

**SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS**

**BUDGET ESTIMATES 2017**

**Australian Federal Police**

**Question No. BE17-050**

**Senator Xenophon asked the following question on 25 May 2017:**

Senator XENOPHON: In terms of the recommendations of the Broderick review and their status, whilst the appendix was helpful, could you take on notice a completion date for implementations of all the outstanding recommendations, or at least an approximate date, a range of dates for the implementation of all the recommendations? I also want to go to the issue of you advising that 25 per cent of insurance claims made so far this year were for psychological or psychiatric injury.

Mr Wood: That is right.

**The response to the honourable Senator's question is as follows:**

The AFP recognises that cultural change can be a very long and complex process. In addition, when handing down her recommendations, Elizabeth Broderick cautioned the AFP about being “too eager to rush in, without first understanding the causes of the systemic failure, not just the symptoms” (p.2).

Attachment A provides details of each of the recommendations, the steps the AFP has taken to date towards its implementation, a status update and an estimated completion date for each of the recommendations (subject to unforeseen circumstances and noting that some of the recommendations will need to be implemented as business as usual in order to achieved sustainable cultural change). Attachment A outlines estimated completion dates for each recommendation, noting that recommendations with “pending” status are currently difficult to accurately determine, as the project scoping phase has not yet been undertaken. More broadly the AFP will implement all 24 recommendations.



## REFORM, CULTURE & STANDARDS

### ACTIONS TO DATE

### ATTACHMENT A

Recommendation	Description	Actions to Date	Status	Estimated date of completion*
1	Cultural reform owned by Executive	Cultural reform is a standing agenda item at the Executive Leadership Committee & National Manager's Forum and has been implemented into charter of performance for Executive Level's and above	Complete	N/A
2	Establish a Cultural Reform Board	Inaugural meeting of the Cultural Reform Board was held on 6 April. Next meeting scheduled in August.	Complete	N/A
3	Written statement of commitment by Strategic Leadership Group (SLG)	Written statement of commitment published on AFP internal and external website.	Complete	N/A
	Video statement of commitment by Executive Leadership Committee (ELC)	Video statement of commitment published on AFP internal and through all-staff email.		
4	Leadership uplift at all levels across the AFP	360 degree feedback process completed by SLG & underway with SES1. Inclusive leadership workshop with SLG undertaken. Working group established to coordinate leadership development across the AFP. Linked to Recommendation 9	In-Progress	2018

Original recommendation stated "all members of the SES should undertake the Leadership Shadow or equivalent model, and develop a personal leadership action plan". The AFP has substantially progressed against this recommendation

5	Specialist coaching for Strategic Leadership Group (SLG)	Specialist coach engaged and working with SLG members.	In-Progress	Q4, 2017
6	Recruitment and promotion linked to leadership skills	Research & development into potential strategies is underway.	Pending	Q4, 2022
7	Establish restorative storytelling process	Initial storytelling process is complete. Next storytelling process to be undertaken on 8/9 May.	Complete	N/A
8	Address misconceptions about merit	Assessing need to upgrade the Independent Selection Advisory Panel (ISAP) training	Pending	Q4, 2022
	Balanced & unbiased recruitment and promotion	Blind promotion round for Executive Level complete - formal review into its effectiveness is underway to inform future processes.	In-Progress	Q4, 2022
	Evaluate new promotion trials	Executive Level trials completed. Awaiting finalisation of formal review and intend to implement lessons learnt for the next Team Leader process.	In-Progress	Q4, 2017
	Notification of promotions/opportunities to staff on extended leave	A working group has been established. A mechanism developed to address this is being socialised with stakeholders. Linked to recommendation 8 and 14, being progressed together	In-Progress	Q2, 2018
9	Climate surveys	A staff survey is under development in consultation with Reform, Culture & Standards. An all staff mental health and wellbeing survey is also being conducted in 2017.	In-Progress	Q4, 2017

however, also acknowledges that leadership at levels is paramount in achieving cultural reform. Therefore this recommendation is still ongoing as we implement leadership uplift to all levels within the AFP.

	Develop KPI's for leader's performance development agreements	Following the 2017 staff survey and the implementation of a 360 degree feedback process across the senior leadership, the data will be analysed to inform the creation of suitable KPI's.	Pending	Q4, 2022
	Establish performance management support team	HR partners have implemented measures to provide business areas with assistance until a separate team is formally created.	In-Progress	Q4, 2022
	Reintroduce 360 degree feedback for Executive Level and above	360 degree feedback process completed by Strategic Leadership Group and is underway with SES Band 1's. Options for implementing a 360 process for all levels of leadership is in progress.	In-Progress	Q4, 2017
10	Improve recruitment of women to sworn roles	Engaging with Manpower Australia who were responsible for creating the 'Women in Defence' campaign.	Pending	Q4, 2022
11	Gender balance for key roles & opportunities	Key committees gender balance report provided and action is underway. Review of statistics for gender balance of higher duties opportunities is nearing completion.	In-Progress	Q3, 2019
12	Develop a female talent program	Have engaged with external agencies such as Deloitte and Price Waterhouse Coopers, options will be explored including an approach to market.	Pending	Q4, 2022
13	Support leave without pay and secondments	Internal discussions occurring to develop a plan. A number of secondments both out of and into the AFP are in progress.	Pending	Q4, 2022
14	Adopt flex by default across AFP	Internal discussions occurring to improve processes and systems.	In-Progress	Progressive implementation
15	Flexible work infrastructure & messaging	Project underway.	In-Progress	Q3, 2018
16	Develop stay in touch plan	Stakeholder consultation with AFP business areas has been undertaken and a register of interest for a working group has been distributed, providing all AFP appointees with the opportunity to become involved with this Project.	In-Progress	Q2, 2018
	Training for members on extended leave	Training for members on extended leave – is incorporated into aspects of the Staying in Touch Program.	In-Progress	Q2, 2018
17	Safe Place to address sexual harassment & sexual assault	Established 22 August 2016. Operations now business as usual.	Complete	N/A
18	Safe Place to address bullying	Established 22 August 2016. Operations now business as usual.	Complete	N/A

19	Strengthen Confidant Network	A single Coordinator/Superintendent now has responsibility for the Confidant Network and Safe Place. Review of confidant network underway. Centralised training of confidants is scheduled for June 2017.	In-Progress	Q4, 2017
20	Respectful workplaces training	AFP Workforce Engagement team have delivered 35 forums and presentations relating to cultural reform that incorporates respectful workplace discussions, to business areas within AFP both domestic and international. An external consultant has been engaged to develop program. Pilot program of formal training to commence in May 2017.	In-Progress	Q4, 2017
21	Measure progress of reform through key metrics	Reporting mechanism has been developed. Reporting will occur quarterly to the Commissioner.	In-Progress	Q4, 2022
22	Executive Leadership Committee to review progress of cultural reform implementation	Every National Manager's Forum (NMF) has cultural reform as a standing agenda item. The Executive Leadership Committee is provided with an update from every NMF discussion as well as updates by NMRCs as required.	Complete	N/A
23	Publish progress of reform across AFP	Good news, case for change and 'notable' stories are being developed and will be delivered as videos and written stories.	In-Progress	Q3, 2017
24	Resource Reform, Culture & Standards adequately	Complete. AFP is committed to ensuring Reform, Culture & Standards is adequately resourced.	Complete	N/A

\* best estimate as at 22 June 2017 noting that projects that are currently in progress may be stalled or varied due to a variety of unforeseen circumstances and also that the majority of projects are ongoing.