



National Operational Training and Development National Conference
National Operational Training Centre, Fyshwick ACT

Tuesday 11 and Wednesday 12 December 2012

Transcription of Day 1 items:
Feedback from Divisional Forums & Future Directions and
Discussion on Feedback and Future Directions

SPEAKER	FEEDBACK FROM DIVISIONAL FORUMS & FUTURE DIRECTIONS
<p>Sarah Major National Manager, Technology & Enforcement Capability</p>	<p>Hello everyone, I am still recovering from the shock of seeing ^{s47F} in a tie yesterday. I didn't recognise you when you when you first walked in. I thought you were trying to trick me. I know the agenda says Future Directions and I do want to talk about that, but I thought I'd start by doing a little bit of a look back to when I started in March this year. It feels a lot longer ago but it was only March and then move to what I'm seeing as some of the Future States stuff. And some of you will have heard some of this before and I apologise if I repeat some things, but I figure that while I've got you all in a room together, I have a captive audience and you can't do anything about not all hearing the same things. I am happy to be pretty informal and take questions. Even as we go, if that is your preference or you can save them up until I have done a couple of chunks and then throw them out. As far as I am concerned there are no 'no-go' areas, OK? So if there are elephants in the room or dead cats that need to be put on the table, let's out them. I have sat through enough SES Conferences to be absolutely over the elephant in the room that never gets disclosed. So I'd rather that we talk about it than not.</p> <p>OK, so when I joined in March I think I said to all of you, that one of the things I said to Roxanne [<i>Ms Roxanne Kelley, National Director, Compliance & Enforcement</i>] was, what do you want me to achieve in this job? And we had a discussion about various things and I said to her also what is the thing that troubles you most, that you are most concerned about, that you if you're going to lose sleep over anything, what would it be? And she said to me, it is about our operational training, Sarah. So, she very firmly put you guys and that's not to say she's worried about you not doing a good job. I guess what she was saying to me was, I am worried about whether we have got our operational training right, in terms of what the organisation needs and in the future and all that sort of stuff. And so she very firmly put that as Number 1 thing on my agenda for thinking about and thinking about the future. So, you don't get much more, and sometimes I think, you can hear from some of the discussion this morning that I just came in on that it's a bit 'back to the future' and that we have been facing some of these issues for six years, and the question is how much longer is it going to take to resolve some of these issues? Well, my cautionary note at the beginning was, I've had about six months. Can you give me a little bit longer than that?</p> <p>But we will work through them, and we will get to an outcome, and it may not be an outcome that everybody likes, but we will certainly get there and go through a process to deal with some of these things that have been on the table for quite a while. Now when I went around and spoke to everyone, because having said to me, that was the thing that troubled her the most, I thought, right, well I better get out there and talk to everyone and see what the perspectives are. And you will recall I came round and had a chat to you and we had a bit of a 'green-fields' discussion and it was interesting, because with some regional variances, almost everyone raised the same sets of issues.</p> <p>As a group of trainers, you all raised pretty much the same sets of issues with me. And what I have said at subsequent forums, ^{s47E(d)}</p> <div style="background-color: black; width: 100%; height: 100px; margin-top: 10px;"></div>

s47E(d), s47E(c)

And there are some questions around some of those things. And I guess what I'd like to, I know there's is a sense of frustration about some of these things because there are some issues around for a very long time, I just wanted to come clear with some of the things that have happened on some of those fronts to remind you that we are doing a few things about that.

So most of you will be aware that in consultation with s47F [redacted] Director] and others but equally importantly, Demetrio [Mr Demetrio Veteri, National Manager, Enforcement Operations] and Kingsley [Mr Kingsley Woodford-Smith, National Manager Investigations], my counterparts and Terry Price [Mr Terry Price, National Manager, Maritime Operations Support] although it affects MOS [Maritime Operations Support] less. We've agreed at the Executive level that we s47E(d)

[redacted] Now those were tough decisions. They were not popular decisions, but they were decisions that we made and that we stuck by.

And recently, we had a situation where despite having that agreement, [redacted]

[redacted] and I have given a very clear signal which has been taken on board by Enforcement Ops and Investigations in particular, that we will not be willing to contemplate lightly late cancellations to courses. OK? And they are taking that on board to be fair and Dem and Kingsley have taken that on board and got the message out to people to say that s47E(d), s47E(c)

So, I don't know if that's been done before, you guys here with much longer history might have 'Back to the Future' examples of where it is been tried before, but we are starting to get a bit tough about [inaudible] and say OK you can't keep bitching at us about not being able to get on to courses, because we have situations of people saying, I tried to get on a course four times and I can't get on. And I am saying s47E(d), s47E(c)

The s47E(d) [redacted] has been reviewed. It is a bit of a classic story for Customs. s47E(d)

s47E(d), s47E(c)

OK? So I will back you on that.

s47E(d), s47E(c)

Likewise, we have had some questions around s47E(d), s47E(c) and I caught some of the tail-end of the discussion a minute ago and I don't know whether we previously had a very firm position around that. I am hearing perhaps not. I am a little bit of the school of thought with s47F [XXXXXXXX, XXXXXXXX, XXXXXXXX], about the issue is about s47E(d), s47E(c)

Now, I have also raised that issue with Terry, Dem, and Kingsley and I don't have any doubts that they will back any decisions we make, providing that we already have a policy standard about that. It just hasn't existed to date as far as I can tell. Now we have had a couple of examples recently, and s47E(c), s47E(d)

I would like to have the conversation with Demetrio and s47F [XXXXXXXX, XXXXXXXX, XXXXXXXX] how we handle scenarios s47E(c), s47E(d)

I have thrown out there a few comments about maybe we should take a look at the s47E(d), s47E(c)

s47E(d), s47E(c)

	<p>s47E(c), s47E(d)</p> <p>[Redacted]</p>
<p>Male</p>	<p>No</p>
<p>Sarah Major</p>	<p>s47E(d), s47E(c)</p> <p>[Redacted]</p> <p>And those things don't those literally don't happen overnight. So we will continue to chip away at those things and make some changes around them.</p> <p>The other thing that you all raised with me was the question around training needs analysis and reflected that quite strongly I think. I don't have anything to add [?]. I was a trainer in a former life, not like what you do, but other stuff and I thought: 'Yep, no, they are right'. We have never done [Redacted] s47E(d)</p> <p>[Redacted]</p> <p>I have talked to s47F and the guys and s47E(d)</p> <p>[Redacted] So we are going to come at it from a slightly different perspective and I'll come to that in a minute, but certainly, I think it is timely of you to be looking at as Roxanne said to me: 'Go and breathe the operational training air and that includes culpability training, as well as safety training. Go and breathe that air and identify all the issues and come back to me and we will work through it'.</p> <p>And I think it is time to have a look at six years down the track. What's this that we have got now and is it fit for its purposes? Is it fit for the future state of the organisation, given that the organisation is changing? And the scenarios that are changing. We are facing a quite different situation, for example [Redacted] s47E(d)</p> <p>[Redacted]</p> <p>So I think that its timely for us and has been probably for a little while to have a sit down and a think about, OK, what is it that our business partners have to do? What do they have to do when they go out every day for Enforcement Ops or Invest or MOS or whatever? MOS is just a little bit different. What skills do they need to do that job and to do it well? And that is, I think, to think of it as a continuum guys. There is, from pre-planning, you know, rather than. Who got to the Divisional Forums with Roxanne? I thought so.</p>
<p>Male</p>	<p>Any one?</p>
<p>Sarah Major</p>	<p>No, no the most recent round. Yeah, OK.</p> <p>That goes. One of the things Roxanne said in that is, [Redacted] s47E(d), s37(2)(b)</p> <p>[Redacted]</p>

s47E(d),
s47E(c),
s37(2)(b)

[Redacted]

There was another suite of issues that you guys all raised with me consistently which is around s47E(d)

[Redacted]

And I think you all got the set of notes this morning and I would encourage you guys to read them [inaudible] and the business as you can see. And it is clearly things from the silly end, they might sound silly, but they are not silly, things like you know: why are they told that they can keep their training t-shirts and their athletic gear and we were told we had to turn up in full blues, through to and the point was made quite strongly in other settings: you know, we have to train in full blues and why are the trainers not in full blues as well? s47E(d)

[Redacted]

nd I said I'd like to spend a bit more time on that this afternoon.

[inaudible]

So that goes to, as I say. s47E(d), s47E(c)

[Redacted]

And there are other bits and pieces, you know, like can we do the (?) [inaudible] stuff on line and Compass and some of the others. [inaudible] and a lot more fundamental things like [inaudible] where we need to get to.

