

Be a Force for Good IBAC Conference October 2017

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Be a force for good.....

Victoria Police's BE A FORCE FOR GOOD recruitment campaign will help recruit the 3,000+ Police and additional Protective Services Officers and Police Custody Officers needed over the next four years.

The current acceptance rate is 12-15% of applicants

Recruitment process for becoming a sworn member:

1. Application form
2. Eligibility checks
3. Entrance exam
4. Fitness
5. Psychological testing
6. Health checks
7. Comprehensive checks
8. Interview

The very **NATURE OF THE JOB** exposes a police officer to the temptations of corruption and serious misconduct, especially those in areas of “high risk” – those who deal with drugs, establish relationships with criminals and those using informers.

- Other high risk factors
 - Discretion
 - Low managerial visibility
 - Low public visibility
 - Loyalty and solidarity among police has worked to good and bad effect
 - The impact of police unionisation through the Police Association
 - Current industrial instrument highly protectionist

Other organisational and cultural factors:

- High cynicism and low trust
- Reactive/problem solving orientation
- Resolution processes are complaint driven, highly formalised, complex, legalistic, protracted and fragmented
- “Cradle to grave” employment model
- ✓ Highly masculine culture (VEOHRC Review)
- ✓ High risk of injury:
 - Physical (eg arrest and restraint)
 - Mental health (eg critical incident exposure) (MH Review)

Highly masculine culture/norms

- Show no weakness
- Strength/stamina
- Put work first
- Dog eat dog

Organisational dysfunction

- Directive, punitive leadership and management
- Bullying behaviour
- Sexual harassment/predatory behaviour
- (Hetero) sexism
- Lack of support

Harm to individuals (women and men)

- Burnout
- Lack of engagement
- Absenteeism (presenteeism)
- Diminished resilience and wellbeing



Long history of enquiries, commissions and internal reviews have consistently identified:


- ✓ **poor management** and
- ✓ **inadequate supervision**

as significant current and ongoing contributing factors in police corruption and misconduct. For example:

- Information disclosure
- Predatory behaviour
- Criminal association
- Drugs and alcohol
- Bullying
- Workplace conflict
- Harassment
- Discrimination
- Victimisation

Poor management and inadequate supervision also leads to diminished resilience and wellbeing resulting in **increases in incidents, injuries and absences.**

- 65% of all injuries are physical
 - less than half of these are due to arrest/restraint
 - most non-operational/tactical due to lack of care/vigilance
- 35% of all injuries are mental health related
 - 55% are PTSD/critical incident related
 - 45% categorises “other”
 - Bullying and harassment
 - Workplace conflict



The VEOHRC Review into the prevalence of sexual harassment, sexual discrimination and predatory in the police force, and the Mental Health Review both recommended a significant uplift in people centred leadership capability recognising.....

The most **fundamental and simple anti-corruption, anti-misconduct strategy** comes down to **strong and effective leadership and supervision.**

The Chief Commissioner has defined strong and effective leadership in Victoria Police as:

Confident Humility.

That is:

- ✓ The confidence and ability to lead and take charge when required, and
- ✓ Humble enough to be respectful.

Approaches to people centred leadership capability uplift:

- “Inside out” leadership – know yourself, understand others
- CEW The Leadership Shadow
- Unconscious bias training
- Equality is not the same
- Mental health literacy
- Authentic story telling
- Speak up - de-stigmatise mental health in the workplace
- Celebrating wins and acknowledging successes
- Mindfulness and Resilience training
- Maintaining a learning attitude - admitting to and learning from your mistakes
- Being mindful of language – energy follows words and their meaning
- where you put your attention is where you get your results
- Turning up as “fully human” – sharing hopes, fears, failures and vulnerabilities

