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Sea-Change at the AIPM

On 4 April 2011, AIPM Alumni members were treated to an outstanding one day workshop in Negotiation and Crisis Leadership. The workshop was delivered by Mr. Keith Fitzgerald, Managing Director of Sea-Change Partners and formerly a Teaching Fellow at Harvard University Law School, the workshop provided a terrific opportunity for previous PELP graduates to hear from a world leader in aspects of crisis leadership, negotiation and influence.

In a highly communicative and practical manner, Keith brought focus to a diagnostic framework
that enables valuable perspective in the negotiation and crisis leadership arenas. Many of the 
Australasian policing jurisdictions were represented across Superintendent to Deputy Commissioner 
levels, all of whom were able to enhance their understanding of the components and criticality of 
the negotiation process.

In addition to the valued input, the workshop also provided participants with the opportunity to 
connect, reconnect and network, face-to-face, with colleagues from around the country, something 
that is increasingly vital for the profession of policing.

The AIPM intends to provide an ongoing range of forums, workshops and seminars as part of their 
continuing commitment to equip police leaders for the challenges of an ever changing, complex 
world.

119th Police Management Development Program Completed

The 119th Police Management Development Program (PMDP) commenced on Monday 7th March 2011 
and concluded on Friday 25 March 2011 at the AIPM, North Head, Manly, NSW. The 24 participants 
on the program came from Australia and abroad including members from the New Zealand Police, 
Hong Kong Independent Commission against Corruption, Royal Solomon Islands Police Force, Hong 
Kong Police Force, and the Ministry of Justice Investigation Bureau Taiwan. Locally, six of our 
Australian Police jurisdictions were represented as was CrimTrac and the Victorian Office of 
Police Integrity.

The AIPM welcomed a number of Visiting Police Fellows (VF) who performed the role of Syndicate 
Directors, including two from Canada, who brought with them a wealth of knowledge and 
experience to the program. International VF Superintendent Dan Delaney from Ottawa Police 
Service is currently in charge of Ottawa’s Patrol Directorate whose primary mandate is proactive 
and reactive uniform presence in the community. Superintendent Tom Pownall from the Royal 
Canadian Mounted Police is currently the Officer in Charge of the Technological Crime Branch 
based in Ottawa. Chief Superintendent Steve Hollands from the Queensland Police Service is 
currently the Commander of South East Region of Queensland.
Resident VF’s Detective Superintendent Brett Henderson from the NSW Police and Detective Inspector Eoghan McDonald from Victoria Police completed the group of Syndicate Leaders. Brett and Eoghan each have over 30 years policing experience and provided participants a wealth of operational and leadership experience. The Course Coordinator for the program was resident VF Detective Superintendent Terry Venchiarutti from the Australian Federal Police. The VF’s thoughtful and insightful contributions ensured all program participants benefitted from their presence on the program.

Mr Warwick Jones (Director, Programs) and Phil Shepherd (Director, Academic Programs) facilitated many of the classroom sessions and showed their characteristic commitment, passion and drive. Added to this were a number of highly qualified external presenters that laid the foundation for a PMDP that is both a challenging and rewarding experience.

Participants wasted no time in settling into the rigours of the program, working closely in their
syndicates and engaging with their Syndicate Directors.

One of the many highlights for the 119th PMDP was the international flavour provided by the visiting fellows that added a wider global dimension to the program. This added value to the program that challenged participants on environmental awareness, public value and the provided them with new tools to support development of relevant capacities and skills to work best in an adaptive culture.

Participants of the 119 PMDP brought with them their own array of knowledge and experiences that significantly contributed to course work and enriched discussions throughout the program. Their willingness to share their experiences and take on new concepts learnt during the program will better position them for the challenges ahead. We wish them all the best for the future.
118th Police Management Development Program Completed

The 118th Police Management Development Program (PMDP) commenced on Monday 7th February 2011 and concluded on Friday 25 February 2011 at the current home of the AIPM at North Head, Manly, NSW. The 20 participants on the program came from across the globe from, the United Kingdom’s Serious and Organised Crime Agency, the New Zealand Police, Sri Lanka Police, Ottawa Police Service, Ministry of Interior of Cambodia, and the Vanuatu Police Force. Locally, six of our Australian Police jurisdictions were represented as was CrimTrac and the NSW Department of Corrective Services. It was evident from the beginning that this group was determined to get the most out of the program working closely in their syndicates and engaging regularly with their syndicate Directors.

