

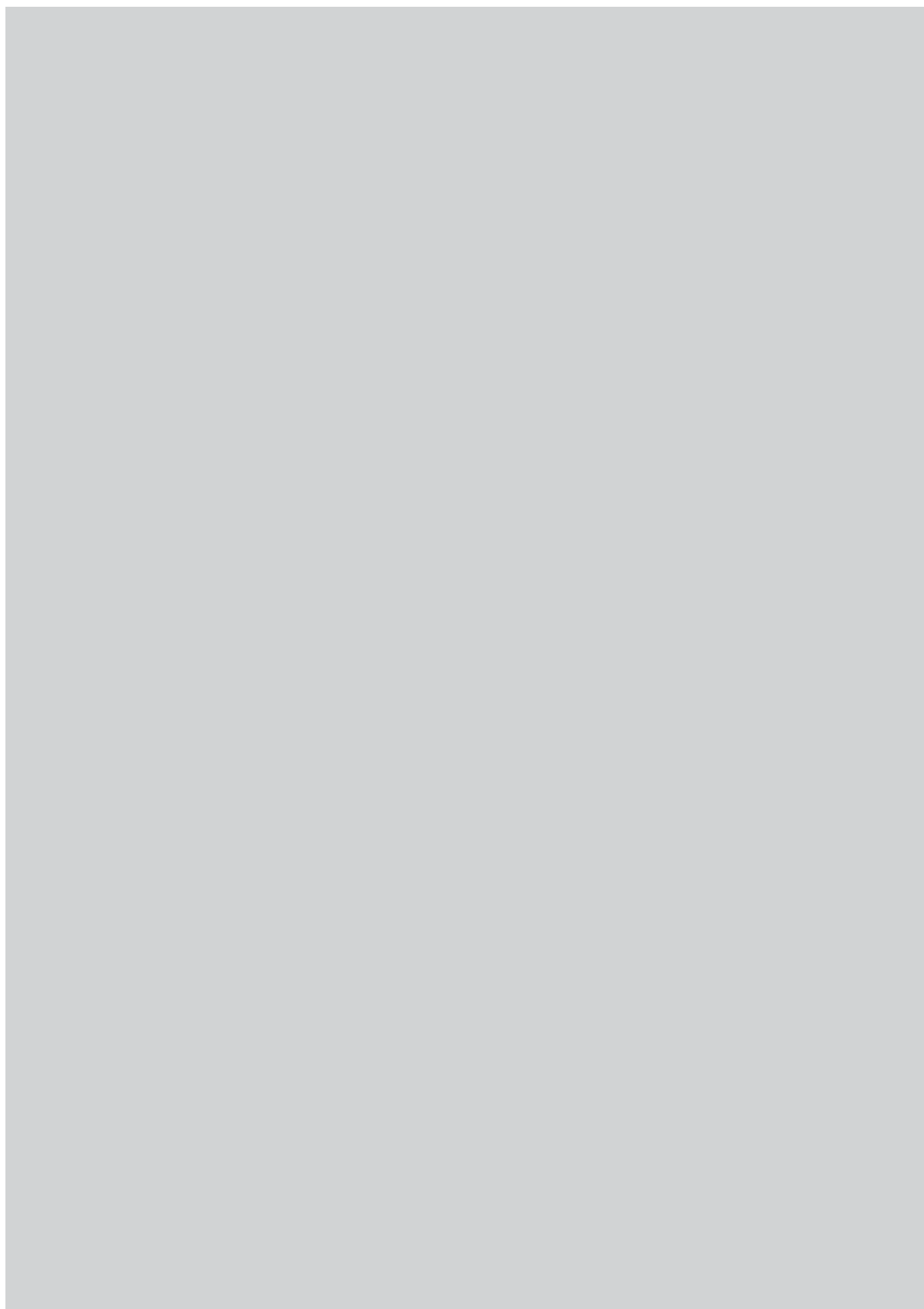
Australasian  
Council of Women  
& Policing Inc.



# *The Journal for* **WOMEN** AND POLICING

**Issue No. 40**







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## Issue No. 40



Advance RPNCG Constable Sulastris Talkava receives instruction on the Yamaha WRF 250 Motor Cross motorcycle from PNG APP Sergeant Leanne Giraud.

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# President's Report

**Debbie Platz**  
President

I am not sure who said this but it makes a lot of sense to me – “The journey of life is not meant to be feared and planned; it is meant to be travelled and enjoyed.” This saying could also be applied to our careers. Whilst many argue that it is important to plan your career in order to have a road map to follow – I am not always so convinced. Yes a career plan will hopefully help you to grow strategies for your future training needs, giving you a broader perspective and skill base and help make decisions easier – all very important aspects of our life’s journey. But equally if you over plan you can become vulnerable and resistant to change and challenges.

In this journal we read of many people who have taken risks and challenges. I am sure these were not planned but they have flourished because of the opportunities presented to them. For me, taking chances has often meant hitting a ‘bump’ in the roadmap but it has created many exciting opportunities. As an example when asked to be the secretariat of the Australian and New Zealand Society of Evidence Based

**“My biggest unplanned “bump” was the move from my state based jurisdiction (Queensland Police Service) to the Australian Federal Police after 30 years of policing.”**

Policing I thought – I can do this – I may as well. That decision led to enormous opportunities such as the ability to work with world renowned researchers at the University of Queensland and a scholarship at Cambridge University in the United Kingdom.

Probably my biggest unplanned “bump” was the move from my state based jurisdiction (Queensland Police Service) to the Australian Federal Police after 30 years of policing. What an opportunity this decision has created – a new suite of crime to be involved in, new work colleagues and friends, new partnerships and stakeholders and new communities to serve. Every day

is a challenge and part of my journey. What an incredible opportunity that was given to me by the Australian Federal Police.

I am excited to share my journey with you over the next year but equally I hope you will enjoy reading of the journeys in our journal and hope that you will take opportunities that you can share with us.

Can I remind all our readers to make sure you book your place at the International Women and Law Enforcement Conference in Cairns – see [www.2017iwlec.com.au](http://www.2017iwlec.com.au) – it’s going to be great – SEE YOU THERE.

Take care. Debbie



# Note from the Editor

**Julie Crabbe**  
Editor

**A**s editor of *The Journal*, my primary responsibility is to our readers. This responsibility entails evaluating all submissions for relevance and their potential to appeal to subscribers throughout the region and further afield. My sense is that this issue of *The Journal* satisfies the stated criteria because submissions received in recent months cover a diversity of law enforcement matters, some of particular interest to women, others relevant to all officers regardless of gender.

And as I was compiling this issue, I became aware that every submission reflected either a subtle or transparent motif, that of a journey. The journey thus became the theme of this issue, and I hope our readers will identify with many different types of journeys – personal, professional, or organisational – and appreciate that each journey has potential for a positive outcome. Another element in common with the journeys presented in the following pages is that journeys can be powerful catalysts for change, regardless of whether the changes arising from different sets of

circumstances are small, incremental or on a grand scale.

In some cases, change is a consequence of tragedy. In other cases, many law enforcement agencies are in transition, undergoing substantive change following long periods of introspection and/or realisations that service delivery can have hidden costs. The Special Feature on Mental Health in this issue reveals the momentum for change in Australian law enforcement agencies in recognition of the impact of work-related stress upon individuals as well as organisational capability. Agencies are responding to the phenomenon of first responder syndrome by adopting a multi-disciplinary or holistic approach, drawing upon recent research and past experience to reset policies and practices.

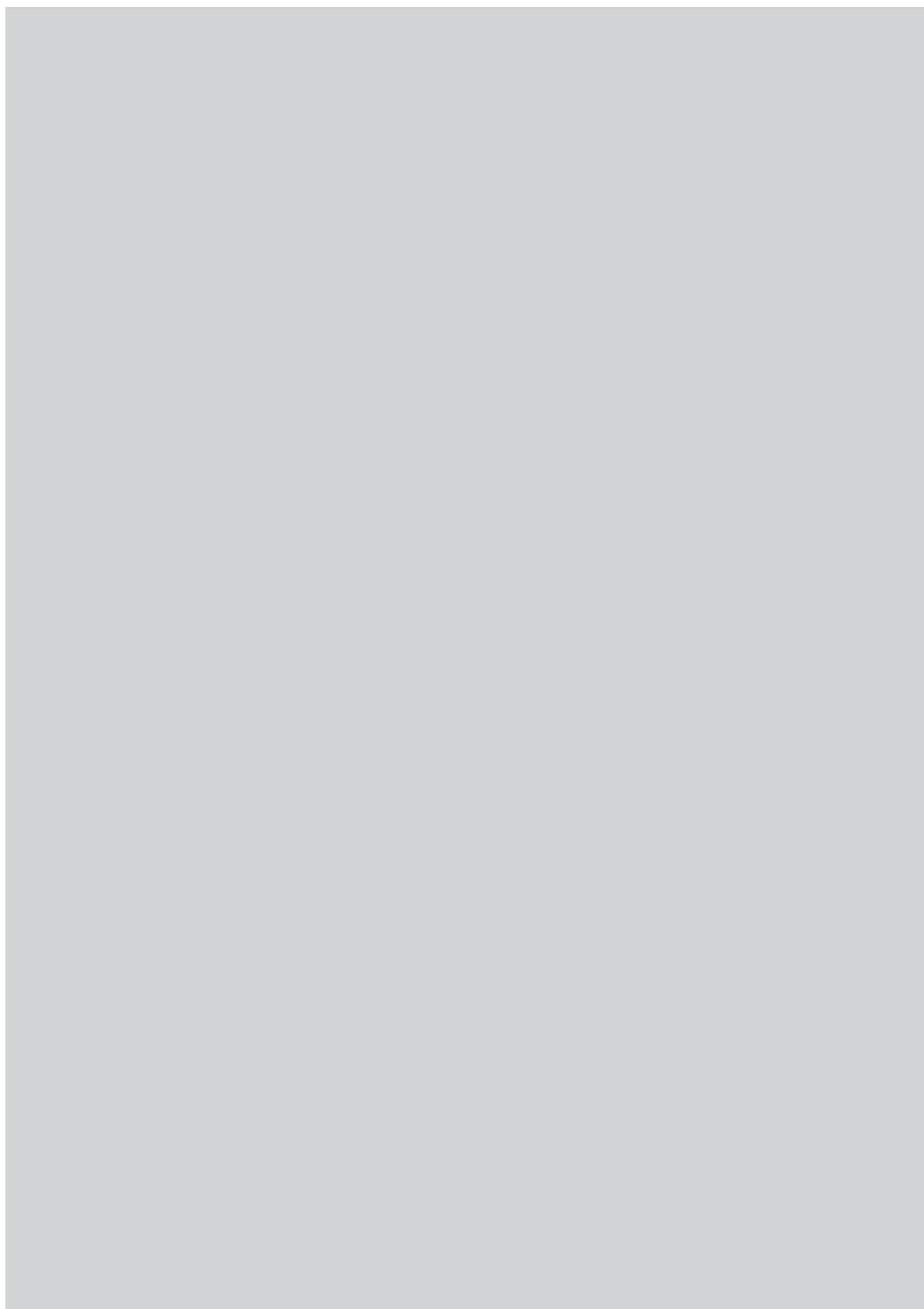
On a lighter note, the photograph on the cover of this issue promotes our lead story, a story emanating from Papua New Guinea, a story so engaging because it demonstrates the potential for change of a personal best. It is this spirit of the personal best that also resonates in the stories that follow, some of which

feature individuals who have been publicly recognised for their contribution to law enforcement in the community.

Although journeys are generally conceptualised as having a beginning and a destination, I like to think that the journeys depicted in this issue of *The Journal* represent an evolution whereby best practice in law enforcement agencies is the collective outcome of all the personal bests that happen, often unnoticed, every day.

It is said that a journey of a thousand miles begins with one small step, yet there is one truly inspirational story in this issue that challenges readers to get up, get the joggers on, and get going for a good cause. If you can't run because you've had a few too many chocolates, then there are other ways to hit the ground running. I look forward to hearing from you, our readers, that one of the stories in this issue has given you food for thought or encouraged you or your agency to make a change aimed at producing an enduring benefit for employees or the wider community.

Take care. Jules





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# Servicing Your Future Through Property

With the right research, expertise and strategy, Australians can do very well when investing in property, but it is a matter of knowing the best strategy to use.

The headlines, pictured right, have recently appeared across Australian media ... so many mixed messages, ultimately leaving people confused and wondering if they have either missed the boat, or are about to strike gold if they act now.

People, who have consistently done well in property, have used a few tools successfully. They have:

- Built an independent team of specialists, their financier, solicitor, accountant and property broker who all work together to deliver the best results for their clients.
- Used the best resources available to them to identify the best markets for future growth.
- Invested in property that has been designed to maximise rental returns and capital growth by understanding the market that they are investing in.

We have developed Triple Zero Property, a division of DBA Property, specifically for YOU, our police and emergency services personnel throughout Australasia. We work for you, ensuring that you are protected and informed throughout your property investment journey. Our role is to ensure that every step you take when investing into property is measured and precise, and that you have the support of a team to work on your behalf.

The team at Triple Zero Property are very excited to be partnering with ACWAP. The tireless work that women in law enforcement do is vital to us all, and to have the opportunity to assist members build a strong financial future is a great motivating factor for us.



**“And for every property we build for an ACWAP member, Triple Zero will make a donation to the important work of ACWAP.”**

## HOW WE WORK FOR YOU:

Our primary focus is ensuring that all ACWAP members, across Australasia, are able to invest in property with peace of mind and confidence. Right from our first meeting, we start working for you. Through understanding who you are and what you want to achieve, we are able to identify the right property investment for you and project manage it to completion. As a result, we see clients return time and time again to invest in additional properties.

So, what does this all cost? Nothing! You don't pay us a cent. Triple Zero Property work similarly to a mortgage broker. As the bank pays a mortgage broker, the builder pays us. Having us on your team does not cost you any extra, and we are there to ensure peace of mind for your investment, every step of the way.

Working in Policing and Emergency Services is all encompassing and can be extremely demanding – we understand this, and it can make investing in property seem beyond reach. It is not! We have assisted a number of your emergency services colleagues in achieving their property investment goals, and are extremely proud to be given the opportunity to assist you with yours.

And for every property we build for an ACWAP member, Triple Zero will make a donation to the important work of ACWAP.

We would love the chance to sit down and discuss your investment goals and see if we can help. If you would like to chat please feel free to email us at [invest@triplezeroproperty.com.au](mailto:invest@triplezeroproperty.com.au) and quote ACWAP or give us a call on 07 5444 4311. Visit [www.triplezeroproperty.com.au](http://www.triplezeroproperty.com.au) for further information.

# AUSTRALASIAN COUNCIL OF WOMEN AND POLICING INC.

## NOTICE OF ANNUAL GENERAL MEETING

**Cairns Convention Centre**  
Corner Wharf & Sheridan Streets,  
Cairns Queensland 4870  
**4pm Thursday 21 September 2017**



The Australasian Council of Women and Policing Inc. (ACWAP) is an association incorporated in the ACT. Once incorporated, an association's rules must comply with all the requirements prescribed by the *Association Incorporation Act 1991*. Similarly, a company's constitution must comply with the requirements of the *Corporations Act 2001*.

Under ACWAP rules or constitution, ACWAP is required to hold an Annual General Meeting (AGM) and provide written notice. At the AGM, the Council will call for membership nominations and elect Executive Committee members as well as general Committee members. Excerpts from the ACWAP Constitution are attached setting out the rules and requirements. Forms and advice will be available prior to the AGM through the ACWAP website found at [www.acwap.com.au/](http://www.acwap.com.au/)

### 2. MEMBERSHIP QUALIFICATIONS

- (1) A person is qualified to be a member if the person -
  - (a) has been nominated for membership in accordance with subrule 3 (1); and
  - (b) has been approved for membership of the council by the committee of the council.

### 3. NOMINATION FOR MEMBERSHIP

- (1) A nomination of a person for membership of the council-
  - (a) shall be made by a member of the council in writing in the form approved by the Committee; and
  - (b) shall be lodged with the secretary of the council.
- (2) As soon as is practicable after receiving a nomination for membership, the secretary shall refer the nomination to the committee which shall determine whether to approve or to reject the nomination.
- (3) Where the committee determines to approve a nomination for membership, the secretary shall as soon as practicable after that determination notify the nominee of that approval and request the nominee to pay within 28 days

after receipt of the notification the sum payable under these rules by a member as the entrance fee and the first year's annual subscription.

- (4) The secretary shall, on payment by the nominee of the amounts referred to in subrule (3) within the period referred to in that subrule, enter the nominee's name in the register of members and, upon the name being so entered, the nominee shall become a member of the council.

### 4. MEMBERSHIP ENTITLEMENTS NOT TRANSFERABLE

- (1) A right, privilege or obligation which a person has by reason of being a member of the council-
  - (a) is not capable of being transferred or transmitted to another person; and
  - (b) terminates upon cessation of the person's membership.

