



# THE GENDER AGENDA

“Building a healthy culture must start with RESPECT,  
TEAMWORK and taking care of each other.  
Full gender inclusivity is the key to achieving this”

THE WINSTON CHURCHILL  
MEMORIAL TRUST OF AUSTRALIA

*Detective Superintendent Debra Robertson APM  
2017 Churchill Fellow*

*'Developing Contemporary Cultural Leadership Initiatives to Support Systemic Change in Victoria Police post the Victorian Equal Opportunity Human Rights Commission 2015 Report.'*

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Signed:

Debra Robertson

Date:

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## INTRODUCTION AND ACKNOWLEDGMENTS

I joined Victoria Police in May 1983, proud of my achievement to wear the 'blue shirt' and be part of an organisation dedicated to protecting and serving my community. The need to be protected from harm from within the organisation was not something I ever considered necessary on joining, however like many women; I have found that policing has not always been a safe place of employment.

In 1996 I held the position of Detective Senior Constable. On my return from maternity leave after the birth of my third child, I requested to work part-time for eight days per fortnight. To say this was met with substantial, often unprofessional, resistance is an understatement. By 1998 I had taken my employer to the Anti- Discrimination Tribunal to resolve the impasse. The matter was part-heard and resolved, mostly because of a victimisation complaint I had lodged as a result of the shameful behaviour exhibited by a few of my fellow 'blue shirts'.

This resolution saw me become the first part-time Detective in Victoria Police, and in the last 20 years I have worked to ensure my service continues to support the principles of "protect and serve". I returned to full-time work after six years of part-time, and my contribution to my role and rank has developed as a direct result of the opportunities this flexibility created.

Since then I have observed and participated in major policing reforms, including the 2015 Victorian Equal Opportunity Human Rights Commission review of Victoria Police. This piece of work has been instrumental in causing not just the organisation but individuals to reflect on their own behaviours, beliefs and areas for improvement. But there is still much more to do!

An unintended consequence of this reform process is the backlash felt by many male, and some female, police officers and without 'buy in' from everyone, the required cultural change will not occur.

Defining a set of skills for the 21<sup>st</sup> century 'cop' should assist these men and women to see where and why women must fit into the organisation. It should combat accusations of 'tokenism' and tackle the resentment experienced by those unsuccessful in promotion or career development.

While travelling as part of my Fellowship research I was introduced to a couple of theories as to why men fit in and women struggle in male-dominated workplaces. My study has enabled me to draw on the wealth of experiences of several overseas jurisdictions to understand how to plug the gaps in reform in Victoria and Australia.

I would like to thank the Winston Churchill Memorial Trust for trusting me to make the most of this opportunity and build on the enormous amount of work already undertaken in this State.

I am grateful and overwhelmed by the amazing support and collaboration I experienced when I met with policing organisations in Iceland, Northern Ireland and England, Defence in Norway and connections made via the Department of Foreign Affairs and Trade in Vienna. Thanks to this cooperation I hope I can add value to Australian policing organisations as they endeavour to ensure policing provides a respectful, fair and most importantly safe place for all to work in.

I am thankful for the inspiration provided by Kevin Scott, a man whose diverse thinking always leaves those around him all the better for it!

To the wonderful women who have been on this journey with me (both new and old), inspiring me to continue to influence to make change. I would like to particularly thank Anna Cleary for her assistance in shaping the report and also for having the courage to see things differently to the benefit of those who would listen!

Finally, thanks must go to my wonderfully supportive husband Bill, for coming on this journey with me and being my calming influence over the last 35 years which is often required in the world of policing. To our three beautiful children, Jackson, Chelsea and Mitchell, without you in my life I would never have arrived at this place.

Debra Robertson  
December 2018

## EXECUTIVE SUMMARY

The #Metoo movement has started. While it is arguably well overdue, the stark reality of gender imbalances, sexual harassment and predatory and bullying behaviour are finally out in the open on a mass, public scale. As well as being talked about more openly, moves to remedy and prevent these incidents and beliefs are also being developed, hopefully ushering in sweeping change for all disadvantaged groups as they go.