The AIPM welcomed a number of Visiting Fellows (VF) to the program. International VF Superintendent Bob Burns from the New Zealand Police was a Syndicate Leader and brought with him a wealth of knowledge and experience to the program. Currently the District Commander of the Southern District, his regular, deeply insightful contributions ensured all program participants benefitted from Bob’s attendance as a VF. Bob and his two fellow New Zealand Police course participants endured the anguish of the news of the Christchurch earthquake disaster whilst on the program and our thoughts are with them now back in New Zealand with much work to be done.
Detective Superintendent Brett Henderson from the NSW Police, who started at the AIPM in 2010 as a VF, was another syndicate leader who provided participants a wealth of operational experience from over 30 years in policing. The AIPM welcomed two new residential VF’s to the program from the Victoria Police and Australian Federal Police respectively. Detective Inspector Eoghan McDonald is a 35 year Victorian Police veteran with a wealth of experience across community policing and investigational duties. Detective Superintendent Terry Venchiarutti from the Australian Federal Police added his extensive national and international policing experience over a 33 year career to complete the team of VF’s.

Mr Warwick Jones (Director, Programs) and Phil Shepherd (Director, Academic Programs) facilitated the bulk of the classroom sessions and again showed their characteristic commitment, passion and drive that make the PMDP such a challenging but rewarding learning environment.
One of the many highlights for the 118th PMDP was the presentation by Professor Stephen Mugford, Managing Director of Qualitative and Quantitative Social Research. Stephen, a former Reader of Sociology at ANU, delivered a presentation on change management that challenged participants on the change process to an adaptive culture and how participants can develop relevant capacities and skills to work best in an adaptive culture.

The level and depth of experience from participants of the 118 PMDP was impressive, however, already rich in diversity through the participation of international participants and VF, the group also boasted participants and VF's from diverse ethnic and cultural backgrounds that enriched discussions and experiences across the program. We wish them all the best for the future.
ACACIA program breaks new ground

The Australian Institute of Police Management recently completed delivery of the third and final module of the inaugural 2010 Acacia Program. The program was developed in-house by the Institute in response to a request by the Commissioners of the Australasian police jurisdictions for a customised leadership program that would both challenge and stretch senior police and executives at the rank of Assistant Commissioner.

Mr Tom Rogers, Executive Director of the AIPM noted that the program was a first in police executive leadership in Australasia and could not have happened without the generous financial support of the Australian Federal Police. Tom noted that, “the AFP's decision to sponsor the Acacia Program ensured we were able to deliver a cutting edge leadership program that really challenged the course participants”. During the program, they were exposed to some of the Australian and international community's most respected leadership commentators, including Professor Malcolm Sparrow from the Kennedy School of Government at Harvard University.

Just twenty course participants were hand selected by their CEO's to attend this prestigious program. All of the police jurisdictions of Australasia were represented on the course as well as senior executives from Crimtrac, the Commonwealth Attorney-General's Department, Hong Kong Police Force and the UK Metropolitan Police.
Delivered in three, one week, residential modules the program focussed on the three strands of executive self leadership, strategy & social context, and organisational effectiveness. Whilst a non-award program, the content included a powerful mix of personal reflection, presentations, syndicate work and site visits. Mr Tom Rogers said that “a critical personal development aspect of this program was the course participants’ exposure to the experience of highly respected senior police who mentored them throughout the program: Chief Constable Peter Neyroud of the NPIA, former Fiji Police Commissioner Andy Hughes and former Commissioner Rob Robinson of NZ each made contributions to the program that were, quite simply, invaluable”.

The first two modules were conducted in June and September and the third in October 2010. In module 1 the participants engaged in a number of reflective activities designed to assist them to further understand and develop their own personal leadership approach ad philosophy, as well as building on their experience and understanding of how their organisations create public value. Richard Searle from the Melbourne Business School took the participants through a workshop designed to increase self awareness, understanding of group dynamics and organisational resistance to change and developing mindfulness in leadership.

Module 2 focused on the complex social context in which strategy is developed and policy is made. This included close study of several operational case studies. Robbie Macpherson, the Head of Social Leadership Australia conducted a two day workshop which provided an examination of policy development including detailed examination of a current government policy issue. Robbie commented that, “the Acacia Program was a wonderful opportunity to build leaders who have the capability, skills, insight and thinking to take policing into the future and to address the increasingly complex challenges we face as a society”.

