

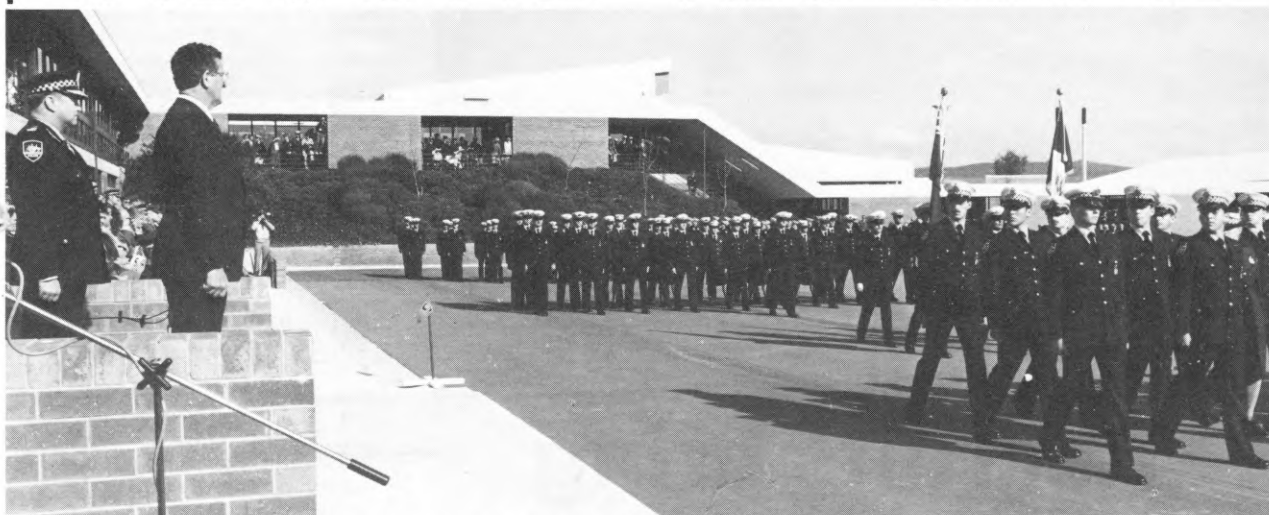


# Platypus

Australian Federal Police Staff Magazine

No. 4 July 1984

## RECORD 138 GRADUATE



• The Minister, Mr M.J. Young, with the Commissioner, Major-General R.A. Grey, takes the salute at the AFP's biggest yet graduation parade.

## Minister sees wide crime role in future

The Government is rationalising Australian Federal Police resources to enable it to play a bigger part in national crime prevention, according to the Minister responsible for the AFP, Mr M.J. Young, Special Minister of State.

Mr Young revealed this when taking the salute at the graduation parade on 31 May when a record 138 new members completed their basic training.

The Prime Minister, Mr Hawke, was unable to attend because of Cabinet commitments.

Mr Young told the graduates and a crowd estimated at more than 1400 that the AFP was the country's primary law enforcement body and the Government looked to it to play a big part in a concerted national effort to protect the Australian community from organised crime.

Mr Young was welcomed by the Commissioner, Major-General R.A. Grey, who also had as his guest the NSW Commissioner, Mr Cec Abbott.

Mr Abbott was making his last official visit to the AFP before his forthcoming retirement.

Mr Young praised Mr Abbott for all the work he had done over many years for the Police force of NSW and Police forces in Australia generally.

In brilliant sunshine, the 138 graduates, in five classes and comprising 117 male and 21 female members, provided the crowd with a spectacular display of precision marching, supported by the NSW Police Pipe Band. The AFP's official flag was paraded for the first time.

During the parade, Mr Young presented several special awards.

He presented the Royal Humane Society's Bronze Medal

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## Govt. acts early on 'blueprint' for AFP

By PETER WINDSOR, Director of Information

The Federal Government has introduced legislation into Federal Parliament to implement two recommendations of the many that flowed from the Joint Management Review (JMR) of the Australian Federal Police.

They are the amendments to sections of the AFP Act to give the Commissioner greater powers of delegation and to enable the introduction of promotion to a position within a rank based on merit and qualifications.

Already, within the Public Service Support area, the position of Academic Adviser to the AFP to assist the Training Department has been advertised in the Commonwealth Gazette and newspapers.

The JMR, undertaken by AFP personnel and management consultants Price Waterhouse Associates, has laid down a 'blueprint' for the future of federal policing.

It will not merely gather dust but genuinely will be a watershed in AFP administration and will improve operational effectiveness.

