

Future policing starts now

In order to meet the demands of existing and emerging serious crime, the AFP is taking steps to become more adaptable, flexible and responsive.



The AFP is positioning itself to provide best quality law enforcement, investigative and police service to the Commonwealth. It is doing this by redefining its core business as the provision of law enforcement and investigative services to the Commonwealth in the areas of serious fraud, major organised crime, and special tasks.

What the changes will mean

In redefining itself, the AFP is set to make significant changes in the way its people approach their daily work.

The AFP workplace has traditionally featured a hierarchical structure based on prescriptive command and control processes. The new operations model that features a team approach will require job flexibility, multi-skilling and a team-based structure.

The purpose of having multi-skilled or cross-functional teams is to enhance organisational performance in human and materiel resource use and in the quality of service provided to the AFP's strategic partners and clients.

Teams may comprise those competent in investigations, tactical intelligence, general surveillance and Proceeds of Crime Assets (POCA), together with administrative and specialist support such as lawyers and accountants where necessary, and as resources permit.

The size and composition of an investigative team will vary as the demands of operations vary, but a team will not generally continue beyond the life of an operation.

Response teams will be used to respond to ad hoc references, special tasks and for training new members. These teams will also be responsible



for undertaking the existing functions such as airports, parcel post and Family Court until such time as a decision is made regarding their retention as core business.

Team leaders will be chosen on the basis of both the complexity of the investigation and the level of competency required of the individual to do the job.

Operations support in the regions will be dedicated to supporting operational teams in a manner that reflects the priorities set at the national/regional levels.

There will be a strengthening of the strategic/tactical intelligence capacity to identify criminal enterprises and groups.

Transition from the old to the new structure

In moving from the old structure to the new, it has to be accepted that those who have worked in the traditional policing environment for

an extended period may initially feel uncomfortable with some of the new concepts being introduced; but in time, it is expected that all will benefit from the changes.

Extensive education and training programs will be essential to support the introduction of the team model. The transition to flexible, empowered operational teams will be incremental so these programs will continue past the implementation date of July 1, 1995. The management of AFP regional headquarters will ensure that every effort is made to effect the transition in the shortest possible time and with the least impact on current operations.

The Federal Government's expectation of the AFP to dismantle higher levels of criminal activity requires effective deployment of AFP investigators. The strategy to use a team-based investigative approach, is an important part of achieving effective deployment.

Effective monitoring, co-ordination and oversight of individual performance will assist in identifying those most suitable to be team leaders.

The new working environment will impact on present infrastructure arrangements such as accommodation, and information technology, for example. Accommodation requirements will be addressed by the regional heads as a clear picture of the needs emerge.

The future of the unified workforce

One of the key decisions made at September 1994 executive conference at Mollymook was to encourage and promote equity and recognition of the value of all staff employed within the AFP.

As a matter of priority, the executive and members of the Change Management Steering Committee will continue to forge a unified workforce that incorporates a salary, reward, job evaluation and performance appraisal system that recognises the complexity of the task and the competencies required to undertake that task.

Effect on AFP culture

The current culture of today's command and control processes is inappropriate and will not support the move to flexible and empowered team-based arrangements. Rather than being a rules and procedures driven organisation, the AFP will become a purpose and values driven organisation in which staff understand and accept the strategies and values that will underpin team-based arrangements. If an environment in which trust, flexibility, creativity and accountability can enhance performance and ability to work together, these values must be adopted and owned by all staff.



K. Livingston

The AFP has defined its core business as:

- *the investigation of the more serious and high levels of reported fraud;*
- *the investigation of major organised crime (which includes international drug trafficking); and*
- *special tasks which include community policing in the ACT and the protection of VIPs.*



B. Ivanovic