

The **Future Investigations Team Model (FITM)** project has been endorsed by AC Learning & Development Command and undertaken by Investigations Standards and Practices (ISP) to explore how unsworn staff currently, and potentially could, contribute to AFP investigative outcomes.

The ISP has undertaken scoping exercises to explore options for unsworn staff, including **Investigative Assistant (IA)** and **Unsworn Investigator (UI)** cohorts, to augment the capability of sworn investigators.

The **FITM Project Options Paper** presents **four options** for the future of investigation capability in the AFP.

OPTION 2 IA role sizing and role scopes



Clarify and expand the roles and work levels of the IA cohort

Measures Include:

- Review of IA **role scopes** and **job title** to reflect the work of IAs and improve role **clarity** and **consistency**
- Review of **band levels** and **duties** to resize IA positions
- Expanded **scope** of support IAs can provide to investigation teams
- Improved **retention** through **advancement** opportunities and improved **morale**
- Reduced **gender pay gap**

OPTION 3 IA training & development



Structured training, development and advancement opportunities to increase IA capability and consistency

Measures Include:

- IA **career pathway** and **training continuum** for advancement within a broadband
- Dedicated ongoing FTE for centralised IA **coordination** and support
- **Consistent, centralised** and formal IA **training** will reduce organisational **risk**
- Further improved **retention**
- Further reduced **gender pay gap**

*The Enduring Risk Investigations (ERI) Strategic Working Group has expressed interest in a **pilot** of a UI pathway with ERI's unsworn cohort

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Role Scope

Team Member, Operational Support, Investigative Assistant

AFP appointees contribute to the achievement of outcomes in accordance with the regulatory framework, the AFP Code of Conduct and the AFP Governance Instruments.

Operational Support assists AFP business through the provision of a variety of support functions to operational tasks. This work may include:

- Undertaking a range of operational support tasks;
- Undertaking project or minor research work to support AFP business;
- Utilising AFP systems to interrogate, input, collate and retrieve data;
- Maintain office and other equipment as required;
- Making sound decisions and achieving outcomes;
- Complete routine financial transactions, purchasing of office supplies;
- Ability and willingness to work flexibly across a number of functional portfolios when required.

Role Scope

The role is an Investigative Assistant. This role predominantly provides operational support to an Operations team and undertakes a range of administrative activities. Proficiency in Microsoft Office products and possessing sound organisational skills is required.

Essential Requirements

- Security clearance at Negative Vetting (Secret) level
- Current Drivers Licence

Selection Criteria

1. Organising your work, making sound decisions and achieving outcomes.
2. Communicating and working effectively with other people.
3. Applying technical knowledge, expertise and skills.

Induction

On-the-job: Look for opportunities to improve investigation administrative processes/procedures including data management.

Exposure: Seek opportunities for increased administrative responsibility within AFP investigations and operations.

Training: Complete formal training (AFP, external, iAspire) in the following: IMS, Microsoft Office applications, TI monitoring & PROMIS.

Mentorship: Assist in the training of a new member.

Developing

On-the-job: Undertake team-specific induction and processes.

Knowledge: Become familiar with any governance frameworks relevant to the business area or Command.

Knowledge: Become familiar with organisational structure, with particular focus on your Command, key partner agencies.

Mentoring: Shadow an experienced team member &/or sergeant.

Mentorship: Assist in the training of a new member.

Practicing

On-the-job: Actively contribute to the development and implementation of administrative functions to progress investigative outcomes including IMS management, TI monitoring, and information management.

Exposure: Actively look for new opportunities to learn and provide value to AFP investigations.

Mentorship: Assist in the training of a new member.

Training: Complete formal crime type specific training relevant to your Command (e.g. CTIP, Money Laundering)

