

# ONE ORGANISATION: ONE TEAM

**T**HE idea of the AFP as an integrated organisation of police members and public service staff needs more emphasis, according to the Secretary of the AFP, Mr Steve Gavin.

Some observers had recently detected a belief that the AFP and the "Office of the AFP" were separate organisations.

"I want to put that notion to rest," he said. "The Australian Federal Police is a team of members and staff — each as important as the other in achieving the total objectives of the organisation.

"From the time of the creation of the AFP in 1979, staff had been provided for the purposes of the AFP Act. An amendment to the Act in 1985 gave the Commissioner all the powers of a Commonwealth Departmental Head. Members and staff work within the one organisation, responsible through an integrated command structure, to the one organisational head, the Commissioner. There is not — and never has been — separate AFP and OAFP command chains."

Mr Gavin said it was vital for all staff and members of the AFP to think of themselves as part of one team. Without that perception, he said, the AFP would not cope adequately with the demands of change which faced the entire organisation.

"These demands include Government requirements to focus our capabilities even more on combating major crime against the Commonwealth, and at the same time enhance our community policing capability.

"Within the AFP, the Career and Office Structure Reviews would fundamentally affect the ways in which members and staff performed their duties," he said. Programme budgeting required measurable objectives to be defined and the outcome of activity to be identified — so that the Government would have an objective basis for allocating the funds the AFP sought.

"A Corporate Plan is being developed which identifies the mission and goals of the AFP in carrying out its functions," Mr Gavin said. "This includes a supporting Force Development programme, information technology plan, accommodation strategy and capital equipment

**T**HE Australian Federal Police is made up of some 2,650 police and 550 public servants. These people work in a variety of areas in headquarters, the stations, the regions and in the many support areas of the AFP. They work side by side in the Commonwealth's premier law enforcement body in tasks ranging from the essential basic support to the frontline against criminals. This issue of "Platypus" presents some of the stories of those public servants who help keep the AFP operational and attempts to reflect in some small way their role in "One Organisation: One Team".




*Steve Gavin with Annette Douch. (Picture by Terry Browne)*

Steve Gavin, 43, has worked for the AFP since November 1981. He has spent most of his career in the Department of the Prime Minister and Cabinet, where he served in the Cabinet Office, Constitutional and Legal Officers' Division and International Division for some 10 years. He has also worked in the Department of Defence and Administrative Services. He came to Canberra in 1967 after graduating from the University of Queensland.

programme, which seek to provide the wherewithal to put the Corporate Plan into effect. All this is directed to delivering effective police services in criminal investigation and community policing."

"All these changes — and no doubt others in the future — clearly require all the skills the AFP can muster," he said. "Unique police powers, professionalism and professional public service staff skills and experience are both essential to the progress of the AFP. Among our staff there is a varied range of those skills and experience, such as that possessed by

criminal intelligence analysts, electronics technical officers, specialists in interpreting conditions of service, keyboard and clerical staff, computer staff, medical practitioners and financial, managerial and projects and policy advising staff."

Mr Gavin said the effort and dedication of all of the staff, as part of the AFP team, was a major contribution to the effectiveness of the AFP. This had reached the point, he concluded, where the AFP had been publicly recognised by the Government as the Commonwealth's premier law enforcement agency. 

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