

No. 87

(Second Session)

PARLIAMENT OF NEW SOUTH WALES

FIFTH REPORT

OF THE

PUBLIC ACCOUNTS COMMITTEE

OF THE

FORTY-SEVENTH PARLIAMENT

*(INQUIRY INTO THE REFERENCE MADE THE AUDITOR-GENERAL TO THE COMMITTEE
UNDER THE PROVISIONS OF SECTION 16 OF THE AUDIT ACT,
1902, CONCERNING OVERTIME PAYMENTS TO POLICE OFFICERS)*

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CHAIRMANS FOREWORD

The Public Accounts Committee is required each year by Section 16 of the Audit Act (1902) to enquire into expenditure made without parliamentary approval.

In recent years, overtime payments in the Police Force and in the Corrective Services Commission have been a recurring item in this category.

The exigencies of government mean that there will almost always be some expenditures which exceed the amounts appropriated by Parliament. However, persistent over-expenditure in particular items has serious implications for the proper financial management of the State and for the constitutional responsibilities of the Parliament.

Because of these concerns, the Committee last year drew attention to the need for further enquiry into Police and Corrective Services' overtime. The Auditor-General then responded by referring the matter to the Committee under Section 16 of the Audit Act.

This report concludes that part of the Committee's enquiry concerning the Police Force and a further report concerning the Corrective Services Commission will be presented in the near future.

The recommendations in the report are largely directed at establishing the necessary management systems to enable overtime to be monitored and controlled. But such systems, however comprehensive, will be worthless without a commitment within the Force to budgetary accountability.

It is, of course, very easy for people dedicated to providing a particular public service to believe that budgetary constraints apply only to others and that their service is too important to be so constrained. This attitude not only assumes that public resources are unlimited but inevitably leads to inefficient use of resources.

Until the "money tree" is discovered, all government agencies must realise that they can only spend what Parliament gives them to spend and not whatever they want to spend.

In the very near future, the Public Accounts Committee will have power to initiate enquiries on its own volition. I anticipate that the Committee will make use of this power at an appropriate time to re-examine the overtime situation in the Police Force.

Finally, I would like to thank Miss C. Kibble, Miss R. Long and Mr. M. Sheather for their assistance to the Committee.

Michael Egan, B.A., M.P., Chairman.

TERM OF REFERENCE

On 9 February, 1982, the Committee received a reference from the Auditor General Mr J. O'Donnell in the following terms:

"The Chairman,
Parliamentary Public Accounts Committee,
Parliament House,
Sydney. 2000

In the first Report of the Public Accounts Committee of the 47th Parliament was a reference to the scope for more intensive investigation of the incidence of overtime payments to Police and Corrective Services officers.

As it presently stands, Section 16 of the Audit Act would permit. an inquiry by your Committee into 'any question which may have arisen in connection with the Public Accounts, and which may have been referred to the Committee, either by a Minister or by the Auditor-General or by a resolution of the Legislative Assembly' - but it does not provide for the Committee to initiate its own inquiries.

In my Report to Parliament for 1980-81, I referred briefly to the growth in payments for overtime at the Corrective Services Commission, both as to total amounts and as a percentage of individuals earnings. The probability of serious defects in rostering and manning procedures was cited as a contributing factor.

If the growth in costs is to be contained, strong and perceptive management control is needed. The first stage is to find and correct any unnecessary or uneconomical practices before they become too deeply embedded in officers' expectations. In turn, management depends on the early receipt of information, and analyses of it, if it is to know where action is needed.

Management has been acting to improve the flow of information but significant cost savings have not yet shown up.

Because of the complex of factors at work, the powers and processes of your Committee seem admirably fitted to investigate the causes, effects and justification of this area of expenditure of public moneys voted by the Parliament.

Preliminary reviews at the Police Department suggest that somewhat similar conditions may be developed there. If the Corrective Services experience can be used as a guide, there is need for early action if the growth and seeming permanence of similar high expenditure levels by the Police Department is to be avoided. The Report of the Lusher Inquiry into the New South Wales Police Administration provides a number of examples of the types of practices and the extent to which they can produce pressures which are difficult to contain. It would be clear that the costs of coping with strikes in the prison system, security alerts, murder investigations and so on must be met. What needs examination, however, is whether practices exist which result in avoidable or unnecessary use of resources. For example, the existing compulsion of Police officers to wait at Courts for many hours, and sometimes days, to make brief statements certainly does give rise to staffing difficulties. Moreover, the high cost to the community of Police 'waiting time' at Courts is starting to show up in some computer analyses from the payroll. How to resolve the conflict between the needs of justice to the subject and the optimum use of Police resources is but one example of the general problems to which the Government and the Parliament, with the assistance of your Committee, might wish to direct their attention.

In the absence of precedent the problem is how best to bring the matter before the Committee. In my view, an amendment of the Audit Act to give the Committee power to initiate inquiries of its own volition would be a giant step forward. However, under present conditions the Auditor-General has wide powers under Section 63 of the Audit Act to report and make recommendations upon all matters relating to the public accounts, public moneys and stores. I propose now to use that power in conjunction with Section 16 (1)(a) formally to refer to the Public Accounts Committee the questions relating to Police and Corrective Services payments discussed herein.

In terms of Section 16 (1)(a) of the Audit Act 1902, I therefore refer to the Public Accounts committee for inquiry the extent of overtime payments to Police and Corrective Services Officers and the validity of the processes giving rise to such payments. In particular but without limiting the scope of the referral, the following questions or aspects of the general overtime question are considered relevant :

- the causes of the high levels of overtime payments to Police and Corrective Services officers;
- the causes and degree of relationship between payments for overtime and/or shift allowances and the base salaries of the officers concerned;
- the extent to which the overtime payments result from defective or irregular management, rostering or other practices;
- the extent to which an absence of or defects in management information systems and/or controls contribute to the high level of entitlement to overtime payments;
- the likely effect on the general efficiency and overall productivity of officers who continually record lengthy periods of overtime;
- whether the appointment of additional officers would produce a corresponding reduction in the overtime payments to existing staff.

The reference now made is not restricted to expenditures included in the Public Accounts for the 1980-81 year but applies equally to payments made and being made in the current year under authority of the Appropriation Act, 1981.

