

NSW Police Force
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OFFICE OF THE COMMISSIONER
D/2009/170417

Mr Paul McLeay MP
Chair
Public Accounts Committee
Parliament House
Macquarie St
SYDNEY NSW 2000

Dear Mr McLeay

Re Auditor General Report on Police Rostering

I am writing in response to your letter of 11 March 2009 seeking additional information from NSW Police Force on the Auditor General's Report 'Police Rostering' which was tabled on 5 December 2007.

Fatigue Management Project

I provide to the Committee the following documentation all of which is in draft form:

- Fatigue Guidelines,
- Fatigue Toolkit, and
- Fatigue Education/Awareness Training Package.

The NSW Police Force anticipates that there will be alterations to the above documents pending the outcome of stage three of the project which includes a practical field trial of each aspect of the Fatigue Management Project.

These documents are:

- internal working documents, still subject to evaluation and amendment as part of the Fatigue Management Project,
- require endorsement by the NSW Police Force Executive once finalised, and
- are subject to contractual requirements between the NSW Police Force and the University of South Australia.

For these reasons, the NSW Police Force requests that these documents remain **confidential** pursuant to s58 of the *Public Finance & Audit Act 1983*.

HR Review Tool and rostering support to Commands

The HR Review Tool is accessible to all commands via the NSW Police Force Intranet and a copy is provided as requested. The tool is used to assist commands in managing HR issues and contains a number of macro functions including a 'source document' list hyper-linked to the relevant documents/policies that are available on the NSW Police Force intranet. (As the copy provided to the Committee is "read only", the 'source document' list will be displayed but access to the relevant NSW Police Force policies is not available.)



The HR Review Tool is also used by the HR Command Support Team (HRCST) when examining rostering practices such as the review of shift changes and the adherence to Flexible Rostering Guidelines across Commands. The HRCST provides support not just to Commanders, but other key HR personnel within commands on a broad range of issues including rostering practices.

Commanders also have access to advice from other areas within Corporate Human Resources such as the Industrial Relations Branch when required. In addition, Regions also ensure that less experienced Commanders are mentored when negotiating first response agreements.

Customer Service Program

The Customer Service Program is working to establish a sustainable framework to support the NSW Police Force in its delivery of improved customer service. To achieve this, the program has:

- researched customer expectations and experiences,
- reviewed customer service standards,
- developed a new customer service charter, policy and guidelines, and
- established systems and processes to support high standards of service.

A site on the NSW Police Force intranet has been established as a 'one stop' reference point for all Customer Service information and supporting documents. This site, accessible by all NSW Police Force employees contains extensive documentation including facts sheets, brochures, pocket guides, customer service tools and training, as well as links to relevant NSW Police Force policies.

The following relevant customer service documentation is provided:

- Customer Service Policy Statement,
- Customer Service Charter (this document is also accessible to the general public via the NSW Police Force website located at www.police.nsw.gov.au),
- Customer Service Guidelines,
- a sample of Customer Service documents – attending an incident enquiry, front counter enquiries, telephone and message enquiries, victim follow-up, and
- Customer Survey Tool - copies of the telephone survey questionnaire and spreadsheet.

The NSW Police Force Customer Service Survey Tool was implemented along with a number of other tools designed to aid Local Area Commands in achieving our NSW Police Force Customer Service Charter commitments. These tools were provided to all Commanders at the Customer Service Program Commanders Forum on 22 November 2008. These tools have also been distributed to Customer Service Portfolio Holder's (CSPHs), attached to all Commands and are available on the NSW Police Force Customer Service Intranet site.

The Survey tool specifically is a tool for CSPHs to use locally, giving each Command an indication of how they are performing at a local level, and can be used to identify, reward and recognise good customer service, as well as an opportunity to identify and improve poor customer service. The new electronic Command Management Framework (eCMF) that is being deployed across the organisation, requires each command to report on the number of surveys conducted per month. This is not considered onerous. Commanders and CSPHs may conduct as many surveys as they desire and can use Crime Prevention Officers to assist.

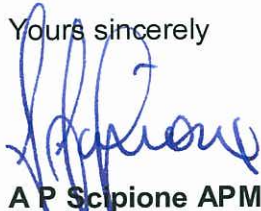
Organisationally, a number of Customer Service measures have been implemented into the COMPASS (Command Performance Accountability System) process, whereby Local Area Commands and Regions are assessed. These measures include:

- the National Policing Satisfaction Survey,
- c@ts.i customer service complaint data,
- eCMF - Customer Service,
- Mystery Shopping results,
- response times for Priority 1, Priority 2 and Priority 3 jobs, and
- when introduced in the near future – a mandatory victim notification follow up action that will be generated in the NSW Police Force COPS system for all non-Police Assistance Line (PAL) reports. This will require a mandatory follow-up call, letter, email or visit to the victim to be undertaken within 7 days.

All of the documentation referred to in this letter has been copied onto a CD which is attached.

I trust that this further information is of assistance to your Committee. If additional information is required please contact Mr Feargus O'Connor, Manager Executive Advisory Unit on 82636364.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'A P Scipione', written over a printed name.

A P Scipione APM
Commissioner of Police

22 APR 2009