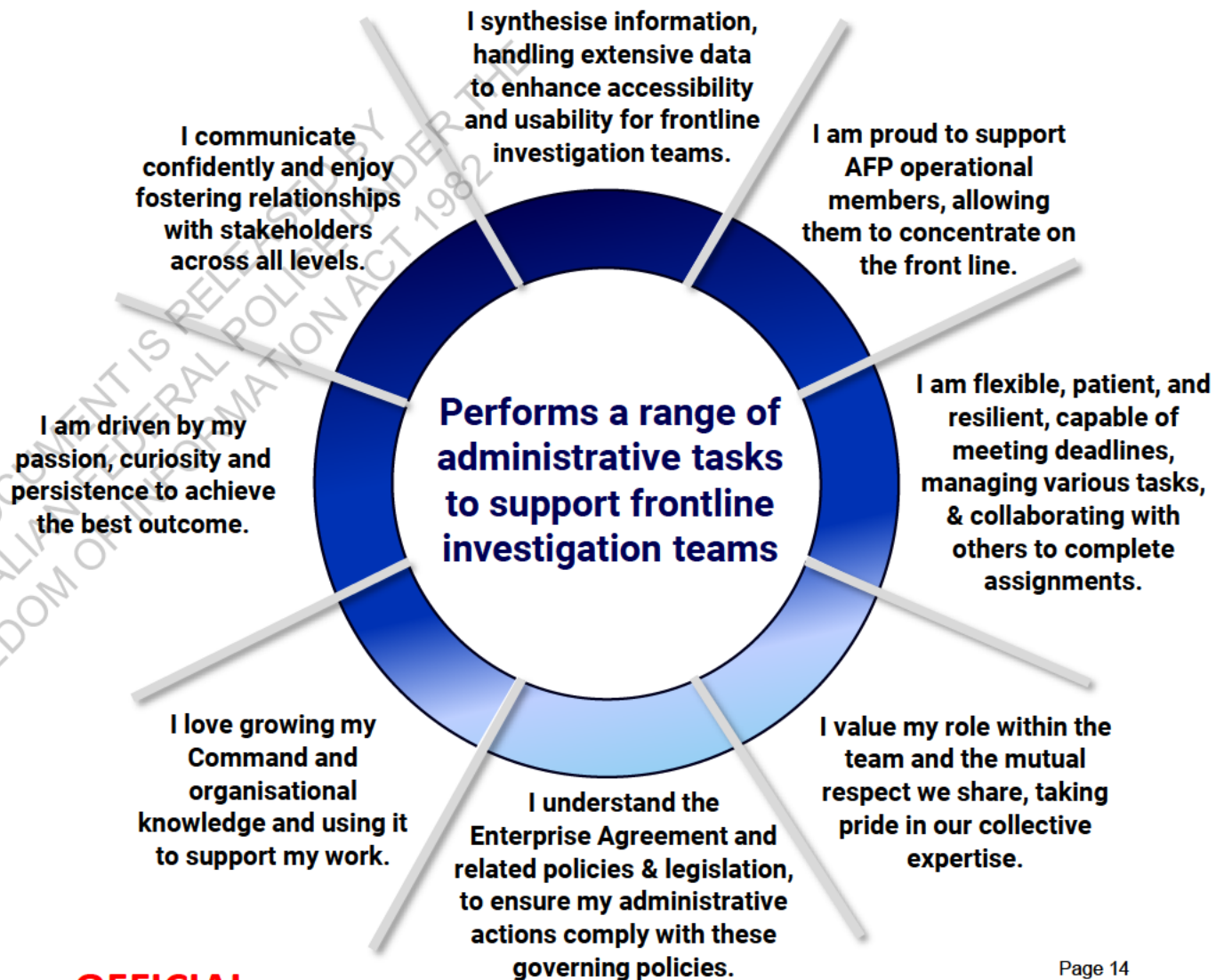
Mastering

On-the-job: Undertake the role of Information Manager for investigations.

On-the-job: Develop innovative solutions to the information management including property, disclosure, TI and investigations chronologies.

Mentorship: Team members shadow you on more complex tasks – teach and upskill including IMS and MS Office applications.

Development: Continue to undertake formal and informal learning relating to role and Command functions.

Career Profile - Investigative assistant Band 2 and Band 3

Foundational Competencies

Foundational competencies should be met and continue to be met against the following critical investigation elements:

- Plan/conduct/initiate/finalise an investigation
- Collect, assess and present evidence
- Information management and disclosure
- Formal interviewing and taking statements
- Search and seizure
- Prepare briefs of evidence
- Compile and use official notes
- Apply powers (where applicable).

Mandatory

- Certificate IV in Government Investigations
- **Five** years investigations experience in AFP, State Police or Commonwealth Agency investigations or compliance area.
- Investigative Interviewing Program Foundation Level 1 (IIP)
- AFP Unsworn Investigators Training Program (to be developed).

Unsworn Specialist Investigator

The Unsworn Specialist Investigator has experience and training specific to the crime type or Command in which they work. The exact skillset, mandatory training and amount of experience required for this role is to be determined by individual Commands. Relevant Commands could include Cyber, CTSI and CACT.

Career Profile - Investigative assistant Band 4 and Band 5



Addressee C-IOL

Title Progress of the Future Investigations Team Model project

Action required:

For information.

Deadline:

No deadline.

Background:

In April 2022, AC Learning & Development Command endorsed a scoping study to establish an understanding of the current operating environment as it relates to the investigative team structure and how unsworn staff currently, and potentially could, contribute to investigative outcomes (*Annexure A*).

The aim of the project is to develop an evidence base to inform the organisation of what the potential roles and responsibilities within a 'blended team' model could look like. The project also aims to develop a learning continuum for Investigative Assistants (IA) to provide development opportunities and career pathway. Workshops and interviews have commenced and will continue to be conducted at the Regional Commands and ACT Policing to contribute to an environment scan.

In November 2022, Investigations Standards and Practice (ISP) briefed the Investigations Capability Advisory Group (*Annexure B*) on the progression of the project titled 'Future Investigations Team Model' (FITM). The first phase is to conduct a literature review and engage with unsworn members, and their team leaders, working within investigation teams.

Since December 2022, ISP has undertaken 34 interviews with IAs and Sergeants spanning across ACT Policing, EC3, Counter Terrorism, Op Ironside, Transnational Operations, Crime, ACCCE, Investigations & Specialist Training and ISP. Further interviews are scheduled in Northern Command in March, and Eastern and Southern Commands in April. Interviews with Western and Central Command members will be undertaken remotely.

ISP is aware of similar initiatives being undertaken in Counter Terrorism, Cyber Crime and Criminal Assets Confiscation Taskforce. ISP will engage with these areas to de-conflict and share learnings to support a nationally consistent approach.

Upon completion of the interviews, ISP will present an environment scan, outlining the learnings from the literature review and interviews. An options paper, based on these learnings, will be progressed through the chain of command for consideration.

It is anticipated that the options paper will be finalised by the end of November.**Resource implications:**

Travel costs associated with travel to the regional commands as required. Any costs associated with the development of a learning continuum will be included in the options papers once drafted.

Recommendation:

That you note progression of the project.

s 22(1)(a)(ii)

Investigations Standards and Practices

14 March 2023

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AFP

Executive briefing

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Addressee	MLCR Tony Alderman
Through	s 22(1)(a)(ii)
Title	Future Investigations Team Model (FITM) update and proposed next phase
Due date	07 October 2025
PDMS reference number	EC25-003324

Requested action:

Action

Background (summary):

The Future Investigations Team Model (FITM) project was established with the aim to develop an understanding of the current internal operating environment as it relates to the investigative team structure. The project is exploring how unsworn staff could better contribute to frontline operations and investigative outcomes through better resourcing, specifically looking for alternatives to traditional sworn recruitment processes.

The FITM project team undertook a scoping study / environment scan to establish an understanding of the current operating environment. This included:

- Facilitating internal workshops across Leadership, Capability and Reform (LCR).
- Interviews with current AFP Investigative Assistants, unsworn investigators and their Team Leaders.
- Consultation with School of Investigations regarding training requirements for unsworn investigators.
- Engagement with Counter Terrorism and Special Investigations (CTSI) and Eastern Commands regarding pilot programs they are undertaking.
- Correspondence with State, Territory and New Zealand Police through ANZPAA seeking comparable initiatives.
- Development of Band 2/3 Role Scopes which have been approved by Workforce Planning (**Attached at Attachment A**).

