



JOURNAL

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OFFICIAL PUBLICATION OF THE AUSTRALIAN FEDERAL POLICE ASSOCIATION



Steve Walsh, Peter Laidlaw and Steve Sergeant watches SouthCare taking off.



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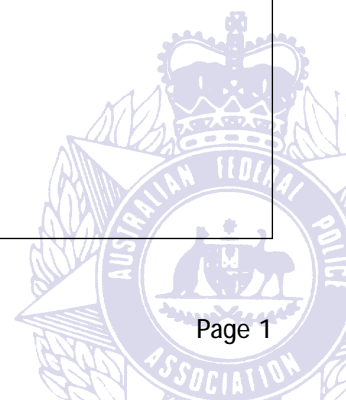
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From the Editor's Desk

Michael Phelan - National Secretary

“IT’S TIME FOR LEADERSHIP”

All AFP employees and AFPA members have made it clear that they are now expecting new and more tangible displays of leadership from management and the Association.

The opportunities provided by the establishment of a new certified agreement must not be wasted as both parties can now consolidate those reforms that contribute to the operational effectiveness of the AFP and the working environment of employees.

In recent years there has been justifiable criticism amongst members about change fatigue and frustration as the scope of reforms transcended proper implementation. The Association firmly believes that the next certified agreement is about consolidation not reform. The reforms have largely been implemented or tested and now the time has come to move into consolidation.

The time for rhetoric and posturing is over and the employees of the Australian Federal Police need to see real leadership from the top. There have been many words, some successes and plenty of disappointment since 1995 when the Change program was established. In part all of us have contributed to the successes and failures but our support for the ideal of a truly professional and effective organisation has not changed.

The real assessment of the reward for these efforts will not be possible until the AFP tells you what they think your worth over the next three years in a new certified agreement. We've had the pain , now for the gain !



Important Message from the National President

I believe it is important for members to reflect on the last 3 years of the Association. During this period the National Executive and National Council have successfully stabilized the internal political and financial basis of the Association.

Recruitment levels are up with new members eagerly joining the Association with many ex members re joining.

The political influence of the Association has led to the government and other parties taking note of members concerns raised by the Association in relation to funding and staffing levels of the Australian Federal Police (AFP). The AFP has at last received a long needed injection of financial and human resources.

Members should feel confident that our Association is now in a healthy and strong position, both financially and politically, as we move into negotiating the next Certified Agreement with the AFP.

Being a Branch of the Police Federation of Australia, we have support from the other Branches of the Federation, which include the NSW Police Association, Commissioned Police Officers' Association of New South Wales, Police Association of South Australia, Victorian Police Association, Police Association of Tasmania, and the Northern Territory Police Association. In addition to this, we have a close liaison with the Queensland Police Union of Employees, Western Australia Police Union of Workers, New Zealand Police Association and the Australian Protective Services Association.

The Association, with the support of our members, has worked in equal partnership with the AFP on many issues, not just on industrial reform but also AFP operational reform.

Through proper consultation and conciliation with the Association and its members, the AFP has been rewarded with achieving major reform.

The AFP is its people, the vast majority of its people are members of the Association. The AFP has been successful when it has listened to its people, its practitioners, the troops on the ground. The AFP has been successful when it has listened to that collective professional voice of its people - The Australian Federal Police Association.

The Association will stand strong in protecting the professionalism of the AFP. We will continue to protect and improve the terms and conditions of our members. We will oppose those who attempt to undermine the AFP and the AFPA.

As this Journal goes to press, your Association industrial representatives are negotiating a new three year certified agreement designed to consolidate the efforts of all members since 1995. The Association represents all AFP employees in these negotiations. Any employee who objects to this situation should notify the National Office as soon as possible.

This agreement will require the AFP to reward AFP employees who have as yet been denied the fruits of the reform program as originally outlined. It must consolidate the National Operations Model to ensure national consistency so all members have equal development opportunities. Secondly, it must ensure that roles identified as underpaid by 'Role Size' are immediately funded appropriately and that members performing those roles are paid correctly for the work they perform. Finalising this will be a complex task but all members should have faith in the dedication of our team and the commitment of the National Executive.

Jon Hunt-Sharman
National President

NEW AFPA ON-LINE

All members are advised that the AFPA has its own website under construction and we are aiming to develop the site as a resource to members.

ARE YOU INTERESTED IN WEB DESIGN ?
DO YOU HAVE IDEAS ON WHAT RESOURCES
AFPA MEMBERS NEED ON-LINE ?
ARE YOU A BUDDING ARTIST ?

We need your help ...

Any members that feel they can contribute to the design or ongoing development of your AFPA website should contact Craig Shannon on 02 6285 1677. All contributions welcome



Empowerment - What Empowerment?

By Jason Byrnes

ACT Police Branch Secretary

"Yes, we are about empowerment and asking people to take decisions themselves, not have to refer it on and the delays that that causes, and as I say, it is about preparedness and training and risk management. On some occasions wrong decisions I know will be taken. On other occasions there will be some absolutely brilliant decisions taken. It is about risk management."

Assistant Commissioner Bill Stoll

Appearing before the ACT Legislative Assembly's Estimates Committee on the 3rd November 1998, Assistant Commissioner Bill Stoll said the above in answer to questions about prioritising police responses to calls for assistance. AFP employees of course are fairly familiar with the words and thrust of the quote, it is after all, a mantra that has been the hallmark of the entire Change Program.

In an article in the December 1995 edition of the AFP's *Platypus* magazine, Commissioner Palmer outlined his vision for a dynamic AFP. Part of the plan was to replace the traditional hierarchical structure with "the team approach, which values empowerment, risk taking, innovation, initiative, is flexible and (in which) ... communications are speedier and decision making is devolved to its most appropriate level."

The Commissioner's conviction and sincerity in trying to achieve this worthy goal are incontestable, but frankly, how often since 1995 have we heard various AFP managers falsely champion empowerment to the public and other key stakeholders? How often have police and staff members been assured that they can freely suggest ways to improve AFP operations, often by managers that have reputations for vindictiveness and petty jealousy? How often have we been told that the AFP is about improving itself, only to see the organisation repeat mistakes of the past?

After 4 years of change, it is about time that we put these words, the AFP mantra, to the test. Let us see exactly how committed the AFP is to empowerment.

In late 1998 your Association wrote to the ACT Government suggesting that the ACT's *Child Services Act 1986* be amended to remove the need for police to complete paperwork that was superfluous and pointless. The letter was in response to an invitation by the ACT Minister for Justice and Community Safety, Mr Gary Humphries MLA, to suggest ways to get more police 'on the beat' and not 'sitting behind desks'.

Under section 33 of the *Child Services Act* an informant has to seek the written approval of a Sergeant in order to prefer charges against any juvenile. While this sounds simple and straight forward in theory, in practice the informant has to complete forms that are somewhat complex in nature and duplicate other paperwork. With bureaucracy being what it is, the section 33 forms are structured differently to the statement of facts forms, requiring police to substantially rewrite essentially the same information in each case. No practical move has ever been undertaken by either the AFP or the courts to streamline these procedures in the past.

The Association submitted to the Government that the section 33 forms;

"... often places an intolerable strain on the time available to police officers to interview and charge young offenders (two hours from time of detention). ... Furthermore, extensive experience has shown that the forms are rarely referred to in detail by the courts or relevant parties, thus it is little more than an administrative requirement which is superfluous to the efficient administration of justice."

"Section 33 of the Act was included as an accountability mechanism in the justice system, however in today's environment there are plenty of other mechanisms which ensure police probity. Police officers have never been more accountable in today's society, answerable to senior AFP management, the Ombudsman, the courts and the Government. We both are aware of the eagerness of the Ombudsman's office to analyse and criticise police performance, and certainly the court system itself routinely closely scrutinises the actions of police. The power of the Commissioner to effectively dismiss police instantly under section 26E of the AFP Act, further safeguards against possible abuse of power by individual police against young offenders."

"Considering these accountability mechanisms, we submit that is only logical that the paperwork required under section 33 is unnecessary. If a magistrate, judge, senior Police Officer, the Ombudsman or the Government wants to know why a young offender was taken before the court, then they should ask the police investigator. Certainly taking a young offender before the courts is very much the last avenue for police; from their first days in college officers are taught to try all avenues short of court in dealing with young offenders. Initiatives such as Diversionary Conferencing have been introduced with this philosophy in mind."

In summary then, it is the Association's view that removing section 33 would not have any grave effects on the system of justice in the ACT. Police would be just as accountable as before, but they would be back on patrol sooner than currently is the case. Furthermore, removing section 33 would stop the stupid double standards situation where an informant needs the written approval of a Sergeant to prosecute a 17 year old offender, but not one for an 18 year old accomplice (fairly common when police arrest groups of young people for offences such as burglary).

Now if you thought, in the context of the objectives of the Change Program (ie: empowerment, trust etc), that the Association's suggestion would be supported by the AFP - you would be wrong. The AFP informed the Government that it did not support amending the Act to empower police. It preferred to leave section 33 in place, but indicated that it would consider refining police administrative requirements.

After being told of the AFP's position by the Government, the Association sought an explanation from ACT Assistant Commissioner Bill Stoll. In the letter the following was included;

"Could you please confirm if the AFP has indeed opposed the Association's proposal, and if so, on what grounds? How do these reasons accord with the principles of empowerment and trust as set out in the Commissioner's Change Program? Could you also please advise what plans are underway to streamline such procedures within the AFP, and reporting / implementation schedules."

This letter was sent of on the 1 February 1999. On 19 March a response was sent;

"I refer to your letter of 1 February 1999 concerning the amendment of Section 33 of the Children's Services Act 1986."

"I advise that the AFP gave careful consideration to the options raised. Having regard to the ongoing up-grading of the AFP's systems and our commitment to best practice in all our operations, the advice provided to Government was to retain the provision, noting that the forms currently used were open to review by the AFP."

"I do not accept that the AFP advice impacts on the issues you raised and there are ample grounds to support the retention of the current arrangements."

*"W J Stoll
Assistant Commissioner
ACT Region"*

Empowerment is not the unfettered right to 'do as you please.' It is about careful decision making with levels of accountability that are reasonable and appropriate given the situation at hand. It is the Association's view that our proposal is about empowerment, it is about increased police efficiency, and it is about providing the best service to the community possible. It would therefore seem to fit within the scope of the Change Program. AFP management obviously disagrees.

The Association will continue to fight for law reform that appropriately balances the interests of the community with

the needs of police. While we have not given up on improving the *Child Services Act*, we have achieved quite a success for members in the amendment of the Territory's drink driving legislation. Despite muttered opposition from AFP management, the ACT Legislative Assembly recently removed the requirement for police to complete a form (Section 10A Certificate) when a person tests positive at a roadside screening test. Again, the Association suggested that there was no need for pointless paperwork that duplicated other forms, and the ACT Labor party (with the support of Independents Dave Rugendyke, Paul Osborne and Trevor Kaine,) agreed.

Recent changes to domestic violence legislation is yet another example of the Association being able to argue for the objectives of empowerment. The Liberal Government wanted to give police the power in special circumstances to detain a person while the partner seeks an after-hours restraining order. The initial bill required the informant to report the situation to his / her Sergeant, who would then ring the duty Magistrate for an order. This would have set up the ludicrous situation where a Constable could ring a Magistrate at, say, 9pm for a search warrant for stolen property, but could not do it for a order preventing serious domestic violence! The Government proved very receptive to Association suggestions, and accordingly the new legislation gives informants (no matter what the rank) the ability to follow the matter through themselves.

These events give rise to a strong irony. In each of these three instances ACT politicians have recognised Association calls as being logical, appropriate and acceptable to the community as a whole. All sides of politics (Liberal, Labor and Independents) have supported empowerment initiatives that AFP management have not. It would seem that Commissioner Palmer has been far more effective in arguing the benefits of empowerment to external stakeholders such as ACT politicians, than to many within AFP management. One has to wonder if that was his intention though?



The AFP Special Operations Team (AFPSOT)

BRIEF HISTORY:

The history of the Australian Federal Police Special Operations Team (AFPSOT) can be traced back to 1964 when Sgt 2/c Reg Kennedy (later to become ACT Police Commissioner from 1977 until amalgamation in 1979) attended a training course with the NSW Police Emergency Course. Following this the ACT Police Armed Offenders Squad was formed. This acknowledged that policing could not exist without the presence of specially trained personal to deal with high risk conflicts. The squad was placed under the control of the Criminal Investigation Division as the Detectives of the day were of the opinion that uniform members 'psychological makeup' was not suitable for such duties.

In the early hours of 13th February 1978 the Sydney Hilton Hotel was bombed. This was the first day of the Commonwealth Heads of Government Regional Meeting (CHOGM) and at that time eleven delegates were staying in the hotel. The bombing resulted in the formation of the Standing Advisory Committee on Commonwealth/State Protection Against Violence (SACPAV). This committee is under the direction of the Protective Security Coordination Centre (formed in 1976), which is a division of the Commonwealth Attorney Generals Department.

The Federal Government in 1978 directed that a counter terrorist response be formulated. As such the Commonwealth Police formed the Counter Terrorist Operations Section (later to grow to a division). This was created by the selection of some members of the Special Air Service Regiment (SASR) who were then employed as Commonwealth Police.

The AFP became a signatory to the SACPAV agreement in 1979 due to the responsibility to provide policing to the Australian Capital Territory. During the period of 1979 - 1981 'Special Assault Team' members were trained by the AFP based in the ACTR. This group was dissolved following the conclusion of CHOGM in Melbourne. With the AFPs



"The Paladin: 'Against all odds we conquer.'"

commitment to SACPAV an Operations Response Group was formed as a full time unit located in the ACT region.

In February 1983 the first AFP 'Special Operations Team' course was held. Training of these ACT based members was provided by the full time members of Operation Response Group, which also had witness protection functions. The AFPSOT members were on-call and placed on team lists in conjunction with the full time Operations Response members. During the period of 1985 the members of Operations Response formed a separate body which was the nucleus for Protection Division.

In 1986 the first full time AFPSOT Coordinator was appointed and located at Canberra City Police Station. This was the basis for the current manner in which the AFPSOT exists. In 1989 the Australian Capital Territory proclaimed self government. It was not until 1992 that the ACT

became a fully active signatory to the SACPAV agreement. This agreement requires each police service to provide a 30 member Police Tactical Group (PTG). These PTGs are to be trained and maintain a national standard set by SACPAV.



Cross training with other national PTG members.

AFPSOT TODAY:

The AFPSOT consists of a full time Coordinator and Equipment Officer which are located in ACTR. There are a further 34 part time members which are divided into two teams which rotate an on-call roster every fortnight. Each team consists of a Team Leader and 2IC. The remainder perform individual functions according to their area of speciality within the team including tactical drivers, method of entry (MOE), medic, roping, intelligence and marksmen. Certain members have been also been cross trained in negotiation skills, search and rescue, divers and bomb disposal.

All members of the team are based in the ACT geographic region and perform a range of ACTR and National functions. As such the team consists of a wide range of policing skills and experience which allows for an educated and mature approach to the tasks required of the AFPSOT. Current members are required to possess and maintain a high level of both theoretical and practical training which is commensurate with modern policing accountability levels.