J. O'Donnell

AUDITOR-GENERAL"

SUMMARY OF RECOMMENDATIONS

The Committee recommends that:

- (1) The fortnightly budget of overtime hours allocated to each area be in accordance with the area's seasonal needs rather than an average proportion of the yearly total. 17
- (2) A reserve of overtime hours should be held by HeadOffice for allocation to areas where extraordinary events Occur. 17
- (3) As a prelude to consideration of additional manpower requirements the Police Department develop a comprehensive Staff Management Programme which will enable the deployment of existing Police resources in the most efficient and effective manner. 21
- (4) Data collection systems be developed to provide basic information on key staffing variables such as sick leave, transfers and deployment. 21
- (5) Management skills and techniques be developed in Police administration so that information collected may be analysed, assessed and interpreted. 21

	<u>Page Reference</u>
6) A scale of priorities be developed in the Force so that Police are deployed in the areas of greatest need.	21
7) Centralised statistical records of all transfers be kept.	24
(8) The causes, necessity and frequency of transfers be monitored.	24
(9) Steps be taken to control transfers and to revise the current inefficient and disruptive system.	24
(10) The length of time an Officer is likely to remain in the Force be a factor in determining the Officers' suitability for further promotion.	24
(11) A non-effective list be established at Police Headquarters. Officers on long term absence from duty should be transferred from active duty to the non-effective list.	24
(12) The Police Force review the duties performed by sworn Police and where their unique qualifications are not essential to the performance of those duties the Police Officers concerned be replaced so that they can resume appropriate duties.	28

- (13)The Force review: all technical and scientific areas with a view to employing persons with proper tertiary qualifications to assist the Police 25
- (14)The Force take immediate action to collect sick leave statistics. 32
- (15)The requirement for city Police to report to the Police Medical Officer before resuming work after minor ailments' be discontinued. 32
- (16)Consultants be engaged to undertake a detailed study of the incidence and causes of sick leave within the Force and to make appropriate recommendations to ensure that all sick leave taken is warranted. 32
- (17)Subsequent to tho study recommended above Police Rules be appropriately reviewed. 32
- (18)Rostering procedures be reviewed to ensure that where Officers have advance notice of their requirements to attend Court they are rostered accordingly. 34
- (19)Police Prosecutors seek the concurrence of Magisgrates to be appointed as common informants in respect of listed matters. 34
- (20)Attendance and identification 34

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|--|----|
| (21)Officers stationed in the Sydney Metropolitan area be attached to the Police Academy during any training period of one week or more. | 36 |
| (22)A relief pool of Police Officers be established to serve in a temporary capacity during the absence of permanent Officers. | 40 |
| (23)Rostering practices be monitored at both District and Head Office levels. | 40 |
| (24)Rostering procedures be reviewed in conjunction with the recommended Staff Management Programme. | 40 |
| (25)Civilian clerical staff be employed in the preparation of rosters, payroll and personnel records. | 40 |
| (26)Data processing systems be revised so that they produce information which may be used by management to - | 42 |

* gauge the growth in overtime and the degree of relationship to base salaries.

* Assist in making decisions and taking action regarding overtime.

* Assess the success or Otherwise of policy initiatives.

- (27) Prior to re-negotiation of the Non-commissioned Police Officers Agreement discussions be held with the Police Association on alternative compensation packages, e.g., lump sum allowances in lieu of overtime for those sections of the Force such as the C.I.B., whose work is especially prone to overtime. 42
- (28) The Force collect medical and sick leave data and analyse the causes and frequency of sick leave so that problem areas can be identified and corrective action taken. 48
- (29) Before promotion or transfer of Police Officers into areas which may require long hours they be medically assessed to ensure that they can cope with the demands of the job without detriment to their health. 48
- (30) All positions which require long hours under strain be reviewed with a view to changing job conditions to 'minimise possible health hazard'. 48

- (31)Modern management systems be introduced at both District and Head Office levels to enable adequate internal controls and performance monitoring. 51
- 32)Expert consultants, from both within and outside the public service, be engaged in formulating and implementing effective management systems. 51
- 33)Appropriate training on management and resource deployment be introduced into Police Training Courses at all levels of the Force. 51
- 34)Police Officers be encouraged by suitable. incentives to obtain tertiary qualifications in management and administration. 51
- (35)Increases in the strength of the Police Force for the purpose of reducing overtime should only be made where it can be shown specifically that particular causes of overtime would be eliminated by the appointment of an additional Officer or Officers. 53

THE PROBLEM

Paid overtime to Police Officers commenced on 1 April 1971 as a result of the Non Commissioned Police Officers Agreement No. 1726 of 1970. Previously, additional time worked had usually been compensated by time off in lieu.

Since the introduction of overtime payments, there has been a rapid increase in overtime hours worked. Despite an additional 1,000 police officers the overtime hours worked almost doubled between 1976/77 and 1980/81: from 489,000 hours in 1976/77 to 592,000 hours in 1977/78, to 610,000 hours in 1978/79, to 690,000 hours in 1979/80 and to 902,000 hours in 1980/81.

The overtime bill which the Government, and ultimately the State's taxpayers, had to pay rose accordingly, from \$8.7 million in 1976/77 to \$10.7 million in 1977/78, to \$14.3 million in 1979/80, to \$21.5 million in 1980/81.

Each year special circumstances (e.g. Truckies Blockade, Woolworths Bombing, Prison Officers Strikes) were cited to explain why overtime hours exceeded those of the previous year. It is interesting that these "special circumstances" became part of the overtime base for subsequent years.

The following tables show that throughout the period of rapid growth in total overtime the proportion worked by each of the four constabulary divisions (viz. general duties, detectives, traffic and others) has remained virtually the same.

Overtime Hours - '000's

	<u>76/77</u>	<u>%</u>	<u>77/78</u>	<u>%</u>	<u>78/79</u>	<u>%</u>	<u>79/80</u>	<u>%</u>	<u>80/81</u>	<u>%</u>
General Duty	214	44	270	46	284	46	299	43	413	46
Traffic	34	7	47	8	59	10	43	6	64	7
C.I.B.	176	36	199	33	181	30	247	36	300	33
Other	65	13	76	13	86	14	101	15	125	14
Total	489	100	592	100	610	100	690	100	902	100

Percentage distribution of Total Overtime Hours between Constabulary classifications

	General Duties	Detectives	Traffic	Other
1973/74	44.8	31.0	9.4	14.8
1974/75	45.5	32.0	8.6	13.9
1975/76	45.8	32.7	8.5	13.0
1976/77	43.7	36.0	6.9	13.4
1977/78	45.6	33.6	8.0	12.8
1978/79	46.5	29.8	9.6	14.1
1979/80	43.4	35.7	6.3	14.6
1980/81	45.8	33.3	7.0	13.9
Average over eight years	45.1	33.0	8.0	13.8

It simply defies belief that factors necessitating a growth in overtime have had an almost identical impact in each of the classifications each year.

The Committee believes that the information contained in the above tables should have rung alarm bells years ago. That it did not do so indicates that there were serious management deficiencies within the Force.

The Committee recognises that any measures to overcome high levels of overtime should be balanced against the need to maintain the efficiency of the Force and service to the public.