### 5. CESSATION OF MEMBERSHIP

- (1) A person ceases to be a member of the council if the person-
  - (a) dies or, in the case of a body corporate, is wound up;
  - (b) resigns from membership of the council;
  - (c) is expelled from the council; or
  - (d) fails to renew membership of the council.
- (3) Each member of the committee shall, subject to these rules, hold office until the conclusion of the annual general meeting following the date of the member's election, but is eligible for re-election.
- (4) In the event of a vacancy in the membership of the committee, the committee may appoint a member of the council to fill the vacancy and the member so appointed shall hold office, subject to these rules, until the conclusion of the annual general meeting next following the date of the appointment.

### 12. CONSTITUTION AND MEMBERSHIP

- (1) The committee shall consist of-
  - (a) the office-bearers of the council; and

(b) at least 3, but no more than 20, ordinary committee members; each of whom shall be elected pursuant to rule 13 or appointed in accordance with subrule 12(4).

- (2) The office-bearers of the council shall be-
  - (a) the president;
  - (b) the vice-president;
  - (c) the treasurer;
  - (d) the secretary;
  - (e) the journal editor
  - (f) the public officer (must reside in the ACT);
  - (g) the assistant treasurer;
  - (h) the assistant secretary; and
  - (i) any other position that has been determined by resolution of the council.
- (3) Each member of the committee shall, subject to these rules, hold office until the conclusion of the annual general meeting following the date of the member's election, but is eligible for re-election.
- (4) In the event of a vacancy in the membership of the committee, the committee may appoint a member of the council to fill the vacancy and the member so appointed shall hold office, subject to these rules, until the conclusion of the annual general meeting next following the date of the appointment.

### 13. ELECTION OF COMMITTEE MEMBERS

- (1) Nominations of candidates for election as office-bearers of the council or as ordinary committee members-
  - (a) shall be made in writing, signed by 2 members of the council and accompanied by the written consent of the candidate (which may be endorsed on the nomination form); and
  - (b) shall be delivered to the secretary of the council not less than 7 days before the date fixed for the annual general meeting at which the election is to take place.
- (2) If insufficient nominations are received to fill all vacancies on the committee, the candidates nominated shall be deemed to be elected and further nominations shall be received at the annual general meeting.



# ONCE IN A LIFETIME!

## 2017 International Women & Law Enforcement Conference

Cairns Queensland – 17-21 September 2017

The International Association of Women Police (IAWP) and the Australasian Council of Women and Policing (ACWAP), supported by the Queensland Police Service (QPS) will host the

**2017 International Women & Law Enforcement Conference from 17 to 21 September 2017.**

For the first time, this global event will be held in Cairns, Queensland, Australia – an excellent opportunity to showcase the beauty of the tropical north Queensland.

The conference's chosen theme **"Global Networks: Local Law Enforcement"** was selected to highlight the importance of partnerships and celebrate the cooperation between law enforcement agencies and the community around the globe.

International renowned speakers and more than 90 abstract speakers will be presenting at the conference, as well as an Australian Commissioners' Panel. Attendees will be able to participate in a number of workshops throughout the conference. You don't want to miss out so register soon!

**DON'T MISS OUT**  
For further details visit:  
[www.2017IWLEC.com.au](http://www.2017IWLEC.com.au)  
**17-21 September 2017**



- (3) If insufficient further nominations are received, any vacant positions remaining on the committee shall be deemed to be vacancies.
- (4) If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated shall be taken to be elected.
- (5) If the number of nominations received exceeds the number of vacancies to be filled, a ballot shall be held.
- (6) The ballot for the election of office-bearers and ordinary committee members shall be conducted at the annual general meeting in such manner as the committee may direct.
- (7) A person is not eligible to simultaneously hold more than 1 position on the committee.
- (8) Members shall be eligible for election to an office in the council only after they have provided the management committee with an authority to disclose the candidate's criminal record and an indemnity for such supply. Both the authority and indemnity shall be in writing. The committee shall keep the result of such disclosure in confidence, however, may still on discovering

that a person is not of fit and proper character to remain a member of the council may revoke that person's membership.

### PART IV-GENERAL MEETINGS

#### 21. ANNUAL GENERAL MEETINGS-HOLDING OF

- (1) With the exception of the first annual general meeting of the council, the council shall, at least once in each calendar year and within the period of 5 months after the expiration of each financial year of the council, convene an annual general meeting of its members.
- (2) The council shall hold its first annual general meeting-
  - (a) within the period of 18 months after its incorporation under the Act; and
  - (b) within the period of 5 months after the expiration of the first financial year of the council.
- (3) Subrules (1) and (2) have effect subject to the powers of the Registrar-General under section 120 of the Act in relation to extensions of time.

#### 22. ANNUAL GENERAL MEETINGS-CALLING OF AND BUSINESS AT

- (1) The annual general meeting of the council shall, subject to the Act, be

convened on such date and at such place and time as the committee thinks fit.

- (2) In addition to any other business which may be transacted at an annual general meeting, the business of an annual general meeting shall be-
  - (a) to confirm the minutes of the last preceding annual general meeting and of any general meeting held since that meeting;
  - (b) to receive from the committee reports on the activities of the council during the last preceding financial year;
  - (c) to elect members of the committee, including office-bearers; and
  - (d) to receive and consider the statement of accounts and the reports that are required to be submitted to members pursuant to subsection 73 (1) of the Act.
- (3) An annual general meeting shall be specified as such in the notice convening it in accordance with rule 24.
- (4) An annual general meeting shall be conducted in accordance with the provisions of this Part.



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# Born to ride: Women motorcycle police

## Michael Smith

Inspector, Program Manager, APEC Traffic Operations, Papua New Guinea – Australia Policing Partnership

In 2018 Papua New Guinea (PNG) will host the annual Asian Pacific Economic Cooperation (APEC), a significant world leaders' series of meetings with 21 nations from the Pacific Rim attending the Summit, culminating with a Leaders Week in November. PNG has not previously hosted an event on this scale so there are more than a few challenges that temper the anticipation of welcoming so many distinguished guests. For starters, considerations include developing capacity for the Royal Papua New Guinea Constabulary (RPNGC) to manage security operations for APEC, requirements that include traffic management and motorcades.

The attending countries have significant security operations and personnel that travel with their leaders, all of whom require capable local police support for attendance throughout APEC. The movement of these leaders will include escorting more than 21 simultaneous motorcades, skills and experience beyond current RPNGC capability. To meet requirements, the

Australian Government will support PNG through the Papua New Guinea – Australia Policing Partnership (PNG-APP). This arrangement will enhance the skills of 15 current motorcycle riders, then expand the number of qualified motorcycle riders to approximately 80 through identifying and training suitable riders.

Female officers will be an important part of achieving the target numbers. The RPNGC Motorcycle Section has two female officers, First Constable Delma Daki and First Constable Esther Kende, both of whom are currently undertaking skills enhancement for motorcade training. Both officers have been training to ride the 26 new Yamaha XJ6SAP police motorcycles that have been purchased by the PNG-APP specifically for APEC operations. Director of RPNGC Traffic, Chief Superintendent Joe Joseph, expects more than 10 female officers to participate in the APEC training program, and there has been no shortage of women officers willing to tackle the challenge.

## GETTING ON THE TRAINER WHEELS

For the RPNGC, motorcycle training has previously been fragmented and mainly on-road learning as they perform duties on motorcycles that are up to 12 years old. Head motorcycle rider Senior Constable Benedict Ondem has been partnered with AFP motorcycle instructor Sergeant Jarrod Reid to run 5 APEC motorcycle training courses throughout 2017. Their brief is to focus on developing safe riding skills and motorcade operations.

To achieve the numbers required the PNG-APP have also developed and are conducting a 'Learn to Ride' program alongside the APEC Motorcycle Training Courses. This program allows both male and female officers from the Traffic Branch without riding experience to see if they can learn to ride a police motorcycle by first using scooters and trail bikes. Five female officers are part of the current learner training program and one female officer has made an outstanding display



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of ability during assessments. Constable Sulastris Talkava has been a police officer for five years. She arrived on the first day of assessments confessing her dream was to be a police motorcyclist.

## A STAR IS BORN

**0900:** Sulastris, who had never ridden any type of motorcycle previously, receives some basic instruction on a scooter and is soon lapping the vehicle training area with skill and confidence. Sulastris's instructors said she showed amazing natural ability for balance and manoeuvring of the scooter, especially for someone with no experience.

**1100:** Sulastris arrived at the second learner training day and again showed a high level of skill in riding the scooter. After a short discussion with the assessors, she was then given the opportunity to move the larger 250 cc motorcycles and did not hesitate. It wasn't long before Sulastris was riding a Lifan Police Motorcycle and operating the clutch and gears with ease.

**1200:** No sooner was Sulastris comfortable on the Lifan, she moved to the high standing Yamaha WRF250 motor cross motorcycle. Again, it wasn't long before she mastered the torque and high revving of the motor cross bike further showing her natural ability for balance and capability to adapt to different types of bikes.

**Onward and upward:** Astounded by her progress and ability, the instructors decide she should take a crack at the current large and heavy XJ900 police motorcycle. Undaunted by the size and weight of the Yamaha XJ900, Sulastris

receives basic guidance on operation of the controls. What a cinch! She was soon lapping the vehicle training area, weaving through the traffic cones like a professional. The smile on Sulastris showed her pleasure as she navigated the training course without hitting a single cone, complimented by the clapping and cheers from her peers and supervisors. To go from a scooter to a full-size police motorcycle in one day is without doubt a fantastic achievement and a credit to Sulastris. The assessors and instructors were amazed, knowing they were witnessing something rare and special.

Sulastris will continue her basic learner training and further work on her riding skills as the RPNGC prepares operations for APEC. At this stage based on her progress to date, it is anticipated Sulastris will be riding the new Yamaha in July prior to commencing the August Motorcade Training Course. Her natural ability to ride and handle complex motorcycles is further made special in the fact that a motor cycle is not a common vehicle within PNG, mainly due to the Melanesian core culture of sharing all within the community. A motor cycle is often seen as an individual resource with limited broad shared community value. This is reinforced by the low number of motorcycle sales in PNG and very few on the roads. As with many things that may change, the prestige for PNG in hosting a significant event such as APEC might well change the perception of riding motorcycles including the sight of an increasing number of women riders now that

RPNGC officers like Delma, Esther and Sulastris are being seen as playing a pivotal role in motorcades for the safe movement of the world leaders.

Riders like Delma, Esther and Sulastris are forging new ground for women in policing for the RPNGC while being role models to fellow female officers. A great observation as part of this program is the coaching, moral support and encouragement given to these female officers by their male colleagues. Providing a safe and secure APEC with world standard motorcades, female motorcycle officers at the forefront, will be a credit to the RPNGC and set the course for future gender reform.

- > 0001: Mount up, RPNGC Constable Sulastris Talkava rides a scooter for the first time at the PNG-APP training course at Port Moresby Airport
- > 0002: Advance, RPNGC Constable Sulastris Talkava receives instruction on the Yamaha WRF 250 Motor Cross motorcycle from PNG-APP Sergeant Leanne Giraud
- > 0003: Upgrade, RPNGC Constable Sulastris Talkava receives instruction on the Lifan 250 police motorcycle by PNG-APP Sergeant Leanne Giraud.
- > 0004: Sweet, RPNGC Constable Sulastris Talkava navigates the skills course at the PNG-APP Motorcycle Learner Training Course on the Yamaha XJ 900 Police Motorcycle
- > 0005: Victory Lap, RPNGC Constable Sulastris Talkava completes the skills course at the PNG-APP Motorcycle Learner Training Course on the Yamaha XJ 900 Police Motorcycle

# All torque and plenty of action

## Mathew Rodda

Reproduced from South Australia Police, Blueprint Issue 1, 2017

Senior Constable Kara Blackburn is typical of the type of person SAPOL is aiming to attract through Recruit 313 (article on page 48). With no clear idea of what career path to follow after finishing high school, she eventually decided to pursue her long-held interest in policing.

A decade later she is living life in the fast lane as SAPOL's first ever female motorcycle officer.

"I took a gap year after high school and worked full-time in a hospitality management position and joined the Army Reserve," Senior Constable Blackburn said.

"I've never enjoyed sitting still for long periods and policing seemed like the type of job that kept you moving, so I looked into it, saw the variety of roles available and applied straight away."

Senior Constable Blackburn has worked in a range of areas across SAPOL including patrols, plain clothed areas, Transit and Traffic. However, with a passion for motorcycles it was only a matter of time before she realised her dream of becoming a 'speedie'.

"I'd always wanted to ride motorbikes and gained my licence as soon as I began my course at the Police Academy in 2006," she said.

"My first field tutor also rode and helped me develop a keen interest in traffic. From there I decided that it was a role I'd certainly be interested in pursuing."

The State Traffic Enforcement Unit member's career aspirations crystallised while riding dirt bikes in her role at Transit. After satisfying all the pre-entry assessments, she undertook the intensive three-week motorcycle officer course. Like many others, she was



> Senior Constable Kara Blackburn (photos supplied by SAPOL Photographic Section).

unsuccessful in her first attempt and re-did the course around 12 months later.

"I spent that time getting out on my own bike as much as possible to improve my skills. It was a role I really wanted to do, so I worked extremely hard at it until I was successful," Senior Constable Blackburn said.

"I was definitely proud of myself for passing the course and it was great feeling to be the first female to do so.

The course standards are exactly the same for men and women, so it's nice to know that I'm equally as capable.

"With more women joining SAPOL, it won't be long until I'm joined by other female motorcycle officers as the role is definitely achievable."

Senior Constable Blackburn highly recommends a career with SAPOL.

"Policing offers such diverse opportunities with the many roles available, so there is something for everyone. It also offers a great work-life balance and different challenges every day," she said.

"It's a great way to test yourself and get out of your comfort zone, learn new things, make some great friends and have a dynamic and rewarding career."

**"I'd always wanted to ride motorbikes and gained my licence as soon as I began my course at the Police Academy in 2006."**



> Senior Constable Desi Amerikanos with her police motorbike and colleagues.

## Meanwhile in Tasmania: More vital statistics

**W**estern District police officer Senior Constable Desi Amerikanos has become the second woman police officer to become a fully qualified operational motorcyclist in Tasmania Police. Senior Constable Amerikanos, 25, has achieved elite status, joining Constable Kristy Eyles, the first woman police officer to pass the motorcycle course in 2012.

Riding a police motorcycle is no easy feat - the motorcycle currently used by Tasmania Police is the BMW R1200RT-P - the unladen weight is 274Kg but with all the gear that's needed, plus full fuel load, it weighs closer to 300Kg.

"I am proud to be the second female police officer to achieve such a feat in Tasmania police, and my success is attributable to Kristy because her achievement gave me the encouragement to undertake the course," said Senior Constable Amerikanos who is currently stationed in Western District's Road and Public Order Services.



> Senior Constable Desi Amerikanos and Constable Kristy Eyles.

"I'm looking forward to being able to conduct my duties on the open road. I'm also looking forward to surprising motorists when I take my helmet off and inspiring other female officers to get on the bikes," she added.

Senior Constable Amerikanos is one of six officers from all districts (three from Southern, two from Northern and

one from Western) to pass the three-month motorcycle course which has allowed them to be full, unrestricted police motorcyclists. Course organiser Sergeant Nick Hodgkinson said that, in addition to the motorcycle course, three police officers - all experienced police motorcyclists from throughout the State - also successfully undertook the instructor course.

# Policing, passion and community commitment in Timor-Leste

In 2010 I was deployed by the Australian Federal Police (AFP) to the United Nations Mission in Timor-Leste. I was posted to the District of Viqueque, together with Federal Agent Teresa Beck, a lateral member from Queensland Police. Teresa and I spent twelve months living in the jungle in a remote community five hours drive from the capital of Dili.

## Libby Bleakley

Director Centre of Learning for Youth and Community (Sentru Formasaun Ba Juventude no Comunidade), Timor-Leste, A Registered Rotary Australia World Community Service Project

Teresa was a like-minded woman of the same age and we became great friends. We soon immersed ourselves in the community there and absorbed as much as we could about the culture and the Timorese people. We began teaching English to some of the locals after work and created a boxing crime prevention program for young men at risk of becoming engaged in gang violence.

On completion of our initial twelve-month mission, we were both redeployed to the AFP Timor-Leste Police Development Program (TLPDP) for a further two years from 2012-2014. Given my passion for fitness, I volunteered to run the police academy gym, a commitment I retained throughout that posting, training local police in fitness, systems and administration skills.

During our three years in Timor-Leste, Teresa and I completed a Certificate IV in Project Management, a Certificate IV in Personal Training, and developed various project plans, proposals and procurement strategies as well as managing and overseeing several construction projects. We also established an impressive network of colleagues and associates including Timor-Leste Police, government and non-government agencies. We witnessed history in the making, observing the withdrawal of the United Nations in 2012, along with the International Stabilization Forces, and we witnessed the hand-over of full policing

responsibility from the United Nations to the Timorese Police.