Einstein said that every action has an opposite and equal reaction. And these winds of change are no different. The threats to 'stability', 'order' and 'the way we've always done things around here' have scared a lot of people – from all gender identities. For many, the best form of attack is defence, defence of the status quo, defence of 'my rights' and defence of the comfort many take in being embedded in a system they have always known – despite the negative impacts of this system on others around them.

To combat this backlash, everyone must be on board. We must all know the negative impacts this tattered, soiled security blanket has on all of us – even for those it appears to benefit.

Policing is a natural arena for everything antithetical to the #Metoo movement. We have traditionally hired people for their brute strength and/or gruff manner. But in the 21<sup>st</sup> Century, is this still (or was it ever?) the optimal skills or attributes for today's police officer?

This Report outlines current, global thinking on the skills and gender balance needed for today's police and makes recommendations about same. It is clear that policing today is – and should be – more about compliance and diplomacy than strength, force and power, but we still talk this language and pay homage to physicality, dominance and fear. We whisper the value of a skill set that is also seen as 'soft'. It is not at all coincidental that these soft skills are more usually found in the female demographic than the male, and their value is thus accorded lesser status.

It is clear it has become necessary to remind all employees of their obligations to 'do the right thing'. We must eliminate 'bystanders', the idea that any police officer can be a mere spectator or onlooker. We must make people who witness the wrong thing identify strongly as 'witnesses' and empower them to take action and see it through.

Values. Their existence and attainment – or failure to attain – are intrinsically linked to the success or failure of initiatives to diversify a workforce and improve relationships and reputations. Values are not something that you can just tap in and tap out of, yet we do, time and time again.

How do we address backlash and truly understand what is needed to drive gender equality? This question has been asked and answered in many different ways, in many different countries with many different versions of success and failure. I do not have all the answers, and neither do they. What this paper does do is share different tool kits that different organisations have used to create change and provide a similar tool kit for the bespoke Victoria Police experience.

Diversity for Victoria Police must mean that difference is **expected, respected** and **encouraged** so every employee can be productive, innovative and achieve their full potential.

This report will be used to influence and support change particularly focused on understanding resistance within Victoria Police. Best practice learning outcomes will be disseminated throughout Police agencies across Australasia and I will take on speaking engagements whenever possible.

I will also share my learnings with (but not limited to);  
Victoria Equal Opportunity Human Rights Commission (VEOHRC)  
Australasian Council of Women and Policing (ACWAP)  
Police Registration and Services Board Victoria  
All international agencies who contributed by giving their time and expertise  
VEOHRC Review Response, Partnerships and Innovation Command Victoria Police  
Australia New Zealand Policing Advisory Agency (ANZPAA)  
Australian Institute of Police Management (AIPM)

## RECOMMENDATIONS

Table 1 - Recommendations

1.	<p>Identify the skill set required to be a competent 21st century police officer (not values-based but skills-based) to gain understanding of the service expected of you by the community and further identify gender-neutral skills.</p> <p>Supports VEOHRC recommendation 9 &amp; 11</p>
2.	<p>Define what success will look like in an equal and respectful Police Force.</p> <p>Supports VEOHRC recommendation 4</p>
3.	<p>Ensure that Victoria Police values are tied to all work processes, goals and strategic planning activities.</p>
4.	<p>Ensure that Victoria Police apply the principles of Gender Mainstreaming to the <i>Victoria Police Act 2015</i> and recommend amendments to the legislation if required.</p> <p>Supports VEOHRC recommendation 5 &amp; 18</p>
5.	<p>Expand Biannual Operational Safety Tactics and Training to include a focus on communications alongside tactical options – with skills to deescalate incidents as a key tactical tool.</p> <p>Supports VEOHRC recommendation 9</p>
6.	<p>Victoria Police to consider People (gender) at CompStat. Measures for consideration to include:</p> <ol style="list-style-type: none"> <li>a. How many STAND practitioners within the command/division?</li> <li>b. Is there a local action plan?</li> <li>c. Is there a functioning women’s reference group?</li> <li>d. Is there a mentoring program for women?</li> <li>e. Are equipment and material available and adapted for women, men and individual needs?</li> <li>f. Training?</li> <li>g. How are reports of sexual harassment handled?</li> <li>h. Has a gender perspective been built into all decision-making processes?</li> <li>i. Parenthood initiatives?</li> <li>j. Are Standard Operating Procedures written in non-gendered language?</li> </ol> <p>Supports VEOHRC recommendation 12</p>
7.	<p>Develop and maintain a consistent selection process. Selection Boards must receive in-depth training on diversity to understand their own biases, sameness, merit and diversity. Without this, selection becomes inconsistent with too many subjective variables. All leaders must complete similar training before they can participate in selection processes for promotions and new appointments.</p> <p>Supports VEOHRC recommendation 15</p>