So that is a bit of a look back from my perspective. Those are the messages I got from you from going around and subsequently talking to people in various Budget discussions and other things. And I intend to, and I confess that I have ninety percent written it up, I have just got to get it all out to you to make sure I haven't missed anything capturing all those issues, so you make comments and get them back to me. So we are starting with, let's capture it all and we can go from there. Now when you went and did the. s47E(d), s47E(c)

[Redacted]

s47E(d), s47E(c)

But I have to say that the most recent round of Divisional Forums, which was really interesting when Roxanne went out the first time and I joined her for a few of them, just to, because I thought I should get out and it would give me a chance to meet people and to have discussions and learn a bit more about the business. It became very apparent during that process that people had some fundamental questions about, probably less about in our space here, s47E(d), s47E(c)

Her expectations and all that sort of stuff. So she came back and said: OK, I need to out again which is why she did that second tranche about really setting, and that was why it was called 'Enquiries and Expectations Forum'. And for the one of you who took [inaudible] to attend that, the rest, I think, you all had valid excuses, because I did actually check why some of you didn't turn up. Really what she was communicating to people was, OK, trying to give them a sense of OK, s47E(d), s37(2)(b)

So she was, I guess laying out some of the settings.

Now for our Branch as a whole it was more about, well, there were the obvious issues around [inaudible] the all that sort of stuff, but in

s47E(d)

s47E(d), s47E(c)

So, when Roxanne did that second set of sessions, it became very apparent very early that use of force was the hot topic of conversation, so it was perhaps a bit unfortunate, very unfortunate that you guys were all out doing what you do and weren't here to hear some of this, and that was why it was important that we catch up. And I would say, that this is the where to from here bit. There are a couple of critical themes coming out of this as well, which add to the chunks that I have talked about with you and you guys have told me. I would say the two key things, there are more than these, but I am just going to give you the top headlines from my point of view, if you like. They are about our s47E(d)

The second one, I'd say was very interesting. Oh, and there are some policy issues around things like, you know, well, s47E(d), s47E(c)

	<p>^{s47E(d), s37(2)(b)} [REDACTED]</p> <p>So, there are a number of scenarios there and one that came up or the two that are probably, on page 14, that came up almost everywhere were the sort of: ^{s47E(d)} [REDACTED]</p> <p>[REDACTED] That was really interesting because there were clearly, in every state where this came up, and it came up in almost every session, two camps. So there were a group of people, ^{s47E(d)} [REDACTED]</p> <p>Now that says to me a couple of things. One is, the ^{s47E(d)} [REDACTED]. We have some ^{s47E(d), s42} [REDACTED]. Now people got very unhappy about that, because they'd say: Roxanne, you told us to use the Daily Tele [<i>The Daily Telegraph, newspaper</i>] test, which is, what would it look like on the front page of the Daily Tele? And the answer might be: ^{s47E(d)} [REDACTED]</p>
<p>Male</p>	<p>Well, yes. I have got to be honest here and this is and I have been asking for some months now since this issue arose. It clearly says to me, ^{s42} [REDACTED] anyone is referring to.</p>
<p>Sarah Major</p>	<p>I am happy for you – I have got it. And it is pretty crappy.</p>
<p>Male</p>	<p>Yeah, OK, but</p>
<p>Sarah Major</p>	<p>But it is all we've got at the moment.</p>
<p>Male</p>	<p>Yeah, and it would be nice to see it. ^{s47E(d)} [REDACTED] [<i>inaudible</i>] and comes up with the scenario. [<i>inaudible</i>]</p> <p>The other thing is that that response shows is that ^{s47E(d)} [REDACTED] And call me old-fashioned, call me crazy, but maybe it's my ability to apply and to interpret and understand the legislation and the policy which we teach every day. ^{s47E(d)} [REDACTED]</p> <p>[REDACTED] I think we are aware of that. ^{s42} [REDACTED]</p>
<p>Sarah Major</p>	<p>And there is no [<i>inaudible</i>]. I can tell you right now</p>
<p>Male</p>	<p>There is ^{s42} [REDACTED]</p>
<p>Male</p>	<p>There is ^{s42} [REDACTED]</p>

Male	Yeah ^{s47E(d)} [REDACTED]
Sarah Major	Go back to the statement about your role and I am pleased to say that I don't disagree with what you are saying. I don't disagree with the frustration. ^{s42} [REDACTED] Because we've gone off on a bit of a tangent. ^{s47E(d), s42}
Male	Correct.
Sarah Major	OK? Now what I am saying to you is there have been real-life examples recently where in the security industry where people have acted on that basis and have ended up being sued
Male	Because what they have done is been excessive
Sarah Major	Exactly.
Male	Or they acted outside their training and guidelines, I presume. You know, we have to compare apples with apples. I have seen security industry training. You pay peanuts, you get monkeys and the quality of training
Sarah Major	Yeah. Are you telling me that some of the people you don't train aren't monkeys [unclear] ?
Male	No. The quality of training they get and the amount of training that they get is far in excess in relation to what I can tell the security industry operatives are, uh, receive.
Sarah Major	You don't base your policies as an organisation You guys are expert in what you teach, OK? I am expert in a different set of things. I am expert in developing policy. That's why I was brought into the organisation. You don't set you policy based on your training, because most people will never achieve that same standard in real life.
Male	And I am not suggesting for one minute that we should do that. What I am saying is: what have we got at the moment? What do we work with? Who are we? We're not, you know, like, city night patrol. We have got our own television show, for God's sake, that says that we are out there, we are securing our borders. I think our profile
Sarah Major	What's on the television show? How often do you see what you guys do on the television show? Never. So, let's not use that as a benchmark.
Male	Maybe, maybe, we are reaching a time where that it is. Because I think

Sarah Major	Not going there. Not going there
Male	s47E(d)
Sarah Major	s47E(d)
Male	It doesn't say, doesn't say, s47E(d)
Sarah Major	I know, but you have got to go back to the intent. s47E(d) OK? That was not what it was about. It is not what it was about.
Male	[Several people speaking] [inaudible] document to s47E(d). Because that is what we are teaching.
Sarah Major	Don't be silly. Look, come on.
Male	Hang on, hang on, hang on. When we get to Court, I have been to Court twice, they only deal with black and white in relation to what the legislation
Sarah Major	Yeah, but the answer is not, Rob, to take it out s47E(d) clear, s47E(d) nd Dem is quite But I can tell you in those Divisional Forums there were very strong opinions in the room as there are here about: I would not feel comfortable with just doing that. And I would say, no, s47E(d)
Male	OK, let's take that off s47E(d) [inaudible]
Male	s47F is not silly for asking the question
Sarah Major	I am saying it is silly for suggesting that s47E(d)
Male	With respect Sarah, you are talking about intent. But that intent is not clear to me. So therefore, asking for

	that to be removed or a point of clarification <i>[inaudible]</i> You just indicated before that some people are akin to trained monkeys, or potentially could be considered that way.
Sarah Major	No, no. I asked you whether you would say they are monkeys. Don't misquote me, ever.
Male	<i>[inaudible]</i> I am not good with
Sarah Major	No, don't misquote me, I did not say that. I said: are you telling me that you wouldn't say that some of the people you train are like this.
Male	Well, that was the inference that I picked it up.
Sarah Major	I said that quote carefully.
Male	I am not misquoting you. I am asking you here.
Sarah Major	I don't make those judgements. I hear you guys make those judgements, but I don't make judgements about that. Because I will be damned, if you put me on one of your courses, I would be one of your monkeys. So, I don't make those judgements. Let's be really clear about that. Because it goes to reputational issues, and we will get to that down the track. But you've got <i>[inaudible]</i>
Male	So therefore, if the intent is not clear, and you have concerns or there are concerns about <i>[inaudible]</i> what would be our <i>[inaudible]</i> to go through, shouldn't it be clarified?
Sarah Major	And that is where we are headed. So that gets to future directions, because regardless of what you think the answer is, experience at the Divisional Forums was very clearly that it is not clear. It is absolutely not clear and hasn't been clear for some time and we need to make it clear and that is why you need to go, ^{s47E(d), s42} <div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;">? And it will probably be scenario based, like this. So, what if this type of setting. OK? What are the risks and benefits? And I actually think that we are going to have to do as part of our training at some point, whether it is you guys re-enforcing it or whether it is you guys delivering it or whatever. We need to have a much better conversation with our people about what they can and can't do and what the risks and benefits of that are.</p>
Male	It'll be have that conversation if <i>[inaudible]</i> policy
Sarah Major	Yep. Don't disagree.
Male	As I said, ^{s47E(d)} <div style="background-color: #cccccc; height: 60px; width: 100%;"></div>
Sarah Major	If you had been to those sessions, and I know you guys had other things to do. ^{s47E(d)} <div style="background-color: #cccccc; height: 15px; width: 100%;"></div>

