
- Assistant Commissioner, Ethical Standards Command
- Assistant Commissioner, Metropolitan South Region
- Director, Administration Division.

Activities of the Audit Committee in the financial period 2007-08 included:

- reviewing audit reports and other papers including those related to the production of the annual report
- monitoring the implementation of audit recommendations
- reviewing the performance of Internal Audit and the Inspectorate and Evaluation Branch
- reviewing the Audit Committee Charter and the Charters of Internal Audit and the Inspectorate and Evaluation Branch
- endorsing the annual financial statements
- reviewing committee activities, performance of committee members and providing feedback to the Commissioner.

Project Verity

This project, conducted in partnership with the Crime and Misconduct Commission, has three objectives:

- to develop a viable and effective framework for enhancing local managerial responsibility for some types of misconduct complaints within the QPS
- to develop a viable and effective framework for Crime and Misconduct Commission and QPS monitoring of the management of misconduct complaints under a devolved structure
- to introduce an administrative consensual process to produce more timely and appropriate disciplinary outcomes.

Project Verity is currently being trialled in the North Coast Region and Metropolitan North Region and will be extended Service wide in 2009.

Ethical conduct and integrity training

Discipline and ethical awareness training has been provided on a statewide basis. This proactive education and training emphasises self-regulation and ethical decision-making. During this financial year 121 courses and sessions were delivered to 2 133 participants as follows:

- Managerial Resolution Course (23 courses; 310 attendees)
- Discipline Investigation Course (18 courses; 224 attendees)
- Discipline Hearings Course (7 courses; 52 attendees)
- Meeting the Challenge Course (57 sessions; 1 292 attendees)
- Ethical Awareness Sessions (16 sessions; 255 attendees).

Ethical awareness sessions are included in the Staff Members Induction Course, Police Liaison Officers Induction Course, Queensland Police Union of Employees Branch Officials Course and sessions delivered to external agencies such as QUT students and the Prostitution Licensing Authority.



Police are involved in community liaison committees and in crime prevention programs. Such initiatives foster greater safety, help to eliminate barriers and promote trust.

Risk assessments and risk management

Risk assessments were completed on officers, work environments, duty types or any combination of these factors posing a potential risk to the Service. This year there has also been a response to 599 requests for intelligence data to assist a number of internal clients and external agencies to perform their functions. Intelligence data comprises a broad range of information on officers under investigation or on those identified in a risk assessment process.

Other key risk management and business continuity planning activities in 2007-08 included:

- development of a revised Corporate Risk Register
- provision of specialist training to managers and enhancement of existing training packages
- development of local risk management plans
- the ongoing operation of the Risk Management Committee.

Risk Management Committee

The Risk Management Committee's membership included:

- Assistant Commissioner Ethical Standards Command (Chair)
- Deputy Commissioner (Regional Operations)
- Deputy Commissioner (Specialist Operations)
- Deputy Chief Executive (Resource Management)
- Director Finance Division
- Director Office of the Commissioner
- QPS Solicitor
- One regional Assistant Commissioner
- Risk Management Coordinator.

In 2007-08 the Risk Management Committee addressed the following issues:

- contingent liability and insurance performance
- exception reporting processes
- corporate waste management
- QPS vehicle accident statistics
- internal security and supervision of contract personnel
- risk management training
- property issues including property training officers and safety of property offices/storage of hazardous material

- information security management
- Corporate Risk Register review
- mandatory risk items review
- grants management processes.

Probity checks

ESC is responsible for conducting probity checks in relation to promotions and awards. During the reporting period, 8 893 individual probity checks were conducted in line with the Service's philosophy of maintaining the highest standards of personal and organisational integrity.

Corruption Prevention Plan

In 2007-08 the QPS produced a whole-of-Service Corruption Prevention Plan, in accordance with the *Police Service Administration Act 1990* and *Whistle Blowers Protection Act 1994*. The framework for this plan is based on four pillars:

1. the QPS corporate governance framework for corruption prevention
2. a strategic framework to ensure that the QPS remains a corruption resistant organisation
3. individual commitment: "Integrity is everyone's business"
4. a quick reference guide to ethical decision making, called the SELF Test.

Between December 2007 and June 2008, training on the QPS Corruption Prevention Plan and its strategic importance to the QPS Risk Management Policy was provided to 741 supervisors/managers.

Internal Witness Support Program

The Internal Witness Support Program is integral in promoting a climate where employees are prepared to report the suspected inappropriate behaviour of their peers. Under the *Police Service Administration Act 1990*, members have a mandatory obligation to report matters of suspected misconduct or breaches of discipline. During 2007-08 advice and assistance were provided to 80 members in respect to internal witness issues.

