

# Australian Institute of Police Management Strategic Plan 2008-11

## Vision

To be the centre of excellence for police executive and leadership development in Australasia

## Mission

Developing and uniting police leaders

## Values

Learning - it is the foundation of effective leadership  
Professionalism - it establishes our standards for performance and integrity  
Diversity - it is critical to our success  
Innovation - it positions us for the changing future  
Teamwork - it energises our capacity to deliver quality

## Our Business Context

Police and Emergency Services in Australasia look to the Australian Institute of Police Management (AIPM) to develop and deliver high quality and profession-relevant leadership and executive development courses to their leaders. AIPM programs offer a unique multi-jurisdictional opportunity for leaders to develop personally and professionally, in an environment that encourages the pursuit of excellence while being firmly grounded in a policing and emergency services context.

We safeguard our reputation by pursuing the very best in contemporary leadership and management knowledge and expertise to incorporate into our programs. We value our stakeholder partnerships, and provide our services in the spirit of cooperation and collaboration. We commit to continued innovation and quality assurance as key elements of our determination to be the best at what we do. We remain attuned to the changing environment and emerging issues impacting on the future direction of police leadership in Australasia.

Our business environment features the continued delivery of our full suite of programs, the development of new programs to meet new demands, the review and evaluation of existing programs to ensure currency and quality, the development of our people, systems and infrastructure, partnering, and responsiveness to our multi-jurisdictional stakeholders.

The AIPM has one outcome:

**Improved police and emergency services leadership in Australasia**

## Our Business Approach

The AIPM provides leadership and executive development programs to Australasian police and emergency services organisations through residential and distance education. We also deliver a range of approved programs offshore. Our business approach has five objectives, supported by several strategies. The links between our outcome, objectives and strategies are illustrated below:

**Outcome: Improved police and emergency services leadership in Australasia**

### Objectives:

#### 1 Our program participants grow as leaders

Strategies for attaining this objective are:

- Creating a challenging and progressive learning environment by continually reviewing, enhancing and quality assuring our programs and curricula;
- Developing and delivering outstanding leadership and executive development programs by incorporating the best of academia and real-world experience and issues into our course content;
- Ensuring our participants learning needs are met by providing quality academic and practitioner support;
- Ensuring our participants have opportunities to develop valuable professional networks by maximising interaction during our programs;
- Meeting jurisdictional needs by regularly consulting with jurisdictional representatives and by forecasting and preparing for the changing environment;
- Ensuring our participants are supported by quality accommodation, meals and administrative/research support.

#### 2 Our staff are engaged, challenged and rewarded

Strategies for attaining this objective are:

- Creating a challenging and rewarding working environment by encouraging equity, initiative and innovation;
- Monitoring and enhancing organisational health by anticipating and responding to staff needs;
- Providing tailored development opportunities by regularly engaging with staff about their aspirations and ambitions;
- Optimising outcomes from the Visiting Fellow program by fully incorporating all Visiting Fellows into our business with a view to mutual benefit.

### **3 Our partners' and stakeholders' interests are supported**

Strategies for attaining this objective are:

- Maximising the outcomes for all jurisdictions by considering and remaining responsive to the development needs of each participant;
- Maintaining collaborative relationships with all jurisdictions, the Australasian Fire and Emergency Services' Authorities' Council, the Australian and New Zealand Policing Advisory Agency, the Australian Research Council Centre of Excellence in Policing and Security and other key organisations, by regularly liaising and consulting with nominated representatives;
- Increasing learning and exchange opportunities by growing new partnerships and maintaining and growing our international network.

### **4 Our business systems are effective and continually improve**

Strategies for attaining this objective are:

- Maintaining an effective budgetary and financial management system by continually reviewing our expenditure, budgeting and financial management practices;
- Ensuring accurate student records are maintained by implementing a contemporary and effective academic administration system;
- Meeting our obligations as a government agency by following transparent and accountable business practices.