OVERTIME CONTROL MEASURES

Prior to 1981,/82 the Force gave only desultory attention to controlling overtime.

Throughout each year, Superintendents were asked to give explanations only in relation to individual Officers who, because of overtime, had received twice their normal pay in any one fortnight. At the end of each year Superintendents were also given a list of those Officers under their control who had received very high overtime payments during the year.

However, the overtime situation was reviewed in total or as part of any general overview of manpower resources.

Each year the estimated cost of overtime was set after consultation between the Department and Treasury but it appears that the Department felt no real responsibility to manage within that budget and sought supplementation from Treasury as a matter

However, in granting \$4,546,000 supplementation for 1980/81, concern was expressed over the rapid rise in recent years. The Premier and Treasurer directed that the attention of the Commissioner of Police be drawn to his

"very serious concern about the magnitude of the level of Police overtime and the impact of the present. supplementation request on the State's Budget in 1980/81," and stressed the "need for continuous and effective monitoring procedures to ensure that this major cost item is controlled to the maximum extent practicable"

On 28 October, 1981, the Commissioner sent a memorandum to Commissioned Police officers directing that:

"Officers in Charge of Districts, Divisions, Branches, etc., to personally take action to ensure that the cost of overtime penalty rates are controlled to the maximum extent practicable".

This action made little impact and overtime was running at a very high level in November and December. Indeed, as the following table shows, it was clear that, if unchecked, overtime hours in 1981/82 would exceed the record level of 1980/81.

<u>Roster Period</u>	<u>Fortnightly Overtime Hours</u>	<u>Hours</u>
<u>1981</u>		
20 June		31,135
4 July		30,847
18 July		32,463
1 August		32,569
15 August		32,750
29 August		36,634
12 September		37,256
26 September		34,736
10 October		37,093
24 October		38,226

Commissioner's directive of 28 October, 1981

7 November	38,522
19 November	35,930
3 December	30,989
19 December	36,136

(Total 485,286 hours - average 34,663 hours)

On 15 January, 1982, a Departmental Overtime Management Review Committee was established, consisting of three senior Police officers. The Committee's terms of reference are:

- "1. to look into all aspects of overtime and the cost, and for this purpose to visit appropriate centres in the metropolitan and country areas;
2. to review overtime worked throughout the State in an endeavour to keep overtime costs within Budget provisions;
3. to act for the Chief Superintendents, Metropolitan and Country Areas, as a liaison channel with District and Branch Superintendents in relation to overtime matters;
4. to co-operate with the Police Staff and Industrial Branch in relation to the review and documentation of overtime matters and in dealing with overtime queries.

The Committee is responsible to the Assistant Commissioner (General) and is required to furnish monthly reports to him of its activities and the position so far as overtime throughout the State is concerned"

Following the establishment of the Overtime Management Review Committee the average level of overtime fell to below 24,000 hours per fortnight, compared with more than 36,000 hours per fortnight in the last quarter of 1981.

In regard to longer term measures to control and monitor overtime, the Commissioner also announced the following:

"It is proposed in the early part of the next financial year, to allocate to all Police Branches and Districts a budget of overtime hours. This procedure would be in line with the principles of regionalisation and would create a greater awareness of the extent of overtime and require more effective management input, particularly by Superintendents. To facilitate this level of control, more management information is required.

Separately; the Police Planning and Research Branch has been asked to prepare a computer programme to provide:

1. hours of overtime, at the various rates, by station, type of duty for each quarter;
2. hours of overtime, as above, for year-to date;
3. hours of overtime as above, for last quarter and the same quarter last year;
4. percentage increase/decrease over last quarter and same quarter last year;
5. average overtime by type of duty by station of all overtime converted to hourly rate and per head of authorised strength;
6. a summary of the above station information by Division, District Area and State;
7. an exception report setting out those stations which exceed the area average by plus or minus a set percentage which can be varied from time to time;
8. an exception report setting out what effect, plus or minus, a change in authorised strength has upon overtime worked;

9. the present fortnightly overtime printouts to include year-to-date figures in order that District Superintendents, Divisional Inspectors and Officers in Charge of Stations can compare, each fortnight, actual overtime hours worked with budget allocations;
10. provision for a budget allocation of hours together with actual hours worked and relationship to budget proportion;
11. the management information in such a system could be used to budget and monitor future overtime.

It is envisaged that the proposed computerised overtime management information systems as outlined will assist Police to more efficiently and effectively administer Police over time".

The Committee commends these initiatives.--However, the Committee's inquiries revealed that a considerable part of total overtime was due to seasonal factors such as highway patrol during holiday periods and extraordinary events such the Truckles Blockade. The Commissioner's announcement did not address these factors.

The Committee recommends that:

- the fortnightly budget of overtime hours allocated to each area be in accordance with the area's seasonal needs rather than an average proportion of the yearly total.
- a reserve of overtime hours should be held by Head Office for allocation to areas where extraordinary events occur.

THE CAUSES OF OVERTIME

The Force does not keep centralised records on the causes of overtime and is therefore unable to provide information concerning of overtime hours attributable to each cause.

A great amount of overtime worked

the Force is, of course, unavoidable because, of statutory requirements or the nature of Police work. Clearly, an officer attending the of an accident cannot walk away with his unfinished simply because it is "knock-off time".

However, it is apparent that a considerable amount of overtime is avoidable and arises from inappropriate policy, inefficient rostering or inefficient job organisation. For example, t~~ Committee heard of one instance of a "stakeout" at a marijuana plantation where one party of men remained for several days incurring considerable payments for overtime and shift penalties. A major proportion of this cost may have been avoided if the vehicle used to bring meals to those on the "stakeout" had also brought relieving officers.

The Committee has examined a number of areas which are claimed to be major causes of overtime to determine whether the resulting overtime may have been avoided with efficient rostering and resource allocation. These areas are:

- * Staff numbers

- * Transfers

- * Extraneous duties

- * Sick leave

- * Court waiting time

- , In-service

STAFF NUMBERS

Between 1971 and 1981 there was an increase in Police strength of 1,857. However, both the Commissioner of Police and the Police Association cited staff shortages as the major reason for high levels of overtime payments.

This argument may be reasonable and indeed the Government has recently announced a further 400 increase in Police strength. However, the Force does not have centralised manpower controls and is unable to assess whether current staff is effectively and efficiently utilised.

Evidence has also been given which strongly suggests that employment of extra Police would not have a significant effect in reducing overtime. Certainly, in the past employment of additional Police has not prevented increases in overtime.

The Police Association have relied on the following comparison of ratios of State population to Police strength to establish that more Police are needed.