Teresa and I have always submerged ourselves within every community that we have worked and lived with, priding ourselves in spending all of our private time running various projects. Our aims were to reduce crime and promote respect through fostering relationships between communities, cultures and police. As my experiences in the international arena expanded over the years, I was privileged to witness all the wonderful things our Police Force, United Nations and many other government and non-government agencies were doing for fledging nations. I also observed the mistakes that were made and the billions of dollars wasted. This frustrated me to the point where I wanted to personally make a difference.

### CONVERTING A VISION INTO REALITY – A LIFE FORCE

My dream before I left mission was to return to Timor-Leste and build a Community Centre and Teresa readily agreed to go into partnership with me.



>Libby Bleakley with a young Timorese girl.

Through our love and respect for the Timorese, we utilised our own money to lease land in Dili in January 2015. In the past two years we made

“Teresa and I have always submerged ourselves within every community that we have worked and lived with, priding ourselves in spending all of our private time running various projects.”



## TIMOR-LESTE FACT PROFILE

Timor-Leste has one of the highest unemployment rates in the world. Other facts of life in Timor-Leste reveal that:

- the most prevalent crimes in Timor-Leste are domestic violence and sexual assault, characterised by a high incidence of youth-related violence
- almost 2/3 of the population is under 30 years of age, creating a serious source of tension
- young people with an education and the ability to speak English are more employable
- females are not afforded the same rights or privileges as males
- young men are often involved in anti-social or criminal behavior due to boredom, lack of education and unemployment
- young people can make the transition from resistance groups/gangs to socially oriented youth groups but they need support to succeed
- the majority of the population live on less than US\$3 a day.



> Top: Libby Bleakley and Teresa Beck, co-founders of the Community Centre.

> Right: Libby Bleakley with some of their English students. Photos by Dede Da Costa and Teresa Beck.

many trips to Timor-Leste during personal leave to continue our work with community.

First, we built our house, and then joined Rotary, registering our project under Rotary Australia World Community Service (RAWCS). We then fundraised to complete our Centre "Sentru Formasaun ba Juventude no Comunidade" (Learning Centre for Youth and Community). Teresa and I were even crazy enough to walk from Sydney to Canberra, a marathon that raised AU\$36,000. Money was also raised through many different Rotary Clubs, social justice groups, companies, family and friends.

In 2016, I took twelve months leave, enabling me to live on our property and co-ordinate the completion of our Centre in addition to training local staff to manage it. To be sustainable, the Centre must be run by Timorese who, while working in partnership with us, must ultimately exercise control.

As already mentioned, our Centre was created to reduce crime within communities and to build respect and friendships. Our first rule is that all members are equal, females and males; it follows that all shall be respected. We also stipulate that violence or bullying will not be tolerated.

Our AU\$300,000 Centre now consists of a "Plus Fitness" gym, English language school, women's sewing centre, office, vegetable gardens, Timorese Manager's house, and our private residence. We employ a full-time live-in Manager, Centre Assistant, English language teacher. We also have five volunteer teachers, four women in the sewing Centre who we now employ to run our sustainable portable kitchen garden project, 120 English students, and 360 gym members with another 300 prospective members on our waiting list. Participants in our English courses are between seven and fifty years of age.



His Excellency Xanana Gusmao, former President and internationally renowned freedom fighter, is our Patron. He spends a lot of time at our Centre, liaising with our 480 members.

There are many martial arts gangs in Timor-Leste even though Xanana outlawed them in 2012. There are 4 rival gangs in our immediate area who are now training peacefully together in our gym. Although our Centre was only officially opened in October 2016, Xanana is proud that it is a first for Timor-Leste, an ideal model for the new nation. He and the Timor-Leste government have asked us to build two more Centres, one in the east and one in the west of the country. We have just signed an MOU with the Timorese government in relation to them donating this land to us, to assist us in building the Centres.

Centre memberships are free and as we do not believe in the "hand-out" mentality, each member is responsible for undertaking volunteer work at the Centre. As such, all of our members have taken ownership and responsibility for



> Top left: H.E Xanana Gusmao enjoying his time in the Centre Gym.

> Top right: H.E Xanana Gusmao and H.E Ilidio Ximenes with Manager Dede Da Costa and Libby Bleakley.

> Above: Learning Centre for Youth and Community.

**"All of our members have taken ownership and responsibility for the Centre. Nothing has ever been stolen or damaged."**

the Centre. Nothing has ever been stolen or damaged. Members learn new skills in such fields as security, gardening and cleaning. Teresa and I get a buzz out of seeing our English students arrive early to class so they can rake the leaves and weed the gardens. It is common to see former gang members standing on chairs meticulously dusting windows and vacuuming floors in the gym, singing on the job.

Everyone loves and respects our Centre. For Teresa and myself, Timor-Leste is our second home as we shuttle

back and forth between two countries. This beautiful Centre was created through hard work, love and support. It is a place of respect, equality, safety, peace, health, learning, love and friendships. A place to belong – this is our place – our place as one community. We feel so honoured to have the privilege of playing a small role in building a brighter future for Timor-Leste.

**For more information or if you are interested in making a taxable donation, access "Timor Learning Centre" on Facebook.**

### ABOUT LIBBY BLEAKLEY...

A law enforcement veteran with 28 years of Policing experience, Libby has worked with New South Wales Police Force, the Australian Crime Commission, the Australian Federal Police (AFP), Northern Territory Police, the United Nations, and with International Police Forces in Alaska, Sudan and Timor-Leste. Her passion has always been working with communities, both during her Law Enforcement career as well as in her private life. She has developed and implemented crime prevention programs for Australian Indigenous communities as well as communities in other countries including Mexico.



**Lisa Jones**

Sergeant, New South Wales Police Force

In a world where the concept of community can be transformed by the press of a button, and public opinion is as changeable as the swish of a touch screen, I have a single message for my law enforcement colleagues – measure your successes by the lives that you touch.

As employees, we want to be appreciated for the skills and ideas that we bring to our role; we want to be valued for our contribution; we want praise if we get something right; and, constructive criticism to help us achieve a better outcome next time.

One of the defining moments when I started work at Castlereagh was a comment from a colleague who said, *"It doesn't matter what we do out here, we will never change the public's opinion of police."*

Contextually, I had to remember the role that police have played in the history of Indigenous Australians in isolated communities. This is particularly relevant in areas where the Stolen Generation remains in the living memory of those who still reside in the community. This stark reality is

compounded by high rates of Indigenous people in custody and longer term detention. Small wonder that police are viewed by some members of the community as the enemy, and our uniform perceived with derision. It quickly became apparent that changing public perception was an essential component of my role.

Although a rank structure is crucial to the successful operation of a law enforcement organisation, rank holds minimal importance out in the community. People are focused upon



their own problems and only interested in the event they need your assistance. If you are wearing a police uniform, then in their eyes it is your job to address their needs. To this end, you may have limited policing experience but you can still have a profound impact upon a person's life.

My first visit to a local pre-school dressed in my police uniform was a real eye-opener. As soon as I walked in, two little boys immediately started screaming and ran into another room in terror. I had never experienced such a reaction and asked the teachers what had upset the boys. It transpired that both boys had fathers serving terms of imprisonment. Their last memory of their fathers was of them being taken away in a police truck by uniformed police officers. My greatest concern was that these children did not perceive police in a positive light. This meant that these individuals would not come to us if they were in danger. Consequently, this experience became

of community acceptance. Product placement is the key. We had to weave our product into the fabric of everyday life in our communities.

One of our first forays into the re-marketing of the police brand required a bit of help from Constable Charlie Penguin, our "Keeping Me Safe" character mascot chosen because one of the most remarkable things about a penguin is the importance of protecting their young. Constable Charlie plays a vital role in educating children about safe adults and safe places. It was the first time that Constable Charlie had visited Castlereagh Local Area Command (LAC), and he undertook an exhausting tour of schools, pre-schools, community events, and special guest appearances. Constable Charlie was a huge success. Children and parents loved him and suddenly police were bringing smiles to people's faces. The project was so successful that we were 'gifted' with our own Constable

**"One of the defining moments when I started work at Castlereagh was a comment from a colleague who said, "It doesn't matter what we do out here, we will never change the public's opinion of police."**

the catalyst behind our mission to change the story.

Distrust of police and an overwhelmingly negative perception of the police uniform was a recurrent theme throughout the community. This had a detrimental impact upon our ability to police the community effectively. Police rely upon the trust of victims, witnesses and sources to protect and serve the community. If an aura of distrust permeates this relationship then the flow-on effect can adversely impact upon the public providing information, reporting what they see, and being prepared to attend court and assist in the prosecution of offenders.

## THE VALUE IN A GOOD BRAND

Police are in the enviable position of having a well-known and recognisable brand. Our brand is our uniform, as immediately identifiable as the McDonalds symbol or a Coca Cola sign. It became clear to me that we had to change the marketing of our brand from one that engenders fear into one

Charlie suit to ensure that the program could continue as it does to this day.

The success of our first mission emboldened us to redouble our efforts. Police became involved in just about everything. We hosted community and school barbeques; we gave out awards at presentation days; we conducted reading groups with high school students; and, we became an integral part of key community events. We enlisted the aid of the Police Airwing and Polair, Highway Patrol Specialist vehicles, Mounted Police, Public Order and Riot Squad and the Dog Unit to stage a Police Expo at the local show. It was the first time that any of these units had been showcased in our Western area. Police were able to display their 'fun' side including specialist tactical equipment and state-of-the-art machinery.

We initiated the Emergency Services Christmas Convoy where police, fire, ambulance, State Emergency Services and rural fire service trucks joined forces to spread Christmas cheer to local families. During our first year, the children were too afraid to approach the trucks and very few people interacted



## SERGEANT LISA JONES

In 2016 Lisa became the first female recipient of the prestigious Rotary Clubs of New South Wales Police Officer of the Year Award. She was nominated by both Castlereagh Local Area Command and the communities of Walgett, Lightning Ridge, Collarenebri, Goodooga, Coonamble and Burren Junction in recognition of her work in the wider community. Lisa joined the NSW Police Force in 2001. Prior to promotion to Sergeant in 2014, Lisa worked in General Duties at City Central, Tuggerah Lakes and Lake Macquarie Local Area Commands. She also completed a period of plain clothes duties at Surry Hills Anti-Theft Squad. In April 2014, she acted as Crime Coordinator within Castlereagh Local Area Command at Walgett. This is her story...a triumph of creativity and commitment to a cause.

with the police. Last Christmas was our third event and we had every parent and every child from every house standing beside the roadway smiling and yelling "Merry Christmas".

## NOTHING BREEDS SUCCESS LIKE SUCCESS

Of everything I was able to achieve at Castlereagh LAC, I am most proud of the establishment of Case Coordination Committees (CCCs) across Walgett and Coonamble. This model has been replicated in six other regional communities in NSW including Coonabarabran and Bourke.



> Sergeant Lisa Jones receiving her NSW Rotary Police Officer of the Year Award 2016.

**“Of course, there is nothing worse than one government organisation trying to tell another government organisation how to do their job particularly as government departments have their own unique operating systems and can be constrained by internal mechanisms.”**

In July 2015 police identified a significant crime problem resulting from long term and extensive truanting by students at Walgett Community College - High School. Statistical data identified a 46% increase in crime and anti-social behaviour by youngsters aged between 12 and 17 years on school days and during school hours. Further investigation revealed that 94% of students enrolled at the school had failed to meet the minimum attendance threshold as required by the NSW Department of Education and Training.

These students were either truanting or they were the subject of periodic suspension without adequate supervisory measures. This amounted to educational neglect, required mandatory reporting to Family and Community Services (FACS). There was a discrepancy between the number of children who failed to meet the required attendance threshold, and the number of mandatory reports received by FACS. I compiled

an intelligence package outlining the problem and the direct impact of truancy upon rates of juvenile crime.

Not long afterwards I received information that a meeting was to be held at the school to discuss this issue. It was essential that Police were included in this meeting so that our concerns could be addressed. There was no other option – we had to crash that meeting! Of course, there is nothing worse than one government organisation trying to tell another government organisation how to do their job particularly as government departments have their own unique operating systems and can be constrained by internal mechanisms. Bearing this in mind, I was respectful of the policies and procedures unique to departments. However, it quickly became apparent that certain internal restrictions were hampering the effective sharing of information by key agencies. It was imperative that Police, FACS,

Department of Education and Training staff, Home School Liaison Officers, local medical agencies, Corrective Services, and Juvenile Justice Staff establish clear lines of communication to adequately address community needs.

This was how the Case Coordination Committee was born. High level representatives from all of these organisations agreed to meet and share information in a round table setting to case manage and address the needs of each individual family at risk. All CCC members are mandatory reporters, and the information exchange is covered under Chapter 16A of the *Children and Young Persons (Care and Protection) Act 1998*.

Initially, the truancy problem was perceived as a symptom of extensive family dysfunction, and round table meetings resulted in families being holistically case managed, ostensibly because you cannot heal the child without healing the family. The Case Coordination Committee model has its own terms of reference and a unique structure that is easily transferrable to other areas. Significantly, it became the impetus behind the FACS Mobile Child Protection Unit that is achieving tremendous results across our isolated Western communities. Of everything that I was able to achieve at Castlereagh LAC, I am immensely proud of this legacy.



> Photo courtesy of Natalie Bennett of Nat Benn Photography.

# From slow learners to learning organisations: Why mental health and wellbeing matters in law enforcement, emergency services and the community

**A**ustralian law enforcement agencies and emergency services have traditionally prioritised their capacity to be first responders to incidents and crises, a practice and a philosophy that elevate service to the community above all. While community service remains uppermost in the hierarchy of priorities, the need for providers to maintain a healthy workforce that can deliver optimal service has itself become a priority.

Undoubtedly, the impact of high stress situations upon first responders has been a driver of change sweeping through Australian law enforcement agencies and emergency services. To be fair, there is an element of a good economic return

upon the investment in a myriad of initiatives aimed at reducing emotional illness and absenteeism attributable to job stress.

Regardless of the reasons, the changes underway represent change for the better. In this special feature, the Australian chapter of the Australasian Council for Women and Policing is pleased to share some of the initiatives that underpin what amounts to a revolution in workforce health and wellbeing.

The story begins with initiatives adopted by national agencies, the Australian Federal Police and the Australian Border Force, and then looks to how state agencies are recognising

and responding to the adverse effects that distressing experiences exert upon capability.

This feature brings together a raft of possibilities in tackling issues that have historically been conceptualised as an unwelcome aspect of law enforcement and emergency first response. However, the contemporary research into mental health has become the catalyst for understanding that law enforcement and emergency services have unique sets of stressors. The initiatives in this special feature not only represent modern work environments in law enforcement, when combined with other agencies they represent an optimal whole-of-nation capability.



# Bringing health out of the shadows: Change afoot within the Australian Federal Police



**W**hen Doctor Katrina Sanders joined the AFP as Chief Medical Officer in 2015 she was surprised to find she had joined an organisation in which the topic of health was taboo.

"In fact it was so taboo, there was a lack of understanding about what the term 'health' actually meant," she says. "When I raised the topic of health, people would look at me and ask 'do you mean like a fitness test?'".

There has been something of a revolution since then, and Dr Sanders now sees a completely different agency in which the four key cornerstones of positive organisational health are openly talked about and acknowledged. "The agency has undergone a significant cultural change in the health space that conceptualises health in a much broader context comprising physical, psychological, community and environmental health. By looking at health holistically, we are more effective in helping our members to operate at peak performance levels" she says.

**"It was so taboo, there was a lack of understanding about what the term 'health' actually meant."**

Dr Sanders and the broader AFP are in the throes of delivering health services that are readily accessible to members. "We were acutely conscious that our model of health service delivery could have been better," she says, "and we have recently launched a triage system comprising a psychologist, nurse and case manager. This enables us to offer a single point-of-contact for people seeking medical assistance."

The triage system represents the common-sense red-tape cutting Dr Sanders is striving to implement across the Organisational Health branch with a view to simplifying access to health services.

Complementing the AFP's refreshed approach to health, a newly-formed mental health board aims to deliver a comprehensive mental health strategy for the organisation during 2017. The board's deputy chair, Assistant Commissioner David Sharpe, says the AFP is not naïve to the mental health risks police face. "An agency like the AFP, with more than 6000 staff, is going to reflect the same mental health challenges and personal experiences that occur in wider society" he says. "We know that first responders are at higher risk of trauma-caused mental injury than almost any other profession. There's an ongoing learning process for us, and all organisations, in finding ways to best support our members."

With this goal in mind, the AFP is in the process of identifying and implementing strategies to help reduce the stigma that has characterised mental health. "What we are seeing now is a growing number of people talking about their personal mental health experiences," he explains.



> Doctor Katrina Sanders, Chief Medical Officer of the Australian Federal Police.