	s47E(d)
Male	s47E(d)
Sarah Major	s47E(d) s47E(d), s42
Male	s47E(d)
Sarah Major	s47E(d), s42 s47E(d) OK? The first step on that journey, that I would like to have and I have constantly had with [inaudible] Roxanne and Dem, and Terry too, to some extent, is the first thing we're going to do is to go back to basics. We are going to go and run a series of workshops. I have been thinking we ought to have two and I was hoping to have them before Christmas, but at the Divisional Forums, Dem, and Kingsley and I got overwhelmed with people chasing us down afterwards to say: I want to be part of that workshop. Everyone wants to have their say, so we will probably have to do more than two and if you're asking me about whether Sarah is personally committed to dealing with some of these issues, the way I am going to pay for this is actually out of the fact that I don't have any [inaudible] at the moment, we are using the money [inaudible] saved to do to do the workshop, facilitated by someone who is very good, because it will be very interesting I think. And we are going sit down and say, OK s47E(d) We will not be trying to have the debate about the policy at that point. I am sure it will happen, though. I am sure it will happen though, about those settings. We are not going to be able to do not do it. s47E(d)
Male	Sorry, Sarah, with respect, I see the workshop as pulling
Sarah Major	s47F, don't start [inaudible] again. With respect [inaudible] I'll throw something at you
Male	Shall I No, no. That's OK, because I am used to that, that's my role. [inaudible]
Sarah Major	When you start a sentence with: With respect [inaudible]. That usually means, I don't like what you are telling me and I am about to tell you why you are a git [inaudible]. But go ahead.

Male	[inaudible]. Floor space shut (?)
Sarah Major	Yep.
Male	<p>To me ^{s47E(d)} [redacted] Let's get that straight and then go and deliver that message. ^{s47E(d)} [redacted] This sort of airy fairy mucking about maybe it's right, maybe it's wrong and I take it down to the base level that we teach at every day. Little Johnny Level 1, he wants the most black and white answer he can get and we need to be able to get as close to that as we can and ^{s47E(d)} [redacted] I think, we are really wasting our time.</p>
Male	<p>Sorry to butt in, can I just ask the results of this Forum, so people come in there and say: these are the scenarios we've been in, we've done this, we've done this, we've done this, we've done this. ^{s47E(d)} [redacted] [inaudible]</p>
Sarah Major	<p>Well, the intention is [inaudible] in any policy discussion. ^{s47E(d)} [redacted]</p> <p>Now, I am going to trust you all here, and I am going to tell you something that I don't really want going outside this room. OK? And if you do go outside this room, I will never tell you anything like this again. I don't think there is any doubt in the heads ^{s47E(d)} [redacted] from Roxanne ^{s47E(d)} [redacted] that Marion [Ms Marion Grant, Deputy Chief Executive Officer, Border Management] is of the same view. ^{s47E(d)} [redacted]</p>
Male	That sounded a bit, I would take it back
Sarah Major	No, let me finish, ^{s47F} [redacted]
Male	Yep, OK.
Sarah Major	<p>Thank you. So, yeah, you can argue. But to me it's chicken and egg. You can kind of argue, do we settle the philosophy first or do we use the opportunity to try and inform the philosophy. Because let's face it, the stuff we are facing these days is not very black and white. It is strange. It is complex. It is convoluted. It is not an easy question and you're right, we need to make it as black and white as we can.</p> <p>I think, you know, you can start with one or the other. I don't care. I think we just need to start, quite frankly. Let's not have an argument about it. Let's just go and do it. You might not like my process. Sorry, suck it up. That's what I've decided we are going to do. We are going to start. ^{s47E(d)} [redacted]</p>
Male	^{s47E(d)} [redacted] ^{s47E(d)} [redacted] ^{s47F} [redacted]

	<p>s47E(d)</p> <p>s47E(d)</p>
Male	Yep
Male	What is the moral expectation from the public and even what the Government, who represents the public, and the organisation, not what individuals in the organisation believe should be the case?
Male	I put weight into what the Government says. s47E(d)
Sarah Major	I don't think half the people in the room at each Forum disagreed with you. OK? s47E(d)
Male	God.
Sarah Major	That's what I am hearing at the moment. Now whether you agree with that is irrelevant, s47F, quite frankly.
Male	I don't think it's irrelevant at all. I think it goes to
Sarah Major	<p>Hang on, I am saying about your personal view. Ok, whether your personal view is in agreement with that is irrelevant, in my view. Now what I am saying to you is, I got a very clear and explicit position from Roxanne and it wasn't just me. Every single, you can ask your colleagues who attended, they will tell you what she said. And as I say, the reaction in the room was two-fold. s47E(d)</p> <p>Now what I am saying to you is, the discussion needs to be had and this is a way to have that discussion. s47E(d)</p>
Male	s47E(d)
Sarah Major	Yea. s47E(d)
Male	But what we are saying is, s47E(d)
Male	[inaudible] s47E(d)
Male	s47E(d)

Sarah Major	That is why we need to have the discussion to get ^{s47E(d)} [REDACTED]
Male	Totally agree. The ^{s47E(d)} [REDACTED]
Sarah Major	Yeah.
Male	[inaudible] ^{s47E(d)} [REDACTED]
Sarah Major	It is my understanding, well, my understanding is that ^{s47E(d), s42} [REDACTED] ^{s47E(d)} [REDACTED]
Male	But isn't that, and I am not trying to get smarty alecky, but isn't that what the advice that Roxanne's given, isn't that just Roxanne's advice. ^{s47E(d)} [REDACTED]
Sarah Major	Yep. Well, is it just Roxanne's opinion? No, I don't believe so. ^{s47E(d), s42} [REDACTED]
Male	So we should set that aside and stop debating from it.
Sarah Major	No,
Male	[inaudible] That's what we are waiting for

<p>Sarah Major</p>	<p>You can't. What we've got on the table now, you can't wish it away. It doesn't work like that. So what we've got to do is, I'll come to you in a second. What we've got to do, is work with what we've got. We've got to get it improved. ^{s47E(d), s42}</p> <p>[REDACTED]</p> <p>[REDACTED] K?</p> <p>You might say that the 21 people in the room are more informed and could make a better judgement. You can tell her that if you like. ^{s47E(d)} I wouldn't be going there, personally. I actually think you misunderstand, if that's the response. I'm sorry. Can I start my sentence with: with respect? I think she is saying: shit, people aren't clear. Sarah, you have the authority to go and do some [inaudible] and stuff with Kingsley, Dem and others to try and help sort this out. What an opportunity for us. What an opportunity. Now that takes me to my next point, but I'll come to that in a second, because I can see ^{s47F} hand, busting to get [inaudible]</p>
<p>Female – ^{s47F} (?)</p>	<p>I just wanted to raise a slightly different angle to this whole debate. ^{s47E(d)}</p> <p>[REDACTED]</p>
<p>Sarah Major</p>	<p>Dangerous to assume</p>
<p>Female</p>	<p>Yeah, yeah. I was just about to say</p>
<p>Male</p>	<p>It is in WA then.</p>
<p>Female</p>	<p>Thank you. OK, and I was going to say possible that it's in tune with Federal as well. But, I am just saying that ^{s47E(d), s42}</p> <p>[REDACTED]</p>
<p>Sarah Major</p>	<p>And that's why I am just coming to. I am saying there is two camps. There is a camp over here ^{s47E(d)}</p> <p>[REDACTED]</p>
<p>Female</p>	<p>Yeah</p>
<p>Sarah Major</p>	<p>And that's why we need to ^{s47E(d)}</p> <p>[REDACTED]</p>
<p>Male</p>	<p>Where are we actually going ^{s47E(d), s42}</p> <p>[REDACTED]</p>
<p>Sarah Major</p>	<p>^{s47E(d), s42}</p> <p>[REDACTED]</p>
<p>Female</p>	<p>Sarah, there is a desk top exercise [inaudible] tomorrow in Cairns and the scenario is: ^{s47E(d)}</p> <p>[REDACTED]</p>