There is a misconception that violence is connotated with the use of any police tactical group such as AFPSOT. Media sensationalism, value added movie imagery and individual prejudices have done little to reduce such views. These perceptions should be balanced with the knowledge that utilisation of the AFPSOT is often done so in conjunction with AFP Negotiators in order to maximise the opportunity for a successful and controlled resolution. Efficient use of a police tactical group can reduce risks associated with violent confrontations or when rapid controlled containment is necessary for evidentiary purposes. Current risk management trends should see the use of a police tactical group as an initial tool rather than a last resort when presented with such situations.

AFPSOT SELECTION:

The selection of potential members to AFPSOT has evolved into a combination of psychological, physical, theoretical and skill based testing. This involves applicants attending 'try-out' days which are necessary to identify members suitable for further development. Selected candidates then participate in a demanding six week Basic Course throughout which each individual is constantly assessed and evaluated. Attending this course does not guarantee entry into the team as participants may not meet the required standards.

Following this Basic Course potential members are to undertake an Advanced Course of three weeks duration. This course focusses most attention to the basic skills required for Counter Terrorist training. Some of these basic skills can also be applied when members are utilised in a domestic role. Again each member during this phase of training is monitored and evaluated. Upon successful completion of the advanced course new AFPSOT members are placed on a reserve list until they are required operationally. Attendance at these courses is demanding with candidates being expected to perform and react under difficult conditions in high stress situations. This standard of training is necessary to ensure a high standard of performance when deployed operationally. While there is a

degree of weapon and tactical skills involved considerable focus is placed on members to develop solid teamwork.

ONGOING TRAINING:

The Basic and Advanced Courses are constructed in order to train AFPSOT members to the required SACPAV level. This training is doctrinated, structured and is set to a national standard which reduces inconsistent and fragmented training practices. These standards now characterise all Australian PTGs and have been designed to allow national intraoperability of the PTGs if required. An example of such interoperability was the Port Arthur tragedy that saw the Tasmanian PTG assisted by Victorian PTG.



Marksmen training.

Individual members of AFPSOT are expected to build upon the base level skills of the initial training courses. Each member has to validate three times every year by attending separate training weeks during which physical fitness and weapons skills are retested. Failure to meet the required standard results in the member going off line. Along with validation weeks members are expected to attend range days (both indoor and outdoor) and specialised courses as programmed. These include Marksmen training and validation, Method of Entry (MOE), or Rural Operations training. A high level of commitment to the team is



Airborne Assault Training

required as personal training is often necessary outside of the time allocated.

Externally AFPSOT members are exposed to training with interstate full time PTG members at various locations, including the SASR facilities in W.A. Information from these courses is adopted into training which allows the team to develop consistent with national levels. The results of AFPSOT members competing against full time interstate PTGs at such courses reflects the standards set for the team. SACPAV exercises are also programmed in which AFPSOT members are involved. These are held in order to evaluate the AFPs adherence to SACPAV requirements. Major exercises are conducted in conjunction with outside agencies (including the SASR) which allows the AFPSOT exposure to the latest techniques and methodology.

EQUIPMENT

In 1964 (then) Sgt 2/c Reg Kennedy reported that the equipment of the Emergency Squad consisted of six .303 army service rifles, one suit of body armour, two respirators and one gas gun (with gas projectiles 'most suitable for training purposes'). Today's AFPSOT is equipped with some of the leading technology available for specialist tactical teams. Members have access to H&K MP5 9MM, M-16 .223 rifles, Glock 9MM pistols, Remington 870P Shotguns, and Marksmen rifles (.308 Accuracy International/.308 Mauser). Largely this equipment is provided by SACPAV allocations which ensures all PTGs are adequately resourced.



Urban training techniques.

Other specialist equipment includes Day/Night Vision and sighting systems, various ballistic mediums, an array of munitions for a multitude of applications, specialist roping equipment and Marksmen support equipment for both rural and urban taskings. The team also has access to a network of support products and technical services which allows further flexibility when undertaking tasks. Members often acquire their own resources for specific use as the team is not immune from fiscal limitations.

The AFPSOT is mobilised by the use of two special purpose vehicle 4x4s, a commercial support van and a purpose built equipment truck that contains sufficient equipment for any call out tasking. These vehicles allow for efficient

deployment of the team when required in the ACTR or interstate when required. As such the response time from time of call out to actual attendance at the scene has been minimised, enabling a scene to be quickly controlled. For operations that allow advanced planning the attendance of the team can be dictated by the requirements of the investigation.

FUNCTIONS:

AFPSOT can assist and undertake tasks in any urban or rural situation. Tasks involving any transport medium including motor vehicles, aircraft, all vessels, buses and trains can be accommodated by the team. Reasons for requiring the AFPSOT may include execution of search warrants for drug/evidence interdiction, the rapid containment of premises or barrier penetration, apprehension or suppression of violent/armed offenders, rural searches for high risk persons, containment or resolution of hostage/seige situations, witness or VIP security in the absence of local protection divisions, and armed escorts for high risk valueables.

These reasons are not exhaustive. Team members are encouraged to be flexible and adaptable in order to deal with any scenario. The utilisation of AFPSOT requires approval of an officer ranked Commander or above. The typical chain of command at a scene involves the Police Forward Commander (usually the duty officer), Police Tactical Commander (TC) and the AFPSOT Team Leader. Other teams liaise through the TC when requiring tasks by AFPSOT. At any situation AFPSOT Team Leaders have to provide written plans which have to be approved by before any tactical action is undertaken by the team. This process ensures accountability and control throughout the chain of command and is expedient when correctly followed.

The use of the AFPSOT should be seen as an operational tool. It allows for a scene to be secured and handed over to investigators with minimal distraction in a controlled environment. The team has a high level of mobility and access to AFPSOT vehicles allows efficient deployment within the ACTR and interstate to support investigations. Such has occurred with the successes of Eastern Regions Operation 'Linnet' and Northern Regions Operation 'Calculus'. This interstate involvement and exposure has been invaluable towards the development of the AFPSOT.



Operation "LINNET", the interception of the Uniana.

THE FUTURE OF AFPSOT

In the near future Australia will play host to the Olympic Games, Commonwealth Heads of Government Meeting (CHOGM), as well as celebrating the centenary of Federation. These events will receive international exposure and would serve well any individual or group seeking social or political exposure. FBI Director Louis Freeh on his recent visit to Australia indicated his concerns of the high threat level during these events. Australia is no longer immune from civil unrest caused by world issues, with the recent Kurdish demonstrations highlighting this. Ongoing training necessary to prepare any law enforcement agency for possible such occurrences. The SACPAV agreement acknowledges the reality of such potential risks and requires the AFPSOT and all other PTGs to be trained for scenarios that hopefully will never eventuate.

On a community policing level there is a sustained the need for AFPSOT. Certainly anecdotal evidence suggests that violence in our community and prevalence of weapons amongst criminal elements is not decreasing. Dealing with the unsavoury reality of human behaviour the need for proficiently trained tactical teams cannot be ignored. The intervention by a PTG is always hopefully avoided yet...

"...in a society where desperate and dangerous men resort to the use of firearms for criminal activity, we must expect that a group of highly trained and expert police who are willing to take enormous personal risks will occasionally be forced into situations where either they have to shoot or be shot." Victorian Coroner.

Craig Stevens
C/ GPO Box 2343
Adelaide, SA, 5001

Mr Mike Phelan
National Secretary
Australian Federal Police Association
40 Thesinger Street
Deakin ACT 2601

Dear Sir

I am an ex-police officer and former employee of the Police Association of South Australia. I am in the preparatory stages of writing and editing a book of humorous stories and anecdotes about policing.

As well as recording my own experiences, I am collecting those of other serving or past police officers.

I would be grateful if you could place a small notice in your publication to assist me with this project. Following is my suggestion for a suitable message:

Attention serving and past police officers - Do you have a humorous story to tell about your policing experiences?

I am writing a book of humorous stories and anecdotes about policing. Do you have any stories or experiences which you think might be suitable for inclusion in the book? Stories of any length accepted but may ultimately be subject to editing. Identity will be concealed if requested.

Please send contributions to Craid Stevens, C/ GPO Box 2343, Adelaide, SA 5001. You will be contacted if your submission is chosen for inclusion and in regards to any associated contractual/legal issues.

I look forward to your assistance. Please feel free to contact me should you require any clarification or wish to discuss this matter.

Your sincerely

Craig Stevens

NB: I would sincerely appreciate any contribution from yourself or other officials of your Union.



Competence or Competency: What's in a Word

By Fraser Sampson

What's the difference between a competence and a competency? No, it's not the tie-breaker from last Tuesday's Mensa pub quiz. Nor is the topic for some sterile semantic debate. It is a pertinent question which should be asked of every manager who uses these fashionable bits of jargon as if they were interchangeable. The purpose behind the question is not to catch anyone out (although it could be used to good effect to enliven the odd management appraisal meeting) but to clarify an area of personnel development and assessment which is becoming increasingly confusing and confused.

Is there more to distinguish competences from competencies than a carelessly inserted "i"?

I would suggest that there is a real and relevant difference between these two features which, far from being coterminous, describe different aspects, or incremental stages of a person's performance and which therefore have very different functions.

If we accept that there is a clear difference between "knowing" and "showing" we can immediately discard the problems associated with knowledge measures and concentrate on performance activity, the area which is properly concerned with both competence and competency.

Competence

What is competence? Is it even a noun? "Competence" can be seen as referring to the basic demonstration of an activity which is assessed with a "yes" or "no"; you are either competent or you are not. Just as you can't be partially dead, neither can you be partially competent. As such competence represents the first stage of performance measurement. Understood in this way, competences be grouped together to form a checklist against which a person's ability might be tested. Successful demonstration of a series of competences in a workplace assessment may allow a person to use a piece of equipment or to carry out particular tasks. In each case the person is showing simply that they are "competent" in the execution of those activities.

Take, for example, the assessment of an officer's competence with the PR-24 baton. One aspect of training in the baton's use might be to draw it from their weak side. If the officer succeeds in drawing the baton from their weak

side, they have demonstrated competence in this area and that fact is recorded. The assessor does not award marks for artistic interpretation but simply notes whether or not the officer did in fact draw the baton as required. You may wish to go beyond that first basic level, perhaps to describe, not only what was done but also how it was done. At this point you will need to involve a competency.

Competency

Competencies are generally used as more detailed behavioural statements. They almost beg an adjective. How did the officer draw the baton? Purposefully, inconspicuously, nervously?

In terms of its complexity, competency can be seen as representing the next stage. Being concerned with more than mere sufficiency, competencies reflect variation in levels of performance. They are therefore much more difficult to define and also to measure, two key principles in any meaningful assessment of performance. Clearly it is far easier to describe and evidence someone's ability to draw a baton (competence) than to capture their capacity for innovation or their ability to deal with conflict (competency).

Behaviours

It can be seen then that competencies represent "softer", less rigid skills than hard yes/no measures of competence, often requiring observation over a period of time. But softer still are critical notions such as loyalty, integrity and commitment. These features, at the next level of complexity, describe neither the competent demonstration of an activity, nor the way in which the activity is carried out. So where does that leave them?

Christopher Rowe of BAe has suggested¹ that they are best regarded as "behaviours" which can be either morally or intellectually based. While accepting that intellectually-based behaviours such as "strategic thinking" or "business awareness" can be tested through structured exercises, he feels that those which are morally-based cannot. These morally-based behaviours – which relate closely to the values of an individual – would include such areas as loyalty, ethical practice and trustworthiness. Standing at the opposite extreme of the competence/behaviour spectrum, it may well be that they are incapable of being measured with any degree of reliability.

Does it Matter?

As many forces begin to create competency matrices and pursue competence-based training, this area is becoming increasingly relevant to police managers.

If you are concerned with

Assessment/Selection
Training
Development
Appraisal

then yes, it does matter. In order to design, deliver or decipher the results of exercises which test skills and abilities it is important to have a clear understanding of what it is that is being tested. It is also important to understand what is really being measured and how far that assessment, staff development and appraisal systems all need to reflect this reality in both their objectives and their methodology.

So, yes, there is a difference between competence and competency, a difference which goes beyond the changing of one letter – just as there is with aptitude and attitude. Managers who scrutinise or utilise such HR tools may

therefore find it useful to clarify their own understanding of the distinguishing features which separate competence, competency and other behaviours. They may also find it useful to use a vocabulary which accurately describes what is being measured. Such clarification may help to avoid claims of “competence-based” appraisals which award grades and “competency” matrices which assess ethical behaviour.

And it may also help those of us who have to work with these fashionable issues if we all agree on what we’re talking about first.

Reference

1. *Industrial & Commercial Training*, Vol. 27. No. 11 1995. pp. 12-17.

Article courtesy of Police Journal, Volume LXXI Number 4, October-December 1998.

AFPA Insurance Cover

Increase in Standard Cover

The AFPA have just negotiated to increase the Life Insurance Cover for all financial members from \$50,000 to \$63,000. This 26% increase in cover will take effect from 1 June 1999 and will be at no extra cost to the member.

Extra Cover for Member and/or Spouse

The Association has also negotiated to enable financial members to obtain extra Life Insurance cover for themselves and or their spouses. This extra cover will be available at the very competitive rate of \$3* per unit. The level of cover is dependent upon the age of the insured according to the following table:

Age Next Birthday	Sum Assured
Up to 35	\$110,100
36 to 40	\$77,850
41 to 45	\$47,800
46 to 50	\$26,980
51 to 55	\$15,010
56 to 60	\$8,760

This extra cover is completely voluntary and if taken up will be in addition to your standard AFPA subscriptions. Your individual subscription rate will be adjusted to include the new premium.

In order to receive the extra insurance cover members and or their spouses will have to complete a basic Personal Statement that will be sent direct to the insurance cover.

For further details contact your Zone Coordinator

*includes a \$1 administration fee



Industrial Report

AFPA TAKES FIRM STAND ON ISSUES

The Australian Federal Police Association National Executive met last week and determined a wide range of strategies relating to our industrial landscape.

Senator Vanstone, Minister for Police & Customs, attended the meeting and spoke positively about working closer with the AFPA in the future.

The main issue settled was the AFPA's position on the 3 year Certified Agreement.

The National Executive based its views on member surveys and reports from Zone Coordinators reflecting the wishes and concerns of members.

Further suggestions from members will be sought over the coming weeks to ensure that the Certified Agreement realistically reflects members views.

Once again I promise full member consultation in relation to the Certified Agreement negotiations.

At the conclusion of this, you will all be given the opportunity to vote on the final Certified Agreement.

*Jon Hunt-Sharman
National President*

AFPA TAKES ACTION ON CA FRONT

Throughout last week the National Executive met in Canberra to discuss a range of issues, especially the new Certified Agreement (CA). The National Executive is conscious that many members are anxious for an outcome and a degree of certainty about the future.

During the meeting the National Executive reaffirmed initiatives and options that members want resolved in the new CA and considered strategies to prosecute the claim.

