

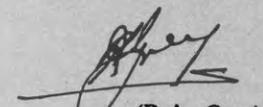
lieve our aims coincide: The efficiency of the AFP in its roles and functions, its progress and the welfare and advancement of the members. Conflict should be minimised.

On Policing at Airports

Security at airports must be increased. The travelling public deserves to move freely without fear, but there is a price and that is some lack of freedom — armed guards, searches, and a certain invasion of privacy. Perhaps occasionally a mistake will occur, in that a tip-off turns out to be either wrong or malicious; those 'wronged' by detailed search will seldom accept this — even in the interests of the greater common good. We need two types of policing at our major airports: One, essentially community policing, more or less as we see it now, at both domestic and international terminals, including Portswatch intelligence operations; and two, a more specifically trained group for the quick/immediate containment of violence if it happens. In essence, the 'terrorist acts' often 'blown up' by the public and especially the media are, when perpetrated, just violent criminal acts carried out by thugs and murderers and should be dealt with as such, with the full force of the available law. It must be remembered that adequate policing in both areas is expensive, and no amount of security can make an airport or anything else totally secure. The would-be-martyr for a cause and the madman make any country vulnerable. We can and must do better, we must by strength and presence deter these criminals from attempting their games in Australia. In this area more resources and specialised equipment are needed; the existing capability is a bare minimum for a low level threat. The cost is great but must be measured against the possible consequences of terrorist incidents. I have said this often to Government, including in my last three annual reports.

What we need

Resources. This country will, in the ultimate, get the kind of policing it is prepared to pay for! That is not to say that increases in numbers and injections of money alone will raise capabilities, but it is a healthy way to start. If we want a force capable of dealing with late 20th Century crime, and that of the 21st Century, we need to redress the balance. It simply is going to cost us. The lessening of crime in Australia requires the best efforts of us all, if this country is to be worthwhile for generations yet to come. If we don't grasp this, we fail the future.



(R.A. Grey)
Commissioner of Police

THE AFP LOOKS AHEAD

FOR the first time in the Australian Federal Police's eight year history, a complete review of all ranks will be made as part of the Career Structure Review. The Joint Management Review of 1984 did examine the organisational structure and classifications within the existing ranks of the AFP.

The Career Structure Review (CSR) will look at all AFP ranks to see whether they are appropriate and re-evaluate their classification if necessary.

The Review is being undertaken with full co-operation and support of the Australian Federal Police Association.

It is expected that the Review's inquiries will be complete by mid-December this year and a report completed by early next year. The Commissioner has agreed to the Review being conducted on a joint AFP/AFPPA basis. A steering committee has been appointed made up of Deputy Commissioner John Johnson as Chairman, Assistant Commissioner Ian Broomby, Assistant Commissioner Brian Bates, Chief Superintendent Alex Bunt, Assistant Secretary Mr Bob Mills and the National Secretary of the AFPPA, Mr Chris Eaton.

All members of the AFP will receive a brochure explaining the CSR, why it is being carried out and how they can help. It is proposed that a sample of 10 per cent of the police officers of the AFP will be approached to fill out a questionnaire. Of that approximately 300 officers, 30 per cent or about 100 officers will be interviewed. This will be done by the working Party headed by Superintendent Rod Leffers of Strategic Planning Division, assisted by Mr Mike Garrett of the Industrial Relations Division and Mr Graham Cutler of the Establishments Section.

In another attempt to help members understand what the Review is about, a video was filmed at the AFP Services Centre of an interview with Deputy Commissioner Johnson, Superintendent Leffers and Mr Chris Eaton on October 21. This video will be available to all members.

Deputy Commissioner Johnson said the review was not being done merely for the sake of change but because modern management demanded regular examinations and this would provide a structure which could extend into the new century. The AFP needed to look at itself from time to time and this was one of those times. He appreciated that in the past, some changes had occurred without much explanation. On this occasion, the AFP Management and the AFPPA were trying very hard to explain what was going on. Mr Eaton said there had not been significant changes to ranks in the AFP since amalgamation, and this was now appropriate and had, in fact, been requested by members.

Mr Eaton said many members had approached the AFPPA and felt that they were under-ranked for their job. The Review had developed further than that into a look into the future. The AFPPA was an integral part of the Review. Although he would not be part of the Working Party, he felt that every member involved, all of whom were AFPPA



*Deputy Commissioner
John Johnson*



Mr Chris Eaton

members, would keep him informed. He felt confident about the spirit in which it was being undertaken and encouraged members to give it their full cooperation.

Mr Johnson said the Working Party had already prepared much of the preliminary material and was expected to begin the hard review process by early November. Once the Review was complete the AFP Management would ensure that members were told of its results through the normal command process. If the first video presentation was well received, then it may be appropriate to inform members by video again.

The AFPA would tell members through its channels also. Mr Eaton was quick to explain that the Review in itself would not be changing anything, it was 'just a report on findings'.

Superintendent Leffers said it was intended in the sample to ensure that all members were properly represented both in the ACT region, in AFP Headquarters, the regions and overseas. The Working Party would send out the questionnaires first and then visit and interview the further sample. The ACT region would not be treated any differently and a fair sample would be taken from all areas of the AFP.