POPULATION/STRENGTH RATIO - ALL STATES- 31/12/1980

	POPULATION	<u>STRENGTH</u>	<u>RATIO</u>
New South Wales	5,221 600	9 225] :566
Victoria	3,932 100	g 023	1 :490
Queensland	2,311 900	4 347	1 :532
South Australia] ,308 100	3 407	1 :384
Western Australia	1,292 300	2 688	2 . :480
Tasmania	426 900	I 038	1 :41!
Northern Territory	129 800	567	1 :229
A.C.T.	233 500	918	1 . :254

The Committee is unable to assess the validity of this argument without knowledge of the actual work carried out by Police in other States, or of the in the relationship between land area, and Police.

In January, 1982, a detailed survey was commenced within the Force with a providing an assessment of the total staffing requirements of the New South Wales Police

However, the Minister did not accept the premises on which the survey was based. In view of the conflicting evidence the Committee. believes that a task of this size and complexity should not have been undertaken solely by enthusiastic Police Officers, but rather required the assistance of outside management

The Committee also believes that such an assessment can not be made without first establishing whether existing Police resources are being used in the most efficient and effective manner.

The Committee is concerned that in an organisation with a salaries and wages bill of almost \$250 million. staff deployment appears to have been undertake on a purely ad hoc basis. For that reason the Committee supports the establishment in July, 1982, of the Standing Committee on Staffing comprising the Assistant Commissioner Personnel, the Secretary of the Department, Superintenment Police Personnel representatives from the Minister's office, the Police Association and the Commsioned Police Officers' Association. In retrospect the establishment of this Committee should have preceeded any attempt at assessing staffing requirements

The Committee recommends that:

- * as a prelude to consideration of additional manpower requirements the Police Department develop a comprehensive Staff Management Programme which will enable the deployment of existing Police resources in the most efficient and effective manner.

- * data collection systems be developed to provide basic information on key staffing variables such as sick leave, transfers and deployment.

- * management skills and techniques be developed in Police administration so that information collected may be analysed, assessed and interpreted.

- * a scale of priorities be developed in the Force so that Police are deployed in the areas of greatest need.

TRANSFERS

Evidence presented to the Committee and the electoral experience of individual members satisfy the Committee that major problems are caused by the frequent transfers of senior Officers.

Frequent transfers mean that Commissioned Officers have little opportunity to familiarise themselves with the Districts they are supposed to control. This problem is exacerbated in country areas where Districts are large and where knowledge of the area is essential to good policing. If the Officer in charge is not familiar with his area of command he will obviously be at a disadvantage in the efficient deployment of staff and avoidable overtime may well be incurred.

Forced transfers can also have the effect of forcing the resignation of experienced officers who are unwilling to suffer the major family upheaval transfers can sometimes cause. It appears that in recent times many Officers have sought medical retirement rather than accept transfers.

During its visit to Maroubra Police Station the Committee noticed that some senior Officers transferred from country stations had failed to take up duty and were shown as being on long term sick leave. These Officers were included in the strength of the station but could not be rostered for duty and therefore to be replaced by Officers working (overtime

The Force keeps no records on transfers. However, the following table from page 492 of Mr Justice Lusher's Report on New South Wales Police Administration indicates the extent of the problem at least at Senior levels of the Force.

COMMISSIONED OFFICER TRANSFERS

NOTIFIED, 1979

Rank	No. on Rank (Authorised - Strength)	No. of Transfers Advised - Not Advised	No. of Transfers Advised	Total Transfers Affected	Individuals Including those not Advised
INSPECTOR (b) (Sgt. 1st Class)	(242	(121 (34)	1	122	104 (31)
S. INSPECTOR	(35		35	2,1
SUPERINTENDENT	(17	1	18	17
S. SUPERINTENDENT	(50	1		1	1
C.SUPERINTENDENT	(1	1	(c)
AST. COMMISSIONER	(5		3	3	3
S. AST. COMMISSIONER	(1		1	1	1
COMMISSIONER	(1		1	1	1
TOTAL	299	174	8	182	151

(a) "Transfer" is equated with the movement of an Officer from one location to another location or from one job to another job in the same location.

(b) Includes Transfers to Inspector on promotion from Sergeant First Class.

(c) No figure shown as one Officer moved through three ranks to Assistant Commissioner and was counted on that rank.

The Committee believes that frequent transfers are detrimental to the efficient functions of the Force and all too often present serious disruption in the lives of its Officers.

The Committee recommends that'

- * centralised statistical records of all transfers be kept.
- * the causes, necessity and frequency of transfers be monitored.
- * steps be taken to control transfers and to revise the current inefficient and disruptive system.
- * the length of time an Officer is likely to remain in the Force be a factor in determining the Officers' suitability for further promotion.
- * a non-effective list be established at Police Headquarters. Officers on long term absence from duty should be transferred from active duty to the non-effective list.

EXTRANEIOUS DUTIES

"Extraneous" duties are those undertaken by Police which could be performed by persons who do not possess the unique combination of peak physical fitness and training essential to sworn Police Officers.

Reference was made to this in evidence by the Department and the Association. Mr Justice Lusher's Report into New South Wales Police Administration argues ...

" that there is scope to reduce
eliminate Police involvement in the following

Criminal Correspondence Section

Document Reproduction Centre

Police Medical Branch

Police Personnel Branch

Police Transport Branch

Public Relations Branch

Licensing

Training Development and Examinations Branch

Police Recruiting Section

Police Traffic Branch, Adjudications Section

Police Communications Branch

Criminal Records Office

Fingerprint Section

Radar and Breath Analysis

Maintenance Section

Radio Technical Section

Stolen Vehicle Index

Launch Maintenance Section

Police Prosecuting Branch

Court Security (Court Constables)

Police Boys Clubs Disaster and Rescue

School Safety Lecturing

Planning and Research Branch

Traffic Planning

Traffic Signals Operation

Marine Salvage and Rescue

Wide Load Escorts

Routine Clerical Duties in connection with Rosters and Overtime Reports in all Stations and Branches

Reception and Telephone Answering

Prison Van Operation

Supervision of Cells in Large Stations such as Central

Clearway Parking Patrol

Resuscitation Unit"

Mr Justice Lusher's report stated that the above list was not intended to be exhaustive and stressed that the Department should undertake a systematic evaluation of its deployment of Police once the results of job analysis and description were to hand.

The Committee did not concern itself with the merit or otherwise of Police involvement in particular areas. However, the Committee believes that Police are qualified and trained to perform a unique public service and that extraneous duties tend to be diversionary from that principal objective.

It is difficult to assess the need for additional Officers when so many are employed in areas which do not require the talents or skills of sworn Police.

The Committee is concerned that while Police Officers are performing duties which may be inappropriate there are insufficient Police to carry out essential Police duties and that those duties must therefore be performed by Police working overtimes.

