

# A new functional structure for the AFP

The AFP is implementing a new functional organisation structure in 2004 which focuses on the organisation's main operational activities and provides a higher level of national coordination and support to operational areas. The AFP has experienced dramatic change in its operating environment and range of operational activities in recent years and this has provided the main impetus for the development and implementation of the new structure.

The new structure focuses on enhancing the AFP's national and international capabilities which will be critical to meeting the challenges of counter terrorism, human trafficking and sexual servitude, cyber-crime, peacekeeping operations, protection and transnational crime.

Commissioner Keelty commented that 'the new structure provides a stronger framework of national management and accountability which improves the AFP's operational capabilities and ability to meet the expectations of government, client and partner agencies. The functional structure delivers higher levels of national leadership and strategic planning which will develop our flexibility and capacity to meet future challenges'.

The Commissioner established a steering committee of the Deputy Commissioner, Chief of Staff, Chief Operating Officer, National Manager Counter Terrorism and a project team headed by Federal Agent Adrian McKnight. Their brief was to work with the National Management Team to develop and implement a new functional structure.

The development of the new structure involved research, consultation and analysis of a wide range of information from internal and external sources. In particular discussions with other agencies,

including a number of Commonwealth agencies and overseas partners such as the Royal Canadian Mounted Police were very beneficial. This process developed a model which was endorsed by the National Management Team in August 2003 and allowed for an implementation timeframe of 1 July 2004. Diagram 1 provides a chart of the AFP's new organisation structure.

## Key aspects of the new functional structure

The foundation of the new structure is based on the AFP's six key operational functions which are each headed by a National Manager. These functions represent the main operational activities of the AFP and include:

- Counter Terrorism
- Border and International Network
- Economic and Special Operations
- Intelligence
- Protection
- International Deployment Group

Diagram 2 provides an overview of the six functions and their respective operational activities, including specific crime types. A National Manager is accountable for managing each of these AFP functions and providing high level leadership and guidance, including policy advice. The National Managers are based in Canberra and are accountable to the Deputy Commissioner for all operational activity. AFP Offices are managed by an office manager who has responsibility for a range of local management issues including the overall operational performance of an office and the development and maintenance of local external agency relationships.

The AFP's current operational team management practices continue in the new structure with a flexible

operational pool approach which allows for resources to be moved between changing priorities and functions on a needs basis. Coordinators continue to manage operations and teams, and will be responsible for specific functional activities at an office level. The new structure mainly impacts on the senior management level and the operational activities of teams within AFP offices continue to be performed in a similar manner.

The AFP's corporate governance and strategic planning arrangements are improved and the highest level of governance is provided by an Executive Management Board which replaces the National Management Team. The Executive Management Board is chaired by the Commissioner and recognises best practice board arrangements with the inclusion of non-executive management members. National Managers are accountable to the board for the high level management, performance and operational activities of their respective function. The Transnational Crime Management Team (TCMT) is replaced by a National Managers Group which is responsible for operational management across all the functions. These new corporate governance arrangements are detailed in Diagram 3.

To support the introduction of the new governance and strategic planning arrangements the AFP senior executive have recently completed the Australian Institute of Company Directors course.

Implementation

The AFP's transition to the new structure commenced in January and will continue through to full implementation, including corporate systems changes on 1 July 2004. The new titles have been implemented and the occupants of those roles are currently developing their new portfolios. Table One details the titles and occupants of these high level roles, including supporting roles.

A number of project working groups are aligning and altering the AFP's corporate systems to meet the requirements of the new structure. A functional management training program has been developed and is being conducted for the Senior Executive and Coordinators during February and March 2004. The completion of the training program will precede further operational implementation which is scheduled for April 2004.

A change management strategy has been developed to provide a smooth transition process and to complement the broad consultative approach which was undertaken during the development phase of the new structure. A range of staff musters and meetings have been conducted throughout the AFP over recent months and further information will continue to be provided.

As the new structural arrangements are implemented they will provide a higher degree of national consistency and strategy to inter-agency activities and the AFP's client relationships. The National Managers are responsible for high level inter-agency agreements and the development of specific strategies to address client issues. This national approach is complemented at the local level by office management who are responsible for developing inter-agency relationships and remaining responsive to local client and partner agency issues.

The move to a functional structure will be important to the AFP's continued success over the coming years in an increasingly challenging environment. The new structure will ensure that the organisation can maintain a strong strategic perspective and work with client and partner agencies to identify and successfully meet these challenges over the coming years.

