

Review - Forensic DNA Analysis Team Page 1 of 8

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RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis Team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. [For example, Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis Team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the Team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis Team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end of end evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

The Team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: As there are Operational Officers within Forensic DNA Analysis, it would be better to remove the work 'operational' to reduce confusion.

Commented [CJA2]: Its my understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. Its Workplace Edge's opinion that the whole team is over governed. This needs to be made clearer. The Analytical Line Manager oversees about 15 people, which I don't think is over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background, and the statements are somewhat nonspecific, more detail is required.

The perception of the interviewed staff members that projects take too long may well be due to not receiving timely feedback and updates on the status of the projects from their line managers.

-The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.

It is not accurate incorrect to say that the Quality unit does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Dr Kirsten Scott provides significant input into SOPs, training modules and significant advice and guidance regarding quality to staff that see her. Quality is everyone's responsibility; therefore Justin Howes is responsible for operational quality from his team. Dr Kirsten Scott is responsible for overseeing that quality activities are undertaken appropriately and she performs this function to a very high level.

It is not accurate incorrect to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from the some members of the management team. Reporting team managers. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

- The staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely, attend Court, which is seen by some as an inequity that contributes to disharmony in both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.

It should be highlighted that staff who have never attended court are newer reporting team members who have not yet fulfilled their training and have not been deemed competent for court – it is not accurate incorrect to say 'never' and not provide detail surrounding this.

It is very difficult to ensure that all reporting team members attend court – given the case types may provide a plea, which is not the fault of the staff member. Ensuring that there is equal representation of staff in court can only be done when cases require re-allocation (which Justin does on an equity basis), however, court may still not go ahead and this is beyond of our control.

- The Production Line concept contributes to feelings of frustration among highly qualified staff, who would prefer to see less rigidity in the organisation and more equitable distribution of work.

- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.

It is not accurate ~~incorrect~~ to say that the production line concept has led to the isolation of the teams – as this concept has been working extremely well for the most part since its inception. The reasoning behind it no longer working well is due to the culture that is currently within the management group, which has created mistrust and disharmony, leadership by the reporting managers, who undermine other managers during tea and lunch breaks to their team members. This causes disharmony. The reporting managers do not include themselves in group activities such as group morning teas, therefore staff members see this and therefore may not don't attend either. This is ~~what~~ contributes to the disharmony, not the production line process which has been demonstrated to be very successful by the NIFS end to end projects (twice).

Re-work during case management can also be due to lack of confidence by the staff member undertaking the work, which hasn't been highlighted.

Staff members have been advised that they are able to observe tasks being undertaken by the Evidence Recovery and Analytical teams, by liaison with the line managers of those teams.

- There is a management team comprising nine people who identify as managers for an overall compliment of around 70 people. It is large and unwieldy and has become dysfunctional, partly due to the interplay of particular personalities, but a contributing factor must also be its size and lack of internal structure and the expectations it generates.

- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA Aanalysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not accurate to include the breakdown of the Intelligence Team as a dysfunction of the management team. During the FR project, it was highlighted that changes would be required within

this team, however a gentle approach to this change was taken. Personal issues within this team have not been included in this review as those staff members were not interviewed.

It is not accurate to place the failure of managing the bottleneck of results onto the management team when members of this team are ensuring that results are being reported, on top of the other tasks that they currently perform. This is a more complex issue that requires more detail than what has been provided.

~~It is not warranted placing all of the blame of the bottleneck of results onto the management team— they have all provided advice and ideas on how to decrease the number of outstanding results (including Allan and Luke interpreting hundreds of results on top of their work), when it is largely a failure of the management members within the Reporting teams to act upon the issues~~

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

AGREED

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017; despite repeated attempts by senior managers: o ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;

o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

o a number of personal grievances remained unresolved; and

o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from ~~some staff members reporting management staff~~ and their undermining of other management team members – this hasn't been detailed effectively in the above statement. doesn't seem to have been adequately addressed

- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.

- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.

- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

It is not accurate to detail the above as it is because it doesn't describe the above as being statements from staff members, so it is their perception of the situation.

- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

The statement 'This is very upsetting for all of the reporting staff' would be extended to 'all staff members', as all team members are affected by the decreased ~~lack of~~ output from the reporting teams.

Similarly "the reporting list is growing without any clear plan to reduce the list" is not accurate ~~incorrect~~. This issue has been the subject of discussion amongst senior management and there are plans to utilise FR and planned overtime activities ~~mooted restructures~~ to assist in addressing this situation.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.

- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.

The above statement is how the reporting teams describe their work environment.

- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.

The above statement is how the reporting teams described their work environment.

- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.

It has also been stated that a further contribution to staff being unable to broaden their use of skills and experience is due to favouritism by the reporting managers – i.e. only particular staff are allocated 'projects' to undertake and that this is unfairly distributed – this doesn't seem to have been included when it should be considered as a major factor.

- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.

The re-working of some samples that can be undertaken by a reporting staff member can be due to additional reasons – e.g. additional information has been received that was not available when the items arrived which requiring rework, etc. There is an apparent lack of trust from the senior staff members within the reporting teams regarding the work undertaken by the Evidence Recovery and Analytical teams – this contributes to the reworking undertaken, however this hasn't been highlighted. The reporting managers openly display a lack of trust in the work undertaken by the ER and Analytical teams and this facet has been taken on board by reporting staff members – this can be considered as a major contributing factor.

- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

The loss of an effective compliment of staff from the Intel team is beyond management control – however and plans are being implemented to address this.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.

It should be noted that **Volume Crime** items are processed with the 9 loci DNA kit and that these items now need to be processed in another kit – which the QPS has deemed to be the PP21 kit. The statement about the 'Unit using 9 loci' is very unclear around content and relevance.

- The Intelligence Team is responsible for uploads to the national data base, which is not the most efficient allocation of this task. There is merit in considering merging of Intelligence with Reporting and then training the integrated team to perform uploads.

It is not an effective use of HP4 reporter's time in uploading of profiles to NCIDD. Whilst the task of reviewing links can be done by HP4 reporting staff (given they report other similar results), it is not envisaged that HP4 reporters should upload profiles to NCIDD. This statement is too simplistic in its current wording. In the process of integrating the Intel team, the tasks are planned to be broken down and reallocated to appropriate HP levels.

3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is not accurate ~~incorrect~~ to say that it hasn't. ~~FSS~~ We have reported to all (including within the QPS) that the FR has been ~~we have implemented the FR~~. There are elements to the reporting processes that require enhancement, however the statement as it stands is not accurate ~~incorrect~~ and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implementation ~~ed~~ has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of development work was directed to ~~ent into~~ the automatic reporting lines within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This was a large risk for both organisations, so with the agreement of the Team Leaders, this portion was postponed until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done to correct the matrix. Progress has been made on this and the reporting staff are giving feedback on the automated lines that are now available in the FR. It is due to this mis-communication regarding the FR that staff have built further false impressions.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – staff voted for a Variable working arrangement meaning the accumulation of ATO. This has been communicated on numerous occasions. Forensic DNA Analysis voted for a Standard arrangement, meaning the accumulation of

TOIL. Under the Award arrangements, part-time staff were only able to accumulate TOIL after they had completed an 8 hour shift. Due to budget constraints, it was not feasible to allow staff to work additional hours and accumulate TOIL, unless required for urgent items or court. Clarification has been sought from HR regarding the new Award and Enterprise Bargain Agreement.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the service that is provided to our clients, namely the QPS and the Court reporting staff being required for Court—which is open between 9am and 5pm. Notification of the requirement for evidence is not always supplied in advance. Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court evidence is required at 3pm. This would not be providing a service to the client.

This statement also hasn't been balanced with the client's request for availability during court business hour fact that we are required by the client during business hours (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don't hold meetings, there is no mechanism for feedback and this hasn't been highlighted.

Due to the requirement for the provision of timely results to the client, training outside their core duties is not able to be provided. A training matrix is currently being developed in the reporting teams to ensure that all staff are trained across all tasks required.

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;
3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ~~there is a requirement~~ ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.
 3. Reducing the size of the management team to four positions namely:
 - a. Managing Scientist
 - b. Quality and Projects Manager
 - c. Team Leader Evidence Recovery and Quality;
 - d. Team Leader Forensic Reporting and Intelligence
 4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.
2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members ~~the reporting managers~~ delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. **Court attendance** – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. **Performance Framework** – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. **Bottlenecks** – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of

the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. **HR Issues** – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. **Communication** – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request investigation underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

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- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.

The re-working of some samples that can be undertaken by a reporting staff member can be due to additional reasons – e.g. additional information has been received that was not available when the items arrived which requiring rework, etc. There is an apparent lack of trust from the senior staff members within the reporting teams regarding the work undertaken by the Evidence Recovery and Analytical teams – this contributes to the reworking undertaken, however this hasn't been highlighted.

- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

The loss of an effective compliment of staff from the Intel team is beyond management control – however and plans are being implemented to address this.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.

It should be noted that **Volume Crime** items are processed with the 9 loci DNA kit and that these items now need to be processed in another kit – which the QPS has deemed to be the PP21 kit. The statement about the 'Unit using 9 loci' is very unclear around content and relevance.

- The Intelligence Team is responsible for uploads to the national data base, which is not the most efficient allocation of this task. There is merit in considering merging of Intelligence with Reporting and then training the integrated team to perform uploads.

It is not an effective use of HP4 reporter's time in uploading of profiles to NCIDD. Whilst the task of reviewing links can be done by HP4 reporting staff (given they report other similar results), it is not envisaged that HP4 reporters should upload profiles to NCIDD. This statement is too simplistic in its current wording. In the process of integrating the Intel team, the tasks are planned to be broken down and reallocated to appropriate HP levels.

3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is not accurate to say that it hasn't. FSS have reported to all (including within the QPS) that the FR has been implemented. There are elements to the reporting processes that require enhancement, however the statement as it stands is not accurate and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implementation has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of development work was directed to the automatic reporting lines within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This was a large risk for both organisations, so with the agreement of the Team Leaders, this portion was postponed until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done to correct the matrix. Progress has been made on this and the reporting staff are giving feedback on the automated lines that are now available in the FR. It is due to this mis-communication regarding the FR that staff have built further false impressions.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – staff voted for a Variable working arrangement meaning the accumulation of ATO. This has been communicated on numerous occasions. Forensic DNA Analysis voted for a Standard arrangement, meaning the accumulation of TOIL. Under the Award arrangements, part-time staff were only able to accumulate TOIL after they had completed an 8 hour shift. Due to budget constraints, it was not feasible to allow staff to work additional hours and accumulate TOIL, unless required for urgent items or court. Clarification has been sought from HR regarding the new Award and Enterprise Bargain Agreement.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the service that is provided to our clients, namely the QPS and the Court which is open between 9am and 5pm. Notification of the requirement for evidence is not always supplied in advance. Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court evidence is required at 3pm. This would not be providing a service to the client.

This statement also hasn't been balanced with the client's request for availability during court business hour (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don't hold meetings, there is no mechanism for feedback and this hasn't been highlighted.

Due to the requirement for the provision of timely results to the client, training outside their core duties is not able to be provided. A training matrix is currently being developed in the reporting teams to ensure that all staff are trained across all tasks required.

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;

3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.

3. Reducing the size of the management team to four positions namely: a. Managing Scientist

b. Quality and Projects Manager

c. Team Leader Evidence Recovery and Quality;

d. Team Leader Forensic Reporting and Intelligence

4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on an as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.

2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. Operational Model - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. Quality and Projects - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. **Court attendance** – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. **Performance Framework** – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. **Bottlenecks** – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. **HR Issues** – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. **Communication** – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

Review - Forensic DNA Analysis Team Page 1 of 8

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. For example, [Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end to end evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

- The team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: It's our understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. This needs to be clarified. The Analytical Line Manager oversees about 15 people, which arguably is not over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background and the statements are somewhat nonspecific, more detail is required.

The perception of the interviewed staff members that projects take too long may well be due to not receiving timely feedback and updates on the status of the projects from their line managers.

-The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.

It is not accurate to say that the Quality unit does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Dr Kirsten Scott provides significant input into SOPs, training modules and significant advice and guidance regarding quality to staff that see her. Quality is everyone's responsibility; therefore Justin Howes is responsible for operational quality from his team. Dr Kirsten Scott is responsible for overseeing that quality activities are undertaken appropriately and she performs this function to a very high level.

It is not accurate to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from some members of the management team.. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

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RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;

3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.

3. Reducing the size of the management team to four positions namely: a. Managing Scientist

b. Quality and Projects Manager

c. Team Leader Evidence Recovery and Quality;

d. Team Leader Forensic Reporting and Intelligence

4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.

2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. Court attendance – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. Performance Framework – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. Bottlenecks – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. HR Issues – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. Communication – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

Review - Forensic DNA Analysis Team Page 1 of 8

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. For example, [Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end to end evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

- The team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: It's our understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. This needs to be clarified. The Analytical Line Manager oversees about 15 people, which arguably is not over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background and the statements are somewhat nonspecific, more detail is required.

The perception of the interviewed staff members that projects take too long may well be due to not receiving timely feedback and updates on the status of the projects from their line managers.

-The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.

It is not accurate to say that the Quality unit does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Dr Kirsten Scott provides significant input into SOPs, training modules and significant advice and guidance regarding quality to staff that see her. Quality is everyone's responsibility; therefore Justin Howes is responsible for operational quality from his team. Dr Kirsten Scott is responsible for overseeing that quality activities are undertaken appropriately and she performs this function to a very high level.

It is not accurate to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from some members of the management team.. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

- The staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely, attend Court, which is seen by some as an inequity that contributes to disharmony in both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.

It should be noted that staff who have never attended court are newer reporting team members who have not yet fulfilled their training and have not been deemed competent for court – it is not accurate to say 'never' and not provide detail surrounding this.

It is very difficult to ensure that all reporting team members attend court – given the case types may provide a plea, which is not the fault of the staff member. Ensuring that there is equal representation of staff in court can only be done when cases require re-allocation (which Justin does on an equity basis), however, court may still not go ahead and this is beyond of our control.

- The Production Line concept contributes to feelings of frustration among highly qualified staff, who would prefer to see less rigidity in the organisation and more equitable distribution of work.

- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.

It is not accurate to say that the production line concept has led to the isolation of the teams – as this concept has been working extremely well for the most part since its inception. The reasoning behind it no longer working well is due to the culture that is currently within the management group, which has created mistrust and disharmony. The reporting managers do not include themselves in group activities such as group morning teas, therefore staff members see this and therefore may not attend either. This contributes to the disharmony, not the production line process which has been demonstrated to be very successful by the NIFS end to end projects (twice).

Re-work during case management can also be due to lack of confidence by the staff member undertaking the work, which hasn't been highlighted.

Staff members have been advised that they are able to observe tasks being undertaken by the Evidence Recovery and Analytical teams, by liaison with the line managers of those teams.

- There is a management team comprising nine people who identify as managers for an overall compliment of around 70 people. It is large and unwieldy and has become dysfunctional, partly due to the interplay of particular personalities, but a contributing factor must also be its size and lack of internal structure and the expectations it generates.

- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA analysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not accurate to include the breakdown of the Intelligence Team as a dysfunction of the management team. During the FR project, it was highlighted that changes would be required within this team, however a gentle approach to this change was taken. Personal issues within this team have not been included in this review as those staff members were not interviewed.

It is not accurate to place the failure of managing the bottleneck of results onto the management team when members of this team are ensuring that results are being reported, on top of the other tasks that they currently perform. This is a more complex issue that requires more detail than what has been provided.

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

AGREED

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017; despite repeated attempts by senior managers: ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;

- o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

- o a number of personal grievances remained unresolved; and

- o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from some staff members and their undermining of other management team members – this hasn't been detailed effectively in the above statement.

- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted

in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.

- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.

- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

It should be noted that the above are purely statements from staff members, so it is their perception of the situation.

- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

The statement 'This is very upsetting for all of the reporting staff' would be extended to 'all staff members', as all team members are affected by the decreased output from the reporting teams.

Similarly "the reporting list is growing without any clear plan to reduce the list" is not accurate. This issue has been the subject of discussion amongst senior management and there are plans to utilise FR and planned overtime activities to assist in addressing this situation.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.

- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.

It should be noted that the above statement is how the reporting teams describe their work environment.

- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.

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- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.

It has also been stated that a further contribution to staff being unable to broaden their use of skills and experience is due to favouritism by the reporting managers – i.e. only particular staff are allocated 'projects' to undertake and that this is unfairly distributed – this should have been included since it should be considered as a major factor.

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4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.

3. Reducing the size of the management team to four positions namely: a. Managing Scientist

b. Quality and Projects Manager

c. Team Leader Evidence Recovery and Quality;

d. Team Leader Forensic Reporting and Intelligence

4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.

2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. Court attendance – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. Performance Framework – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. Bottlenecks – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. HR Issues – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. Communication – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

Cathie Allen

From: Cathie Allen
Sent: Friday, 1 December 2017 10:48 AM
To: Adrian Pippia; Allison Lloyd; Angela Adamson; Cassandra James; Matthew Hunt; Rhys Parry; Thomas Nurthen; Alicia Quartermain; Anne Finch; Deborah Nicoletti; Hannah Pattison; Ingrid Moeller; Josie Entwistle; Jacqui Wilson; Angelina Keller
Cc: Paula Brisotto; Kylie Rika; Amanda Reeves; Justin Howes; Wendy Harmer; [REDACTED]
Subject: Appointment of Workplace Edge

Hi Everyone

Appointments have now been sent for all staff that are available on Monday and Tuesday. Please be aware that whilst an appointment time has been set, some flexible may be required pending the length of discussions held. So you may be requested to attend earlier or may have to wait a little while.

Cheers
Cathie

Hi Everyone

Michel Lok, General Manager for Strategy, Community and Scientific Support, along with the previous CEO Gary Uhlmann appointed Workplace Edge, specialist consultants, to provide guidance and support to improve our workplace and support the effective delivery of critical services. As part of this, Allan Holz from Workplace Edge would like to have a one on one discussion with you, which is scheduled for Monday and Tuesday next week. Shortly an appointment will be sent to you regarding the time that has been arranged for your discussion with Allan.

If you have any queries regarding this, please don't hesitate to contact me.

Cheers
Cathie

**Cathie Allen**

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, Department of Health



HSQ's vision | Delivering the best health support services and solutions for a safer and healthier Queensland.

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

Cathie Allen

From: Paul Csoban
Sent: Thursday, 11 January 2018 5:21 PM
To: Cathie Allen
Subject: FW: Action plan - change
Attachments: Schedule for Workplace Change - 11 January 2018.xls

FYI

From: Michel Lok
Sent: Thursday, 11 January 2018 4:58 PM
To: Paul Csoban
Subject: Action plan - change

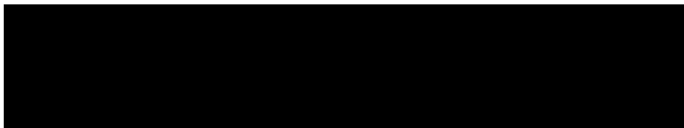
Attached draft per our discussion this am.

M



Michel Lok
General Manager

Strategy, Community and Scientific Support
Health Support Queensland, **Department of Health**



HSQ's vision | Delivering the best health support services and solutions for a safer and healthier Queensland.