The question is not just a matter of relative cost. Police always have been and always will be a scarce resource and it is therefore not in the best public interest for men and women who have met the stringent physical and training requirements of the Police to perform duties other than those for which they are uniquely qualified.

Many duties currently carried out by Police are of a highly technical nature which would be better performed by persons with appropriate professional and technical qualifications. For example, during informal discussions with Police Officers the Committee was told of the inadequacies of Police radio installations. In one country area it was claimed Police cars are unable to send or receive radio messages unless the vehicle is on top of a hill.

These inadequacies were said to result from the fact that the planning and installation of the systems was carried out by Police Officers who although qualified radio technicians did not have the level of expertise to design an effective radio network. The assistance of expert consultants with the planning and installation stages would have avoided these problems.

Overtime generated by scientific and technical areas of the Department is high and it is of concern to the Committee that much of this additional work may have been avoided if competent professionals had been employed. Police Officers certainly have a part to play in scientific and technical areas as advisors on Police policy and practice.

The Committee disagrees with the current attitude of the Police Force and the Police Association that staffing reviews must assume that all duties currently carried out by Police will continue. In the interests of good management the Force must keep an open mind on the question of appropriate Police duties.

The Committee recommends that:

- * the Police Force review the duties performed by sworn Police and where their unique qualifications are not essential to the performance of those duties the Police Officers concerned be replaced so that they can resume appropriate duties.

- * the Force review all technical and scientific areas with a view to employing persons with proper tertiary qualifications to assist the Police.

SICKLEAVE

The incidence of sick leave was cited as a major cause of overtime.

The Chief Medical Officer believed that on any one day approximately ten per cent of the Force (about 930 officers) may be on sick leave. However, no accurate information is available as sick leave statistics are not kept.

Sick leave entitlements in the Force are extremely generous.

Officers injured on duty or while travelling to or from work are entitled to unlimited sick leave. If assessed as unable to resume work the officer may be boarded out on a pension of between 75% and 100% of the full pension entitlement.

In all other cases, Police are entitled to 75 days sick leave on full pay in any period of twelve months. Additional sick leave of 15 days for each year worked is available to officers who have completed ten years service.

Where an officer has exhausted his or her entitlement the officer may then claim additional requirements from the Police Mutual Provident Leave Fund. This Fund is formed from a contribution of one days recreation leave per annum by each serving Police Officer. In 1981/82 in excess of 12,000 days were withdrawn from the fund.

The rules of the Police Mutual Provident Leave Fund are currently being amended to require Officers who have exhausted their sick leave entitlements to take all outstanding annual leave and fifteen days without pay before they are entitled to benefit from the fund.

The Force categorises sick leave as either long term or short term.

Long term sick leave is taken by suffering long term illnesses such as heart attacks or recovery from serious illness or injuries.

This category also contains those persons waiting to be boarded out medically unfit. This figure has increased rapidly in recent years, from 40 in 1979, to 66 in 1980, to 140 in 1981 and to an anticipated 200 in 1982.

Long periods of sick leave are often a prelude to Officers applying to be boarded out.

As previously mentioned in this Report Officers transferred from locations where they and their families have become established often seek medical retirement rather than accept transfer. As a first step to medical retirement they go onto long term sick leave.

In an attempt to address the problem of senior officers taking extensive sick leave prior to retirement Officers over 55 are offered early retirement but as this scheme provides a pension at a reduced rate Officers still find it financially more rewarding to retire on medical grounds. In fact, under this scheme, all cases of early retirement to date have occurred within 12 months of normal retirement.

In addition to these, there are large number of cases where Police are injured traffic accidents and are reluctant to return work until their Third Party Claims are settled. They are able to do this because of the very generous sick leave benefits they enjoy.

Although Officers on long term sick leave are not rostered for duty they are included on station strength. Duties which they would normally perform must often be performed by other Officers working overtime.

Short term sick leave is usually for periods of five days to two weeks. A survey of sick leave carried out by the Police Department at the request of the Public Accounts Committee showed that in most instances sick leave was taken for periods in excess of five days. The reason is said to be the requirement for city Police to report to the Police Medical Officer before resuming work regardless of how minor the ailment may be. This practice adds anything from one day to four days to any sick leave term. The Department is currently examining the possibility of introducing normal Public Service conditions to govern the return to work of Officers on sick

The Committee accepts the statement of the Police Department's Chief Medical Officer that causes of sick leave are "multifactoral" and that therefore numerous measures may need to be taken to reduce the high level of sick leave. However, the current level of sick leave taken by Police officers is a serious problem which must be urgently addressed, otherwise those Officers remaining on duty will continue to bear the burden of additional work requiring considerable overtime.

The' Committee recommends that:

- * the Force take immediate action to collect sick leave statistics.

- * the requirement for city Police to report to the Police Medical Officer before resuming work after minor ailments be discontinued.

- * consultants be 'engaged to undertake a detailed study of the incidence and causes of sick leave within the Force and to make appropriate recommendations to ensure that all sick leave taken is warranted.

- * subsequent to the study recommended above Police Rules be appropriately reviewed.

WAITING TIME IN COURTS

Police waiting time in Courts generates large amounts of overtime. Indeed, in a small sample taken by the Auditor-General it was found that at one particular station 69,0 of all overtime worked was attributable to waiting time in Courts.

In most cases no overtime should be incurred where a Police Officer is required to give evidence in Court. Generally, Officers are given notice as to when they are to appear and if proper rostering procedures are applied the Officer should be rostered accordingly.

Some difficulties however, have been caused by the conflicting requirements of Magistrates in relation to the attendance of Police informants at the first day of hearing of listed matters.

If an Officer who makes an arrest in an afternoon or evening shift is required to appear in Court the following morning overtime and penalty payments will obviously be incurred.

However, there appears to be no reason why the Police Prosecutor cannot be appointed as the common informant in respect of all matters being presented on that day, a procedure which has already been followed by some Magistrates.

Following approaches by the Chairman of the Public Accounts Committee, the Chief Stipendiary Magistrate has now circularised all Magistrates with details of this procedure.

Similar problems in relation to appearances and identification parades pursuant to the Coroners' Act also generate overtime.

The Committee recommends that:

- * rostering procedures be reviewed to ensure that where Officers have advance notice of their requirements to attend Court they are rostered accordingly.
- * Police Prosecutors seek the concurrence of Magistrates to be appointed as common informants in respect of listed matters.
- * attendance and identification procedures pursuant to the Coroners' Act be reviewed.

IN SERVICE TRAINING

The Force was unable to provide information concerning the cost of overtime paid to Officers carrying out the duties of others attending in-service training courses.