8.	<p>Ensure leaders at every level are evaluated on:</p> <ul style="list-style-type: none"> <li>a. How they manage women and men in their teams</li> <li>b. How they develop or support an institutional culture of equality and non-discrimination</li> <li>c. How they look out for, and prevent, sexual harassment, discrimination and abuse</li> <li>d. How they deal with any incidents of misconduct</li> </ul> <p>Middle-ranking officers exercise a critical leadership role and exert significant influence in any cultural reform process, so it is critical these managerial skills and processes are a key part of their skillset.</p> <p>Supports VEOHRC recommendation 12</p>
9.	<p>That a lack of respect for a complainant’s confidentiality is treated as an ‘aggravating factor’ which can itself give rise to a further complaint.</p> <p>Supports VEOHRC recommendation 20</p>
10.	<p>Victoria Police to remove all employment-related organisational policies and literature of the term ‘bystander’ and replace with ‘witness’.</p> <p>Supports VEOHRC recommendation 4</p>
11.	<p>Victoria Police to ensure that a Victoria Police Association representative sit on the VEOHRC Review Implementation Steering Committee.</p> <p>Supports VEOHRC recommendation 3</p>
12.	<p>Ensure other State government agencies attend bi-monthly Executive Command diversity discussions e.g. VicRoads, Department of Education, Department of Health and Human Services.</p> <p>Supports VEOHRC recommendation 16</p>
13.	<p>Victoria Police to conduct an evaluation of admonishments of members who have been removed from the organisation due to Taskforce Salus matters.</p> <p>Supports VEOHRC recommendation 20</p>
14.	<p>All leaders (from Sergeant above) to attend mandatory gender training and receive annual refreshers.</p> <p>Supports VEOHRC recommendation 9</p>
15.	<p>Voluntary and confidential workplace mediation between those involved in conflict to be further explored, and any further actions in this space underpinned by ‘dignity at work principles’.</p> <p>Supports VEOHRC recommendation 20</p>
16.	<p>Victoria Police to run courses for partners/family of employees – Sworn and Victorian Public Servants to enable them to understand the organisation and its culture shift towards equality and diversity.</p> <p>Supports VEOHRC recommendation 9</p>

17.	Diversity and inclusion appraisals to be held annually for Inspectors and Superintendents (UK model) Support VEOHRC recommendation 12
18.	Assign a Diversity advisor to each Division to assist with delivering against diversity measures. Support VEOHRC recommendation 12
19.	All promotional Interviews for Inspectors and above to include a community member from local business or government. (UK initiative - a training program is run for prospective panel members Supports VEOHRC recommendation 6
20.	Ensure that employees who are interested in progressing are invited to shadow/attend management meetings and ensure they are provided with all meeting papers to consider before coming to senior management meetings. Supports VEOHRC recommendation 8
21.	Victoria Police to set up requirements for 'Devil's advocate' roles in meetings where someone is given permission to challenge meeting discussion points. Supports VEOHRC recommendation 16
22.	Ensure that all diversity programs/initiatives/committees are supported by a suitable budget. Gender budgeting must be enshrined in all constitutions and must define gender equality objectives, measures and indicators. ( <i>In Vienna Austria each government department is required to enclose all strategies in the annual budget which will be discussed in parliament and made public for all citizens.</i> ) Supports VEOHRC recommendation 3
23.	Victoria Police to ensure compliance on annual reviews of Flexible Employment Agreements and to consider quarterly and bi-annual reminders. Supports VEOHRC recommendation 16
24.	Engage The Police Association NOW or Police Past Present Women's Association to develop and implement an Organisational Mentoring Program for Victoria Police women. Supports VEOHRC recommendation 8
25.	Victoria Police to place a stronger emphasis on mediation as a dispute resolution option. Supports VEOHRC recommendation 20