Key elements of any new CA from an AFPA perspective include:

- An across the board real pay increase for all employees of 18% over three years.
- Options for employees to either sell back leave to the AFP, or to
- Purchase more leave (provided that the leave is taken within the year.)
- Cash out of accrued Ado's.
- An option of family friendly working hours.
- Introduction of composite salary packages and a bundling up of conditions in keeping with long term

demands but only where it benefits the employees and the organisation.

- Better definition and explanation of the National Operations Model and its supporting template, the Teams Model, ensuring nationally consistent implementation.
- Better protection of employee job security.
- Realisation of gain-sharing commitments from the AFP including recognition for employees in the \$50 million in savings funded by AFP employees in the Ayres programme.
- Better definition and more protection for employees with respect to the utilization of Competencies and Jobsite.
- Changing entitlements to reflect the role of operational employees regardless of sworn or non-sworn status.
- The establishment of a welfare fund, jointly administered by the Association and AFP, to give leave to those employees who for medical or associated reasons, require leave but have utilised all of their own.
- Concentration on the key reform initiatives designed solely to make the AFP better in its mission, with 'non-core' reforms placed to one side.
- A permanent end to reform fatigue and change for the sake of change culture that detracts from an effective operational focus by only including clear and precise outcomes within the CA.
- The establishment of an overdue and professional mobility policy throughout the AFP.
- Agreed terms and provisions for overseas contingents.
- Better recognition of rostered employees.
- A joint review of ISA, IID, Employment Standards and the Complaints Act generally to make it fairer for members.
- A joint review of JSC, JRC and selection processes generally to make it fairer for members.
- A joint review of FTA policy and process.
- A joint review of AFP assets to identify savings to be channeled towards salaries and operational effectiveness.

Chief Operating Officer James Kellaher attended a briefing with the National Executive in which a free exchange of perspectives and objectives were discussed by all present.

The National Executive emphasised the critical nature of timing and the impatience of the membership on finalising a Certified Agreement. In real terms the session was perhaps our most fruitful to date and provided a real insight for both parties in relation to management and industrial issues.

The National Executive's negotiating team is ready and prepared to begin detailed negotiations immediately. It is the AFPA's desire to achieve an outcome for members before the end of this financial year, however the AFP's refusal to enter detailed negotiations to date have placed difficulties on this time frame. If an outcome is unable to be achieved by the end of June, then the Association will be strongly advocating a nominal start date of 1 July 1999, with any outcome backdated.

Should the AFP fail to produce solid proposals for members to consider in the coming few weeks, a strategy is already in train to initiate appropriate efforts to encourage the AFP to finalise negotiations.

AFPAS

The Executive also reaffirmed its desire to resolve the AFPAS dilemma quickly, but separately from an across the board pay rise of 18%.

The long-term productivity achieved by the AFP in permanently removing AFPAS should not be lost in the chase for short term cash. All members must remember the legislative environment is changing rapidly and only an appropriately negotiated deal will ensure members are not sold short. The final decision will be made by you the member when options are made available.

The Association's long standing policy on AFPAS has been for AFPA members to elect one of three options: -

- Payout of accrued AFPAS, and a pay rise to compensate and at least match the true value of the scheme.
- Roll over the accrued sum and future worth in members' Superannuation.
- Retention of the current process for those employees who would benefit by it.

AFPAS AND FTAs R.I.P?

Many members are feeling particularly insecure at the moment, as the AFP seems to be rewriting the book on FTAs. As many would recall, members were not supposed to fear FTA renewal time unless they failed to perform or lacked integrity. Now that has become a myth as we are told there may be renewals at a lower level.

Given the uncertain future of AFPAS, now would seem like a perfect time to solve the FTA problem as well. Both concepts were introduced together and were integral to each other. Now with the possibility of AFPAS moving on, it is time to consider the future of FTAs and their value to members and the organisation.

There would seem to be no sustainable argument to defend the keeping of the fixed term appointment system.

Within the AFP, the discretion of the Commissioner, and ongoing tests for professional ethics and integrity have

established a rigorous employment regime. This, allied with the ongoing use of broad definitions for diligence and integrity ensures that the AFP stands alone in the public sector with its high standards and employer flexibility. The ongoing use of FTAs only adds to the low morale and insecurity felt by many employees that ultimately fails to make the AFP a better employer or law enforcement agency.

The Association will explore this issue more as we finalise negotiations with the AFP. Member comment on this and other issues is encouraged.

STAGGER OPTION OF FTAs

The AFP has commenced sending out stagger options to members seeking them to cut short current FTAs and giving them the option to enter into fresh FTAs.

The AFPA does not support the 'Stagger Option', however, it is a matter of individual choice and we support that choice. Each member should carefully consider the options.

If you require assistance please contact our AFPA Industrial staff.

The AFPA wants to settle AFPAS as a matter of urgency and possibly abolish FTAs altogether, so the question is what do you gain for signing up to a new FTA if AFPAS does not apply?

A further bulletin will be released in the coming weeks including any further developments as they become available.

AFPA INDUSTRIAL REPORT

The AFPA National Executive met on 11/12 March to give consideration to the major issues confronting all members. By way of detail for all members, the following resolutions are presented as endorsed by the National Executive with explanatory comments.

THE NEW CERTIFIED AGREEMENT

1. "That the AFPA National Industrial Team commence immediate negotiations with the AFP towards finalising a new Certified Agreement outcome.

Should the Industrial Team fail to achieve significant progress within 60 days the National Executive endorses the use of all available options provided under the Workplace Relations Act 1996."

The AFPA has been in ongoing discussions with the AFP on this matter for some months (as previously reported). The Association and members have been frustrated by the lack of progress. The National Executive believed it important to notify the AFP of its seriousness with regard to this matter and establish clear timetables for the negotiations. Naturally, should the AFP fail to negotiate in good faith, the 60 day period will be re-evaluated and perhaps shortened.

The second part of this resolution embraces but does not limit the Association to the use of industrial options legally provided for within the Workplace Relations Act. Members should be under no illusion as to the gravity with which we approach this matter or our commitment to attaining a fair outcome. The first objective at this time is to seek a consent

agreement through negotiation, but, should this not be possible other avenues will need to be considered.

In recent months the National Executive has also established a financial, political and industrial strategy to ensure the capacity of the AFPA to attain the outcome desired by the membership.

THE APPLICATION OF AGREED OUTCOMES

2. "That the AFPA seek Commissioner Leary of the AIRC conduct a further review of the implementation of attachment 7, now that the nominal term has expired, and a review of any further developments in the application of the 1995 Change Agreement objectives throughout the AFP."

The initial review conducted by Commissioner Leary of the Australian Industrial Relations Commission was sought and applied for by the AFPA. This report released mid last year, gave substantial support to our concerns over the failures of the reform program.

Now, at the completion of the nominal term of attachment 7 the Association believes it fundamentally important that Commissioner Leary again review the application of agreed outcomes to assess any developments over the past year.

This independent assessment is crucial in identifying still ongoing concerns the Association has with regards to the reform program as it was identified on video and in written statements from Commissioner Palmer. The matter was raised at the Board of Reference and agreed to by both parties.

THE AFP REFORM PROGRAM

3. "The AFPA National Executive notes the following matters with regard to the AFP Reform Program:

a) The AFPA has been the primary advocate for the implementation of HR reforms often without the full enthusiasm of the AFP;

b) AFPA members do not feel the reform program has yet realised substantial tangible benefits to the operational or HR environment within the AFP;

c) AFPA members believe that not all senior management of the AFP has been committed to implementing the reform program and its failure has created a low morale environment;

d) The AFPA National Executive whilst fully committed to supporting the reform program, expresses its concerns over AFP failures to provide consistency in the application of reforms and the almost consistent failure of the AFP to meet any timetables it has committed itself to;

e) The AFPA National Executive expresses its concerns that the reform program as outlined by the AFP Commissioner in support of the 1995 Change Agreement Reforms has been undermined on several fronts with the AFP now retracting from previous commitments; and,

f) The AFPA National Executive will commit all available resources to ensure that the reform program developed in partnership with our members in public statements and meetings by the AFP Commissioner is implemented without

destabilising either the job security or career progression of the AFPA membership."

Most AFPA members will be aware that in recent times some AFP Senior Management have questioned the commitment of the AFPA and the National Executive members to the reform program. In response to this, the above resolution was endorsed by the National Executive to clarify any misunderstandings members may have about Association policy.

In respect of the reform program more generally it is important that we stress our full support to the program as it was outlined to members by the Commissioner when the AFP first embraced it (lest we forget that many elements of the reform program were AFPA initiatives).

Any consideration of the history since 1995 will also substantiate several facts:

- It was the AFPA who publicly and loudly supported more funding for the AFP to allow the program to continue and the operational environment to improve;

- It was the AFPA who sought the Industrial Relations Commission's intervention in assessing the reform program because of our concerns that the program was being undermined by management to the disadvantage of members;

- It has been that AFP who have failed to meet deadlines agreed to in nearly all agreements for the implementation of reforms;

- It is the AFP and their financial management that have failed to introduce change in the manner agreed to; and,

- It is the AFP who has regularly, and increasingly so, changed the nature of reforms in their intended application after conflicting public commitments have been made to members about these reforms.

If there is any further confusion, let's spell it out, the AFPA SUPPORTS THE REFORM PROGRAM. The question is DOES AFP MANAGEMENT ?

A current example of the concerns I've outlined relates to FTA renewals and members being told that they will be offered new FTAs at lower levels. The AFP must explain how this is consistent with public commitments given and why the Association should not fight tooth and nail to stop it !

In recent months we have also been told that competencies had been nationally approved and they hadn't, the process for their use has been misrepresented (thankfully a problem now apparently resolved) and nobody in the AFP can explain where \$50 million in savings will be made in the AFP's \$150 million program.

Why wouldn't members and the Association have cause for concern. Attachment 7 ended its nominal term on 31 January and slabs of it have yet to be implemented by the AFP.

STAFF MEMBERS AND THE AFPA

4. "That the AFPA National Executive re-affirms its ongoing commitment to AFP Staff Members and notes:

- a) Acknowledged failures to fully involve staff members in all AFPA activities and a flaw in past communications strategies between the AFPA and Staff Members;
- b) A commitment to develop a strategy for distribution aimed at better facilitating staff member participation within the AFPA;
- c) An ongoing commitment to remove any unfair provision of terms or conditions of employees that fails to recognise the work of individual persons and discriminates against unsworn members."

Recently meetings have taken place between AFPA officials and staff members in several regions. Many staff members raised their concerns over the commitment of the AFPA to staff members and legitimate concerns were raised about communication. In part the National Executive had already been addressing these concerns through the establishment of a new branch based Staff Member Consultative Committee which will be coordinated by the Staff Member vice-president (ballot of that position is currently in progress.)

The resolution above was endorsed by all National Executive members as a matter of policy to restate the new direction the AFPA has been embarking on in attempts to resolve these issues. Staff Members should also be aware that over recent months the AFPA has been actively supporting the retention of functions and jobs in staff member areas against the threat of outsourcing, has been supporting the designation of staff member roles to improve career structure and has previously committed to utilizing the three year agreement to remove discrimination of entitlements in the workplace.

Unfortunately both sworn and staff members often see themselves at odds with each other in the workplace. This has been worsened by the poor implementation of unification and its failure to address the unification of conditions. In reality sworn and Staff members will never be on the same conditions unless they are doing the same job. That represents the AFPA position, pay the job not the person and don't discriminate.

Allowances in future must go to operational areas and employees regardless of status and this has started in the application of the Extra Duties Allowance. Staff members in operational areas working in operational roles should not be discriminated against any more than sworn members in administrative areas should be discriminated in favour. It is not the role or the intention of the AFPA to represent one interest over another or choose sides. Any employee committed to the AFP and its future must respect a move towards recognising the work of all individuals in operational areas as the front-line of the organisation and support an even application of entitlements throughout the AFP. This matter will obviously continue to develop.

RIGHT TO PRIVACY

5. "The National Executive has received a number of complaints from members regarding enquiries from the press regarding the personal affairs of members and as a result resolve the following:

The AFPA supports the ongoing right to privacy of all members in their private affairs and we will also ensure that within a work context all members are free from all forms of discrimination.

The National Executive encourages all members to report all such incidents to their local AFPA Zone Coordinator."

AFPA Members will be aware that increasingly members are being subject to outrageous intrusions into their private lives by the media, many members having raised these concerns directly with Association officials.

The above resolution represents AFPA policy in respect to these concerns. At all times we will defend every members right to privacy and any members aggrieved in this form should immediately contact their Association representative. There is often little that can be done but we will pursue the defence of your rights. Sadly the print press in this country are largely unaccountable (except by Mediawatch on the ABC).

WARNING - EARLY FTA RENEWALS !!!

6. "The AFPA National Executive urge all members of the AFPA not to weaken their own bargaining position within our current industrial environment by accepting the AFP's proposal to end FTA's early under the Stagger proposal. Further all members are encouraged to contact their local Zone Coordinator should they have any concerns."

All members should be aware that AFP is attempting to resolve the Year 2000 renewal problem through the offer of early renewals to some members. It goes without saying that this issue has many dimensions, not least of which is the bargaining position of members during the current Certified Agreement negotiations.

Any member offered an early FTA must obviously consider their individual circumstance and you are encouraged to immediately contact your AFPA representative to discuss any such offers.

If you would like to discuss any of the matters in this report contact myself or Steve Ramsden at the AFPA National Office on (02) 6285 1677 or email on atpa@canberra.teknet.net.au

CRAIG SHANNON
PRINCIPAL INDUSTRIAL OFFICER





I Did It - But Don't Blame Me

By Wayne Severs
ACT Police Branch Committee Member

In a humane society, judges are surely right to take into account a person's full circumstances when sentencing. But have we lost the plot completely when a person can commit the most horrific of crimes and then be allowed to escape responsibility by presenting themselves as the 'real' victim? There seems to have been a whole guilt evasion industry underpinned by the bogus concepts of victimhood.

Smart lawyers and pop psychologists have made it possible for the truly evil amongst us to transfer the blame for their actions to others or to 'society' in general. This cynical manipulation of the Courts has brought discredit and a loss of faith by the public in the legal system. Offenders have been increasingly able to blur the distinction between self pity and remorse. Consider the following:

A man kills another man by stabbing him 50 times after a 'gay' advance - when a simple 'no thanks' might have a more reasonable response. How many thousands of men would we find dead in Australian cities every day if women made the same response to an unwelcome advance?

A paedophile who systematically abuses hundreds of children over decades and then blames his actions on abuse he suffered as a child. Most victims of child sexual abuse don't grow up to become abusers. It might be fairly argued that a paedophile has all the more reason to protect children rather than subject them to the same horrors he experienced.

The alcoholic who bashes his wife and subjects his children to a reign of terror lasting years. The wife finally escapes and is awarded custody of the children. They are brutally murdered because 'If I can't have you no one can'. And then we hear all about the perpetrator's own abuse at the hands of an alcoholic father. Like the paedophile it's worth noting that most children of alcoholic abusive parents grow up wanting to protect children from the kind of abuse they have suffered. Maybe the Court was right in this case to deny him custody after all.

