

DOUBLE FIRST FOR STAGE 8

By Peter Windsor, Director of Information.

TWENTY senior AFP officers recently helped achieve a milestone in AFP training when they completed the Officer Training School's Stage 8 Qualifying Course. The course was the first to be conducted under the concept of promotion by assessment rather than formal examination.

They also made further AFP history by being the first group to undertake command exercises at the New Zealand Police College at Porirua, North Island.

The course qualifies participants for commissioned rank of Inspector.

The Officer Training School Commander, Superintendent Rod Leffers, said the new direction in training came as a result of the wide-ranging Joint Management Review of the AFP last year.

The Joint Management Review found the old system inadequate and recommended that examinations be dispensed with," Superintendent Leffers said. Such a change, however, meant much more than just dispensing with examinations. It meant a total review of the course content.

"A training needs and analysis survey was conducted at the conclusion of the JMR when all members filled in a questionnaire about training require-

Assistant Commissioner (Training) John Reilly presents the Commissioner's Prize and Sword of Honour to Acting Inspector Col McEvoy, as Superintendent Rod Leffers, Commander Officer Training, looks on.



ments and the separate job profile concept for the AFP," he said. "From those questionnaires we were able to develop a total new methodology for the Stage 8 Commissioned Rank Qualifying Course.

"In this we sought and received solid help from the Administrative Staff College at Mt Eliza and from other organisations," he said.

Superintendent Leffers said a great deal of field testing was carried out with the last of the old-style Inspector's courses held late last year, before the new methodology was introduced fully.

The new course is divided into three parts:

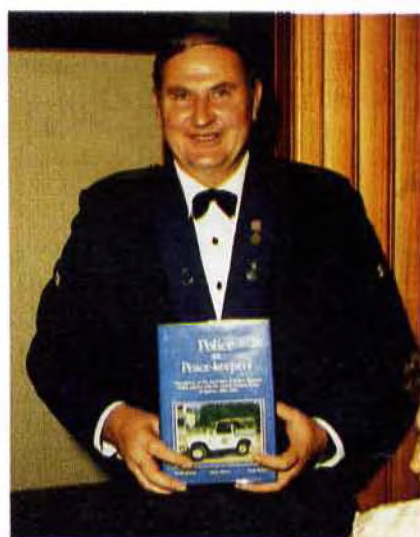
- Officer leadership
- Command and operations
- Organisational planning and development.

Each of these segments is further segmented with participants being assessed and marked for various qualities and abilities.

The Officer Leadership component includes such areas as ability of an inspector to lead, decision making ability, counselling, communication and negotiation skills, power and influence, and industrial health as a result of police command.

The Command and Operations segment includes areas such as organisational effectiveness, administrative law, criminal law, the ability to analyse and present briefings, financial control and staff control.

"Naturally, such a course is no nine-to-five arrangement," Superintendent



The Directing Staff Award for special achievement during the Stage 8 Course went to Station Sergeant Bob Tomlinson.

Leffers said. "Within each of the three main bands, there are numerous topics that require formal papers from each participant.

"These are developed through syndicates headed by a chairman and a secretary drawn from participants. Each syndicate is co-ordinated and oversighted by a member of the Officer School.

"Papers are expected to be from 750 to 1200 words in length and must be submitted by a deadline. Failure to complete them on time loses marks," he said.

"Seventy-five per cent of the mark is allocated for the paper's relevance to the topic and 25 per cent for English expression."

Superintendent Leffers said participants also were expected to make formal presentations to operational commanders. These varied in length from five to a maximum of fifteen minutes.

These presentations were video taped and also were assessed.

All segments in the course are complemented by major contributions from guest lecturers. These have included the ACT Chief Magistrate, Mr R. Cahill, the Army's Commanding Officer (Operations), Major-General N.R. Smethurst, judges, media representatives, the Ambassador for Pakistan, and the High Commissioners for New Zealand and Cyprus.

"We continually owe a major debt of thanks to guest lecturers, both from within and outside the AFP and OAFP," Superintendent Leffers added.

"Like many modern-day tertiary institutions, participants can earn a distinction, a credit, or a pass. The course is demanding. It must be if the AFP is to get the desired standard of professionalism and ability within its commissioned ranks," he said.