

## STATEMENT OF WITNESS

Prepared by: Legal Services Unit

Date: 18/04/2011

Name of Witness: Edward Middleton

Occupation: Public Servant

Position: State Manager – QFRS Communications  
Queensland Fire and Rescue Service

I, **Edward George Middleton**, Acting Fire Communications Manager, Specialist Training Command, Queensland Fire and Rescue Service, Department of Community Safety, state:

1. I have worked for the Queensland Fire and Rescue Service (“QFRS”) for over 12 years and hold the rank of Acting Fire Communications Manager.
2. In January 2006, I was appointed to the role of State Co-ordinator - QFRS ESCAD Training, Office of the Commissioner, QFRS. At the time I was Acting Fire Communications Manager, South West Region in Toowoomba. I was seconded to Brisbane to take up the role.
3. In May 2010, the role became State Manager - QFRS Communications, Specialist Training Unit, Specialist Training Command, QFRS.
4. I am a qualified and experienced trainer.

Attached to this statement and marked “EM-1”, is a copy of my professional profile.

### Fire Communications

5. Fire Communications (“FireComm”) provides the first point of contact for members of the community reporting emergency incident details for the determination of an appropriate response.
6. Upon the determination of the incident type FireComms will then co-ordinate the despatch of the most appropriate QFRS resources for that incident type.

This is page 1 of a statement comprising 5 page/s.

Witness (...):

JP/Solicitor/Commissioner for  
Declarations:

**QFCI**

JM

Date: 11/05/11

Exhibit Number: 345

7. Emergency communication centres including FireComms are emergency incident call taking and despatch centres. They are not customer service centres dispensing generalised information.

### ESCAD

8. ESCAD is the Emergency Services Computer Aided Despatch system used for the recording of incoming emergency calls and the despatching of appropriate responses. It provides the capability to record and log all details, information and data relating to reported incidents. It also records and logs all aspects of the incident management activity.

### FireComm Training

9. FireComm officers must obtain the qualification of Certificate III – FireCom Operations.
10. Prior to January 2010, all FireComm training at Certificate III level was provided by each regional FireComms Centre. Since that time, a centralised training model was introduced at the School of Fire and Rescue Service Training, Queensland Combined Emergency Services Academy.

Attached to this statement and marked “EM-2”, is a copy of a list of Units of Competency – Certificate III in Fire Communications Operations.


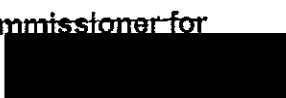
11. From 19<sup>th</sup> – 20<sup>th</sup> November 1998, I attended a *Professional Telephone Skills* Course delivered by Responsive Management Australia, a human resource and management training organisation. This course was organised by the then FireComms Supervisor at Toowoomba, Ms Carol Manns. The content of the course included modules about: Defining excellence in client service; Influencing skills; Assertiveness skills on the telephone; and Dealing confidently with challenging/ hostile callers. This course was facilitated on a regional level and from my recollection was attended by Kellie Docherty-Tanaskovic.

Attached to this statement and marked “EM-3”, is a copy of my Statement of Participation.

### 000 Call Operator Training

12. All FireComm officers can take, and do take, 000 emergency calls.
13. FireComm officers must obtain the qualification of Certificate III – FireCom Operations.

This is page 2 of a statement comprising 5 page/s.

Witness 	JP/Solicitor/Commissioner for Declarations: 
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### Monitoring of Training

14. At the present time there is no centralised core skills maintenance program for the Certificate III qualification. This need was identified in 2009 with the introduction of VisiCad (ESCAD) and will be introduced in this current calendar year.
15. All current and future FireComm officers will be required to partake in the core skills maintenance program on an annual basis.
16. The responsibility of ongoing core skills maintenance training is currently the responsibility of the region. I am not aware of what Certificate III core skills maintenance program South West Region has. If a region identifies that someone requires refresher training in ESCAD operations, I provide that support upon request.