	<p>s47E(d)</p>
Sarah Major	Direct you
Female	Exactly, and it will be interesting the outcomes from that tomorrow
Sarah Major	<p>In some ways, the s47E(d)</p> <p>ell, I understand</p>
Male	Section 11
Sarah Major	<p>[inaudible] that you are the s47E(d)</p>
Female	Yeah
Sarah Major	<p>But look, I think there is a huge opportunity in this for us. I don't think this debate is new, I think it has been happening in one form or another fairly, for quite some time, for those of you who have been around. I can't tell you that, who knows. [inaudible] It is not news to me, Sarah. What we have been give is an opportunity to have a really robust discussion with our business areas about what the policy should look like, and how the policy should be framed. And at the end of the day, s47E(d)</p> <p>The frustration is, and I take s47F's point, is that the s47E(d)</p> <p>s47F [inaudible]. s47E(d), s42 s47E(d)</p> <p>There is an opportunity here I would like all of you to have the opportunity, well, maybe not all of you, that may not be possible to get everyone, but I would like people from across the team to have the opportunity to be engaged in those workshops.</p> <p>There will be some rules of engagement though. OK? This is not an opportunity for our operational trainers, whether they be safety or capability, to debate the merits of a particular position. Although, I don't doubt there will be some debate around that. The point of this is to go and talk to the business to listen to them about what they are facing in all of those scenarios. s47E(d)</p> <p>Let's have the discussion. s47E(d)</p> <p>The idea being to get all the issues out. OK? And then we use that to say: OK, let's look at that, that's what they are telling us they need. Let's look at that compared to what we deliver now. And look, let's face it, if the answer is hypothetically that we need to develop a three day module for s47E(d) and we can't put that on in a s47E(d) course or whatever, then we have to find another way of delivering it. Do you know, I am already thinking that there is probably a need for an annual, or maybe a six monthly</p>

	<p>discussion forum type thing around some of this To have that discussion about, ^{s47E(d)} [REDACTED]. Because it doesn't happen at the moment.</p>
<p>Male</p>	<p>Whereabouts as an organisation, is Customs evolving? ^{s47E(d)} [inaudible] in 2008 or was when there was the Commonwealth Games. Bang, bang, bang, bang. Clearly the former. ^{s47E(d)} [REDACTED]</p>
<p>Sarah Major</p>	<p>You are talking about a hypothetical</p>
<p>Male</p>	<p>^{s47E(d)} [REDACTED] It is all changing. ^{s47E(d)} [REDACTED]</p>
<p>Sarah Major</p>	<p>And I think this is a great ^{s47E(d)} [inaudible]. We've been given permission to go and have a fresh look and with no holds barred. OK? But as I say, this is, the purpose of this is not really about ^{s47E(d)} [REDACTED]. We just need to have the conversation with the business about what has changed to make it clear that we capture all the issues and then we sit down and say, OK ^{s47E(d)} [REDACTED]</p> <p>Now, I don't under estimate the challenge of getting the philosophy clear. OK? It is going to be a tough gig. It is going to be a tough gig. But it does go things like: well, ^{s47E(d)} [REDACTED]</p> <p>So, I actually think, so in terms of what I think are future directions. I think we are going to have the workshops with the business and say: OK, what is it that you are facing now. And we sit down with a group of people, including yourselves and have the discussion about: OK, what is the fit look like, is it right, where are the gaps, what can we do about that, including ^{s47E(d)} [inaudible], is it? Potentially. And then we work through a process of change from there, whatever that looks like.</p> <p>Now, I started out in March with a very different idea of the issue to where I am today. So people are saying to me, in the Executive the other day, why haven't you sorted this out by now, Sarah? And I said, I took one long around the Executive and thought there isn't one person who hasn't had a crack at this shit, so you are going to have to give me more time. I think we'll be spending a good part of next year trying to sort this through. But I am hoping that by then it is on a much more clear footing. ^{s47E(d)} [REDACTED]</p> <p>I guess what I'd be saying is, from having attended all of these Forums, and you can check with your colleagues about this, the one thing that</p>

	became clear to me is that ^{s47E(d)} [REDACTED]
Male	Sarah, sorry, we actually do. That is in ^{s47E(d)} [REDACTED]
Sarah Major	With respect, the discussion, which happened ^{s47E(d)} [REDACTED]
Male	[inaudible] and I am saying we've obviously got an issue there. But that is actually being taught in black and white
Sarah Major	What that says to me is: ^{s47E(d)} [REDACTED]
Male	What I'm [inaudible]
Sarah Major	^{s47E(d)} [REDACTED] Whatever. All of those things [inaudible]
Male	[inaudible]
Sarah Major	How much time do we spend on that ^{s47E(d)} [REDACTED]
Male	All up, you can cover ^{s47E(d)} [REDACTED]
Sarah Major	Well, there is a question [inaudible]. ^{s47E(d)} [REDACTED] What is that ^{s47E(d)} ? [inaudible] We've asked those things, and those questions. ^{s47E(d)} [REDACTED] [REDACTED] Has that already happened?
Male	One of my questions is, and also of the people in this Forum, are they all ^{s47E(d)} or are they [inaudible] like the rest of us?
Sarah Major	No, no. My intention is there's people in the Division, but I would expect, I've got to have a conversation with Dem about how he wants to ^{s47E(d)} and Kingsley, because, my feeling from the reaction after the Forums, when we all got mugged afterwards. For example, ^{s47E(d)} [REDACTED]

	<p>s47E(d) [inaudible] That not strictly true.</p> <p>[inaudible] I think, and I guess what I need to say to Demmy is. I think Dem, because he was aware of that and he had a lot of those discussions. The way the formats were run was that s47E(d)</p> <p>[Redacted]</p>
Male	s47E(d)
Sarah Major	<p>Yeah, which I am not sure is going to help us. So, I need to have a chat with them about: OK, how we actually make sure s47E(d), s47E(c)</p> <p>[Redacted]</p> <p>so we need to capture that as well.</p>
Female	<p>On our last course, Sarah, we had a s47E(d), s47E(c)</p> <p>[Redacted]</p>
Sarah Major	Yeah
Female	And you've got to take that into consideration.
Sarah Major	And [inaudible] Thanks, s47F
Male	[inaudible]
Female	Sorry
Sarah Major	And that is it. s47E(d), s47E(c)
Male	<p>Yes, you are</p> <p>[inaudible]</p>
Male voices	[inaudible] s47E(d), s47E(c)
Female	It is hard to learn
Sarah Major	But also, I think if you look at. I mean, I am making assumptions. s47E(d), s47E(c)

	s47E(d), s47E(c)
Male	[inaudible] Sarah, I was in [inaudible] seven, eight years before I came into this job and [inaudible]
Sarah Major	Hang on, can we have one person at a time, sorry.
Male	I think where it's come too, is that s47E(d), s47E(c)
Sarah Major	And look, maybe, maybe, maybe, they were the half in the room going: O, God, s47E(d)
Male	And probably that's where it's going to go to
Sarah Major	I don't know
Male	Honestly, us in in the WA. s47E(d), s47E(c)
Sarah Major	And, as you say, if the s47E(d), s47E(c)
Several voices	[inaudible]
Sarah Major	Poor choice of words. How do we implement that, because he is saying: s47E(d), s47E(c)
Male	Yeah. s47E(d), s47E(c)
Sarah Major	The question is: s47E(d), s47E(c) Or say, you know, actually. It is a bit like, you know, I am not suggesting that we go there, but it's an example. s47E(d), s47E(c)

Male	Here's something crazy, why don't we, ^{s47E(d), s47E(c)} [REDACTED]
Male	[inaudible] That isn't the problem, ^{s47E(d), s47E(c)} [REDACTED]
Male	That what I am saying, we can't [inaudible] to pass into the organisation, but let's star ^{s47E(d), s47E(c)} [REDACTED]
Sarah Major	It goes to the whole ^{s47E(d)} [REDACTED] It hasn't [inaudible] . We had a ^{s47E(d)} [REDACTED]
Male	The fact we haven't solved it isn't through a lack of trying
Sarah Major	Yeah, I'm hoping. Well
Male	I keep mentioning the fact that there is so much intellectual capital in this room, who are busting out of their skin to do something and we are not getting the opportunity
Sarah Major	So you and I had this conversation the other day.
Male	Yeah, absolutely
Sarah Major	And I said to [inaudible] , you are all getting upset about the invitation to the party that you haven't got yet. It's like you are all going, where is my invitation to participate and I'm saying, I haven't set the date for the party yet. Let's not get too excited.
Male	Some of us have been waiting six, seven years for the invitation.
Sarah Major	Well, as I say to do, as I say
Male	[inaudible]
Sarah Major	Now, I know. Sarah, can you put on [inaudible] sorry And we will do this how I think we should. We will do it cautiously and carefully. We are not going to rush it, because I want it to stick, I want it to last longer than five minutes. It has got to last beyond Sarah, ^{s47F} [REDACTED] and others being hit by a truck, whether you drive that truck or not. I want to make use of that capital. That's