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

DNA Workplace Reform

January 2018

Feb

11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 | 1

Finalise staff feedback summary (Workplace Edge)

Launch Meeting

Prepare meeting slides

Prepare Message

Evidence Recovery and Analysis

Reporting and Intelligence

Meeting summary

Stream - Culture and Workplace Engagement

Resilience and Connected communication

Procurement - enact

Workshop with reporting team 1 (PC to attend)

Workshop with reporting team 2 (KA to attend)

Resilience Coaching sessions

HR Training and Awareness

Code of Conduct

Harrassment

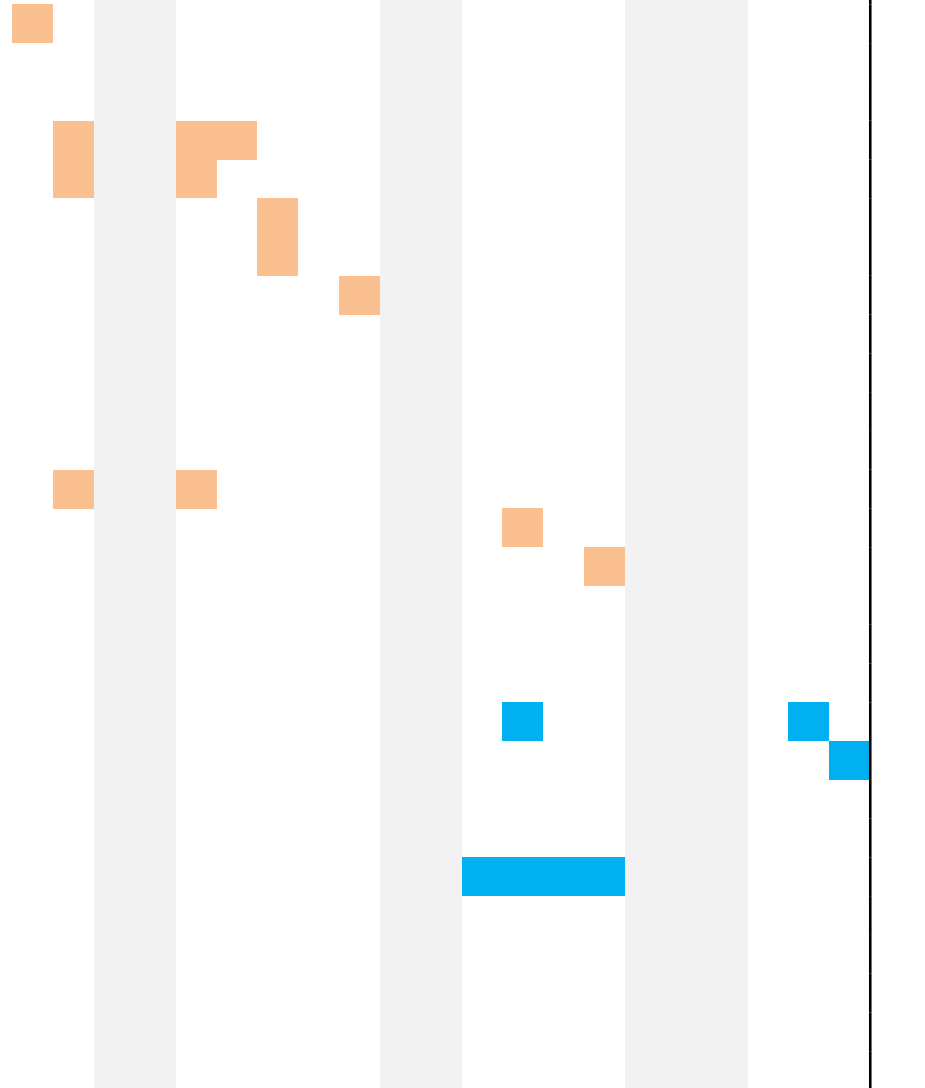
Grievances

Workplace health and safety

Reasonable Management Action

Regular staff meetings (facilitated if required, ocassional senior management attendance)

EAS services and access to PPE HR Business partner



Manager Support and Development

- Individual performance coaching (conflict, coaching for performance)
- Manager and Supervisor responsibilities workshop
- Provisin of letter and supporting documents to Managers and Supervisors
- Engage HR policy adviser and coach

Stream - Organisational Change

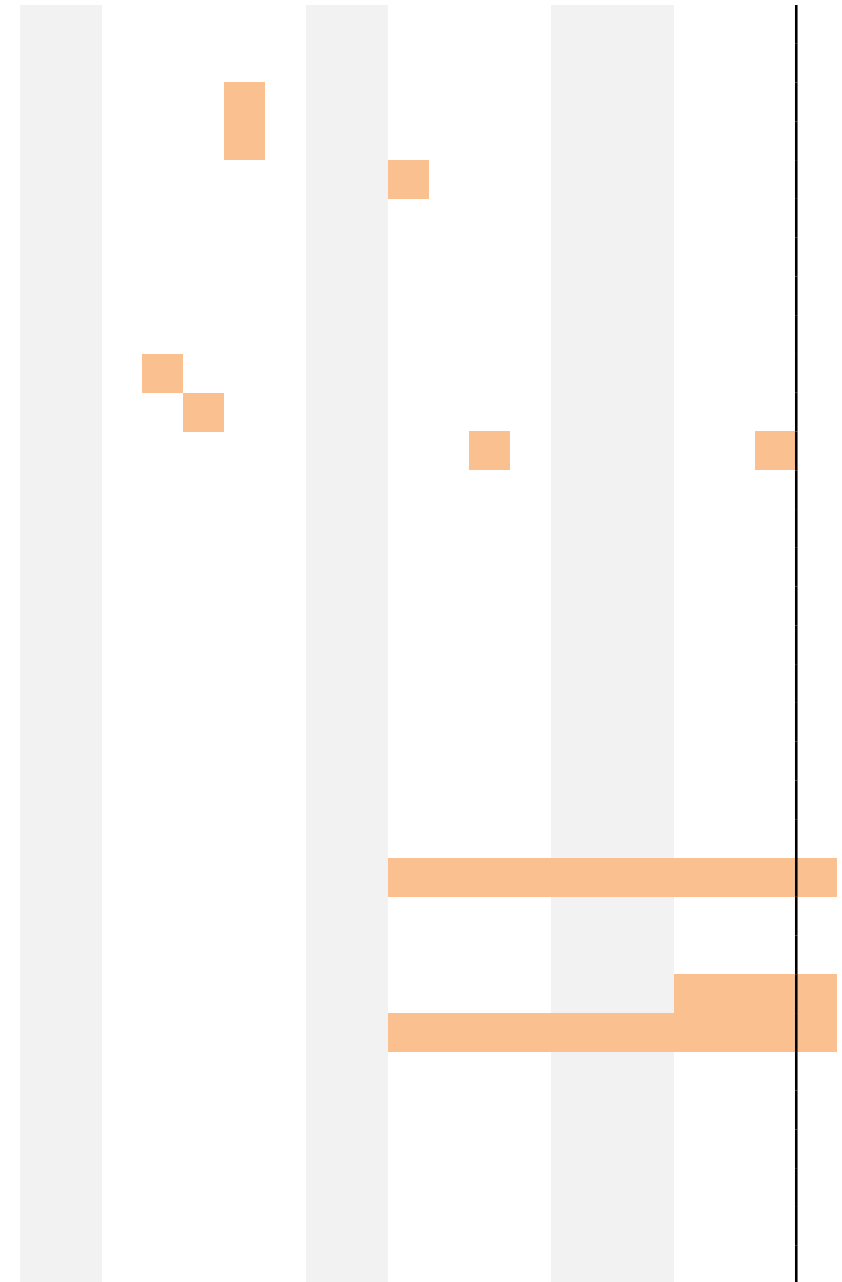
- Brief A/CEO on workplace change proposal
- Notfiy unions and inform ACF of planned workplace change
- Employee reference group (business practices; workflows, structure, accountability)
- Management meeting workshop on reference group suggestions
- Draft Business Case
- A/CEO (or GM) approval of Business case for consultation
- Formal Business Case consultation
- A/CEO (or GM) brief on consultation feedback and recommendaiton for approval
- Announcement - orgainsational change
- Consultation on implementaiton of change
- Implement workplace changes and structures

Performance and Accountability

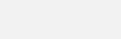
- Develop and consult on business standards and KPIs
- Revise all Perfomrance Development Plans
- Traiing for supervisors and managers on performrance coaching
- Design and undertake monthly performrance coaching program

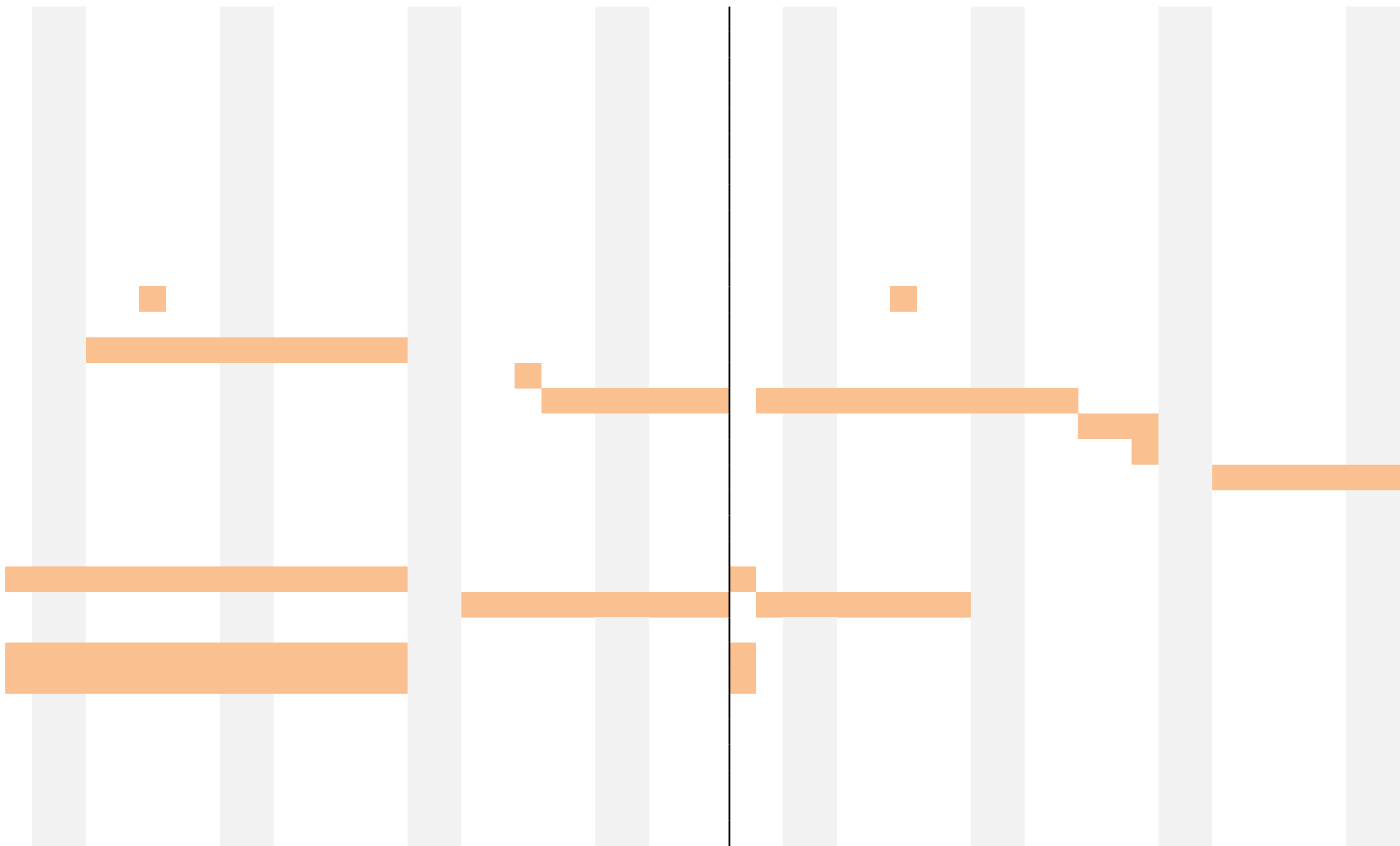
Monitoring

- Weekly Manager's meeting
- Weekly report on incidents to Managing Scientist

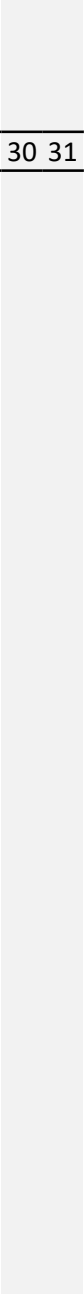


Weekly project update

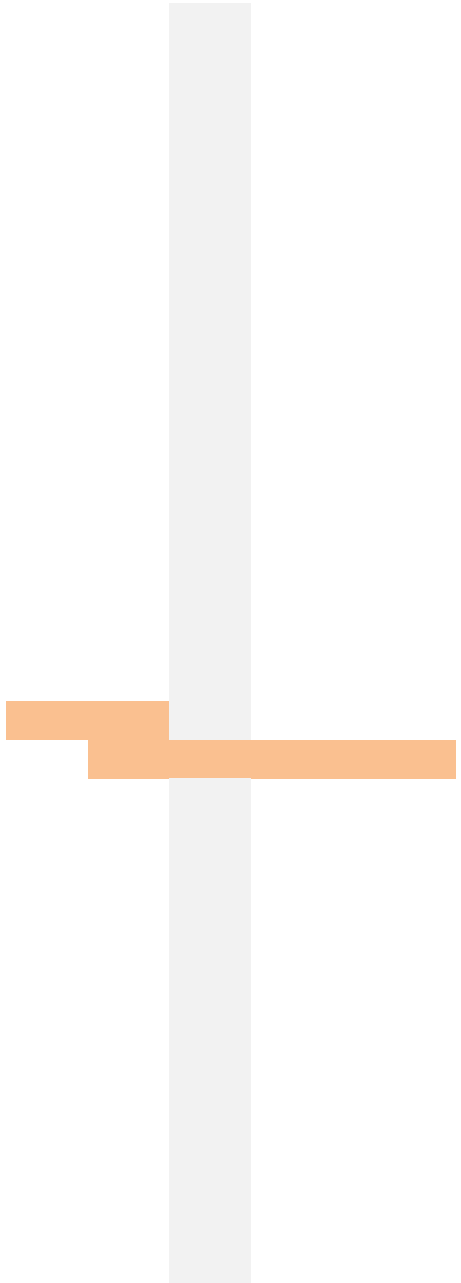








26 27 28 29 30 31



From: Paul Csoban
Sent: Thu, 11 Jan 2018 08:33:22 +1100
To: Cathie Allen
Subject: FW: Draft Confidential Review Report
Attachments: FFS-DNA - Issues -Themes PM 100118 v2.pdf
Importance: High

From: Peter Mathews [REDACTED]
Sent: Wednesday, 10 January 2018 6:03 PM
To: Michel Lok; Paul Csoban
Cc: Paul Guyatt; Allan Holz; Allan Holz ([REDACTED])
Subject: Draft Confidential Review Report
Importance: High
Sensitivity: Confidential

Michel and Paul

Attached is a draft report for consideration at our meeting at 0930 hours tomorrow morning.

I look forward to meeting with you.

Kind regards

Peter

Peter Mathews
Managing Director



Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis Team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

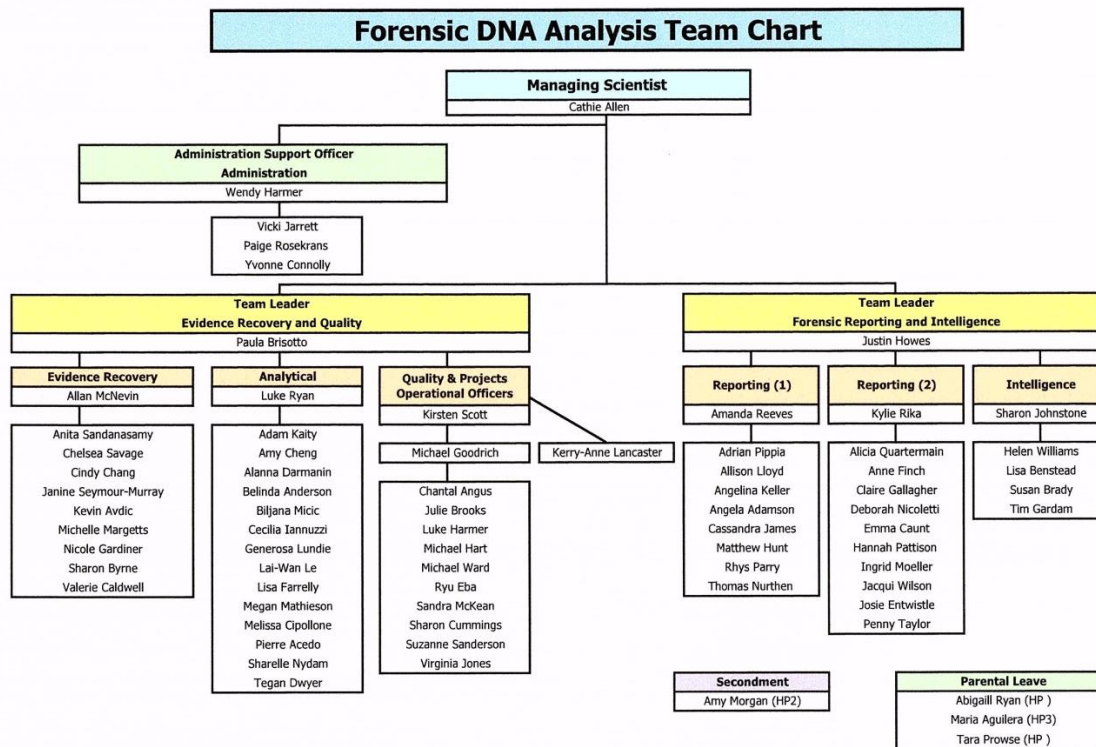
The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard, for example Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018



CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis Team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the Team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis Team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

- a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.
- b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:
 - The Team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.
- The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.
- The staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely, attend Court, which is seen by some as an inequity that contributes to disharmony in both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.
- The Production Line concept contributes to feelings of frustration among highly qualified staff, who would prefer to see less rigidity in the organisation and more equitable distribution of work.
- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.
- There is a management team comprising nine people who identify as managers for an overall compliment of around 70 people. It is large and unwieldy and has become dysfunctional, partly due to the interplay of particular personalities, but a contributing factor must also be its size and lack of internal structure and the expectations it generates.
- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA Analysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.
- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017:
 - o ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;
 - o the management team was not functioning effectively, due to an undercurrent of personal disagreements;
 - o a number of personal grievances remained unresolved; and

- the Intelligence Team was without an effective compliment of staff.
- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.
- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.
- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.
- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.
- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.
- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.
- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.
- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.
- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.
- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.
- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.
- The Intelligence Team is responsible for uploads to the national data base, which is not the most efficient allocation of this task. There is merit in considering merging of Intelligence with Reporting and then training the integrated team to perform uploads.

3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

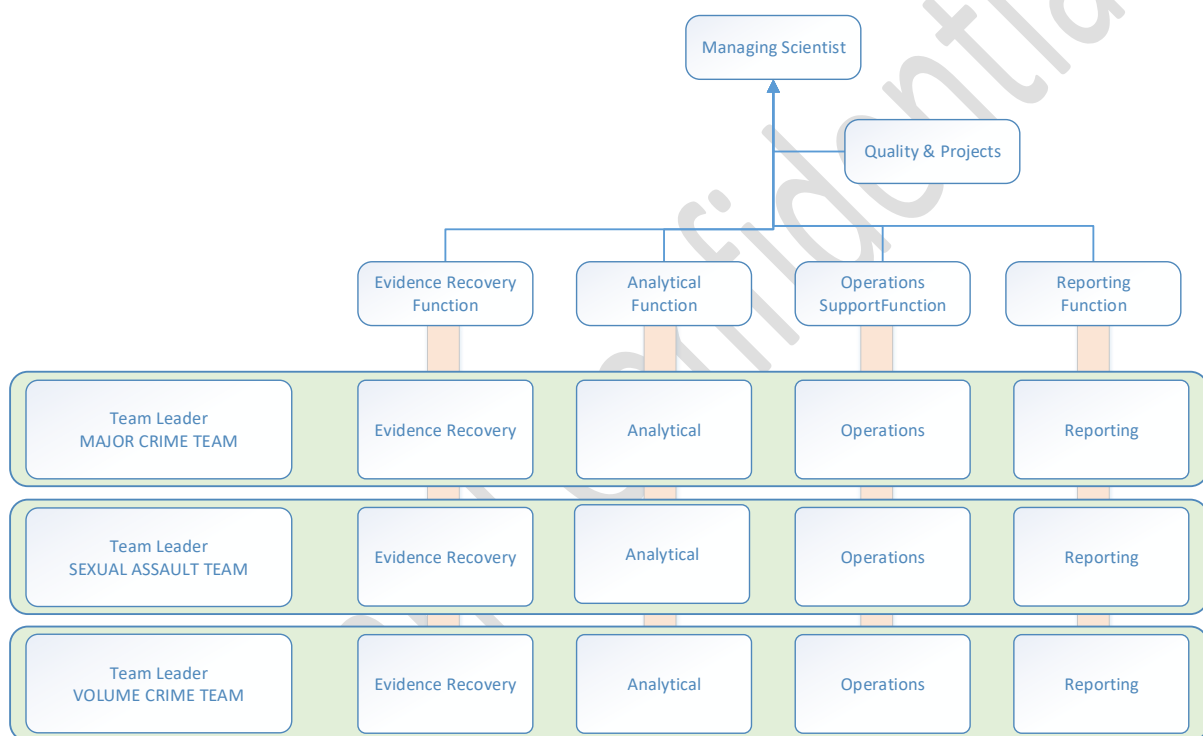
This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;
3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Process Integrated Team Approach



Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

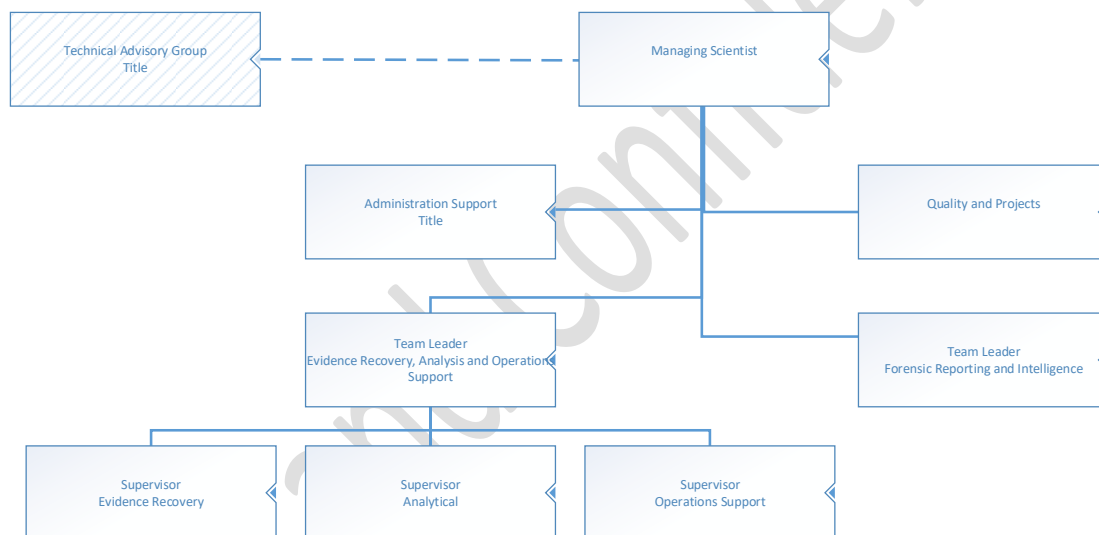
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This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.
3. Reducing the size of the management team to four positions namely:
 - a. Managing Scientist
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4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on an as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Draft Structure Chart Forensic DNA Analysis Team



Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.
2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

SUMMARY RECOMMENDATIONS

- REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

- REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.
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From: Paul Csoban
Sent: Fri, 12 Jan 2018 11:52:06 +1100
To: Cathie Allen
Subject: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points
Attachments: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points.doc

Hi Cathie
For review please
Paul

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

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together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

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To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis Team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the end of end evaluation undertaken by NIFS in 2011 and 2014. It is only in more recent times of change (FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

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- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA Analysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not warranted placing all of the blame of the bottleneck of results onto the management team – they have all provided advice and ideas on how to decrease the number of outstanding results (including Allan and Luke interpreting hundreds of results on top of their work), when it is largely a failure of the management members within the Reporting teams to act upon the issues

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

AGREED

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017: o ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;

o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

o a number of personal grievances remained unresolved; and

o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from reporting management staff and their undermining of other management team members – this doesn't seem to have been adequately addressed

- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.

- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.

- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

The statement 'This is very upsetting for all of the reporting staff' would be extended to 'all staff members, as all team members are affected by the lack of output from the reporting teams.

Similarly "the reporting list is growing without any clear plan to reduce the list" is incorrect. This issue has been the subject of discussion amongst senior management and there are plans to utilise FR and mooted restructures to address this situation.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.

- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.

- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.

- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.

It has also been state that a further contribution to staff being unable to broaden their use of skills and experience due to favouritism by the reporting managers – i.e. only particular staff are allocated 'projects' to undertake and that this isn't fairly distributed – this doesn't seem to have been included when it should be considered as a major factor.

- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.

The re-work that can be undertaken by a reporting staff member can be due to additional reasons – e.g. additional information has been received that was not available when the items arrived requiring rework, etc. The reporting managers openly display a lack of trust in the work undertaken by the ER and Analytical teams and this facet has been taken on board by reporting staff members – this can be considered as a major contributing factor.

- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

The loss of an effective compliment of staff from the Intel team is beyond management control – however and plans are being implemented to address this.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.

It should be noted that **Volume Crime** items are processed with the 9 loci DNA kit and that these items now need to be processed in another kit – which QPS has deemed to be PP21. The statement about the 'Unit using 9 loci' is very unclear around content and relevance.

- The Intelligence Team is responsible for uploads to the national data base, which is not the most efficient allocation of this task. There is merit in considering merging of Intelligence with Reporting and then training the integrated team to perform uploads.

It is not an effective use of HP4 reporter's time in uploading of profiles to NCIDD. Whilst the task of reviewing links can be done by HP4 reporting staff (given they report other similar results), it is not envisaged that HP4 reporters should upload profiles to NCIDD. This statement is too simplistic in its current wording. In the process of integrating the Intel team, the tasks are planned to be broken down and reallocated to appropriate HP levels.

3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is incorrect to say that it hasn't. We have reported to all (including within the QPS) that we have implemented the FR. There are elements to the reporting processes that require enhancement, however the statement as it stands is incorrect and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implemented has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of work went into the automatic reporting lines being done within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This is a large risk for both organisations, so with the agreement of the Team Leaders, this portion was shelved until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done on the matrix to get it correct. Progress has been made on this and the reporting staff gave

feedback on the automated lines that are now available in the FR. It is due to this inadequate communication regarding the FR that staff have built further false impressions

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – therefore there are different conditions. This has been communicated on numerous occasions, however the staff do not like the message therefore it is continually raised. It should be noted that Forensic Chemistry work under different arrangements such as ATO. Clarification has been sought from HR.

Staff have put the view that denial of access to TOIL and the rigidity applied to ‘spread of hours’ affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the reporting staff being required for Court – which is open between 9am and 5pm. Notification of evidence is not always supplied. Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court is required at 3pm.

This statement also hasn’t been balanced with the fact that we are required by the client during business hours (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don’t hold meetings, there is no mechanism for feedback and this hasn’t been highlighted

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;
3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples there is a requirement to ensure a timely throughput of major crime samples. The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.
 3. Reducing the size of the management team to four positions namely:
 - a. Managing Scientist
 - b. Quality and Projects Manager
 - c. Team Leader Evidence Recovery and Quality;
 - d. Team Leader Forensic Reporting and Intelligence
 4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on an as-needed basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.
2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that the reporting managers delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately

REC 3. **Court attendance** – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. **Performance Framework** – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. **Bottlenecks** – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. **HR Issues** – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. **Communication** – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed)

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current investigation underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

RE: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points

From: Cathie Allen <[REDACTED]>
To: Paul Csoban <[REDACTED]>
Date: Fri, 12 Jan 2018 16:13:25 +1100
Attachments: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points_CJA.doc (71.68 kB)

Hi Paul

I've reviewed and modified my 'brain dump' to be more succinct.

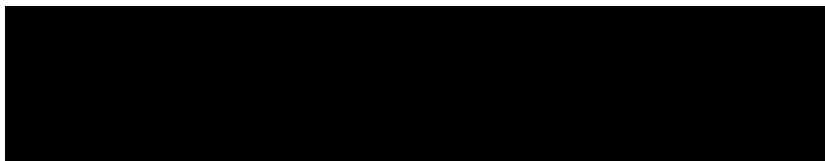
Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, Department of Health



HSQ's vision | Delivering the best health support services and solutions for a safer and healthier Queensland.

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Paul Csoban
Sent: Friday, 12 January 2018 10:52 AM
To: Cathie Allen
Subject: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points

Hi Cathie
For review please
Paul

Review - Forensic DNA Analysis Team Page 1 of 8

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis Team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. [For example, Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis Team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the Team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis Team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end of year evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

- The Team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: As there are Operational Officers within Forensic DNA Analysis, it would be better to remove the work 'operational' to reduce confusion.

Commented [CJA2]: Its my understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. Its Workplace Edge's opinion that the whole team is over governed. This needs to be made clearer. The Analytical Line Manager oversees about 15 people, which I don't think is over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background, ~~and the s~~ statements are somewhat nonspecific, more detail is required.

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It is ~~not accurate incorrect~~ to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from the some members of the management team. ~~Reporting team managers~~. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

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- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.

It is not accurate ~~incorrect~~ to say that the production line concept has led to the isolation of the teams – as this concept has been working extremely well for the most part since its inception. The reasoning behind it no longer working well is due to the culture that is currently within the management group, which has created mistrust and disharmony. Leadership by the reporting managers, who undermine other managers during tea and lunch breaks to their team members. This causes disharmony. The reporting managers do not include themselves in group activities such as group morning teas, therefore staff members see this and therefore may not don't attend either. This is what contributes to the disharmony, not the production line process which has been demonstrated to be very successful by the NIFS end to end projects (twice).

Re-work during case management can also be due to lack of confidence by the staff member undertaking the work, which hasn't been highlighted.

Staff members have been advised that they are able to observe tasks being undertaken by the Evidence Recovery and Analytical teams, by liaison with the line managers of those teams.

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- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA Aanalysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not accurate to include the breakdown of the Intelligence Team as a dysfunction of the management team. During the FR project, it was highlighted that changes would be required within

this team, however a gentle approach to this change was taken. Personal issues within this team have not been included in this review as those staff members were not interviewed.

It is not accurate to place the failure of managing the bottleneck of results onto the management team when members of this team are ensuring that results are being reported, on top of the other tasks that they currently perform. This is a more complex issue that requires more detail than what has been provided.

It is not warranted placing all of the blame of the bottleneck of results onto the management team— they have all provided advice and ideas on how to decrease the number of outstanding results (including Allan and Luke interpreting hundreds of results on top of their work), when it is largely a failure of the management members within the Reporting teams to act upon the issues

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

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o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

o a number of personal grievances remained unresolved; and

o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from ~~some staff members reporting management staff~~ and their undermining of other management team members – this hasn't been detailed effectively in the above statement. doesn't seem to have been adequately addressed

- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.

- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.

- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

It is not accurate to detail the above as it is because it doesn't describe the above as being statements from staff members, so it is their perception of the situation.

- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

The statement 'This is very upsetting for all of the reporting staff' would be extended to 'all staff members', as all team members are affected by the decreased ~~lack of~~ output from the reporting teams.

Similarly "the reporting list is growing without any clear plan to reduce the list" is not accurate incorrect. This issue has been the subject of discussion amongst senior management and there are plans to utilise FR and planned overtime activities ~~mooted restructures~~ to assist in addressing this situation.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.

- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.

The above statement is how the reporting teams describe their work environment.

- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.

The above statement is how the reporting teams described their work environment.

- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.

It has also been stated that a further contribution to staff being unable to broaden their use of skills and experience is due to favouritism by the reporting managers – i.e. only particular staff are allocated 'projects' to undertake and that this is unfairly distributed – this doesn't seem to have been included when it should be considered as a major factor.

- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.

The re-working of some samples that can be undertaken by a reporting staff member can be due to additional reasons – e.g. additional information has been received that was not available when the items arrived which requiring rework, etc. There is an apparent lack of trust from the senior staff members within the reporting teams regarding the work undertaken by the Evidence Recovery and Analytical teams – this contributes to the reworking undertaken, however this hasn't been highlighted. The reporting managers openly display a lack of trust in the work undertaken by the ER and Analytical teams and this facet has been taken on board by reporting staff members – this can be considered as a major contributing factor.

- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

The loss of an effective compliment of staff from the Intel team is beyond management control – however and plans are being implemented to address this.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.

It should be noted that **Volume Crime** items are processed with the 9 loci DNA kit and that these items now need to be processed in another kit – which the QPS has deemed to be the PP21 kit. The statement about the 'Unit using 9 loci' is very unclear around content and relevance.

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3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is ~~not accurate incorrect~~ to say that it hasn't. ~~FSS~~We have reported to all (including within the QPS) that ~~the FR has been we have implemented the FR~~. There are elements to the reporting processes that require enhancement, however the statement as it stands is ~~not accurate incorrect~~ and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implementation ~~ed~~ has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of ~~development~~ work ~~was directed to ent into~~ the automatic reporting lines within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This was a large risk for both organisations, so with the agreement of the Team Leaders, this portion was postponed until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done to correct the matrix. Progress has been made on this and the reporting staff are giving feedback on the automated lines that are now available in the FR. It is due to this miscommunication regarding the FR that staff have built further false impressions.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – staff voted for a Variable working arrangement meaning the accumulation of ATO. This has been communicated on numerous occasions. Forensic DNA Analysis voted for a Standard arrangement, meaning the accumulation of

TOIL. Under the Award arrangements, part-time staff were only able to accumulate TOIL after they had completed an 8 hour shift. Due to budget constraints, it was not feasible to allow staff to work additional hours and accumulate TOIL, unless required for urgent items or court. Clarification has been sought from HR regarding the new Award and Enterprise Bargain Agreement.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the [service that is provided to our clients, namely the QPS and the Court reporting staff being required for Court](#)—which is open between 9am and 5pm. Notification of [the requirement for evidence](#) is not always supplied [in advance](#). Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court [evidence](#) is required at 3pm. [This would not be providing a service to the client.](#)

This statement also hasn't been balanced with the [client's request for availability during court business hour](#) [fact that we are required by the client during business hours](#) (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don't hold meetings, there is no mechanism for feedback and this hasn't been highlighted.

[Due to the requirement for the provision of timely results to the client, training outside their core duties is not able to be provided. A training matrix is currently being developed in the reporting teams to ensure that all staff are trained across all tasks required.](#)

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;
3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ~~there is a requirement~~ to ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.
 3. Reducing the size of the management team to four positions namely:
 - a. Managing Scientist
 - b. Quality and Projects Manager
 - c. Team Leader Evidence Recovery and Quality;
 - d. Team Leader Forensic Reporting and Intelligence
 4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.
2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members ~~the reporting managers~~ delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately [and may be seen as reverting to old ways.](#)

REC 3. **Court attendance** – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. **Performance Framework** – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. **Bottlenecks** – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of

the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. **HR Issues** – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. **Communication** – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). [An FAQ is currently being drafted.](#)

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current [request-investigation](#) underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

RE: Draft Confidential Review Report

From: Paul Csoban [REDACTED]
To: Peter Mathews <[REDACTED]>; Michel Lok <[REDACTED]>
Cc: Paul Guyatt <[REDACTED]>; Allan Holz <[REDACTED]>; "Allan Holz [REDACTED]" <[REDACTED]>
Date: Mon, 15 Jan 2018 12:06:33 +1100
Attachments: FFS-DNA - Issues -Themes PM 100118 v3 - clarification points_CJA.doc (67.07 kB)

Hi Peter,

As we discussed, I think it is worthwhile to add some clarification points to the statements made by staff and contained in the document.

I appreciate that these are largely perceptions and need to be addressed but felt it was important for us to have an understanding of the reality of the situation to assist us in our way forward

Kind regards

Paul

From: Peter Mathews [REDACTED]
Sent: Wednesday, 10 January 2018 12:06
To: Michel Lok; Paul Csoban
Cc: Paul Guyatt; Allan Holz; Allan Holz [REDACTED]
Subject: Draft Confidential Review Report
Importance: High
Sensitivity: Confidential

Michel and Paul

Attached is a draft report for consideration at our meeting at 0930 hours tomorrow morning.

I look forward to meeting with you.

Kind regards

Peter

Peter Mathews

Managing Director



Review - Forensic DNA Analysis Team Page 1 of 8

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. For example, [Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end to end evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

- The team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: It's our understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. This needs to be clarified. The Analytical Line Manager oversees about 15 people, which arguably is not over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background and the statements are somewhat nonspecific, more detail is required.

The perception of the interviewed staff members that projects take too long may well be due to not receiving timely feedback and updates on the status of the projects from their line managers.

-The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.

It is not accurate to say that the Quality unit does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Dr Kirsten Scott provides significant input into SOPs, training modules and significant advice and guidance regarding quality to staff that see her. Quality is everyone's responsibility; therefore Justin Howes is responsible for operational quality from his team. Dr Kirsten Scott is responsible for overseeing that quality activities are undertaken appropriately and she performs this function to a very high level.

It is not accurate to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from some members of the management team.. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

- The staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely, attend Court, which is seen by some as an inequity that contributes to disharmony in both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.

It should be noted that staff who have never attended court are newer reporting team members who have not yet fulfilled their training and have not been deemed competent for court – it is not accurate to say 'never' and not provide detail surrounding this.

It is very difficult to ensure that all reporting team members attend court – given the case types may provide a plea, which is not the fault of the staff member. Ensuring that there is equal representation of staff in court can only be done when cases require re-allocation (which Justin does on an equity basis), however, court may still not go ahead and this is beyond of our control.

- The Production Line concept contributes to feelings of frustration among highly qualified staff, who would prefer to see less rigidity in the organisation and more equitable distribution of work.

- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.

It is not accurate to say that the production line concept has led to the isolation of the teams – as this concept has been working extremely well for the most part since its inception. The reasoning behind it no longer working well is due to the culture that is currently within the management group, which has created mistrust and disharmony. The reporting managers do not include themselves in group activities such as group morning teas, therefore staff members see this and therefore may not attend either. This contributes to the disharmony, not the production line process which has been demonstrated to be very successful by the NIFS end to end projects (twice).

Re-work during case management can also be due to lack of confidence by the staff member undertaking the work, which hasn't been highlighted.

Staff members have been advised that they are able to observe tasks being undertaken by the Evidence Recovery and Analytical teams, by liaison with the line managers of those teams.

- There is a management team comprising nine people who identify as managers for an overall compliment of around 70 people. It is large and unwieldy and has become dysfunctional, partly due to the interplay of particular personalities, but a contributing factor must also be its size and lack of internal structure and the expectations it generates.

- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA analysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not accurate to include the breakdown of the Intelligence Team as a dysfunction of the management team. During the FR project, it was highlighted that changes would be required within this team, however a gentle approach to this change was taken. Personal issues within this team have not been included in this review as those staff members were not interviewed.

It is not accurate to place the failure of managing the bottleneck of results onto the management team when members of this team are ensuring that results are being reported, on top of the other tasks that they currently perform. This is a more complex issue that requires more detail than what has been provided.

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

AGREED

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017; despite repeated attempts by senior managers: ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;

- o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

- o a number of personal grievances remained unresolved; and

- o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from some staff members and their undermining of other management team members – this hasn't been detailed effectively in the above statement.

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- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

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- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

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3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is not accurate to say that it hasn't. FSS have reported to all (including within the QPS) that the FR has been implemented. There are elements to the reporting processes that require enhancement, however the statement as it stands is not accurate and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implementation has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of development work was directed to the automatic reporting lines within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This was a large risk for both organisations, so with the agreement of the Team Leaders, this portion was postponed until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done to correct the matrix. Progress has been made on this and the reporting staff are giving feedback on the automated lines that are now available in the FR. It is due to this miscommunication regarding the FR that staff have built further false impressions.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – staff voted for a Variable working arrangement meaning the accumulation of ATO. This has been communicated on numerous occasions. Forensic DNA Analysis voted for a Standard arrangement, meaning the accumulation of TOIL. Under the Award arrangements, part-time staff were only able to accumulate TOIL after they had completed an 8 hour shift. Due to budget constraints, it was not feasible to allow staff to work additional hours and accumulate TOIL, unless required for urgent items or court. Clarification has been sought from HR regarding the new Award and Enterprise Bargain Agreement.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the service that is provided to our clients, namely the QPS and the Court which is open between 9am and 5pm. Notification of the requirement for evidence is not always supplied in advance. Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court evidence is required at 3pm. This would not be providing a service to the client.

This statement also hasn't been balanced with the client's request for availability during court business hour (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don't hold meetings, there is no mechanism for feedback and this hasn't been highlighted.

Due to the requirement for the provision of timely results to the client, training outside their core duties is not able to be provided. A training matrix is currently being developed in the reporting teams to ensure that all staff are trained across all tasks required.

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;

3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.

3. Reducing the size of the management team to four positions namely: a. Managing Scientist

b. Quality and Projects Manager

c. Team Leader Evidence Recovery and Quality;

d. Team Leader Forensic Reporting and Intelligence

4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.

2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. Court attendance – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. Performance Framework – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. Bottlenecks – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. HR Issues – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. Communication – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

From: Paul Csoban
Sent: Mon, 15 Jan 2018 10:30:49 +1100
To: Cathie Allen
Subject: FW: FFS-DNA - Issues -Themes v4 140118
Attachments: FFS-DNA - Issues -Themes v4 140118.docx
Importance: High

FYI

From: Allan Holz [mailto: [REDACTED]]
Sent: Monday, 15 January 2018 9:28 AM
To: Paul Csoban
Subject: Fw: FFS-DNA - Issues -Themes v4 140118
Importance: High
Sensitivity: Confidential

Dear Paul

FYI

See you at 1.00 pm.

Regards

Allan

Information Obtained at Interview with **Members of the Forensic DNA Analysis Team**

Relevant Background

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

Forensic DNA Analysis Team

The Forensic DNA Analysis Team has seen a number of significant changes over at least the past decade, both technical and operational, including changes to the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure, was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory, with sequential operations delivering results to reporting teams which then interpret the information and generate the end product.

While the organisational structure and management systems have adjusted to more of a production line approach, to accommodate these changes, there is also a history of significant interpersonal difficulties within the group, which has hindered the adjustment process and adversely affected the operational efficiency and morale of the Team.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team, and operational staff from the two Reporting Teams.

The initial focus was directed towards the Reporting Teams, because production data shows that the process flow experiences significant interruptions at this point, and there was also anecdotal evidence that the Reporting Teams were generally not satisfied with the way their work was organised, and the way work was delivered to them.

For this part of the project, interviews were conducted with nine (9) Team Leaders and Supervisors and eighteen (18) members of the Reporting Teams. The number of staff interviewed represents more than one third of the staff establishment and the primary issues of concern to these staff are summarised below.

Summary Overview

Status of the Reporting Teams within the Forensic DNA Analysis Team

1. A majority of staff were concerned that within the Forensic DNA Analysis Team, the Reporting Teams were seen by other groups to be difficult to work with, the prevailing view from outside Reporting being that that they challenged results unnecessarily, or out of hubris, and tended to engage in conflict more than cooperation.
2. Staff put the view that they sometimes raise concerns about results from other parts of the DNA Analysis process because they have to, in order to be certain of their interpretation, and that the other areas do not fully appreciate the level of clarity that is required when a DNA result is explained in a Court. The view was often expressed that policies and procedures should be developed to ensure a more effective connection between the different groups in the production process.
3. A majority of staff reported that morale is low in the Reporting Teams and some gave their assessments of morale in various ways, such as:
'2 or 3 out of 10';
'has never been this low';
'only work here because there is nowhere else to work'.
4. A number of staff believed that the difficulties between the Reporting Teams and the other teams have resulted in the Reporting Teams being marginalised and not fully part of the mainstream fabric of the broader Team.

Management & HR

5. Many staff expressed the view that the management culture is one of 'blaming' rather than problem solving, that there are too many managers and, within the management team there are 'favourites' and 'non-favourites'. It was expressed that many decisions are made on the basis of personal relationships or nepotism, rather than on the basis of 'best practice' or within the context of a strategic plan or business plan.
6. Many staff held the view that management operates from a 'we know best perspective' which develops an 'us and them' stance which discourages dissent. A number of staff said they feared 'reprisal' if they expressed a dissenting view, one staff member commented that 'if you put your head up it will be pushed down'. Another described the management culture as 'disharmonious' and another described the effect of the management culture as 'deflating and fatiguing'.
7. A number of staff believed that some managers were not willing to make merit-based decisions, or act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.
8. No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.

9. Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.
10. Some staff were concerned at the extent of the pernicious gossip which permeates the organisation and that management seemed to be incapable of addressing this. It was raised by some staff that the gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.

Team Organisation

11. A majority of staff held the view that the structure and organisation of the Reporting Team adversely affects productivity and work satisfaction for the following reasons:
 - a) Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement writing on a fortnightly basis. Most staff felt that this is unnecessarily rigid and inefficient and affects productivity.
 - b) Staff identified that Intelligence is also a Case Management and Reporting Team, and that the Team does not currently have an effective compliment of staff and should be absorbed into the Reporting Teams, enabling a redistribution of tasks. Many staff held the view that this would improve efficiencies and improve work quality and variety.
 - c) Many staff put the view that, under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.
 - d) Most staff were concerned that the current piecemeal allocation of work by the Team Leaders is unnecessary and inefficient, leading to considerable inequities in the allocation of work, so that some staff are very busy while others are not busy. Interviewees felt that this is neither fair, nor reasonable or efficient, and contributes to the low morale.
 - e) It was commonly felt that the inequitable workload distribution was also a symptom of a lack of an internal framework, where staff understood their accountabilities and had clear KPIs and a process for monitoring that KPIs were met.
 - f) It was a common view that the current Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
 - g) Most staff expressed the opinion that a single fully integrated Reporting Team (including Intelligence) would only require one Team Leader at the HP6 Level and one workgroup supervisor at the HP5 Level and that, through this arrangement, staff would take more responsibility for their work output, and gain more autonomy, and this would improve the quality of work life.
 - h) A number of staff discussed that the staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely attend Court. This is seen by some as an inequity that contributes to disharmony within both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.

12. A majority of staff held the view that there is poor social functioning in the Reporting Team, which adversely affects productivity and work satisfaction for the following reasons:
- a) Some staff reported that there are cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
 - b) It was generally understood by staff that there are large variances in work output between Team Members and this is due to the way that work is allocated and the lack of clear accountabilities and KPIs.
 - c) It was also understood that there is little meaningful operating framework inside the Teams, with the teams largely structured around personal relationships, and that the formation of 'in-groups' and 'out-groups' is destructive and contributes to poor morale and a sense of disenfranchisement.
 - d) Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
 - e) Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams. Some staff reported seeking medical and other professional advice to assist them to cope as well as adopting a range of other personal coping strategies.
 - f) Most staff reported that the Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
13. Most Team members believed that the use of Moot Courts was a very effective training tool to help staff to appear in Court, but most believed that this experience should be extended to the other teams so that they could have a better understanding of what form of thinking was required in order to present results in a Court setting.
14. A significant number of team members reinforced the need for this form of training because of the potential, over time, for some Reporters to take an inappropriate level of interest in case outcomes, and thus lose the level of objectivity required of an expert witness.

Work Flow

15. A majority of staff raised the concern that the Reporting Teams have not kept up with work inflows, for a variety of reasons, and were concerned about this because it reflects on their reputation. Concern was expressed that they had no knowledge of any plans being developed or put in place by management to address the workflow issues, apart from occasionally working overtime.
16. Concern was also raised that they had no knowledge of plans to manage the use of the 21 loci DNA kits in the Intelligence function.