Based on the evidence accumulated during the scoping exercise, AC LDC Crozier proposed the next stage to consist of establishing a Working Group, (WG) focusing on 2 phases:

- **Phase 1** –Supporting investigations – Investigative Assistants - uplift and enhance skills for Investigative Assistants supporting investigations

s 22(1)(a)(ii)

Current Situation:

As a result of work undertaken, the FITM Project Team is proposing pathways for each phase:

Investigative Assistants

Investigative Assistants (IA) working in investigation teams will be able to progress from Band 2 to 3 providing they undertake minimum training and experience gateways. A Career Profile outlining this structure including gateways is attached (**Attachment B**). IA and their Team Leaders (TL) are supportive of this proposal and there would be a significant morale boost for them if this was to proceed.

The rationale for this proposal is as follows:

- IA currently have no pathway for progression beyond Band 2.
- This pathway will provide clear development gateways for IA allowing them to better reduce the workload of frontline operational members.
- While sworn members rotate out of the team and into other roles, IA often remain the constant within their team, maintaining corporate knowledge to assist with the induction of new members.
- As the majority of IA are female, developing a career pathway, including training and advancement opportunities, will reduce the gender pay gap within the AFP.

Band 2 and 3 roles scopes (**Attachment A**) have been developed by the FITM Project Team and approved by Workforce Planning. These Role Scopes align with Australian Government Investigation Standards (AGIS) and Work Level Standards. Standardised role scopes will provide clarity and consistency across the organisation. ***Broad banding of rolls will require consultation with the Australian Federal Police Association (AFPA) and AFP Industrial Relations.***

s 22(1)(a)(ii)



s 22(1)(a)(ii)

Cultural Issues:

While the issue of IA progressing to Band 3 is supported, s 22(1)(a)(ii)

s 22(1)(a)(ii)

Resource implications:

- It is anticipated the implementation of this program will require a multidisciplinary team including Workforce Planning, FITM and other relevant areas
- There will be financial implications as the progression of IA from Band 2 to 3 will increase salary spending.

Consultation:

Detective A/Superintendent s 22(1)(a)(ii) Investigations, Standards and Practices (ISP)
 Detective A/Inspector s 22(1)(a)(ii) ISP
 Detective Sergeant s 22(1)(a)(ii) ISP – Audit & Review Team
 AFP School of Investigations
 AFP Crime Command
 AFP Cyber Command
 AFP CTSI Command



Recommendation:

It is recommended that you:

1. Note contents of this Executive brief and attachments.
2. Endorse the following course of action for progressing the project:
 - The project requires further details of current IA and UC employed throughout the organisation including Commands and geographic location. Due to inconsistencies with position naming we are unable to obtain this information from SAP/SAS. It is recommended that ICAG request this data from the Commands. Once this is obtained, the FITM Project Team will commence consultation with AFPA and AFP Industrial Relations.
 - The FITM Project Team, in consultation with relevant areas, will develop a training continuum for AI and UI with a base level of skills needed at each level.
 - Following FITM consultation with these areas, the project will proceed to implementation. This will be facilitated by ICAG representatives.
3. Approve the proposed concept for UI and IA including profiles and role scopes.

Note contents of EB and attachments

Approved / Further discussion required

Approve implementation

Endorsed / Further discussion required

Note

Noted / Further discussion required

Approver

MLCR Tony Alderman
22 September 2025

Clearing Officer

Name: s 22(1)(a)(ii)

Position: D/A/Supt ISP

Date: 22/09/2025

Author



Name s 22(1)(a)(ii)

Position: Project Officer ISP

Date: 19/09/2025

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AFP

Executive briefing

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Addressee	MLCR Tony Alderman
Through	s 22(1)(a)(ii)
Title	Future Investigations Team Model (FITM) update and proposed next phase
Due date	22 September 2025
PDMS reference number	EC25-003324

Requested action:

Action

Background (summary):

The Future Investigations Team Model (FITM) project was established with the aim to develop an understanding of the current internal operating environment as it relates to the investigative team structure. The project is exploring how unsworn staff could better contribute to frontline operations and investigative outcomes through better resourcing, specifically looking for alternatives to traditional sworn recruitment processes.

The FITM project team undertook a scoping study / environment scan to establish an understanding of the current operating environment. This included:

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- Correspondence with State, Territory and New Zealand Police through ANZPAA seeking comparable initiatives.
- Development of Band 2/3 Role Scopes which have been approved by Workforce Planning (Attached at Attachment A).

Based on the evidence accumulated during the scoping exercise, AC LDC Crozier proposed the next stage to consist of establishing a Working Group, (WG) focusing on 2 phases:

- **1st phase** – Supporting investigations – Investigative Assistants - uplift and enhance skills for Investigative Assistants supporting investigations

s 22(1)(a)(ii)

Current Situation:

As a result of work undertaken, the FITM Project Team is proposing pathways for each phase:

Investigative Assistants

Investigative Assistants (IA) working in investigation teams will be able to progress from Band 2 to 3 providing they undertake minimum training and experience gateways. A Career Profile outlining this structure including gateways is attached (**Attachment B**). IA and their Team Leader's (TL) are very supportive of this proposal and there would be a significant morale boost for them if this was to proceed.

The rationale for this proposal is as follows:

- IA currently have no pathway for progression beyond Band 2.
- This pathway will provide clear development gateways for IA allowing them to better reduce the workload of frontline operational members.
- While sworn members rotate out of the team and into other roles, IA often remain the constant within their team, maintaining corporate knowledge to assist with the induction of new members.
- As the majority of IA are female, developing a career pathway, including training and advancement opportunities, will reduce the gender pay gap within the AFP.

Band 2 and 3 roles scopes (**Attachment A**) have been developed by the FITM Project Team and approved by Workforce Planning. These Role Scopes align with Australian Government Investigation Standards (AGIS) and Work Level Standards. Standardised role scopes will provide clarity and consistency across the organisation. All broad banding of rolls will require consultation with the Australian Federal Police Association (AFPA) and AFP Industrial Relations.

s 22(1)(a)(ii)



s 22(1)(a)(ii)

Cultural Issues:

While the issue of IAs progressing to Band 3 is widely supported,

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Resource implications:

s 22(1)(a)(ii)

- There will be financial implications as the progression of IA from Band 2 to 3 will increase salary spending.