## BACKGROUND

In 2014, the then-Chief Commissioner Ken Lay commissioned The Victorian Equal Opportunity and Human Rights Commission (**VEOHRC**) to conduct an 'Independent Review into Sex Discrimination and Sexual harassment Including Predatory Behaviour' of Victoria Police (**VEOHRC Review**) Throughout the VEOHRC Review, VEOHRC surveyed more than 5,000 officers and staff, including both male and female officers/staff from all levels within Victoria Police. Of the women officers surveyed, 40% disclosed that they had been sexually harassed at some time during their career, resulting in significant harm to their mental and physical health.

In December 2015 the VEOHRC Review Phase One Report (**First VEOHRC Report**) was released. This Report identified a high prevalence and tolerance of sexual harassment within Victoria Police, as well as substantial evidence of sexual discrimination and gender inequality. Victoria Police immediately accepted all 20 recommendations and began implementing them.

These recommendations and the work completed by Victoria Police, at the time of writing, are outlined in the below table. While there is significant cross over with many initiatives, each initiative has been matched to only one recommendation for the sake of brevity.

*Table 2: 2015 VEOHRC Recommendations and the Victoria Police Response*

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<b>Recommendation 1:</b> Victoria Police undertake work to deliver a Redress Scheme and public acknowledgement of harm.	<b><u>Restorative Engagement and Redress Scheme (RaRES)</u></b> Victoria Police and the Victorian Government are in the process of designing a redress scheme.
<b>Recommendation 2:</b> Victoria Police establishes independent advisory structures to guide the intent and implementation of the Review's recommendations.	<b><u>Governance Committees</u></b> Independent expertise has been bought in to build best practice at all levels of the organisation, in terms of gender equality, employment law, education and training, human resources and people management. Examples of this independent expertise can be seen in the VEOHRC Review Implementation Steering Committee ( <b>VRISC</b> ), the Independent Advisory Group ( <b>IAG</b> ) and the VEOHRC Review Academic Governance Board ( <b>VRAGB</b> ).