17. Many staff raised the concern that the workflow issues reflect on them, when these issues are really a result of poor management systems, and management failing to anticipate the problems and put plans in place, in advance, to deal with them.

Forensic Register (FR)

18. Most staff held the view that positive benefits will flow from the introduction of FR, in the future, but some were concerned that the organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs. The example was given that, currently, statement-writing in FR takes much longer than under the previous system.

Conditions of Employment

19. Many staff raised that it is a significant issue that the part-time staff are not allowed to accumulate TOIL, and that this is a blanket ban which is not applied to other FSS staff. It is reported that part-time staff in Forensic Chemistry do have access to TOIL.
20. Many staff asserted that the denial of access to TOIL, and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing, and is not consistent with the family friendly policies of the Department.
21. Some staff felt that this issue has remained unresolved for a long period of time, and that this suggests that management has a disregard for what it might consider to be a minor issue, despite the importance of this matter to some staff.

Quality & Projects

22. Many staff were of the opinion that significant Projects have not been delivered, to the overall detriment of the organisation, and this was a contributing factor to the relationship difficulties between Reporting and the other teams. Examples given were the failure to finalise Project 181 since June 2016, and the capillary electrophoresis project, which is not yet finalised after seven years of consideration.
23. Many staff felt that Projects are not managed effectively because there is no single point of responsibility for delivery of Projects, and that this affects the level of confidence they have when they explain results to the Courts.
24. It was generally felt by many staff that, at present, there should be a central point of accountability for process improvement and project delivery, and that this should be the role of Quality and Projects, particularly to ensure scientific rigour.
25. A number of staff also expressed concern that the opportunity to work on projects is not shared equitably, and so not all staff get the opportunity to use existing skills or develop new skills, and that even though EOIs are sometimes called for projects, they always seem to go to the same people. Those staff that raised this issue considered that the allocation of project opportunities should be on the basis of scientific merit, not to placate agitators or reward allies.

Pressing Concerns

26. From the interviews, a summary list of pressing concerns was made, as follows:

- The culture is worse now than it was in the 2000's, when there was a big change project.
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging.
- The Intelligence Team is not organised for the changeover from Profile Plus (9 loci) to PP21. Business rules are not agreed with QPS and this is becoming urgent.
- The Commonwealth Games is also looming and no plan has been communicated to the teams.
- There is a failure to manage social processes in the broader organisation e.g. disengagement of the Reporting Team and failure to manage pernicious rumours.
- Communications are poor between the vertical levels of management and supervision and it is not an inclusive workplace.
- There is separation between the science teams and the reporting teams as a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions,
- Managers are not managing staff.
- Planning for moving forward is not clear.

Recommendations

The information provided above is a reflection of views held by staff which has not been validated by corroborating data from other sources. However, the sample group does represent a significant percentage of the workforce and it must be taken seriously that the majority of staff, at both operational and supervisory levels, expressed dissatisfaction, for a range of reasons, with the way the Forensic DNA Analysis Team is operating at the present time. It is of particular concern that it was a widely held view that morale is very low.

On this basis, we make a number of recommendations to address issues of immediate concern.

REC 1

That urgent management action is taken to secure the resources necessary to address allegations of bullying and harassment / intimidation such that any outstanding or new issues can be brought to resolution rapidly and decisively.

REC 2

Document the current planning for the management of the growing case management list in Reporting and the transition away from Profile Plus in Intelligence, with a view to providing advice and guidelines to the Reporting and Intelligence Teams.

REC 3

A process is put in place by management to deliver feedback to the Reporting Teams and advises them, in broad terms, of the management response and in particular, that the information provided indicates an urgent need for action to address the reports of damaging operational and social dysfunction.

The feedback process should be handled at a number of levels, including planning and strategy development with the senior management levels, feedback to the Reporting Team supervisors (x4), probably on an individual basis, and then a general presentation to the Reporting Teams.

A meeting with the Reporting Teams would indicate appreciation of their frank and open contribution, a summary of the information provided and then advice about the short term and medium term management response. This management response would include an:

- Intent to improve communications and transparency in decision making on relevant issues;
- Acknowledgement of the need to improve HR support to FSS, and to quickly address and report back on unresolved HR issues such as TOIL for part-time staff;
- Restatement of the Department's position in relation to bullying and harassment or any other inappropriate behaviours such as intimidation / gossiping and the intention to address any issues brought forward rapidly and decisively by allocating appropriate resources;
- Plans to address the bottleneck at the interface with Reporting;
- Plans to address the phase out of Profile Plus;
- Plans to ensure the further development of FR, to ensure that optimum benefit is gained from the changeover;

- Intent to review internal work allocation processes in Reporting, with a view to ensuring that accountabilities are clear and KPIs are set, and individual performance is monitored in accordance with established Departmental policies and systems;
- Intent to examine the delivery of quality and projects and develop strategies to ensure rapid response to quality concerns and timely delivery of projects;
- Intent to review the organisational structure and resourcing, having consideration to changes in work practices and future resourcing needs.

REC 4

That communications practices be reviewed with a view to ensuring that relevant information can be distributed across the organisation, both vertically and horizontally, reliably and accurately and that a strategy of targeted internal communications strategy is developed to inform about issues where there is, currently, widespread misinformation or inaccurate information circulating through the workgroups.

Vehicles for communication may include more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts and other targeted strategies and actions.

REC 5

That urgent management action is taken to assess some of the information obtained at interview with Reporting Team staff, particularly in relation to assertions about inequitable allocation and delivery of work outputs within the team and lack of ordinary supervisory processes to monitor output and manage performance.

This information would then be used to adjust or develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position, and ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria.

REC 5

That urgent management action is taken to investigate outstanding grievances and conduct issues, and bring these to resolution rapidly and decisively.

REC 6

That options are considered for securing an adequate level of HR support for FSS to provide on time HR advice, and support, including advice on process and strategic interventions and to ensure that all HR issues are triaged and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

REC 7

That consideration is given to the extension of staff involvement in Moot Courts and a program of Court attendances, to ensure that all senior staff are qualified to provide evidence in Court, and have the experience to ensure their understanding of the expectations of the Courts with regards to certainty and clarity around the soundness and strength of evidence.

REC 8

Complete a review of the effectiveness of the operating model and the need for structural change, including assessment of options.

Draft & Confidential

From: Paul Csoban
Sent: Wednesday, 17 January 2018 2:26 PM
To: Cathie Allen
Subject: FW: Response to Feedback from the Reporting Teams v1.pptx
Attachments: Response to Feedback from the Reporting Teams v1.pptx

From: Peter Mathews [mailto:]
Sent: Wednesday, 17 January 2018 12:46 PM
To: Paul Csoban
Cc: Allan Holz ()
Subject: Response to Feedback from the Reporting Teams v1.pptx

Paul
Can you please print out three copies of the attached.
Thanks
Peter

Response to Feedback from the Reporting Teams

Interviews conducted by Workplace
Edge between 4 & 18 December 2017

Status of the Reporting Teams

- Staff were concerned that the Reporting Teams were seen by other Teams to be difficult to work with or out of hubris, and tended to engage in conflict more than cooperation.
- Staff put the view that if they sometimes raise concerns about results from other parts of the DNA Analysis process, this is because they have to be certain of their interpretation, and that the other areas do not fully appreciate the level of clarity that is required when a DNA result is explained in a Court.
- A majority of staff reported that morale is low in the Reporting Teams and some gave their assessments of morale in various ways, such as: '2 or 3 out of 10'; 'has never been this low'; 'only work here because there is nowhere else to work'.

Management

- The management culture is one of 'blaming' rather than problem solving, that there are too many managers and, within the management team there are 'favourites' and 'non-favourites'.
- Many decisions are made on the basis of personal relationships or nepotism, rather than 'best practice' or within the context of a strategic or business plan.
- Management operates from a 'we know best perspective' which develops an 'us and them' stance which discourages dissent and dissent risks reprisal.
- Comments were made such as 'if you put your head up it will be pushed down'; the management culture is 'disharmonious' and 'the effect of the management culture is 'deflating and fatiguing'.

HR Support

- No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.
- Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.

Culture

- Some staff were concerned at the extent of the pernicious gossip which permeates the organisation and that management seemed to be incapable of addressing this.
- It was raised by some staff that the gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- There was concern that some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.

Team Organisation

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement writing on a fortnightly basis. This was seen to be unnecessarily rigid and inefficient.
- Many staff put the view that, under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.

Team Organisation

- The current piecemeal allocation of work by the Team Leaders is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- The current Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Some staff are very busy while others are not busy and this is neither fair, nor reasonable or efficient, and contributes to the low morale.
- Inequitable workload distribution is also a symptom of a lack of an internal framework, where staff understood their accountabilities and had clear KPIs and a process for monitoring that KPIs were met.

Team Organisation

- Some staff reported that there are cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams and some has sought external professional advice and support.

Team Organisation

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profile Plus in Intelligence is a significant change and there is no clear plan to address this.

Integration of Teams

- Staff identified that Intelligence is also a Case Management and Reporting Team, and that the Team does not currently have an effective compliment of staff and should be absorbed into the Reporting Teams, enabling a redistribution of tasks. Many staff held the view that this would improve efficiencies and improve work quality and variety.
- Most staff expressed the opinion that a single fully integrated Reporting Team (including Intelligence) would only require one Team Leader at the HP6 Level and one workgroup supervisor at the HP5 Level and that, through this arrangement, staff would take more responsibility for their work output, and gain more autonomy, and this would improve the quality of work life.

Forensic Register

- Most staff held the view that positive benefits will flow from the introduction of FR, in the future.
- Some were concerned that the organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs.
- The example was given that, currently, statement-writing in FR takes much longer than under the previous system.

Quality & Projects

- Concern that significant Projects have not been delivered and this is a contributing factor to the relationship difficulties between Reporting and the other teams. Examples given were the failure to finalise Project 181 since June 2016, and the capillary electrophoresis project, which is not yet finalised after seven years of consideration.
- Many staff felt that Projects are not managed effectively because there is no single point of responsibility for delivery of Projects, and that this affects the level of confidence they have when they explain results to the Courts.

Quality & Projects

- It was generally felt by many staff that, at present, there should be a central point of accountability for process improvement and project delivery, and that this should be the role of Quality and Projects, particularly to ensure scientific rigour.
- A number of staff also expressed concern that the opportunity to work on projects is not shared equitably, and so not all staff get the opportunity to use existing skills or develop new skills, and that even though EOIs are sometimes called for projects, they always seem to go to the same people. Those staff that raised this issue considered that the allocation of project opportunities

Pressing Concerns

- The culture is worse now than it was in the 2000's.
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging.
- The Case Management list is growing and there is no clear plan to manage this. The Intelligence Team is not organised for the changeover from Profile Plus (9 loci) to PP21 and the business rules are not agreed with QPS and this is becoming urgent.
- The Commonwealth Games is also looming and no plan has been communicated to the teams.
- There is a failure to manage social processes in the broader organisation e.g. disengagement of the Reporting Team and failure to manage pernicious rumours.
- Communications are poor between the vertical levels of management and supervision and it is not an inclusive workplace.
- There is separation between the science teams and the reporting teams as a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions,
- Managers are not managing staff.
- Planning for moving forward is not clear.

From: Paul Csoban
Sent: Wednesday, 17 January 2018 4:55 PM
To: Cathie Allen
Subject: Response to Feedback from the Reporting Teams v2.potx
Attachments: Response to Feedback from the Reporting Teams v2.potx

Feedback from the Reporting Teams

Interviews conducted by Workplace Edge
between 4th and 18th Dec 2017



- The information supplied within this presentation is a summary of opinions of the staff interviewed

- Seen by other teams as:
 - as difficult to work with
 - tending to engage in conflict more than cooperation
- Clarified that reporting staff raise concerns due to ensure appropriate interpretation and that other teams may not appreciate the level of clarity required for Court
- Majority of staff reported morale is low

- Management culture is one of blame
 - Too many managers
 - Favouritism
- Decisions made on the basis of personal relationships, rather than business requirements
- Management culture discourages dissent and dissent risks reprisal
- Management culture is disharmonious and the effect of this is deflating and fatiguing

No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:

- unresolved grievances;
- HR being bound to the management view and not exhibiting any independent thinking; and
- HR being passive, not active, and largely ineffective.

Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.

- Presence of pernicious gossip permeates the organisation – management incapable of addressing this
- gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement writing on a fortnightly basis. This was seen to be unnecessarily rigid and inefficient.
- under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.

- The current piecemeal allocation of work by the Team Leaders is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- The current Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Unequal output of work from staff is neither fair, nor reasonable or efficient, and contributes to the low morale
- Inequitable workload distribution is a symptom of a lack of an internal framework:
 - their accountabilities
 - KPIs with monitoring

- cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams and some has sought external professional advice and support.

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profiler Plus for Volume Crime samples is a significant change and there is no clear plan to address this.

- The Intelligence Team does not currently have an effective compliment of staff and should be absorbed into the Reporting Teams, enabling a redistribution of tasks as this would improve efficiencies and improve work quality and variety.
- A single integrated Reporting Team, which included the Intelligence Team, would only require one Team Leader (HP6) and one supervisor (HP5)
 - More responsibility for workout by the staff member
 - More autonomy
 - Improved quality of work life

- positive benefits will flow from the introduction of FR, in the future.
- organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs.
 - for example, currently statement preparation in FR takes much longer than under the previous system.

- Concern that significant Projects have not been delivered, which contributes to difficulties between Reporting and the other teams. -example given: the failure to finalise the capillary electrophoresis project, which is not yet finalised after seven years of consideration.
- Projects are not managed effectively
 - no single point of responsibility for delivery of Projects
 - affects the level of confidence they have with regard to court.

- there should be a central point of accountability for process improvement and project delivery
 - the role of Quality and Projects, particularly to ensure scientific rigour.
- opportunity to work on projects is not shared equitably
 - Leads to loss of existing skills and ability to develop new skills

- The culture is worse now than it was in the mid 2000's
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging
- Outstanding workload is increasing and there is no clear plan to manage this. The changeover from Profiler Plus (9 loci) to PP21 and the associated business rules are not agreed with QPS and this is becoming urgent
- The Commonwealth Games is also looming and no plan has been communicated to the teams
- There is a failure to manage social processes in the broader organisation e.g. disengagement of the Reporting Team and failure to manage pernicious rumours
- Communications are poor between the vertical levels of management and it is not an inclusive workplace
- There is separation between the science teams and the reporting teams as a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions
- Managers are not managing staff
- Planning for moving forward is not clear

From: Peter Mathews
Sent: Thu, 18 Jan 2018 13:03:38 +1100
To: Cathie Allen;Paul Csoban
Cc: Paul Guyatt;Michel Lok;Allan Holz;Allan Holz [REDACTED]
Subject: Response to Feedback from the Reporting Teams v1.pptx
Attachments: Response to Feedback from the Reporting Teams v1.pptx
Importance: High

Hi Paul and Cathie

Allan has reworked the PowerPoint presentation – which is attached.

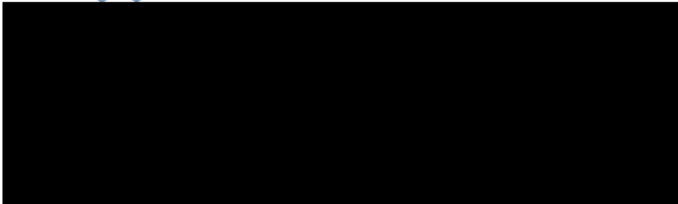
The last two slides require you input regarding actions. Also please work through the other response slides and make sure you are happy with the actions. Send through and changes please to Allan and me

Thanks

Peter

Peter Mathews

Managing Director



Response to Feedback from the Reporting Teams

Interviews conducted by Workplace
Edge between 4 & 18 December 2017

Status of the Reporting Teams

- Staff concerned that the Reporting Teams are seen by other Teams to be difficult to work with. A view of Reporting is that they challenge results unnecessarily, or out of hubris, and tended to engage in conflict more than cooperation.
- Staff assert that they sometimes raise concerns about results because they must have confidence in their interpretation, and the other areas do not fully appreciate the level of clarity that is required when a DNA result is explained in a Court.
- A number of staff believed that the difficulties between the Reporting Teams and the other teams have resulted in the Reporting Teams being marginalised and not fully part of the fabric of the broader Team.

Morale

- A majority of staff reported that morale is low in the Reporting Teams and some gave an assessment of morale in various ways, such as:
 - ‘2 or 3 out of 10’;
 - ‘has never been this low’;
 - ‘only work here because there is nowhere else to work’.

Management

- The management culture is one of 'blaming' rather than problem solving. There are too many managers and, within the management team, there are 'favourites' and 'non-favourites'.
- Many decisions are made on the basis of personal relationships or nepotism, rather than 'best practice' or under a strategic or business plan.
- Management operates from a 'we know best perspective', taking an 'us and them' stance which discourages dissent and dissenters risk reprisal. This view was supported by comments such as 'if you put your head up it will be pushed down'; the management culture is 'disharmonious' and 'the effect of the management culture is 'deflating and fatiguing'.

Conditions of Employment

- A significant issue raised is that the part-time staff are not allowed to accumulate TOIL, and that this is a blanket ban which is not applied to other FSS staff. It is reported that part-time staff in Forensic Chemistry do have access to TOIL.
- Many staff asserted that the denial of access to TOIL, and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing, and is not consistent with the family friendly policies of the Department.
- Some staff felt that this issue has remained unresolved for a long period of time, and that this suggests that management has a disregard for what it might consider to be a minor issue, despite the importance of this matter to some staff.

HR Support

- Staff in the Reporting Teams considered that the organisation has not been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.
- Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.

Culture

- There is concern at the extent of the pernicious gossip which permeates the organisation and that management has seemed to be incapable of addressing this.
- It was raised by some staff that the gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- There is concern that some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.

Team Organisation

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement writing on a fortnightly basis. This was generally seen to be unnecessarily rigid and inefficient.
- The Reporting Team supervisors are engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Many staff put the view that, under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.

Team Organisation

- The current piecemeal allocation of work by the Team Leaders is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- Inequitable workload distribution is also a symptom of a lack of an internal framework, where staff do not have clear accountabilities and clear KPIs and a process for monitoring that KPIs are met.
- Some staff are very busy while others are not busy and this is neither fair, nor reasonable or efficient, and contributes to the low morale.

Team Functioning

- Some staff reported that there are cliques within the teams, which affects a wide range of issues, such as the distribution of work, access to other opportunities and general comfort in the workplace.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they have felt from the effects of the social and interpersonal dysfunction in the teams and some have sought external professional advice and support.

Team Functioning

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profile Plus in Intelligence is a significant change and there is no clear plan to address this.

Operational Support

- Most Team members believed that the use of Moot Courts was a very effective training tool to help staff to appear in Court and many believed that this experience should be extended to the other teams so that they could have a better understanding of what form of thinking was required in order to present results in a Court setting.
- A significant number of team members reinforced the need for this form of training because of the potential, over time, for some Reporters to take an inappropriate level of interest in case outcomes and risk losing the objectivity required of an expert witness.

Integration of Teams

- Staff identified that Intelligence is also a Case Management and Reporting Team, and that the Team does not currently have an effective compliment of staff and should be absorbed into the Reporting Teams, enabling a redistribution of tasks. Many staff held the view that this would improve efficiencies and improve work quality and variety.
- A strongly expressed view was that a single fully integrated Reporting Team (including Intelligence) would only require one Team Leader at the HP6 Level and one workgroup supervisor at the HP5 Level and that, through this arrangement, staff would take more responsibility for their work output, and gain more autonomy, and this would improve the quality of work life.

Forensic Register

- Most staff held the view that positive benefits will flow from the introduction of FR, in the future.
- Some were concerned that the organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs.
- The example was given that, currently, statement-writing in FR takes much longer than under the previous system.

Quality & Projects

- There is concern that significant Projects have not been delivered and this is a contributing factor to the relationship difficulties between Reporting and the other teams.
- Examples given were the failure to finalise Project 181 since June 2016, and the capillary electrophoresis project, which is not yet finalised after seven years of consideration.
- Many staff felt that Projects are not managed effectively because there is no single point of responsibility for delivery of Projects, and that this affects the level of confidence they have when they explain results to the Courts.

Quality & Projects

- It was generally felt by many staff that, at present, there should be a central point of accountability for process improvement and project delivery, and that this should be the role of Quality and Projects, particularly to ensure scientific rigour.
- A number of staff also expressed concern that the opportunity to work on projects is not shared equitably, and so not all staff get the opportunity to use existing skills or develop new skills.
- Consistent with concerns about favouritism, the view was put that even though EOIs are sometimes called, the projects always seem to go to the same people.
 - Staff that raised this issue considered that the allocation of project opportunities should be on the basis of scientific merit, not to placate agitators or reward allies.

Pressing Concerns

- The culture is worse now than it was in the 2000's.
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging.
- The Case Management list is growing and there is no clear plan to manage this. The Intelligence Team is not organised for the changeover from Profile Plus (9 loci) to PP21 and the business rules are not agreed with QPS and this is becoming urgent.
- The Commonwealth Games is also looming and no plan has been communicated to the teams.

Pressing Concerns

- Communications are poor between the vertical levels of management and supervision and it is not an inclusive workplace.
- There is a failure to manage social processes in the broader organisation e.g. disengagement / marginalisation of the Reporting Teams and failure to manage pernicious rumours.
- The separation between the science teams and the reporting teams are a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions.
- Managers are not managing staff.
- Planning for moving forward is not clear.

Responses to Issues Raised

Status of the Reporting Teams

- Investigate ways to improve the interactions between the Teams to improve information sharing and ensure shared decision making where appropriate.

Morale

- There is an urgent need to address morale and this will be achieved without purposeful effort over a period of time.

Responses to Issues Raised

Management

- There is a clear message here that staff expect improved communications and more timely action on problems that affect well-being.
- There is also an expectation that internal processes will be open and merit based and transparent in accordance with Departmental policies and internal communications need to reflect this.
- A goal must be to ensure a culture of inclusion and shared sense of achievement

Responses to Issues Raised

Conditions of Employment

- We appreciate that the issues raised about TOIL for part-time staff and start & finish times are very significant for some people and these will be looked at in the context of a review of our structure and deployment strategy.

HR Support

- There is no disagreement that we have not been well resourced or well serviced from an HR management perspective. We are currently examining options for improving HR / IR support for the whole of FSS.