Consultation:

s 22(1)(a)(ii)

, Investigations, Standards and Practices (ISP)

& Review Team

AFP School of Investigations



AFP Crime Command
AFP Cyber Command
AFP CTSI Command

Recommendation:

It is recommended that you:

1. Note contents of this Executive brief and attachments.
2. Endorse the following course of action for progressing the project:
 - The project requires further details of current IA and UC employed throughout the organisation including Commands and geographic location. Due to inconsistencies with position naming we are unable to obtain this information from SAP/SAS. It is recommended that ICAG request this data from the Commands. Once this is obtained, the FITM Project Team will commence consultation with AFPA and AFP Industrial Relations.
 - s 22(1)(a)(ii)
3. Approve the proposed concept for UI and IA including profiles and role scopes.

Note contents of EB and attachments

Approved / Further discussion required

Approve implementation

Endorsed / Further discussion required

Note

Noted / Further discussion required

Approver
MLCR Tony Alderman
27 August 2025

Clearing Officer

Name:

Position:

Date:



Author

Name:

Position:

Date:

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Draft role scopes for Investigative Assistants**AFP Band 2*****Essential Requirements***

- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Must be an Australian citizen
- Ability to learn to operate within legislative instruments

Desirable Requirements

- Sound interpersonal skills and the ability to liaise effectively at all levels both internally and externally,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Sound written and verbal communication skills,
- The ability to work calmly and effectively in a fast pace and dynamic operational environment,
- Intermediate to advanced skills in Microsoft Office applications,
- An understanding of the AFP's Corporate objectives and priorities, including the importance of guidelines and procedures and requirement to follow accurately,
- The ability to apply confidentiality, demonstrate good judgement and initiative; and
- An understanding of the need for integrity, disclosure, and mandatory reporting.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Operational Support tasks – including research, external enquiries, transcriptions, rostering arrangements, Major Incident Room (MIR) support, data entry, electronic brief preparation, scanning/photocopying,
- Use of electronic police databases – including, input, collation and retrieval of data to support operational activity - e.g. case creation, auditing of team cases, and assistance with case finalisation,
- Performance Reporting and Quality Assurance Processes – including data quality reviews, dissemination of operational activity reports, operational and corporate compliance reports, and liaison with Corporate Services teams,
- Administrative Support Tasks - including administration of team assets and equipment, liaising with interpreters, hospitality requests, event bookings, undertaking secretariat duties, and maintenance of phone/contact lists,
- Property and Exhibits tasks– including data entry, continuity of exhibits during forensic procedures, assistance with the return of property, destruction of property, liaison with Forensics and the Property & Exhibits team.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

AFP Band 3

Essential Requirements

- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Must be an Australian citizen
- Ability to learn to operate within legislative instruments
- Qualification in investigations or other criminology related fields e.g. Cert IV Government Investigations or the ability to obtain one.

Desirable Requirements

- An awareness of investigative methods and legislative frameworks,
- Effective, clear and concise communication, ability to engage with AFP partners, domestic and international law enforcement agencies,
- Ability to show initiative, resilience, motivation and willingness to explore innovative and creative solutions,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Effective written and verbal communication skills,
- The ability to work calmly and effectively in a fast pace and dynamic operational environment,
- Intermediate to advanced level skills in Microsoft Office applications and relevant technical knowledge,
- The ability to apply confidentiality, consistently demonstrate using initiative, good judgement in decision making, considering options and making logical recommendations, and
- A strong understanding of the need for integrity, disclosure and mandatory reporting.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing a high level of support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Assessing available information or evidence and determining appropriate Legislation or other responses with guidance and supervision,
- Assisting investigations with guidance and under supervision,
- Obtaining information from partners and other entities,
- Assisting with the preparation of statements, affidavits, and requests for information to support investigations,
- Assisting with search warrant activities,
- Adhering to the information management protocols in accordance with AFP Functional Governance,
- Developing skills in relation to investigations and undertake further training as part of a career development pathway,
- Develop subject matter expertise relevant to the crime type.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

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INVESTIGATIONS ADMINISTRATIVE SUPPORT

DEVELOPMENT PATHWAY	
Band 3	Mastering On-the-job: Undertake the role of Information Manager for investigations. On-the-job: Develop innovative solutions to the information management including property, disclosure, TI and investigations chronologies. Mentorship: Team members shadow you on more complex tasks – teach and upskill including IMS and MS Office applications. Development: Continue to undertake formal and informal learning relating to role and Command functions.
	Practising On-the-job: Actively contribute to the development and implementation of administrative functions to progress investigative outcomes including IMS management, TI monitoring, and information management. Exposure: Actively look for new opportunities to learn and provide value to AFP investigations. Mentorship: Assist in the training of a new member Training: Complete formal crime type specific training relevant to your Command (e.g. CTIP, Money Laundering)
Band 2	Developing On-the-job: Look for opportunities to improve investigation administrative processes/procedures including data management Exposure: Seek opportunities for increased administrative responsibility within AFP investigations and operations. Knowledge: Training: Complete formal training (AFP, external, iAspire) in the following: IMS, Microsoft Office applications, TI monitoring and PROMIS Mentorship: Assist in the training of a new member
	Induction On-the-job: Undertake team-specific induction and processes Knowledge: Become familiar with any governance frameworks relevant to the business area or Command Knowledge: Become familiar with organisational structure, with particular focus on your Command, key partner agencies Mentoring: Shadow an experienced team member and/or sergeant

Performs a range of administrative tasks to support frontline investigation teams

- I am an information synthesiser – I manage large volumes of data and dense information to improve ease of access and use for frontline investigations members.
- I take pride in my role supporting AFP operational members so they can focus on the front line.
- I am flexible, patient and resilient – I am comfortable working to deadlines, juggling multiple tasks, and coordinating with others to get the task done.
- I value my place in the team and the respect we all give each other; taking pride in our collective expertise.
- I understand the Enterprise Agreement and other relevant policies and legislation, to ensure my administration activity is aligned to these key governing policies.
- I love growing my Command and organisational knowledge and using it to support my work.
- I am driven by my passion, curiosity and persistence to achieve the best outcome.
- I am a confident communicator and enjoy building relationships communicating with stakeholders at all levels.