### Answering 000 Calls

17. 000 Calls should be answered in accordance with the training given in the Certificate III training course.
18. The most important detail in taking a 000 telephone call is determining the exact location the activity is taking place. The second most important detail is what incident is taking place. Once the first two details have been determined, it is then important to ascertain who is involved (including the number of people involved). These three elements are the minimum critical details to determine the response required. There are other mandatory determinants, but the necessity of these details can be left to the initiative of the call taker.
19. The use of initiative is an important asset for any FireComms officer. It is important that FireComms officers are able to structure their questioning of 000 callers to maximise the amount of information gathered in the shortest possible time.
20. Due to the time critical nature of emergency call taking, it is imperative that the 000 caller provide the most accurate information available to them when asked by the 000 FireComm officer. It is critical that FireComms Officers maintain control of emergency calls at all times, including when the caller may be in a distressed, panicked or hysterical state. This may require the FireComms Officer to use direct language or a tone of voice that may appear more aggressive than assertive. It is important that the focus of the 000 caller remain on providing accurate information.

### Monitoring of Call Operators

21. The monitoring of call operators and/or despatchers is the responsibility of the Regional trainer/ FireComms Manager.

This is page 3 of a statement comprising 5 page/s.

Witness ( [REDACTED] ):

JP/Solicitor/Commissioner for  
Declarations: [REDACTED]

**Levels of Urgency**

22. Under the protocols determined by the VisiCad product (ESCAD), all incident types (problem types) are allocated a priority number, with 1 being the top priority and 5 being the lowest priority. Priority 1 is a life threatening event, Priority 2 is a property threat, with other priorities being determined on the basis of imminent or potential threat.

**Despatch of Assistance**

23. The determination of an appropriate response is made automatically by the VisiCad (ESCAD) system. This determination is based upon the location of the incident, the type of incident, and who is involved (number of persons involved) in the incident. This is called the recommended response.

24. When the despatching FireComm officer receives the recommended response, the officer will deploy the resources in accordance with the normal regional "turn-out" procedures.

**Significant Increase in 000 Calls**

25. If there is a significant amount of calls coming in to a FireComms Centre and the FireComm operators are unable to accept any given call within the prescribed time, then the call will be diverted to another emergency communications centre.

26. When a diverted call is accepted at another FireComms Centre, the details of the incident are entered directly into the VisiCad (ESCAD) system. Immediately upon 'geoverification' of the incident location, the details of the emergency appear on the VisiCad screen of the relevant region. The appropriate response can then be initiated by the despatching officer of the relevant region.

**Operational Changes**

27. As advised earlier in this statement, QFRS, through the implementation of the VisiCad (ESCAD) application, and the adoption of a centralised training regime for FireComm recruits has identified and actioned the need to standardise the delivery of all aspects of FireComm operations.

28. Beyond this, I am unable to make general comments regarding operational policy or strategy as this is beyond the scope of my role as State Manager – QFRS Communications, Specialist Training Unit.

29. I make this statement of my own free will, believing its contents to be true and correct.

This is page 4 of a statement comprising 5 page/s.

Witness (.. [redacted] ...):	JP/Solicitor/Commissioner for Declarations: [redacted]
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Justices Act 1886


I acknowledge by virtue of Section 110A(6C)(c)(i)(ii) of the Justices Act 1886 that:

- (1) This written statement by me dated 18 April 2011 and contained in the pages numbered 1 to 5 is true to the best of my knowledge and belief; and
- (2) I make it knowing that, if it were admitted as evidence, I may be liable to prosecution for stating anything that I know is false.

 Signature

Signed at Brisbane this 18<sup>th</sup> day of April 2011

This is page 5 of a statement comprising 5 page/s.

Witness  ...):

JP/Solicitor/Commissioner for  
Declarations: 

## Professional Profile

### Personal Details

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Name Edward (Ted) Middleton

Address

Telephone (w) (m)

Email

### Education

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2009	Diploma – Business – Frontline Management.
2005	Certificate of Completion - AFAC Developing Future Leaders Certificate IV – Business – Frontline Management Certificate IV – Assessment and Workplace Training
2004	PUALAW002A – Conduct Initial Investigation at Incident Scene QFC FFG Firefighting Apply Resuscitation Techniques Provide Basic Care Standard First-Aid Care
2003	AFAC Mod 4.04 – Incident Control System – Agency Specific
2001	Certificate III – Fire Communications Operations
1998	Certificate II – Workplace First Aid Advanced Resuscitation
1997	Certificate III – Small Business Management
1994	Introduction to Ambulance Care Occupational First Aid

### Computer/Data Literacy Skills

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- VisiCad (ESCAD)
- FoxPro (CAD)
- Mtel Paging ( Hutchinson and Picocell)
- MapInfo (Windows 2000)
- CLI (Windows 95)
- Chemdata ( Win2000)
- Microsoft Suite ( Win 2000) – Word, Access, Outlook, Excel, Outlook Express (e-mail), Internet Explorer, Projects, Viso, Power Point
- Intranet
- Abode Suite ( Acrobat Writer Acrobat Reader, Acrobat Photo Editor)
- FireCAD

### Skills Acquired

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- Project Management (Supervised).
- Effective management, organisation and motivation skills.
- Highly skilled in development and management of multiple projects.
- Commercial acumen and strong leadership skills.