	<p>why I want you in the workshops, that's why I want to sit down with you afterwards and say: hey, OK, does it fit, does it not, how do we deal with this? OK? So you will get your chance to wear your party outfit. Now, I am saying, I can see a room very unenthusiastic and some cynical faces at the back there, but anyway.</p>
Male	<p>It's not that. That's not the case at all. I'm listening, taking it in and I don't know, call me arrogant, but I already know the answers.</p>
Sarah Major	<p>I will call you arrogant</p>
Male	<p>You wouldn't be the first.</p>
Female	<p>I think when we do this thing, especially when you have experts in the room, is what we do our training, we want it to be tactical, sound and effective, and legally defensible. [inaudible] s47E(d)</p>
Male	<p>I would disagree</p>
Sarah Major	<p>I don't think it is anyone here that is expressing anything different to me [inaudible] in regard to the analysis of the background. s47E(d)</p> <p>So let me just throw them at you.</p> <p>Have s47E(d)</p>
Male	<p>Say what? [inaudible]</p>
Sarah Major	<p>s47E(d) before about the stuff I came and talked to you about earlier in the year?</p>
Several Males	<p>No</p> <p>No</p> <p>No, not in my experience</p>
Sarah Major	<p>OK</p> <p>Have you s47E(d) you know, unpack the issues and get them on the table and get them, try and deal with them?</p>
Female	<p>No</p>
Sarah Major	<p>So is this in any way doing things a little differently s47E(d)</p>

Female	Yes
Male	[inaudible] still do it?
Sarah Major	Tell me, put up your hand So what does that say to you about Sarah?
Male	Sarah, I think the answer is that we don't [inaudible]. We appreciate the fact that you've come around and spoken to us. We appreciate the fact that all this is on the table and we are getting the chance to get into it. But, as you say, s47E(d), s47E(c)
Sarah Major	No, I have been an NM for
Male	Sorry, sorry
Sarah Major	Ten years
Male	You have been s47E(d), s47E(c)
Sarah Major	So, OK
Male	I don't want to insult anyone, but s47E(d)
Sarah Major	Yeah, s47E(d)
Male	Well, we've had a lot of people come in and say: OK, this is what we're doing, but, unfortunately, and this came up yesterday. s47E(d)
Sarah Major	Oh no, what I am saying to you is: I'm trying to give you signals to in good faith, that I intend to stick with this. I have given you a couple of early signals, s47E(d), s47E(c) OK? If the proof will be in the pudding. In a year's time, if I haven't delivered it, you can go: fuck you, Sarah and up the line.
Male	Oh well, I'll reserve my judgement until that time.
Sarah Major	OK, we can that conversation at the end of that. I've told the guys that here.
Male	If I can make an observation. After three and a half years of going to Papua New Guinea [inaudible], I am having a Groundhog Day moment. I think, bottom line is, if we keep talking around like this, we'll keep going around in circles, that is my experience, because of our different views. It needs something. Something needs to happen. And to me, this is a good start and we need to go there. To me, s47E(d)

	<p>s47E(d)</p> <p>[REDACTED]</p> <p>But like I say</p>
Sarah Major	As clear as possible
Male	As clear as possible. But I think this is a good start, I think we all contributed to that. So that's a positive
Sarah Major	<p>So how do you think we should actually pay for this [inaudible](?)</p> <p>I guess what I am trying to say to you is: OK, I know it Groundhog Day for a lot of you? OK? I have been given a clear reading from Roxanne to take this on. She's given me the authority to do it. She's given me the support to do it. I can only say to you on the public record that it is my intention to grapple with it in way perhaps that we haven't been able to grapple with it before. I have no idea how it should be done. It may not be the only idea, it may not be the best idea, but we are going to try. And I guess what I am trying to say to you is: I know you've been through all this before but I hope that I am giving you some early signals that I am prepared to invest in it, and prepared to make it work. It's not going to be done overnight, because I don't think it's worth rushing. And I am giving you a personal commitment that you will be engaged in that process. It's taken me quite a bit of time to get me head around the issues you've been facing s47E(d)</p> <p>[REDACTED] And I don't want to go in blind, I rather not do that. I'd much prefer. My way is to understand as much as possible about what's going on and what should be done and where the issues are and where we should go and crack this.</p> <p>Now at the end of the day, you know, I don't know what the answer will be about s47E(d)</p> <p>[REDACTED]</p>

<p>Male</p>	<p>And if you're right and it's all good, I'll be the first one to buy you a beer and go well done.</p>
<p>Sarah Major</p>	<p>I don't drink beer</p>
<p>Male</p>	<p>Or whatever</p>
<p>Sarah Major</p>	<p>We can negotiate it.</p>
<p>Male</p>	<p>[inaudible]. I suppose we are happy too, Sarah, that this time this year it's not another band leader sitting there [inaudible]</p>
<p>Sarah Major</p>	<p>Well, people did say to me when I came along: you know ^{s47E(c)} [redacted] But I haven't slipped on a barnacle (?)</p>
<p>Male</p>	<p>Well, don't try</p>
<p>Sarah Major</p>	<p>There are different theories about that one. That goes to reputation too.</p> <p>I think, well, I am not planning on going anywhere, not for, well, as a policy person [inaudible] I will share something a little bit personal with you whether you like it or not. ^{s47E(c), s47F} [redacted]</p>
<p>Male</p>	<p>Mmm, that's what worries me</p>
<p>Sarah Major</p>	<p>They can do that. Oh well, you've all survived this far. You'll survive again, I don't doubt it. You are a mob of barnacles, you lot, as well.</p>
<p>Male</p>	<p>The challenge will be the process. [inaudible] That's been the problem. People, government, directives, come and go and take the people with them. [inaudible]</p>
<p>Sarah Major</p>	<p>You shouldn't worry whether it's ^{s47F} [redacted] or I in the chair or somebody else. You should be on a journey that says: it is about how we, what we need to do, and how we deliver that, regardless of who is in the chair. But yeah, you are stuck with me, all things being equal, for another couple of years at least.</p>

<p>Male</p>	<p>So, I've got two years to get my truck licence.</p>
<p>Sarah Major</p>	<p>If that's what you'd like to do, that's fine.</p> <p>I think ^{s47F} [redacted] has just made a point, which I think is important to make, to say. I don't know where this is going to end. While everyone thinks I have made up my mind, I haven't. I don't know whether this is going to end, I have some views myself, but they may change as part of the next stage of the process about what our training should look like and what things might need to change. At the end of the day, as I said before, I decision about the philosophy behind our remit, ^{s47E(d)} [redacted]</p> <p>[redacted] And no <i>[inaudible]</i> from the outside. Whether you agree with it or not, I don't give a rats. Once the decision is made, we go with it because there is no point going on this journey, if everyone just decided that if they don't like they will try to undermine it anyway. If you are going to do that, I might as well walk away now, because it is not going to work and I will hold you to that. As long as I am in the chair, once the decision is made I will hold you to it. That's your accountability. And let's face it, organisations make decisions that people don't like all the time, but what I will promise you is that you will have had your say along the way. Whether it's convincing enough, I can't tell you. OK? So, when we get to the end and say: This is what the scenarios are, this is what we think the training should like, and there is a decision by someone in a, and they will be higher up than me, don't doubt that it will be going to the most senior echelons. Then that decision will be implemented and we will all go with it or you go. Or you go. Because there is no point staying.</p> <p>And I suspect for example that there are bits of our ^{s47E(d)} [redacted], as we know it now, that will probably need to change, but I worry about the ^{s47E(d)} [redacted]</p> <p>[redacted] Those are the choices we'll make when we come to that. Well, this is what you're telling us you need, this is what we've got to work with.</p> <p>But no one, and let me be really clear, no one is suggesting that the answer is taking it out of ^{s47E(d)} [redacted] <i>[inaudible]</i>^{s4} [redacted], that is not, as far as I know, on the table. It is about how we deliver it.</p> <p>What time are we due to break for lunch? 12:30? Can we go now?</p>
<p>Male</p>	<p>Lunch is here. One.</p>
<p>Sarah Major</p>	<p>Oh, spot on time. Even a little bit early</p> <p><i>[inaudible]</i></p>
<p>Female ^{s47F} [redacted]</p>	<p>So, <i>[inaudible]</i>, the agenda says an hour for lunch. I will give you a little less than that. Sarah will be returning <i>[inaudible]</i> there will be more questions after the lunch break, so if you can be back at about a quarter to two, that would be nice</p>
<p>Many voices</p>	<p><i>[inaudible]</i></p>