Draft role scopes for Investigative Assistants

AFP Band 2

Essential Requirements

- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Must be an Australian citizen
- Ability to learn to operate within legislative instruments

Desirable Requirements

- Sound interpersonal skills and the ability to liaise effectively at all levels both internally and externally,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Sound written and verbal communication skills,
- The ability to work calmly and effectively in a fast pace and dynamic operational environment,
- Intermediate to advanced skills in Microsoft Office applications,
- An understanding of the AFP's Corporate objectives and priorities, including the importance of guidelines and procedures and requirement to follow accurately,
- The ability to apply confidentiality, demonstrate good judgement and initiative; and
- An understanding of the need for integrity, disclosure, and mandatory reporting.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Operational Support tasks – including research, external enquiries, transcriptions, rostering arrangements, Major Incident Room (MIR) support, data entry, electronic brief preparation, scanning/photocopying,
- Use of electronic police databases – including, input, collation and retrieval of data to support operational activity – e.g. case creation, auditing of team cases, and assistance with case finalisation,
- Performance Reporting and Quality Assurance Processes – including data quality reviews, dissemination of operational activity reports, operational and corporate compliance reports, and liaison with Corporate Services teams,
- Administrative Support Tasks - including administration of team assets and equipment, liaising with interpreters, hospitality requests, event bookings, undertaking secretariat duties, and maintenance of phone/contact lists,
- Property and Exhibits tasks– including data entry, continuity of exhibits during forensic procedures, assistance with the return of property, destruction of property, liaison with Forensics and the Property & Exhibits team.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

AFP Band 3

Essential Requirements

- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Must be an Australian citizen
- Ability to learn to operate within legislative instruments
- Qualification in investigations or other criminology related fields e.g. Cert IV Government Investigations or the ability to obtain one.

Desirable Requirements

- An awareness of investigative methods and legislative frameworks,
- Effective, clear and concise communication, ability to engage with AFP partners, domestic and international law enforcement agencies,
- Ability to show initiative, resilience, motivation and willingness to explore innovative and creative solutions,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Effective written and verbal communication skills,
- The ability to work calmly and effectively in a fast pace and dynamic operational environment,
- Intermediate to advanced level skills in Microsoft Office applications and relevant technical knowledge,
- The ability to apply confidentiality, consistently demonstrate using initiative, good judgement in decision making, considering options and making logical recommendations, and
- A strong understanding of the need for integrity, disclosure and mandatory reporting.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing a high level of support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Assessing available information or evidence and determining appropriate Legislation or other responses with guidance and supervision,
- Assisting investigations with guidance and under supervision,
- Obtaining information from partners and other entities,
- Assisting with the preparation of statements, affidavits, and requests for information to support investigations,
- Assisting with search warrant activities,
- Adhering to the information management protocols in accordance with AFP Functional Governance,
- Developing skills in relation to investigations and undertake further training as part of a career development pathway,
- Develop subject matter expertise relevant to the crime type.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

AFP Band 4

Essential Requirements

- Have a minimum of 3 years' experience in investigations
- Qualification in investigations or other criminology related fields e.g. Diploma of Government Investigations
- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Ability to operate within a legislative environment.
- Must be an Australian citizen

Desirable Requirements

- Demonstrated understanding of investigative methods and legislative framework and the ability to apply them,
- Ability to effectively engage with AFP partners, domestic and international law enforcement agencies,
- Strong initiative, tenacity, motivation and willingness to explore innovative and creative solutions,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Strong written and verbal communication skills,
- Consistently delivers on objectives within agreed timeframes and to agreed standards,
- The ability to work calmly and effectively in a fast pace and dynamic operational environment,
- Advanced level skills in Microsoft Office applications
- The ability to apply confidentiality, show initiative, consistently demonstrate good judgement in decision making; and
- A strong understanding of the need for integrity, disclosure and mandatory reporting, documenting evidence and making logical recommendations.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing a high level of support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Identify and use relevant and appropriate avenues of enquiry, assessing available information or evidence and determining appropriate legislation or other responses,
- Undertake investigations, ranging in degrees of complexity with minimal guidance,
- Obtain information from partners and other entities,
- Prepare of statements, affidavits, requests for information to support investigations,
- Assist with search warrant activities,
- Attend court and give evidence as required,
- Adhere to the information management protocols in accordance with AFP Functional Governance,
- Practice skills in relation to investigations and undertake further training as part of a career development pathway,
- Establishing and maintaining effective liaison with partners and stakeholders in both the Government, private sector, domestic and international law enforcement agencies; and
- Assist with mentoring and developing the investigative capabilities of other team members.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

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AFP Band 5

Essential Requirements

- Have a minimum of 5 years' experience in investigations
- Qualification in investigations or other criminology related fields e.g. Advanced Diploma in Government Investigations
- A minimum Negative Vetting 1 (Secret) security clearance or the ability to obtain one
- Demonstrated ability to operate within a legislative environment
- Must be an Australian citizen

Desirable Requirements

- Demonstrated understanding of investigative methods and legislative framework,
- Ability to effectively engage with AFP partners, domestic and international law enforcement agencies,
- Efficient and effective time management skills, attention to detail and the ability to prioritise tasks,
- Excellent written and verbal communication skills,
- Sets high personal expectations on initiative, tenacity, motivation and willingness to explore innovative and creative solutions,
- Consistently delivers on objectives within agreed timeframes and to agreed standards despite competing priorities,
- Consistently demonstrates good judgement in decision making by exploring, researching information, considering options, documenting evidence and making logical recommendations.

Roles

Investigative Assistants (IA) contribute to keeping Australia safe by providing a high level of support to AFP operations and operational teams assisting them to achieve outcomes in accordance with regulatory frameworks.

In this role you will undertake a range of operational support and administrative duties, including any or all of the following activities:

- Identify and use relevant and appropriate avenues of enquiry, assessing available information or evidence and determining appropriate legislation or other responses,
- Undertake investigations ranging in degrees of complexity,
- Obtain information from partners and other entities,
- Prepare statements, affidavits, requests for information to support investigations,
- Assist with search warrant activities,
- Attend court and give evidence as required,
- Provide advice and guidance to criminal investigators,
- Adhere to the information management protocols in accordance with AFP Functional Governance,
- Demonstrate skills in relation to investigations and undertake further training as part of a career development pathway,
- Provide subject matter expertise in crime type and investigations to investigators across the AFP,
- Cultivate and enhance effective liaison with partners and stakeholders in both the Government, private sector, domestic and international law enforcement agencies; and
- Mentor and develop the investigative capabilities of other team members.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

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1.3 Qualifications and learning

1.3.1 Accredited qualifications

AGIS recognises entities will vary in the requirements for qualifications and skills to conduct types of investigations. To preserve the ongoing Australian government capability for investigations, a vocational and educational training (VET) qualification must be obtained, unless another qualification or internal training is determined as equivalent.