"Our Manager Americas, Commander Grant Edwards, recently shared his story about post-traumatic stress. By doing this, he has demonstrated to people that it is okay to ask for help".

There are a number of initiatives underway in the AFP's organisational health space including:

- establishing AFP welfare officer positions around the country. These roles will work with professional health staff including existing AFP psychologists, social workers, chaplains and registered nurses to support members during times of crisis or significant event

- developing a new first aid training program specifically tailored to AFP operating environments
- revising the mental health framework so that it is underpinned by the philosophy that a critical starting point is "having the conversation". If you're worried about a friend, a colleague, a family member – ask them if they are OK. If you're not sure how to do that, seek help.
- simplifying injury management in the coming months and years, with a goal of making this very complex area for members far more effective. "If someone is off work with a broken leg or pneumonia their colleagues and bosses make regular contact to check on their recovery," says Dr Sanders. "People taking time off with mental injuries should not be treated differently... a phone call or an email can do a lot to reduce the stigma that has historically and unfairly been associated with mental health."



# Protecting those who protect Australia's borders



**Australian  
BORDER FORCE**

**A**ustralian Border Force (ABF) officers, within the Department of Immigration and Border Protection (DIBP), come face-to-face daily with organised crime, people smuggling, workers being exploited, the importation of illicit drugs, revenue evasion, tobacco smuggling and money laundering. They work with people who overstay their visas or who are working illegally. They witness grief, anger and suffering on a scale commensurate with others who work in emergency services. Moreover, officers assigned to marine units are away from their families for long stretches at a time. Additionally, the work the ABF undertakes is subject to intense media scrutiny which can also present challenges.

The Department recognises that mental health and wellbeing is vital – not only on an individual basis but also to enable staff to cope with unique operational roles. Although officers have access to a wide range of support services, programmes and training, the Department has recently launched a Peer Support Programme.

This initiative, the DIBP 'Mental Health Plan', is designed to support agency mental health and wellbeing through enlisting peer support in the processes involved in negotiating and managing change as well as promoting personal resilience.

The introduction of the Peer Support Programme was triggered by recent research findings whereby there was confirmation that during times of stress, people are more likely to initially seek support from a co-worker or peer than via formal channels.

Departmental Mental Health First Aid Trainers reported that these research findings correlated with their own observations in that early psychological response from a peer supporter trained in mental health first aid reduced psychological risk in the workplace. A Departmental Officer said that they have seen staff in the workplace



> Photo supplied by the ABF.

contacting their Peer Support Officer for help, and also Peer Support Officers approaching staff when they notice a change in behaviour or other signs which may indicate something is wrong.

Once fully rolled out the Peer Support Programme will see one trained Peer Support Officer for every 50 to 100 staff members across all locations, as well as role – or function-specific Peer Support Officers such as a dedicated Peer Support Officer for the marine unit.

The ABF also employs a chaplain to support officers, regardless of their faith or lack of identification with any faith. Support is available from the Chaplain and Department to the families of all departmental and ABF officers. The Chaplain also plays an important role in helping those on deployment to stay in touch with their families.

## FIRST RESPONDER SUPPORT

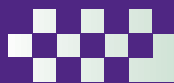
An unavoidable element of working for the ABF involves responding to critical and major incidents. Following an incident, psychological debriefing is conducted, regardless of the specific scenario. It is recognised that officers exhibit different individual responses to an incident – where one officer may need support, another may not.

The ABF Employee Assistance Programme is a professional and

confidential counselling service available, at no cost, to all staff and their immediate families. Staff also have access to the Fit&Well program which is designed to improve the general health and wellbeing across the workforce, and to prepare and support ABF staff in successfully completing fitness testing.

The ABF has also recently joined forces with ex-service organisation Soldier On to launch the K9 Support program. Through that program, dogs that are not suitable for the ABF's Detector Dog Program are re-homed to support wounded veterans and emergency medical services personnel dealing with post-traumatic stress. This includes former members of the Army, Navy, Air Force, the Department of Foreign Affairs and Trade, the Australian Federal Police, and DIBP, including the ABF. In February this year, the ABF presented the first six dogs to Soldier On.

To continue to protect Australia's border and manage the movement of people and goods across it, DIBP relies on its workforce. Officers are highly skilled and trained, and the nature of the work they deliver means they face challenging and confronting work every day. It is crucial they continue to receive the support needed to protect Australia's borders.



# Tasmania Police: Steep learning curve on psychological wellbeing



Tasmania Police Commissioner Darren Hine admits that the road to prioritising the mental health and wellbeing of officers has been a long and hard one requiring significant change within the organisation.

**P**rior to the establishment of the Staff Support Unit in the early 1980s, police officers who faced stressful or distressing situations were expected to simply 'get on with it'.

Over the next 30 years the remit of the unit expanded and its services are now a fully integrated and accepted part of Tasmania Police. Now known as People Support, the unit includes Critical Incident Stress Management (CISM), welfare support, psychological support, equity and diversity, and workplace health and safety. With the integration of Police, Fire and State Emergency Service, our People Support services are now available to more than 5000 Police, Fire, State Emergency Service, State Service Employees, Volunteers and family members.

Commissioner Hine said that the CISM is designed to help officers experiencing crises, emergencies and stressful incidents which are sudden, unexpected and overwhelming. A group of highly trained and dedicated volunteers from all three emergency services provide peer support to anyone in need, to help minimise potential long-term effects and to promote a healthy and supportive work environment.

The Welfare Support team comprises two welfare officers who provide support across the state with a 24/7 service that can include support for grief and loss, accident/illness or hospitalisation, work-related difficulties, family or partner support, and return to work planning and assistance. The welfare officers may also make arrangements and referrals in relation to counselling, psychological treatment, retirement or financial assistance and drug and alcohol counselling. Tasmania Fire Service members and volunteers also have access to the Member Assistance Program with an external service provider.

In addition to these services, Tasmania has engaged the services of a full-time

psychologist who coordinates activities to maintain and enhance psychological health and well-being by providing preventive and educative information, and assisting members requiring support in the management and recovery from workplace trauma, stresses or personal difficulties. Where appropriate, referrals are made to external psychologists or an employee's psychologist of choice where a coded billing system is used to ensure confidentiality.

Tasmania's holistic approach to mental and physical health and wellbeing also incorporates a program dedicated to the continuous improvement of safety management systems and the prevention of work-related injury and disease. Commissioner Hine acknowledges that through leadership and individual commitment, Work, Health and Safety (WHS) is integral to the everyday business of first responders.

The Commissioner acknowledges that ensuring a positive, supportive and diverse working environment that is safe, and free from harassment and discrimination are integral to maintaining health. Likewise, the Equity & Diversity Co-ordinator works to ensure awareness and conformity to the Equity & Diversity Policy and represents the Department on the Disability Working Group.

## RECOGNISING THE WARNING SIGNS AND TAKING ACTION

"We understand that the nature of the work of emergency service workers can take its toll on physical and mental health. This work means our people are susceptible to physical injury, stress and mental-related illnesses. However, we believe that being proactive with early identification of warning signs, adopting preventative measures and providing support we can help our people to keep

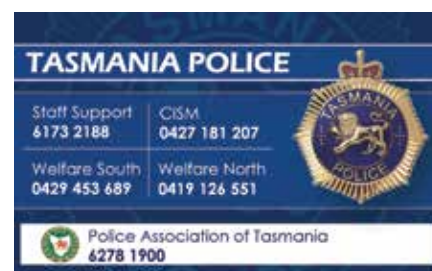


> Commissioner Darren Hine, Tasmania Police.

doing the challenging jobs they enjoy," said Commissioner Hine.

"As part of this commitment we are working to introduce a Wellness Program to keep our people on track in both their personal and professional lives. This may include services such as mental health first aid to help our members to identify potential mental health problems, proactive and preventive health checks, health and fitness assistance, and ready access to our psychological and welfare support personnel. We are currently seeking feedback from all employees to ensure the Department is able to respond to individual and collective needs."

"Working in emergency services requires many skills and attributes to handle the violent, difficult or distressing situations that are regularly encountered. But it's important to always remember that we are just people and we all need support at different times.





# A sunnier outlook for Queensland Police health, safety and wellbeing



## Safety and Wellbeing, Queensland Police Service and the Queensland Police Union of Employees

Queensland has a reputation as the Sunshine State and the Queensland Police Service (QPS) and the Queensland Police Union of Employees (QPUE) are living up to the hype with an initiative aimed at promoting the health and wellbeing of all employees. The drivers underpinning the initiative are undeniably sobering.

The statistics concerning chronic disease incidence and poor mental health are demonstrably higher in police and other emergency service members:

- 144 police officers killed in the line of duty
- every year one in four employees will have an injury in their employment that will result in an absence from work with many more near-miss incidents
- for every injury suffered at work, four will be suffered away from work
- one of 12 police officers will be physically assaulted on duty each year

- one in two people will have at least one debilitating mental health condition to manage in their life time. In any year, one in five QPS employees will have at least one debilitating mental health condition
- employees' physical activity is declining
- obesity and chronic diseases are increasing
- members are not generally proactive in seeing GPs or internal and external allied health services
- improvements to our work design, workforce planning, rostering and human resource policies are required to better meet the needs of our people, their families and workplaces.

In acknowledging the adverse impact of such statistics upon individuals and work environments, QPS and QPUE are devising a strategy called Our People Matter, formulated on the basis of feedback from Service members and their families. This initiative was also approved in recognition of the importance family has in the lives of QPS members.

Police Commissioner Ian Stewart said that QPS people were its greatest asset and a healthy workforce was an important investment for the organisation.

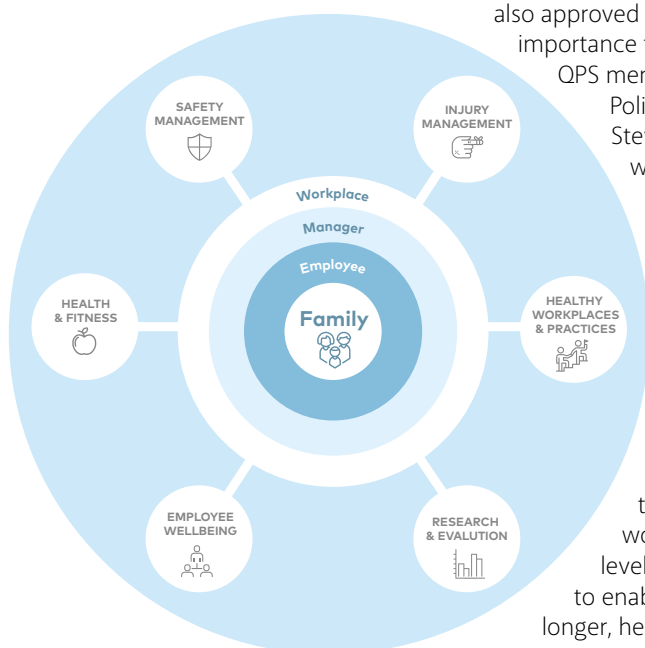
"With almost 15,000 police and staff members across the state, the benefits of addressing wellbeing in our organisation are far-reaching at the individual, station, workplace and community level," he said. "We're aiming to enable members to live longer, healthier and more satisfying

## OUR PEOPLE MATTER

The Our People Matter 'identifier' has been developed for the draft strategy to provide easy recognition of the project.

Safety and Wellbeing Director Colin Anderson said the identifier was designed to be a strong action statement that reflects the importance of the police family to the QPS.

He said the design also underlined that people were the Service's most valuable resource. The use of the words, rather than a symbol, has been decided upon to reinforce the name and purpose of the strategy, said Mr Anderson.



lives free of physical and psychological injury and disease.

"This was the first time our members and their families have been asked what they want in relation to their safety, health and wellbeing, and it is a very exciting opportunity to transform current work practices in keeping with best practice in making workplaces environments that actively promote personal safety and wellbeing," said Commissioner Stewart.

The draft strategy is being developed in conjunction with the QPUE and has the full support of the Queensland Police Commissioned Officers' Union (QPCOU) and Together Queensland.

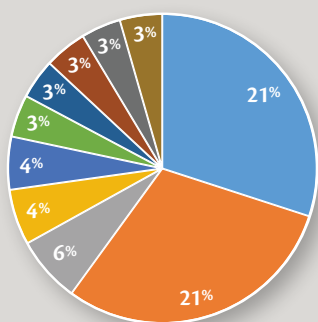


## Body injury locations

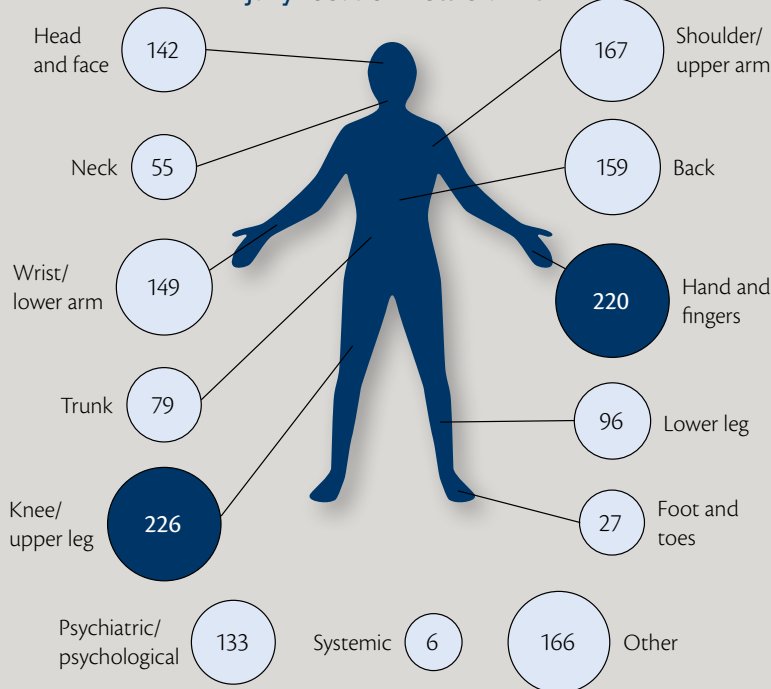
According to WorkCover Queensland, the most common injuries suffered by QPS members during 2015-16 were to the knee and upper leg. These types of injuries accounted for 13.9 percent of all injuries, closely followed by hand and finger injuries at 13.5 percent.

### Work-related incidents by activity type - top 10

- General policing duties
- Arrest
- Training excluding specialist
- Watchhouse duty
- Administrative/clerical-staff
- Patrol
- Journey to/from work
- Traffic
- Search/raid
- Restraining person



### Injury location new claims



QPUe President Ian Leavers said that injury – including psychological injury – had been accepted as part of the job for far too long.

“The foundations for a stronger and more responsive police service in the future will be provided by this investment in the health, safety and wellbeing of our people, which makes good business and operational sense,” he said.

QPS Safety and Wellbeing Director Colin Anderson said the Service had not previously taken this approach to the development of a strategy for the health, safety and wellbeing of its members. “Strategy has been traditionally formulated by what the organisation thinks its people need, rather than what people say is needed. The approach we are taking for this strategy is for the members in our organisation, and the people who support them, to tell us what’s needed,” he said.

### CONSULTATION AND PARTICIPATION CRUCIAL TO OUTCOMES

Consultation for development of the strategy commenced with face-to-face workshops across Queensland in May and the consultations will be ongoing through to July. QPS members who cannot attend a workshop will

“The foundations for a stronger and more responsive police service in the future will be provided by this investment in the health, safety and wellbeing of our people, which makes good business and operational sense.”

be invited to participate via an online survey seeking responses to 10 open-ended questions allowing respondents to provide detailed remarks. A similar version of the survey is available also for family members.

Mr Anderson said the response rate to this unique approach to strategy development has been excellent to date. Within a week of the surveys being launched, some 600 responses had been received, including 50 from family members. Amongst the thousands of comments, a range of ideas and suggestions have been provided for input into the draft strategy on a broad range of subjects. Topics raised include matters such as rostering, internal investigations, training opportunities, HR practices, fitness, physical and psychological health, work-life balance, family support and study opportunities.

In recognition of the important contribution QPS members make

to crime prevention and making Queensland safer, the Service will develop the strategy with four priorities in mind – *Positive Workplaces*, *Safer Workplaces*, *Healthy Minds* and *Healthy Bodies*. On collation of this feedback from face-to-face workshops in each District and Command, as well as through an online web tool which will seek to capture information from members and their families, QPS will draft an action plan to be disseminated to members and their families for comment.

“The indications are that we’ll be in a position to develop an action plan that delivers real outcomes for the QPS community,” said Mr Anderson.

Both survey versions can be accessed via: [feedback.ourpeoplematter.com.au](http://feedback.ourpeoplematter.com.au)

Members unable to attend a workshop or complete the survey are invited to lodge submissions for the draft strategy via email direct to: [ourpeoplematter@police.qld.gov.au](mailto:ourpeoplematter@police.qld.gov.au).