- Strong understanding of direct marketing, advertising, print and catalogue processes.
- Well developed interpersonal and communication skills – verbal and written, including presentation skills.
- Strong computer knowledge and skills.

#### **Personal Strengths and Self Evaluation**

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- Ability to work autonomously and part of a team.
- Strong project management and business skills.
- Ability to coordinate, delegate and communicate.
- Strong leadership and decision making skills.
- Ability to build strong and effective working relationships.
- Strong customer and commercial insight.
- Solid analytical and problem solving skills.
- Perform well under pressure.
- Honest, hardworking and reliable.
- Enthusiastic, pro-active and willing to learn.

#### **Awards and Honors.**

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Australia Day Award - QFRS

Ambulance Long Service Award - QAS

Emergency Services Long Service Award. – QPS, QAS, QFRS (Rural) EMQ (SES Group Leader, District Coordinator)

#### **Employment**

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**2009 – Current.**

**State Manager QFRS Communications Specialist Training Unit.**

**QFRS Specialist Training Command, School of Fire and Rescue Service Training**

The roles and responsibilities of this position required that I manage a team of four (4) QFRS Communications Officers with advanced training development and training qualifications.

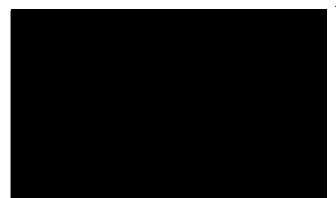
#### *Highlights*

The success transition to a 'second stage', from the development and implementation period of the VisiCad (ESCAD) Project to an Operational environment. This 'second phase' will see the development and implementation of normal process and routines that will mirror the normal operational practices of the Department.

Being personally honored with an Australia Day Award for my '*commitment and dedication to the development and implementation of the ESCAD Training Program*'

My major responsibilities were as follows:

- Management of a four (4) Officer Training Unit.
- Tasking the team with the development and implementation of a Skills and Maintenance program for the ESCAD training.
- Managing the delivered of the program to 120 Fire Communications Officers across the Seven QFRS Regional Fire Communications Centres in Queensland.
- Managing the team to deliver specialized Communications Training to Senior QFRS Operations Officers, GIS Officers, Communications Support Units.
- Overseeing the Unit's Research and Development of QFRS Fire Communications Professional Development courses and programs.
- The development of implementation of the One, Two and Five Year QFRS Fire Communications Strategic Plan.





**2005 – 2009**

**State Coordinator QFRS ESCAD Training**

**Emergency Services Computer Aided Dispatch Project (ESCAD) – Woolloongabba.**

For this position I was seconded to the ESCAD project to undertake the role of State Coordinator, QFRS ESCAD Training and reports direct to the QFRS Executive Manager – ESCAD, FIMS and PCP Projects. This position is responsible for the research, development, writing, delivery and evaluation of the training provided to all Fire Communication Centres across Queensland.

*Highlights*

The successful development of the Queensland Fire and Rescue Service ESCAD Training Manual and establishing the QFRS ESCAD Training Development Unit

My major responsibilities were as follows:

- Lead a small team to establish and achieve critical milestones and deadlines
- Design, format and facilitate the training modules for the new ESCAD program
- Design, format and facilitate the printing of the training manuals for the new ESCAD program
- Develop and conduct the State training schedule for all Fire Communications Centers
- Undertake the Training of all Fire Communications Managers and Regional Communications Trainers in the use and application of the ESCAD product
- Undertake meetings with all stakeholders to ensure that time frames and schedules are being maintained
- Facilitate the ESCAD training at all Fire Communications Centers

**2003 – 2005**

**Acting Manager Fire Communications**

**South West Region**

**Queensland Fire and Rescue Service**

The secondment of the Manager FireCom South West to the Professional Develop Unit, Whyte Island resulted in my promotion to the Acting Manager's position. I was responsible for the management and administration of the Fire Communications Centre South West Region reporting directly to the Manager Strategic Development. The position was responsible for the day to day administration of the South West Fire Communications Centre as well as the strategic development of the future of the Centre.