Australian Government
Australian Customs and
Border Protection Service

National Operational Training and Development National Conference
National Operational Training Centre, Fyshwick ACT

Tuesday 11 and Wednesday 12 December 2012

Transcription of Day 1 items:
Feedback from Divisional Forums & Future Directions and
Discussion on Feedback and Future Directions

SPEAKER	DISCUSSION ON FEEDBACK AND FUTURE DIRECTIONS
Sarah Major National Manager, Technology & Enforcement Capability	OK, let's get started, only because I have to do something really boring after that which is to write some talking points for ^{s47E(d)} [xxxxxx], which you may not get to hear about, but there are things at ^{s47E(d)} such as [inaudible] and ^{s47E(d)} issues and the shower out here and one day we get to look at [inaudible] and extending [inaudible] in ^{s47E(d)} . So, if I don't get the talking points right
Male	And Melbourne. Don't forget [inaudible] in Melbourne, we can't get anything [inaudible] I will rephrase that. We'll take anything [inaudible]
Sarah Major	I am going to be true to form and out something in a minute, one of the deep [inaudible] as far as I am concerned. But before I do that, I was just in talking to the ^{s47E(d)} Guess what he said to me?
Male	What day is the [inaudible]
Sarah Major	He said: Oh, you know, he said, I said: you know, we're thinking about, looking at what we need for terming etc. And he said: Oh, we've just been through that process. We've really lost the communication skills, we've got to go back to our communication skills. And then he said: So, we got twenty of our students in a room and we asked them for three scenarios each and we picked the best forty of those. So I thought I know [inaudible]. So, I am going to out, there was some really negative body language in the room before lunch. I am very open to tossing the cat on the table – what's it about?
Male	[inaudible] I normally sit like this. But [inaudible]. No, that's the way I normally sit. We've done it before. We put together scenarios ^{s47E(d)} then they can come and say, we have got to do this and that and this and that. That's how we get that information and hopefully from there we can say, well it ^{s47E(d), s42} Because I know what the guys are saying because like all the instructors in this room, you find out when they come to training and they say is what we did in this case, or what happens here or what happens there or we've been ^{s47E(d)} and the guys say, well, OK, we know what the guys are doing on ^{s47E(d)}

	<p>^{s47E(d)} And I think it is great that we are doing something about it and people are bringing up these points in here. There is not a lot, there is not a lot that is new in here. Even the comment about forests [?]. We have heard these before and I think it would be great if we could actually address them.</p>
Sarah Major	<p>I was actually less worried about [inaudible] the body language in the back row. Sorry, about that guys. [inaudible] opposite you, but I'd rather you got it out on the table now, so don't bitch to me later about not being able to say it.</p>
Male	<p>[inaudible]</p>
Sarah Major	<p>I am not worried about you ^{s47F}, [inaudible]</p> <p>I am not worried about the people [inaudible], what I am more worried about is the people not saying anything, but looking unhappy.</p>
Male	<p>Are you looking over here at the ^{s47E(d)}?</p>
Sarah Major	<p>Yeah, but that might be ^{s47E(d), s47E(c)}</p>
	<p>[inaudible]</p>
Sarah Major	<p>C'mon guys, spit it out. You're with me or you're not. I am asking for a commitment</p>
Male	<p>I don't think anyone is not committed to you and from my perspective all we, we just want an answer, so we can answer the questions that are given to us. If that's what we're doing, that's fine. That's what we want, we need to know, so that when people come and ask us, we can give them the Customs answer. That's what we need.</p>
Sarah Major	<p>OK</p>
Male	<p>And, you know, if it takes twelve months, during the twelve months, we'll be able to say, it's coming. But that's what we need, we need to be able to tell people, when they say: ^{s47E(d)}</p>
Sarah Major	<p>That's interesting, that's one of the things the ^{s47E(d)} guy just said to me too. He said: ^{s47E(d)}</p> <p>That's where I'd like us to be, whatever our equivalent is, but what I am saying to you is: the one thing that will piss Sarah off mightily is to have people tell me to my face that they are happy to go along, but to unpick it from behind. ^{s47E(c)}. I won't tolerate that shit.</p>
Male	<p>Sorry Sarah, [inaudible]</p> <p>What have you been warned about?</p>

Sarah Major	^{s47E(c)} [REDACTED]
Male	I'd be interested to know where that has come from
Sarah Major	^{s47E(c)} [REDACTED]
Male	OK, look, OK. I'll be honest [inaudible]
Sarah Major	Excuse me? ^{s47F} [REDACTED], [?] ^{s47E(c)} [REDACTED]
Male	In all fairness that happened what, seven, eight years ago.
Sarah Major	It is still pretty legendary
Male	It is the same story just being perpetuated all the time
Sarah Major	Excuse me, we've had a couple of recent examples ^{s47E(c), s47E(d)} [REDACTED]
Male	Look, Sarah, ^{s47E(d), s47E(c)} [REDACTED]. But I think
Sarah Major	You are our trainers. ^{s47E(d), s47E(c)} [REDACTED] Let's be really clear about this. You are the best of the best. If you want to be regarded as the best of the best, ^{s47E(d), s47E(c)} [REDACTED] Are we right clear about that? ^{s47E(d), s47E(c)} [REDACTED]
Male	Sarah, I am certainly clear on that, but at the same time, and this came up yesterday there is, things that happens at Forums, get back to us as well and ^{s47E(d), s47E(c)} [REDACTED]
Sarah Major	Is the allegation that I said that?
Male	Sorry?
Sarah Major	Was the allegation that I said that?
Male	No, it is not
Sarah Major	Because I can tell and ^{s47F} [REDACTED] can tell you, ^{s47E(d), s47E(c)} [REDACTED]

	<p>s47E(d), s47F said to me: s47E(d), s47E(c)</p> <p>[REDACTED]</p>
Male	<p>And very proud [inaudible] of the ex-military type too. I can't remember the exact quote now, but basically [inaudible]</p>
Sarah Major	<p>Well I think we do have some s47E(d), s47E(c)</p> <p>[REDACTED]</p>
Male	<p>We've got a lot of s47E(d), s47E(c). That's where we get our s47E(d)</p> <p>[REDACTED]</p>
Sarah Major	<p>And basically I think the issue is that the feeling is that there are, the way it's been said to me is that there are some people s47E(d)</p> <p>[REDACTED]</p>
Male	<p>s47E(d)</p> <p>[REDACTED]</p>
Sarah Major	<p>Well, you and I might have some differences of views about that right for our setting, so let's set that aside, because that's</p>
Male	<p>I am not saying s47E(d) [inaudible]</p>
Sarah Major	<p>They are not s47E(d)</p> <p>[inaudible]</p> <p>Maybe they don't know what they are talking about, because they don't know [inaudible] s47E(d). I don't know. I don't really care. My view is that we find out what is needed and we do whatever is needed.</p>
Male	<p>I think even th s47E(d)</p> <p>[REDACTED]</p>
Sarah Major	<p>Yes</p>
Male	<p>s47E(d), s47E(c)</p> <p>[REDACTED]</p>
Sarah Major	<p>When I hear those terms I personally have made some comments to put people on the straight and narrow. I have made efforts to pull people up and say: s47E(d), s47E(c) And quite frankly, as I said to someone yesterday, I can't quite even remember who it was. When people say to us: s47E(d)</p> <p>[REDACTED]</p>

	s47E(d), s47E(c)
Male	[inaudible]
Sarah Major	I got an email that suggested I should nominate you all for saint hood.
Male	That cost me fifty bucks that email.
Sarah Major	Did it? [inaudible]
Male	s47E(d), s47E(c)
Sarah Major	I expect that there are [inaudible] Well there you go
Female	That's nice for a chance [inaudible] complaints
Sarah Major	So, at least as far as she is concerned, I should nominate you all for saint hood. I said: I am going to wait for the second miracle. So my experience is that s47E(d), s47E(c)
Male	s47E(d), s47E(c)
Sarah Major	But, as I say the stories are legendary. Everyone when you go training or not, you are only as good as last mistake. s47E(d), s47F, s47E(c) there aren't s47E(d), s47E(c) . But, don't, don't pretend to me that
Bruno	From you, you mean?
Sarah Major	Yeah.