Responses to Issues Raised

Culture

- Gossip is damaging and destructive and improper conduct will be addressed decisively. There are adequate employment policies and processes to deal with inappropriate behaviour and one of the reasons for improving our access to HR resources is address issues before they become problematic.
- The Department also has no tolerance for workplace bullying and harassment and there will be education programs to ensure staff are informed of standards of Conduct the Department expects and resources will be available to support staff.
- Managers will be expected to manage and they will be supported to ensure that best practice outcomes are achieved for all our staff.

Responses to Issues Raised

Team Organisation & Team Functioning

- Much information has been provided about the organisation and functioning of the Reporting Teams and the Intelligence Team and a process will be put in place to assess the issues raised, do some data mining and make decisions as to what changes might be warranted.
- This process will include consideration of the thoughts put forward about Team Integration.
- There will be further consultation with Reporting Team and Intelligence Team members as we go forward on this issue.

Responses to Issues Raised

Operational Support

- Suggestions about training needs for staff who present in Court will be considered and the benefits from widening participation in the use of Moot Courts and other training methods will be considered.

Forensic Register

- Forensic Register presents us with both challenges and opportunities and further information will be provided about FR and additional input will be sought from staff as we go forward

Responses to Issues Raised

Quality & Projects

- Clearly there is a high level of awareness about quality issues and projects, including project design and project completion and access to opportunities for involvement in projects.
- There is much to consider in what has been put forward and there will be further consultation with staff on these issues before final decisions are reached.

Responses to Issues Raised

Responses to Pressing Concerns which have not been addressed previously

- The Case Management list is growing and there is no clear plan to manage this.
- The Intelligence Team is not organised for the changeover from Profile Plus to PP21 and the business rules are not agreed with QPS and this is becoming urgent.

Responses to Issues Raised

Responses to Pressing Concerns which have not been addressed previously

- The Commonwealth Games is looming and no plan has been communicated to the teams.

- Planning for moving forward is not clear.

From: Paul Csoban
Sent: Thursday, 18 January 2018 10:08 AM
To: Cathie Allen; Allan Holz
Subject: draft email for comment to individual managers in DNA

Hi Cathie, Allan
Draft for comment please
This message is for Amanda, Justin, Kylie and Sharon
Paul

Dear *name*

Thank you for your time in providing information to Allan Holz from Workplace Edge recently.

I will be arranging a meeting for all of DNA reporting and Intelligence teams to provide feedback on the trends as outlined by staff on their perceptions of some of the issues we face.

Prior to this general meeting, as a matter of courtesy, I would like to give you an opportunity to receive feedback on an individual basis pertinent particularly to you and your area. If you would like to take up this offer, you may bring a support person along but please clear the chosen individual with Allan Holz to ensure that an appropriate support person is chosen.


I would also like to reiterate that you may access EAP or Helen Russel at any time to receive further support should you require this

Kind regards
Paul



Paul Csoban
Executive Director

Forensic and Scientific Services
Health Support Queensland, **Department of Health**

A large black rectangular redaction box covering the bottom portion of the signature block.

From: Cathie Allen
Sent: Thursday, 18 January 2018 11:43 AM
To: Paul Csoban
Subject: USE THIS ONE FW: draft email for comment to individual managers in DNA

Amended as discussed.

Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Cathie Allen
Sent: Thursday, 18 January 2018 10:39 AM
To: 'Allan Holz'; Paul Csoban
Subject: RE: draft email for comment to individual managers in DNA

Hi Allan

Quick question – are we inviting Sharon Johnstone along to the feedback session for the reporting teams? Sharon isn't a line manager of a reporting team, but she is in the FRIT group, so just wondering about including her or not.

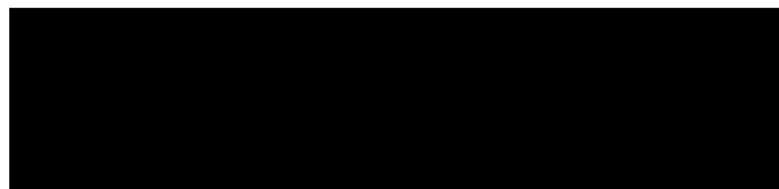
Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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From: Allan Holz [REDACTED]
Sent: Thursday, 18 January 2018 10:36 AM
To: Cathie Allen
Subject: Re: draft email for comment to individual managers in DNA

Looks Good

Regards

Allan

From: Cathie Allen <[REDACTED]>
Sent: Thursday, 18 January 2018 9:53:31 AM
To: Paul Csoban; Allan Holz
Subject: RE: draft email for comment to individual managers in DNA

Hi Paul

I've added my comments to the body below.

Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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From: Paul Csoban
Sent: Thursday, 18 January 2018 9:08 AM
To: Cathie Allen; Allan Holz
Subject: draft email for comment to individual managers in DNA

Hi Cathie, Allan
Draft for comment please

This message is for Amanda, Justin, Kylie and Sharon Paul

Dear name

Thank you for your time in providing information to Allan Holz and Peter Mathews from Workplace Edge recently.

I will be arranging a meeting for the Reporting teams of Forensic DNA Analysis to provide feedback on the trends as outlined by staff on their perceptions of some of the issues we face.

Prior to this general meeting, as a matter of courtesy, I would like to give you an opportunity to receive feedback from Allan, on an individual basis, pertinent particularly to you and your area. If you would like to take up this offer, you may bring a support person along but please advise Allan Holz of the name of the support to ensure that they are an appropriate support person for such a confidential meeting.

Helen Russell is the HR Business Partner for FSS so I would like to offer Helen as a resource for you. Employee Assistance offers a confidential counselling service which is free of charge to all employees of Health Support Queensland for up to six sessions per calendar year. Access to this service is by self-referral. Please contact OPTUM on [redacted]. More information on Employee Assistance can be found at: [redacted]

Shortly, Sandy Sinclair will be in touch regarding an appointment time for you early next week.

Kind regards Paul



Paul Csoban
Executive Director

Forensic and Scientific Services
Health Support Queensland, **Department of Health**



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From: Cathie Allen
Sent: Monday, 22 January 2018 9:34 AM
To: Paul Csoban
Subject: Updated presentation
Attachments: Response to Feedback from the Reporting Teams v4.potx

Hi Paul

From Friday.

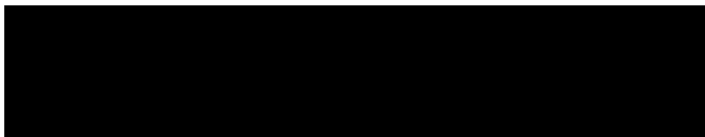
Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

Feedback from the Reporting Teams

Interviews conducted by Workplace Edge
between 4th and 18th Dec 2017



- The information supplied within this presentation is a summary of opinions of the majority of staff interviewed
- Names of interviewees have not been linked with their comments and no identifying material has been made available to FSS staff or HSQ staff

- 
- Please bear in mind – the presentation is reflecting your views that you put forward and a lot of information was provided, but main points provided today reflect the significant number of interviewees that brought this information forward

- Seen by other teams as:
 - as difficult to work with
 - tending to engage in conflict more than cooperation
- Clarified that reporting staff raise concerns due to ensure appropriate interpretation and that other teams may not appreciate the level of clarity required for Court
- Majority of staff reported morale is low

- Management culture is one of blame
 - Too many managers
 - Favouritism
- Decisions made on the basis of personal relationships, rather than business requirements
- Management culture discourages dissent and dissent risks reprisal
- Management culture is disharmonious and the effect of this is deflating and fatiguing

- No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.
- Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.


- Presence of pernicious gossip permeates the organisation – management incapable of addressing this
- Gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- Some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement preparation on a fortnightly basis. This was seen to be unnecessarily rigid and inefficient.
- The Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.

- The current piecemeal allocation of work by the Reporting Team supervisors is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- Inequitable workload distribution is a symptom of a lack of an internal framework:
 - » lack of defined accountabilities
 - » KPIs with monitoring
- Unequal output of work from staff is neither fair, nor reasonable or efficient, and contributes to the low morale

- cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams and some have sought external professional advice and support.

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profiler Plus for Volume Crime samples is a significant change and there is no clear plan to address this.

- 
- TOIL and part-time staff


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- Some Reporters take an inappropriate level of interest in case outcomes and risk losing the objectivity required of an expert witness.
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 - More responsibility for work output by all staff members
 - More autonomy
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- Most staff felt positive benefits will flow from the introduction of FR, in the future.
- organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs.
 - for example, currently statement preparation in FR takes much longer than under the previous system.

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 - example given: the failure to finalise the capillary electrophoresis project, which is not yet finalised after seven years of consideration
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- there should be a central point of accountability for process improvement and project delivery
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 - leads to loss of existing skills and ability to develop new skills
- consistent with concerns regarding favouritism
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Summary of Concerns

- The culture is worse now than it was in the mid 2000's
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging
- Outstanding workload is increasing and there is no clear plan to manage this. The changeover from Profiler Plus to PP21 and the associated business rules are not agreed upon with the QPS and this is becoming urgent
- The Commonwealth Games is also looming and no plan has been communicated to the teams

- Communications are poor between the vertical levels of management and it is not an inclusive workplace
- There is a failure to manage social processes in the broader organisation e.g. disengagement / marginalisation of the Reporting Team and failure to manage pernicious rumours
- There is separation between the 'science' teams and the reporting teams as a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions
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- I'd like to thank you for taking the time to share your views, its important to understand this and we appreciate your frankness and the time you've taken with this process
- Gossip & innuendo - a lot of gossip happening, its damaging and destructive and creates negative culture that distracts us from our work. I can't stop this on my own and I call on all of you to be committed to improving the cultural environment.
- I am disappointed at the level of dissatisfaction and unhappiness still reported from this team – but we as a management team want to work with you to develop solutions to improve this situation
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- We will consult regarding our future actions, however it will take time and we won't be able to change everything overnight. We ask for your patience.
- Senior Management cannot fix everything of their own accord, this will require commitment from everyone
- While I have given you feedback on the themes as presented to us by Workplace Edge and clearly there is a difference between perception and fact in some instances. We will address this by our communications
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 - » Investigate ways to improve the interactions between the teams to improve information sharing and ensure shared decision making where it's appropriate
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 - » There is an urgent need to address morale and this will not be achieved without purposeful effort over a period of time.
 - » Culture Development process to be undertaken

- Management

- » There is a clear message that staff expect improved communications and more timely action on problems that affect their well-being. We will be looking at the best ways to achieve this.
- » There is an expectation that internal processes will be open and merit based and transparent in accordance with Departmental policies and internal processes and communications need to enable and demonstrate this.
- » A goal must be to ensure a culture of inclusion and shared sense of achievement and this will be a key goal of the cultural development process

- **HR Support**

- » There is no disagreement that we have not been well resourced or well serviced from an HR management perspective. We are currently examining options for improving HR / IR support for the whole of FSS.

- **Culture**

- » Gossip is damaging and destructive and improper conduct will be addressed decisively. There are employment policies and processes to deal with inappropriate behaviour and one of the reasons for improving our access to HR resources is address issues before they become problematic.
- » The Department has no tolerance for workplace bullying and harassment. There will be education programs to ensure staff are informed of standards of conduct the Department expects and resources will be available to support staff
- » Managers will be expected to manage and they will be supported to ensure that best practice outcomes are achieved for all our staff.

- **Team Organisation & Team Functioning**

- » Much information has been provided about the organisation and functioning of the Reporting Teams and the Intelligence Team and a process will be put in place to assess the issues raised, do some data mining and devise a change management plan
- » This process will include consideration of the thoughts put forward about Team Integration.
- » There will be further consultation with all staff of Forensic DNA Analysis as we go forward on this issue.

- **Training**

- » Suggestions about training needs for staff who provide court evidence will be considered and the benefits from widening participation in the use of Moot Courts and other training methods will be considered

- **Forensic Register**

- » presents us with both challenges and opportunities and further information will be provided about FR and additional input can be put forward to your line manager for enhancement

- **Quality & Projects**

- » Clearly there is a high level of awareness about quality issues and projects, including project design and project completion and access to opportunities for involvement in projects
- » There is much to consider in what has been put forward and there will be further consultation with staff on these issues before final decisions are made

- The current bottleneck and growing case management list
 - » We will seek your input and ideas on how to tackle this
- Changeover from Profiler Plus to PP21 and associated business rules
 - » Kylie and Sharon have been tasked with devising the workflow process for Volume Crime samples
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- Commonwealth Games
 - » It is anticipated that an increase in items will be received during this period and workforce management plans have been implemented
 - » If a DVI were to occur, we will align with the DVI plan to process the samples and the plan allocates the priority. This is done in consultation with the QPS and Coroner.



Questions

From: Paul Csoban
Sent: Mon, 22 Jan 2018 09:23:23 +1100
To: Cathie Allen
Subject: FW: Workplace Edge Implementation

FYI

From: Shaun Mulholland
Sent: Friday, 19 January 2018 4:04 PM
To: Paul Csoban
Subject: Workplace Edge Implementation

Hi Paul,

How are you?

Michel Lok gave me a call this afternoon to let me know that you are about to embark on the implementation of the Workplace Edge plan.

Given that Michel will be out of the office for the coming week, he asked that I contact you to offer our (the HR team in the Department) support through your implementation process.

I was away for a few weeks over Christmas so I am not up to speed about where you are at with your process, however I would be happy to assist in any way that would be helpful for you.

If you would like to give me a call on Monday, we can have a chat to see if there is any way that we can assist.

Kind regards,

Shaun.



Shaun Mulholland

Acting Senior Director, Workforce Performance & Assurance
Workforce Performance and Assurance, HR Branch, **Department of Health**



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From: Cathie Allen
Sent: Monday, 22 January 2018 6:13 PM
To: Paul Csoban; [REDACTED]
Subject: Updated Presentation
Attachments: Response to Feedback from the Reporting Teams v5.potx

Hi Paul & Allan

The minor adjustments I made this morning are saved in the attached. I just edited a few things – removed textboxes that had nothing in them, added in TOIL etc. Very minor, but have called it version 5.

Cheers
Cathie



Cathie Allen

Managing Scientist – Police Services Stream

Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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Feedback from the Reporting Teams

Interviews conducted by Workplace Edge
between 4th and 18th Dec 2017



- The information supplied within this presentation is a summary of opinions of the majority of staff interviewed
- Names of interviewees have not been linked with their comments and no identifying material has been made available to FSS staff or HSQ staff

- 
- Please bear in mind – the presentation is reflecting your views that you put forward and a lot of information was provided, but main points provided today reflect the significant number of interviewees that brought this information forward

- Seen by other teams as:
 - as difficult to work with
 - tending to engage in conflict more than cooperation
- Clarified that reporting staff raise concerns due to ensure appropriate interpretation and that other teams may not appreciate the level of clarity required for Court
- Majority of staff reported morale is low

- Management culture is one of blame
 - Too many managers
 - Favouritism
- Decisions made on the basis of personal relationships, rather than business requirements
- Management culture discourages dissent and dissent risks reprisal
- Management culture is disharmonious and the effect of this is deflating and fatiguing

- No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.
- Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.

- Presence of pernicious gossip permeates the organisation – management incapable of addressing this
- Gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- Some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement preparation on a fortnightly basis. This was seen to be unnecessarily rigid and inefficient.
- The Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.

- The current piecemeal allocation of work by the Reporting Team supervisors is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- Inequitable workload distribution is a symptom of a lack of an internal framework:
 - » lack of defined accountabilities
 - » KPIs with monitoring
- Unequal output of work from staff is neither fair, nor reasonable or efficient, and contributes to the low morale

- cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams and some have sought external professional advice and support.

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profiler Plus for Volume Crime samples is a significant change and there is no clear plan to address this.

- Part-time staff are unable to accumulate TOIL, however this is different to what occurs in Forensic Chemistry
- View the rigidity applied to 'spread of hours' affects flexibility in the workplace


- Most team members believed that the use of Moot Courts was a very effective training tool to help staff to appear in Court and many believed that this experience should be extended to the other teams so that they could have a better understanding of what form of thinking was required in order to present results in a Court setting.
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- » Much information has been provided about the organisation and functioning of the Reporting Teams and the Intelligence Team and a process will be put in place to assess the issues raised, do some data mining and devise a change management plan
- » This process will include consideration of the thoughts put forward about Team Integration.
- » There will be further consultation with all staff of Forensic DNA Analysis as we go forward on this issue.

- **Work Arrangements**

- » Forensic Chemistry work under different arrangements and part-time staff accumulate ATO
- » We will work with HR regarding a way forward

- **Training**

- » Suggestions about training needs for staff who provide court evidence will be considered and the benefits from widening participation in the use of Moot Courts and other training methods will be considered

- **Forensic Register**

- » presents us with both challenges and opportunities and further information will be provided about FR and additional input can be put forward to your line manager for enhancement

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Questions

Report on Discussion with Amanda Reeves and 2 support people with Allan Holz (Workplace Edge) and Paul Csoban (ED FSS)

At 0900 hrs on 23 January Allan Holz (Workplace Edge - WE) and I met with Amanda at a scheduled meeting to give her the courtesy (as with 3 other managers and team leaders) to go over the feedback document prepared by Allan to be presented to the DNA Reporting teams. There were also a few points that were pertinent to Amanda as a team leader that had been raised by a number of staff. Amanda brought along two support persons - Brian Newman, and Anekah Russon – from “Workers First”. When they entered, Allan asked Brian in what capacity he was there – whether as support person or advocate. Brian replied that he was there as a support person.

Allan wanted to confirm that Brian was not in fact Amanda’s advocate, to which Brian replied, “Not Yet!”

Workplace Edge - WE were engaged by the previous CEO and worked in conjunction with Michel Lok to

1. assist and integrate Amanda back into the workplace and
2. to conduct interviews with all staff to determine areas of concern amongst staff in the unit. “normalise relationships in the unit and return to full functioning.

Michel in association with WE had formulated a strategy timeline with the feedback sessions as the first activity. I was thus directed to make this presentation (originally prepared by Allan) to the DNA reporting team and Intelligence Team.

Allan went through the presentation with Amanda and stressed that this was feedback from a number of staff – not individual comments and that neither I nor any member of FSS or HSQ had any knowledge of the names of the staff giving the feedback. The initial interviews were conducted strictly on a confidential basis.

During Allan’s presentation, Amanda, and her two support people made copious notes.

Allan then stated that he had a few feedback comments from multiple staff which related particularly to Amanda. From memory, these included but were not limited to aggressive behaviours, favouritism in her clique, and comments on her delegation of cases. I did not take any notes during the session. Allan concluded by stressing this was merely feedback from a number of staff for her benefit and were not in any way disciplinary in intent. He also stressed that the information given was confidential and was strictly prohibited from disclosure to other people.

My only comment at this stage was to reinforce that while staff had promoted an organisational structure change as a way forward, there was absolutely no plans in place for this to occur, that there was no preferred structure amongst management and that full consultation would occur with all staff to canvas ideas which may improve efficiencies to eliminate any large outstanding work in progress lists. I had made the same comments to the other 4 managers and team leaders who were individually addressed.

As a conclusion, Allan asked if Amanda had any questions or concerns or anything she wanted to raise. She replied "No". She and her support people then gathered their notepads. Allan shook hands with everyone including Amanda, and I shook hands with the two support people but Amanda did not shake my hand but merely walked out.

At 1200 hrs on the same day, the staff from the DNA reporting teams gathered in the FSS auditorium and the presentation of the slides previously sent to QH HR (Shaun Mulholland and Theresa Hodges) was presented to the group (Slide 21 was not presented but I merely spoke to it). I spoke to the slides and often reiterated and stressed the fact that this was feedback from a number of staff (not individual comments) and that FSS or HSQ were not privy to any details of names of staff or the number responding in a particular fashion. The slides were rather themed to pick up the general themes of the interviews in categories.

On conclusion of my presentation of staff feedback, I stressed that we will move forward from this point and there will be a series of activities, consultations and workshops to enable the team as a whole, to put aside past issues and progress forward to give the best possible results for our clients.

Cathy Allen, Managing Scientist then spoke to the slides outlining next actions.

At the end were asked if there were any questions, and there were just a couple from one person (Tom) largely around the future actions and timetable.

FW: My thoughts after our telephone conference today

From: Shaun Mulholland [REDACTED] >
 To: Therese O'Connor [REDACTED] >
 Cc: Performance and Conduct Services [REDACTED]
 Date: Mon, 26 Feb 2018 17:46:05 +1100



Shaun Mulholland

Acting Senior Director, Workforce Performance & Assurance
 Workforce Performance and Assurance, HR Branch, **Department of Health**



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From: Theresa Hodges
Sent: Thursday, 25 January 2018 8:59 AM
To: Shaun Mulholland
Subject: FW: My thoughts after our telephone conference today

From: Allan Holz [REDACTED]
Sent: Wednesday, 24 January 2018 9:02 PM
To: Theresa Hodges
Cc: Peter Mathews; Paul Guyatt
Subject: Re: My thoughts after our telephone conference today

Dear Theresa

A quick note to follow our telephone conference this afternoon about the e-mail sent by Amanda Reeves about Justin Howes.

As you know, the e-mail implies that Justin has not acted properly in his role as a supervisor and, notably, the e-mail was sent to a number of senior Departmental officers but not to Justin's immediate line manager or his senior line manager on site.

Towards the close of the conversation, Cathie Allen put forward the proposition that responding to each of the specific assertions made by Ms Reeves may not be the most appropriate strategy, in the circumstances, and you will recall, also, that Justin told you he was concerned about the seemingly vexatious nature of the communication. In particular, that her complaint wholly lacked substance and yet was sent to senior officers in the Department, without any prior notice to him and, on this basis, seemed only to have the purpose of causing him harm or enhancing a personal position.

It should have been evident to you from the information provided by Cathie, Paul and Justin that the assertions made by Ms Reeves lacked substance and my concern about responding to each of the issues raised in that e-mail, is that such a response gives validity, weight and force to something that, otherwise, would remain wholly thin, flimsy or frail.

In my view, some onus must be placed upon any complainant to provide meaningful information to support a claim of misbehaviour, and it should simply be put to Ms Reeves, from a senior level, that no evidence has been provided or obtained to support her assertion that Mr Howes has acted improperly and invite her to provide further evidence if she has it. She can then bring forward further evidence if she has it, but she should not be aided and abetted by the Department to further develop a narrative of mistreatment and harm when this has not occurred.

In this way, Mr Howes would see some sign of supportiveness from the organisation in circumstances where the DNA Team management, and many of its complement of staff, believe they have not seen any fair and proper balance in the handling of the difficulties surrounding Ms Reeves and her behaviours.

