

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
AUSTRALIAN FEDERAL POLICE

Question No. 126

Senator Ludwig asked the following question at the hearing on 31 October 2006:

Page 7 of the 2005-06 Annual Report states that the “objective of SOAR 2006 was to identify issues of concern and develop organisational strategies in response”.

- (a) Could the Australian Federal Police indicate what ‘issues of concern’ have been identified by both current and past surveys?
- (b) What organisational strategies have been or are being developed in response?

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

- (a) ‘Issues of concern’ for both current and past surveys are identified in the answers provided to questions 124 and 125.
- (b) The survey outcomes are a contributing factor for AFP business and policy decisions and strategic people management initiatives. Strategies initiated after the 2001 survey results, elements of which were revisited with the 2003 survey results, include:
- The development of a new Performance Management System;
 - The introduction of a Recognition and Reward Structure and protocols;
 - The introduction of a People Development (capability) Framework designed to instil understanding and demonstrable behavioural characteristics for all levels including an emphasis on leadership capabilities (similar to the Australian Public Service Commission Integrated Leadership System);
 - The re-engineering of the policy framework for selection and advancement to ensure fair, transparent and merit based selection activities;
 - Enhanced flexible working options and work-life diversity initiatives, the outcomes of which were recognised by the Australian Chamber of Commerce and Industry and Business Council of Australia in the conferral of the National Work and Family Gold and Large Business Awards in 2004;
 - The development of an Employee Self Service capability to allow staff to easily access and maintain information about themselves; and
 - The introduction of a Career and Assessment Planning System to provide for advice on the various jobs within a possible AFP career and to help employees self assess and plan their career.

In addition, results of each of the survey responses were further detailed for each business/functional unit in the AFP and the business areas were encouraged to develop local action plans around their function-specific results (against identified areas of concern such as career, training, management practices and leadership, communication and change management).

On receipt of the 2006 survey results, the 2006 survey Priorities and Strategies Committee determined that organisational effort will need to be directed to three important issues, specifically:

- the need to further address Protective Service integration and staff satisfaction issues;
- to explore AFP-wide opportunities in communication, performance management, selection processes and reward and recognition; and
- for all business areas to develop functionally specific action plans and quarterly reports in respect of the survey results.

Consistent with the identified core strategies, the AFP Human Resource portfolio has commenced and is intending to pursue organisational improvements in careers and performance management policy and systems, streamlined selection management opportunities, induction/orientation, and corporate awareness and leadership coaching and development.