> Assistant Commissioner Carlene York and Superintendent Robert Redfern of the Human Resources Command at the Moorebank RECON centre opening with Mark Coyne, CEO and Mohua Mukherjee, GM TMF Risk Self Insurance from our partner sponsors EML at the opening of the Moorebank RECON centre March 2016.

## NSW Police Force: A strengthened approach results in a shift in culture



### Catherine Cole

Chief inspector, Staff Officer to the Assistant Commissioner, Human Resources Command

**P**olice work is demanding and often dangerous. The mental and physical health of police officers is vitally important to being able to carry out their duties effectively. In NSW in 2012 the State Government allocated funding to help abate the increasing levels of ill health and job separation of NSW Police Force (NSWPF) employees. Under the leadership of Assistant Commissioner Carlene York APM, the Workforce Improvement Program (WIP) was introduced to compliment business as usual to provide a range of health and wellbeing services for the State's police employees.

WIP is an evidence based program where results are collated for all projects, tracked over time and used to inform

project revisions or new initiatives. The key communication from our Human Resources Command is that *'it is normal*

**"It is normal for the job we do to impact upon us, it is normal to seek support and help when this happens and it is normal with that help to recover."**



*for the job we do to impact upon us, it is normal to seek support and help when this happens and it is normal with that help to recover'. This message is an important part of the change management program designed to address the once strong culture which did not encourage reporting mental health issues.*

The WIP initiatives support and enhance the existing traditional strategies for managing the risk of work related psychological injury including:

- 24-hour trauma response - on-site consultation with a psychologist
- 24-hour Employee Assistance Program (EAP) - for employees and their families
- 24-hour Chaplaincy - for crisis intervention with more than 100 honorary chaplains attached to commands across NSW
- Over 1200 Peer Support Officers (PSO) across the State - for early identification and referral for mental health issues
- WellCheck Program - targeting specialist units at risk of repeated exposure to traumatic incidents
- Command Support Program - providing psychological support for senior staff.

Training is offered across the organisation on resilience and stress management and these are supplemented by

programs and presentations from external providers who are Mental Health experts. There are also a number of resources related to mental wellness open to all staff 24/7 through the Human Resources Command intranet.

Under the WIP all commanders, managers and supervisors participated in a 5 stage applied leadership training program covering all aspects of maintaining a safe healthy workplace including resilience and stress management. Other initiatives under the WIP include:

- Your health check - a voluntary basic health screen. Over 9000 tests have been conducted with 1500 referred to their doctor for follow up treatment

A Multicultural Community Liaison Officer was faced with the devastating loss of their spouse to cancer after nursing them for two years. On returning to work, the officer attended a health check, which found they had dangerously high cholesterol levels.

With the help of their GP, the officer implemented a strict diet and exercise regime, with amazing results - weight loss and lifted depression.

The officer said, "This is my triumph, my victory, my spouse's sickness inspired me to be physically and mentally fit. By taking care of myself I've been rebuilding my confidence. It doesn't matter how high a rank or grade you are - we're all human beings and our number one priority should be to be fit so that we can cope with what life throws at us."

- Your health first - a course delivered by a police officer and a psychologist which provides practical advice on managing stress and promotes self harm mitigation
- RECON Program - three in-house physiotherapy clinics (2 metropolitan, 1 country) have been established based on the return to sport approach with expert sport physiotherapists on hand in the event of injury. Excellent results with officers returning to work much earlier than in the traditional method creating savings in both productivity and workers compensation costs

A Superintendent participated in the 12-week RECON program in preparation for shoulder surgery as suggested by staff engaged in the injury management process. The officer said, "I wanted to put my injury management recovery into the hands of people of the calibre of the people that run RECON. They are people that work in the sporting area and have significant credentials". The officer praised the program saying that it maximised the opportunity for recovery.

- Reconnect Program - part of the RECON clinics is a structured exercise and goal setting program to assist officers with psychological illness transition back to work. The program involves one-on-one time with a strength and conditioning coach and regular consultations with a psychologist and aims to empower officers with confidence and knowledge of 'exercise as medicine'

One Sergeant that has completed the Reconnect Program credits it to her being able to return to work, in conjunction with their ongoing psychological care. "I was diagnosed with PTSD, and although I was receiving psychological care, once I started in the Reconnect Program I noticed a really obvious change in my wellbeing. I had lost my confidence as a police officer, and also in my personal life, particularly as a protector to my children. The program has given me the ability to build my confidence in both of these areas, and I have now returned to work. I had a great team of therapists, ongoing therapy is really important but I don't think I would have progressed without the opportunity to participate in the Reconnect Program."

- RESTART Program - also run from the RECON clinic delivers preventative exercise training to NSWPF serving officers, mitigating the incidence of musculoskeletal injury. Research validates that Functional Movement Screening (FMS) - a WIP initiative, is a reliable and consistent predictor of muscular injury.



Use of FMS screening identified a region in the NSWPF which disproportionately reported musculoskeletal injury. This led to implementing a pilot mitigation campaign in that area – *The Movement Effect*. With stronger data analytics we expect to identify opportunities to proactively target a health resilience response

**“NSW Police Force is committed to providing a safe working environment that promotes the health and wellbeing of our officers and non-sworn staff and is supportive of the NSW Police Legacy initiative – BACKUP for Life.”**

- Eat Smart Program – supported by a dietician who utilises the results of the Your Health Check Program to target areas where a healthy diet can improve health results
- Family Support Coordinator supports the family of an injured or ill officer during their recovery process
- FAMILYConnect Program – Commands receiving new probationary constables invite family members to the command to help them understand the role of a police officer and how they can help maintain a good work/life balance
- Vocational Officer assists officers who are in the deployment process to assess their skills and role match
- E-Wellcheck – self-check tool to help identify and evaluate employees' psychological health. Data is confidential and only accessible by the individual concerned and a NSWPF psychologist, de-identified individual data will be available for data analytics
- Incident and Support database – captures details of incident attendance and interventions. It creates a history and profile for officers with a reporting function that is accessible state-wide.

A future capability will be to electronically capture health assessment outcomes (e.g. blood results, psychological responses to questions, lifestyle options), incident management details (e.g. number of incidents by type, time spent off work by injury category etc) and case management particulars (e.g. return to work plans and outcomes, redeployment activities etc) thereby supporting data analytic techniques to identify cause and effects. This project is expected to deliver the data to help drive both broad health improvement strategy and tactical actions designed to foster improved health and wellbeing.

NSW Police Force is committed to providing a safe working environment that promotes the health and wellbeing

of our officers and non-sworn staff and is supportive of the NSW Police Legacy initiative – BACKUP for Life.

The Workforce Improvement Program has enabled NSWPF to strengthen its approach to health and wellbeing of our workforce shifting the organisational focus from reacting to injuries to driving injury prevention and early intervention. This has resulted in a substantial shift in organisational culture about both mental and physical illness. NSWPF experiences substantially less medical discharges with more police officers returning

to work with many returning to full operational duties following a return at work program.

With a stable 2.4% attrition, NSWPF has demonstrated that an effective health and wellbeing program targeting lifestyle and general health can have a positive effect on workers' wellbeing and productivity at work. In policing, particularly, it is essential we strive to reduce the risk and impact of mental ill health by raising awareness of prevention strategies, building resilience and inclusive workplace cultures.



> Strength & Conditioning Coach Robert McCullough demonstrating equipment at the Moorebank RECON Centre.



> BACKUP for Life Counselling and Referral Service brochures (Photo by Senior Constable Matt Jewel).



> A former police officer and stall holder at the NSW Police Legacy BACKUP for Life Expo 2016 (Photo by Senior Constable Matt Jewel).

# BACKUP for Life: An initiative of NSW Police Legacy



**T**he NSW Government recognises and appreciates the valuable service offered by former NSW police officers to the community. The importance of ensuring that those who have served the community are supported cannot be understated. Many former NSW police officers transition out of the NSW Police Force facing a broad range of challenges when returning to a civilian lifestyle, in particular mental health issues which can significantly impact on their immediate family.

The NSW Government has partnered with NSW Police Legacy to design and coordinate a program that provides appropriate support systems for these individuals and their immediate family members. Commencing 2015 – 2016, a funding commitment from government of \$500,000 provided annually over four years has enabled the program. To date the BU4L Program has:

- Engaged an external provider to provide a short-term counselling and referral program
- Established a mentoring program to support and provide information to former NSW police officers and their immediate families. There are over 15 trained mentors across NSW.
- Delivered the first of annual EXPOs which provides opportunities



> Former Commissioner Scipione with former police officers and officers from the Security Management Unit at the NSW Police Legacy BACKUP for Life Expo 2016 at the Retired Police Officer ID card stall (Photo by Senior Constable Matt Jewel).

for former NSW police officers and their immediate families to access professional advisory services – holistic combination of psychological, physical and emotional support systems, recreation, career and financial advice in the transition from the policing profession. The 2016 EXPO attracted over 800 visitors.

- Delivered a proactive career development incentive program providing financial support to over 25 former officers and family members

acknowledging the often-unspoken sacrifice made by family members who provide care and support in what can be difficult times.

- Currently researching and developing a family support program for the immediate families of former police officers.

Demonstrating NSW Government support, the Honorable Troy Grant MP, Minister for Police and Emergency Services is the Ambassador for the BU4L Mentor Program and Vice Patron of NSW Police Legacy.



# Respect and inclusion will help build a positive, productive workplace that reflects the community of NSW



NSW Police Force

## Christine Agius

Senior Policy & Programs Officer, Workplace Relations & Equity Unit, Human Resources Command, NSW Police Force

**T**he NSW Police Force (NSWPF) is committed to building a workplace culture where diversity and inclusion are integrated into everyday business. Creating a positive, respectful and safe work environment for everyone means all staff have a role to play.

The NSWPF prides itself as an employer of choice that represents the diverse community it serves. The NSWPF wants to ensure that all employees treat one another with respect and fairness irrespective of grade/rank or years of service, where individual differences are acknowledged and everyone is recognised for what they can contribute to the workplace.

"We aim to strengthen our commitment to building a culture

for promoting respectful and inclusive workplaces that contribute to:

- A greater capacity to attract and retain the best people and be seen by the community as an employer of choice
- Greater workplace cohesion and reduced complaints
- A more capable, productive and adaptable workforce that is responsive to community needs and expectations
- A more culturally aware workforce that reflects and better understands the community that it serves
- A more innovative and progressive organisation
- An improved level of health and wellbeing of employees

Assistant Commissioner York said that the campaign has been very positive

in relation to complaints of discrimination, harassment, sexual harassment, victimisation, vilification and bullying

- Tools and resources to support Commanders and Managers.
- Video messages from Corporate Sponsors (ATSI, CALD, Women in Policing, Vulnerable Communities and LGBTI) on standards of behaviour expected of all NSWPF employees
- Delivery of workshops and awareness raising sessions on Respectful Workplace Behaviours
- Development of an online mandatory training for all employees on respectful workplace behaviours.

A key message of the campaign

**"TOGETHER WE ARE BETTER"**, signifies unity and commitment towards each other where everyone feels comfortable to bring their whole self to work. Employees all want a workplace where they can thrive and perform at their best, and it's important that everyone is aware of the impact of their behaviour on others. Employees come from different backgrounds which have shaped their values, perspectives and beliefs and what one person finds funny another person may find upsetting or offensive and cause them harm.

**RESPECT and ACCEPT** are key to creating inclusive, positive and productive workplaces and bystanders are encouraged to speak up if they hear or see something which is unacceptable. Everyone has a role to play and is responsible for their own actions and contributing to a positive workplace culture.

## "Everyone has a role to play in contributing to positive workplaces."

of respect and inclusion and upholding the organisations values and standards. Everyone has a role to play in contributing to positive workplaces that are free of negative workplace behaviours", said Assistant Commissioner Carlene York APM, who is leading the Respectful and Inclusive Workplaces Campaign.

The campaign encourages employees to make a difference and play their part in ensuring a safe, ethical, inclusive and productive work environment that upholds NSWPF values and standards in line with organisational policy and guidelines. There are many benefits when employees share the responsibility

and has been supported by an ongoing communications strategy to promote new policies, guidelines, resources and tools. These combined outline behavior standards expected of all NSWPF employees to build a respectful and inclusive workplace. The campaign included the implementation of the following:

- Respectful Workplace Behaviours Policy Statement and Respectful Workplace Behaviours Guidelines (which replace the Harassment, Discrimination and Bullying Policy)
- Workplace Equity Guide for Investigators. The Guide addresses key investigative considerations



# Accept & Respect

## We are all different

Inclusion is the key to success  
It's your workplace



NSW Police Force



> Assistant Commissioner Kellie Properjohn APM.

# A journey of values

## An interview with Assistant Commissioner Kellie Properjohn APM, Western Australia Police

Western Australia Police is celebrating '100 Years of Women in WA Police'.

This celebration has given us an opportunity to reflect on the contribution of women to policing across our great State and map their journey as women law enforcement officers. For Assistant Commissioner Kellie Properjohn, it has been a time of deep personal reflection on her values as a leader in a complex operating environment, and also the achievements of women who have paved the way towards gender equality.

### Stephen Brown

Deputy Commissioner (Operations)

#### LIFE BEFORE LAW ENFORCEMENT

Kellie had a healthy, happy childhood near Perth, living an idyllic life revolving around the sea – swimming, fishing, and cricket on the beach with her siblings. The daughter of a civil servant, she was raised with sound guidance and strong family values, reflecting a mix of Catholic and Church of England faith. She attended Newman College in Churchlands, Western Australia. It wasn't apparent to her in those early days, but Kellie was unconsciously shaping a set of

underpinning values that would mature over time, and prepare her for the many challenges that lay ahead.

According to Kellie, family values didn't resonate with her until she was in high school: "It was around then I started looking at the police driving around our community. I saw the selflessness of what they did, and I was quite in awe of them. I wondered how they coped when confronted with violence and tragic events like road accidents. I was also fascinated by other aspects – the uniform, the way they walked,

talked, the sense of presence about them, especially their appearance of strength and respect. All those things were aligned to my values – respect, teamwork, loyalty. I think I became acutely aware of these values at the age of 13."

Kellie's father wasn't over-impressed with her ambition to join the force. A hard-working man who taught business and accountancy at night-school after a full working day, he saw a bright future for her as an accountant. But it was not to be.



## THE NEXT 15 YEARS

Asked what she enjoyed most about her first 15 years in policing, Kellie says, "It was fun. There was so much energy and enthusiasm. I can't remember a day when I woke up and didn't want to go to work. I was one of those people who never wanted to come back in for crib in case I missed something. It was all about the comradery, the *esprit de corps*. Plus I confess to being a bit of a thrill-seeker...I like living on the edge."

Nevertheless, as we all know, being a member of a police team has its dark side. At this point in the interview, the subject matter and tone of Kellie's responses changed: "I was a cadet, only 18. I was targeted immediately, I saw bastardisation in the workforce and I didn't like it. But this was the reality of that time for women, and I raise it because we are celebrating 100 years of women in policing, and acknowledging that things have changed for the better over time."

Kellie coped by seeking out trusted colleagues to bolster her resilience. But it wasn't easy, her values had been challenged. Determined to make a career of policing, Kellie drew on the most confronting events to become stronger and smarter. She spent time thinking about how to "manoeuvre through challenges, and when to pull levers to navigate situations, and survive." She concedes she was able to withstand the intimidation because she was dedicated to her chosen career.

When I asked Kellie, "How do you travel on that journey without becoming too hard, losing your real self, or having to masquerade as one of the boys?", she said: "I always remained true to myself. I'm such a glass half full person, and the challenges gave me the determination to push on." It was this mindset that redoubled Kellie's commitment to pursue her goals despite setbacks along the way.

## A BRUTAL CULTURE

Kellie's transition through the ranks presented opportunities to make a difference in other spheres of policing. Although she had enjoyed her experience as a Detective Sergeant and a highly successful investigator, she harboured other ambitions: "Being a technical person was not enough for me, I wanted to shape the destiny of WA Police. I felt I had enough runs on the board. Strategy is a big thing for me



> 1986 Kellie's graduation photo.

**"I always remained true to myself. I'm such a glass half full person, and the challenges gave me the determination to push on."**

and I wanted to be part of the agency's strategic development."

However, there were always going to be challenges ahead, and it was around this time, while contemplating her advancement in the agency, Kellie was indecently assaulted by a senior officer at a work function. This was the tipping point for Kellie. The experience was a massive affront, both to her in a physical sense and to her values, and it became the catalyst for her decision to seize the opportunity to become the Officer in Charge of the Detective Training School (DTS) where, thereafter, she devoted herself to changing the culture of the agency: "It set a fire in me. I wasn't going to put up with this shit! I could be a victim or I could take action. In the DTS, and in my subsequent roles, I was in a position of influence where I shamelessly used my influence every single day."