However, information presented in Mr Justice Lusher's report showed that the salaries paid to participants in respect of the time they spent at training courses amounted to \$2.9 million in 1977/78 and \$2.8 million in 1978/79. These figures throw some light on the potential cost of overtime where the work normally performed, by participating Officers is performed by other Officers working overtime.

The Committee believes that where it is necessary to replace an Officer attending a training course, as far as possible the replacement should be an Officer working a normal rostered shift instead of overtime. One means of achieving this may be the employment of a pool of relieving Officers who can be called upon to fulfill the duties of Officers who are temporarily absent. this matter is discussed further in

Other overtime expenses in connection with training courses arise from travelling time allowances paid to participants. The estimate for 1982/83 is \$500,000. It appears that considerable economies could be made if Officers normally attached to Metropolitan stations were temporarily transferred to the Police Academy for the training period. This is not unreasonable when one considers that training courses may be from one week to 12 week's duration.

The Committee recommends that:

* Officers stationed in the Sydney Metropolitan area be attached to the Police Academy during any training period of one week or more,

ROSTERING DEFICIENCIES

Effective rostering procedures are critical to the efficient allocation of manpower resources and their absence can lead to substantial unnecessary overtime and penalty payments.

The Police Association claimed that:

"Rostering in the Police Force is largely ad hoc, haphazard and in many Divisions chaotic ... It has come to be accepted that those responsible for rosters work from day to day constantly amending the 'rough rosters' until the day arrives upon which the shifts are to be worked by the personnel allocated. It is only on that day or shift that the document achieves the status of being referred to as the roster.

However, rostering in the Police Force was not always so uncharacteristic of the orderliness that is implicit in rostering elsewhere. Identifiable patterns of work schedules were the norm in the Service some ten years ago and officers could be confident that they would be rostered to rotate through the range of shifts worked on a regular basis.

There has been a gradual deterioration in rostering practices over the intervening period :culminating in the present parlous and industrially intolerable, unacceptable, situation"

In December, 1981, the Commissioner directed all Commissioned Officers, when assessing the need for overtime to carefully examine the following:

- * 'whether all annual leave was being taken as per the roster and evenly distributed throughout the year.

- * whether Police who had known Court attendances were being rostered for day work or being left on their' normal rostered shift.
- * whether essential staff only were being rostered on public holidays.
- * whether Police were being given an eight hour break between shifts.
- * whether work could be done other than by the normal staff; for example, by the deployment of other station staff.

Because of the unavailability of information it is not possible to identify the extent to which overtime could be attributed to any of the above causes.

However, as a result of new overtime record sheets introduced in February, 1982, it was found that in the twenty weeks between 10 February, '1982, and 3 July, 1982, one thousand nine hundred and twenty eight rest days were cancelled, notwithstanding clause 8(d) of the Non-Commissioned Police Officers Agreement which provides that resters shall be arranged as far as practicable to give at least seven days notice of the particular day or days to be allotted as rest days.

The Committee observed the manner in which rosters were prepared at locations it visited. Rosters for sections usually representing less than 200 persons are prepared manually on a daily basis by Police Officers. At one location three Police Officers were permanently engaged in preparing a roster for less than 150 people, 29 of whom were civilians. The only other duties of these Officers were to prepare payroll and overtime input data and update personnel records for the police at that location.

It was stated in evidence that consideration is being given to computerisation of rosters at the new Police Headquarters. The Committee agrees that the current system of rostering is cumbersome and wasteful. Sworn police officers should not be involved in the mundane clerical duties associated with roster preparation and payroll data input. There may be good reason for Police oversight of rosters by an experienced senior Officer but this should be at supervisory level and form only one part of that officer's duties.

The Committee also agrees with the view of the Police Association that the purpose of penalty clauses is to discourage the employer from undesirable industrial practices. The monetary sanction imposed by penalty payments is usually sufficient to curb such practices in private industry. However, in the public sector it appears an expectation has arisen that organisations in budgetary difficulties will be "bailed out" at the end of the financial year. Clearly, this can only be overcome by financial accountability being imposed at appropriate levels. Current plans to introduce autonomy at district level should assist in this

The Committee recommends that:

a relief pool of Police Officers be established to serve in a temporary capacity during the absence of permanent Officers.

rostering practices be monitored at both District and Head Office levels.

rostering procedures be reviewed in conjunction with the recommended Staff Management Programme.

civilian clerical staff be employed in the preparation of rosters, payroll and personnel records.

THE RELATIONSHIP BETWEEN PAYMENTS FOR OVERTIME

AND THE BASE SALARIES OF THE OFFICERS CONCERNED

As the Force only keeps records which show total payroll it has not been possible to produce statistical data showing the relationship between payments for overtime and the base salaries of the Officers concerned. However, it is clear from evidence before the Committee that maintenance of high levels of overtime and penalty rate payments have become part of the normal remuneration expectations of some Police. Even though there have been substantial award increases for Police in recent years overtime has continued to rise rapidly with the effect of producing quasi. wage increases.

The danger inherent in this situation is that the expectations of overtime may become universal through, out the Force to the point where financial commitments undertaken by individual Police Officers will mean that overtime becomes a personal necessity and the efficient operation : I the Force is secondary.

The Committee is of the opinion that overtime must not become an entrenched part of the wage packet.

The Committee recommends that:

- * data processing systems be revised so that they produce information which may be used by management to -
 - * gauge the growth in overtime and the degree of relationship to base salaries.
 - * assist in making decisions and taking action regarding overtime.
 - * assess the success or otherwise of policy initiatives.

- * prior to re-negotiation of the Non-Commissioned Police Officers Agreement discussions be held with the Police Association on alternative compensation packages, -
e.g., lump sum allowances in lieu of overtime for those sections of the Force such as the C.I.B. whose work is especially prone to overtime.

THE EFFECT OF LENGTHY OVERTIME ON THE HEALTH

AND PRODUCTIVITY OF OFFICERS

In examining the likely effect on the general efficiencies and overall productivity of Officers who record lengthy periods of overtime, the Committee was hampered by the absence of sick leave statistics and analyses.

In his submission, the Commissioner stated:

"No research has been carried out within this Department in respect of this matter but it is generally held that Police Officers' general efficiency and effectiveness is reduced to some extent by the performance of prolonged overtime.

However, there are such circumstances as the Granville Rail Disaster, searches at sea, serious murder investigations and siege situations where members of the Police Force are required to perform protracted overtime hours even although it is realised that efficiency can suffer as a consequence".

To assist its investigations the Committee requested the sick leave records at sixteen locations for fourteen randomly chosen dates. This survey did not enable the Committee to establish a direct link between excessive overtime and excessive sick leave. However, certain other matters have become apparent both from the survey results and the evidence of witnesses.