s47F	Yeah, s47E(d), s47E(c)
Sarah Major	Yeah, and I have made a decision, which I think you will live with, basically. I will defend you to the hilt, if you have done the right thing. I will not be fooled by people going: it wasn't fair, I didn't get enough s47E(d) [inaudible] time. I will give them more s47E(d) time, if that is what I think they should have got. So, I have got one at the moment where I have got a specific recommendation that s47E(d), s47E(c)
Male	s47E(d), s47E(c)
Sarah Major	But, who is keeping count. Let's not go to statistics. s47E(d), s47E(c)
Male	And I am sure they are not. All I am asking is: s47E(c)
Sarah Major	Oh, they come up in every Forum, as I've said. Let's not have them come up again.
Male	All I am asking is that we address it s47E(d), s47E(c)
Sarah Major	Oh no, I won't, but as I say, those stories are legendary and they are the ones that are thrown at me every time, in those Forums, as I say, it won't happen again.
Male	Sarah, about the s47E(d), s47E(c) [inaudible]. Obviously this was before my time, but I have heard about it from
Sarah Major	Have you?
Male	s47E(d), s47E(c)

	<p>s47E(d), s47E(c) [inaudible]</p>
Sarah Major	<p>It was not, I dispute that. s47E(d), s47E(c)</p>
Male	<p>Oh, yeah, yeah. But I mean is</p>
Sarah Major	<p>As far as I am concerned that is, s47E(d), s47E(c)</p>
Male	<p>OK</p>
Sarah Major	<p>We don't go buying [inaudible] s47E(d), s47E(c)</p> <p>[Large redacted area]</p>
Male	<p>s47E(d), s47E(c) [inaudible]</p>
Sarah Major	<p>In this case s47E(d), s47E(c)</p> <p>[Large redacted area]</p> <p>[?]</p>
s47F	<p>Sorry, I am only calculating, because s47E(d), s47E(c)</p>

	<p>s47E(d), s47E(c)</p>
Sarah Major	<p>Whether you count each one of those as one, or each set as one.</p> <p>[inaudible]</p>
Bruno	<p>It is s47E(d), s47E(c)</p>
Sarah Major	<p>In my view, s47E(d), s47E(c)</p> <p>[Redacted]</p> <p>[Redacted]</p>
Male	<p>I don't think you'll get an argument from me about that</p>
Sarah Major	<p>Well, I expect s47E(d), s47E(c)</p> <p>[Redacted]</p> <p>You know, I have seen recent examples of s47E(d), s47E(c)</p> <p>[Redacted]</p> <p>here. I don't know how we got</p>

	<p>[inaudible]</p> <p>So, in short ^{s47E(d), s47E(c)}</p> <p>[redacted]</p> <p>[inaudible]</p>
Male	<p>Again, Sarah. I don't think anyone here will dispute that ^{s47E(d), s47E(c)}</p> <p>[redacted]</p>
Sarah Major	<p>I, well. This is real world Sarah talking. I think that happens for everybody. I don't think you're any different. ^{s47E(d), s47E(c)}</p> <p>[redacted]</p> <p>[inaudible]</p> <p>^{s47E(d), s47E(c)}</p> <p>[redacted]</p>
Male	<p>I don't actually think that</p> <p>[inaudible]</p>
Sarah Major	<p>Look, what I am saying to you is, don't tell, don't anyone sit and go that you don't actually do the same things yourselves. You all do. I have heard you all. I have heard many of you. You say: Oh, those people over there. We all do it. It is human nature. And I really think you don't just do it over drinks. For both us</p>
Male	<p>Me too</p>
Sarah Major	<p>I will defend you to the hilt, ^{s47E(d), s47E(c)}</p> <p>[redacted]</p>
Male	<p>^{s47E(c)} ^{s47F}</p>
Sarah Major	<p>^{s47E(c)} ^{s47F} What do we call it? We had a ^{s47E(c), s47F} . No ^{s47E(c)}</p> <p>[redacted]</p>
Male	<p>^{s47E(c)}</p> <p>[redacted]</p>
Sarah Major	<p>I know. So, ^{s47E(c)}</p> <p>[redacted]</p>

	s47E(c) [REDACTED] OK?
Male	On a brighter note
Sarah Major	Sorry?
Male	On a brighter note
Sarah Major	No, no, no, I am laying out the rules as I see them.
Male	As an s47E(d) amongst all these capable people, I hear what you are saying. And I think rather than go on and on about it, I think everyone has got the gist of what you said. And I appreciate that, because I can understand that s47E(d), s47E(c) [REDACTED] [?] Obviously, the same thing happens to us. OK, I am sure the problems what happened, I am not trying to run your show or anything, but I think we are just going around in circles again. I get the point. I am sure that everyone else, who is much more intelligent than I am has the point
Sarah Major	[inaudible] Now, on that note, can I say and yes, s47E(d), s47E(c) [inaudible] s47E(d), s47E(c) [REDACTED] [inaudible]
Male	[inaudible] But look, well, I hope these promises are good and we can all get to meet all the other people from the other regions and we will all become one team and everyone watches everyone's back, and doesn't, that is what I think about it, so
Sarah Major	[inaudible] I am going to put a dampener on things.
Male	I am just talking here, none is saying anything, it is so silent. Say something [inaudible]
Sarah Major	[inaudible] I think it's a positive thing [inaudible] Oh, you can come and tell me afterwards and I am sure I will get the point of view that says my boundaries are in the wrong spot, but that is OK.
Male	Should we start now?
Sarah Major	Do it appropriately

Male	I am happy to
Male	Hear, hear
Male	I'll do as I am told
Several voices	[inaudible]
Sarah Major	So, does anyone have any questions for me, about anything we've talked about this morning or? Or Sarah's rules of racing or anything else? [inaudible] No, I don't know who the next CEO will be or when it will be announced. Are we about to head into a period of significant change? Yep.
Male	Do we know who is in the running?
Sarah Major	Only speculatively. [inaudible]
Male	Who may that be?
	[inaudible]
s47F	[inaudible] in training. For instance, questions that get brought up not in s47E(d) such as s47E(d)
Sarah Major	s47E(d)
s47F	The which
Sarah Major	s47E(d), possibly, and other stuff as well, to be honest. And I don't that [inaudible] screaming out for that sort of support. The organisation is going to have to [inaudible]
s47F	It seems the longer we wait the chance of something bad happening, and a
Sarah Major	Indeed, I don't think anyone would disagree with you. I just don't think anyone knows what the answer to that is yet.

Male	They have actually had some people ^{s47E(d)} [redacted] [inaudible] and then it stopped.
s47F	And that is why I asked the question, because that happened what, twelve months ago and
Sarah Major	I don't know whether it's because ^{s47E(d)} [redacted] [redacted] I don't know, I would have to check on that
s47F	It is just something that keeps coming back to us on research and we haven't got answers for them. At least if we knew there was something in the pipeline, we could say: there is nothing to do at the moment but there is something in the pipeline or you know. Rather than just going: I don't know.
Sarah Major	[inaudible]
s47F	Something to fire back at them
Male	^{s47F} [redacted], are you being asked in the ^{s47E(d)} [redacted]
s47F	Up to now it mainly been ^{s47E(d)} [redacted] [redacted] [inaudible] We are going to get the feedback from them. Well, what you are telling us is to do with what is in our ^{s47E(d)} But what do you do ^{s47E(d)} [redacted] [redacted]
Sarah Major	And I think that one is actually [inaudible] ^{s47E(d)} [redacted]
Male	The ^{s47E(d)} [redacted] [redacted] [inaudible]
s47F	^{s47E(d)} [redacted]
Sarah Major	Yep, I would think so.
s47F	Especially seeing as it is [inaudible] with Use of Force
Male	[inaudible] To big too stop and do this [?]