### **5 Our infrastructure can meet current and future business needs**

Strategies for attaining this objective are:

- Ensuring our infrastructure supports our business needs by embracing contemporary technology;
- Developing, retaining and safeguarding our intellectual property by maintaining proper records and using appropriate protections;
- Maintaining an effective learning environment by developing and maintaining our facilities as required.

## Performance Measurement

Our performance in achieving our stated objectives will be measured through:

- Participant/stakeholder feedback through direct questionnaires, surveys and face to face interviews;
- Successful and timely reaccreditation;
- Outcomes of internal audits;
- The annual Commissioners' survey;
- Feedback from Board of Studies and Board of Control members;
- Staff satisfaction, retention and attrition.

This plan has been informed by the AIPM's Risk Management Plan, the *Directions in Australasian Policing 2005-08*, an Australasian policing strategy issued by the Ministerial Council for Police and Emergency Management and through consultation with the AIPM's Board of Studies.

# Australian Institute of Police Management Business Plan 2008-09

## Purpose

In accordance with the direction established by the AIPM Board of Control, the AIPM exists to:

“...develop programs that meet current and emerging professional development and education needs of members in management and executive leadership development in the jurisdictions and allied agencies.”

The AIPM's core business is postgraduate tertiary education and executive professional development. The AIPM has responsibilities and obligations that extend to all Australasian police jurisdictions. On behalf of these jurisdictions, the Australian Federal Police (AFP) provides the administrative framework that supports AIPM operations.

The AIPM Strategic Plan has one outcome:

**Improved police and emergency services leadership in Australasia.**

## Objectives

The key objectives the AIPM will focus on during 2008-2009 towards achieving this outcome are:

- 1 Our program participants grow as leaders
- 2 Our staff are engaged, challenged and rewarded
- 3 Our partners' and stakeholders' interests are supported
- 4 Our business systems are effective and continually improve
- 5 Our infrastructure can meet current and future business needs

## Strategies

*Strategies* which will be implemented to achieve AIPM objectives, including relevant performance indicators and responsibilities, are shown below.

## Objective 1:

Our program participants grow as leaders

Strategies	Performance Indicators
<p>1.1 Creating a challenging and progressive learning environment by continually reviewing and quality assuring our programs</p>	<ul style="list-style-type: none"> <li>• Consistently positive feedback from participants and stakeholders about quality and benefits of AIPM programs and facilities.</li> <li>• Successful reaccreditation with the NSW Board of Higher Education.</li> <li>• Benchmarking against comparable executive education programs.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Facilities Management, Corporate Support, Resource Centre, Education Resources.</p>
<p>1.2 Developing and delivering outstanding leadership and executive development programs by incorporating the best of academia and real-world experience into our course content</p>	<ul style="list-style-type: none"> <li>• Consistently positive feedback from participants and stakeholders about quality and benefits of AIPM programs and facilities.</li> <li>• Successful reaccreditation with the NSW Board of Higher Education.</li> <li>• Regular review and update of program content in consultation with the Curriculum Review Committee and the BOS.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration, Education Resources.</p>
<p>1.3 Ensuring our participants learning needs are met by providing quality academic support</p>	<ul style="list-style-type: none"> <li>• Consistently positive feedback from participants about the quality and timeliness of academic support.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration, Resource Centre, Education Resources.</p>