These are:

* Average sick leave at some locations appear to be high. As the Chief Police Medical Officer stated:

"The plain fact is that Police take an enormous amount of sick leave. Whether this is the result of stress in their work of which overtime might be one factor, I do not know".

Instances of one or two days taken for sick leave are very rare. The usual minimum period is one week. This often occurs because of the requirement for Police Officers who have been off sick to attend Head Office sick parade before being allowed to resume work..

This situation considerably increases the amount of sick leave taken. For example, if an officer suffers a stomach upset on a Thursday he will have to wait until after the weekend to attend the sick parade and will then be permitted to resume work on Tuesday. That means an absence of one day due to sickness is extended by four days if it occurs just before the weekend or a minimum of two days if early in the week. Duties of the absent officer are usually performed by other Officers working overtime.

The Force itself carried out a survey into additional sick leave occasioned by the requirement to appear before the Police Medical Officer. It found that almost 75% of those attending the sick parade were directed to resume work the next day and "the majority of Police attending daily sick parade wish to return to duty, their own doctors consider they are fit for duty and their opinions are also shared by the Police Medical Officer"

It was considered that "the present situation should be reversed, Police who wish to resume duty should not have to see the Police Medical Officer and the doctors should be seeing those who do not want to resume duty".

- * Anxiety, nerves and depression are not uncommon reasons for sick leave.

The Chief Police Medical Officer stated in evidence:

"From my own impressions I would say that where a person goes on sick report with a nervous illness such as anxiety, if he feels that his anxiety state is bound up with his police work, in almost every case he quotes overtime as one of the factors in his ill health. But against the fact that those who go off sick make that claim, there is also the fact that at any one time the number of Police away on sick report with, say, anxiety is relatively low. It would be less than 100 at a time as against the 9,000. So obviously there are a lot of men who are coping with working overtime without detriment to their health. We have not analysed in any way where the break occurs.

I call illnesses anxiety, depression, reactive depression heart attack, Where a man complains the stress of his job has been a causal factor. It has to be kept in mind that none of the claims, or very few, have been legally contested in the Workers Compensation Tribunal. In recent years I have noticed an escalation in the number of Police making the claims. I think that in 1980 we had about twenty-four Police who claimed they had anxiety states or heart trouble bound up with the stress of the work.

That number jumped to about fifty-three claims in 1981. This year the number will have probably risen to about seventy or eighty.

They are not relatively large numbers when you consider that 9,000 policemen are working overtime. However, it does indicate that the overtime that is being worked is not adversely affecting the health of a certain group of Police but it affects the health of 'another group who rapidly go to pieces.

Almost always in their submission they bring in the factor of overtime. This applies particularly to the Observation Squad, where a large number of Police work in strenuous types of unique Police duties of a clandestine nature, involving lone hours' overtime.

It seems that in the Observation Squad alone we are going through the whole squad. They are all putting in claims for ill health bound up with these factors. It is part because of the unique type of duty performed by the squad and the amount of overtime worked. The number of these types of is much greater among detectives than the general duty men. This is reflected also to some extent in the increase in the number of Police who have been boarded out. number has increased from about forty in 1979 to about sixty in 1980 and about in 1981.

This year already there are about ninety. This means that by the end of the year we will have about 200 Police who will be out. They do not just become ill and go out. Invariably they have a period of illness, it may be as long as six months, a year, and sometimes longer.

That would give us about 180 for this year, which would be an increase of about sixty on last year's figure. We have tried to look into what lies behind the increased number of Police being expended. A request was made by the Minister of Police that the department look into this. However, the answer was not available, because it is a multifactorial thing. Overtime is only one thing that plays a part in the number of Police being expended. However, the fact that we have almost 200 Police who will be going out this year means that for the best part of twelve months - and this involves the length of their illness and the time they wait to be boarded out - about 200 Police will not be available to do their work, Two hundred Police are equivalent to having two complete divisions completely out of action.

There is a constant spill-over with the greater number of Police being on sick leave, waiting retirement on medical grounds, and this will throw a greater strain on other Police Officers. Where detectives and squads such as the Observation Squad are involved, even more strain will be put on the other men who perform those tasks.

I feel that the recruiting side of it is partly involved because, particularly among the detectives, there is a type of man who can work with great vigour for long hours and not suffer any outward strain. Yet there have been recruited in the Police Force men who have a definite margin of reserves of physical ability to keep-going round the clock. When these men have to do extra work it is probably at the penalty of their health but we have only just begun to keep figures on it to prove it.

One of the big worries is the road accident toll among Police. The number is large. Once a Policeman is injured in a road accident - a spinal injury, a neck injury from whiplash - and there is a third party claim, it is different from other injuries because the Policeman is either going to work when he is involved in a road accident he is on duty or he is going home. These cases comprise a big percentage of Police on sick report because it is hard to get any of them back to work until their third party claim is settled".

A number of persons have been recorded on sick leave for periods in excess of six months.

The Committee believes that unauthorised employment outside the Force could also contribute stress suffered by some Officers. Such work now prohibited, but more needs to be done to enforce this prohibition.

The Committee recommends that'

- * the Force collect medical and sick leave data and analyse the causes and frequency of sick leave so that problem areas can be identified and corrective action taken.

- * before promotion or transfer of Police Officers into areas which may require long hours they be medically assessed to ensure that they can cope with the demands of the job without detriment To their health.

- * all positions which require long hours under strain be reviewed with a view to changing job 'conditions to minimise possible health hazard.

MANAGEMENT AND MANAGEMENT INFORMATION

During the course of the Committee's investigation it became apparent that excessive overtime was merely a symptom of a wider management problem within the New South Wales Police Force.

Basic management data concerning the causes of overtime, frequency of transfers, sick leave and the deployment of staff is not collected and therefore could not be provided to the Committee. It is clear that many management decisions are made on an ad hoc basis without the benefit of adequate information.

This situation is recognised by the Commissioner, who in his submission to the Committee stated:

"Until the proposed new management information systems are introduced, the extent to which the previous systems did not aid in controlling overtime, cannot be accurately assessed. Some guide only can be obtained from the reduction in overtime worked in the second half of the financial year following the introduction of the more stringent control measures

The proposed management information systems will highlight those stations and types of duty where excessive overtime is being worked. These areas will then be investigated in detail to determine the causes and to implement appropriate remedies".

Recently, a number of measures have been taken to institute an effective system of management responsibility and control. These include reorganisation of the Force's Management structure and establishment of a number of high level committees, including those on Policies and Priorities, Budget Research and Planning, Departmental Properties and Police Staffing.

The Committee commends these initiatives. Especially important is the Standing Committee on Police Staffing whose functions are to advise on the methodology for assessing staffing needs, monitor factors which affect the workload of Police generally, advise on the allocation of staff resources and report annually on staffing requirements.

