The AFP’s People Plan represents an overall Workforce Strategy for the AFP, and specifically encompasses a Human Resource Strategic Framework and a Workforce Planning Framework.

Importantly, the People Plan provides the AFP with an overarching vision for its people and a set of guiding principles that drive and guide all human resource activity in the organisation.

The Vision for Our People provides a definitive statement of how people are valued in the organisation.

Five principles will provide the Human Resource team with a statement of operational mission, a service commitment to the rest of the organisation and serve as marker points for our ongoing implementation tasks.

A five scale Capability Maturity Assessment of existing Human Resource functions provides a realistic evaluation of where focus is required and contributes to the development of a change agenda and reform targets.

The People Plan sets the direction for a series of action plans that provide both short and medium term agendas for change and improvement.

The People Plan also establishes a framework for our people: a framework for the future. It articulates our vision not only to our current staff, but also for our future staff. I urge you to embrace the Plan, and encourage you to engage with Human Resources in its successful delivery.

T. W. Negus
Commissioner
Vision for Our People

Our responsibilities span international, national and local arenas.

Along with our need to respond to new and emerging crime types, this represents a highly complex work environment. To make sure we meet these challenges, our people are:

› Committed to fighting crime now and into the future
› Expertly led
› Highly capable
› Operating in partnership with their communities
› Responding, adapting and finding better ways to work

Our leaders take responsibility for making this happen.

Guiding People Principles

There are five principles that guide the AFP workforce strategy.

Consistency:
We have national frameworks, policies and practices that will be implemented and applied consistently across the organisation.

Expertise:
We deliver responsive, expert, business-focused HR services.

Focus:
We understand the business perspectives and create solutions that take these into account.

Support:
We foster workforce approaches and practices that demonstrate the AFP’s values and support our strategic direction.

Diversity:
We recruit, develop and support a diverse workforce that reflects the community and responds to its need for effective law enforcement.
The way we manage, develop, support and value people is an organisational responsibility.

The Senior Leadership Group sets the direction for people activity in the AFP and ensures HR considerations are factored into organisational decision making.

NMHR is responsible for developing supporting strategy, policy and process and ensuring professional HR service delivery.

This partnering approach is shown in the model below.

**Where Are We Now**

The maturity of our human resource capability shows that while we do well in some areas, there are others where we need to improve.

Our capability has been mapped on a scale of 1 to 5. Level 1 indicates that people practices are applied poorly or inconsistently and have little traction. Level 5 indicates a highly sophisticated approach where people practices are continually improved and leveraged for the benefit of the organisation. Currently our capabilities fall within Levels 2 to 4.

We will work hard over the next three years to improve the maturity level of all human resource capabilities.
### Where Are We Going

Maturity level indicator represents an existing or new stage of organisational capability created by a change or improvement in practice area.

<table>
<thead>
<tr>
<th>HR FIELDS</th>
<th>PURPOSE</th>
<th>Current Maturity Level</th>
<th>Target for 2009/10</th>
<th>Target for 2010/11</th>
<th>Target for 2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Planning</td>
<td>To ensure that the AFP has a workforce that can meet current and future needs</td>
<td>Mid Level 2</td>
<td>High Level 2</td>
<td>Mid Level 3</td>
<td>Mid level 4</td>
</tr>
<tr>
<td>Attraction, retention, and selection</td>
<td>To ensure that the workforce is attracted, recruited, selected and inducted to the right roles at the right time</td>
<td>Mid Level 3</td>
<td>High Level 3</td>
<td>Mid Level 4</td>
<td>Borderline Level 4/5</td>
</tr>
<tr>
<td>Learning and Development</td>
<td>To ensure the staff have the skills needed to perform their work and are provided with relevant developmental opportunities</td>
<td>Mid Level 3</td>
<td>High Level 3</td>
<td>Mid Level 4</td>
<td>Low Level 5</td>
</tr>
<tr>
<td>Career Development</td>
<td>To ensure that staff are provided with realistic opportunities to grow and develop to achieve organisational and career objectives</td>
<td>High Level 2</td>
<td>Borderline Level 2/3</td>
<td>High Level 3</td>
<td>High Level 4</td>
</tr>
<tr>
<td>Performance Management</td>
<td>To ensure the establishment of standards and goals against which individuals and team performance can be measured</td>
<td>Mid Level 3</td>
<td>High Level 3</td>
<td>Mid Level 4</td>
<td>High Level 4</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>To develop and maintain conditions of employment that enhance the AFP's ability to attract and retain a fit for purpose workforce</td>
<td>Mid Level 3</td>
<td>High Level 3</td>
<td>Low Level 4</td>
<td>High Level 4</td>
</tr>
<tr>
<td>Workplace Diversity</td>
<td>To ensure the AFP is representative of the community it serves</td>
<td>Low Level 2</td>
<td>Mid Level 2</td>
<td>Low Level 3</td>
<td>Low Level 4</td>
</tr>
<tr>
<td>Wellbeing Services</td>
<td>To ensure the wellbeing of staff supports a high level of organisational performance</td>
<td>Mid Level 4</td>
<td>High Level 4</td>
<td>Borderline Level 4/5</td>
<td>Mid Level 5</td>
</tr>
<tr>
<td>OH &amp; S</td>
<td>To ensure the AFP's physical and social environment supports a high level of organisational performance</td>
<td>Low Level 4</td>
<td>Mid Level 4</td>
<td>High Level 4</td>
<td>Mid Level 5</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>To ensure HR services are delivered proactively, responsively and accurately for consistent outcomes</td>
<td>Low Level 3</td>
<td>Mid Level 3</td>
<td>Mid Level 4</td>
<td>High Level 4</td>
</tr>
</tbody>
</table>

#### Key to the HR Maturity Levels

**Maturity Level 1**
Practices are applied poorly or inconsistently/unskillfully and have a poor level of acceptance

**Maturity Level 2**
Practices are performed and managed with some skill with a focus on compliance

**Maturity Level 3**
Practices are defined, familiar shared and skillfully performed

**Maturity Level 4**
Practices are embedded and seen as part of daily work and as adding real value to work

**Maturity Level 5**
Practices are continuously improved and leveraged for organisational outcomes
Where We Need To Focus Our Effort

To best respond to the vision for our people and improve our human resource capabilities, we will focus on the following key areas:

1. Identifying, sourcing, developing and maintaining the skills and capabilities required to meet our goals, now and into the future

2. Building a more diverse workforce, especially increasing the numbers of women and indigenous people, and ensuring the AFP is reflective of the community and its cultural variety

3. Providing and highlighting relevant, realistic career development opportunities for our people

4. Enabling our leaders to deliver an effective workforce strategy in partnership with HR

5. Delivering consistent HR services with an emphasis on responsiveness and business focused solutions