**Table One**

<b>National Manager Border &amp; International Network</b>	Federal Agent Mike Phelan (A)
<b>National Manager Counter Terrorism</b>	Federal Agent Graham Ashton
<b>National Manager Economic &amp; Special Operations</b>	Federal Agent Shane Connelly (A)
<b>National Manager Intelligence</b>	Dr Grant Wardlaw
<b>National Manager International Deployment Group</b>	Federal Agent Shane Castles
<b>National Manager Protection</b>	Federal Agent Tony Negus
<b>National Manager Forensics and Technical</b>	Dr James Robertson
<b>Chief of Staff</b>	Federal Agent Audrey Fagan
<b>National Manager Human Resources</b>	Federal Agent Mark Ney
<b>Chief Information Officer</b>	Mr Chris Whyte
<b>Chief Financial Officer</b>	Ms Dianne Carlos

Diagram 1 – High level organisation map of the AFP

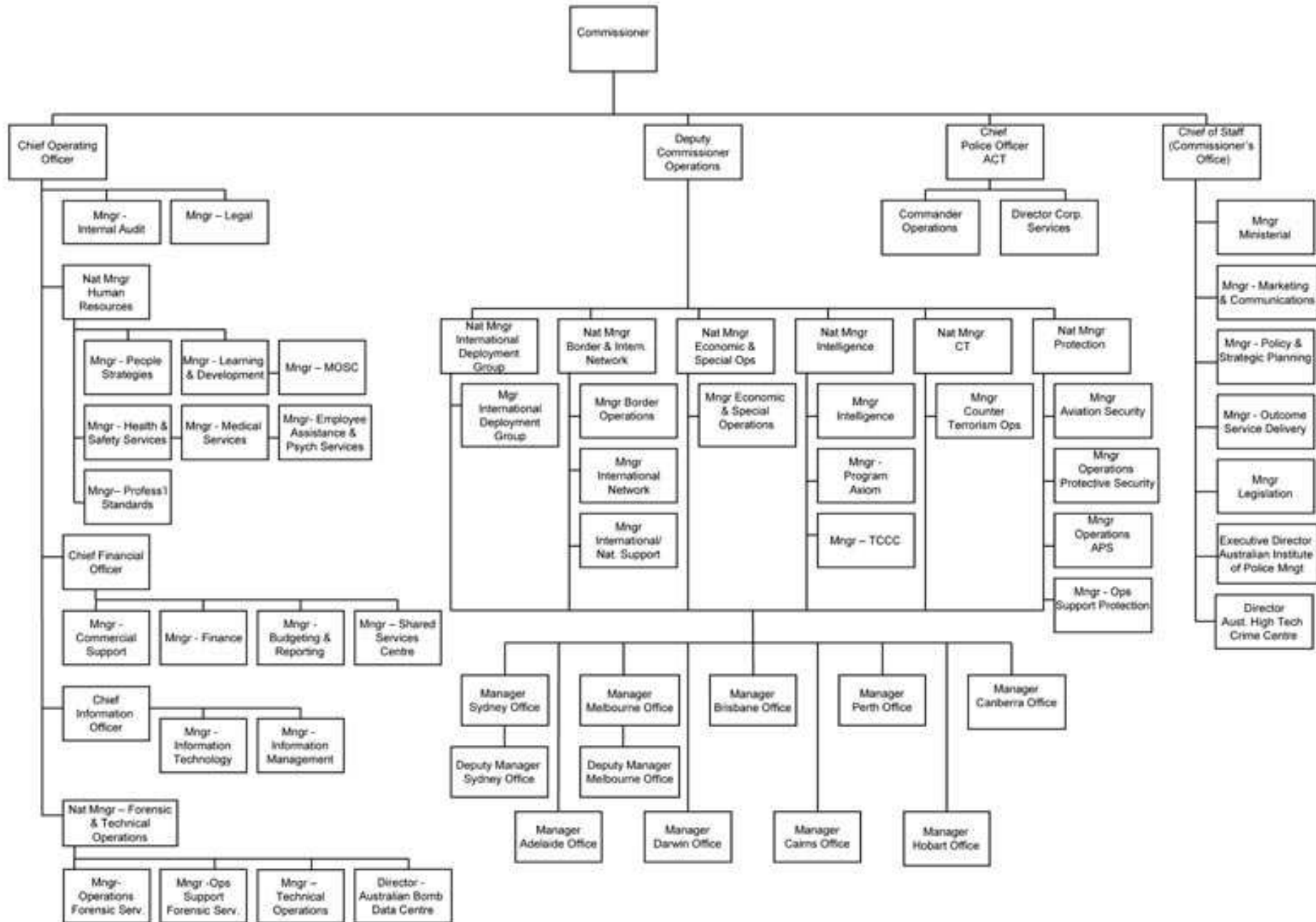


Diagram 2 – AFP Functions and Operational Activities

<b>Border &amp; International Network</b>	<b>Economic and Special Operations</b>	<b>Counter Terrorism</b>
Drug Import Drug Export Drug Traffic People Smuggling Transnational Sex Offences Transnational Child Sex Tourism Liaison Officer network provides service across all operational functions and crime types	Fraud Corporate & Bankruptcy Electronic & Telecommunications Money Laundering & FTRA Counterfeit Currency Environmental Corruption Multiple Voting Missing Person General Crime Family Law Transnational Economic Intellectual Property Civil Proceeding War Crimes	Terrorism
<b>International Deployment Group</b>	<b>Intelligence</b>	<b>Protection</b>
Provides law enforcement and peace keeping activities to Overseas (UN) peace keeping missions and current Regional assistant missions and is responsible for the management and delivery of Law Enforcement Cooperation Program (LECP) capacity initiatives globally	Provides intelligence service across all operational functions and crime types	Provides all protection activities including the integration of the Australian Protective Services activities

Diagram 3 – AFP Governance Framework of high level management committees