In closing, I refer again to Justin's comment about the inappropriate and seemingly vexatious nature of the communication from Ms Reeves and it is of concern that his expression of unease was, essentially, trivialised and dismissed. There is a prevailing view at Coopers Plains that Ms Reeves can do anything to anyone without being challenged and everyone else has to wear the consequences, regardless of the damage, and this was further reinforced in the course of our conversation today.

I would be pleased to discuss this matter further with you at any time.

Regards

Allan Holz

FW: Feedback and Workplace Edge

From: Andria Wyman-Clarke <[REDACTED]>
To: Jess M Byrne [REDACTED]
Date: Wed, 27 Feb 2019 12:38:33 +1100



Andria Wyman-Clarke
 A/General Manager
 Human Resources
 Health Support Queensland, Queensland Health



Integrity Customers and patients first Accountability Respect Engagement

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From: Andria Wyman-Clarke
Sent: Friday, 2 Feb
To: Peter Bristow <[REDACTED]> Michel Lok [REDACTED]
Subject: FW: Feedback and Workplace Edge

Peter and Michel,

Just to let you know that I had a long conversation with Kylie today regarding her email. To summarise:

- * Her individual meeting feedback was "they are concerned about the nexus and the team wanted to see Kylie are more Kylie"
- * At least 8 of the team have come forward and said that their feedback was not incorporated or was twisted in the presentation – this is approximately half of the reporting team.
- * People felt that the presentation only had feedback from one or two people
- * Some are concerned about losing their jobs and don't want to be labelled a 'troublemaker'
- * She said there was not follow up or support after the meeting [I explained that I had stopped further steps until Michel returned and we had an opportunity to look at the next steps]

To the question of "what do you want?" she replied "I guess I don't know, probably to let the right people know that the presentation was biased or skewed and was incorrect"

I have undertaken to have a follow up on the 14th February.

Regards
 Andria



Andria Wyman-Clarke
 A/General Manager

People Performance and Excellence
 Health Support Queensland, **Department of Health**



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From: Peter Bristow
Sent: Wednesday, 31 January 2018 9:52 AM
To: Kylie Rika
Cc: Andria Wyman-Clarke; Michel Lok
Subject: RE: Feedback and Workplace Edge

Thank you for forwarding this to me.

I was unaware that the presentation took place until after it occurred but I have been informed a feedback session was an undertaking that was made at the beginning of the process. It is regrettable if staff were dissatisfied or worried as a result. Mr Lok is away until at least Monday so the A/GM PPE Andria Wyman-Clarke is overseeing response to this matter and I will ask her to contact you.

Regards
 Peter

From: Kylie Rika
Sent: Wednesday, 31 January 2018 9:44 AM
To: Peter Bristow
Subject: FW: Feedback and Workplace Edge

Good morning Peter

I am forwarding this email to you as I have just been informed by my manager that Michel is currently on leave.

Kind regards

Kylie Rika

From: Kylie Rika
Sent: Tuesday, 30 January 2018 10:39 AM
To: Michel Lok
Subject: Feedback and Workplace Edge

Good morning Michel

Thank you for engaging Workplace Edge to assist in making recommendations on improvements to the workplace to support the effective delivery of critical services by the Forensic DNA Analysis Unit, however, as the manager of one of the reporting teams, I feel I should let you know of a potential issue encountered with the process thus far.

On Tuesday 23 January, Paul Csoban and Cathie Allen gave a presentation to the reporting teams staff detailing general themes gathered from summarising the staff's feedback on their perceived issues within the Forensic DNA Analysis Unit. Further presented was a plan to move forward to heal the team and gain better functioning which was mentioned to be based on the staff's feedback.

Since the presentation on Tuesday, I have been made aware of 8 staff within the reporting teams, who either were disappointed by the management of the process including the delivery of the presentations or felt that their feedback was not well represented, if at all. I have documentation confirming these reports from the 8 staff and from this documentation I can provide you with a few the quoted reasons as to why these staff felt either disappointed by the management of the process or that their feedback was not well represented:

- * " I didn't agree with a lot of things that were presented as "our main issues". "
- * "I understand that some people are going to have different perspectives to others so there will be some things on the list that aren't mine and therefore I don't agree with. However, there were numerous things in the presentation that when read out I thought 'I don't agree with that'.

I actually felt quite triggered during the presentation because so many things did not resonate with me that I was being told were 'my words', or that these things 'came from me'.

I did wish after the meeting that I had have said for the record, that many of these issues being presented do not represent my perspective."

- * "the presentation did not represent my opinions"
- * "I felt under-represented"
- * "the presentation did not reflect my concerns with respect to the issues."
- * "anonymously I am very dissatisfied with the whole consultation process."

As a manager, I am committed to striving for better outcomes for and by the Forensic DNA Analysis Unit, and so I see it as my duty to ensure that ALL reporting staff's feedback is well represented in the summarised version of perceived issues, particularly if this is being used to drive changes in the way forward. Otherwise, in my opinion, the exercise is less than meaningful, efficient and effective.

I do not have any issue with the gathering of staff's feedback to help drive changes for a successful future, rather, my concern is that approximately half of the staff have not had their feedback represented in the summary, if at all.

My last concern relates to the fear of reprisal (from managers above me) from some of the 8 staff because they are putting forward that they are not happy with the process thus far. In fact two of the 8 staff wish to remain anonymous for this reason.

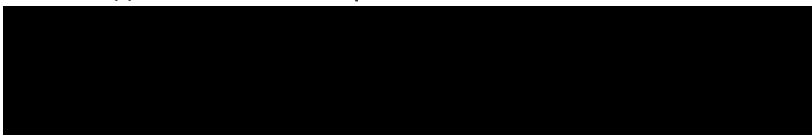
Kind regards



Kylie Rika Dip Mgt BSc PGrad Dip (Forensic)

Senior Reporting Scientist – Forensic Reporting and Intelligence Team

Forensic DNA Analysis | Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



HSQ's vision | Delivering the best health support services and solutions for a safer and healthier Queensland.

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

Cathie Allen

From: Cathie Allen
Sent: Monday, 25 February 2019 3:48 PM
To: John Doherty
Subject: FW: Urgent: Copy of all Workplace Edge material
Attachments: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points_CJA.DOC

Hi John

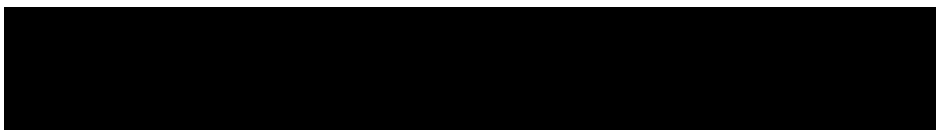
I've looked through my files regarding Workplace Edge and the only document that I've locate3d is the one attached. This appears to be a working document and I'm not sure if it's the final version. I was asked to comment on the content to ensure accuracy – as far as possible, given I wasn't involved with Workplace Edge when they conducted the staff interviews. The staff interviews were one on one – staff member with Allan Holz.

Cheers
 Cathie



Cathie Allen
 Managing Scientist

Police Services Stream, Forensic & Scientific Services
 Health Support Queensland, Queensland Health



Integrity

Customers and patients first

Accountability

Respect

Engagement

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Therese O'Connor
Sent: Friday, 22 February 2019 8:59 AM
To: Michel Lok <[redacted]>; Catherine Joice <[redacted]>; Sandy Sinclair <[redacted]>; Cathie Allen <[redacted]>; Cristina Vasquez <[redacted]>
Subject: Urgent: Copy of all Workplace Edge material

Hi Everyone

I have been contacted by the Ethical Standards Unit, Department of Health and requested to provide any documents we have regarding Workplace Edge. In particular they are chasing copy of the report that Workplace Edge prepared in early 2018.

I have a copy of the presentation "Feedback from Reporting Teams – Interviews by Workplace Edge", and a copy of their Terms of Reference.

It is my understanding the presentation was based on a report prepared by Workplace Edge.

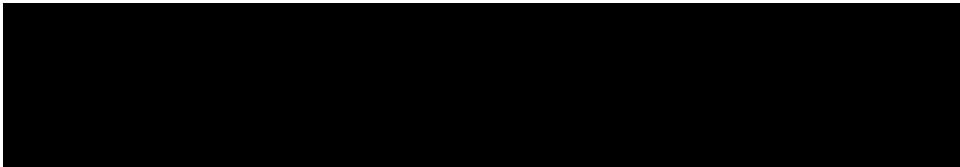
As a matter of urgency can you please check the relevant records for the above documents and forward them to me if you do locate them.

Regards
Therese



Therese O'Connor
Senior Employment Relations Officer

Human Resources
Health Support Queensland, Queensland Health



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Review - Forensic DNA Analysis Team Page 1 of 8

Review - Forensic DNA Analysis Team

RELEVANT BACKGROUND

Health Support Queensland (HSQ) businesses provide critical services to Hospital and Health Services, other government agencies, commercial clients and the community.

Within HSQ, Forensic and Scientific Services (FSS) delivers products and services in the areas of DNA profiling ([forensic and non-forensic](#)) and forensic chemistry, clinical forensic medicine, coronial services, and scientific services to support public and environmental health investigations.

Within the Police Services Stream, managed by Ms Cathie Allen, DNA Analysis and Reporting is undertaken by the Forensic DNA Analysis Team.

FORENSIC DNA ANALYSIS TEAM

The Forensic DNA Analysis Team has seen a number of significant changes, both technical and operational, over at least the past decade, some of which have resulted in adjustments to the organisational structure.

These changes include the way that samples are received, changes in analytical procedures and technology and a recent change of information management system, from Auslab to Forensic Register.

The most significant development which contributed to the requirement for adjustments to operating procedures and organisational structure was the change from receiving evidence in the form of whole items to receiving evidentiary materials in tubes, after initial processing of the whole material by the Queensland Police Service (QPS).

The QPS then allocates a priority level to the sample which, effectively, acts as a measurable performance standard. [For example, Forensic DNA Analysis has set standards for the following -](#) Priority 1 samples are to be processed within 3 days, Priority 2 samples between 1 to 2 weeks and Priority 3 samples within 2 to 3 weeks.

This change in the evidence handling process enabled the Forensic DNA Analysis Team to arrange its Evidence Recovery and Analysis activities to operate as a throughput laboratory with sequential operations delivering results to reporting teams which then refine the information and generate the end product.

Consequently, the current organisational structure reflects a production line approach where materials are put through a refining process to produce an end-product that meets the requirements of customers.

From the information available, the last significant assessment of the organisational structure occurred in about 2008 and, given the number of significant changes that have occurred, since then, together with the recent history of significant interpersonal and operational dysfunction within the group, it is timely that the operating model is reviewed with a view to the revising the organisational structure.

Organisational Structure @ 9 January 2018

CURRENT SITUATION

During the period since at least early to mid-2016, the Forensic DNA Analysis Team has been managing complex human resource issues that have adversely affected the operational efficiency and morale of the Team, at both the management and operational levels.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

Contributing factors to the dysfunction in the Forensic DNA Analysis Team and the primary issues of concern to staff, identified in the course of these interviews, are shown below:

1. Operations, Operating Model and supporting Structure

a) The production line model has not achieved the optimal delivery of services under the current structure with the existing systems and processes, and resource allocation.

It is not accurate to say that the production line model has not achieved the optimal delivery of services – as it had been delivering results which were noted as being the best in the country during the national end of end evaluation undertaken by the National Institute of Forensic Science in 2011 and 2014. It is only in more recent times of change (instrument issues and implementation of the FR) and increased stress, that the end of the production line is not achieving the optimal delivery of results to the QPS.

b) The organisational structure does not fully support the current operating model as illustrated by comments provided by staff:

The Team, as a whole is over governed with 10 supervisors managing approximately 60 staff, giving a ratio of 1:6 actuals and between 1:4 and 1:5 FTE.

Staff members highlighted that the reporting teams were over-governed by supervisors and proposed that the two reporting teams could be merged into one team with one supervisor.

Commented [CJA1]: As there are Operational Officers within Forensic DNA Analysis, it would be better to remove the work 'operational' to reduce confusion.

Commented [CJA2]: Its my understanding that the comments made about over governed were restricted to the reporting teams, not the whole team. Its Workplace Edge's opinion that the whole team is over governed. This needs to be made clearer. The Analytical Line Manager oversees about 15 people, which I don't think is over governed.

- Projects take too long to establish and complete and there is no single point of accountability for bringing projects to completion.

Projects taking too long – the reporting staff interviewed were specifically discussing projects in which reporting were involved – this is a smaller proportion of projects than projects as a whole (ie discussing Y-STR project which is led by a Reporting Team Member as all bench work has been completed, as opposed to new instruments being implemented for use which has been completed in a shorter timeframe). Given staff are of a science background, and the statements are somewhat nonspecific, more detail is required.

The perception of the interviewed staff members that projects take too long may well be due to not receiving timely feedback and updates on the status of the projects from their line managers.

-The Quality and Projects, and Operational Officers Team provides Operational Support to the other Teams, but is not accountable for the delivery of projects and does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Combining the functions of Quality, Projects and operations support and placing this as a Team with a subgroup together with Evidence Recovery and Analysis has not met the organisational needs in the areas of Quality and Project management.

It is not accurate incorrect to say that the Quality unit does not have a significant role in monitoring quality in the forensic reporting and intelligence teams. Dr Kirsten Scott provides significant input into SOPs, training modules and significant advice and guidance regarding quality to staff that see her. Quality is everyone's responsibility; therefore Justin Howes is responsible for operational quality from his team. Dr Kirsten Scott is responsible for overseeing that quality activities are undertaken appropriately and she performs this function to a very high level.

It is not accurate incorrect to say that the function of Quality have not met the operational needs in the area of quality and projects – this team have ensured that a large number of projects have been completed, despite the delayed responses for feedback from the some members of the management team. Reporting team managers. It cannot be stated categorically that a team have not delivered, when the reasoning behind that is due to the delay from other staff members (regardless of the workload by the managers of the reporting teams, deadlines have been given and not met by them and not enforced due to working in an inclusive environment).

- The staff in the Reporting Teams are paid at a higher level than similarly qualified staff in the other teams, due to the presumption that they will be required to present results to the Courts and respond to examination by prosecution and defence attorneys. However, only around 10% of results are presented in Court and some members of the Reporting Teams may never, or only rarely, attend Court, which is seen by some as an inequity that contributes to disharmony in both the Reporting Teams and the Forensic DNA Analysis Team, as a whole.

It should be highlighted that staff who have never attended court are newer reporting team members who have not yet fulfilled their training and have not been deemed competent for court – it is not accurate incorrect to say 'never' and not provide detail surrounding this.

It is very difficult to ensure that all reporting team members attend court – given the case types may provide a plea, which is not the fault of the staff member. Ensuring that there is equal representation of staff in court can only be done when cases require re-allocation (which Justin does on an equity basis), however, court may still not go ahead and this is beyond of our control.

- The Production Line concept contributes to feelings of frustration among highly qualified staff, who would prefer to see less rigidity in the organisation and more equitable distribution of work.

- The Production Line concept has also led to the relative isolation of Teams. The restricted information sharing and limited professional interaction between staff has contributed to deskilling and re-work during the case management stage.

It is not accurate ~~incorrect~~ to say that the production line concept has led to the isolation of the teams – as this concept has been working extremely well for the most part since its inception. The reasoning behind it no longer working well is due to the culture that is currently within the management group, which has created mistrust and disharmony, leadership by the reporting managers, who undermine other managers during tea and lunch breaks to their team members. This causes disharmony. The reporting managers do not include themselves in group activities such as group morning teas, therefore staff members see this and therefore may not don't attend either. This is ~~what~~ contributes to the disharmony, not the production line process which has been demonstrated to be very successful by the NIFS end to end projects (twice).

Re-work during case management can also be due to lack of confidence by the staff member undertaking the work, which hasn't been highlighted.

Staff members have been advised that they are able to observe tasks being undertaken by the Evidence Recovery and Analytical teams, by liaison with the line managers of those teams.

- There is a management team comprising nine people who identify as managers for an overall compliment of around 70 people. It is large and unwieldy and has become dysfunctional, partly due to the interplay of particular personalities, but a contributing factor must also be its size and lack of internal structure and the expectations it generates.

- This dysfunction is evidenced by the failure to deliver projects and the failure to address critical issues such as the impending technical changes to DNA Aanalysis for intelligence purposes, the breakdown of the Intelligence Team and the failure to manage to bottleneck in the production line between Analytical and Reporting.

It is not accurate to include the breakdown of the Intelligence Team as a dysfunction of the management team. During the FR project, it was highlighted that changes would be required within

this team, however a gentle approach to this change was taken. Personal issues within this team have not been included in this review as those staff members were not interviewed.

It is not accurate to place the failure of managing the bottleneck of results onto the management team when members of this team are ensuring that results are being reported, on top of the other tasks that they currently perform. This is a more complex issue that requires more detail than what has been provided.

~~It is not warranted placing all of the blame of the bottleneck of results onto the management team – they have all provided advice and ideas on how to decrease the number of outstanding results (including Allan and Luke interpreting hundreds of results on top of their work), when it is largely a failure of the management members within the Reporting teams to act upon the issues~~

- Within the Reporting Teams the piecemeal basis on which work is allocated contributes to inefficiencies, particularly an overall low work output, inequitable sharing of the workload and low levels of reported work satisfaction.

AGREED

2. Culture

a) Whole Group Issues

- There has been a failure, over the long term, to effectively address human resource management issues so that by the end of 2017; despite repeated attempts by senior managers: o ordinary line management reporting was not in operation between the Reporting Teams and the Managing Scientist;

o the management team was not functioning effectively, due to an undercurrent of personal disagreements;

o a number of personal grievances remained unresolved; and

o the Intelligence Team was without an effective compliment of staff.

- Vertically and horizontally, within the Forensic DNA Analysis team, there are significant communication issues. It is perceived that there is inadequate communication by senior managers, which contributes to the circulation of pernicious rumours.

- There is a perceived lack of transparency in decision making, which contributes to high levels of suspicion and separation into cliques, with the resultant breakdown in trust amongst staff and management.

The perceived lack of transparency in decision making is also due to the circulation of the pernicious rumours from ~~some staff members reporting management staff~~ and their undermining of other management team members – this hasn't been detailed effectively in the above statement. doesn't seem to have been adequately addressed

- There are significant issues regarding priorities for action, where personal relationship and grievance issues have distracted management from priority operational decisions. This has resulted in inefficiencies and a failure to resolve bottlenecks with a resultant perceived impact on customer service.

- There is a breakdown in line management processes and respect for normal workplace behaviour, as a result of the failure to apply ordinary performance standards in relation to conduct and professional output.

- There is a lack of flexibility in leadership and management to address operational performance issues and to adjust the operating model and allocation of resources to address these issues.

It is not accurate to detail the above as it is because it doesn't describe the above as being statements from staff members, so it is their perception of the situation.

- Morale is low, and the reporting list is growing without any clear plan to reduce the list. This is very upsetting for all of the Reporting staff. Overtime is a short-term solution to a long-term problem.

The statement 'This is very upsetting for all of the reporting staff' would be extended to 'all staff members', as all team members are affected by the decreased ~~lack of~~ output from the reporting teams.

Similarly "the reporting list is growing without any clear plan to reduce the list" is not accurate ~~incorrect~~. This issue has been the subject of discussion amongst senior management and there are plans to utilise FR and planned overtime activities ~~mooted restructures~~ to assist in addressing this situation.

b) Reporting and Intelligence Team Issues

- The Reporting function is over-governed with two supervisors when in effect, it operates as a single team.

- The system of work allocation is inefficient, with reported co-dependence of the supervisors, resulting in inequitable piecemeal allocation of work.

The above statement is how the reporting teams describe their work environment.

- There is a lack of appropriate performance standards and monitoring, with a resultant lack of accountability for individual performance, which contributes to less than optimal production outcomes. This contributes to a lack of job satisfaction, and concern by individuals at the performance variability amongst staff.

The above statement is how the reporting teams described their work environment.

- The Reporting Team comprises staff with a wide variety of skills qualifications and experience, which is not fully utilised due to the rigidity of the production line operating model. This has created silos, with little opportunity for staff to broaden the use of their skills and experience.

It has also been stated that a further contribution to staff being unable to broaden their use of skills and experience is due to favouritism by the reporting managers – i.e. only particular staff are allocated 'projects' to undertake and that this is unfairly distributed – this doesn't seem to have been included when it should be considered as a major factor.

- There is considerable re-work when a particular case is received by the Reporting Team, and full consideration is given to the evidentiary issues. This is primarily due to a lack of consultation across silos, as the case progresses through the Evidence Recovery and Analytical areas.

The re-working of some samples that can be undertaken by a reporting staff member can be due to additional reasons – e.g. additional information has been received that was not available when the items arrived which requiring rework, etc. There is an apparent lack of trust from the senior staff members within the reporting teams regarding the work undertaken by the Evidence Recovery and Analytical teams – this contributes to the reworking undertaken, however this hasn't been highlighted. The reporting managers openly display a lack of trust in the work undertaken by the ER and Analytical teams and this facet has been taken on board by reporting staff members – this can be considered as a major contributing factor.

- The Intelligence Team has virtually ceased to operate due to the loss of an effective compliment of staff.

The loss of an effective compliment of staff from the Intel team is beyond management control – however and plans are being implemented to address this.

- This Unit currently uses the nine loci DNA kit, which is no longer in commercial production, and there is a requirement for new business rules to be developed with QPS to support the use of the 21 loci DNA kit for intelligence purposes.

It should be noted that **Volume Crime** items are processed with the 9 loci DNA kit and that these items now need to be processed in another kit – which the QPS has deemed to be the PP21 kit. The statement about the 'Unit using 9 loci' is very unclear around content and relevance.

- The Intelligence Team is responsible for uploads to the national data base, which is not the most efficient allocation of this task. There is merit in considering merging of Intelligence with Reporting and then training the integrated team to perform uploads.

It is not an effective use of HP4 reporter's time in uploading of profiles to NCIDD. Whilst the task of reviewing links can be done by HP4 reporting staff (given they report other similar results), it is not envisaged that HP4 reporters should upload profiles to NCIDD. This statement is too simplistic in its current wording. In the process of integrating the Intel team, the tasks are planned to be broken down and reallocated to appropriate HP levels.

3. Systems and Processes - Forensic Register (FR)

The introduction of FR is an opportunity to review systems and processes, particularly to inform the further development of FR. Whilst the new system has not been fully implemented at this stage, it will result in changes to work processes and work practices and ultimately structure and resourcing. Any immediate changes from this review need to take into account that further adjustments may be necessary as FR is fully implemented.