Kellie then spoke in great detail about the serious misconduct she observed in the selection of detectives by at least one person receiving gifts from detective applicants as well as the realisation that males were taking sexual advantage of some female applicants. Soon after her DTS appointment, Kellie made a hard

decision to transfer a recalcitrant officer and moved swiftly with a significant remodelling of the DTS program. The changes afoot were abundantly clear to everyone. Although Kellie didn't report the assault, arguably because the culture was so confronting at that time, she used the experience as a motivator for what she did next.

## GUIDING PHILOSOPHY

Kellie rose deservedly through the ranks. She sought and achieved placement into key roles - Superintendent Police Academy, Superintendent Central Metropolitan District, Assistant Commissioner Business Technology, and later Assistant Commissioner Metropolitan Region leading 2,600 frontline personnel.

When asked what advice she would offer to younger women, she replied: "Stay true to yourself! Be affirmative as to what you want and how you go about your career aspirations. Surround yourself with people who keep you grounded."

Asked how she copes when the going gets tough, Kellie cites three principle strategies:



> Kellie Properjohn with former Governor Dr Kenneth Michael in 2009.

- “First, I revert to my personality profile – this helps me to check the situation against my personal and professional values; it keeps me true to who I am, and helps to clarify how I get a problematic situation back on track.”
  - “Second, I re-read a wonderful letter from the then fiancé of a sex assault victim, a young woman I encountered early in my career. The victim was an 18-year-old virgin subjected to a violent sexual assault. I had carriage of the investigation. We waited a long time to get a DNA result back, and I remember we got the result the day I was leaving work to have my first child. We locked the crook up. Six months later we received an invitation to the wedding. At the reception the husband read out this wonderful letter about what the police had done for his wife. I often read it because it keeps me grounded, it’s my community hook.”
  - “The third thing I do when I get down, is all about my engagement with our people...I get my kit on, and I get out on the road and do a 10-hour shift on patrol, usually with a Sergeant because I like to check where our leaders are at. In this way, I spend time reflecting on why I joined, and reminding myself what fantastic people we have in this job.”
- In short, Kellie’s guiding philosophy is comprised of three indivisible elements

– her personal life, her work life, and her life in the community she serves.

### **HARD CONVERSATIONS AND THE VIEW FROM THE TOP**

Pressed about some of the hard knocks she has experienced while working at the executive level, Kellie reflects on a recent restructure, an organisational reform that saw her somewhat displaced. At the time she felt she had let her team down. However, it ultimately became apparent that her direct reports recorded otherwise. Surprisingly, the hierarchy believed they had failed Kellie: “It was a challenging time for me...as tough as it may be, my values don’t allow me to be a person who doesn’t deliver a change that the agency has asked to be delivered.”

Kellie is also perceived by others as a master of ‘important conversations’, saying: “They are really important. My Superintendents will tell you how much I hold them to account for having those hard conversations...for me, the conversations are a demonstration of respect for others. I think to not have the conversations is disrespectful, dishonest.”

When asked about her legacy in WA Police, Kellie is less forthcoming: “I’m a bit of a quiet achiever. I don’t need to be seen with the ‘right’ people or be in the media. I would like to think that people would remember me as the one working

hard behind the scenes. The glue, that pragmatic person with a good healthy sense of humour. It’s been hard, I must say, balancing work and children...most of the time I’m emotionally exhausted and there’s little time for the people who count the most to me.”

I wanted my girls to grow up to have values, to be strong, resilient young women, and the feedback I get is that they are, even though I haven’t always been there...One of my daughters is nearly 16, and when she was 12 she walked into a fish and chip shop at Hillary’s Boat Harbour, made an employment application, got her first job and brought home the form required by the Department of Child Protection to say she was allowed to work at the shop despite being under 14 years of age. I think how resilient she is! Our family life may have been different if I wasn’t who I am, if the job didn’t shape me into who I am... they say, “Mum you’re just a Cop!” ... They don’t really know what I do, but I know my girls, and in their smirky little way they are proud of me.”

Asked what does 100 years of women in WA Police mean to her, Kellie says: “I always bucked the system and I am glad because we’ve made progress. I don’t want it to be different for women officers... I want it to be seamless in the context of gender equity. We shouldn’t be having this hard conversation in another 100 years.”



> Women Police c1970 Summer Uniform.

## Peter Field

Media and Corporate Communications, Western Australia Police

### PART 1 - THE EARLY YEARS 1917-1940

During 2017, WA Police celebrates 100 years of women amongst its ranks. This milestone highlights the pioneering achievements of female officers and staff, during a century marked by challenges and a determination to become fully integrated into the organisation.

While it's acknowledged at the outset, the situation in Western Australia has been mirrored in other parts of Australia – and indeed internationally – it's also true that each jurisdiction has a unique story to tell. For the purposes of context, suffice to say all Australian States, except for Queensland, began appointing women police officers between 1915 and 1930. By 1924, Victoria and NSW had four policewomen, SA had 11, WA six and Tasmania one.

In WA, women's groups began making representations to the State Government in 1915, asking that women police be appointed to care for the social and moral welfare of women and girls, as had occurred in NSW and SA.

In 1917, WA's Colonial Secretary made it clear extensive enquiries had been made in England and the Eastern States where policewoman had already been employed. This led shortly after to an instruction being issued to the Commissioner of Police, Robert Connell, that Cabinet desired the employment of two women police.

On 18 August 1917 Mrs Helen Dugdale was enrolled as the first probationary constable in the West. Unlike her male counterparts, she had no police training or uniform. Mrs Dugdale, a widow, was an inspector with the State Children's Department prior to her appointment.

Her selection clearly reflected the thinking at the time, which was that ideally police women would be middle-aged, with life experience, a lovable nature, and preferably be a trained nurse. Her duties included such things as keeping children off the streets, assisting the Education Department to prevent truancy, monitoring newspapers so that reports could be submitted of persons endeavouring to decoy young girls by way of advertisements. Other duties included patrolling railway stations, picture shows, theatres and place of public entertainment to protect women, girls and children who had no friends waiting for them.

The appointment of Miss Laura Chipper as WA's second probationary constable was made on 1 September 1917. Miss Chipper was the matron of a rescue home prior to taking up this new role.



> 1917 HB Dugdale and LE Chipper.



> 1960 Constables Nicholson and Doherty.

In 1918, the number of female police officers had doubled to four, but little else had changed. The Commissioner reports the women are performing 'useful and satisfactory work which fully justifies their attachment to the constabulary.' In December 1918 Miss Chipper was transferred to Fremantle, and in 1933 both Mrs Dugdale and Miss Chipper were sent to work in Kalgoorlie.

## **PART 2 - THE BEGINNINGS OF CHANGE 1940 - 1975**

The painstakingly slow rate at which women were recruited into WA Police was the most significant factor in the decades which followed. From six women in 1924, it wasn't until 1960 that this number had reached 12, and by 1970 – despite 82 women police officers having been employed in total, only 27 were currently serving as a result of attrition. More often than not this was as a result of the requirement for women to resign upon getting married.

What was significant during this period was the promotion of women, with Ethel Scott being made up to sergeant in 1946 and appointed as the Officer-in-Charge of the Women Police Unit. This was acclaimed by all ranks as timely and well deserved.

Sgt Scott went on to become the first WA female officer to reach the rank of inspector in 1967, was awarded the Queen's Police Medal in 1970, and became a superintendent in 1971. A second woman, Wilma Currie, also reached the rank of inspector in 1971 due to 'the high quality of her work'. By the early 1970s, the same rules and promotion principles were said to apply to men and women. Women sat the same exams and were identified by the same system of identification numbers.

In the late 60s and early 70s the agency was increasingly seeing the potential benefits of having a female officer attend the scene of a serious incident whenever a female victim was involved. Our retired women who experienced this era saw two sides to the practice. On one hand, there was a rather large invasion of privacy. In an era before mobile phones, female officers on-call were expected to provide the duty-sergeant with a full list of their whereabouts while off-duty in case they needed to be collected during their time-off and taken to a scene! However, on the other hand, there was an opportunity to be working on the frontline, earning the respect of male colleagues and making a difference to the lives of victims.

## **PART 3 - KEEPING PACE WITH SOCIETAL CHANGE 1975 - NOW**

Changes on the women in policing landscape increasingly reflected the rapidly changing expectations of society, with some of the previous barriers to a career as a police officer slowly being removed for women from the mid-1970s. There was also growing acknowledgement that the introduction and expansion of other public welfare agencies had made some of the traditional work of the Women Police Unit redundant. This made the way for female officers to move into areas of mainstream policing which had previously been the exclusive domain of men.

In 1975 Francis Dodd became WA's first woman officer to remain working after marrying. The marriage restriction was officially removed soon after in line with changing rules for other female government employees, such as teachers,



> 1994 Superintendent Val Doherty.

who had previously been required to resign before taking a trip up the aisle. In 1976 the first recruit school to include women saw six women officers graduate from the WA Police Academy. Female officers officially went into uniform around this time – although there had previously been trials as far back as 1940 – and by 1977 the first female recruit with a child was accepted into the Academy.

The mid to late 70s was a time of many 'firsts' for women. In 1976 the first mounted officer was appointed (Merryn Bojcun), unpaid maternity leave (12 months) is introduced into the Police Award in 1977, the first female country traffic officer (Gillian Jones) in 1978, and the first female police officer of the year (Jenny Leete) in 1983 – which is the same year the first married female (Marie Bennetts) is inducted as a recruit.

In 1986 Val Doherty is the first female officer in Australia to attain the rank of Chief Superintendent (similar equivalent



> Assistant Commissioner Kellie Properjohn APM.



> Assistant Commissioner Michelle Fyfe APM.



> Women Police c1970 Winter Uniform.

to the rank of commander in the current WA Police structure).

By 1988 a total of 450 females had been employed by WA Police. Of these, 404 were police officers and 46 were police staff. Female police staff became a rapidly expanding part of the workforce in the ensuing years, with women consistently occupying 63% of all available positions since 2000, including many at senior levels.

**“Of course, we’ve all had to make sacrifices along the way, and I remain committed about removing some of the barriers my female colleagues and I have had to surmount on our personal and professional journeys.”**

Currently, the next highest representation of women in WA Police is as Police Auxiliary Officers at around 42%.

Collating figures from 1917 until the beginning of 2017, WA Police had employed a total of 2,361 female police officers. Like other Australian

jurisdictions, the number currently serving is within a range of 20–30% of the total serving members. In WA the level of representation had increased from 8.2% in 1989 to 22.5% by 2015.

#### **PART 4 – WHERE TO FROM HERE?**

During the celebration of 100 years of WA women in policing, we’re looking back at our trailblazing women, but looking forward inevitably involves the vision of our current leaders. WA Police has two female assistant commissioners in the current leadership group and they’re both passionate about our organisation’s future.

Assistant Commissioner (State Crime) Michelle Fyfe said the most fundamentally important part of her current role is that it demonstrates to other women and girls that they can achieve whatever they want. “I’m proud to be a role model for my own daughters

the barriers my female colleagues and I have had to surmount on our personal and professional journeys.”

Assistant Commissioner (Metro Region North) Kellie Properjohn said just as she has been inspired by many of the women who came before her, she hopes the next generation of female police officers will be motivated by the contribution women are making in all areas of policing today. “There’s no shortage of strong, intelligent women moving up through our ranks, which indicates there’s a bright and successful future for women in WA Police,” she said.

WA Police has a number of events planned throughout the year, and it is hoped many more current and former police women join in the celebrations and participate by sharing their stories to further build on this chapter in the WA Police history.

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- (iii) WA Police Strategic Human Resources – various.
- (iv) The WA Police Commemorative Book – (digital copy)
- (v) Anecdotal accounts obtained during interviews with retired WA Police women.

**Disclaimer:** The information contained in this article is for general information purposes only. While every effort has been made to verify all details are historically accurate, WA Police does not guarantee the accuracy or completeness of the information contained.

and to others, and if seeing what I’ve achieved inspires them to pursue their own dream in whatever realm they choose, that’s a pretty special outcome,” she said.

“Of course, we’ve all had to make sacrifices along the way, and I remain committed about removing some of

# Tasmania Police celebrates 100 years of women in policing

**Vanessa Castle**

Senior Constable, Tasmania Police



> Main, photo: 100 WIP celebratory cake.

> Top: Secondary Uniforms for women police.

> Bottom: Senior Sergeants Sally Cottrell and Kerrie Whitwam.

**W**hen Senior Sergeants Sally Cottrell and Kerrie Whitwam first joined Tasmania Police 36 years ago they were issued with their general duties uniform consisting of a skirt, stockings, high heels and a handbag. YES, A HANDBAG, which was used to carry their firearm, notebook and baton. Given the inaccuracy of the short-barrelled weapons, most female police officers found them more effective kept in their handbags as clobbering weight rather than actually trying to use them for their intended purpose! Men, on the other hand, were permitted to carry their firearm in a holster on their belt.

Eventually trousers were issued to female police officers but not before many pairs of stockings were destroyed and skirts ripped climbing fences and wrestling with offenders.

The difference between the way men and women were treated in policing was even greater when our first woman, Kate Campbell, joined in 1917 and Tasmania Police took that momentous first step to becoming a gender inclusive workforce.

As part of our celebratory year of 100 Years of Women in Policing, we're looking back at how far we've come in terms of gender equality and celebrating

advancements while looking ahead to how far we can go.

In 1917 Mrs Campbell was not given any of the same accoutrements or responsibilities as her male colleagues. She was responsible for dealing with truant and neglected children, fortune telling offences and general offending by women and children. By 1960 just 10 women were employed by Tasmania Police.

It was the 1970s that saw female officers integrated into more aspects of police work, pay parity with men and a significant increase in recruitment of women.

Now, 31% of our workforce is female and women can do all the same jobs as men.

The celebratory year was launched at a morning tea at the Tasmania Police Academy held on International Women's Day.

During the morning tea, we heard many pioneering and inspirational tales of change from our current longest serving female police officers, Senior Sergeants Whitwam and Cottrell. Both women graduated in November 1981, two of seven women to graduate from this course, both describing the

significant change they've witnessed in the last 36 years.

Senior Sergeant Cottrell was the first female police officer to work in a traffic section in Tasmania and Senior Sergeant Whitwam is a Criminal Intelligence expert who has travelled the world studying and attaining expertise.

As I sat and listened to these ladies reminisce about a period of time, not really all that long ago, I couldn't help but feel an overwhelming sense of gratitude for the personal and professional sacrifices these and other women have made, the mental toughness they displayed and at times the sheer grit and determination they demonstrated in such a male dominated profession. They overcame gender bias, gender imbalance and policies that made it almost impossible to achieve their personal and professional accolades but against the odds, they did!

Fittingly, the theme for International Women's Day this year is 'be bold for change'. I am left with no doubt that the women I listened to today and the many inspiring women within Tasmania Police and policing jurisdictions around the world have demonstrated incredible resilience and have definitely been bold for change!



> AFP Deputy Commissioner Operations Leanne Close (centre left) and AFP National Manager Crime Operations Assistant Commissioner Debbie Platz (centre right) engaging with members of the INP at the UNESCO World Heritage listed Borobudur Temple built in the 9th Century.

# Jakarta Centre for Law Enforcement Cooperation

## Australian Federal Police

**T**he Chief of the Indonesian National Police (INP) Police-General Tito Karnavian and Australian Federal Police (AFP) Commissioner Andrew Colvin recently met with other senior executives in Central Java, Indonesia for the Annual General Meeting of the Jakarta Centre Law Enforcement Cooperation (JCLEC) Foundation Board of Patrons. The JCLEC is an Indonesian Social Activities Foundation managing the JCLEC not-for-profit training and capacity development centre in the city of Semarang supporting the global endeavor to reduce the threat of and community harm caused by transnational crime and terrorism.

The JCLEC facilitates a coordinated approach to the delivery of national and international, agency-specific and multi-agency capacity development programs, projects and activities.

Contemporary international expertise and curriculum are brought together with the collaborative support of donors from the international public sector, civil society and private sector. The JCLEC enables activities developing a range of capabilities including but not limited to leadership, terrorism, people smuggling, human trafficking, cyber-crime, training and education and financial crime.

Additionally, the JCLEC supports the role of women in the prevention of transnational crime and terrorism and the development of capacity to protect women from crime. Examples include two Police Women Leadership & Decision Making Programs sponsored by the Government of Denmark, the 2nd Asia Regional Women Police Conference sponsored by the INP and AFP, the Women in Law Enforcement Workshop

sponsored by the Australian Attorney-Generals Department and seventeen Women & Children Protection Programs sponsored by Denmark.

During the Meeting, the Board was advised the JCLEC has almost doubled its training and relationship development output over the past two years with substantially increased donor support. However, noting 14% of the over 20,500 participants of JCLEC activities since 2004 have been female, opportunities to increase female participation were also specifically discussed including ongoing engagement with contributing agency decision-makers and the identification of sponsors for additional targeted activities. The AFP through the JCLEC will also sponsor an INP member to attend the 2017 International Women & Law Enforcement Conference in Cairns, Australia.



