

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
AUSTRALIAN FEDERAL POLICE

Question No. 109

Senator Trood asked the following question at the hearing on 25 May 2010:

Australian Federal Police “People Program”

- a) What areas of the AFP have been identified as underperforming?
- b) Why are these areas underperforming?
- c) How does the AFP intend to ensure that all areas of its workforce perform at satisfactory levels?

The answer to the honourable senator’s question is as follows:

a-c) The Australian Federal Police (AFP) People Plan 2010-2012 provides a set of guiding principles to ensure it is able to meet its responsibilities and future challenges in responding to new and emerging crime types within the AFP environment. The maturity of the AFP’s human resource capability was mapped on a maturity level indicator scale of one to five. The AFP’s current capabilities fall within Maturity levels two to four. No capability was marked at Maturity level one.

Areas identified at the Maturity level two include:

- Workforce Planning;
- Career Development; and
- Workplace Diversity.

These areas have been identified as areas that can be enhanced to ensure that the AFP can attract and retain a skilled, fit for purpose workforce with realistic goal opportunities in career growth and development.

AFP Maturity Level Indicators:

Maturity Level 1	Practices are applied poorly or inconsistently/unskillfully and have a poor level of acceptance.
Maturity Level 2	Practices are performed and managed with some skill with a focus on compliance.
Maturity Level 3	Practices are defined, familiar, shared and skillfully performed
Maturity Level 4	Practices are embedded and seen as part of daily work and as adding real value to work.
Maturity Level 5	Practices are continuously improved and leveraged for organisational outcomes.