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<sup>1</sup> <https://www.humanrightscommission.vic.gov.au/component/k2/item/1336-independent-review-into-sex-discrimination-and-sexual-harassment-including-predatory-behaviour-in-victoria-police-phase-one-report-2015?Itemid=671>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<p><b>Recommendation 3:</b> Victoria Police develops a whole-of-organisation Gender and Diversity Vision and Strategy linked to performance and capability.</p>	<p><b><u>Diversity and Inclusion Framework</u></b></p> <p>This Framework was established to reinforce that diverse, inclusive and respectful workplaces have employees better equipped to support one another and respond to community needs.</p> <p><b><u>Gender Equality Strategy and Action Plan (GESAP)</u></b></p> <p>The GESAP has been developed under the Diversity and Inclusion Framework to reinforce Victoria Police’s commitment to end sex discrimination, sexual harassment, victimisation, and predatory behaviour by building a respectful organisation where all employees are supported and safe.</p> <p><b><u>Executive Performance Accountability</u></b></p> <p>Performance measures for executive officers, including a commitment to the principles of equity and inclusion and the elimination of workplace harm, conflict and discrimination within the workplace.</p> <p><b><u>Employee engagement sessions</u></b></p> <p>VEOHRC Review Response engagement team presentations to workplaces across Victoria Police to assist employees with their understanding of VEOHRC Review findings and to encourage safe, inclusive and respectful behaviours in the workplace.</p> <p><b><u>Pulse Checks</u></b></p> <p>Quarterly online employee feedback surveys to identify confidence levels in identifying and responding to workplace harm.</p> <p><b><u>Victoria Police Values Review</u></b></p> <p>Wording has been reviewed and employee and community consultation underway to ensure relevance, aspiration and reflect the broader strategic direction of the organisation</p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
	including Stand: safe, inclusive and respectful work practices.
<p><b>Recommendation 4:</b> Victoria Police develops a comprehensive communications and employee engagement strategy.</p>	<p><b><u>Stand</u></b></p> <p>Victoria Police have developed “Stand” as a motto to encourage the building of safe, inclusive and respectful workplaces, developed through employee feedback sessions to promote organisational understanding of key areas of culture change at Victoria Police. Stand was also developed to support Victoria Police’s ownership of the VEOHRC report findings.</p> <p><b><u>Stand Practice Leaders' Network (SPLN)</u></b></p> <p>The SPLN is a core group of leaders across Victoria Police with additional knowledge, practical skills and confidence to model the better practice leadership required to drive the cultural changes needed to build safe, inclusive and respectful workplaces.</p> <p><b><u>Zero Harm and Stand</u></b></p> <p>Stand messaging was included in the April 2018 non-tactical injury prevention campaign in all workplaces to reinforce workplace safety has broader dimensions of Stand, workplace harm prevention and mental health wellbeing.</p>
<p><b>Recommendation 5:</b> Victoria Police reviews and updates all relevant policies and procedures to ensure they are compliant with legal obligations and provide clear direction for managers to respond effectively to workplace harm and build gender equitable and diverse workplaces.</p>	<p><b><u>Victoria Police Manual (VPM) Updates</u></b></p> <p>The VPM was reviewed and continues to be updated to ensure principles of gender equity are embedded within corporate policy, particularly relating to leave and workplace flexibility, bullying, discrimination and harassment, and performance management.</p> <p><b><u>Structured Handovers</u></b></p> <p>New VPM policy will be launched to</p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
	<p>provide direction on structured work handovers for completion when people managers are on leave. This new policy element includes checklists to ensure active management and complaint processes keep momentum to ensure safe, inclusive and respectful workplaces.</p>
<p><b>Recommendation 6:</b> Victoria Police reviews recruitment and exit processes.</p>	<p><b><u>Victoria Police Recruit Support</u></b></p> <p>Improved education and supports systems were delivered to ensure all Academy recruits experience a safe and supportive learning and work placement during their training.</p> <p><b><u>Exit Interviews</u></b></p> <p>A formal exit interview process for all employee resignations and retirements were established to ensure employee experience feedback is collected, reviewed and actioned where possible.</p>
<p><b>Recommendation 7:</b> Victoria Police reviews and amends all arrangements relating to flexible work.</p>	<p><b><u>Workplace Flexibility Policy &amp; Supporting Parental Leave</u></b></p> <p>Training and manager/employee resources provided to support flexible work arrangements throughout Victoria Police. The policy reinforces how employees to prepare for parental leave, staying connected while on leave and reintegrate back into the workplace upon return.</p> <p><b><u>Gender Equality Dashboard</u></b></p> <p>A new reporting tool launched to assist managers to view assignments, transfers, promotions and flexible work arrangements for their workplace by gender and rank.</p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<p><b>Recommendation 8:</b> Victoria Police reviews and improves arrangements relating to promotion pathways for women.</p>	<p><b><u>Women in Policing Advisory Group (WIPAG)</u></b></p> <p>The WIPAG has been formed to help strengthen the voice of female employees and to provide oversight and guidance for Women in Policing Local Committees established across the State.