Module 3 commenced with a two day workshop with world renowned public management scholar Professor Malcolm Sparrow, which covered issues ranging from organisational risk and integrity through to how police organisations can build effective capacity to achieve their mandates. Malcolm said that, “The police profession has always been in the forefront of public policy in
developing new strategies for managing societal risks. But the mix of issues police confront is shifting and the profession’s repertoire of methods and technologies is expanding rapidly. The Acacia program was a great opportunity to examine the challenge of aligning modern methods with modern problems and I was delighted to be a part of that process”.

The program culminated with a master class on ‘Policing the Community’ facilitated by Professor Peter Thompson of the Australia and New Zealand School of Government (ANZSOG). The master class was one of the key components of the program and generated constructive dialogue on developing strategies to tackle some of our most intractable problems.

The program will be independently evaluated with a report to be provided to the AIPM Board of Control in 2011. In concluding the Acacia Program, the AIPM would particularly like to note the excellent work performed by Mr Warwick Jones, AIPM Director of Academic Programs, and Federal Agent Ingrid Tomanovits, AIPM Deputy Director Executive Programs, both of whom worked tirelessly to develop and deliver this unique and important program.

AIPM Farewells Dr Do

The AIPM recently bid a fond farewell to Dr Anh Tuan Do of the Vietnamese Ministry of Public Security, following the completion of his 3 month scholarship at the Institute.

Sponsored by the Australian Government Endeavour Award and supported by the Australian Federal Police Hanoi Office, the scholarship enabled Dr Do to participate in all facets of the Institute’s teaching operations. This included the opportunity to participate in the Intelligence Management Development Program with senior intelligence officers from around Australia and abroad, and Dr Do received a Graduate Certificate in Applied Management (Policing and Emergency Services).

During his stay, Dr Do visited the Australian Federal Police College in Canberra, NSW Police and he also travelled to the Northern Territory Police Academy to learn about remote community policing.

At the farewell lunch, Dr Do was presented with a certificate of fellowship by the Institute’s Executive Director, Mr Tom Rogers. The certificate and a small gift from staff acknowledged his
A brief tenure with the Institute and an exciting new era of relations between the two agencies.

As part of the lunch festivities, Dr Do and his wife generously prepared a traditional Vietnamese banquet and thanked staff for a once in a lifetime experience at the AIPM and in Australia.

**AIPM & Telstra Announce 2010 Scholarship Recipient**

Detective Superintendent Mick Willing from NSW Police Force was today announced as the successful recipient of the inaugural Australian Institute of Police Management 2010 Telstra Australasian Police Scholarship at a small presentation ceremony at the Manly Sebel Hotel.

Attending the presentation ceremony were Commissioner Scipione and Deputy Commissioner Dave Owens of the NSW Police Force, Mr Andrew Wood - Chief Operating Officer of the Australian Federal Police, Mr Tom Rogers, Executive Director of the AIPM, and Mr Alex Stefan of Telstra. Superintendent Willing was accompanied by his family and a number of national and international representatives from various police jurisdictions attending the 2010 AIPM ‘Acacia’ Program (a pilot program for assistant commissioners fully sponsored by the AFP).

The scholarship was presented by the Hon. Chris Pearce, Executive Director of Government Sales on behalf of Telstra. In presenting the scholarship, Mr Pearce said that Telstra had a long track record of working closely with the Police forces of Australasia in assisting them in their vital work. “This scholarship will assist current and future leaders to develop greater insights and understanding of the importance of information and communication technology trends on both their profession and in society in general”.

Superintendent Willing was presented with a certificate from Telstra and will receive a $15,000 scholarship to travel to the Harvard Business School in the United States to attend the High Potentials Leadership Program in 2011.

Superintendent Willing thanked Mr Rogers and all of the staff at the AIPM for being selected as the inaugural winner of the scholarship, and also Commissioner Scipione for attending the ceremony on behalf of the AIPM’s Board of Control. “People come from all over the
Detective Superintendent Willing is a graduate of the 2009 PELP and was selected from a pool of 30 eligible senior police officers by the AIPM Board of Studies. The Telstra Australasian Police Scholarship is a 3 year commitment by Telstra, and is awarded to the most outstanding graduate of the AIPM PELP, and enables the recipient to attend a prestigious international executive development program. The scholarship will also be awarded in 2011 and 2012.

The AIPM Executive Director, Mr Tom Rogers, commented that, “The award of this scholarship is the end result of a significant amount of background work by the AIPM, Telstra, and the Australasian police jurisdictions. I think it represents another major milestone for the PELP, which retains its status as the single most important industry owned police leadership development program in Australia”.

Questions about the PELP are best directed, in the first instance, to the AIPM Faculty Administration Manager Mrs Jane Blair at jblair[a]aipm.gov.au, or +61299344833.