Commissioner Grey has accepted the major recommendations of the review. Some require the agreement of other areas of

Government but many are capable of direct implementation by the AFP. The Commissioner has set 1 January 1985 as a target for full implementation of the review.

One of the major criticisms previously made was that the AFP members were obliged to work with '19th Century police systems designed to deal with a 21st Century problem'.

The genesis for the review came from the Commissioner, who felt the need for a thorough review of AFP systems of manpower, budgetary and general management in order to make the most effective use of resources. His view was supported by other areas of Government.

### POLICE OLYMPICS

• Full details, pictures, P. 4

### GAMES T-SHIRTS

• Is your order in yet?

The review team, oversighted by a Steering Committee chaired by Deputy Commissioner Mr. R. Farmer and comprising senior representatives of the AFP, Public Service Board and the Departments of Finance and Special Minister of State, subsequently produced two reports.

They dealt with:

- the use of human resources, manpower control, recruitment, selection, training promotion and retention and organisation classification and establishment (Report No. 1); and
- budgetary and general management (Report No. 2).

These reports are now being implemented, again under the Steering Committee which is directing a small full-time Implementation Office comprising Executive Officer Mr J. Ireland and Superintendent A.R. Bunt. Under authority from the

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# ACTION ON AFP 'BLUEPRINT'

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Commissioner, the Deputy Commissioner has directed that all areas of the AFP co-operate fully with the Implementation Office and Steering Committee.

Before the recommendations were settled, the review team had talks with all major AFP areas as well as the Australian Federal Police Association and with outside agencies whom the AFP supports, such as the Costigan Royal Commission and the Offices of the Special Prosecutors in Sydney and Melbourne.

A precis of the recommendations follows:

## Use of Human Resources

Current practices prevent the Commissioner maximising the best use of either AFP or OAFP staff resources.

The JMR recommended the urgent introduction of a policy to optimise the use of all human resources (AFP, Public Service, Special Members and outside experts). The nub of the policy is that Police members are to be used where Police powers, skills, training and experience are essential and Public Service members are to be used where Police skills are not essential or other skills are required. Guidelines also are laid down for the use of Special Members and outside experts.

## Manpower Control

At the end of January this year the AFP had more than 3500 staff in investigative, uniform and support roles in Australia and overseas.

Major deficiencies were found in the present system of control of this manpower. The major recommendations were that:

- There will be a single unit, using an optimum mix of Police and Public Service skills, to rationalise and co-ordinate manpower control.
- The Commissioner AFP would be given authority to create Police and Public Service positions.
- One ceiling (average staffing level) apply to all AFP staff (Police and Public Servants).
- Broad staff profiles be established within the ceiling to cover Police and Public Service positions.
- Local AFP commanders be re-

sponsible for detailed deployment and resources allocated, subject to review.

- For sergeant and above a new concept of a 'home' base be established so that, with term postings from that base, greater mobility can be introduced into staffing. When implemented, each person will be able to nominate once only, his or her 'home base'.
- The AFP Personnel Division be restructured and a pool be introduced for 'inoperative' members, i.e. those in training or on long-term sick leave, sick leave pending retirement or serving in Commonwealth Territories. (This would release their ranks to be filled by 'active' members).

## Recruitment, Selection

This area of the review is one with a most telling impact on the future of the AFP.

The review team recommended:

- attracting recruits from the top end of the labour market (including graduates);
- identifying 'horses for courses' — i.e. potential detectives and potential general police officers at the recruitment stage; and
- improving selection techniques and utilising professional advice.

Other improvements could be effected in the training area, the review team said. In particular, it recommended:

- establishment of a new training regime under which AFP personnel are allocated early in their careers to a general uniform stream or to a detective stream;
- assessment during the training programs to be linked with promotion/advancement;
- a study to analyse and evaluate the training required to meet future AFP manpower requirements be undertaken;
- training, rank structure, terms of posting and availability for professional and clerical assistance for trainers be improved;
- the regional training function be upgraded, with more emphasis being placed on locally oriented regional training;

standards to be overseen by Training Command; and

- the AFP undertake common service training for other Government organisations. We have been unable to meet such requests in the past.

The Review team also recommended that a new promotion system be introduced. The principal features of the new promotion system would be:

- advancement in the Constable grades be linked to length of service and completion of training with some scope for a "fast lane";
- appeals rights for non-selection for promotion to remain for qualified non-commissioned officers; and
- selection for commissioned rank, other than Inspector, not to be subject to appeal.

The review team said it was also essential that members resigning be given an "exit" interview and that the possibility of establishing a more flexible way to lower the age of voluntary retirement be investigated.

