



AFP
AUSTRALIAN FEDERAL POLICE

ISP-S-2

AFP Investigation Management Standard

Reviews

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PUBLISHED PURSUANT TO THE

FREEDOM OF INFORMATION ACT 1982
(COMMONWEALTH)

INFORMATION PUBLICATION SCHEME (IPS)

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FOREWORD

This standard has been developed by the Investigations Standards and Practices portfolio, drawing on the experience of a diverse group of Detectives. This instrument has been endorsed by the Commissioner as the AFP standard for investigation reviews.

The purpose of this standard is to describe and define the requirements for review of an investigation (or components thereof), establishing national consistency in practices. This standard provides the essential components of the review process which either **must** or **should** be undertaken.

If a component **must** be undertaken, the activity is required due to the severity of consequence associated with not undertaking or as a result of judicial expectations and is conducted in line with relevant legislation and governance. Deviation from this is a critical decision that needs to be fully examined, explained and recorded.

If a component **should** be undertaken, the activity is regarded as the recommended course of practice. Deviation from this is a decision and should be recorded.

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INTRODUCTION

A review is the purposeful assessment of investigative performance within defined parameters to assist investigative progress and inform decision making and organisational and individual learning.

Reviews are an integral part of any investigation. They help ensure that investigations are conducted lawfully, efficiently, effectively and objectively.

Reviews assist investigators by presenting opportunities to apply critical thinking to the progress of an investigation, confirm the direction and outcome of an investigation, guide future activities and integrate lessons learned. They also contribute to the objective accountability, transparency and quality control of investigations and ensure that they are conducted in accordance with the rule of the law and authorised practices and procedures.

SCOPE

The intent of this standard relates specifically to investigation reviews however can be adapted to review other activity. A review is for a defined purpose and should always be undertaken with an informed understanding of the objective and clearly articulated scope.

There are two categories of review described in this standard: tactical review and reflective review.

A tactical review is undertaken when identified investigative events occur or it is a milestone incorporated into the planning of an active investigation. A tactical review provides investigative direction and informs decision making.

A reflective review is conducted when the need or opportunity for organisational or individual learning is identified. A reflective review informs the organisation and assists decision making.

DEFINITIONS

Must	An activity that is required due to the severity of consequence associated with not undertaking or as a result of judicial expectations and is conducted in line with relevant legislation and governance. Deviation from this is a critical decision that needs to be fully examined, explained and recorded.
Should	An activity that is regarded as the recommended course of practice. Deviation from this is a decision and should be recorded.
Review outcome	The culmination of the review findings and the consequences of any actions taken as a result of the findings.

Source material	Documented material which forms the foundation of the review, including but not limited to; case management system entries, notebooks, correspondence and planning documentation.
Reference material	Comparison material utilised in the analysis, including but not limited to; legislation, governance, best practice, case law.
Information	Information is any non-documented material relevant to a review, including but not limited to; interviews, conversations and direct observation of activities.

UNDERPINNING PRINCIPLES

Review focus

The AFP should take every opportunity to learn from experience and drive continuous improvement.

The scope of a review may vary and consist of one or more of the following themes. The themes form the focus for review and are delineated below according to the intent of either tactical or reflective review.

- Decision making** - The decisions that determine investigative activities or actions.

Tactical review of decision making is the objective analysis of the ongoing validity of decisions made.

Reflective review of decision making is examination of the validity of decisions and accountability for decisions and their associated consequences.

- Planning** - The process of applying a coherent sense of purpose and direction to all activity relating to investigations.

Tactical review examines the planning for the incorporation of all known information accompanied by an understanding of its significance.

Reflective review is the assessment of the quality, timeliness and accuracy of the planning undertaken, relevant to the dimensions of the activity/investigation and in line with the intended outcome.

- Operational activity** - The physical actions undertaken by police relating to investigations. A review of operational activity may apply to one discrete activity (such as the execution of a search warrant) or to a range of activities conducted during an investigation.

Tactical review of operational activity focuses on the lawfulness and effectiveness of objectives and evidence gathering in achieving the intended outcome.

Reflective review examines the quality of activity, consequence of activities and the identification of good and poor practice. Reflective review contributes to the creation of investigative best practice.

- ❑ **Information management** – The systematic management and use of information to support AFP operational activity.

Tactical review examines data quality, data recording, information and evidence management systems to ensure that the decision maker is properly informed.

Reflective review analyses the management of information throughout an investigation to support the investigation and provide a coherent understanding of the operating environment. Reflective review ensures the AFP's obligations to internal and external stakeholders are met and the dissemination and holding of information is lawful, reasonable, necessary and proportionate.

- ❑ **Leadership and management** - The direction, guidance and support of activity relating to investigations.

Tactical review examines decision making and management during investigative activity regarding judgement, effectiveness, accountability, and responsibility.

Reflective review examines the quality of management and support of personnel during an investigation and the provision and quality of direction, leadership, coaching and mentoring.

- ❑ **Communication** - The transfer of information relating to investigations.

Tactical review examines the effective engagement with support services, maintenance of productive relationships relevant to the investigation and the accurate conveyance of tasks and roles to members.

Reflective review examines the purpose and effectiveness of the means and content of internal and external communication used in an investigation.

Review outcomes

The findings of reviews **must** be recorded along with any actions taken as a result.

The review findings **should** incorporate knowledge into investigative practice, in order to progress the investigation or inform organisational and individual learning.