Entities must document the required VET accredited qualification/s (or equivalency) to conduct particular types of investigations and the timeframe in which investigators should obtain the qualification.

Entities must use an Australian Registered Training Organisation (RTO), or an Australian Government entity with Australian RTO status that meets the Australian VET standards to obtain or deliver investigation accredited qualifications.

The Australian nationally recognised VET accredited qualifications to conduct investigations are:

- Certificate IV in Government Investigations as set out in the Public Services Package (PSP) for persons/ officers working in operational roles undertaking government entity investigation related functions (foundational).
- Diploma of Government Investigations as set out in the PSP for persons/officers engaged in the operational coordination and supervision of entity investigations in government related functions (supervisory).
- Advanced Diploma of Government Investigations as set out in the PSP for persons/officers working in operational coordination and supervision of multi-entity investigations in government related functions (extension supervisory). Entities must ensure foundational qualifications (or equivalency) are obtained prior to supervisory qualifications.



Terms of Reference

Future Investigations Team Model (FITM) Working Group

Introduction

The Future Investigations Team Model (FITM) project was endorsed by Assistant Commissioner Learning & Development Command (ACLDC) in 2022.

The project's aim is to establish an understanding of the current internal operating environment as it relates to the investigative team structure and to explore how unsworn staff currently, and potentially could, contribute to investigative outcomes.

An environment scan and scoping exercises were conducted by the FITM Project team. As a result, Manager Leadership Capability & Reform (M-LCR) has established the FITM Working Group (FITM-WG) as the next phase. This document establishes the authority and responsibility of the FITM-WG.

Background

The FITM project team was established to examine the current state of investigations capability within the AFP. The FITM Project team undertook a series of interviews with Investigative Assistants (IAs), Unsworn Investigators (UIs) and their team leaders (TLs) across all AFP regions. These interviews explored investigators' perspectives on the investigative functions that can be performed by unsworn staff, along with the benefits and challenges. Other insights were gained on the value an IA/UI brings to a blended investigation teams (BITs), common IA roles and duties, IA career advancement and training opportunities, and workforce diversity.

Upon completion of the environment scan the FITM Project team generated an Interview Findings Report and Options Paper.

AC LDC Peter Crozier has reviewed the abovementioned reports and supports the concept/s outlined and recommendation and is desirous of establishing a working group.

Purpose

The FITM-WG's role is to ensure the AFP's Investigations Teams are appropriately resourced, skilled and structured to achieve AFP's strategic goals and operational priorities. The FITM-WG will be responsible for ensuring national consistency and role clarity whilst also identifying opportunities to professionalise our workforce and devising solutions to address staffing pressures.

Based on the evidence collated during the environment scan, AC LDC proposes the next stage to consist of the FITM-WG, focusing on two phases:

- 1st phase –Supporting investigations – IAs - uplift and enhance skills for IAs supporting investigations

s 22(1)(a)(ii)

The FITM-WG will examine strategic issues and provide guidance, advice and recommendations to achieve the following outcomes for IAs and unsworn investigators:

Outcomes for Investigative Assistants & Unsworn Investigators
• Develop consistent role scopes across commands • Clarify and expand the roles and work level standards of the cohort.
• Provide structured training and development to increase capability and consistency across the AFP.
• Develop a career pathway and opportunities for advancement.
• Opportunities to greater centralised coordination and support.

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FUTURE INVESTIGATIONS TEAM MODEL (FITM) WORKING GROUP Minutes

Date/time	21 November 2024 10.3am -11.30am		
Location	Via Teams		
Chair	Tony Alderman		
Deputy Chair	s 22(1)(a)(ii)		
Invitees			
Members:	Tony Alderman, s 22(1)(a)(iii)		
	s 22(1)(a)(ii)		
Secretariat:			
Apologies	s 22(1)(a)(ii)	Ben Case, Chris Goldsmid, Kate Ferry, Donna Parsons,	
Next meeting	Thursday 6 th February 2025		

2. Proposed Objectives

s 22(1)(a)(ii)

- Modular learning can assist in at least providing baseline skills for new IA and also a learning continuum for unsworn investigators. It is achievable and within our capability. There is an opportunity to consider what elements of sworn investigator training may be appropriate for unsworn investigators and IAs.

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Investigative Assistant – Band 2 with 22% composite - Eastern Command	Short term EOI – Administrative Investigator – Band 5 & 6 (no composite)
Role Scope	Role Scope
Operational Support Tasks: including research & review of public records & other open source info, assistance with external enquiries, transcriptions, rostering arrangements, MIR support, data entry, paper/electronic brief prep, scan/photocopying & court prep	Planning and conducting investigations into allegations of Cat 1 & 2 misconduct issues as articulated in PartV of the AFP Act 1979 & AFP Governance Instruments. This may include gathering evidence & info, conducting interviews & collecting witness statements
Utilisation of electronic police databases – including the interrogation, input, collation & retrieval of data to support operational activity eg: case creation, linking, auditing of team cases & assistance with case finalisation	Producing High-quality & thorough investigation reports. Monitoring & reporting on investigations data.
Performance Reporting & Quality Assurance Processes – including data quality reviews, management & dissemination of operational activity reports, operational & corp compliance reports, & liaison with Corp Services teams	Recording & storing information appropriately.
Administrative Support Tasks – manage team assets & equipment. Drafting, organizing & maintaining docs in paper or electronic filing. Management of interpreters & witnesses, hospitality requests, event management, undertaking secretariat duties & maintenance of phone/contact lists.	Complying with privacy & confidentiality requirements.
Corporate Support Tasks –including procurement, financial administration, asset auditing, travel arrangements, organisational charts, liaison with contractors, fleet maintenance & assistance with on-boarding new members / secondees, and;	Participating in the ongoing development of the AFP's complaints management practices & procedures.
Management of Property & Exhibits – including data entry, continuity of exhibits during forensic procedures, assistance with the return of property, destruction of property, liaison with Forensics & Property Exhibits team.	The role is assigned to the support working pattern and can be based in various locations across Australia. You may be required to investigate matters in other regions with travel required.
Essential Requirements	Essential Requirements
Minimum of Negative Vetting 1 Security clearance or ability to obtain one.	Negative vetting 1 security clearance
Strong interpersonal skills & ability to liaise effectively at all levels internally & externally	Contemporary knowledge & experience relevant to the role
Efficient & effective time management skills, attention to detail and the ability to prioritise work tasks	Relevant qualification (CertIV in Government Investigations / Diploma of Policing)
Sound written & verbal communication skills	
Ability to work calmly & effectively in a fast-paced & dynamic operational environment	
Intermediate to advanced level skills in Microsoft Office applications	