## Organisation, Establishment

The review team found that the AFP's organisation needed a thorough, comprehensive review. It urged that this be undertaken and made the following broad recommendations:

- One Deputy Commissioner should be responsible for command and control of Operations (both general policing and investigations) while the other should be responsible for the command and control of the Police Administrative Departments.
- The Public Service component should be upgraded to reflect the importance of its support to the AFP, with the senior public servant continuing to report directly to the Commissioner.
- A multi-discipline Resources Branch to co-ordinate human and financial resources should be established to enable better management of the Force as a whole.
- Separate career streams, up to and including senior NCO, within the investigative and general policing roles, be established.

• The deployment of staff be determined on the basis of the skills and experience of a particular position.

• Job profiles be developed (position descriptions and person specifications) for positions or classes of positions within each rank.

The Review team also recommended that the position-based classification replace the present rank-based structure.

An important recommendation of Review Report No 2 was the need for a comprehensive overview statement from the Federal Government on the objectives and priorities of the AFP.

The guidelines should canvass and address contemporary policy initiatives of Government which are realistic and achievable within the resources allocated to the force. They would need to be developed in close consultation with the Commissioner.

A wide range of general management and budgetary recommendations also was made.

They included a new system of senior co-ordinating committees in the areas of Systems and ADP; Equipment, Materiel and Uniform; Estimates and Expenditure Review; Personnel and Training Policy; and Procedures.

Other recommendations were to streamline the reporting systems from the regions to the headquarters; to improve the flow of information from headquarters back to the regions; upgrade, centralise and improve registry facilities; and improve budgetary management systems.

Review Report No 2 has yet to be widely distributed.

Staff will continue to work full-time to ensure the implementation of the JMR recommendations. Already significant work has been done in many vital areas to achieve the earliest possible implementation.

For example, the team to develop the job profiles, selection criteria and classification guidelines, Ian Nicholson, consultant, Detective Inspector Geoff Fry and Mr John Veal, will complete its review by 1 October 1984.

The training needs analysis study group (Inspector Harry Bryant, Senior Sergeant T. Butler, Senior Constable Sandra Piesley and Tony Orfanos, consultant), has been directed to complete its study by 1 October 1984. A top structure organisation review also is underway, for implementation as soon as possible.

In addition a recommendation to give the Commissioner permanent head powers under the Public Service Act is being considered by the Department of Special Minister of State and the Public Service Board.

The drafting of AFP regulations has begun with 20 October as the target date for the introduction of the revised promotion system.

In conclusion:

- The review has put forward a wide range of recommendations designed to improve the effectiveness of the AFP.
- The Commissioner has accepted the broad thrust of the recommendations.
- He has directed that this implementation be given priority within a target date of 1 January 1985.
- You are likely to be affected — directly or indirectly — and the results should benefit all members.

## 138 IN RECORD GRADUATION

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to Mr W.R. Williams for his part in rescuing two people from a burning car. He also presented the Commissioner's Certificate to Senior Constable J.D. Collins and Senior Constable G.S. Ransie for displaying courage in attempting to rescue the occupants of a burning house in 1983.

The National Medal was presented to Sergeant R.J. Gresham for 15 years' service.

Mr Young told the graduates they would face many challenges as members of the Commonwealth's primary law enforcement body.

"As crime and crime fighting methods become more sophisticated, there will be an increasing requirement for Police to be trained in specialist skills, or work with specialists, in fields such as accountancy, taxation, banking and computers.

"Unfortunately, given all the

competing demands on the Police, it is doubtful that they will ever have enough resources. It is therefore incumbent upon the AFP to make the most efficient use of the resources that Governments can make available.

"Accordingly, the Government is rationalising carefully AFP resources and the Commonwealth law enforcement effort generally. The Government is looking to increasing recruitment of graduates with specialist skills, improving training and career opportunities for Police, providing technical aids such as the new AFP computer centre, and other initiatives to maximise the effective use of resources.

"All these measures are important steps toward meeting the many challenges in law enforcement that confront us.

"In meeting these challenges, the Police must become as professional and sophisticated as

the criminals, but they also must maintain links with the community and not become isolated from the community and its values.

"I look forward to the continuing development of a concerted national effort to protect the Australian community from organised crime, with the AFP being recognised by the community as being at the forefront of that effort."

Course awards: Course 1 — Constable Peter Dickerson (dux), Constable John Ireland (most improved); Course 2 — Constable Mark Walters (dux), Constable John Abbott (most improved); Course 3 — Constable Stephen Browne (dux), Constable Simon Sweitzer (most improved); Course 4 — Constable Cheryl Bonthorne (dux), Constable Andrea Treadwell (most improved); Course 5 — Constable Alison McLeod (dux), Constable Joseph Spooner (most improved).