Consider too the Sydney case where a woman throws her baby girl to its death out of a hospital window and years later decides to sue the hospital. Claiming that the hospital was negligent in not diagnosing her mental condition, she attracted a vast amount of sympathy in the world of pop psychology.

And then there is the Queensland case where a mother shoved her broken boned baby into a box in a cupboard. This almost unbelievable cruelty was blamed by the pop psychologists not on the mother and her partner, certainly not, but on the mother's lack of education, her abusive partners and not being able to fulfil societal expectations as a wife and mother! *It is possible to believe anything.*

These are just a few recent cases. The common thread running through all of them was that no matter how horrendous the act the perpetrator was never to blame - it was always the perpetrator who was the real victim. This crazy world of psycho-babble and

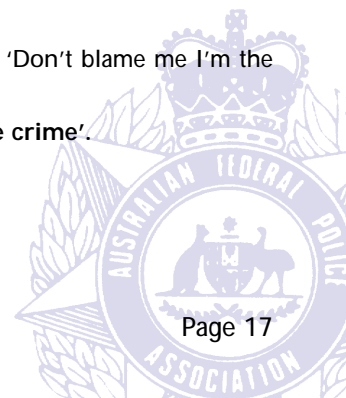
moral double think uses the language of human rights to confuse issues. It seems we have forgotten that the Australian people as a whole have fundamental rights too - which include the right to feel safe in their homes and on the streets. The Australian people have a right to expect that their Courts will administer justice that is swift and sure. They also have a right to expect that their police services will be properly resourced, funded and supported by governments and parliaments. Any political party which deems such concerns to be populist politics, and therefore beneath them, is out of touch with political reality. Such a party will be judged by the Australian people to be elitist and disconnected with the reality of their daily lives.

I don't attack the principle of judicial independence in what I have said here - I fully recognise that judicial officers must be able to act free of political interference. I suggest only that perhaps it is time to review our legal system in order to make it more responsive to the concerns of the Australian people. The Australian people must be able to feel a sense of ownership, and therefore responsibility, in their public institutions. There is instead an increasing community perception that the justice system is remote, arrogant and unfairly skewed towards offenders. Offenders and their legal counsel are seen as having unfair advantages enabling the guilty to escape the consequences of their actions. I suggest too that we should move away from the culture common in the Courts today where the motives of poorly resourced and funded police officers are often treated with suspicion. Police officers are often made to feel that they are somehow the opponents of human rights in a system seemingly intent on allowing the perpetrators of crime to evade responsibility for their actions.

We need to return to the idea that a safer community is the product of co-operation between the Australian people, their Courts, their police services and their parliaments. The reasons for crime are not simple. There is today a rapidly expanding social underclass in Australia often blamed for much of the increase in crime we are experiencing. This underclass has its origins in a complex interplay of forces over the last 25 years or so. Those forces have resulted in an almost total economic and social reordering of the country. This process has seen the rise of unacceptable but seemingly permanent high rates of unemployment and family breakdown accompanied by changing social attitudes. Effective solutions to crime will be multi-faceted and often courageous. Removing responsibility from the individual for their actions is, however, not part of the solution but instead one of the problems inhibiting our inability to create a safer society.

Perhaps we should replace the modern 'Don't blame me I'm the real victim' with old adage:

'If you can't do the time don't do the crime.'



1st AFP/SouthCare Helicopter Joint Rescue

In November 1998 a bushwalker broke her ankle near Uriarra Crossing ACT, while walking with friends. AFP Search and Rescue members and ACT Ambulance paramedics were called to extricate the patient. After assessing the injury, it was felt that it would be worthwhile calling on the SouthCare rescue helicopter. SouthCare had only recently been commissioned and is based at Canberra Airport. As part of training, SouthCare crews had closely worked with AFP Search & Rescue and Water Police.

The November 1998 Uriarra rescue was the first time that the helicopter (staffed by pilots and ACT paramedics) performed a rescue/medical extrication in the ACT. Since then the helicopter has gained international recognition for its role in rescuing sailors from the Sydney to Hobart yacht race.



AFP members Scott Rowell and Michelle Lomas-Travers look on while ACT paramedic Mathew Hastings treats the injured bushwalker.

AFP Search and Rescue members (left to right) Scott Rowell, Mick Travers, Peter Laidlaw, Michelle Lomas-Travers and Neale Hammond taking the injured bushwalker to the waiting SouthCare chopper.



Scott Rowell, Michelle Lomas-Travers and Brett Cunningham look on as SouthCare paramedics treat and secure the patient.

HAVE YOU EVER WONDERED WHERE EITHER YOU OR YOUR FAMILY COULD TURN TO IF SOMETHING HAPPENED DUE TO UNFORSEEN CIRCUMSTANCES????

NOW YOU HAVE THAT CHANCE!!!

The Australian Federal Police Association and its affiliated organisation the Australian Law & Justice Association have been working over the last twelve months to develop a number of charitable trusts to protect the interests of all law enforcement personnel and their families.

THE AUSTRALIAN FEDERAL POLICE ASSOCIATION

The AFPA has been a key stakeholder in the AFP's reform process and there priority to establish strong and open alliances with all organisations involved in law enforcement. The success of the AFP can be attributed in no small way to the shared vision of the future held by the AFPA.

THE AUSTRALIAN LAW & JUSTICE ASSOCIATION

In 1997 the AFPA recognised that it was hampered by its own rules in assisting the AFP in its strategic direction. The rules restrict membership in the AFPA as it may only provide industrial advice, legal support and advocacy assistance to members of the Federal Police. Therefore the Australian Law & Justice Association was established with a number of key objectives:-

To develop a professional affinity between the respective law enforcement and private security agencies

Provide high quality advice and support to the law enforcement community

Develop a strong national organisation representing law enforcement professionals

Provide a single force representing the views of its members to Government and Industry and thereby enhance job security within the law & justice profession

To educate, protect and support those employees and families who have accepted a heavy burden in protecting our national interests

Achieve greater community understanding and respect for law enforcement methods and the justice system in Australia and

Advance community acceptance and recognition of all law enforcement professionals by developing benevolent objects to assist both law enforcement professionals and the community.

THE AUSTRALIAN LAW & JUSTICE FOUNDATIONS

EDUCATION

The primary purpose of the Education Foundation is the development and improvement of law enforcement methods and the enhancement of community understanding of those methods and the justice system in Australia

Provide funds for the training of persons in the law enforcement community

Provide scholarships to support the children of those in the law enforcement community through secondary or tertiary education.

Provide funds to Educational Institutions with a view to supporting their scholarship programs

Establish a mentor scheme to assist those who have newly joined the law enforcement community and

Other educational purposes

CHARITY & WELFARE

Provide funds for other charitable purposes to be pursued by the Foundation which include making donations to other charitable organisations with a particular emphasis on organisations who care for persons suffering illness, disability, poverty or who may be homeless

Pursue benevolent purposes in connection with the law enforcement community and the public generally including

Provide financial assistance to persons in the law enforcement community and other persons who are in need

Operate a "Make a Dream Come True Program" for the children of those involved in the law enforcement community and others who may be terminally ill

Operate a "Disaster Relief Program" for those in the law enforcement community and others who may suffer financial hardship as a result of a natural disaster and

Other similar purposes

BENEFICIARIES

Primarily the beneficiaries of the various Foundations will be those who are, or have at any time in the past, been:

- a member of the Australian Federal Police or of the Police Force of any Australian state or territory; or
- an employee of any Commonwealth or Australian state or territory government, or government authority, engaged in law enforcement, the provision of security services or the justice system; or
- engaged in law enforcement or the provision of security services, in the private sector; or
- close relatives of any of those persons

Additionally, members of the community who suffer hardship will also be assisted.

Donations over \$2 to the Charity and Welfare Foundations are fully tax deductible and should you wish to make a donation please complete the attached form or to obtain further information on how you can assist the Foundations please contact Laurie Hutchison on (02) 6285 1677 or write to:-

The Australian Law & Justice Foundation
40 Thesiger Court
DEAKIN ACT 2600

Email: afpa@canberra.teknet.net.au

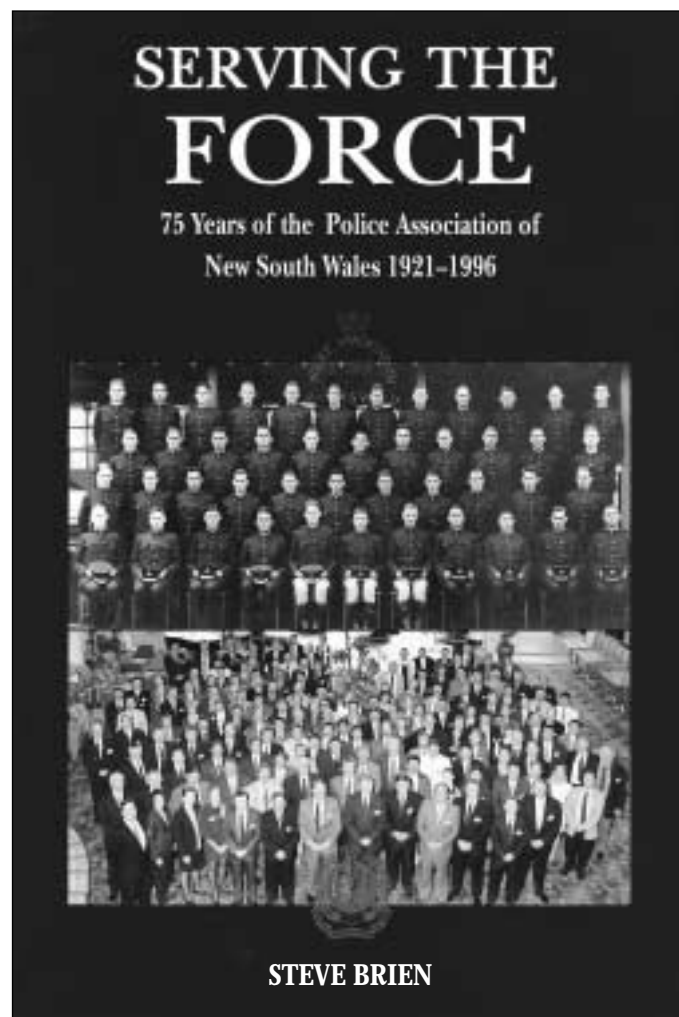




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75 Years of the Police
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written by Steve Brien

..“*Serving the Force* will serve as an inspiration to the next generation of Association leaders in their continuing fight for police welfare, rights, safety and strength..”



Financial Statements

AFPA National Council Financial Statements for the year ended 30 June 1998

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Committee Of Management Report	Committee Of Management Statement
Accounting Officer's Statement	Independent Audit Report
Statement of Financial Position	Income and Expenditure Statement
Statement of Cash Flows	Notes to and forming part of the Financial Statements
Detailed Income and Expenditure Statement	

Committee of Management Report

Your Committee of Management submit the financial statements of the association for the year ended 30 June 1998.

COMMITTEE OF MANAGEMENT

The names of the Committee of Management members in office during the financial year ended 30 June 1998 are:

Jon Hunt-Sharman	National President	George Nicols	NSW Police Zone Co-ordinator
Mike Phelan	National Senior Vice President	Marianne Tully	QLD Police Zone Co-ordinator
Helen McDermott	National Staff Member Vice President	Harold Hill	SA Police Zone Co-ordinator
Chris Eaton	National Secretary (Resigned 30/9/97)	Mark Townsend	WA Police Zone Co-ordinator
Luke Cornelius	National Secretary/CEO (Resigned 18/5/98)	Brian Hepworth	Senior Officers Zone Co-ordinator
Con Coutsolitis	National Assistant Secretary	Helen McDermott	ACT National Zone Co-ordinator
Jason Byrnes	ACT Police Zone Co-ordinator		

PRINCIPAL ACTIVITIES

The principal activities of the Association during the financial year was to operate as a union for the Members of the Association within Australia.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

No significant change in the nature of these activities occurred during the year.

OPERATING RESULT

The operating result for the financial year was a deficit of \$70,072 (1997 surplus of \$1 10,534).

REGISTER OF MEMBERS

The Register of members of the association is available for inspection at the office of the association, located at 40 Thesiger Court, Deakin, ACT 2605.

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL Committee of Management Statement

We, Con Coutsolitis and Mike Phelan, being two members of the Committee of Management of the Australian Federal Police Association - National Council, do state on behalf of the Committee and in accordance with a Resolution passed by the Committee that:

- (i) in the opinion of the Committee of Management, the attached accounts show a true and fair view of the financial affairs of the organisation as at 30 June 1998;
- (ii) in the opinion of the Committee of Management, meetings of the Committee were held during the year ended 30 June 1998 in accordance with the rules of the organisation;
- (iii) to the knowledge of any member of the Committee, there have been no instances during the financial year to which the accounts relate where records of the organisation or other documents (not being documents containing information made available to a member of the organisation under sub-section 274 of the Workplace Relations Act 1996) or copies of those records, or documents, or copies of the Rules of the organisation have not been furnished or made available, to members in accordance with the requirements of the Act in Regulations thereto, or the Rules of the organisation; and
- (iv) the organisation has complied with sub-sections 279(1), (3) and (6) of the Act in relation to the financial accounts in respect of the previous financial year and the auditors' report thereon.

For and on behalf of the Committee Of Management:

Con Coutsolitis
Committee Member

Mike Phelan
Committee Member

Dated this 10th day of February 1999.

Accounting Officer's Statement

I, Mike Phelan, being the Officer responsible for keeping the accounting records of the Australian Federal Police Association - National Council, certify that as at 30 June 1998 the number of financial members of the organisation was 2,033.

In my opinion:

- (i) the attached accounts show a true and fair view of the financial affairs of the organisation as at 30 June 1998;
- (ii) a record has been kept of all moneys paid by, or collected from, members and all moneys so paid or collected have been credited to the bank account to which those moneys are to be credited, in accordance with the Rules of the organisation;
- (iii) before any expenditure was incurred by the organisation, approval of the incurring of the expenditure was obtained in accordance with the Rules of the organisation;
- (iv) with regard to funds of the organisation raised by compulsory levies or voluntary contributions from members, or funds other than the General fund operated in accordance with the Rules, no payments were made out of any such fund for purposes other than those for which the fund was operated;
- (v) no loans or other financial benefits, other than remuneration in respect of their full-time employment with the organisation, were made to persons holding office in the organisation; and
- (vi) the Register of Members of the organisation was maintained in accordance with the Workplace Relations Act 1996.

Mike Phelan
Chief Executive Officer

Dated this 10 th day of February 1999.



INDEPENDENT AUDIT REPORT

To the Members of the Australian Federal Police Association - National Council

Scope

We have audited the financial statements, being the Statement of Financial Position, Income and Expenditure Statement, Statement of Cash Flows and accompanying notes of the Australian Federal Police Association - National Council for the year ended 30 June 1998. The Committee of Management is responsible for the financial statements. We have conducted an independent audit of these financial statements in order to express an opinion on them to the members.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, the Workplace Relations Act 1996 and other mandatory professional reporting requirements so as to present a view which is consistent with our understanding of the association's financial position, the results of its operations and cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion, the financial statements present fairly in accordance with Australian Accounting Standards, the Workplace Relations Act 1996 and other mandatory professional reporting requirements, the financial position of the Australian Federal Police Association - National Council as at 30 June 1998 and the results of its operations and cash flows for the year then ended.