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Ability to apply confidentiality, judgement and initiative, and;	
A strong understanding of the need for integrity, disclosure & mandatory reporting	
Selection Criteria	Selection Criteria
Band 2:	Band 5
Organising your work, making sound decisions & achieving outcomes	Organising your work, making sound decisions & achieving outcomes
Communicating & working effectively with other people	Communicating & working effectively with other people
Applying technical knowledge, expertise & skills	Applying technical knowledge, expertise & skills
	Band 6
	Achieve results
	Communicates with influence
	Contributes to strategic thinking
	Cultivates productive working relationships
	Shows personal drive & integrity

The role scope descriptions highlighted in yellow were specified tasks undertaken by a Band 4 IA (22% composite)

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Executive briefing

Addressee	Assistant Commissioner, Learning and Development Command
Through	Commander, Investigations and Operational Learning Superintendent, Investigations Standards and Practices
Title	Future Investigations Team Model (FITM) Project: Options Paper
Due date	19 April 2024
PDMS reference number	EC24-001026 Options Paper For reference: EC23-004125 Interview Findings Paper (updated)

Requested action:

Action

Key points:

Background

The Future Investigations Team Model (FITM) project was endorsed in 2022. Investigations Standards and Practices (ISP) was tasked with undertaking this project.

The project's aim is to establish an understanding of the current internal operating environment as it relates to the investigative team structure and to explore how unsworn staff currently, and potentially could, contribute to investigative outcomes.

FITM Project Options Paper

The *FITM Options Paper* is informed by the findings of scoping exercises undertaken by ISP which have included interviews across all regions and commands, workshops, an environment scan, a review of academic literature and engagement with internal and external stakeholders.

This *Options Paper* presents four options for the future of the AFP's unsworn investigation capability. It outlines each option's proposed actions, benefits and opportunities, risks and challenges, and further issues for consideration.

A staggered implementation of Options 2, 3 and 4 provides the best value proposition for the AFP and achieves the greatest increase to investigation capability.

The *FITM Options Placemat* presents a brief snapshot of the four options.

FITM Project Interview Findings Paper (updated March 2024)

The *FITM Project Interview Findings Paper* was first provided to ACLDC in November 2023.

ISP has updated the *Interview Findings Paper* in March 2024, in accordance with feedback provided by ACLDC. Revisions include the addition of key quantitative data, which was collated through further review of qualitative interview notes.

Resource implications:

The FITM Project is being undertaken by ISP staff within existing resources.

The *FITM Options Paper* notes resourcing considerations for planning, implementation and coordination of the proposed options. Advocacy at strategic boards and promotion of the need for change by ACLDC is recommended to secure support and adequate resourcing for unsworn investigation capability.

Consultation:

A summary of internal and external consultations and other information sources is provided in the *FITM Options Paper* at Attachment A.

Recommendation:

It is recommended that you:

Endorse the FITM Project Options Paper

Endorsed / Further discussion required

Note the updates to the FITM Project Interview Findings Paper

Noted / Further discussion required

Peter Crozier
Assistant Commissioner
Learning and Development Command
April 2024

Attachment A – FITM Options Paper

Attachment B – FITM Options Placemat

Attachment C – FITM Interview Findings Paper

Clearing Officer

Name: **Angela Smith**

Position: **s 22(1)(a)(ii)**

Date: **21/03/2024**

Author

Name: **Tania Crozier**

Position: **Senior Team Member ISP**

Date: **21/03/2024**



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AFP

Civilianisation in the AFP

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Current Pilot Programs furthering Civilianisation



EC – Investigations and Operations Support Unit

- Eastern Command has implemented a centralised team of investigative Assistants (IA)
- These IA's are dedicated to supporting the frontline, providing administrative and investigations support to EC operational members

s 22(1)(a)(ii)

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Future Investigations Teams Model



Project aim

- Understand internal operating environment
- Explore how unsworn members currently contribute to investigative outcomes
- Explore potential opportunities for future use of unsworn members to contribute to investigative outcomes

Methodology:

- Interviews – 83 members from AFP investigation teams across all Commands. 53 unsworn IAs & UIs and 30 sworn TLs
- Consultation workshops
- Environmental scans including ANZPAA requests
- Review of academic literature

Staggered approach to three options, adhering to the requirements under Australian Government Investigations Standard (AGIS):

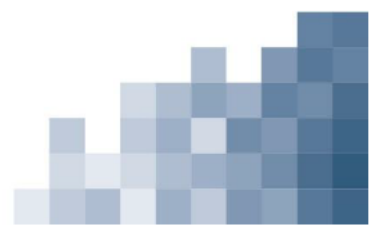
- Clarification and expansion of role scopes and work levels of the Investigative Assistant (IA) and unsworn investigator (UI) cohort,
- Creating training, development and advancement opportunities to increase IA capabilities and retention
- Coordinated and consistent recruitment, training and development of unsworn investigators

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Questions / Thank you

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Investigations Capability Advisory Group Agenda Paper

Meeting date: Wednesday 7 December 2022

s 47E(d)

