

# A common thread for effective organisations

By Commissioner Mick Keelty



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*At first glance the range of articles presented in this edition of Platypus Magazine may appear to be slightly eclectic, however, there is a common thread that binds them together.*

The article provided by Admiral Chris Barrie on the current and future directions of the Australian Defence Force demonstrates the ongoing planning required by “built to last” organisations.

Admiral Barrie speaks of finding a balance between short and long-term goals, financial and non-financial issues and the role that leadership plays in reaching those goals. Integral to ongoing success is a clear view of strategic goals and the impact of leadership values on the actions of individuals.

John Lawler, General Manager Eastern Operations presented the opening speech of the Insurance and Corporate Fraud Conference, held in Sydney in early October.

In an edited version of this speech Mr Lawler relates the AFP’s role in the fight against economic crime and examines key fraud investigation areas. He makes the point that legislation and

investigative practices need to keep pace with the increasing complexity of criminal activity.

Michael McFadden and Sue-Ellen Mwesigye from Performance Evaluation have provided an outline on recent developments in evaluating the AFP’s fraud and drug investigations. This reinforces Admiral Barrie’s reference to organisations having a need to demonstrate that they are providing “value for money”.

There is a return to the “value-for-money” theme in a short article on the activities of the Science and Technology Committee that has been established to ensure that the AFP makes optimum use of current and emerging technology in its operations.

Picking up on Admiral Barrie’s point on how the three arms of the Defence Force work together to be “ready to fight jointly and win”, this October’s HONLEA meeting challenged the Heads of Law Enforcement Agencies for South East Asia and the Pacific Region to “fight crime “together” and win.

More than just a slogan, this phrase embodies the notion that there is a realisation that illicit drug trafficking is a regional problem and therefore, in the end, an effective solution to the problem can only be achieved through cooperation between all the region’s law enforcement agencies.

Elizabeth Montano, Director of AUSTRAC relates in her article that her organisation’s activities are uncovering hidden, illegitimately-gained wealth. She writes how cooperation between allied law enforcement agencies can attack effectively what at first view can seem to be an insurmountable problem.

And finally, still on the money trail, Federal Agent Tim Morris examines the incoming legislation concerning the Proceeds of Crime Bill.

Each article in its own way provides support to a number of concepts that have a role to play in modern law enforcement. Principal among these is that policing needs to be seen as a “value-for-money” endeavour, and that leadership and the actions of individuals need to be ethically based.

Our recent SOAR survey emphasises this latter point and it will be a point of focus for our executive team in 2002.