Canberra, Australian Capital Territory

BIRD CAMERON PARTNERS
Chartered Accountants

Dated: 10 February 1999

D.J. WALL
Partner

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL
Statement of Financial Position as at 30 June 1998

	Note	1998	1997
		\$	\$
CURRENT ASSETS			
Cash	3	204,632	178,562
Receivables	4	5,958	6,145
Prepayments		9,501	5,690
Inventories		30,597	25,317
TOTAL CURRENT ASSETS		250,688	215,714
NON-CURRENT ASSETS			
Investments		-	672
Property, plant and equipment	5	1,506,048	1,670,683
TOTAL NON-CURRENT ASSETS		1,506,048	1,671,355
TOTAL ASSETS		1,756,736	1,887,069
CURRENT LIABILITIES			
Accounts Payable	6	81,691	219,445
Borrowings	7	31,716	22,400
Lease Liability	8	3,358	4,416
Provisions	9	8,363	41,427
Other Liabilities	10	65,180	18,960
TOTAL CURRENT LIABILITIES		190,308	306,648
NON-CURRENT LIABILITIES			
Borrowings	7	736,467	766,128
Lease Liability	8	5,967	7,962
TOTAL NON-CURRENT LIABILITIES		742,434	774,090
TOTAL LIABILITIES		932,742	1,080,738
NET ASSETS		823,994	806,331
ACCUMULATED FUNDS			
Asset Revaluation Reserve		87,735	
Members Funds		736,259	806,331
TOTAL ACCUMULATED FUNDS		823,994	806,331

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL
Income and Expenditure Statement for the year ended 30 June 1998

	1998	1997
	\$	\$
Operating Surplus before Abnormal Items	91,199	110,534
Abnormal Items:		
Prior Year Adjustment	-	(110,391)
Revaluation decrement arising on revaluation of Leasehold Land and Buildings to their recoverable amount	(161,271)	-
Operating Surplus/(Deficit) for the year	(70,072)	143
General Funds at the beginning of the financial year	806,331	806,188
General Funds at the end of the financial year	736,259	806,331

The accompanying notes form part of these financial statements.

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL
Statement of Cash Flows for the year ended 30 June 1998

	Note	1998	1997
		\$	\$
Cash Flows from Operating Activities			
Receipts from operations		1,058,624	1,075,110
Interest received		1,522	4,676
Payments to suppliers and employees		(1,012,140)	(941,083)
Net cash provided by (used in) operating activities	15(b)	48,006	138,703
Cash Flows from Investing Activities			
Payment for property, plant and equipment		(18,437)	(20,719)
Proceeds from the sale of property, plant and equipment		19,900	
Net cash provided by (used in) investing activities		(1,463)	(20,719)
Cash Flows from Financing Activities			
Loans received		-	742,460
Repayment of loans		(23,399)	(750,518)
Net cash provided by (used in) financing activities		(23,399)	(8,058)
Net increase (decrease) in cash held		26,070	109,926
Cash held at the beginning of the financial year		178,562	68,636
Cash held at the end of the financial year	15(a)	204,632	178,562

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL
Notes to and forming part of the Financial Statements for the year ended 30 June 1998

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 **Basis of Presentation**

The financial statements have been prepared in accordance with Australian Accounting Standards, the Workplace Relations Act 1996 and other mandatory professional reporting requirements. The financial statements have been prepared on the basis of historical costs and do not take into account changing money values or, except where stated, current valuations of non-current assets. The accounting policies have been consistently applied unless otherwise stated.

1.2 **Depreciation of Fixed Assets**

Depreciation has been provided on fixed assets using a straight line basis so as to write off their cost over the expected useful life.

The depreciation rates used for each class of depreciable assets are:

Class of Asset	Depreciation Rate
Leasehold Land and Buildings	2.5%
Freehold Land and Buildings	4%
Furniture and Fittings	20%
Leased Assets at Cost	20%
Office Furniture and Equipment	5% to 30%

1.3 **Employee Entitlements**

Provision is made for the association's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at their nominal amount. Other employee entitlements payable later than one year have been measured at present value of the estimated future cash outflows to be made for those entitlements. Contributions are made by the association to an employee superannuation fund and are charged as expenses when incurred.

1.4 **Leases**

Financial leases are leases that effectively transfer to the association substantially all of the risks and benefits incidental to ownership of the leased item. The leases are capitalised at the present value of the minimum lease payments, disclosed as leased fixed assets, and amortised over the period the association is expected to benefit from the use of the leased assets.

Operating leases are leases under which the lessors effectively retain substantially all of the risks and benefits of ownership of the leased items. Payments made under operating leases are included in the determination of the operating result for the year.

The cost of improvements to or on leasehold property is capitalised, disclosed as leasehold improvements, and amortised over the unexpired period the lease or the estimated useful lives of the improvements, whichever is the shorter.

1.5 **Inventories**

Inventories consist of regalia and are measured at the lower of cost and net realisable value. Costs are assigned on a specific identification basis and include direct costs and appropriate overheads, if any.

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL
Notes to and forming part of the Financial Statements for the year ended 30 June 1998

2. **INCOME TAX**

The Australian Federal Police Association - National Council is exempt from income tax due to the exemption granted under section 50-15 of the Income Tax Assessment Act 1997.

	1998	1997
	\$	\$
3. CASH		
Cash on hand	268	120
Cash at bank	204,349	139,544
Cash on deposit	15	38,898
	204,632	178,562

The accompanying notes form part of these financial statements.

4. RECEIVABLES		
Sundry debtors	958	6,145
Loan to Australian Law and Justice Association	5,000	-
	5,958	6,145
5. PROPERTY, PLANT AND EQUIPMENT		
Leasehold Land and Buildings		
At Cost	-	1,548,106
Accumulated Amortisation	-	(259,605)
	-	1,288,501
At Committee of Management's valuation 1998	1,100,000	-
Accumulated Amortisation	(3,692)	-
	1,096,308	-
Freehold Land and Buildings - Progressively Revalued		
Committee of Management's valuation 1998	243,300	-
Accumulated Depreciation	(27)	-
	243,273	-
Freehold Land and Building - To be Revalued		
At Cost	256,144	506,714
Accumulated Depreciation	(124,813)	(199,550)
	131,331	307,164
Furniture and Fittings (Units) at cost	70,723	70,723
Less accumulated depreciation	(70,723)	(70,723)
	-	-
Leased Assets - at cost	15,987	15,987
Less accumulated depreciation	(7,726)	(4,529)
8,261	11,458	
Office furniture, equipment and motor vehicle	163,512	296,655
Less accumulated depreciation	(136,637)	(233,095)
	26,875	63,560
	1,506,048	1,670,683
6. ACCOUNTS PAYABLE		
Sundry creditors and accruals	81,691	94,445
Sundry creditor - 1996 legal costs	-	125,000
	81,691	219,445
7. BORROWINGS		
CURRENT		
Secured Loans	31,716	22,400
NON CURRENT		
Secured loan - secured by a unit	47,165	46,068
Secured loan - secured by a building	689,302	720,060
	736,467	766,128
8. LEASING COMMITMENTS		
(a) Finance Lease		
Finance lease capitalised in the accounts in accordance with the accounting policies defined in Note 1.4		
Payable:		
Not later than one year	4,416	4,416
Later than one year but not later than two years	4,416	4,416
Later than two but not later than five years	2,576	6,992
Minimum lease payments	11,408	15,824
Less future finance charges	2,083	3,446
	9,325	12,378
(b) Operating Lease Commitments		
Being for lease of Motor Vehicles		
Payable:		
Not later than one year	16,576	
Later than one year but not later than two years	5,526	
	22,102	
9. PROVISIONS		
CURRENT		
Provision for legal fees ~	-	33,880
Provision for annual leave	8,363	7,547
	8,363	41,427
10. OTHER CURRENT LIABILITIES		
Rent received in advance	65,180	18,960
11. SEGMENT REPORTING		
The Association operates by providing facilities to Members of the Association within Australia.		
12. CONTINGENT LIABILITIES		
Estimates of material amounts of contingent liabilities, not provided for in the accounts, arising from:		
The Legal Assistance Fund. An amount of \$18,580 has been pre-approved for the provision of legal assistance to the members of the Australian Federal Police Association. All the solicitors acting in these matters are aware that the Australian Federal Police Association is not responsible for any costs incurred above the set limit.		
Legal action being taken out against the Australian Federal Police Association by the former contract Industrial Officer for the amount of \$15,684. The action was commenced in May 1997 in the ACT Magistrates Court.		

13. FINANCIAL INSTRUMENTS

13.1 Interest Rate Risk

The association's exposure to interest rate risk, which is the risk that a financial instrument's value will fluctuate as a result of changes in market interest rates and the effective weighted average interest rates on those financial assets and financial liabilities, is as follows:

	Weighted Average Effective Interest Rate		Floating Interest Rate		Fixed Interest Rate Maturing			
					Within 1 Year		1 - 5 Years	
	1998	1997	1998	1997	1998	1997	1998	1997
	%	%	\$	\$	\$	\$	\$	\$
Financial Assets								
Cash	1	1	204,617	139,664	-	-	-	-
Short Term Deposits	2	3	15	38,898	-	-	-	-
Total Financial Assets			204,632	178,562	-	-	-	-
Financial Liabilities								
Secured Loans	9.5	9.5	768,183	788,528	-	-	-	-
Lease Liabilities	14.01	14.01	9,325	12,378	-	-	-	-
Total Financial Liabilities			777,508	800,906	-	-	-	-

13.2 Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount, net of any provisions for doubtful debts, as disclosed in the balance sheet and notes to the financial statements.

The association does not have any material credit risk exposure to any single debtor or group of debtors under financial instruments entered into by the company.

13.3 Net Fair Values

The net fair values of assets and liabilities approximates their carrying value. No financial assets and financial liabilities are readily traded on organised markets in standardised form. Financial assets where the carrying amount exceeds net fair values have not been written down as the association intends to hold these assets to maturity.

The aggregate net fair values and carrying amounts of financial assets and financial liabilities are disclosed in the balance sheet and in the notes to and forming part of the accounts.

14 INFORMATION TO BE PROVIDED TO MEMBERS OF REGISTRAR

In accordance with the requirements of the Workplace Relations Act 1996, the attention of members is drawn to the provision of sub-sections (1), (2) and (3) of Section 274, which reads as follows:

- (1) A member of an organisation, or a Registrar, may apply to the organisation for specified prescribed information in relation to the organisation.
- (2) An organisation shall, on application made under subsection (1) by a member of the organisation or a Registrar, make the specified information available to the member or Registrar in such manner, and within such time, as prescribed.
- (3) A Registrar may only make an application under subsection (1) at the request of a member of the organisation concerned, and the Registrar shall provide to a member information received because of an application made at the request of the member.

1998	1997
\$	\$

15(a). RECONCILIATION OF CASH

For the purpose of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdraft. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the Statement of Financial Position as follows:

Cash on hand	268	120
Cash at bank	204,349	139,544
Cash on deposit	15	38,898
	204,632	178,562

15(b). RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO OPERATING RESULTS

Operating surplus (deficit)	91,199	143
Amortisation	34,119	34,550
Depreciation	40,100	59,404
Gain on disposal of assets	(403)	-
Loss on disposal of assets	15,821	-
Change in net assets and liabilities:		
Decrease/(Increase) in receivables	187	(6,297)
(Increase) in prepayments	(3,811)	-
(Increase)/Decrease in inventories	(5,280)	5,054
Decrease in investments	672	-
(Decrease)/Increase in accounts payable	(137,754)	61,722
Decrease/(Increase) in provisions	(33,064)	(15,873)
(Decrease) Increase in income in advance	46,220	-
Net cash provided by (used in) operating activities	48,006	138,703

AUSTRALIAN FEDERAL POLICE ASSOCIATION NATIONAL COUNCIL Detailed Income and Expenditure Statement for the year ended 30 June 1998

	1998	1997
	\$	\$
INCOME		
Diary and Journal	7,365	5,979
Insurance Rebate		9,455
Interest received	1,522	4,676
Legal fund recoveries	-	20,000
Membership fees	827,618	888,670
Profit on sale of fixed asset	403	
Rent received - AFPA House	67,395	73,285
Rent received - Units	61,624	50,226
Souvenir sales	31,910	37,149

Sundry income	26,603	10,346
TOTAL INCOME	1,024,440	1,099,786
EXPENSES		
Comcare service	11,500	27,800
National Executive expenses	91,570	85,474
Industrial Relations expenses	-	4,554
Membership Insurance scheme	112,905	145,077
Legal Assistance to members	65,334	115,669
Journal expenses	2,152	4,680
Units expenses	46,791	61,413
Payments to branches	15,549	25,803
Building expenses - AFPA House	140,382	137,505
National Council Committee expenses	5,170	26,171
Purchase of Inventory	27,677	32,206
Salaries and related expenses (staff)	168,128	152,079
Salaries paid to Officials	57,758	23,000
National Office Expenses:		
Affiliation fees	18,580	25,768
Insurance	10,109	10,232
Legal Fees	5,707	4,009
Other	115,174	95,099
Travel and accommodation	38,755	12,713
TOTAL EXPENSES	933,241	989,252
OPERATING SURPLUS	91,199	110,534

**POLICE FEDERATION OF AUSTRALIA
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 1998**

POLICE FEDERATION OF AUSTRALIA COMMITTEE OF MANAGEMENT'S CERTIFICATE

We, LEON KEMP and MARK BURGESS, being two members of the Committee of Management of the Police Federation of Australia do state on behalf of the Committee and in accordance with a resolution passed by the Committee that:

- i) In the opinion of the Committee of Management, the attached accounts show a true and fair view of the financial affairs of the Federation as at 30 June 1998.
- ii) In the opinion of the Committee of Management, meetings of the Committee were held during the period 1 January 1998 to 30 June 1998, in accordance with the rules of the Federation.
- iii) To the knowledge of any member of the Committee, there have been, during the period 1 January 1998 to 30 June 1998, no instances where records of the organisation or other documents (not being documents containing information made available to a member of the Federation under SubSection 274[2] of the Workplace Relations Act, 1996), or copies of those records or documents, or copies of the rules of the Federation, have not been furnished, or made available, to members in accordance with the requirements of the Workplace Relations Act, 1996, the Regulations thereto, or the rules of the Federation.

LEON KEMP
MARK BURGESS
30 October 1998

POLICE FEDERATION OF AUSTRALIA ACCOUNTING OFFICER'S CERTIFICATE

I, TERRY COLLINS, being the Officer responsible for keeping the accounting records of the Police Federation of Australia, certify that as at 30 June 1998 the number of members of the Federation was 31,224.