EBB Level 2, Core 4, Wing 1

Agenda Item Number	Topic
	<i>Future Investigations Team model</i>
Sponsor and presenter	
Sponsor: Commander Investigations and Operational Learning (IOL) Victoria Pescott	
Presenters: A/Coor s 22(1)(a)(ii)	
Desired outcome (draft resolution)	
- It is recommended ICAG: - Note the progress update of the Future Investigations Teams project	
Key issues (executive summary)	

In April 2022 CLO endorsed a project to consider the viability of a blended team's model, encompassing sworn and professional members, and the creation of a professional investigator continuum.

s 22(1)(a)(ii)

The project has been split across a number of phases:

- Literature review of academic papers along with AFP document holdings relating to the use of investigative assistants and professional staff in support of investigative activity

s 22(1)(a)(ii)

The project is being led by the ISP Audit, Review and Assurance (ARA) Team with s 22(1)(a)(ii) s 22(1)(a)(ii) (Eastern Command) and s 22(1)(a)(ii) (Southern Command) providing input and guidance from the regional corporate services perspective. Both s 22(1)(a)(ii) have been involved over many years on reviewing the roles and responsibilities of Investigative Assistants in an attempt to professionalise these roles and develop a career and development pathway.

To date, ARA has commenced the literature review and undertaken a number of internal workshops within ISP. These workshops will expand across IOL in the coming weeks with interviews following across the commands focusing initially on Investigative Assistants and Investigative Team Leaders. The identification of the Investigative Assistants and existing professional investigators has been a challenge due to the inaccuracy of data across our HR systems. In addition to internal engagement it is proposed that the project team will engage with external agencies, State and Commonwealth, that employ non-police investigators to assess their roles and responsibilities and how these roles could assimilate within an AFP blended teams model. We are estimating the interviews will be completed in the first quarter of 2023.

s 22(1)(a)(ii)

On completion of the project phases, including broader stakeholder engagement, ISP will present a *Future Investigations Team Options* paper to ACLDC for progression to ICAG for consideration.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Attachments

- Nil

Contact (author):

Name: s 22(1)(a)(ii)
Business Area: Investigations Standards & Practices
Phone:
E-mail: s 22(1)(a)(ii)

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MyCareer Advertisement

Band 2 Investigative Assistant, Southern Command

Job Details

JOB TITLE – **Investigative Assistant, Southern Command (Melbourne)**
EMPLOYMENT TYPE – **Ongoing and Non-Ongoing Full time**
LOCATION – **VIC**
AFP BAND & SALARY – **AFP Band 2, \$55,600 - \$64,598**
JOB REFERENCE NUMBER – **TBC**
CONTACT OFFICER –
APPLICATIONS CLOSE – **TBC**

Australian Federal Police

Policing for a safer Australia - the world is changing, crime is changing, we are changing to meet new challenges.

The mission of the AFP is to provide dynamic and effective law enforcement to the people of Australia. It provides policing throughout Australia in relation to the prevention and detection of crimes against the Commonwealth, its laws and integrity, and community police services to the community of the ACT.

Applications are invited from suitably qualified people who are interested in an appointment to the AFP. Applicants should demonstrate a commitment to the core values of the AFP, and their application must address selection criteria and the relevant work level standards.

The AFP offers a generous remuneration and conditions package, full details can be found here.

As an inclusive organisation, the AFP provides opportunity for all Australians to fairly gain employment in the AFP. We appreciate that everyone is unique and acknowledge that diversity in thought leads to greater transparency and improved consideration in our decision making. To support our employees we also provide flexible work arrangements.

Role Summary

Investigative Assistants are professional unsworn members of the AFP who provide an important support capability to operational areas by providing sworn members with additional capacity to undertake investigative duties, reduce their administrative workload, and focus on operational outcomes.

This role falls under an operational working pattern which includes flexible working hours and additional allowances.

Role Description & Responsibilities

Investigative Assistants contribute to the efficiency and effectiveness of operational area outcomes by undertaking a range of administrative, corporate, and operational activities. The primary role and responsibilities of Investigative Assistants within operational teams are as follows:

- Operational Support Tasks - including research, external enquiries, transcriptions, rostering arrangements, Major Incident Room (MIR) support, data entry, paper/electronic brief preparation, scanning/photocopying and court preparation;
- Utilisation of electronic police databases – including the interrogation, input, collation and retrieval of data to support operational activity - e.g. case creation, linking, auditing of team cases, and assistance with case finalisation;
- Performance Reporting and Quality Assurance Processes – including data quality reviews, management and dissemination of operational activity reports, operational and corporate compliance reports, and liaison with Corporate Services teams;
- Administrative Support Tasks - including management of team assets and equipment, management of interpreters, hospitality requests, event management, undertaking secretariat duties, and maintenance of phone/contact lists;
- Corporate Support Tasks - including procurement, financial administration, asset auditing, travel arrangements, organisational charts, liaison with contractors, fleet maintenance, and assistance with on-boarding new members/secondees; and
- Management of Property and Exhibits – including data entry, continuity of exhibits during forensic procedures, assistance with the return of property, destruction of property, liaison with Forensics and the Property & Exhibits team.

Essential Requirements

Members undertaking the Investigative Assistant role require the following skill-sets and capabilities:

- Strong interpersonal skills and the ability to liaise effectively at all levels internally and externally;
- Efficient and effective time management skills, attention to detail and the ability to prioritise work tasks;
- Sound written and verbal communication skills;
- The ability to work calmly and effectively in a fast-paced and dynamic operational environment;
- Intermediate to advanced level skills in Microsoft Office applications;
- The ability to apply confidentiality, judgement and initiative;
- A strong understanding of the need for integrity, disclosure and mandatory reporting; and
- A **minimum** Negative Vetting 1 (Secret) security clearance or the ability to obtain one.

Selection Criteria

- Organising your work, making sound decisions, and achieving outcomes.
- Communicating and working effectively with other people.
- Applying technical knowledge, expertise, and skills.

Applications

As part of your application, please outline whether you are seeking to apply for an ongoing and/or non-ongoing role.

Applicants found suitable for the Band 2 Investigative Assistant role will be placed in a merit pool for a 12 month period. The merit pool will be utilised to fill vacancies as they arise.

Required Application Documents

As part of your application, you will be required to submit the following documents:

- Applicant response (two page pitch, maximum two pages)
- Curriculum Vitae (CV)

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