

# Management of Serious Crime

## MOSC 28 — February 16 to March 14, 2003

Since the commencement of the Management of Serious Crime (MOSC) initiative in 1991, when participants were solely AFP members, the program has advanced to become one of the most recognised and prestigious investigations-management programs throughout Australasia and further abroad. This year saw the 28th convening of the program – and the 25th program opened to non-AFP members.

By Federal Agent Michael Kilfoyle

**B**etween February 16 and March 14, 2003, a diverse range of law enforcement practitioners from both within and outside Australia gathered in Canberra for the MOSC 28.

Participants included representatives from all Australian police services, with the exception of Tasmania and the Northern Territory, as well as representatives from the Australian Customs Service, Australian Taxation Office and the Department of Immigration and Multicultural and Indigenous Affairs. International participants included representatives from the Royal Thai Police, Royal Malaysian Police, Lebanon Internal Security Force and the Islamic Republic of Iran Police Force.

The theme for MOSC 28 was People Smuggling through Identity Fraud – Technology vs Time and, as it suggests, focused on the link between the emerging crime trend of identity fraud and how it links to people smuggling, nationally within Australia and on an international scale.

MOSC 28 is the 25th program to have participants from different Australian jurisdictions. To date, 148 AFP officers, 159 State/Territory, 105 overseas

and 45 external agency members have completed MOSC – 457 graduates in all. This represents a sizeable network of people who occupy key criminal investigative positions within their respective agencies. This network is one of the major keys to the on-going success of the program.

In the rapidly developing global e-commerce environment, the speed at which identity crime can occur has increased dramatically. The Australasian Crime Commissioners Forum recognised that identity crime was the latest emerging trend within our region and, as a result, the Australasian Centre for Policing Research (ACPR) developed its Identity Crime Scoping Paper. This paper formed an accompaniment to the ACPR 2002 Electronic Crime Strategy and was based on the fact that the preferred medium for the commission of identity crimes is electronic.

The underpinning philosophy behind the strategies is the need for a cooperative approach between law enforcement agencies and their strategic partners in both the public and private sector, with an emphasis on prevention, education and risk management practices so that procedures are tightened within institutions criminals use to advance their activities.



Photo supplied by Federal Agent Michael Kilfoyle

MOSC is dedicated to providing a forum for senior investigations managers to share their skills and experiences in the management and leadership of serious and complex criminal matters. In recent years, law enforcement practitioners have been required to align their activities with corporate strategic outcomes and professional industry standards and also have the ability to withstand rigorous internal and external scrutiny.

The cooperative approach by law enforcement to combat emerging crime trends is one key to MOSC and this program is one of the few forums where senior investigation managers can come together to share operational skills and experiences.

On the first day of MOSC 28, the participants formed their own vision for what they hoped to achieve. This vision centred around key words – motivation, organisation, synergy and communication.

This vision would determine the input and level of commitment the participants would inject over the next four weeks – it turned out to be a very suitable acronym.

It was imperative when planning the program to secure keynote speakers considered experts in their

field and who could readily share their own skills and experiences with program participants and directing staff.

Detective Inspector Frank Francis, Head of the United Kingdom's National Crime Squad, Immigration Crime Team, was identified early in the planning phase as a person who could bring considerable knowledge to MOSC. In addition, Brian Vaillancourt, Assistant Director of Investigations, US Immigration and Naturalisation Service (Bangkok Office), was also identified as a very suitable candidate. Little did we know at that time that both Frank and Brian would bring to us such a depth of information and knowledge on the specific theme of the program. What we failed to predict was that these two speakers would deliver their material in a manner that made their audience firmly believe they had performed this duet in some previous forum. Even though we were assured otherwise, their ability to deliver presentations so effectively was a highlight of their time with us.

During those presentations the audience learnt about current and emerging methods of identity fraud in both the UK and US, including the ease with which false identities can be produced en masse

MOSC 28 participants gather for a three-day field exercise in the Shoalhaven Valley

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in order for people smugglers to gain handsome financial rewards. The audience was also introduced to some very ingenious methods of using falsified documents to aid people to illegally cross borders, often undetected.