In my opinion:

- i) The attached accounts show a true and fair view of the financial affairs of the Federation as at 30 June 1998.
- ii) A record has been kept of all moneys paid by, or collected from, members and all moneys paid or collected have been credited to the bank account to which those monies are to be credited, in accordance with the rules of the Federation.
- iii) Before any expenditure was incurred by the Federation, approval of the incurring of the expenditure was obtained in accordance with the rules of the Federation.
- iv) With regard to funds of the Federation raised by compulsory levies or voluntary contributions from members, or funds other than the General fund operated in accordance with the rules, no payments were made out of any such fund for purposes other than those for which the fund was operated.
- v) No loans or other financial benefits, other than remuneration in respect of their full time employment with the Federation, were made to persons holding office in the Federation.
- vi) The register of the Federation was maintained in accordance with the Workplace Relations Act, 1996.

TERRY COLLINS
30 October 1998

**POLICE FEDERATION OF AUSTRALIA
INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD 1 JANUARY 1998 TO 30 JUNE 1998**

	NOTES	1998 \$
INCOME		
Contributions from Branches		
Affiliation Fees		208,828
Interest Received		307
TOTAL INCOME		209,135
EXPENDITURE		
Bank Charges		75
Computer Expenses		4,984
Delegation Expenses	9	21,637
Depreciation		60
Fringe Benefits Tax		26,122
General Office Expenses		2,649
Motor Vehicle Expenses		885
Professional Services	8	3,064
Rent and cleaning		6,777
Salaries - Staff		9,869
Salary Package		40,325
Superannuation - Staff		3,730
Telephone		2,368
TOTAL EXPENDITURE		122,545
NET SURPLUS FOR PERIOD		86,590
Add Transfer of Assets and Liabilities from Police Federation of Australia and New Zealand	2	53,499
ACCUMULATED FUNDS AT END OF PERIOD		140,089

**POLICE FEDERATION OF AUSTRALIA
BALANCE SHEET AS AT 30 JUNE 1998**

	NOTES	1998 \$
ACCUMULATED FUNDS		140,089
Represented by Net Assets as follows:		
ASSETS		
CURRENT ASSETS		
Cash at Bank	3	144,172
Cash on Hand		700

[The attached Notes 1 to 10 form part of these Accounts]

Amounts Due from Branches		5,180
Prepayments		4,174
		154,226
LONG SERVICE LEAVE FUND		
Cash at Bank		40,898
FIXED ASSETS		
Computer Equipment	4	7,130
Furniture and Fittings	5	17,450
Motor Vehicle	6	37,300
Partitions - at Cost	7	17,050
TOTAL ASSETS		274,054
LESS LIABILITIES		
Provision for Accrued Annual Leave		24,780
Provision for Long Service Leave		25,590
Sundry Creditors		83,595
TOTAL LIABILITIES		133,965
NET ASSETS		140,089

POLICE FEDERATION OF AUSTRALIA
NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE PERIOD 1 JANUARY 1998 TO 30 JUNE 1998

1. STATEMENT OF ACCOUNTING POLICIES

The accounts have been prepared in accordance with Statements of Accounting Concepts, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and the Workplace Relations Act, 1996. The accounts have also been prepared on the basis of historical costs and do not take into account changing money values or, except where stated, current valuations of non-current assets. The accounting policies have been consistently applied, unless otherwise stated.

The following is a summary of the significant accounting policies adopted by the economic entity in the preparation of the accounts.

- a] Depreciation of fixed assets is calculated on the straight line basis in order to write the assets off over their useful life.
- b] Provision for employee benefits in the form of Long Service Leave and Accrued Annual Leave have been made for the estimated accrued entitlements of all employees on the basis of their terms of employment.
- c] No provision for Income Tax is necessary as the income of the Police Federation of Australia is exempt from Income Tax under Section 23[f] of the Income Tax Assessment Act.

2. INFORMATION TO BE PROVIDED TO MEMBERS OR REGISTRAR

In accordance with the requirements of the Workplace Relations Act, 1996 the attention of members is drawn to the provisions of Sub-Sections [1], [2] and [3] of Section 274 which read as follows:

- [1] A member of an organization, or a Registrar, may apply to the organization for specified prescribed information in relation to the organization.
- [2] An organization shall, on application made under Sub-Section [1] by a member of the organization or a Registrar, make the specified information available to the member or Registrar in such manner and within such time, as is prescribed.
- [3] A Registrar may only make an application under Sub-Section [1] at the request of a member of the organization concerned, and the Registrar shall provide to a member information received because of an application made at the request of the member.

1998
\$

3. CASH AT BANK		
Working Accounts		106,343
ANZ Account		37,809
Police Department Employees Credit Union Ltd. - Shares		20
4. COMPUTER		
Cost		10,976
Less Accumulated Depreciation		3,846
		7,130
5. FURNITURE AND FITTINGS		
Cost		28,210
Less Accumulated Depreciation		10,760
		17,450

POLICE FEDERATION OF AUSTRALIA
NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE PERIOD 1 JANUARY 1998 TO 30 JUNE 1998

1998
\$

6. MOTOR VEHICLES		
Cost		40,921
Less Accumulated Depreciation		3,621
		37,300
7. PARTITIONS		
Cost		24,364
Less Accumulated Depreciation		7,314
		17,050
8. PROFESSIONAL SERVICES		
Audit Fees		3,000
Legal Fees		64
		3,064
9. DELEGATION EXPENSES		
Sundry Delegation Expenses		4,933
Board of Control		3,043
Entertainment		567
Industrial Planning Committee		1,682
Travel		4,868
Industrial Expenses		5,069
Police Federation of Australia Expenses		1,475

10. TRANSFER OF ASSETS AND LIABILITIES

On 31 December the Police Federation of Australia was duly registered as an Industrial Trade Union under the Workplace Relations Act, 1996.

At the Special Council Meeting of the Police Federation of Australia and New Zealand held on 20 January 1998 it was resolved that all the assets and liabilities of that organisation be transferred to the Police Federation of Australia from 1 April 1998.

(The Police Federation of Australia and New Zealand was originally set up to facilitate the application for federal registration by State and other relevant organisations.)

Whilst not all assets and liabilities of the Police Federation of Australia and New Zealand were not transferred on 1 April 1998 such transfers were completed by 30 June 1998.

These financial accounts reflect all transactions processed by the Police Federation of Australia up to 30 June 1998.

POLICE FEDERATION OF AUSTRALIA INDEPENDENT AUDIT REPORT

To the members of the Police Federation of Australia.

SCOPE

We have audited the financial accounts of the Police Federation of Australia for the period 1 January 1998 to 30 June 1998 as set out on pages 1 to 7. The Federation's Board of Management and Accounting Officer are responsible for the preparation and presentation of the financial accounts and the information they contain. We have conducted an independent audit of these financial accounts in order to express an opinion on them to the members of the Federation.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial accounts are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial accounts, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial accounts are presented fairly in accordance with Australian accounting standards, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and statutory requirements so as to present a view of the Police Federation of Australia which is consistent with our understanding of its financial position and the results of its operations.

The audit opinion expressed in this report has been formed on the above basis.

AUDIT OPINION

We have received all the information and explanations required for the purposes of our audit.

In our opinion:

- [i] There were kept by the Federation in respect of the period under review, satisfactory records detailing the sources and nature of income of the Federation [including income from members! and the nature and purposes of expenditure, and
- [ii] The attached accounts are prepared in accordance with Section 273 of the Workplace Relations Act, 1996. The accounts set out on pages 1 to 7 have been prepared from the accounting records of the Federation and are properly drawn up so as to give a true and fair view of:
 - [a] the financial affairs of the Federation as at 30 June 1998; and
 - [b] the income and expenditure and surplus of the Federation for the period ended on that date;and are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements.

A.J. WILLIAMS & CO.

Chartered Accountants.

P.F. WALES.

Registered Company Auditor.

2 Market Street,
SYDNEY NSW 2000

30 October 1998

POLICE FEDERATION OF AUSTRALIA CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30 JUNE 1998

	1998 \$
INCOME	
Contributions from Branches Affiliation Fees	588,471
Interest Fees	3,691
Sundry Income	646
Surplus on Disposal of Assets	1,500
TOTAL INCOME	594,308
EXPENDITURE	
Accrued Annual Leave - Increase(Decrease) in Provision	8,860
Acquittal of Sustentation Fees	21,794
ACTU Affiliation Fees	58,443
Audit Fees	8,500
Bank Charges	155
Computer Expenses	7,298
Delegation Expenses	63,823
Depreciation	16,811
Facsimile and Photocopier Leases	1,397
Fringe Benefits Tax	8,795
General Office Expenses	9,784
Insurance	2,972
Legal Expenses	88,211
Long Service Leave - Increase in Provision	3,290
Motor Vehicle Expenses	4,442
Rent and Cleaning	41,456
Salaries - Staff	42,291
Salary Package	188,551
Superannuation - Staff	14,372
Telephone	9,429
TOTAL EXPENDITURE	600,674
DEFICIT FOR YEAR	(6,366)

Senate Estimates - Hansard

Subprogram 6.2—Australian Federal Police

Senator QUIRKE—I understand the ACT policing contract requires the AFP to provide 694 staff for community policing services. Is that correct? How many of these are paid for by the Commonwealth??

Mr Whiddett—That is correct, Senator. Approximately 100 of those positions are paid for by the Commonwealth.

Senator QUIRKE—How many police and staff are currently attached to the ACT community policing duties?

Mr Whiddett—Probably in the order of 600.

Senator QUIRKE—Is that more than the contracted strength?

Mr Whiddett—We have attempted to be slightly above the contracted strength because of the attrition rate and to keep faith with the contract, but that contract is under review.

Senator QUIRKE—I understand it is under review. What is the contracted strength right now?

Mr Whiddett—I think it is 694.

Senator QUIRKE—The Commonwealth obviously then is paying for more than what it has contracted for. Is that right?

Mr Whiddett—I think those numbers were to average the numbers required over about a 12-month period. But it is true to say we have, to some extent, slipped below the number from time to time and we are attempting to address that.

Mr Keelty—At the beginning of the financial year, Senator, it was around 600, so in order to get the 694 average we had to have above the 694.

Senator QUIRKE—I assume from that explanation the numbers of police will decline during the financial year. Is that right?

Mr Whiddett—I don't know if that necessarily follows. As I say, certainly the contracts are under review. One aspect of the contract that will be reviewed is as to whether there is any sense in adhering to hard and fast numbers, given the fact that there are different ways policing can be delivered. It does not necessarily depend on strict numbers.

Senator QUIRKE—What is the present attrition rate of the AFP in general?

Mr Whiddett—It is about 6.6 per cent.

Senator QUIRKE—In the ACT region, in particular over last year, was that about average?

Mr Whiddett—I cannot give you the precise figure there but the average right across the organisation is about 6 1/2. It is a bit higher, perhaps, in Sydney, but the average works out at 6.6.

Senator QUIRKE—I would be quite happy for you to take that on notice, because I am interested in what is happening in the ACT region. If you could come back with the precise figure on the attrition rate in that area, I would be very happy with that.

Mr Whiddett—Certainly, Senator.

Senator QUIRKE—How are the negotiations proceeding regarding the drafting of the new policing contract?

Mr Whiddett—I must say I am not personally aware or involved in it. But I understand it is certainly on the table and, as I said, there are a number of things being addressed in that review, which means that probably the new contract will have a different approach from the previous one in terms of how policing is delivered.

Senator QUIRKE—When did the old contract expire?

Mr Whiddett—I must take that on notice.

Senator QUIRKE—Very well. When do you think the new one will be completed and signed?

Mr Whiddett—Again, I would have to take that on notice, too.

Senator QUIRKE—Is it going to be likely during the course of this financial year?

Mr Keelty—Not this financial year, Senator.

Senator QUIRKE—Not this financial year' so it would be into the next financial year?

Mr Keelty—That is correct.

Senator QUIRKE—How important to the continued viability of the AFP are areas such as ACT policing, Commonwealth territories policing, and VIP protection?

Mr Whiddett—I think they are important to the viability of the organisation, yes.

Senator QUIRKE—I am told the current AFP rescue boat patrol, the Colin Woods at Jervis Bay, is soon to be retired and replaced. Can you tell us if the replacement vessel will have the same rescue and patrol capabilities as the current boat?

Mr Whiddett—I would have to take that on notice, Senator.

Senator QUIRKE—Are the AFP police based in the Commonwealth territories and the water police in Canberra fully trained and qualified to drive boats in accordance with the maritime legislation? What training programs are in place to instruct these police, and new ones learning, to drive the boats?

Mr Whiddett—Again, I have to take that on notice.

Senator QUIRKE—Can you also take on notice the following could you find out if police who, indeed, are driving these boats are compliant with the licensing requirements for driving such boats?

Mr Whiddett—Yes, Senator.

Senator QUIRKE—What is the AFP's view in regard to overseas peacekeeping, in particular the role in Cyprus? How is all that going right now? Maybe you could give us a report on it.

Mr Whiddett—We have been peacekeeping in Cyprus since 1964 and we currently have 19 people in the contingent.

Senator QUIRKE—19, is it?

Mr Whiddett—Yes. It is considered to be an important part of the protection of the Commonwealth's interests, and the Commonwealth's interest is to provide a peacekeeping force in Cyprus.

Senator QUIRKE—Are they integrated with the Irish police who are present in Cyprus?

Mr Whiddett—That has personally been put forward by the head of mission in Cyprus, that they be merged with the Irish contingent.

Senator QUIRKE—But in fact it has not happened yet?

Mr Whiddett—It is moving apace. It will happen very shortly.

Senator QUIRKE—What size is the Irish presence on the island?

Mr Whiddett—I must say I don't know. I will take that on notice.

Senator QUIRKE—It is bigger than ours, though, isn't it?

Mr Whiddett—About the same size.

Senator QUIRKE—So there is some sort of economy of scale in this, is there?

Mr Whiddett—No, I think the chief of mission there is simply reflecting what she believes is the United Nations need to integrate police forces on various assignments.

Senator QUIRKE—What is the AFP's role in Bougainville?

Mr Whiddett—We have two people involved in the truce monitoring in Bougainville. They are there to simply do that, just to monitor the truce.

Senator QUIRKE—How much longer do you expect them to be there? Is there any termination date set?

Mr Keelty—I have not got the actual date, Senator, but the two people up there now are due out shortly. Whether we replace those two will be a matter for discussion with Foreign Affairs.

Senator QUIRKE—So it is not certain yet. Who funds this? Is it done out of your resources?

Ms Hazell—Part of the funding for Bougainville comes through AusAID, I believe, but I would have to check that, and some of it comes from the AFP.

Senator QUIRKE—How do you select people for the Bougainville operation, XI has been put to me that only Canberra residents are considered for Bougainville because of the costs of travel from other more remote parts of Australia. Is that correct?

Mr Whiddett—I do not think that is the case, Senator. Certainly in some peacekeeping operations it is good to have people with a community policing background, and our only community policing element is in the ACT, but if the right person came from another place that would not be a consideration.

Senator QUIRKE—Are there any other potential spots in the world where AFP personnel could potentially be sent for peacekeeping operations?