Mr Leffers said the whole emphasis of the Review was on the position being occupied by the member and not the performance of that member. The questions would include whether any special training was required, whether any par-

ticular demands were placed on the position and the particular areas of responsibility. He said the Working Party would be comparing the current job profile with the job they were actually doing.

If officers not sampled felt they had a particular input, then they would contact the Working Party representatives through Headquarters. He said it was essential to the future of the AFP that all contribute and those who felt they were in a very specialist position should contact the Working Party.

Mr Johnson said it was extremely unlikely that any members would either lose their ranks or any money as a result of the Review. However, it would be much clearer at the implementation stage what was likely to happen.

'The aim of the Review is to make the AFP a better place to work in and we won't achieve that by reducing people in rank,' Mr Johnson said 'They shouldn't lose any money either. No, that won't be the case. Our aim is to place members in the organisation where they are best able to contribute. We are not looking at ways of cutting salaries or pays. In fact, I would think that if we have got the AFP running properly and efficiently we will be giving tools to the AFPA to argue for more work value for their members', he said.

Mr Eaton gave an assurance that no one would be losing salary as a result of the Review and that was an Association

guarantee. He said this Review was quite positive and not negative and it would be monitored closely by the AFPA. It wasn't being imposed by management, it was being done with complete consultation at all levels.

Mr Johnson said similar reviews had been done in the New Zealand and NSW Police Forces. The Working Party had already looked at what was going on there and had looked at other similar organisations in Australia and overseas such as the FBI. Some of the material developed in the questionnaire was taken from the New Zealand Review.

'Members should, in the meantime, continue to apply for their promotions and stage training as normal,' Mr Johnson said. 'There is no suggestion at this stage that we are going to alter the qualifications needed by individuals to achieve promotion. There is a need to maintain their study and their applications for training courses, both in Canberra and the regions. Officers should continue to apply for promotions which appear in the Gazette.'

The Review was a report mechanism and nothing would change until the report was properly considered and an agreed position established. Until then, members should continue to follow their normal career opportunities. There was no reason for members to fear the loss of their positions or to be able to continue to live in the State or Territory of their choosing.

FEATURE

Mr Johnson said that it was very unlikely that it would bring in a return to the old seniority system. One of the reasons why the AFP had progressed was that it had been able to shake off the shackles of seniority. People had been able to obtain promotions and transfers on their personal qualities and qualifications, not because they happened to have joined three months sooner than another member. Bright people who have worked hard had already been able to progress in the AFP. This had placed the AFP in a position of leadership in Australian policing. The AFP would not regress by returning to a seniority system and did not want to return to a seniority system.

Mr Johnson said it was unlikely ranks would be abolished as a result of the Review, but some other classifying system could be recommended. It was possible that ranks could be merged.

Some had argued that there were too many levels through which decisions had to be made and part of the Review results may show that a flatter organisation structure was needed. That would not happen until the proper consultations had been undertaken and the implications understood.

Mr Johnson said the Review was not a reaction to Government pressure on streamlining or simply to save money. The Government did ask the AFP Management to be efficient. But this Review came about because of members' requests and it was simply good management.

Mr Eaton said the Review also looked at allowing members to stay operational longer where in the past they have had to seek promotion or more money by applying for promotions to non-operational areas when they would have preferred to stay operational. The Review would also be about recognising the work which was already being done by members. The Review was not about changing the work that was already being done. What it would do would be changing the organisational structure to recognise the work being done. What the Association had been saying was that the work had progressed but the organisation had not caught up with the work.

Mr Johnson said members should recognise that the Review was about improvement which would help the whole AFP. He hoped they would accept the integrity of those conducting and guiding the Review and see that their own Association was very much part of it. He and Mr Eaton hoped that all members approached would assist to their utmost and any members who felt they had a point of view, to make that known to the Review Working Group.

Super Review

THE stress of police work has emerged as a major factor in the review of the AFP's superannuation system.

Chief Superintendent Alex Bunt (Commander Industrial Relations Division) explained: 'The review team found that the AFP's invalidity rate is much higher than the Australian Public Service, but it is similar to the invalidity rates in the state police forces.

'The indications are that early retirement related to stress has become a growing problem in the past 10 years,' he said.

'A joint management review in 1984 raised the question of the validity of the AFP's superannuation scheme and in 1986 the government appointed a working party to look at it.

'The working party report advocated the need for a young, active, police force and said the current superannuation scheme did not help in providing for that.

'Under the current arrangements it could be argued that there is more appeal to a person to go out on invalidity than to wait to be eligible for superannuation.

'A new scheme has been proposed involving higher member contributions with the possibility of improved superan-

uation after 30 years service and at 55 years of age. That proposal is now before the Government,' Superintendent Bunt said.

Pay Rates

In other developments, a review of the AFP award, or Determination T3, was being finalised as this edition of *'Platypus'* went to press. This review has involved preparing clearer provisions in the Determination to make it easier progressively for all members to understand.

The AFP received a formal claim from the AFPA on August 19 for a 4% increase under the second tier of the national wage system.

Chief Superintendent Bunt said the Industrial Relations Division, in conjunction with the AFPA, was looking at suitable offsets for second tier wage increases, as required under the national wage guidelines.

Cyprus

'The Division is also reviewing the conditions of service for AFP members on Cyprus,' he said.

'A revamped package of allowances is expected to be provided soon and under that new system allowances will be extended to some officers who in the past didn't get benefits'.