The FR has been fully implemented – it is not accurate ~~incorrect~~ to say that it hasn't. ~~FSS~~We have reported to all (including within the QPS) that the FR has been ~~we have implemented the FR~~. There are elements to the reporting processes that require enhancement, however the statement as it stands is not accurate ~~incorrect~~ and contradicts the reporting that we have previously submitted for the Project (FRIP). It should be noted that the Project team for this implementation ~~ed~~ has in fact been disbanded due to completion.

The reporting teams have been incorrectly advised that certain parts of their processes weren't addressed. A large amount of development work was directed to ~~ent into~~ the automatic reporting lines within the FR, however the reporting matrix provided to the QPS had a large number of errors in it which caused wrong lines to be provided. This was a large risk for both organisations, so with the agreement of the Team Leaders, this portion was postponed until after implementation. This meant that the system of choosing a line that is done in Auslab was done in the FR until further work could be done to correct the matrix. Progress has been made on this and the reporting staff are giving feedback on the automated lines that are now available in the FR. It is due to this mis-communication regarding the FR that staff have built further false impressions.

4. Conditions of Employment

It has been raised that part-time staff are not allowed to accumulate TOIL and that this is a blanket ban which is not applied to other FSS staff. It is reported that, part-time staff in Forensic Chemistry do have access to TOIL.

Forensic Chemistry staff work under a different arrangement – staff voted for a Variable working arrangement meaning the accumulation of ATO. This has been communicated on numerous occasions. Forensic DNA Analysis voted for a Standard arrangement, meaning the accumulation of

TOIL. Under the Award arrangements, part-time staff were only able to accumulate TOIL after they had completed an 8 hour shift. Due to budget constraints, it was not feasible to allow staff to work additional hours and accumulate TOIL, unless required for urgent items or court. Clarification has been sought from HR regarding the new Award and Enterprise Bargain Agreement.

Staff have put the view that denial of access to TOIL and the rigidity applied to 'spread of hours' affects flexibility in the workplace and personal wellbeing and is not consistent with the family friendly policies of the Department.

The spread of hours is due to the service that is provided to our clients, namely the QPS and the Court reporting staff being required for Court—which is open between 9am and 5pm. Notification of the requirement for evidence is not always supplied in advance. Thus if we accept flexibility according to some staff wishes, the situation could arise where all staff have left at 2.30pm (due to a 6am start) and court evidence is required at 3pm. This would not be providing a service to the client.

This statement also hasn't been balanced with the client's request for availability during court business hour fact that we are required by the client during business hours (the QPS 8am to 4pm; the courts 9am to 5pm). It should be noted that this has already been the subject of union negotiation and in fact has been settled.

5. Training & Development

Staff reported that there were few opportunities to gain broader experience in other roles and that limited training opportunities exacerbate this problem.

Training is ad hoc and restricted to the work staff are undertaking in their substantive role. It is poorly organised and not needs-based.

There are limited opportunities for teams to share what they are undertaking and to learn from each other.

A reporting staff member attends the Evidence Recovery team meeting and a different reporting staff member attends the Analytical team meeting – feedback should be provided from these team members at their meetings. As the reporting teams don't hold meetings, there is no mechanism for feedback and this hasn't been highlighted.

Due to the requirement for the provision of timely results to the client, training outside their core duties is not able to be provided. A training matrix is currently being developed in the reporting teams to ensure that all staff are trained across all tasks required.

RECOMMENDATIONS

1. Operating Model and Structural Options

Option 1: Process Integrated Team Approach

This option would involve a shift from the production line model to integrated horizontal teams which would handle cases through all process stages. The model would split the teams horizontally into product segments, for example:

1. Major crime;
2. Sexual assault; and
3. Volume crime.

There are some significant benefits in adopting this model, as follows:

1. Reduction of silos;
2. More flexible working arrangements;
3. Greater variety of work for individual staff;
4. Increased skills and experience development opportunities for staff;
5. An opportunity to develop a more collaborative and cooperative team-based operating approach, which would increase the flexibility to allocate resources where the greatest demand for work was located, and to speedily remove any blockages such as in the reporting area; and
6. Potentially less re-work which currently occurs under the production line model due to the siloed nature of work.

Implications:

1. Three new Team Leaders at HP6 levels to lead the teams.
2. Reduction in Supervisors – 5 x HP5's (Evidence, Analytical, Reporting x 2, Intelligence x 1) and 1 x HP4 (Operations).
3. Reduction in two Team Leaders - 2 x HP6 (may be successful in the three new Team Leader positions)
4. Possible shift in resources to strengthen Quality and Projects Unit.

It is inefficient and not cost effective to have 3 Analytical teams – given the large number of volume crimes samples are required to ~~there is a requirement~~ ensure a timely throughput of major crime samples (ie larger batches enable more samples to be processed efficiently). The proposed structure is not viable given workload and resource constraints.

In fact this may create more silos, as the ER staff wouldn't see the variety of samples that they currently have access to.

Option 2: Enhanced Production Line Model

This option would involve structural and process changes to address many of the concerns expressed above.

The proposed changes to the current model would involve:

1. Separating the Quality and Projects functions from Operational Support. Having this function report directly under the Managing Scientist will provide an overarching service to all program activities and units.
2. Merging the two reporting teams into one unit and also merging the Intelligence Team into the merged Reporting Team.
 3. Reducing the size of the management team to four positions namely:
 - a. Managing Scientist
 - b. Quality and Projects Manager
 - c. Team Leader Evidence Recovery and Quality;
 - d. Team Leader Forensic Reporting and Intelligence
 4. Establishing a Technical Advisory Group (or Reference Group), which would comprise Supervisors in Evidence Recovery, Analytical, Reporting, Operations and Quality/Projects and other staff on as-needs basis, depending on the nature of the technical, scientific or operations matter for consideration.

Implications:

1. Reduction in supervisors – 3 x HP5 – these positions may take up other roles or take up the duties of the area on a (Present Incumbent Only) PIO basis.
2. Quality and Projects is elevated to a whole of team oversight and support position reporting directly to the Chief Scientist.

There seems to be a fundamental misunderstanding regarding Quality and Projects – this position previously reported directly to the Managing Scientist, however this did not change the perception of the role. The fundamental piece that is missing is that some staff members ~~the reporting managers~~ delay projects and do not provide feedback to their teams on projects. If this were adequately addressed, the perception of Quality and projects would change.

Note: There is no Chief Scientist - presume this is the Managing Scientist

SUMMARY RECOMMENDATIONS

REC 1. **Operational Model** - consider the options for operational model and structural change, and assess the merits of each option and the implications, and decide which is the most appropriate option. Should Option 2 be the most appropriate option, consider the establishment of a Technical Advisory Group (TAG) or Reference Group, the function of which would be to support decision making at the technical and operational issue level. This Group would comprise Senior Team Leaders and Supervisors and others on an as-needs basis. This Group would not usurp the role of management, but rather address operational and technical issues and provide advice to the management team, thus freeing up the management team to address strategic issues.

Changing the name from Management Team to Technical Advisory Group wouldn't seem to assist with the issues that are being considered for resolution

REC 2. **Quality and Projects** - notwithstanding the choice of operating model, it is recommended that Quality and Projects is strengthened with additional resources, and reports directly to the Managing Scientist, to enable the Unit to provide overarching quality review and project delivery across the whole business.

This is feasible but care should be taken that by placing Quality & projects under the Managing Scientist, the expectation would be that the Managing Scientist is able to achieve more than others do currently. The change would have to be framed appropriately and may be seen as reverting to old ways.

REC 3. **Court attendance** – review the officers currently qualified to attend court and undertake an assessment of the need for court attendance, the number of staff required for this function, and the most appropriate staff members to attend court. This may involve additional training and development for some officers.

This has ramifications for Workforce Planning. The proposal means that some staff would retain their HP4 role but not attend court – this is very difficult to justify. Given the large number of items waiting reporting, supporting this would have implications for workflow, given it is beyond our control to know or estimate court requirements

REC 4. **Performance Framework** – develop and implement an appropriate performance framework and system with clear standards for operational delivery and throughput for each position. Ensure there is alignment of expectations between staff and managers/supervisors, and that staff are regularly assessed and coached against agreed KPIs and performance criteria. This will ensure equitable allocation and delivery of work.

Agree

REC 5. **Bottlenecks** – with whichever model is chosen, and whatever recommendations are adopted, ensure that managers and supervisors identify fluctuations in capability and capacity to deliver in certain areas early, and develop appropriate strategies to address the shortfall speedily prior to the gap becoming a major problem.

This recommendation should include a requirement that PDPs for the reporting managers should note responsibility for responding to the changing needs. There is no bottleneck at the front end of

the process as the line managers currently take responsibility and accountability for the work and put adequate processes in place.

REC 6. **HR Issues** – ensure the appointment of an HR Manager and supporting resources at FSS to provide on time HR advice, and support, including advice on process and strategic interventions. Ensure that all HR issues are triaged, and addressed equitably and promptly to avoid escalation and dysfunction in the organisation.

Strongly Agree

REC 7. **Communication** – develop an internal communications strategy based on the communications issues identified, and ensure that the strategies are implemented using approaches such as more regular team meetings, timely communication of decisions impacting staff, internal communiques, intranet posts, management “walking the talk” and other targeted strategies and actions.

Agree

REC 8. **Systems and Processes** – ensure there are appropriate processes in place to support the implementation of FR, and ensure that internal systems and processes are developed to ensure staff utilise the full capacity and capability of FR, which may result in streamlining of workflows and an increase in productivity.

FR is already implemented; there is a structure in place that supports ongoing enhancements (VSTS, fortnightly meetings, changes rolled out and SOPs changed). An FAQ is currently being drafted.

REC 9. **Conditions of employment** – review the conditions of employment in areas such as TOIL, and rigidity in the spread of hours, and ensure that staff are treated equitably across different professional, operational and administrative areas.

Staff are all treated equitably according to the operational needs of the unit as outlined above. Additionally there is a current request investigation underway around the latest Award and EB provisions.

REC 10. **Utilisation of skills and experience base** – depending on the operating model chosen, ensure that all staff have an equitable opportunity to undertake work and duties in areas where their skills and experience can be applied, and they have opportunities to enhance their skills through targeted training and development.

Agree

REC 11. **Outstanding operational issues** – ensure that processes are in place to address outstanding operational changes, and that staff are up to date with the latest techniques and approaches eg change from nine loci DNA kits to 21 loci DNA kits.

Agree

FW: Urgent: Copy of all Workplace Edge material

From: John Doherty <[REDACTED]>
To: Therese O'Connor [REDACTED]
Date: Mon, 25 Feb 2019 16:55:32 +1100
Attachments: FFS-DNA - Issues -Themes PM 100118 v2 - clarification points_CJA.DOC (71.68 kB)

Therese

Please find attached the only document that Cathie has been able to locate in relation to your request.

As discussed last week, due to some workplace sensitivities, please direct any further enquiries on this matter through me in the first instance and I will liaise with Cathie and / or her team as required.

Regards



John Doherty
 Executive Director
Forensic and Scientific Services
 Health Support Queensland, Queensland Health

Integrity

Customers and patients first

Accountability

Respect

Engagement

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Cathie Allen
Sent: Monday, 25 Feb 2019 16:55:32 +1100
To: John Doherty <[REDACTED]>
Subject: FW: Urgent: Copy of all Workplace Edge material

Hi John

I've looked through my files regarding Workplace Edge and the only document that I've locate3d is the one attached. This appears to be a working document and I'm not sure if it's the final version. I was asked to comment on the content to ensure accuracy – as far as possible, given I wasn't involved with Workplace Edge when they conducted the staff interviews. The staff interviews were one on one – staff member with Allan Holz.

Cheers
 Cathie



Cathie Allen
 Managing Scientist
Police Services Stream, Forensic & Scientific Services
 Health Support Queensland, Queensland Health

Integrity

Customers and patients first

Accountability

Respect

Engagement

Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

From: Therese O'Connor
Sent: Friday, 22 February 2019 8:59 AM

Michel Lok [redacted] >; Catherine Joice [redacted] Sandy Sinclair
[redacted] Cathie Allen <[redacted]>; Cristina Vasquez
>

Subject: Urgent: Copy of all Workplace Edge material

Hi Everyone

I have been contacted by the Ethical Standards Unit, Department of Health and requested to provide any documents we have regarding Workplace Edge. In particular they are chasing copy of the report that Workplace Edge prepared in early 2018.

I have a copy of the presentation "Feedback from Reporting Teams – Interviews by Workplace Edge", and a copy of their Terms of Reference.

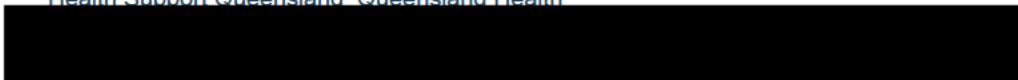
It is my understanding the presentation was based on a report prepared by Workplace Edge.

As a matter of urgency can you please check the relevant records for the above documents and forward them to me if you do locate them.

Regards
Therese



Therese O'Connor
Senior Employment Relations Officer
Human Resources
Health Support Queensland, Queensland Health



Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

FW: Workplace Edge Implementation - DNA

From: Andria Wyman-Clarke <[REDACTED]>
To: Jess M Byrne <[REDACTED]>
Date: Wed, 27 Feb 2019 10:53:54 +1100
Attachments: Response to Feedback from the Reporting Teams v4.potx (542.73 kB); Interview Summaries - Introduction.docx (18.66 kB); RE: Workplace Edge Implementation - DNA (129.54 kB); Re: Workplace Edge Implementation - DNA (133.63 kB)

Andria Wyman-Clarke
 A/General Manager
 Human Resources
 Health Support Queensland, Queensland Health

Integrity Customers and patients first Accountability respect Engagement

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From: Theresa Hodges
Sent: Tuesday, 23 January 2018 2:06 PM
To: Andria Wyman-Clarke <Andria.Wyman-[REDACTED]>
Subject: FW: Workplace Edge Implementation
Importance: High

As discussed

cheers
 Theresa



Theresa Hodges
 A/Chief Human Resources Officer
 Human Resources Branch,
 Corporate Services Division | Department of Health



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From: Theresa Hodges
Sent: Monday, 22 January 2018 2:04 PM
To: Peter Bristow
Cc: Shaun Mulholland; Michel Lok
Subject: FW: Workplace Edge Implementation - DNA
Importance: High

Hi Peter

Please see the email below from Paul Csoban and attached powerpoint presentation intended to be presented to staff tomorrow. Whilst I have not fully read all the slides, I am concerned, based on current matters and activities underway, that the powerpoint in its current form will cause further disruption and that more thought is required in relation to the messaging.

Shaun will call Paul to discuss our concerns and a possible way forward, however, in Michel's absence I thought it important that you be across this – I will also respond to Paul's email sharing my view but your intervention, if you agree, may also be required.

cheers
Theresa



Theresa Hodges

A/Chief Human Resources Officer
Human Resources Branch,
Corporate Services Division | Department of Health



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From: Paul Csoban
Sent: Monday, 22 January 2018 1:30 PM
To: Theresa Hodges
Cc: Shaun Mulholland
Subject: Workplace Edge Implementation - DNA

Hi Theresa,

Michel Lok asked me to touch base in his absence around plans for the DNA Unit at FSS.

Workplace Edge have finished conducting interviews with the relevant staff and have completed their report.

By tomorrow we will have conducted individual feedback meetings with the managers involved i.e. Justin Howes, Amanda Reeves, Kylie Rika and Sharon Johstone.

Tomorrow we are having a feedback session with all the Reporting team to inform them of the themes and thoughts from the interview sessions. We will then outline our next steps.

We have compiled a schedule of activities for the future.

I have attached the preliminary comments made by Allan Holz (Workplace Edge) in our individual feedback sessions and the slides to be shared with the Reporting team at our session tomorrow. I will be talking to the first set of feedback slides and Cathie Allan (Managing Scientist) will present the slides on the way forward.

I would be happy to brief you more fully if your require.


Kind regards
Paul

Paul Csoban



Executive Director
Forensic and Scientific Services
Health Support Queensland, **Department of Health**






Queensland Health

HealthSupport
Queensland

Feedback from the Reporting Teams

Interviews conducted by Workplace Edge between 4th and 18th Dec 2017




Queensland
Government



General comments

- The information supplied within this presentation is a summary of opinions of the majority of staff interviewed
- Names of interviewees have not been linked with their comments and no identifying material has been made available to FSS staff or HSQ staff



- Please bear in mind – the presentation is reflecting your views that you put forward and a lot of information was provided, but main points provided today reflect the significant number of interviewees that brought this information forward

Feedback from Reporting Teams - Interviews by Workplace Edge 3



Status of the Reporting Teams

- Seen by other teams as:
 - as difficult to work with
 - tending to engage in conflict more than cooperation
- Clarified that reporting staff raise concerns due to ensure appropriate interpretation and that other teams may not appreciate the level of clarity required for Court
- Majority of staff reported morale is low



Management

- Management culture is one of blame
 - Too many managers
 - Favouritism
- Decisions made on the basis of personal relationships, rather than business requirements
- Management culture discourages dissent and dissent risks reprisal
- Management culture is disharmonious and the effect of this is deflating and fatiguing




HR Support

- No-one in the Reporting Teams considered that the organisation has been well served by HR, referring to:
 - unresolved grievances;
 - HR being bound to the management view and not exhibiting any independent thinking; and
 - HR being passive, not active, and largely ineffective.
- Some staff indicated that they have sought HR advice from external sources, including Legal advice, due to a lack of confidence in the service provided by the Department.




Culture

- Presence of pernicious gossip permeates the organisation – management incapable of addressing this
- Gossip is toxic and this type of conduct is personally damaging for some individuals, but it also contributes to low morale.
- Some managers were not willing to act against poor workplace behaviours because of the potential to offend cliques and affect relationships. It was generally considered that values and goals are not aligned across the organisation.



Team Organisation

- Reporting Teams 1 and 2 are really one team where the two halves of the team alternate between Case Management and Statement preparation on a fortnightly basis. This was seen to be unnecessarily rigid and inefficient.
- The Reporting Team supervisors seem to be engaged in a lot of activity, but that activity does not contribute to the output of the Teams.
- Under the current structure, the three teams that undertake Case Management activities have four managers, and that this is excessive and unnecessary and leads to micro-management.



Team Organisation

- The current piecemeal allocation of work by the Reporting Team supervisors is unnecessary and inefficient, leading to considerable inequities in the allocation of work.
- Inequitable workload distribution is a symptom of a lack of an internal framework:
 - » lack of defined accountabilities
 - » KPIs with monitoring
- Unequal output of work from staff is neither fair, nor reasonable or efficient, and contributes to the low morale




Team Functioning

- cliques within the teams, which affects a wide range of issues, such as the distribution of work and access to other opportunities.
- Some staff reported that they have been bullied and harassed in the workplace and that managers have not taken appropriate action, either by way of investigation or other appropriate intervention.
- Some staff reported that they often felt unwell because of the distress they felt from the effects of the social and interpersonal dysfunction in the teams and some have sought external professional advice and support.




Team Functioning

- The Reporting Teams do not interact socially with the other Teams, and that there were losses from this for the whole organisation, including damage to morale.
- Internal communications, both vertically and horizontal are poor.
- The current bottleneck and growing case management list affects the reputation of the Reporting Teams and there is no clear plan to deal with it.
- The change from Profiler Plus for Volume Crime samples is a significant change and there is no clear plan to address this.




Work Arrangements

- Part-time staff are unable to accumulate TOIL, however this is different to what occurs in Forensic Chemistry
- View the rigidity applied to “spread of hours” affects flexibility in the Workplace



Training

- Most team members believed that the use of Moot Courts was a very effective training tool to help staff to appear in Court and many believed that this experience should be extended to the other teams so that they could have a better understanding of what form of thinking was required in order to present results in a Court setting.
- Some Reporters take an inappropriate level of interest in case outcomes and risk losing the objectivity required of an expert witness.
- A significant number of team members reinforced the need for this form of moot court training to assist staff to remain objective in the provision of evidence and offset contextual bias



Integration of the Teams

- The Intelligence Team does not currently have an effective compliment of staff and should be absorbed into the Reporting Teams, enabling a redistribution of tasks as this would improve efficiencies and improve work quality and variety.
- A strongly expressed view was that a single integrated Reporting Team, which included the Intelligence Team, would only require one Team Leader (HP6) and one supervisor (HP5)
 - More responsibility for work output by all staff members
 - More autonomy
 - Improved quality of work life




Forensic Register

- Most staff felt positive benefits will flow from the introduction of FR, in the future.
- organisation should not lose the opportunity to refine its systems and process to make best use of FR, and to ensure that further development of FR meets everyone's needs.
 - for example, currently statement preparation in FR takes much longer than under the previous system.



Quality and Projects


- Concern that significant Projects have not been delivered, which contributes to difficulties between Reporting and the other teams.
 - example given: the failure to finalise the capillary electrophoresis project, which is not yet finalised after seven years of consideration
- Projects are not managed effectively:
 - no single point of responsibility for delivery of Projects
 - can affect the level of confidence they have with regard to court

Quality & Projects

- there should be a central point of accountability for process improvement and project delivery
 - this should be the role of Quality and Projects to drive this, particularly to ensure scientific rigour

- opportunity to work on projects is not shared equitably
 - leads to loss of existing skills and ability to develop new skills


- consistent with concerns regarding favouritism
 - allocation of project opportunities should be on the basis of scientific merit, not to placate agitators or reward allies



Summary of Concerns

Feedback from Reporting Teams - Interviews by Workplace Edge

18




Summary of Concerns

- The culture is worse now than it was in the mid 2000's
- There is a lack of accountability for work output in the Reporting Teams and performance is not actively managed, and the social dysfunction is serious and damaging
- Outstanding workload is increasing and there is no clear plan to manage this. The changeover from Profiler Plus to PP21 and the associated business rules are not agreed upon with the QPS and this is becoming urgent
- The Commonwealth Games is also looming and no plan has been communicated to the teams

Feedback from Reporting Teams - Interviews by Workplace Edge

19

Rolled up summary of the more pressing concerns that we need to work on



Summary of concerns

- Communications are poor between the vertical levels of management and it is not an inclusive workplace
- There is a failure to manage social processes in the broader organisation e.g. disengagement / marginalisation of the Reporting Team and failure to manage pernicious rumours
- There is separation between the 'science' teams and the reporting teams as a result of the development of antagonistic attitudes, which is further entrenched by a lack of socialising and reduction in other meaningful interactions
- Managers are not managing staff
- Planning for moving forward is not clear



Summary by ED

- I'd like to thank you for taking the time to share your views, its important to understand this and we appreciate your frankness and the time you've taken with this process
- Gossip & innuendo - a lot of gossip happening, its damaging and destructive and creates negative culture that distracts us from our work. I can't stop this on my own and I call on all of you to be committed to improving the cultural environment.
- I am disappointed at the level of dissatisfaction and unhappiness still reported from this team – but we as a management team want to work with you to develop solutions to improve this situation
- Aware of TOIL and part-time staff unable to accrue and we are working with HR on a way forward.
- We will consult regarding our future actions, however it will take time and we won't be able to change everything overnight. We ask for your patience.
- Senior Management cannot fix everything of their own accord, this will require commitment from everyone
- While I have given you feedback on the themes as presented to us by Workplace Edge and clearly there is a difference between perception and fact in some instances. We will address this by our communications
- We heal as a team and address our problems or we risk losing some or all of the work
- We need your help and commitment to work through these issues together



Way Forward

- Status of the Reporting Teams
 - » Investigate ways to improve the interactions between the teams to improve information sharing and ensure shared decision making where it's appropriate

- Morale
 - » There is an urgent need to address morale and this will not be achieved without purposeful effort over a period of time.
 - » Culture Development process to be undertaken



Way Forward

- Management

- » There is a clear message that staff expect improved communications and more timely action on problems that affect their well-being. We will be looking at the best ways to achieve this.
- » There is an expectation that internal processes will be open and merit based and transparent in accordance with Departmental policies and internal processes and communications need to enable and demonstrate this.
- » A goal must be to ensure a culture of inclusion and shared sense of achievement and this will be a key goal of the cultural development process

- **HR Support**

- » There is no disagreement that we have not been well resourced or well serviced from an HR management perspective. We are currently examining options for improving HR / IR support for the whole of FSS.