Strategies	Performance Indicators
<p>1.4 Ensuring our participants have opportunities to develop valuable professional networks by maximising interaction during our programs</p>	<ul style="list-style-type: none"> <li>• Increased opportunities in programs for meaningful networking between participants.</li> <li>• Consistently positive feedback from participants about the value of AIPM networks.</li> <li>• Maintain usage of AIPM Alumni and Student Support Network facilities.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration, Resource Centre.</p>
<p>1.5 Meeting jurisdictional needs by regularly consulting with jurisdictional representatives and by forecasting and preparing for the changing environment</p>	<ul style="list-style-type: none"> <li>• Improved rate of response to stakeholder surveys.</li> <li>• Feedback from Commissioners' surveys.</li> <li>• Increased interaction with jurisdictional representatives.</li> <li>• Consistently positive feedback from jurisdictional representatives.</li> <li>• Regular updates to program content reflecting changing environment.</li> </ul> <p><b>Responsibility:</b> Executive, Academic Programs, Faculty Administration.</p>
<p>1.6 Ensure our participants are supported by quality best practice accommodation, meals and administrative support</p>	<ul style="list-style-type: none"> <li>• Consistently positive responses to participant feedback forms.</li> <li>• Benchmarking against other executive programs.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Facilities Management, Corporate Support</p>

## Objective 2:

Our Staff are engaged, challenged and rewarded

Strategies	Performance Indicators
2.1 Creating a challenging and rewarding work environment by encouraging initiative and innovation	<ul style="list-style-type: none"> <li>• Retention of staff.</li> <li>• Consistently positive feedback from staff.</li> </ul> <p><b>Responsibility:</b> Executive and Directing Staff.</p>
2.2 Monitoring and enhancing organisational health by anticipating and responding to staff needs	<ul style="list-style-type: none"> <li>• Reduction or absence of OH&amp;S incidents or injuries.</li> <li>• Consistently high levels of staff participation in team building and personal development activities.</li> <li>• Reduction in overtime.</li> <li>• Rate of incidence of unplanned leave due to preventable workplace issues, such as stress.</li> </ul> <p><b>Responsibility:</b> Executive and Directing Staff.</p>
2.3 Providing tailored development opportunities by regularly engaging with staff about their aspirations and ambitions	<ul style="list-style-type: none"> <li>• Improved recording of staff development needs and desires.</li> <li>• Consistently high levels of staff participation in personal and professional development activities.</li> </ul> <p><b>Responsibility:</b> Executive and Directing Staff.</p>
2.4 Optimising outcomes from the Visiting Fellow program by fully incorporating Visiting Fellows into our business with a view to mutual benefit	<ul style="list-style-type: none"> <li>• Active and consistent participation of Visiting Fellows in program development and delivery.</li> <li>• Active and consistent participation of Visiting Fellows in inter-jurisdictional and international developmental exchanges and in the delivery of AIPM's international programs.</li> <li>• Improved feedback from departing Visiting Fellows about AIPM experience</li> <li>• Improved feedback from jurisdictions about benefits of participating in Visiting Fellow Program.</li> </ul> <p><b>Responsibility:</b> Executive, Academic Programs.</p>

### Objective 3:

Our partners' and stakeholders' interests are supported

Strategies	Performance Indicators
<p>3.1 Maximising the outcomes for all jurisdictions by considering and remaining responsive to the development needs of each participant</p>	<ul style="list-style-type: none"> <li>• Consistently high rates of program completion.</li> <li>• Improved feedback from participants about benefits of AIPM programs post completion.</li> <li>• Consistently positive feedback from Board of Studies and Board of Control about outcomes achieved for individuals.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration.</p>
<p>3.2 Maintaining collaborative relationships with all jurisdictions by regularly liaising and consulting with nominated representatives</p>	<ul style="list-style-type: none"> <li>• Increased contact between AIPM and jurisdictional representatives.</li> <li>• Increased incidence and rate of attendance at AIPM Jurisdiction Briefing Days.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration.</p>
<p>3.3 Increasing learning and exchange opportunities by growing new partnerships and maintaining and growing our international network</p>	<ul style="list-style-type: none"> <li>• Consistent opportunities for staff and Visiting Fellows to participate in professional exchange programs.</li> <li>• Consistently positive feedback from staff about the benefits of exchange programs.</li> <li>• Consistent rates of participation of International students in AIPM Programs and Alumni schemes.</li> </ul> <p><b>Responsibility:</b> Executive, Academic Programs, Resource Centre.</p>