It became evident throughout the presentations that the problem is expanding and the ease with which a false identity can be created must be recognised in the fight against people smuggling. To ignore the increase in this emerging crime trend and how it links to other activities is something that needs to be addressed sooner rather than reactively at some later time.

Aside from the keynote speakers, a range of people gave presentations on a diverse list of topics including negotiation, conducting effective meetings, financial management, strategic planning and media management. In addition, program participants were given case studies on significant major criminal investigations including Operation Chart (Snowtown murders), Task Force Gap (John Newman political assassination), the Macro Task Force (Perth serial killer) and the Port Arthur massacre. These case studies gave the participants a first-hand look at how the management issues dealt with on MOSC are managed in the operational environment.

Another critical role that has been enhanced recently is that of Visiting Fellow. This role provides a critical link between the directing staff and program participants to identify issues of concern and provide feedback at regular intervals to either the staff or participants.

For MOSC 28, Alison Brook, Director, Operations Support, New South Wales Crime Commission, was a natural choice to fill this role. Alison is a graduate of MOSC 25, the theme of which was e-crime and, since undertaking her program she has developed and implemented an E-Crime Unit in conjunction with

both the AFP and NSW Police. Her enthusiasm and commitment during MOSC 25 made her the obvious choice as Visiting Fellow for MOSC 28.

“I believe the program has many features which make it outstanding, and I know many law enforcement officers who have always hoped that they would one day be selected to participate on the course,” she said.

“The kudos which is attached to attendance on the program must be attributed to the staff who direct it. It is only through dedicated and passionate commitment to the program that MOSC has become as dynamic as it has. It is a strong team with strong values.

“To be able to participate once in the program is an honour and a career highlight. To be invited back in the capacity of Visiting Fellow leaves me speechless with gratitude.”

Over the life of MOSC, participants have undertaken an outdoor exercise which involves a series of activities in an unfamiliar environment over three days. The OE for MOSC 28 is unlikely to be forgotten quickly. The team, including directing staff, visiting fellow and program participants, set off for their activities in the Shoalhaven Valley. This area is very picturesque but is also affected by the drought – until MOSC arrived.

The rain started about midnight on day one and continued getting progressively heavier until the end of day two when everyone valued the comforts of home, although they couldn't be found anywhere in the Australian bush.

Photographic evidence attests to a transformation from a team of eager people ready to take on nature to a group of individuals who wanted nothing more than a hot shower and some dry clothes. The group



Photo supplied by Federal Agent Michael Kilfoyl

affectionately nicknamed themselves the drought breakers.

Apart from the leadership and management concepts dealt with during the outdoor exercise phase of the program, participants are asked to prepare a policy paper focusing on a current law enforcement issue within their own jurisdiction. The paper includes recommendations for a solution to the problem they have identified. The standard of papers on MOSC 28 was well above average and this was reflected in the assessments that participants received at the conclusion of the program.

Over the four weeks of the program, participants are also required to manage complex criminal investigations within three syndicates. This work is time-consuming and involves a great deal of input from all syndicate members as each is required, with little notice, to brief senior officers on the current status of their investigations as well as arguing for resources in order to achieve their aims and desired outcomes.

In week four, participants deal with the Memorandum of Understanding for the Conduct of Multijurisdiction Major Crime Investigation in

Australia and New Zealand and examine how that MoU applies within their operational environment. MOSC 28 provided significant input into the format of the MoU to the point that a revised template for the terms of reference and investigative agreement between agencies is being presented to the Australasian Crime Commissioners Forum for comment.

This shows that, while the various learning environments within law enforcement agencies provide a level of learning to individuals or groups, MOSC closely examines the way major investigations are managed so that best practice methods are recognised and brought to the attention of the policy makers within Australasia. It is a credit to participants of MOSC 28 that their work will be recognised and closely scrutinised at a high-level forum such as the ACCF. We look forward to the outcome of deliberations.

*MOSC conducts three programs annually: a summer edition in February/March; a winter edition in June/July; and a spring edition in October/November. An international program (IMOSC) is conducted, usually in May of each year, to assist in the development of law enforcement practitioners in countries within the region where the program is held.*

Wet and bedraggled, the MOSC 28 "drought breakers" look forward to some creature comforts