• Culture

- » Gossip is damaging and destructive and improper conduct will be addressed decisively. There are employment policies and processes to deal with inappropriate behaviour and one of the reasons for improving our access to HR resources is address issues before they become problematic.

- » The Department has no tolerance for workplace bullying and harassment. There will be education programs to ensure staff are informed of standards of conduct the Department expects and resources will be available to support staff

- » Managers will be expected to manage and they will be supported to ensure that best practice outcomes are achieved for all our staff.

• Team Organisation & Team Functioning

- » Much information has been provided about the organisation and functioning of the Reporting Teams and the Intelligence Team and a process will be put in place to assess the issues raised, do some data mining and devise a change management plan

- » This process will include consideration of the thoughts put forward about Team Integration.

- » There will be further consultation with all staff of Forensic DNA Analysis as we go forward on this issue.

- **Training**

- » Suggestions about training needs for staff who provide court evidence will be considered and the benefits from widening participation in the use of Moot Courts and other training methods will be considered

- **Forensic Register**

- » presents us with both challenges and opportunities and further information will be provided about FR and additional input can be put forward to your line manager for enhancement

• Quality & Projects


- » Clearly there is a high level of awareness about quality issues and projects, including project design and project completion and access to opportunities for involvement in projects

- » There is much to consider in what has been put forward and there will be further consultation with staff on these issues before final decisions are made



Way Forward

- The current bottleneck and growing case management list
 - » We will seek your input and ideas on how to tackle this
- Changeover from Profiler Plus to PP21 and associated business rules
 - » Kylie and Sharon have been tasked with devising the workflow process for Volume Crime samples
 - » Additional consultation will be undertaken with the QPS as appropriate
- Commonwealth Games
 - » It is anticipated that an increase in items will be received during this period and workforce management plans have been implemented
 - » If a DVI were to occur, we will align with the DVI plan to process the samples and the plan allocates the priority. This is done in consultation with the QPS and Coroner.



Questions

Feedback from Reporting Teams - Interviews by Workplace Edge

30

Introduction

In November 2017, Michel Lok considered the outcomes of a scoping study undertaken by Peter Mathews and Allan Holz, from Workplace Edge, which identified that there were organisational and operational issues impacting on the effectiveness and efficiency of the Forensic DNA Analysis Team.

His immediate response was to advise the Forensic DNA Unit that he had engaged Workplace Edge to assist with the restoration of usual business practices and professional relationships.

To assist FSS to better understand the basis for the ongoing operational dysfunction in the Forensic DNA Analysis Team, Workplace Edge has conducted interviews with senior management, the members of the management team and operational staff from the two Reporting Teams.

The initial focus was directed towards the Reporting Teams because production data shows that the process flow experiences significant interruptions at this point and there was also anecdotal evidence that the Reporting Teams were generally not satisfied with the way their work was organised and the way work was delivered to them.

For this part of the project, interviews were conducted with the Team Leaders and Supervisors and 18 members of the Reporting Teams. The number of staff interviewed represents more than one third of the staff establishment of the Forensic DNA Analysis Team.

Having conducted interviews with the whole complement of Team members, senior management determined that it was appropriate to provide feedback at the earliest opportunity and, to the extent possible, an early indication of the intended response.

You hold a supervisory position and, as you would expect, some Team Members expressed views about the structure and organisation of the team and operating style of the Team supervisors. On this basis, it is appropriate to provide you with feedback that is relevant to you, in your role as a supervisor, before the general information and feedback session with the Reporting Teams Staff.

Before we start the conversation, it is important for you to understand the basis for this discussion and the terms under which it is conducted.

- You will be given a summary of information provided by the team as a whole. This information is not to be shared with anyone before the general meeting tomorrow.
- You are being provided with information relevant to you as a supervisor, some of which may not be positive or complimentary. To be clear, this communication process is not part of any disciplinary process.
- Action that might follow this process might include testing or validating the information provided by the Team Members and some form of intervention to any address significant operational issues identified and the provision of training and development support, as deemed appropriate.
- Further, our discussions with you about perceptions of your functioning at work are confidential discussions between the employer and employee and are not to be

shared with others in the Reporting Teams and no attempt, of any kind, is to be made identify individual contributors from the Team or to act on presumptions about the source of specific pieces of information or opinions expressed.

- Any such inappropriate conduct or proven reprisal action will be addressed through disciplinary processes.

RE: Workplace Edge Implementation - DNA

From: Theresa Hodges [redacted] >
 To: Paul Csoban [redacted]; Shaun Mulholland <[redacted]>
 Cc: Michel Lok [redacted] >
 Date: Mon, 22 Jan 2018 16:37:44 +1100

Hi Paul

Thanks for the follow-up email. I agree that there was agreement that detailed feedback be provided, however, there was also caution advised as to how this was presented. I understand that this presentation has already been provided to staff today (can you please confirm and if so to which staff) and therefore it may be too late to refine the powerpoint, as some of the feedback could have been presented better whilst still providing detailed feedback.

The way the presentation is set out is also very unclear, is the first section the detailed feedback and slide 18 to 20 the summary – if so, this should be at the commencement of the presentation and then lead into the detailed feedback (and possibly with a bit of tweaking would have been a good way to position all the feedback).

For example, whilst slide 2 refers to the content as being a summary of opinions of the majority of staff, it is difficult to identify which slides this relates to and it would have been better to have this clearly identified on each slide. Whilst comments have not been directly attributed to individuals, equal consideration should be given to the identification of whom the comments are directed at.

For example, in slide 5 the wording could be improved by the addition of the word “perception” -

“There is a perception that the management culture is one of blame –

- Perceived to be too many layers of management
- There is a perception of favouritism”

Again in slide 7 the use of the term “Some managers ...” (dot point 3) is not helpful whereas changing the dot point to read:

“There is a perception that poor performance and behaviour is not managed and it was generally considered that the values and goals are not aligned across the organisation”

Slides 8 and 9 specifically calls out the reporting team supervisors and such statements may inflame an already disharmonious work environment and may lead to further complaints – this is where the caveats around these statements being perceptions of the staff interviewed or being worded in a different way would have been helpful.

Slide 14 may be very upsetting for the Intelligence Team and again could have been worded to still provide detailed feedback but also frame it appropriately.

I think the summary slide (21) is generally ok, however, to express disappointment (dot point 3) at the “level of dissatisfaction and unhappiness still reported ...” implies that previous action was undertaken to address it and in itself could be perceived as “blame” Dot point 6 the use of “accord” could be perceived to shift responsibility to the teams rather than a joint approach. Dot point 8 could be perceived as a threat.

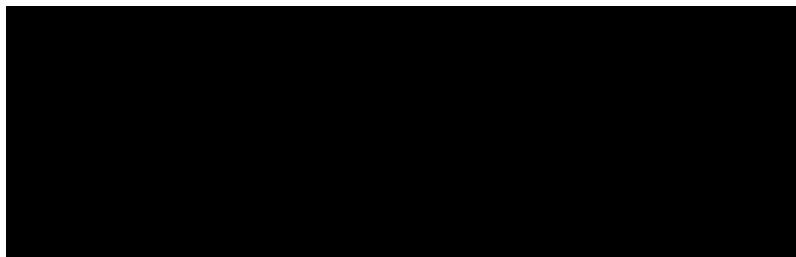
Slide 24 could have been worded with more consideration to the HR Team.

Paul, overall I am concerned that the way in which this presentation has been put together will be more harmful than helpful. I think that you should seek some support from your HR team before progressing with this presentation, in particular I am aware that the new General Manager People, Performance and Excellence commenced today.

Happy to discuss further.

regards
 Theresa

Theresa Hodges
 A/Chief Human Resources Officer
 Human Resources Branch,



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From: Paul Csoban
Sent: Monday, 22 January 2018 2:48 PM
To: Theresa Hodges; Shaun Mulholland
Subject: Workplace Edge Implementation - DNA

Hi Shaun,

Thank you for your phone call outlining your and Theresa's concerns that the feedback in the slides was confronting.

I have been advised by Allan Holz (Workplace Edge) that Michel had consulted both Crown Law and DOH HR prior to Christmas and the outcome was to provide a detailed feedback to the staff with planned actions to be implemented.

Please contact me if you have any further queries

Kind regards

Paul

Hi Theresa,

Michel Lok asked me to touch base in his absence around plans for the DNA Unit at FSS.

Workplace Edge have finished conducting interviews with the relevant staff and have completed their report.

By tomorrow we will have conducted individual feedback meetings with the managers involved i.e. Justin Howes, Amanda Reeves, Kylie Rika and Sharon Johstone.

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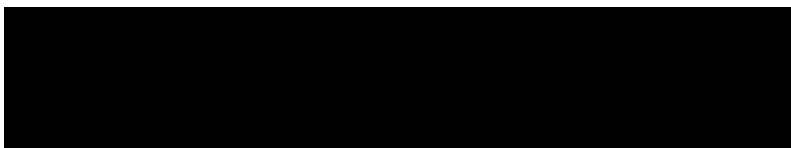
Paul Csoban

Executive Director

Forensic and Scientific Services

Health Support Queensland, Department of Health





Re: Workplace Edge Implementation - DNA

From: Theresa Hodges <[REDACTED]>
To: Paul Csoban <[REDACTED]>
Cc: Shaun Mulholland <[REDACTED]>; Michel Lok <[REDACTED]>
Date: Mon, 22 Jan 2018 21:21:04 +1100
Attachments: image001.png (9.9 kB); image002.jpg (924 bytes); image003.jpg (12.47 kB); image004.jpg (12.4 kB); image005.jpg (12.35 kB); image006.jpg (2.04 kB)

Hi Paul

Thanks, I have spoken to Allan in some detail today and he advises that the slides are not for provision to staff and have not been provided to any staff to date including those managers already briefed.

I went through my concerns around some of the wording and the rationale around this.

I also reiterated my support for direct and frank feedback but the need to balance this against directing it at specific positions.

I understand that Allan intended to contact you to get together early tomorrow to review the slides to reframe some of the points.

Paul, again I recommend you engage your HR team, in particular the new General Manager Andria Wyman-Clarke to provide additional support.

I am available until about 9am if you would like to discuss further or would like me to review the amended slides.

cheers Theresa

Theresa Hodges
A/Chief Human Resources Officer
Human Resources Branch
Corporate Services Division
[REDACTED]

On 22 Jan 2018, at 16:07, Paul Csoban <[REDACTED]> wrote:

Hi Theresa,

Allan Holz from Workplace Edge has contacted your office regarding the feedback session (of which the slides are only a part) and he is awaiting your call back to discuss further

Regards

Paul

From: Theresa Hodges
Sent: Monday, 22 January 2018 3:38 PM
To: Paul Csoban; Shaun Mulholland
Cc: Michel Lok
Subject: RE: Workplace Edge Implementation - DNA

Hi Paul

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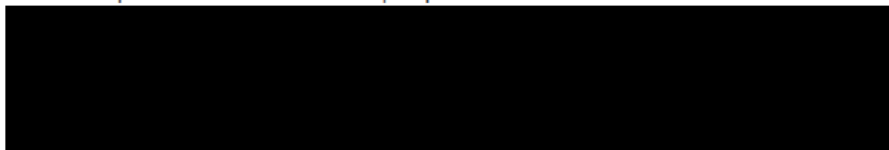
Theresa

<image001.png>

Theresa Hodges

A/Chief Human Resources Officer
Human Resources Branch,

Corporate Services Division | Department of Health



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Kind regards

Paul

<image006.jpg>

Paul Csoban

Executive Director

Forensic and Scientific Services

Health Support Queensland



FW: Workplace Edge consultation with Forensic DNA Analysis

From: Andria Wyman-Clarke <[REDACTED]>
To: Jess M Byrne <[REDACTED]>
Date: Wed, 27 Feb 2019 12:37:08 +1100
Attachments: image001.png (5.85 kB)



Andria Wyman-Clarke
 A/General Manager
 Human Resources
 Health Support Queensland, Queensland Health

Integrity

Customers and patients first

Accountability

Respect

Engagement

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From: Andria Wyman-Clarke
Sent: Thursday, 1 Feb 2019 12:37:08 +1100
To: Peter Bristow <[REDACTED]>; Michel Lok <[REDACTED]>
Subject: FW: Workplace Edge consultation with Forensic DNA Analysis

Peter, Michel,

This afternoon I had a conversation with Emma regarding her email below.

In summary:

- * She thought that the interviews were going to be about suggestions for improvements to make things better
- * Due to leave, she was one of the latter people interviewed by Workplace Edge. She said some of the questions were "I've heard about, what can you tell me?"
- * She felt that the feedback session targeted the 2 reporting managers and did not reflect any positive suggestions for improvement
- * She said that during the presentation that Mr Csoban said "You have had your say, be careful what you wish for" which she took to understand that bad things were to come.

She said the purpose of her email was to make sure that people in authority knew what was going on. When asked about what outcome she wanted, she did not know and didn't want anything she could articulate.

I undertook to revert to her by the 12th February – but I gave no indication that I was doing anything but listening in Michael's absence.

Regards
 Andria



Andria Wyman-Clarke
 A/General Manager

People Performance and Excellence
 Health Support Queensland, **Department of Health**



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From: Peter Bristow
Sent: Tuesday, 30 January 2018 8:56 PM
To: Emma Caunt
Cc: Michel Lok; Andria Wyman-Clarke
Subject: Re: Workplace Edge consultation with Forensic DNA Analysis

Dear Ms Caunt

Firstly I regret any distress that you suffered as a consequence of the feedback meeting.

Mr Lok is currently on urgent carers leave.

I expect he will reply to you on his return next week. If his return is delayed I have asked Ms Wyman-Clarke the a/GM PPE to come back to you about the concerns in your email. I was unaware that the meeting had occurred until after it had taken place and am not aware of the contents of the PowerPoint presented. However I have been subsequently informed when the consultants were engaged there was an undertaking to provide feedback. Again I regret if you felt distressed or disrespected because of the feedback presented.

In your email you discuss a fear in relation to employment. Please let me take this opportunity to remind you of the Government's employment security policy and the need for consultation of any proposal for significant organisational change. I have not received or approved any such proposal.

As you know optum provides employee assistance and is available to you.

I hope my email is of some assistance to you. Mr Lok, or in his absence Ms Wyman-Clarke, will reply to you more fully.

Regards

Peter Bristow

On 30 Jan 2018, at 2:27 pm, Emma Caunt [REDACTED] > wrote:

Dear Mr Lok

I am writing to you to make you aware of my concerns about the recent consultation process between Workplace Edge and Forensic DNA Analysis and the subsequent feedback process.

As a scientist I strive to produce the best quality of results and to find new ways to improve the way that we work. When I was advised about the appointment of Workplace Edge I was excited about the prospect of an external body providing management with assistance to move forward positively. Unfortunately I have been disappointed with how this process has progressed and am concerned about how the final outcome will look.

I am a Reporting Scientist within Forensic DNA Analysis. Since 2012 a large proportion of my specific role has involved project work, including but not limited to the validation and implementation of STRmix (a new profile interpretation software), the development and implementation of the Forensic Register and the validation of the 3500 capillary electrophoresis instrument. In this time period I have largely been the only reporting scientist involved in project work.

On 1 December I received an email from Cathie Allen advising me that Workplace Edge had been appointed to "provide guidance and support to improve our workplace and support the effective delivery of critical services" and that as a part of this process Alan Holz wanted to have a discussion with me. I attended this appointment in good faith with the understanding that our discussion would remain confidential.

Following the interview I received an email from you also stating that Workplace Edge had been appointed to "to make recommendations on improvements to the workplace to support the effective delivery of critical services". The email further stated that feedback would be provided to the management team, whilst maintaining confidentiality, to enable further decisions to be made on the way forward.

On 23 January I attended a meeting for the reporting staff which was arranged by Paul Csoban. Mr Csoban in an email advised that the purpose of the meeting was to provide "feedback on the general themes as outlined in your conversations".

During the meeting on 23 January (chaired by Paul Csoban and Cathie Allen) the reporting teams were presented with 'the common themes of the interviews from the majority of the reporting staff'. It was made abundantly clear that these themes were the perception of the reporting staff and not that of Mr Csoban or Ms Allen.

The information that followed was presented in such a way that I perceived that "the majority" of the reporting staff had turned on each other and that the problems stemmed only from within the reporting teams by the reporting staff.

Some of the themes presented included:

- * Gossip within the Reporting Teams and the damage it was doing
- * Cliques within the Reporting Team that managers aren't doing anything to address
- * Managers displaying favouritism
- * Managers not allocating work fairly
- * Staff not being accountable for their workload; not everybody is doing the same amount of work
- * Staff wanting more KPIs
- * Some staff being too interested in the outcomes of cases and therefore being biased
- * Opportunities not being based on merit
- * There being too many managers in the Reporting Team
- * Staff being bullied and harassed by managers
- * Managers not addressing issues
- * Managers not doing enough to contribute to the output of the team

You will see that most of these themes relate to management, more specifically that they point towards the managers of the Reporting Team. There are only two Reporting Managers, who were also present at the meeting, and although the information was portrayed as being 'confidential' it was quite clear who the subjects of the themes were. I can only imagine how degrading and humiliating it would have been to be one of those managers in that meeting.

The overall feeling of the meeting was one of negativity and I was further distressed when feedback was provided about project work. Of particular note are the following points that were raised:

- * Staff being dissatisfied with the length of time it is taking to validate the 3500
- * Staff stating that project work is not allocated based on merit but based on personal relationships with management.

Given that the attendees of the meeting were reporting staff, that the meeting was about feedback given by the reporting staff and the tone of the meeting indicating that reporting staff were feeding back about their own team members, I felt that these particular topics were aimed at me and my performance. I felt that my own colleagues were blaming me for the delay in the 3500 validation and that they think that my project work is borne purely out of nepotism and not my scientific abilities; I felt singled out and humiliated. At no point was any information given to clarify why the 3500 validation was taking so long or why certain people were given certain projects. I am now left looking over my shoulder to see who in my team is talking about me behind my back.

Of course, it is entirely possible that this feedback had nothing to do with me, however not enough care was taken to ensure that the feedback was generalised. Indeed I would question why it was necessary to provide this feedback to the reporting teams at all. Surely the information obtained from the interviews should have been purely for the management team to use to inform them of where issues may lie and what improvements they could make. There is no advantage in providing this information to the reporting teams.

During the meeting, Paul Csoban told us that the laboratory in New South Wales was attempting to poach our work from the QPS. Again, given the tone of the meeting and the way that the information was being presented, I felt that he was threatening us that if we didn't get on with our jobs we would be out of work.

Mr Csoban then went on to say that the reporting staff had had the chance to have their say and that we were going to be listened to but that we should "be careful what you wish for"; this again sounded like a threat.

Obviously the meeting prompted a lot of discussion within the reporting teams and it has become evident that the themes that were presented were not the opinions of the majority of the staff and that a lot of people feel that their feedback has either been misrepresented or completely overlooked. Indeed, my opinion was barely represented at all.

The result of the feedback meeting is that the reporting team is more divided than it has ever been before. Those people that feel misrepresented are resentful of the people that they think that the feedback has come from, and those from whom it is thought that the feedback originates are not speaking to the others.

I went into this process on the advice that I was given that the purpose was to "provide guidance and support to improve our workplace and support the effective delivery of critical services". Had I known that the end result would be a feeling of isolation and humiliation I would have respectfully declined the meeting with Allan Holz.

I would like to summarise with the following points:

- * At no point was any attempt made to verify any of the information given
- * At no point was any explanation given to allay the concerns raised
- * Although the information was 'confidential' it I feel that it was presented in such a way as to single out a number of staff, including myself
- * The feedback was about personality and failed to cover aspects that relate to the quality and integrity of the results that are released by the unit
- * The feedback did not include staff concerns about internal scientific processes and therefore failed to fully address the purpose of the consultation process which was "to make recommendations on improvements to the workplace to support the effective delivery of critical services"
- * Following discussions, a number of reporting staff feel misrepresented by the feedback stating "I didn't say that" and "what about the other issues that were brought up"
- * The Reporting Team is further divided following the feedback
- * I feel that Mr Csoban threatened us with our jobs

I would have liked to have attached a copy of the presentation given to the Reporting Teams on 23 January to this email for your information. I have written to Ms Allen to request a copy of the presentation, but to date I have not received it.

Kind regards

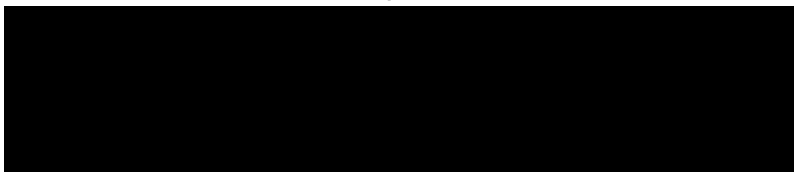
Emma

<image001.png>

Emma Caunt

Scientist

Forensic DNA Analysis, Police Services Stream, Forensic & Scientific Services,
Health Support Queensland, **Department of Health**



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