2010 Intelligence Management Development Program successfully completed

The 3 week Intelligence Management Development Program (IMDP) was successfully completed on Friday 22nd October 2010. The IMDP, which is sponsored by the Australian Federal Police (AFP), is similar to the Police Development Management Program (PMDP) but with an Intelligence focus. This provides the opportunity for those working with Intelligence to share their experiences and learn from one another in this constantly challenging environment.

The 18 IMDP participants came from a cross section of local and international intelligence, policing and government sector organizations. The diversity of the group was far reaching with participants representing not only Australian Policing jurisdictions and AFP but also the Scottish Police Services Authority, Vietnam Ministry of Public Security, New Zealand Police, Australian Taxation Office, Australian Crime Commission and the Department of Immigration and Citizenship. The participants soon formed strong bonds and a strong sense of camaraderie.
The AIPM welcomed to the program mentor Dr Carl Ungerer, Director of the National Security Program at the Australian Strategic Policy Institute (ASPI). Carl who has published widely on foreign policy and national security issues, presented sessions on Australia’s National Security Environment, Strategic Intelligence Coordination and Countering Violent Extremism. Carl’s sense of humor and experience in the national security environment ensured each of the participants was engaged and willing to learn.

Program Coordinator and AFP Visiting Fellow Federal Agent Katrina Povolny was joined by 4 Visiting Fellows to the Program. Ms Sharyn Johns of the Australian Crime Commission and AFP members Jodie Durrant, Brennan Wilton and Greg Bardwell all provided support to their syndicate members and stretched their thinking further.

Superintendent Ingrid Tomanovits, the AIPM’s Deputy Director of Executive Programs facilitated the bulk of the classroom sessions on leadership and she is to be commended for her level of commitment and drive.

A Graduation Dinner was held at the AIPM’s temporary location at the Former School of Artillery at North Head, Manly and was a wonderful way in which to celebrate the successes of the participants in completing their residential component of the Graduate Certificate in Applied Management (Policing and Emergency Services). A closing speech by AFP Commander Jamie Strauss commemorated the event and a rousing speech from Program President Inspector Dean Robinson of the New Zealand Police ensured the night ended in laughter.

We wish each of the 2010 IMDP participants every success in their endeavors.

2/2010 Executive Development Program Complete

The second AFAC Executive Development Program for 2010 was hosted at the AIPM temporary home
at the Old School of Artillery, North Head, Manly during the three week period 16 August - 3 September 2010. The nineteen participants were drawn from far and wide with future leaders representing the following organizations, Queensland Fire and Rescue Service, New South Wales Rural Fire Service, Northern Territory Fire and Rescue Service, ACT Fire Brigade, Country Fire Authority, New South Wales Fire Brigades, New Zealand Fire Service and Hong Kong Fire Services Department.

One of the many highlights for the participants was the invaluable contribution from the Program mentor, Daryl Kin-yat Li from the Hong Kong Fire Service Department. Daryl brought a wealth of international experience with a diverse career which has spanned over 27 years. The rich learning environment was further enhanced by the two Course Visiting Fellows in Superintendent Chris Lewis from NSW Fire Brigades and Loretta Orsini from the Victorian State Emergency Services. Chris has over 30 years experience and is currently the Manager of the NSW Fire Brigades Fire Investigations and Research Unit (FIRU). His doctoral studies in Public Policy from Charles Sturt University with a strong focus on decision making assisted with the fostering a strong learning experience for all. Loretta Orsini also holds a number of well credentialed academic awards which enabled the participants to grow with her high level engagement skills coming to the fore.
The participants were also actively challenged by the two 12 month residential Visiting Fellows in Commander Dave Sprague from Victoria Police Service and Superintendent Brett Henderson from NSW Police Force. The participants all commented on the value of having two very senior police leaders mentor and coach them throughout the program as syndicate leaders. The combination of police, fire and emergency services leaders working together was a powerful combination. As was often said, “you just can’t buy that experience and passion.” The third 12 month residential VF from Queensland, Superintendent Steve Munro, rounded out the staffing complement and fulfilled the role as Course Co-ordinator.

The sense of accomplishment was celebrated with a graduation dinner of the final Thursday night. A close bond had developed within the group and they departed for home with new found skills and passion to be courageous and adaptive as future leaders. Special thanks as always to Academic Programs Director, Phil Shepherd for his engagement and commitment to make every experience at the AIPM a special one. His drive and passion is contagious. That is the gift the AIPM share with all who enjoy the Manly experience.