Although the Commissioner's submission clearly recognised the inadequacies of management systems and the need for improve(! management controls, the Committee doubts that these views are shared by other members of the Force.

Indeed, the Chairman of the Overtime Management Review Committee expressed tho view that because of the Force's responsibility to control crime, efforts to 'control overtime were "demoralising" and that the reduction of "maximum effort" brought "shame" on those carrying out the overtime review.

Police witnesses impressed the Committee with their dedication and loyalty to the Force. However, :some of the views they expressed on controlling overtime suggest an entirely unrealistic assumption, common to many people with great dedication to their work in the public sector, that financial resources are virtually unlimited. In turn, this view often results in inadequate attention being given to obtaining the most efficient use of the resources available and instead encourages easier but more costly solutions to problems.

The Committee recommends that'

- * modern management systems be introduced at both District and Head Office levels to enable adequate internal controls and performance monitoring.

- * expert consultants, from both within and outside the public service, be engaged in formulating and implementing effective management systems.

- * appropriate training on management and resource deployment be introduced into Police Training Courses at all levels of the Force.

- * Police Officers be encouraged by suitable incentives to obtain tertiary qualifications in management and administration.

THE EFFECT OF ADDITIONAL STAFF ON OVERTIME

When paid overtime was introduced in April, 1971, Police strength stood at 7,470. In the 10 years to June, 1981, Police strength increased by 1,857 to 9,327 and in the same period paid overtime rose to 903,000 hours per year.

OVERTIME HISTORY

30 June	Population of New South Wales	Police Strength	Ratio Police to Population	Overtime. Hours
1971	4,679,400	7 470	1'626	
1972	4,746,900	7 914	1:599	
1973	4,793 400	8 044	1:596	
1974	4,839 400	8 199	1'590	
1975	4,885 3'00	8 537	1:572	
1976	4,898 200	8 628	i:568	
1977	4,,933 500	8 959	1:550	505,13,1
1978	4,981 400	8 903	1'559	618,290
1979	5,044 400	9 116	1:553	622,046
1980	5,111,800	9 225	1:554	725,016
19'81	5,184,000	9 327	1'555	903,351

In general, evidence presented before the-Committee suggests that the appointment of additional Officers would not by itself' bring about a commensurate reduction in overtime.

The following comment of the Commissioner for Police is particularly relevant:

" ... the appointment of additional Police has not in the past reduced overtime. It is confidently anticipated, however, that the control measures already introduced and those proposed will result in overtime payments to existing staff being reduced if additional Police are appointed".

The Committee does not believe that an increase in the strength of the Police Force will lead to a general reduction in overtime unless the additional Police are deployed in ways to eliminate specific causes of overtime.

The Committee recommends that:

- * increases in the strength of the Police Force for the purpose Of reducing overtime should only be made where it can be shown specifically that particular causes of overtime would be eliminated by the appointment of an additional Officer or Officers.

STRUCTURE OF POLICE FORCE AS AT 1 JANUARY, 1981

Executive

Commissioner	1
Deputy Commissioner	1
Senior Assistant Commissioner	1
Assistant Commissioners (Crime, General, Traffic Personnel, Industrial and Services, State Emergency Services)	6

Commissioned Officers

Chief Superintendent	3
Senior Superintendent	19
Superintendent	40
Senior Inspector	30
Inspector	213
	314

Non-Commissioned Officers

Sergeant. 1st Class	469
Sergeant 2nd Class	549
Sergeant 3rd Class	1,329
	2,347

Constables

Senior Constable	
Constable 1st Class	
Canstable	6,635

TOTAL STRENGTH 9,296

Functional Divisions

%.

Executive	9	0.1
General Duties	5,065	54.57
Criminal Investigation Branch	1,385	14.92
Police Traffic Branch	1,201	12.98
Technical Support Branch	421	4.5
Licensing Branch	172	1.85
Prosecuting Branch	232	2.5
No. 20 Division (administrative & services)	359	3.87
Police Academy	121	1.3
Police Boys Clubs	151	1.63
Disaster and Rescue	49	0.53
Criminal Investigation Unit	31	0.33
Water Police	85	0.93
	9,281	100%

Reference page 88 to page 92 - Lusher Report ' The unaccountable discrepancy between the two totals is as per the report.

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APPENDIX "B"
SCHEDULE

COMMISSIONED POLICE OFFICERS

	Effective From 8/5/81 to 8/10/81	Effective. From 9//10/81
	\$ 89.10 w.b.	
<u>Classification</u>	\$ p.a.	\$ p.a.
Inspector 1st, 2nd & 3rd years	26,808	30,427
Inspector 4th year & T/A	27,737	31,481
Senior Inspector	29,357	33,320
Superintendent 1st & 2nd years	34,039	38,634
Superintendent 3rd year & thereafter	34,877	39,585
Senior Superintendent	36,576	41,514
Chief Superintendent	41,094	46,642
<u>Special Duties Allowances</u>		
Inspectors	2,011	2343
Superintendents	2,553	2975
<u>Night Officer Allowances</u>	\$19.70 per shift	22.36 per shift

NON-COMMISSIONED POLICE OFFICES

<u>Classification</u>	Effective		Effective	
	\$89.10 w.b'.		\$ p.a.	
	\$ p.a.		\$ p.a.	
<u>CONSTABLE</u> (including Detective Constable)	<u>Salary</u>	<u>Loading</u>	<u>Salary</u>	
<u>Loading</u>				
1st year of service	13,682	1368	15529	1553
2nd year of service	13,989	1393	15878	1588
3rd year of service	14,282	1428	16210	1621
4th year of service	14,586	<u>1459</u>	<u>1,6555</u>	1658
5th year of service and thereafter	14,885	1489	16094	1689
<u>CONSTABLE 1ST CLASS</u>				
(including Detective Constable 1st Class)				
1st year of service in the Grade of Constable 1st Class	15,601	1560	17707	1771
2nd year of such service	15,803	1580	17936	1794
3rd year of such service	16,010	1601	18171	1817
4th year of such service and thereafter	16,205	1621	18393	1889
<u>SENIOR CONSTABLE</u>				
(including Detective Senior Constable)				
1st to 4th year of service	17,381	1738	19727	1973
5th year of service and thereafter	17,574	1757	19946	1995
<u>SEARGENT</u> (including Detective Seargent)				
Sergent 3rd Class	18,802	1880	21340	2134
Sergeant 2nd Class	20,093	2009	22806	2281
, Sergeant 1st Class	21,348	2135	24230	2423
<u>NSW Police Air Wing</u>				
Chief Pilot	31,002		35187	
Assistant Chief Pilot	24,577		27895	
Helicopter Pilot	23,198		26330	