## Objective 4:

Our business systems are effective and continually improve

Strategies	Performance Indicators
<p>4.1 Maintaining an effective budgetary and financial management system by continually reviewing our expenditure, budgeting and financial management practices</p>	<ul style="list-style-type: none"> <li>• Programs delivered within budget.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Facilities Management, Corporate Support</p>
<p>4.2 Ensuring accurate student records are maintained by implementing a contemporary and effective academic administration system</p>	<ul style="list-style-type: none"> <li>• Successful implementation of new Student Records Database.</li> <li>• Information in Student Records Database is complete and up to date.</li> <li>• Information is easily retrievable as required.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Faculty Administration, Education Resources.</p>
<p>4.3 Meeting our obligations as a government agency by following transparent and accountable business practices.</p>	<ul style="list-style-type: none"> <li>• Internal audit outcomes.</li> </ul> <p><b>Responsibility:</b> Executive, Directing Staff, Corporate Support, all staff with financial delegations.</p>

## Objective 5:

Our infrastructure can meet current and future business needs

Strategies	Performance Indicators
5.1 Ensure our infrastructure supports our business needs by embracing contemporary technology	<ul style="list-style-type: none"> <li>• Improved performance in online learning environment.</li> <li>• Rates of student participation in online environment.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Resource Centre, Faculty Administration, Education Resources.</p>
5.2 Developing, retaining and safeguarding our intellectual property by maintaining proper records and using appropriate protections	<ul style="list-style-type: none"> <li>• Academic Programs Records are complete and up to date.</li> <li>• Records security is maintained.</li> </ul> <p><b>Responsibility:</b> Academic Programs, ICT Support, Facilities Management.</p>
5.3 Maintaining an effective learning environment by developing and maintaining our facilities as required	<ul style="list-style-type: none"> <li>• Consistently positive feedback from participants about quality of AIPM online and physical learning facilities.</li> </ul> <p><b>Responsibility:</b> Academic Programs, Resource Centre, ICT Support, Corporate Support, Facilities Management.</p>

## Initiatives

Major new initiatives for which the AIPM has responsibility, or is contributing to, are outlined below. Each initiative is linked to an existing objective.

Initiative
<p><b>Assistant Commissioner's Program</b>            Description: Develop an Executive Leadership Program for participants at Assistant Commissioner level            Objective: 1 and 3            Responsibility: Academic Programs.</p>
<p><b>Iraqi Police Leadership Development Program</b>            Description: Iraqi police members will be brought to Australia for specialist management and leadership training at the AIPM            Objective: 1 and 3            Responsibility: Academic Programs</p>
<p><b>Pricing Model</b>            Description: Develop and implement a pricing model for all AIPM activities            Objective: 4            Responsibility: Corporate Support</p>
<p><b>Leadership Capability Forum</b>            Description: Conduct a Professional Forum for Australasian police leadership development specialists (to be conducted annually)            Objective: 1, 2 and 3            Responsibility: Academic Programs</p>
<p><b>Executive Forum</b>            Description: Conduct a forum for Senior Executives and Academics to develop new conceptual frameworks for policing in Australasia.            Objective: 1, 2 and 3            Responsibility: Academic Programs</p>
<p><b>Student Records Database</b>            Description: Consolidate existing student records and accommodate future records requirements in a single, web-based, Institute wide database.            Objective: 4 and 5            Responsibility: Faculty Administration</p>
<p><b>Library Procurement Policy</b>            Description: Develop and implement a procurement policy for the AIPM Resource Centre            Objective: 1 and 5            Responsibility: Resource Centre</p>
<p><b>AIPM Redevelopment Project</b>            Description: Support the AFP's implementation of the AIPM Redevelopment Project            Objective: 5            Responsibility: Executive and Corporate Support</p>
<p><b>Leadership in Counter Terrorism Program</b>            Description: Chair the LinCT Board of Governors for 2008-2010            Objective: 1 and 3            Responsibility: Executive and Academic Programs</p>