

His army service earned him an Efficiency Decoration in 1973, a Member of the Order of Australia award in 1977 and the Reserve Forces Decoration in 1983.

Asked to compare army life with police work, Dr Dwyer said, "There is far more individual responsibility thrust upon police than upon soldiers. In the army the basic responsibility is with a collective body. The unit is to do this. The unit will go here, and so on. The police force gives more scope for individual achievement.

"As well, soldiers obey commands more automatically. They expect to be always given lawful and legal commands. Police officers are more conscious of constraints upon their powers and are more aware of the need to act strictly within legal limits." •

## 20 YEARS IN JOB

Canberra was a place with only about 80,000 people when Ray Boyle first joined the Police there.

"You could park in Civic without collecting a parking ticket," he recalls.

Ray was Sergeant-in-charge of the AFP's Criminal Brief Unit (Legal) when he retired recently from a career which goes back nearly 20 years.

He entered the Commonwealth Police on 7 February, 1970, after six years in the Army. He was posted to Canberra.

Ray covered a wide range of duties, including a term in Cyprus in 1977-

78, was Sergeant at the Staff College in 1980-81, and served in Interpol liaison, which he found challenging.

Ray and his wife will spend some time on holiday before settling into retirement in Canberra. His immediate objectives are fishing and trying to hack back a golf handicap of sufficient magnitude, he reckons, to have to start all over again.

He had a word of advice for those starting out: "Knuckle down to the job, use your commonsense and study hard to extend your education and your future." •

## LATERAL WAY TO LEARN

**S****OUTHERN Region Training Sergeant Lawrence D'Ekenaike has just completed an Associate Diploma (Police Studies) course at Chisholm Institute of Technology — the first AFP member to graduate from the Institute.**

The course was developed as a result of the 1971 St. Johnson report into the Victoria Police.

Sergeant D'Ekenaike began the course part-time in 1985 to broaden his knowledge in human relations. He believes the knowledge he has acquired will help him better equip those he trains in investigative procedures.

"Graduates are taught to apply lateral thinking to problem-solving and decision-making through study in the areas of sociology, psychology and organisation behaviour and performance," he said.

"The course has increased my ability to address a problem and concentrate on the achievement of the objectives, rather than look at the process."

This eliminated a 'tunnel-vision' approach to problems and gave the individual the ability to look at the total problem.

"The practical application of my increased knowledge will be through Investigator Trainees where I will be able to heighten their cognitive skills," he said.

As an example, he said, an investigator during an inquiry would collect a host of information and analyse it, often in isolation. With added cognitive skills, information is analysed in relation to previous, or newly-acquired material.

He sees the training area as facilitating change in the AFP, particularly in the method of approach to investigative processes. If training staff are not able to accommodate such changes, the chain of progression is broken.

"And that," he said, "is another aspect of the course, because it gears you to develop an open mind, imperative when looking at change."

"The course has heightened my awareness that management skills in a police force are identical to those in any other business organisation. The most important resource in both is the human component."

He said the associate diploma course also emphasised the need for today's police forces to quickly come to terms with advances in modern technology.

"Those advances are quickly recognised and adopted by the criminal element in society and unless police forces are quick to follow suit, or better still, get one step in front and remain there, they will be at a disadvantage," he said.

Sergeant D'Ekenaike was presented with his Associate Diploma at a



*Sergeant Lawrence D'Ekenaike.*

graduation ceremony on 9 May, attended by the Assistant Commissioner (Southern Region) Walter Williams.

He now intends to continue his studies at Hawthorn Institute of Education and is almost six months into a two-year course which he is hoping will result in a Diploma of Education. This course would improve his ability to impart the new techniques he has learned in problem solving.

Sergeant D'Ekenaike was born in Ceylon 45 years ago and migrated to Australia in 1971, joining the then Commonwealth Police in 1975. He transferred to Southern Region in 1984 and moved to the Region's Training Branch in 1987. •