2010 AFAC Developing Future Leaders Program Completed

Members of the AFAC “Developing Future Leaders Program” undertook the residential phase of the program at the AIPM, Manly between 9-13 August 2010. The group was enriched by a diversity of participants from Queensland, Tasmania, NSW, New Zealand and the Solomon Islands. The experience in the group created an ideal learning environment with a free exchange of idea regarding leadership, in an operational context. Whilst the group was initially divided into five syndicates, the groups were amalgamated to form two groups for one activity. These two groups participated in leadership challenges conducted at the Narrabeen Sporting and Recreational facility. During this event, it became evident that individuals within the groups had learnt more about themselves and also about the group dynamics in the short time frame they had been at the Institute.
Whilst this experience was a course highlight, the syndicate groups were also tasked to present on some key issues relevant to leadership. Working in the groups, the syndicates were able to research, develop and present to participants on the issues they had been assigned. The presentations saw some very dynamic and innovative approaches to presentation of key material and whilst proving humorous in parts, the presentations were able to solidify some key experiences with learning outcomes. Overall, the contributions made by the participants during intense daily sessions, created a very interactive learning environment.
The participants should all be congratulated on their involvement and their ability to work with teams.

116th Police Management Development Program Completed

The 116th Police Management Development Program (PMDP) commenced on Monday 19th July 2010 and officially concluded on Thursday evening 5th August 2010 with a wonderfully warming graduation dinner held on site at the current home of the AIPM at North Head, Manly, NSW. The 27 participants came from across the globe, as far a field as the United Kingdom’s Serious and Organised Crime Agency, the Hong Kong Police Force, Hong Kong Independent Commission Against Corruption, and New Zealand Police. Locally, seven of our Australian Police jurisdictions were represented as was the NSW Department of Corrective Services. It became apparent early in the program this was a close group who intended to include each individual in every aspect of the program.
The AIPM welcomed three Visiting Fellows (VF) to the 116th PMDP. International VF Michael Yip, Superintendent from the Hong Kong Police Force was a Syndicate Leader and with his quiet, unassuming and deeply insightful contributions ensured all program participants were enriched in sharing their learning experience. Michael, who is the Assistant District Commander (Administration) of Yau Tsim Police District completed his Master of Business Administration in 2001.

Dr Vince Hughes, Assistant Director Academic Development of the Western Australian Police Academy at Joondalup also joined the AIPM team as a Visiting Fellow for the program. Vince, who has also completed his Master of Business Administration, spent 18 years as a police officer in the Republic of Ireland Police. With his warm Irish accent, Vince ensured his academic and policing experience were of great benefit to the participants. Close AIPM friend and highly regarded Australian Federal Police Commander Mark Walters also took on the role of Visiting Fellow and Syndicate Leader. Mark has significant operational experience having held a number of positions both in Australia and overseas supporting the AFP’s diverse international law enforcement obligations. The Syndicate leaders were rounded off with 12 month residential VF Commander Dave Sprague, Victoria Police and 2 year residential VF Superintendent Katrina Povolny of the Australian Federal Police. Dave and Katrina’s combined 68 years of policing experience once again added robustness and passion to the program. 12 month residential VF Superintendent Steve Munro completed the team as Program Mentor ensuring another quality program was delivered to the participants.

Mr Warwick Jones (Director, Academic Programs) and Phil Shepherd (Deputy Director, Award Programs) facilitated the bulk of the classroom sessions and they are to be commended on their level of commitment, passion and drive.
One of the many highlights for the 116th was the presentation by Professor Beverly Alimo-Metcalfe, of Bradford University School of Management. Beverly, who is a Chartered Organisational Psychologist, a fellow of the British Psychological Society, and a patron of Women in Management, believes that understanding leadership is not enough to create or sustain successful organisations, since culture is also a crucial factor. The link between leadership and culture is inextricable, thus her interest in this relationship. The AIPM capitalised on Beverly’s visit to Australia from the UK and her highly energised presentation received much accolades from the participants and staff alike.

The AIPM experienced a first with the 116th PMDP. Brothers David and Graeme Sprague, both officers of the Victoria Police were on the program. Dave in his role as Visiting Fellow and Graeme as a participant added a new dimension to the program. Whilst it was ensured they weren’t in the same Syndicate, brotherly love won out with their professional and personal stories ringing true. Their mother can be proud of her two gifted police sons.
The level and depth of experience from within the 116th was quite outstanding. They certainly had a ‘fine time’. We wish them all the best for the future.