Mr Whiddett—There is not an immediate prospect, but it can happen.

Senator QUIRKE—In the Canberra Times newspaper on Sunday it was stated that the AFP is having problems with the new radio system in the Capital Territory. If the story is true, I was wondering what the nature of the problem was and when it is going to be fixed. It is to do with the digital radio system. It was also on the television networks last night.

Mr Whiddett—I would have to take that on notice, Senator.

Senator QUIRKE—I understand the story is that in fact it has a number of blank spots, and that police officers allegedly - in the report - had to use their own mobile phones.

Mr Whiddett—I think it is true to say over the years there have been blank spots in communications in the ACT, as there are in other places, but I must say I do not have the details of that.

Senator QUIRKE—Can you also check to find out if there have been any occupational health and safety concerns about the radio system, if there have been any reports about it, and in fact if there have been any matters associated with that in occupational health and safety terms.

Mr Whiddett—Yes, Senator.

Senator QUIRKE—How much money has been spent on the system?

Ms Hazell—We would have to take that on notice, Senator.

Senator QUIRKE—Does this radio system have any implications for AFP operations nationally, or is it just within the ACT?

Mr Whiddett—No, it is only in the ACT, Senator.

Senator QUIRKE—The government is moving this year to introduce specific legislation that addresses sex slavery in this country. The minister stated that far too many instances exist in Australia of 'this despicable act'. This having been said, how many referrals were sent to the AFP in the last couple of years on this matter?

Mr Keelty—I have not got the actual figure, Senator. There has not been a large number I know it is not a large number.

Senator QUIRKE—Have there been any left uninvestigated or on the shelf, or however you want to put it?

Mr Keelty—Certainly not to my knowledge, Senator.

Senator QUIRKE—Will the AFP need more money in order to resource teams to investigate future such offences?

Mr Keelty—From time to time the matters that are investigated by the AFP change with the emerging criminal environment. It is a matter of equipping our people with the skills to undertake those sorts of investigations.

Senator QUIRKE—How many people have been recruited for the AFP under the lateral entry scheme?

Mr Keelty—As far as I am aware, I think it is one class of 15 and there is another class of 15 about to start.

Senator QUIRKE—How many people do you believe the AFP will be able to attract under this scheme? Does the number you have announced here tonight meet the initial expectations of the lateral scheme?

Mr Keelty—I think it is true to say that the lateral entrance scheme did not reach its promise and we are recruiting this year from a wide range of pools.

Senator QUIRKE—What happened to the recruits that went through? Did all of them take up positions with the AFP?

Mr Keelty—We would have to take that on notice, Senator.

Senator QUIRKE—That is all right. What is the difference between a redundancy and a reprofiling program conducted in the AFP last year?

Senator QUIRKE—What is the difference between a redundancy and a reprofiling program conducted in the AFP last year?

Mr Keelty—The significant difference, as far as I am aware, is that the redundancy makes both the position and the person redundant. The reprofiling is an exercise we go through to match the skills of the staff with the requirements of the organisation.

Senator QUIRKE—How many people were reprofiled last year in the AFP?

Mr Whiddett—We will have to take that on notice, I am afraid.

Senator QUIRKE—Can you also tell us if there were more people applying for reprofiling than in actual fact were successful in being reprofiled?

Mr Keelty—That is correct, but the actual numbers I am not aware of.

Senator QUIRKE—I would be quite happy for that to be taken on notice, too, thanks. Is it true that the AFP has re employed at least two of those people given redundancies last year?

Mr Whiddett—I am not aware of that, Senator.

Senator QUIRKE—Could you take that on notice and check it out?

Mr Whiddett—Sure.

Senator QUIRKE—Are members still being reprofiled? Are there any plans for it this year? Is the program still continuing?

Mr Whiddett—I think the program for reprofiling still continues, yes.

Senator QUIRKE—What are the operational running costs of each region on the national headquarters of the AFP? Again, I am happy for that to be taken on notice. What are the deployment costs of each federal agent allocated to each functional area within the AFP?

Ms Hazell—We will take that on notice, too, Senator.

CHAIR—Some of these questions would be better put on notice

Senator QUIRKE—Some of these would be. I would be quite happy to actually supply them later.

CHAIR—Thank you.

Senator QUIRKE—I will ask one further question on that about the allocation of resources to these areas: to paedophilia investigations, environmental crime, fraud against the Commonwealth, Internet criminal activity, child sex tourism. I thought you may have that information here but if you do not, again I would be happy for that to be taken on notice.

Mr Whiddett—We could certainly take aspects of that on notice, but the reality is we do not have people allocated by number to those areas. It would depend on the nature of the complaint, the likely duration of the complexity of it and the number of people involved. It would be difficult to say we had X number of people at any time directed towards a particular area of criminal activity.

Senator QUIRKE—I have a couple more questions and the rest I will put on notice. I notice that \$35 million has been allocated to staffing levels of 2,800, as I understand, for 1998-1999. Will you be able to achieve this target?

Mr Whiddett—I think the target of 2,800 was for end of June 2001. But this financial year we will have recruited 319 people.

Senator QUIRKE—Finally, there is a large number of personnel whose contracts will expire on 1 July 2000. What steps have been put in place to see that by maintaining the expiration of these contracts there will still be roughly that same number of AFP officers, in fact, on track to 2,800 by the following year?

Mr Whiddett—We are looking at that at the present stage. A number of people in very key areas, particularly for the AFP's requirement for the Olympics, will be offered contracts which will take them past that period, in other words, we will extend their contractual period.

Senator QUIRKE—Thank you very much.

Senator COONEY—Are they standard contracts or—

Mr Whiddett—Those particular contracts were for 10 years. They started in 1990 and they conclude on 30 June 2000.

Senator COONEY—But you are taking people now. Who prepares the contract? Is it the Australian Government Solicitor?

Mr Whiddett—I think they are just done in our personnel area, but they have been obviously worked through with Attorney-General's.

Senator COONEY—Does the person signing the contract to join the force go off to the Police Association or—

Mr Whiddett—It is optional. It is not mandatory, but there is a high take-up of association interest, yes.

Senator COONEY—And the association looks after them.

Mr Whiddett—Yes.

Senator McKiernan—Will a GST impact on the ACT policing contract? Has that been taken into consideration at any of the negotiations?

Mr Whiddett—Like several other questions about the ACT, Senator, we will take them on notice.

Senator McKiernan—When we revisit things one gets to recall a memory and I recalled something, on seeing a particular photograph in the media recently of the skills of the AFP personnel. Can you recall seeing an AFP agent in gull uniform, with medals, serving drinks at a function hosted by the minister?

Mr Whiddett—I must say it is a surreal image, but I have not seen it, Senator, no.

Senator McKiernan—Possibly it was a function where the chair and her colleague were in attendance. As I recall, it was a function to celebrate the return of female members of parliament to the parliament following the election.

Mr Whiddett—I will certainly have it followed up. I am intrigued. Thank you for bringing it to our attention.

QUESTIONS ON NOTICE

Senator Quirke (Hansard page L&C 85) asked the following questions at the hearing of 8 February 1999:

- When did the old [ACT Policing] contract expire?
- When do you think the new one will be completed and signed?

I am advised that the answer to the Honourable Senator's questions is as follows:

- The ACT Policing Agreement has not expired.
- The Agreement is at present being reviewed by a Steering Committee established by the Commonwealth and ACT Governments. This Committee is to report to Ministers at the

completion of the review which is expected before the end of the 1998-1999 financial year.

Senator Quirke (Hansard page L&C 86) asked the following question at the hearing of 8 February 1999:

Will the replacement vessel for the AFP rescue boat patrol, the Colin Woods at Jervis Bay which is soon to be retired and replaced have the same rescue and patrol capabilities as the current boat?

I am advised that the answer to the Honourable Senator's Question is as follows:

The AFP is currently implementing a reform program and restructuring with a focus on core business. As part of this overall reform program the future of the Colin Woods is under consideration. As at 4 May 1999, no decision has been made on the future of the boat.

Senator Quirke (Hansard page L&C 86) asked the following question at the hearing of 8 February 1999:

In the *Canberra Times* on Sunday [712/99] it was stated that the AFP is having problems with the new radio system in the Capital Territory. If the story is true, I was wondering what the nature of the problem was and when it is going to be fixed.

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP is in the final stage of a two-year program to upgrade the Australian Capital Territory's mobile radio communications system to a secure digital standard. The radio system was switched to total digital mode in late December 1998.

The effectiveness of the system was evaluated through continuous monitoring during the period 11-24 January 1999. No major problems were highlighted. The system continues to be monitored by the AFP on a daily basis.

The *Canberra Times* article referred to by the Honourable Senator related to an incident which occurred on 14 January 1999, some three weeks prior to the article appearing in the paper. A re-creation of the incident failed to identify any shortcomings in the radio system.

The AFP undertook an independent internal implementation review of the ACT radio system, which has resulted in some minor calibration and tuning adjustments being made to the system.

Senator Quirke (Hansard page L&C 85) asked the following question at the hearing of 8 February 1999:

In the ACT region, in particular over last year, was that (the attrition rate) about average?

I am advised that the answer to the Honourable Senator's question is as follows:

With regard to Senator Quirke's question on the AFP's present attrition rate, the net attrition rate for the AFP at 31 January 1999 was 1.84%. The answer of 6.6 per cent which was provided by Mr Whiddett at the hearing is the gross figure, excluding recruitment.

The net attrition rate for the ACT Region during the 1997-98 financial year was positive 0.29%, meaning that net staff numbers within the ACT Region increased by 0.29%. The net attrition rate for the ACT Region during 1998-99 as at 31 January 1999 was positive 2.05%.

Senator Quirke (Hansard page L&C 87) asked the following question at the hearing of 8 February 1999:

Can you also check to find out if there have been any occupational health and safety concerns about the radio system. If there have been any reports about it, and in fact if there have been any matters associated with that in occupational health and safety terms.

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP received two Provisional Improvement Notices issued under the *Occupational Health & Safety (Commonwealth Employment) Act 1991* in early January 1999.

The first matter related to appropriate mobile communications equipment for the police boats, which were then operating with hand-held portable radios. Modified 'quick-fit' radio communications equipment has been ordered for the Water Police

at a cost of \$15,000. The modifications will be completed shortly. The second matter related to the radio system itself, specifically with respect to voice quality. Reported incidents of black spots and communications difficulties resulted in the introduction of a daily monitoring regime to identify any problems. As detailed in the answer to the Honourable Senator's previous question, AFP management moved swiftly to commission a review of the system, which has already seen improvements in voice quality and coverage.

The second notice included a reference to the AFP's refusal to modify the helmets of police motorcyclists to incorporate earpieces for the new system. Any unauthorised modification to the helmets would invalidate the helmet's safety rating by Standards Australia, therefore placing the AFP in a difficult position should a helmet fail. Arrangements are under way to have the suggested modification approved as a matter of urgency.

Senator Quirke (Hansard page L&C 87) asked the following question at the hearing of 8 February 1999:

How much money has been spent on the [ACT police radio] system?

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP has spent \$1,050,000 over the period 1 July 1997 to 31 January 1999 to reequip the ACT with digital radio communications infrastructure.

Senator Quirke (Hansard page L&C 87) asked the following question at the hearing of 8 February 1999:

What happened to the recruits that went through? Did all of them take up positions with the AFP?

I am advised that the answer to the Honourable Senator's question is as follows:

All 1998-99 recruits who completed the AFP's new agent qualifying or lateral entrant training course were placed with the AFP.

Senator Quirke (Hansard page L&C 87) asked the following question at the hearing of 8 February 1999:

- How many people were reprofiled last year in the AFP?
- Can you also tell us if there were more people applying for reprofiling than in actual fact were successful in being reprofiled?

I am advised that the answer to the Honourable Senator's question is as follows:

(a) The AFP undertook a reprofiling program in June/July 1998. Under the program 73 people were reprofiled.

(b) Yes. There were more people who applied for reprofiling than were successful in being reprofiled.

Senator Quirke (Hansard page L&C 87) asked the following question at the hearing of 8 February 1999:

Is it true that the AFP has re-employed at least two of those people given redundancies last year?

I am advised that the answer to the Honourable Senator's question is as follows:

One staff member who was reprofiled in the June/July 1998 program was later employed by the AFP on a temporary, part-time basis.

Senator Quirke (Hansard page L&C 88) asked the following question at the hearing of 8 February 1999:

What are the operational running costs of each region on the national headquarters of the AFP? What are the deployment costs of each federal agent allocated to each functional area within the AFP?

I am advised that the answer to the Honourable Senator's question is as follows:

Total operating costs include all salary, administrative and property expenses. The total operating costs for 1997-98 for each region and the national headquarters of the AFP are:

ACT Region	\$53,936,211
Eastern Region	\$28,976,378

Northern Region	\$15,873,770
Southern Region	\$28,783,829
Western Region	\$7,335,146
National Operations	\$32,573,479
Corporate Strategy & Communications	\$17,674,632
Professional Development	\$19,716,034
Science & Technology	\$30,177,605
Commissioner's Office	\$3,231,051

The total average deployment cost for 1997-98 for a federal agent for each functional area of the AFP is as follows. The cost includes total salary, administrative and property expenses associated with placing a federal agent in each area.

ACT Region	\$85,194
Eastern Region	\$86,939
National Operations	\$93,430
Northern Region	\$88,518
Southern Region	\$86,089
Western Region	\$88,894
Corporate Strategy & Communication	\$94,714
Professional Development	\$97,643
Science & Technology	\$91,769

Senator Quirke (Hansard Page L&C 88) asked the following question at the hearing of 8 February 1999:

Will a GST impact on the ACT policing contract? Has that been taken into consideration at any of the negotiations.

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP is unable to determine at this stage what impact the proposed GST will have on the ACT Policing contract. However, this matter will be taken into consideration once final details are known.

Senator Quirke (Hansard page L&C 86) asked the following question at the hearing of 8 February 1999:

Are the AFP police based in the Commonwealth territories and the water police in Canberra fully trained and qualified to drive boats in accordance with the maritime legislation? What training programs are in place to instruct these police, and new ones learning, to drive the boats?

I am advised that the answer to the Honourable Senator's Question is as follows:

No. All AFP police based in the Commonwealth territories and the water police in Canberra are not fully trained and qualified to drive boats. Those police in these locations whose job it is to drive boats do, however, possess the required qualifications.

The AFP has two fully trained and qualified (Master Grade 5) operators for the *Colin Woods* stationed at Jervis Bay and a further two police officers recently posted to Jervis Bay are currently undergoing training. Qualifications are issued by the relevant authority, NSW Waterways, after formal examination and appropriate certification of experience.

With regard to the officers based with the Canberra Water Police, officers who are required to operate boats undertake the 6 month course to obtain a Certificate II in National Maritime Operations (Coxswain). Training is provided to new water police members through hands-on instruction provided by experienced water police officers.

Senator Quirke (Hansard page L&C 86) asked the following question at the hearing of 8 February 1999:

Can you also take on notice the following: could you find out if police who, indeed, are driving these boats are compliant with the licensing requirements for driving such boats?