*Highlights*

Developing the 'Communications Projects Program' for the South West Region and collaborating with the Fire Communications Officers in implementing this program across the Region.

My major responsibilities were as follows:

- Attend to all managerial and administrative responsibilities incumbent upon a Fire Communications Manager
- Ensure that all operational fire communication shifts were manned effectively and efficiently
- Monitor and assist with the ongoing Fire Communications Officer's skills maintenance and development programs. This also included the training and mentoring of new Fire Communication recruits
- Recruit, interview and select appropriate staff to maintain establishment numbers
- Monitor and where appropriate intervene, in any Human Resource issues within the Fire Communications environment
- Provide advise, support and encouragement to Officers undertaking additional studies, in particular the Front Line Management courses
- Liaise with various QFRS Technicians in regarding the maintenance and ongoing upgrades to Communications Infrastructure within the South West Region
- Liaise with other service providers, including local contractors in regards to the provision of services and the overseeing of the quality of the work performed
- Establishing and maintaining sound professional working relationships with the Regions Area Directors and through them to the various Captains and Station Officers
- Daily communication and liaison with members of the Senior Management team including the Regional Manager Strategic Development and the Regional Assistant Commissioner
- Undertaking regular meetings with other heads of departments, including the QAS and EMQ to ensure the smooth cooperation between all agencies
- Contributing to the strategic development of the Region by ensuring that the Fire Communications centre is ready to respond to all emergencies.

**1998 – 2001**

**Fire Communications Officer  
Queensland Fire and Rescue Service**

*Highlights*

My major achievement whilst undertaking this role as a Communications Officer with the QFRS has been to provide the very best response to those who are involved in an emergency situation. I believe that after years of experience with the Queensland Police Service and the Queensland Ambulance Service I have a highly developed ability to effectively communicate with people from all sections of the community and this has allowed me to provide the best of service to the community whilst still ensuring emergencies are efficiently dealt with..

My major responsibilities were as follows:

- Attend to all incoming "000" fire emergency calls
- Customer Support, - calm and reassure and support panicking and shocked community members
- Dispatch appropriate Fire Service resources
- Inform additional emergency service agencies, senior officers and other appropriate agencies, stakeholders and personnel of incidents as required
- Advise Media of relevant incidents
- Recording of issued Fire Permits from Rural Brigades
- Administrative Support e.g. ongoing update of records, submission of reports, memorandums and other correspondence
- Participation in ongoing skills maintenance and enhancement
- Distribution of data and incident logs to fire stations and area headquarters in the region
- Preparation of records and archives for Ministerial reports
- Maintenance of computerized Data Bases
- Participation in Workplace Health and Safety issues and forums.


**1990 – 1997**

**Ambulance Officer  
Queensland Ambulance Service.**

*Highlights*

As a member of the Queensland Ambulance Service operating in rural and remote Queensland I was required to work in conjunction with the Royal Flying Doctors Service. Through this association I have gained a unique and rare insight into the problems being experienced by those Australians in isolated and remote areas as to the ongoing provision of medical and clinical expertise. During this time I was required to rely on all my experiences of working in a small team environment. As a medical professional working in a small community I was always acutely aware to maintain complete confidentiality of the personal information entrusted to me. It is only with cooperation and trust that the success of such teams as the Royal Flying Doctor Service are able to achieve the reputation that it has earned. I am privileged to have been a small part of that success in Western Queensland. Once again my greatest satisfaction lay in the fact that I was making a positive difference to people's lives. I have always maintained an approachable attitude and have always encouraged people to discuss their problems and concerns with me. To this end I can say that I was successful in using my leadership skills to assist in the provision of emergency pre-hospital care to those requiring emergency first aid and care.