# A very special reason to run

> Nothing like a healthy bit of competition between policing jurisdictions across the ditch to keep the LETR very much alive (This photo was taken in NZ at Hamilton at the Trans-Tasman Special Olympics in Nov 2016) Photo Credit: Natalie Bennett from Nat Benn Photography.

Everybody has heard of President John F. Kennedy and the fabulously rich and famous Kennedy family, a family that continues to fascinate the public decades after JFK's untimely and tragic death.

## Brett Price

Sergeant, Queensland Police Service

The Kennedy legends and legacies live on in many different guises – foundations, libraries, institutions, and charities that reflect the hope, commitment and courage with which the family dedicated their lives to public service. One of the Kennedy legacies is the Special Olympics, an organisation started by JFK's sister Eunice Kennedy Shriver in the 1960s to provide people with intellectual disabilities the opportunity to participate in sports and receive recognition for their achievements. Intellectual disabilities don't discriminate between rich and poor, male and female, first world or third world, religions, races or locations.

### THE HISTORICAL FIRST RUN

On a steamy day in July 1968, Eunice Kennedy Shriver strode to the microphone at Soldier Field in Chicago

and convened the first Special Olympics Games. This was seven weeks after her younger brother, Senator Robert Kennedy, had been gunned down in Los Angeles, and about five weeks before the city exploded in violent confrontations between police and protestors at the Democratic National Convention. The assassination and the violence had lasting political effects on the American landscape...and, in a very different way, so did the games at Soldier Field.

With a crowd of fewer than 100 people in the 85,000 seat stadium, some 1,000 athletes from 26 states and Canada, all of them classified in those days as mentally retarded, marched in the opening ceremonies. As they say, the rest is history, with 2018 being the 50th anniversary of the Special Olympics, now a worldwide charity. Today there are

more than three million special athletes representing 181 countries training all year round.

### LAW ENFORCEMENT TORCH RUN

The Law Enforcement Torch Run (LETR) is a worldwide charity that supports Special Olympics. In the early 1980s, Police Chief Richard LaMunyon and a small group of American police from Wichita, Kansas, conducted the first torch run. Chief LaMunyon wanted his staff interacting with the community in a positive manner and so he chose the Special Olympics because it doesn't discriminate, and also because it supports special needs, a vulnerable group in society.

The first LETR Queensland torch run took place in 2006. Sgt Johan Temmerman of the Major Event Planning Unit and I



> Top: "Crikey" Australia Zoo was a fantastic backdrop for the LETR participants and raising awareness for the Special Olympics Photo Credit: Natalie Bennett from Nat Benn Photography.

> Above: Showing support across the ditch for our Queensland Special Olympic athletes at the Trans-Tasman Games in Hamilton Nov 2016 – Queenslander Photo Credit: Natalie Bennett from Nat Benn Photography.

developed routes, obtained sponsors and encouraged participation from law enforcement officers to participate in a run from the Queensland-New South Wales border to Bundaberg, back to the Gold Coast, and finally into the Opening Ceremony of the Special Olympics Australia National Games. It was a huge success, officially launching the charity. Funds raised directly assist athletes to compete on a regular basis and create friendships, support networks and healthy lifestyles.

The torch, called the Flame of Hope, is carried high and proud hand-to-hand between officers and athletes. It is a show of unity, support and encouragement but this activity also breaks down barriers between athletes and officers. The use of the high visibility by way of uniforms, marked vehicles and media exposure raises awareness



> The Flame of Hope went on its first tour out west of Brisbane with Constable Kate Truelove and Senior Constable Lynda Whincup meeting athletes and students at the schools along the way Photo Credit: Natalie Bennett from Nat Benn Photography



> Constable Sally-Ann Paull lights the LETR cauldron at the AP&ES Games on the Sunshine Coast in October 2016 Photo Credit: Natalie Bennett from Nat Benn Photography.

and generates positive exposure for all parties. The Commissioner of each Australian state is the Patron of the charity, and Ambassadors from sporting, media and entertainment fields help promote the cause.

Members of the LETR Qld have travelled far and wide to assist fellow officers to promote the organisation. Members have travelled to World Games in China, USA, Greece, South Korea and Austria. Members have also attended conferences in USA, Canada, Bahamas and New Zealand as well as all around Australia.

### CHALKING UP MORE FIRSTS

In 2016, the Australasian Police and Emergency Services Games were held on the Sunshine Coast, Queensland. For the first time in the 35 year history of these games, convenors conducted

a week-long torch run. Coordinated by Sgt Wendy O'Neill, the multi-agency response also attracted representatives from police, fire and ambulance officers for the first time. The run targeted regional area around south-east Queensland and finished with a run into the Opening Ceremony at the Sunshine Coast Sports Stadium.

I urge you to be a part of this amazing organisation. Once you participate the first time, you will be hooked. No words in the English language can describe the emotion you experience when touched by an athlete's smile, or a hug, or proudly present a medal. Please follow this opportunity and be a part of LETR in your state or country. Search LETR.ORG and see the world-wide movement with more than 100,000 members. Donate, volunteer, be a torch runner and a guardian of the flame!



It's a mother's worst nightmare; a father's greatest fear. A child disappears without a trace.

## Australian Federal Police

**O**f the 38,000 missing persons reports to police in Australia every year, 20,000 are young people under the age of eighteen ... and every year, the AFP receives more than 400 recovery orders for children abducted by a parent.

While the majority of young people—often young girls—are found within a short period of time, for those who have no answers, every minute they wait for news is a desperate paradox of hope and hopelessness.

Much like the disappearance of Daniel Morcombe from Queensland in December 2003, the disappearance of six-year-old Etan Patz from a New York street corner on 25 May 1979 changed a nation. Known as the first missing child to feature on a milk

carton, Etan's disappearance launched a global movement, and now, some 38 years later, a man was convicted of his abduction and murder.

International Missing Children's Day on 25 May is now a day where people around the world—in Australian and across our neighbouring countries—commemorate missing children who have found their way home; remember those who have been victims of crime; and importantly, continue efforts to find those who are still missing.

National Manager Crime Operations Debbie Platz—who oversees the Australian Federal Police National Missing Persons Coordination Centre—said that while stranger abductions are rare in Australia, for those still missing, every effort is made to 'help bring them home'.

"For parents, families and friends, not knowing what has happened to someone they love has a profound impact," Assistant Commissioner Platz said.

"Those questions—Where are they? Are they safe? Do they need me?—can remain unanswered for weeks, months and, sadly years ... We are always looking for new, innovative techniques that will help us find missing children and end the anguish experienced by these families."

In Australia, six children who remain under the age of 18 are the focus of this year's global effort. Their images have been 'age progressed' by forensic experts in the United States-based National Center for Missing and Exploited Children. The images illustrate what they may look like today, increasing the



> Above: Age progression illustrations of missing or parentally abducted children featured as part of Australia's 2017 global effort.  
 > Opposite page: AFP Assistant Commissioner Debbie Platz at the Australian launch of International Missing Children's Day in Canberra, ACT.

chance of a child being recognised by a member of the general public.

"The public are our eyes and ears," Assistant Commissioner Platz said.

"By illustrating what these children may look like today, and sharing these images as far and as wide as possible, we greatly increase the chance of the children being recognised. It's this way we help bring them home.

The Australian Federal Police is Australia's representative of the Global Missing Children's Network, managed by the International Center for Missing and Exploited Children. Twenty-two countries form the Global Missing Children's Network.

More information about missing persons in Australia can be found at [www.missingpersons.gov.au](http://www.missingpersons.gov.au). You can also follow the National Missing Persons Coordination Centre on Facebook.



> Age progression illustrations of missing or parentally abducted children featured as part of Australia's 2017 global effort.

## THE WOMEN BEHIND THE AFP

From the Deputy Commissioner down, the executive team behind the AFP's Victim Based Crime function is led by experienced and passionate women working toward one goal: protecting people and children from harm.

The function incorporates missing persons, child exploitation, human trafficking, people smuggling, and offshore criminal investigations involving Australians.



> The women behind missing persons in Australia, from left to right: National Coordinator Missing Persons and Exploited Children Marina Simoncini, National Missing Persons Coordination Centre team member Emily Hall, Team Leader National Missing Persons Coordination Centre Trish Halligan, Murray Cook (former The Wiggles), and National Manager Crime Operations Debbie Platz.



# Three things AIPM Balance teaches us about leadership

You can't be what you can't see. In 2017, Australian public life includes many positive models of women leaders, and almost everybody accepts that women should have the same pay and access to career progression as their male counterparts.

## Louise Rosenthal

Director, Compliance, Australian Transaction Report and Analysis Centre (AUSTRAC), and Mentor for the 2016 Balance Program

**A**cross the country, workplaces are implementing blind recruitment rounds, promotions quotas, flexible work, talent programs and many other measures to ensure more women have access to the top jobs. But almost none of this is occurring without controversy and it paints a tricky landscape for all of us at work, but particularly for women who are ready to take their next step into senior leadership. The AIPM Balance Program brings women leaders from public safety organisations together with mentors and expert facilitators, to explore the complexity of leadership. In the first of its three phases, Balance guides participants through tackling the idea that just as our organisations are starting to look a little different, and women are starting to see themselves in top jobs, the skill set of an effective leader is changing too. Balance challenges its participants to recognise that the skills that got them 'here' may be different to the skills that get them 'there' and that in many cases this conundrum applies equally to men and women. Importantly, Balance brings women together so that they can see and hear



> 2016 Balance Mentor Group from L-R: Louise Rosenthal, Nicole Levings AFP, Janette Schroder-Allan AFP, Alexandra McFadden SES NSW, Sue Berwick Victoria State Government, Samantha Sanderson Queensland Police and Jenni Mowbray Fire NSW.

from one another, to understand that the broad challenges they are facing are not personally unique or confined to their organisations, but rather that we are part of a leadership change occurring across our organisations and the Australian community more broadly.

## YOU CAN'T BE WHAT YOU AREN'T

Every day it seems we're bombarded with input about leadership. Social media is peppered with articles, studies, tips and tricks about how to be an effective leader, and in the ebb and flow of daily work it can be hard to know which advice to trust. The Balance Program cuts through this noise with carefully curated content from the best researchers and sources, reflecting the AIPMs reputation for excellence in leadership education. During Phase 2, participants are back in their workplaces and each week, they are drip fed carefully sequenced content, with an emphasis on the importance of personal 'reflection and connection'. Reflecting on the content through journaling, (although Balance notes that a run or a quiet cuppa can be just

**"Every day it seems we're bombarded with input about leadership. Social media is peppered with articles, studies, tips and tricks about how to be an effective leader, and in the ebb and flow of daily work it can be hard to know which advice to trust."**



> AUSTRACs Louise Rosenthal and Gilly Neeley, National Manager, People and Integrity.

as effective), encourages participants to consider what makes the most sense to them personally, and sharing perspectives with other members and mentors emphasises the notion that one size doesn't fit all. Balance asks leaders to recognise that what works for one doesn't work for all, and that leadership is built on an understanding of strengths and preferences to be utilised, and weaknesses and blind spots to be mitigated in some way. Committed participants can go deep during this phase, so that by the time they return to the AIPM for Phase 3, they've shaken up some old ideas, and begun to understand that being an effective leader doesn't mean being all things to all people. Phase 2 is about letting go of what doesn't work for you as a leader, to make important room for what will.

### BE WHO YOU ARE

Back at the AIPM in Phase 3, Balance builds on the invitation subtly woven

**“Effective leaders can only be themselves, and making leadership personal is the only way to make it sustainable.”**

throughout Phases 1 and 2; to make leadership personal. The course comes to its pointy end, by asking participants to articulate their personal leadership values, film a career 'elevator pitch' and practise communication techniques; testing out their new ideas and skills in the safe AIPM environment. Any notion though, that leadership learning ends at the AIPM gates is quashed, through the most innovative and dynamic part of the program – closed door sessions with current senior leaders who generously share personal stories of adversity and resilience. If Balance challenges participants to 'be themselves' as leaders, then Phase 3 drives home the point – to withstand

challenges and adversity in modern leadership, effective leaders can only be themselves, and making leadership personal is the only way to make it sustainable.

Through its Balance course, the AIPM is building the next generation of senior leaders, and along with it, a strong and growing network of Balance Alumni, each with their own stories, perspectives and versions of leadership. Together Balance and its Alumni are helping women to write the new script for leadership across our organisations, so that as both young women and men join our organisations, and look to our leaders, they will see who they can be.



# The value of an external secondment

How would I feel walking in the front door at another agency after 23 years with NSW Police Force? How would I cope without my networks, subject matter expertise, and organisational knowledge? Would the experience highlight my true capabilities, and would this be enough to work effectively in another agency? What was I going to learn about myself through this experience? Was I excited or nervous? Was I fearful? As the first day of my external secondment drew closer these were the questions that I asked internally.

## Kellie Cooper

Business and Planning Manager, Education and Training Command, New South Wales Police Force

**A**s a participant in the inaugural Leading Executives Program coordinated by the NSW Public Service Leadership Academy I completed psychometric testing, personality profiling, 360-degree feedback, an assessment centre, and several symposiums with my cohort colleagues from across the Public Sector. A bespoke program development plan recommended an opportunity to expand my experience and get exposure to other types of thinking, models and frameworks outside of the NSW Police Force.

The goals of an external placement were to seek out opportunities to work outside my comfort zone, exposure to diversity of views and collaboration outside of NSW Police, to broaden my perspective across the Public Sector, and to understand that I could transition effectively to another agency.

To facilitate an external secondment, I approached Family and Community Services. After meetings with the Executive Director Human Resources, and the Executive Director Service System Reform I had a start date. I would work with a project team responsible for implementation of recommendations for Out of Home Care Reform.

### WHAT ARE THE BENEFITS OF A SECONDMENT?

A secondment is a chance to learn new skills and access new experiences and opportunities that your current role might not offer. It enables you to put



> NSW Police Force Kellie Cooper, Business and Planning Manager, Education and Training Command.

your skills to the test. You can share your knowledge, experience and perspective to help develop new ideas and new work practices, and you bring back new knowledge, experiences and contacts to your agency.

### WHAT DID I GAIN FROM THE EXPERIENCE AND DID REALITY MEET EXPECTATION?

Walking in the front door on the first day there were no familiar faces or the comfort of familiar routines, tasks and strategies, and I had to immediately familiarise myself with the organisational and project priorities.

Over the next few months I learned that Family and Community Services have many of the same challenges that face NSW Police; budget restrictions, human resource issues, internal and external political pressures impacting on decision making, barriers to cross agency collaboration, information sharing and big data complexities, innovation and technology restraints, and an increasingly unpredictable external environment including expectations from the public and other agencies about how the organisation should conduct business. Whilst there were many similarities there was also new ideas, new work practices,



different approaches to problem solving, different views and opinions, and alternative perspectives.

Through embracing the secondment experience I learned that my personal brand works across agencies. My integrity, communication skills, leadership style, ability to engage others, commitment to making a difference, and ability to be adaptable were effective at Family and Community Services. I learned through the secondment experience and participation in the sector wide leadership program that personal attributes and work experience are transferrable across agencies. The opportunity to work in another agency was enlightening, invaluable and inspiring.

**THE BEST ADVICE THAT I CAN OFFER TO ANYONE CHALLENGING THEMSELVES THROUGH A DEVELOPMENT OPPORTUNITY IS TO EXAMINE SELF-TALK AND BE KIND TO YOU**

If you let fear of failure stop you, you will never know what you could have achieved. Balance any challenging thoughts by focussing on the vast and diverse experience and many skills that you have that can make a difference and contribute to positive outcomes for the community on a project, in a new role, in



There is nothing wrong with being in your comfort zone, unless you get too comfortable and start holding yourself back instead of challenging yourself to learn, grow and try new things. While staying in your comfort zone can result in consistent and steady performance, stepping out of your comfort zone into a new challenge can create growth experiences. Generally, what we fear most about challenging ourselves is that we may fail. In reality we have the ability to overcome hurdles and obstacles, and to succeed in undertaking something new and challenging. Being uncomfortable, whether or not by choice, can push us to achieve goals we had not thought possible.

another agency, or whatever opportunity is available.

Personal and professional growth occurs when you push yourself outside of your comfort zone. Embrace all learning and development opportunities and give everything a go because the opportunity may not present again. Sometimes it is about being at the right

place at the right time but you must be prepared to walk through the door when it opens in front of you. To be successful on a leadership program, on an external secondment, or any other goal that you set, challenge internal thoughts about what success and failure might look like. There really is no such thing as failure if you get something out of the experience.

## Deputy Commissioner inducted into the Victorian Women's Honour Roll

Deputy Commissioner Wendy Steendam, Victoria Police is among twenty-five exceptional women who were inducted into the 2017 Victorian Honour Roll of Women, celebrating contributions made to local communities and achievements from human rights advocacy to sport and medicine.

Each year, the Honour Roll celebrates exceptional women in Victoria who have made significant and lasting contributions to their local community, the nation or the world. The 2017 inductees will join more than 600 remarkable women named in the Honour Roll since it commenced in 2001.

