

Commissioner's message

The AFP operates in a dynamic and continually changing environment and over the past 15 years, change has been a constant and demanding companion.

While change is a feature of the environment in which we operate, understandably, it creates uncertainty. In order to meet our present and future challenges, the AFP must become more adaptable and flexible. As a first step toward achieving this, we are examining how we plan and evaluate our activities, how we organise ourselves, how we can create better working relationships with our state and territory colleagues and other key partners and clients, and to identify and remove any barriers that prevent us from operating efficiently.

While the changes that took place in the past went a long way to making the AFP the organisation it needs to become, it is also understood that further development in our evolutionary process is required. Following a change in priorities, the 1994 Ministerial Direction, the report of the Review of Commonwealth Law Enforcement arrangements and the Elliott Report, the opportunity was created to critically examine the AFP and to initiate further change where it is necessary. This then led to the current change process being implemented.

From the outset of the change process, the AFP needed to place itself and its people in the best possible position to deal effectively with the diversity and complexity of the challenges of the future. As a starting point, an executive conference at Mollymook, on the NSW



Commissioner Mick Palmer

south coast, was held in September 1994 to consider how to re-focus the AFP to meet the challenges identified by the Review of Commonwealth Law Enforcement Arrangements. A particular focus of the conference was the identified need to form a strategic alliance with the National Crime Authority and to foster co-operative arrangements with specialist agencies that administer particular laws.

The papers which were produced at the executive conference examined the issues and strategies needed to place the AFP in the best possible position to meet future challenges. In short, five major areas were examined and papers developed on core, business, ethos, organisation, people and key relationships. These major areas are now being critically examined and changes being initiated. The significant aspects of these areas are summarised in this edition of *Platypus Magazine*.