My major responsibilities were as follows:

- Maintenance of all QAS assets and equipment
  - Attended ongoing in-service skills lectures and courses
  - Responsible for the administration of Emergency Pre-hospital Care and Transport of Patients.
  - Required to assist the Director of Nursing and other Nursing Staff
  - As the holder of a "B" Class Radiographer License I was required to 'expose' and develop regular diagnostic radiographic imagery of patients
  - Assist Nursing Staff with daily first aid and 'pre-hospital' procedures and minor operations
  - Maintain HF and UHF radio frequency communication with the Royal Flying Doctor Service
  - Maintain a close working liaison with other Emergency Service Agencies including the Queensland Police Service and the Queensland Fire Service.
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- Attending to extensive Administrative duties including Monthly returns, Stock takes of equipment and drugs, reports and submissions
- Liaise with the on Duty Flying Doctor when diagnosing or attending to illness, trauma or injury of persons on remote highway or station locations
- Attended to numerous road traffic incidents and attended to numerous injured and dying persons.

#### **Courses Attended**

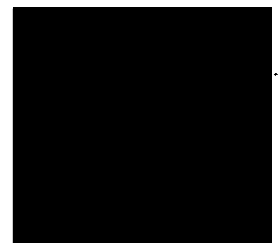
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- Joint Emergency Services Training (JEST) Course.
- "From Surviving to Thriving" – Jane Downing – Change Management.
- Introduction to Incident Control Systems
- VisiCAD – Train the Trainer
- Counter Disaster Planning
- Professional Telephone Skills
- MapInfo Professional User Training
- State Purchasing Policy – Level 1
- Strategic Indigenous Awareness Workshop
- Windows 95 Essentials

#### **Presentations presented**

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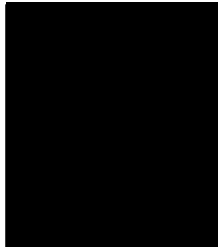
- "Fire Communications – First In Last Out" – Annual Auxiliary Conference 2004 Dalby.
- "Fire Communications – Not Just Pretty Faces" - Introduction of the Communications Projects. 2<sup>nd</sup> Regional Managers Meeting 2004 Anzac Avenue Toowoomba.
- "Fire Communications - A Regional Resource" Annual Auxiliary Conference 2005 Toowoomba.
- "ESCAD – A New CAD for a New Century" Annual Auxiliary Conference 2006 Dalby.
- "ESCAD – A New CAD for a New Century" Qld Fire Fighter Competition Cairns Qld 2007.
- "ESCAD Functionality" - QFRS Display AFAC Conference Gold Coast Qld. 2009.



# Certificate III in Fire Communications Operations - 30214QLD

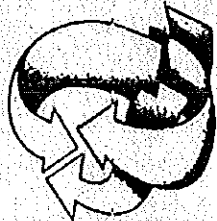
## Units of Competency

<u>Certificate III in Fire Communications Operations - 30214QLD</u>
<u>QFCALM1B - Maintain and Monitor Fire Alarms</u>
<u>QFCAPP1B - Identify Appropriate Resources for Operational Situations</u>
<u>QFCARE1B - Locate an Incident</u>
<u>QFCCAD1B - Operate Primary Computer System</u>
<u>QFCEMG1B - Carry out the Communication Centre Emergency Procedures</u>
<u>QFCEQU1B - Operate Communications Centre Ancillary Equipment</u>
<u>QFCFFG1B - Apply First Response Firefighting Procedures</u>
<u>QFCHAZ1B - Implement Communication Centre Processes/Procedures During Uncontrolled Hazardous Materials Situations</u>
<u>QFCOBS - Three Day Observation on Operational Station/Appliance</u>
<u>QFCPRO1A - Follow Organisation Policies, Procedures and Programs</u>
<u>QFCRAD1A - Operate Radio Communications Systems and Equipment</u>
<u>QFCRRA1A - Receive Requests for Assistance</u>
<u>QFCWKE - Work under operational conditions</u>
<u>PUA0HS001B - Follow defined occupational health and safety policies and procedures:</u> <u>Standard Competency</u> <u>Specific FIRECOM material</u>



HUMAN RESOURCE  
AND MANAGEMENT TRAINING

Provided by:



Responsive  
Management  
Australia

Human Resource Consultants

# Statement of Participation

Presented to:

**TED MIDDLETON**

Name of Course:

**PROFESSIONAL TELEPHONE SKILLS**

Duration:

**TWO DAYS (12 HOURS)**

Dates:

**19th-20th November, 1998**

Content:

Defining excellence in client service; Influencing skills; Assertiveness skills on the telephone; Dealing confidently with challenging/hostile callers.

Signed: [Redacted]

Date: 1st Dec., 1998

Ron Adie, Responsive Management Australia