Whistleblowers Protection Act 1994

In accordance with section 30 of the *Whistleblowers' Protection Act 1994*, it is reported that there were no public interest disclosures made during 2007-08.

Key priority area—Public accountability

The Office of the Commissioner has continued to provide support and advice to the Commissioner and Senior Executive in relation to strategic policy, planning, performance management and accountability.

Project management

In 2007, the Office of the Commissioner initiated a Project Management Improvement Program to improve portfolio, program and project management.

The following processes and systems have been specifically designed and customised for the QPS:

- **Project Portfolio Management**—the QPS has developed a project portfolio management methodology that assesses the attractiveness, achievability and affordability of prospective investments.
- **Project Gating Process**—a series of decision points have been established to provide controls during the lifecycle of a project, from strategic assessment through to project closure and benefits realisation.
- **Project Management Methodology**—the QPS has adopted the whole-of-Government standard for project management, PRINCE2. Guidelines and templates have been developed and published to support projects in applying PRINCE2.
- **Benefits Management**—a benefits management framework and user guide have been developed. This will be further enhanced in 2008-09.

The result of this work is improved capability within the Service to successfully initiate and execute projects, ensuring Police Service projects deliver benefits to Queensland Government and the community.



Santa's willing helpers

During the 2007 QPS Christmas Gift Drive, QPS members donated 402 gifts to less fortunate children. Headquarters switch room operators Barb Craig, Sue Harris and Sharon Manson have coordinated the appeal for a number of years. Ms Craig said the drive took months of planning but was well worth the effort involved.

'We shop for gifts all year around, especially during sales, using money we have raised from raffles and the sale of entertainment books. From the time the tree goes up, we are wrapping, distributing and placing presents during our breaks until handover time.'

Child Protection Investigation Unit staff provide recipient lists to the drive coordinators, with details such as the age and gender of each child. Each year, the number of children in need of Christmas cheer rises by about 10 percent.

National Survey of Community Satisfaction with Policing

Queensland has participated in the National Survey of Community Satisfaction with Policing since 2001. The survey results indicate general satisfaction with services in 2007-08 is 69.5%, which is just below our target range of 70-80%, but above the satisfaction rate of 67.3% achieved in 2006-07.

Media and public affairs

The Media and Public Affairs Branch continued to provide a 24-hour statewide media management service in 2007-08. Major incidents or issues involving intense media coverage included the fatal shooting of a police officer, APEC at Coolum, Schoolies on the Gold Coast, flooding in central Queensland, September school holidays on Stradbroke Island, the disappearance and rescue of two divers in the Whitsundays, food contamination at major supermarkets across Australia and the Christmas and Easter road safety campaigns.

Queensland Police Museum

During 2007-08, the Queensland Police Museum welcomed a record 15 845 visitors through its doors, boosted by an average of 60 attendees to each of the monthly Sunday openings.

The museum lecture series, a feature of the Sunday openings, has continued to enhance community understanding of policing and crime prevention. During 2007-08 topics included identity fraud, internet predators, historic murders, the Dog Squad and developments in forensic science.



Veronica Mortimer, Communications Room Operator at the Brisbane Police Communications Centre, has recently taken out six Australian Championship Awards for showcasing Arabian horses.

Queensland Police Pipes and Drums 50th anniversary

Queensland Police Pipes and Drums celebrated its 50th anniversary with the *Echoes of Edinburgh* fundraising concert at Brisbane City Hall on 27 June 2008.

Formed now 1958 by a small group of police officers, it now boasts national and international fame with performances at the Royal Tournament, the Colchester Searchlight Tattoo, the world famous Edinburgh Military Tattoo in 1975 and 2006, the inaugural Brisbane International Festival and the Brisbane and Adelaide International Tattoos. Queensland Police Pipes and Drums plays for about 350 Queensland audiences a year.

Key future initiatives

A review into detective training within the QPS will be finalised.

The Investment Governance Board approved in May 2008 will be established to provide strategic management of investment in major projects.

A joint Queensland Police Service/Media Management Committee will be established to provide ongoing liaison between the major media stakeholders and QPS. This is a recommendation of the Crime and Misconduct Commission publication *Striking a balance—an inquiry into media access to police radio communication*.

A film and television policy, incorporating a cost recovery process, to better meet the interests of the QPS will be developed, improving service delivery to the film and television industry.



Celebrating the Queensland Police Pipes and Drums 50th anniversary.