I am advised that the answer to the Honourable Senator's Question is as follows:

The Lakes Act 1976 does not require users of ACT lakes to be licensed. The Australian Maritime Safety Authority requires that persons who use motorised craft when involved with water rescue functions, eg those associated with Sailing Clubs, also undergo a course of instruction in safety boat operation and obtain a boat licence.

All the members of Water Police hold current NSW Recreational Boating Licences.

Senator Quirke (Hansard Page L&C 88) asked the following question at the hearing of 8 February 1999:

I will ask one further question on that about the allocation of resources to these areas: to paedophilia investigations, environmental crime, fraud against the Commonwealth, Internet criminal activity, child sex tourism.

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP operates in a flexible teams based environment and is not divided into specialist divisions or squads. When a matter is accepted for investigation, a team is formed comprising the necessary blend of skills to effectively handle the investigation. A member may be assigned to more than one team and be involved in investigations of quite different types. The AFP do not permanently assign resources to the various crime types in the Honourable Senator's question.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

- (a) What is the recurrent training and recruitment budget over the forthcoming three year period and what percentage of total budget does this represent?
- (b) What is the anticipated cost of introducing competency assessment and training over the next 3 year period? Is it anticipated that funds from operational budgets may be required to supplement the ongoing activities of the AFP competency task force and to implement the competency framework?

I am advised that the answer to the Honourable Senator's question is as follows:

- (a) The AFP does not budget for training or recruitment as stand-alone items. Expenditure on training and recruitment of AFP staff varies according to needs and priorities. However on average the AFP anticipates spending about 4% of salaries on employee development activities in any given year.

The AFP Reform Program includes the introduction of competency assessment and training as part of the AFP's overall training program. The three year budget identified for competency assessment and training is addressed in question (b).

- (b) The introduction of competency based assessment and training is an important component of the AFP's organisational development strategy, to equip the AFP to deal with future law enforcement challenges.

This shift in the evaluation of performance and the provision of training according to competency criteria underpins all assessment development activities over coming years. The resourcing of Competency Based Assessment & Training over 1998-2001 is broken down as follows:

	1998-99	1999-2000	2000-01	Total
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Identification of Needs	380	120	75	575
Delivery of AFP Learning and Development Programs	1290	1500	900	3690

(Note: Upfront costs in the establishment phase exceed ongoing costs in later years)

These funds have not been taken from operational budgets.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What is the AFP definition of 'operational' (as in operational areas or operational activities.)

I am advised that the answer to the Honourable Senator's question is as follows:

Operational activities of the Australian Federal Police are those which relate directly to the provision of police services in relation to the laws of the Commonwealth, property of the Commonwealth and to the safeguarding of the interests of the

Commonwealth as well as provision of police services in relation to the Australian Capital Territory, the Territory of Jervis Bay, Australia's external territories and the protection of witnesses.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What anticipated increase in salaries and wages has been budgeted for the next 3 year period? What is the comparison with market movements in salaries and wages?

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP does not forecast its wages strategy. However, consistent with government policy the AFP essentially expects that any future wage increases will be funded out of productivity increases and other savings.

Market movements indicate that the last wage increase paid by the AFP to its staff was consistent with wage trends. An across the board wage increase of 4% in July 1998, for most staff, equates with figures released by the Department of Workplace Relations, Employment and Small Business which indicate that for employees covered by the public sector an average of 3.5% was paid at the end of the June quarter 1998.

Senior executive salaries were last increased on 9 January 1997.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

Can the AFP give a percentage breakdown of resource allocations by area of responsibility and forward projections for allocations and anticipated over the next three years?

requirements

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP allocates funding for all salary, administrative and property expenses to the various business areas. The total operating costs for 1997-98 for each region and national headquarters of the AFP and the percentage of total resources are:

ACT Region	\$53 936 211	22.6%
Eastern Region	\$28 976 378	12.2%
Northern Region	\$15 873 770	6.7%
Southern Region	\$28 783 829	12.1%
Western Region	\$7 335 146	3.1%
National Operations	\$32 573 479	13.7%
Corporate Strategy & Communications	\$17 674 632	7.4%
Professional Development	\$19 716 034	8.3%
Science & Technology	\$30 177 605	12.7%
Commissioner's Office	\$3 231 051	1.4%
TOTAL	\$238 278 135	

Note: Total excludes some corporately funded expenses like FBT, Comcare premium.

The AFP is not in a position to provide forward projections of budget allocations until future year budgets are formally approved.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February, 1999:

What is the annual Comcare premium paid by the AFP? Has this increased over the last three years? Is it anticipated that the premiums will increase over the next three years?

I am advised that the answer to the Honourable Senator's question is as follows:

The Comcare premium paid by the AFP for the past three financial years was:

1996-97	\$2.583m
1997-98	\$3.595m
1998-99	\$2.065m

The AFP is unable to accurately predict the level of Comcare premiums in future years. The anticipated increase in the AFP's salary bill as a result of staff increases may have the effect of increasing the premium payable by the AFP. However, the AFP is actively seeking to reduce the premium through improving case management and prevention activities.

The organisation has restructured its Health and Safety operations to better integrate and manage the various components of Comcare, rehabilitation, welfare, and H&S policies and practices. The organisation is systematically addressing risks through a combination of new policies and procedures. A Health and Safety review is on the standing agenda of the National Human Resource Development Team meetings chaired by the Chief Operating Officer.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What has the AFP done to improve its Occupational Health and Safety record? Has this affected premiums?

I am advised that the answer to the Honourable Senator's question is as follows:

The organisation has restructured its Health and Safety operations to better integrate and manage the various components of Comcare, rehabilitation, welfare, and H&S policies and practices. The organisation is systematically addressing risks through the following combination of new policies and procedures:

- safety auditing
- revised Health and Safety Policy
- Hazard Audit Tool
- Safety Audit Tool
- Emergency and First Aid Procedures
- Revised Accident Reporting Form in line with the new Notification and Reporting Regulations
- Accident Investigation Procedures.

A Health and Safety review is on the standing agenda of the National Human Resource Development Team meetings chaired by the Chief Operating Officer.

The AFP's Comcare premium over the past three years is addressed in a response to a previous question.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

Have knowledge and application of OH&S principles been incorporated as core requirements for supervisory and managerial positions? If not why not?

I am advised that the answer to the Honourable Senator's question is as follows:

Health & Safety principles have been incorporated as core requirements for supervisory and managerial positions.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

As a result of the Ayers Review the Government announced additional funding to the AFP of approximately \$65 million to fund a reform program of \$115 million. I understand the shortfall is to be made up of \$50 million in internal savings. Where are these saving to be made?

I am advised that the answer to the Honourable Senator's question is as follows:

The savings will come from the following areas:

- Property rationalisation
- Reduced vehicle fleet expenditure
- Civilianisation and contracting out
- Reallocation of expenditure from administrative and support areas and from inefficient work practices to areas identified by the Reform Program.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What is the current AFPAS liability as far as AFPAS is concerned? When do employees get access to the AFPAS payment? What was the original reason for putting the AFPAS payment in place?

I am advised that the answer to the Honourable Senator's question is as follows:

The accrued liability for AFPAS at 30 June 1998 was assessed at \$91.7m. This comprises \$28.9m for completed Fixed Term Appointments - ie 'vested liability', and \$62.8m representing 12.5% of salary earned by members and staff members who are part way through an FTA - ie 'conditional liability'.

Employees are paid AFPAS at 12.5% of salary earned over completed Fixed Term Appointments when they leave the AFP.

In summary, the reasons for which AFPAS was developed were:

- As an integrity measure - payments are withheld for discipline related dismissals
- As a compensation for loss of tenure in the move to Fixed Term Appointments
- To attract and retain for a period, high quality employees
- As an incentive to complete an FTA
- As an incentive for pre-retirement age or operationally burnt out employees to retire early, and
- To provide a resettlement payment on separation from the AFP to facilitate midcareer adjustment.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999::

Given that AFPAS is paid at 12.5% of salary coupled with a low inflationary environment, is the AFPAS payment an incentive to leave the AFP? Does this create a situation where the Commonwealth offers money to its best employees to leave the AFP?

I am advised that the answer to the Honourable Senator's question is as follows:

AFPAS is a fixed term employment arrangement which recognises the operational reality of the AFP law enforcement regime - ie, that people will leave for a variety of reasons and this payment, while recognising their maintenance of integrity and lack of tenure, provides them with a resettlement payment to adjust to their new career.

While some employees do leave the AFP to access their AFPAS, including those who can attract a better package outside, the fact remains that, in a low inflation/low interest rate environment, AFPAS remains a considerable incentive to remain in the AFP for one or more FTAs.

Nonetheless, the AFPAS scheme has been operating for nearly 10 years now and the AFP is currently reviewing whether AFPAS continues to be the best approach for the AFP to meet its workforce management objectives.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

I understand up to 20% of employees in one station in the ACT are over the 60 day recreation leave limit. Is this figure replicated throughout the AFP? What does the AFP intend to do about this problem, given that AFP employees will not be able to take leave in the lead up to the Olympics, which are less than 2 years away?

I am advised that the answer to the Honourable Senator's question is as follows:

There is a disparate pattern of unused recreation leave across the AFP, but on average, the percentage of AFP employees with more than 60 days accrued recreation leave is 16.6%. Managers have been requested to reduce leave balances for both health and safety and financial reasons. It is intended that a substantial amount of the leave will be reduced over the next year. The organisation is also planning for the actual leave requirements for the year 2000 and it is expected that leave will be restricted during certain peak activity periods.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What effect will the taking of recreation leave in the next year or so have on the operational requirements of the AFP?

I am advised that the answer to the Honourable Senator's question is as follows:

It is anticipated that the effect of taking recreation leave in the next year on operational requirements will be no different than in previous years.

Senator Quirke (Hansard Page L&C 88) asked the following question at the hearing of 8 February 1999:

Will a GST impact on the ACT policing contract? Has that been taken into consideration at any of the negotiations.

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP is unable to determine at this stage what impact the proposed GST will have on the ACT Policing contract. However, this matter will be taken into consideration once final details are known.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

How many AFP employees are subject to or have been identified as requiring recovery action for overpayment of entitlements? What total dollar value is this equivalent to? What action has been taken to limit overpayments being made?

I am advised that the answer to the Honourable Senator's question is as follows:

Payroll processing can result in minor overpayments and subsequent recovery adjustments occurring in any given fortnight. However, a system error last December resulted in the overpayment of 450 employees.

The dollar value of this overpayment totaled \$52 672.

The overpayment resulted from a supplier's system error and was promptly identified by AFP personnel. Adjustments have been made with the assistance of the supplier to rectify the system.

On a more general point, the AFP is looking to simplify the current complex system of penalties and allowances for most staff. Moving to a standard relatively fixed pay from week to week would eliminate the major source of potential payroll discrepancies.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

Has the operation of the SAP financial system required substantial modification or upgrading and at what cost? Is the system working to capacity?

I am advised that the answer to the Honourable Senator's question is as follows:

Yes. The SAP system did require substantial modifications as part of its implementation, at a cost of \$0.985m to date.

No, the system is not yet working to capacity (or, more correctly, potential).

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

How do AFP employees' salaries compare to market rate for investigators and community police? How is market rate determined?

I am advised that the answer to the Honourable Senator's question is as follows:

As the largest employer of investigators in the Commonwealth, the AFP tends to determine the overall market rate. However, private industry and some smaller Commonwealth agencies have recruited key AFP specialist investigators. Anecdotal evidence suggests that salary packages 30% to 100% higher than the AFP equivalent have been offered to AFP investigators. However since the overall AFP attrition is, at this point, modest, it is evident that most AFP staff are not yet the subject of such offers.

In terms of community police (essentially those AFP members who provide policing services in the ACT), the AFP appears to be comparable with State forces on a fully grossed up package basis - although there are obviously many differences in components of individual packages and conditions.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

As a result of the Ayers Review the Government announced additional funding to the AFP of approximately \$65 million to fund a reform program of \$115 million. I understand the shortfall is to be made up of \$50 million in internal savings. Where are these saving to be made?

I am advised that the answer to the Honourable Senator's question is as follows:

The savings will come from the following areas:

- Property rationalisation
- Reduced vehicle fleet expenditure

- Civilianisation and contracting out
- Reallocation of expenditure from administrative and support areas and from inefficient work practices to areas identified by the Reform Program.

Senator Quirke placed the following question on notice in relation to the hearing of 8 February 1999:

What numbers of personnel are allocated (by region) to each and every area of the AFP responsibility? How many Federal Police are deployed to work on:

- a) paedophilia investigations
- b) environmental crime
- c) fraud against the Commonwealth
- d) internet criminal activity
- e) child sex tourism
- f) drugs

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP operates in a flexible teams based environment and investigations are not divided into specialist divisions or squads. When a matter is accepted for investigation, a team is formed comprising the necessary blend of skills in its membership to effectively handle the investigation. A member may be assigned to more than one team and be involved in investigations of quite different types. The AFP do not permanently assign resources to the various crime types in the question.

Senator Bolkus (Hansard page L&C 6) asked the following question at the hearing of 8 February 1999:

Also in that respect can you provide us with an update of any positions lost as a result of this year's budget decisions and comparing staffing levels in the department and associated agencies with levels over the past three years. That is a question we always ask, you can take that on notice.

I am advised that the answer to the Honourable Senator's question is as follows:

No positions were lost within the AFP as a direct result of this year's budget decisions.

The AFP staffing numbers for the last 3 completed financial years are as follows:

1995-96	2807
1996-97	2723
1997-98	2630

The AFP has been provided with additional funding under the AFP Reform Program agreed by Cabinet after the 1998-99 Budget to increase AFP staffing numbers to 2800 by 30 June 2001.

Senator Bolkus (Hansard page L&C 6) asked the following question at the hearing of 8 February 1999:

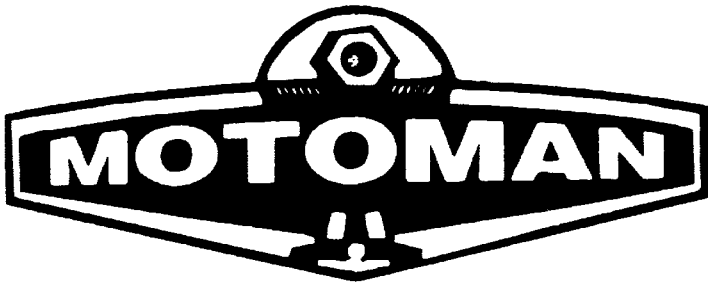
- (a) How many former Commonwealth public servants has your department or any agency within it or associated with it re-employed or engaged on contract since January 1998?
- (b) How many Commonwealth public servants that you have re-employed or contracted were recipients of severance packages after March 1996?

I am advised that the answer to the Honourable Senator's question is as follows:

The AFP employs a range of staff from both private/public sectors under the AFP Act (1980) and as such, AFP employees are not Public Service employees. The AFP Act requires appointment to be purely on merit regardless of an individual's work history.

Statistics that would enable a response to be given to the honourable Senator's question are not relevant to the AFP and are therefore not kept.





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