Outcomes **must** be forwarded to the Investigations Standards and Practices portfolio (ISP) to facilitate the identification of emerging issues, or lessons learnt, to; drive legislation and/or governance amendments, inform training needs and to assist with the development of best practice.

REQUIREMENTS

Tactical and reflective reviews comprise the following requirements:

Tactical reviews

1. An identified need for tactical review **must** exist. This need **should** be prompted by an investigative event or planning milestone with the purpose of providing investigative direction and/or informing decision making.
2. The scope of the review **must** be defined and documented. The scope **should** outline the themes under review and detail the material to be analysed.
3. A plan for the review **should** be completed and articulate the resources and requirements for obtaining source and reference material.
4. An objective analytical assessment of the information **must** be undertaken. The analysis **should** assess the accuracy and integrity of information in line with the scope of the review.
5. The findings of the review **must** be recorded.
6. Any required actions identified by the review **must** be incorporated into ongoing planning.

Reflective review

1. An identified need for individual or organisational learning **must** exist. The purpose **must** be to inform the organisation and assist future decision making.
2. The scope of the review **must** be defined and recorded in consultation. The scope **should** outline the themes under review and detail the material to be analysed.
3. A plan **must** be completed and approved by the initiator, reviewer and ISP. The plan **should** articulate the resources and requirements for obtaining source and reference material.
4. An objective analytical assessment of the information **must** be undertaken. The analysis **should** assess the accuracy and integrity of information in line with the

scope of the review and may involve the use of specialists and/or the employment of a [structured review tool](#).

5. The review findings **must** be recorded by way of a [formalised report](#) explaining the methodology used and supporting the validity of findings.
6. The review findings **must** be pursued through the following activities;
 - Incorporate into future planning if appropriate
 - Guide future investigative strategy
 - Output to ISP
 - Provide feedback

Associated with the categories of tactical and reflective review are four types of review: self, peer, supervisory and formal internal review.

Self-review

- ^ Self-review **should** be an ongoing activity, conducted at any given point in time to assist with the progress of an investigation and develop self-reflection for personal learning.
- ^ Self-review can be undertaken in a tactical or reflective manner.

Peer review

- ^ A peer review **should** be conducted by a member who is proficient in skills relevant to the review purpose and scope to the level of 'achieved independently' as defined in the [Investigations skills framework](#).
- ^ The member is likely to be internal to the investigation, often within the same team, however can be sourced from another team if suited to the purpose of the review.
- ^ Peer reviews can be completed by a single member, however are scalable according to the complexity of the investigation and the scope of the review.
- ^ Peer-review can be undertaken in a tactical or reflective manner.

Supervisory review

- ^ The supervisory review **must** be conducted by either the Team Leader or a member with direct command responsibility.

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- ^ The supervisor **should** be proficient in skills relevant to the review purpose and scope to the level of 'coach/mentor others' as defined in the [Investigations skills framework](#).
- ^ The supervisor will most likely be internal to the investigation, within the same team.
- ^ The supervisor may require the assistance of another member with specialised skills dependent on the complexity of the investigation and the scope of the review.
- ^ Complex reviews will require the supervisor to possess knowledge of and experience with, this investigation review standard.
- ^ Supervisors are responsible for managing review outcomes to develop members, through the provision of feedback and actioning of any identified training needs.
- ^ Supervisory review can be undertaken in a tactical or reflective manner

Formal Internal review

- ^ A formal internal review can be conducted by an individual or a team and may consist of members external to the organisation.
- ^ A formal internal review requires the reviewer to possess knowledge of and experience with, this investigation review standard.
- ^ The reviewer **must** be objective and external to both the investigation and the command line of the members involved.
- ^ The reviewer **must** be proficient in skills relevant to the review purpose and scope to a minimum level of 'coach/mentor others' as defined in the [Investigations skills framework](#).
- ^ A formal internal review is undertaken when an identified organisational need exists.
- ^ A formal internal review is undertaken in a reflective manner

ROLES

The activity of investigative review is a significant task, requiring knowledge and skills. Due consideration needs to be given to the person(s) responsible for conducting a review, informed by the review scope and the expected knowledge, skills and responsibilities of the role.

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Reviewer

- ^ The reviewer **must** remain open minded and objective, acknowledging personal bias and limitations.
- ^ The reviewer **must** ensure the review is constructive.
- ^ The reviewer **must** establish rapport and maintain respectful communication, explaining the methodology and reporting to the initiator and members involved during the process of review.
- ^ The reviewer **must** understand and remain within the defined scope of the review, meeting allocated timeframes and reporting in the appropriate format.

Initiator

- ^ The review initiator **must** define the purpose and scope of the intended review, ensuring the availability of adequate and suitable resources.
- ^ The initiator **must** negotiate the timeframe for the review with both the reviewer and the members involved.
- ^ The initiator **must** not interfere with the review process nor predetermine the outcome of the review.
- ^ The initiator **must** be ultimately accountable for the review outcomes, recording decisions and engaging with ISP.

Members involved (Reviewee)

A reviewee is anyone who is responsible for an investigation, or elements thereof, which is subject to review. Responsibility relates to the authoring of documents, conduct of an activity or a decision made during the investigation. Most investigation reviews will involve multiple reviewees.

- ^ The member **must** cooperate with the reviewer, maintain respectful communication and remain open and honest.
- ^ The member **must** incorporate review findings into their investigation and/or individual learning.
- ^ The member **should** encourage peer participation in review.
- ^ The member **should** treat the review as a learning experience being receptive to positive or negative feedback.