Deputy Commissioner Steendam, amongst other things, is recognised for delivering far-reaching reforms in areas as diverse as information management, violence against women and children, cultural

change and strategic policy, crime, drugs and counter-terrorism. She was instrumental in developing and implementing the Victoria Police Code of Practice for the Investigation of Family Violence and the inaugural Victoria Police Violence Against Women Strategy.

Deputy Commissioner Steendam is recognised as being a mentor, coach, role model and an invaluable community representative.

Find out more about the Victorian Honour Roll of Women program at [www.vic.gov.au/women/](http://www.vic.gov.au/women/)





# Victoria Police takes a STAND against sexual harassment, sex discrimination and predatory behaviour in its workplaces

Victoria Police is pursuing a broad-based culture change programme focused on building safe, inclusive and respectful workplaces free from sexual harassment, sex discrimination and predatory behaviour.

## Kelsey Sully

Acting Program Manager, Victorian Equal Opportunity and Human Rights Commission Review Response, Partnerships and Innovation, Victoria Police

In 2015 Victoria Police commissioned the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) to review, report and make recommendations on the nature and prevalence of sex discrimination and sexual harassment including predatory behaviour among Victoria Police personnel, the drivers of sex discrimination and sexual harassment among Victoria Police personnel and the impact of sex discrimination and sexual harassment on people targeted by these behaviours. The review drew on the significant body of research which demonstrates that gender inequality is the key driver of sexual harassment and sex discrimination and utilised an organisation wide employee survey to which over 5000 Victoria Police employees responded to.

**“The survey also found that almost one in five female survey participants and one in 20 male survey participants had experienced sexual harassment in a Victoria Police Workplace that started in the last five years.”**

The review found an “entrenched culture of ‘everyday sexism’ coupled with a high tolerance for sexual harassment with 40% of women and 7% of men who responded to the survey answered yes to the question ‘Have you personally experienced sexual harassment?’ For women, the lifetime prevalence rate is higher than that found in the community (33%) and the Australian Defence Force (25%). The survey also found that almost one in five female survey participants and one in 20 male survey participants had experienced sexual harassment in a Victoria Police Workplace that started in the last five years. Perhaps one of the most concerning survey findings was that men were more than twice as likely as women to agree that sex discrimination is no longer a problem in the workplace in Australia.

VEOHRC published the *Independent Review into sexual harassment, sex discrimination including predatory behaviour*



> Assistant Commissioner Luke Cornelius presenting to the Stand Practice Leaders Network.

at Victoria Police (‘the Review’) which included 20 recommendations aimed at transforming both the culture and business practices of Victoria Police. Addressing the prevalence of sexual harassment and sex discrimination within Victoria Police requires a focus on the fundamental drivers of these behaviours which include the unequal distribution of power and resources between men and women and the rigid adherence to defined gender roles and identities such as what it means to be masculine and feminine and how this relates to the identity of police.

Following the release of the Review, Victoria Police accepted all 20 recommendations and the VEOHRC Review Response, Partnerships and Innovation (VRRPI) office led by Assistant Commissioner Luke Cornelius was established. A Programme of Work was established encompassing six key work areas which collectively would seek to address both the cultural and structural conditions required to build safe, inclusive and respectful workplaces.

Encompassing key people-focussed work areas, recommendations are shared across our Human Resources Department, People Development Command, Professional Standards Command, Corporate Strategy and Operational Improvement Department, Media and Corporate Communications Department and the VRRPI office.

VRRPI first established the Safe Space, an external and independent service providing confidential advice, support and advocacy for victims/targets of workplace harm for both current and former employees and their families. Victoria Police has progressed the establishment of a dedicated Workplace Harm



**“The Gender Equality Strategy articulates Victoria Polices vision to building gender equitable workplaces free from workplace harm and includes a performance framework to ensure sustained change over time.”**

Unit to triage and case manage incidents of Workplace Harm.

Victoria Police has installed independent expertise in critical advisory structures, utilising the wealth of knowledge and experience of Elizabeth Broderick, Helen Silver AM and Diane Foggo.

Victoria Police has published its first Diversity and Inclusion Framework which includes the Victoria Police Gender Equality Strategy and Action Plan 2017-2020. The Gender Equality Strategy articulates Victoria Polices vision to building gender equitable workplaces free from workplace harm and includes a performance framework to ensure sustained change over time. Across Victoria Police, Women in Policing Committees are being established for all female employees across all regions to inform the development of local strategies to build equitable and diverse workplaces.

In line with the Victorian Government’s move towards “all roles flex” Victoria Police is focused on building its workforce flexibility, through the introduction of parental leave backfilling capability for sworn members and a greater emphasis on flexible work options at all levels of the organisation. To support greater workforce flexibility, Victoria Police is also exploring opportunities to improve

the accessibility of our training and education for members regardless of employment status or geographical location. Work is in progress to streamline and simplify the Victoria Police discipline system to ensure it upholds principles of victim-centricity, while being agile enough to act swiftly to hold perpetrators to account.

The VEOHRC review and the subsequent Mental Health Review of Victoria Police highlighted the critical role that leadership plays in building safe, inclusive and respectful workplaces. In recognition of this role, Victoria Police is currently developing the Leadership Capability Uplift, an education package focused on enhancing understandings of inclusive leadership. As part of this uplift, the Stand Practice Leaders Network has been established to create a core group of leaders with additional knowledge, practical skills and confidence to model the leadership required to drive culture change and build safe, inclusive and respectful workplaces.

VEOHRC also recommended Victoria Police, with the support of the Victorian Government, should develop a restorative engagement and redress scheme for police personnel who have experience sex discrimination and sexual harassment in the course of their employment. Public consultation was undertaken with feedback sought from current and former employees of Victoria Police and their families on what such a scheme should encompass.

By taking these bold steps to become a more respectful, supportive, safe and inclusive workplace, Victoria Police has been able to provide advice and guidance from our lessons learned to our inter-state colleagues in South Australia Police and the Australian Federal Police who have each embarked on their own cultural change journey.



# 'RECRUIT 313' aims to achieve more

South Australia Police is currently undertaking its most intensive recruitment drive in recent history, with the target of having an additional 313 officers on the front-line by 2018. This is in response to a \$4.1 million funding boost from the State Government.

## Mathew Rodda

Reproduced from South Australia Police, Blueprint Issue 1, 2017

To meet the target there were nearly 400 new recruits either in training or having completed their cadet course at the Police Academy by June this year. This encompasses the remaining cadets required to meet 'Recruit 313' and annual attrition, which is usually around five per cent of sworn officers.

Assistant Commissioner, Human Resource Service, Linda Fellows says the community can be assured that the standard of police recruited will not decrease in any way because of the tight timeline.

"The standards have not changed. The people we are looking for are those who can think critically, problem solve, have high levels of integrity and an appropriate level of fitness," she said.

"We have simply cast our net wider by tailoring our marketing activities to encourage more women, youth and culturally diverse people to consider a policing career. We have also been able to fast-track elements of the application process and have dedicated more resources to processing the greater volume of applications."

The Recruit 313 project team has been tasked with managing the logistical issues surrounding the initiative, including seconding additional trainers and instructors for cadet courses at the Academy and developing marketing strategies to attract recruits.



> Probationary Constable Kathryn Khor and Cadet Heather Lee (photo supplied by SA Police Photographic Section).

**"The standards have not changed. The people we are looking for are those who can think critically, problem solve, have high levels of integrity and an appropriate level of fitness."**

As the Recruiting Manager, Inspector Peter Clifton has facilitated many of the changes.

"We have doubled the number of recruiting seminars per month with the introduction of women and youth pre-application seminars, both in the metropolitan and regional areas including Murray Bridge, Berri and



> South Australia Police graduation ceremony. (photo supplied by SA Police Photographic Section).

**“All this focused activity has seen seminars fill-up well in advance. Applications have skyrocketed and female applications have increased to between 35 and 40 per cent.”**

Mount Gambier and have attended the Lucindale field day,” he said.

“We have had a visible presence at high profile events, such as the Tour Down Under and the Adelaide Thunderbirds’ family day for the first time, and highlighted SAPOL career opportunities directly to students and parents through high schools and universities.”

SAPOL’s current recruitment campaign “Achieve More/See Yourself in Uniform” has been revamped for the Recruit 313 initiative and has been very successful in generating a surge in applications. It has been communicated via a suite of advertising and promotional activities, including traditional TV, radio, press and gym advertisements, together with emerging video/audio on-demand platforms such as TenPlay, Yahoo7 and Spotify. The advertising campaign has also appeared on Snapchat and Facebook, with a Facebook testimonial video featuring Probationary Constable

Kathryn Khor recently passing 300,000 views.

“All this focused activity has seen seminars fill-up well in advance. Applications have skyrocketed and female applications have increased to between 35 and 40 per cent,” Inspector Clifton said.

“We currently have around 1000 open applications, so interest and competition for positions is at a very high level.”

The campaign has appealed to younger people, with 19 per cent of cadets in the first 11 courses of Recruit 313 aged 21 or under and a further 62 per cent in the 22-30 age group. This is the result of not only the targeted marketing campaign but a more efficient recruiting process focusing on the fast-tracking of applications for high-achieving school leavers and university graduates.

The usual three-to-four-month vetting and testing regime has been streamlined to ensure applicants are processed in around three weeks in some instances.

South Australians holding an Australian Tertiary Admission Rank (ATAR) of 70 or above, or a Bachelor’s degree from a recognised institution, are no longer required to complete the pre-application numeracy and literacy test to be accepted as a recruit.

“This more efficient recruitment process is aimed at attracting the state’s best and brightest to consider a long-term career in policing. Most importantly we are ensuring those we recruit share our values as we move forward,” Inspector Clifton said.

In other moves, SAPOL has adjusted the physical fitness requirements to better match what is necessary for a patrol officer and introduced a junior cadet training wage for recruits aged under 21 years during their 12 months’ training at the Academy.

SAPOL has also made a significant investment in resourcing the Academy to accommodate the influx of cadets and additional trainers.

“To successfully implement Recruit 313 we have purchased additional equipment and resources including tablet computers, training firearms and new vehicles for driver training,” Inspector Clifton said.

“This ensures recruits have everything they need to prepare for a rewarding long-term career with a modern and diverse police service.”



> Conference delegates at the remote workshop in Hermannsburg historical precinct. Photo credit: Media and Corporate Communications, NT Police, Fire and Emergency Services.

# Indigenous communities say NO to domestic violence

**Francine Adams**

Australian Federal Police

**N**orthern Territory Police hosted the first Indigenous Family Violence Policing Conference in Alice Springs in early June. Australian Federal Police (AFP) members were among more than 200 delegates.

The conference provided an insight into the impact of Indigenous Family Violence in the Northern Territory to not only the victim, their families and community, but also how it influences police response.

As an introductory workshop to the conference, delegates travelled to the central remote Aboriginal community of Hermannsburg and surrounding Out Stations. Led by Indigenous Tjuwanpa Ranger Sonia, the contingent visited the Tjuwanpa Women Rangers group, a Community Development Employment Project.

The Rangers provide opportunities for Indigenous women to enhance their professional development in conservation, and land and waterways management, while maintaining regional family Out Stations and cultural resources of Western Arrente lands.

Indigenous family violence is unfortunately common within the communities. During the workshop Robyn, a facilitator of a carpentry workshop, explained how her program



> Australian Federal Police conference delegates from L to R: Anne Wronski, International Operations, Angela Winnett, Aviation, Fran Adams, Child Abuse Taskforce, Darwin, Deb Platz, Canberra, Suzanne Preston, ACT Family Violence Coordination Unit, David Crowe, ACT Family Violence Coordination Unit and Belinda Maxwell, Aboriginal & Torres Strait Islander Liaison Officer, ACT Policing.

not only provides a safe place for women and assists with breaking the cycle of Indigenous family violence, but it gives them skills to build furniture that they have only dreamed of. She outlined how women have designed and made furniture including double bunks, tables, chairs and swings.

Men are also encouraged to stay busy with training and undertaking community projects, building a sense of personal pride in themselves and their community.

It is hoped this may assist to curb the violence, however lack of employment opportunities for skilled men and women who complete training, impacts negatively on the community. These exchanges provided context to the issues

and set the scene for the delegates of the conference.

Conference presenters included the Chief Justice of the Supreme Court of the NT, barristers, prosecutors, police, women's shelters, 'WhiteRibbon' and 'OurWATCH'.

Speaking at the conference, NT Deputy Commissioner Kate Vanderlaan said the work to address Indigenous family violence has well and truly begun.

"We need to learn from the watershed moments in domestic violence interventions... and no longer wait for the trigger events. Let us future proof."

The AFP members attending were grateful of the opportunity to network and explore these issues.



**IAWP** 2018  
**AUGUST 26-30**  
CALGARY, CANADA



# Welcome to Calgary, IAWP 2018

We are proud and honoured to host the 56th annual International Association of Women Police Conference from August 26th to 30th, 2018. For the first time, this global event will be held in Calgary, Alberta, Canada. The Calgary Police Service is committed to hosting a world class event. The conference will take place on the same grounds where our city celebrates the world-renowned Calgary Stampede. Delegates will experience first-hand the unique hospitality that Calgarians are recognised for world wide. Calgary is a vibrant city known for its western hospitality, friendly spirit, shopping, incredible restaurants and unique activities. Calgary's backyard is vast and boasts something for everyone. Only a short, one hour drive, takes visitors to the beautiful and majestic Rocky Mountains, the picturesque prairies, or the prehistoric past of Drumheller's Badlands.

## Presentation Topics Are:

- **Leading Change**
- **Leadership**
- **Organizational Change**
- **Diversity and Inclusion**
- **Relationships With External Agencies**
- **Community Partnerships and Community Engagement**

- **Recruiting/Employee Retention**
- **Collaborative/Investigative Approach to Solving Crime**
- **Wellness and Mindfulness**

\*\*\*Should a presenter have a topic they wish to speak about that is not applicable to one of the topics above, there will be a miscellaneous category for consideration.

The chosen theme, "Leading Change", was selected to highlight the importance of issues currently impacting police organizations. Everyday changes occurring as a result of technology, social dynamics, the economy, and crime issues will be featured throughout the conference. We are now calling for Speaker's Abstracts; please see our website at [www.iawp2018.org](http://www.iawp2018.org).

We promise to showcase Calgary's diverse culture and incredible spirit. The Gala will be held at Girletz Ranch, set just outside of Calgary with a view of the Rocky Mountains. Attendees will experience true Calgary spirit by learning to line dance and watch trick horse demonstrations. Delegates will enjoy a top of the line country barbeque and observe a live Wild West Bullarama.

The Companion Program will deliver Alberta venues such as Banff, Drumheller, and Jasper National Park (icefields). Companions will also experience city excursions at the Calgary Zoo, the Telus SPARK Science Center, Heritage Park and many others. The Calgary Zoo will be welcoming two

Giant panda twin cubs from the Toronto Zoo. Companions and children will not want to miss this program!

We are very excited to host this event. It is an excellent opportunity for police agencies around the world to join our community and enhance women in law enforcement.

We invite and challenge each of you to join us and help lead the change. Calgary is a city dedicated to meeting your expectations and then exceeding them!

We look forward to seeing you in 2018!

## Please follow us on:

Facebook: <https://www.facebook.com/IAWP2018/>

Twitter: <https://twitter.com/IAWP2018?lang=en>

Find out more about Calgary by visiting:

[choosecalgary.ca/iawp2018](http://choosecalgary.ca/iawp2018)

Find out more about the gala evening, visit the website:

[www.girletzrodeoranch.com](http://www.girletzrodeoranch.com)

Find our website at: [www.iawp2018.org](http://www.iawp2018.org) or [www.iawp.org](http://www.iawp.org)



# AUSTRALASIAN COUNCIL OF WOMEN & POLICING INC. (ACWAP)

ABN: 35 250 062 539

## MEMBERSHIP APPLICATION/RENEWAL



I, \_\_\_\_\_

of (Postal Address) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Postcode \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_  
(please mark applicable)

☐ seek to renew my membership with ACWAP; or

☐ wish to apply for new membership and agree to be bound by the rules of the council.

Payment is made by ☐ cash ☐ EFT

☐ \$50 – Annual Membership

☐ \$90 – Biennial Membership (2 years)

☐ \$300 – Life Membership

☐ \$300 – Corporate Membership

If paid by direct debit/EFT please insert date of payment and reference details:

\_\_\_\_\_

Signature of Applicant: \_\_\_\_\_

Date: \_\_\_\_\_

For enquiries please contact Ingrid Kuster (02) 6131 3000 or email [membership@acwap.com.au](mailto:membership@acwap.com.au)

Payment by Direct Debit/Electronic Fund Transfer (EFT) to Commonwealth Bank:

Name: ACWAP BSB: 06 4003 Account No. 10049179

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### PRIVACY STATEMENT:

The information you provide on this form will be used only for the purpose stated above unless statutory obligations require otherwise