	<p>[inaudible]</p>
s47F	<p>We've got an involvement in that</p>
Male	<p>Sorry, what was that?</p>
s47F	<p>We've got an involvement in that</p> <p>[inaudible]</p>
	<p>[inaudible] agree with you. It is one of half a dozen respective packages that</p>
	<p>[inaudible]</p>
s47F	<p>Up until now, that's what we have been talking about.</p>
Male	<p>s47E(d)</p> <p>[REDACTED]</p>
s47F	<p>They've just got a huge potential to blow up.</p>
	<p>[inaudible]</p>
Male	<p>[inaudible]</p> <p>Did you hear about that s47E(d)</p> <p>[REDACTED]</p>
Sarah Major	<p>s47E(d)</p> <p>[REDACTED]</p>
Male	<p>With all this s47E(d)</p> <p>[REDACTED]</p>
Sarah Major	<p>Well, s47E(d)</p> <p>[REDACTED]</p>
Male	<p>I accept that, so, and s47E(d)</p> <p>[REDACTED]</p>

Sarah Major	<p>In terms of the short term, I mean, we are prioritising and I am making calls, where I have said ^{s47E(d)} [inaudible]. That wasn't ^{s47E(d)}</p> <p>^{s47E(d)}</p> <p>I don't know what is going to come out of that, but I am certain of one thing, ^{s47E(d)}</p>
Male	And let's also talk about the gap that will appear
Sarah Major	And there will be things like, you know, we might have to do some things about, OK, ^{s47E(d)}
Male	^{s47E(d)}
Sarah Major	Yes, ^{s47E(d)}

	<p>s47E(d)</p>
Male	<p>s47E(d)</p> <p>[inaudible]</p>
Sarah Major	<p>s47E(d)</p>
Male	<p>s47E(d)</p>
Sarah Major	<p>So, I guess my question to you would be: s47E(d)</p> <p>[inaudible]</p>
Male	<p>We, we, we s47E(d)</p>
Sarah Major	<p>Well, you know, if you're all back in. I thought the instruction had gone out already. But just to be really clear. s47E(d)</p> <p>[inaudible]</p> <p>s47E(d)</p>
Male	<p>s47E(d)</p>
Sarah Major	<p>I want to hear about it, s47E(d)</p>

Male	That's a good one that, because [inaudible] ^s ₄
Sarah Major	^{s47E(d)}
Male	[inaudible]
Sarah Major	^{s47E(d)}
Male	I know there is an honest resolve here, there is a commitment ^{s47E(d), s47E(c)}
Male	I have actually refused to [inaudible]
Male	Yes, and I have to ask this: ^{s47E(d)} ^{s47E(d)}
Sarah Major	^{s47E(d)}
Male	Basically, use Use of Force course in ^{s47E(d)}
Sarah Major	Can you send me an email about that?
Male	Yes
Sarah Major	I won't say ^{s47F} sent it. [inaudible]
Male	[inaudible] the week before when ^{s47E(d)}

Sarah Major	<p>Who were you saying before, what was your name? Was it Magnificent? I will say Champion ^{s47F} said. Legend.</p> <p>[inaudible]</p> <p>^{s47E(d), s47E(c)}</p> <p>^{s47E(d)}</p>
Male	Sweet
Sarah Major	<p>Yeah, you might think sweet, but I know there ^{s47E(d)}</p>
Male	<p>[inaudible] ^{s47E(d)}</p> <p>[inaudible]</p>
Sarah Major	<p>Oh no, no, you will be pleased to know that [inaudible]</p> <p>But basically, there are some things that won't be a surprise to you [inaudible] between areas that are absolutely convinced that ^{s47E(d)}</p>
Male	<p>[inaudible] organisation, the ^{s47E(d)}</p>
Male	<p>You remember we started doing that with the [inaudible] ?</p> <p>[inaudible] out of reach</p>

Male	<p>[inaudible] We regularly use ours</p> <p>[inaudible]</p>
Sarah Major	<p>I don't disagree with the logic behind that. But the question behind that is. Well two things, one, I know ^{s47E(d)}</p> <p>[redacted]</p>
Male	<p>Would there be a problem with [inaudible] ^{s47E(d)}</p> <p>[redacted]</p> <p>[inaudible]</p>
^{s47F}	<p>[inaudible]</p>
Male	<p>What are you trying to say, ^{s47F} ?</p>
^{s47F}	<p>I am trying to say 2009 [inaudible] 2010 [inaudible] 2011 [inaudible] 2012 [inaudible] 2013 [inaudible] and they are evolving and ^{s47E(d)}</p> <p>[redacted]</p>
Sarah Major	<p>I think the deal that is expected of us are, ^{s47E(d)}</p> <p>[redacted]</p>
Male	<p>Currently, [inaudible] Sarah, in relation to that model, we've got [inaudible] ^{s47E(d)}</p> <p>[redacted]</p>
Sarah Major	<p>I don't disagree with that. And you, I think, as I say, I think the problem is when I say ^{s47E(d)}</p> <p>[redacted]</p>

	<p>§47E(d)</p>
Male	<p>[inaudible] §47E(d)</p>
Sarah Major	<p>I think, to be honest, some of that i §47E(d)</p>
Male	<p>Even if it is to ask for say, §47E(d)</p>
Sarah Major	<p>Well, that might be one of the ways and we don't necessarily all get to see where [inaudible] §47E(d)</p> <p>Just in case you are wondering. I want to hear about it if that's the case.</p>
Male	<p>I thin §47E(d), §47E(c)</p>
Sarah Major	<p>[inaudible] A §47E(d), §47E(c)</p>
Male	<p>Definitely not</p>
Male	<p>Did §47E(d), §47E(c)</p>
Sarah Major	<p>Did §47E(d), §47E(c)</p>
Female	<p>§47E(d), §47E(c)</p>

Sarah Major	Jesus Christ. Can I have an email about that one too, because I
Female	It is in the ^{s47E(d)} [REDACTED]
Sarah Major	[inaudible]
Female	It is in the recommendation there [inaudible]
Sarah Major	Is in the [inaudible] ^{s47E(d), s47E(c)} [REDACTED] [inaudible]
Male	[inaudible]
Sarah Major	[inaudible] I want to know about it. I want to know about it. Because you know what? As long as its anecdotal and mythological, they can, it is too easy to dismiss it. Now, I can go and say ^{s47E(d), s47E(c)} [REDACTED]
Male	We ^{s47E(d)} [REDACTED]
Sarah Major	No, what just happened. ^{s47E(d), s47E(c)} [REDACTED] [inaudible] Don't know, don't care
Male	Not so much the ^{s47E(d)} [REDACTED] [inaudible]
Sarah Major	It is ^{s47E(d), s47E(c)} [REDACTED]
Male	^{s47E(d), s47E(c)} [REDACTED]
Male	^{s47E(d)} [REDACTED]
	[inaudible]
Male	We have got an issue with ^{s47E(d)} [REDACTED]

	§47E(d), §47E(c)
Sarah Major	§47E(d), §47F, don't. OK, just so we're clear about the rules?
Dave	What have I done?
Sarah Major	That's what I am saying, don't do that yourselves. §47E(d), §47E(c)
	[inaudible] §47E(d)
Male	The issue I have is when §47E(d), §47E(c) [inaudible]
Sarah Major	Yeah, I remember you raising that with me before.
Male	I am thinking of a recent one, §47E(d), §47E(c) [inaudible]
Sarah Major	The §47E(d) Can you send me an email about that one too? [inaudible] I am going to have fun talking to Roxanne, or maybe Kingsley, because he is in the chair at the moment. The big chair. My time is up. [inaudible] Its time to have a break. You guys [inaudible] you think of things you want to throw in the mix and let me know afterwards. I don't not take calls because you're a particular level. I don't give a rats what level you are.
Male	Are you Sarah dot Major? [inaudible]
Sarah Major	I am not aware that my user name has been changed to bitch from hell just yet. I don't like death by email. Pick up the phone. [inaudible] And for those of you who like early mornings, you get what you deserve. Otherwise, if you think of things, now that doesn't mean that you work around your structure. I don't mind people having conversations, as long as you are not using that opportunity to circumvent structures that we have in place. And, you know what, we are going to tell them anyway. Even §47F the [inaudible] the Champion, the Legend is allowed.
	[inaudible]
Sarah Major	I think §47F was suggesting that it might be time to have a break?

Female	At lunch time the hot and cold water thing was having a bit of a break and I don't know if it is working again, but if not there is a kettle there to boil your water. [inaudible]
Sarah Major	Don't stick your finger under there
Female	I have not been overwhelmed with responses for dinner except for those apologising, so I have made a decision and you guys are going to [inaudible] this evening. Enjoy. And I don't want any stories coming back. [inaudible]
Female	And afternoon tea is out there. [inaudible]

1st DRAFT ONLY