</p> <p><b><u>Women in Policing Local Committees (WIPLCs)</u></b></p> <p>The WIPLCs have been established across the State to identify and address local issues that impact women at Victoria Police. WIPLCs have coordinated development programs, supported greater understanding of inclusive work practices, and delivered essential networking opportunities and escalation of issues to WIPAG.</p> <p><b><u>Career Support for Women</u></b></p> <p>An improved employee career support model is being developed to provide best practice support mechanisms for women to pursue professional development and training in leadership programs managed by People Development Command (PDC).</p> <p><b><u>Training Accessibility</u></b></p> <p>Training delivery models are being reviewed to improve accessibility for all eligible employees, including those in regional Victoria, enhanced accessibility for employees with caring responsibilities, and those who have flexible work arrangements.</p> <p><b><u>Parental Backfill Program</u></b></p> <p>Victoria Police commenced a phased backfill program for police and PSOs who take parental leave. This program aims to reduce discrimination, stigma and workplace harm associated with</p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
	<p>parental leave. In addition, the program aims to alleviate pressures on policing capacity resourcing and work demands, particularly at the constable/senior constable levels.</p>
<p><b>Recommendation 9:</b> Victoria Police reviews its training and education functions to align learning intent and future capability needs as expressed in the Education Master Plan with organisational processes.</p>	<p><b><u>PDC Programs Curriculum Review</u></b></p> <p>PDC programs, including the Foundation Training Program, Promotional Programs and Professional Development Programs, have undergone a curriculum review to identify and assess content relating to Workplace Harm*, as well as gender equity and equality.</p> <p><b><u>Professional Boundaries Training</u></b></p> <p>This training has been reviewed, re-designed and progressively deployed to all PDC education staff with an aim to establish a clear understanding of professional boundaries crossings, violations and associated harms.</p> <p><b><u>Bystander Education</u></b></p> <p>Education program for PDC staff implemented to emphasise the importance of being an ‘up stander’, encouraging participants to reflect on the choices they must make when confronted with incidences of prejudice and discrimination. The Program aims to empower staff to act and not be bystanders.</p> <p><b><u>Workplace Harm Supervisor Toolkit</u></b></p> <p>The Toolkit has been launched to support managers with a range of conversation planners, incident response steps and change management tips to support building safe, inclusive and respectful workplaces.</p>
<p><b>Recommendation 10:</b> People Development Command strengthens management of risks</p>	<p><b><u>People Management Skill Development</u></b></p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<p>associated with the Academy environment.</p>	<p>Police, Protective Service Officer (<b>PSO</b>) and Victorian Public Servant (<b>VPS</b>) capability frameworks were reviewed with a focus on people management skills required to build safe, inclusive and respectful workplaces. Pilot programs were launched to inform new curriculum by rank and grade.</p> <p><b><u>Workplace Harm Training</u></b></p> <p>The training's curriculum covers the prevention of sexual harassment and builds supervisor confidence to appropriately deal with workplace harm and promote gender equality. Online learning for all staff is currently in development for roll-out in 2018, and all staff must have completed the training by the end of the 2018-19 financial year.</p>
<p><b>Recommendation 11:</b> Victoria Police reviews the inherent requirements for roles to ensure they reflect the tasks required.</p>	<p><i>Not yet addressed by Victoria Police, but this recommendation is addressed throughout this report</i></p>
<p><b>Recommendation 12:</b> Management performance in workplace equality and respect should be a compulsory performance field or performance appraisal and reward and incentive systems. Victoria Police should review and identify the appropriate tracking and recording mechanism(s) for inappropriate workplace behaviours that warrant ongoing supervision and management.</p>	<p><b><u>Stand Professional Development Assessment (PDA) Objective</u></b></p> <p>PDA objective required for all senior sergeants/ VPS4 and above to encourage an organisational focus of demonstrating safe, inclusive and respectful work practices across Victoria Police.</p>
<p><b>Recommendation 13:</b> Victoria Police establish a workplace harm model as outlined in the Review, including:</p> <ul style="list-style-type: none"> <li>• Immediate establishment of an external 'safe space' service to provide confidential support to victims/targets of workplace harm</li> <li>• An internal victim-centric workplace harm unit to triage and case manage internal</li> </ul>	<p><b><u>Taskforce Salus</u></b></p> <p>Taskforce established during the research phase of the VEOHRC Review in October 2014, to identify and investigate sexual predatory behaviour and serious sexual harassment allegations made against current or former police, PSO and VPS employees.</p> <p><b><u>Safe Space</u></b></p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<p>complaints about workplace harm</p> <ul style="list-style-type: none"> <li>An Independent Advisory Board (IAB) to provide expert advice and support to the Workplace Harm Unit.</li> </ul>	<p>An external, independent service launched to provide confidential advice, support and advocacy for victims of workplace harm<sup>2</sup>. This 24/7 counselling service is available for current and former employees and their families.</p> <p><b><u>OneLink</u></b></p> <p>Formerly known as the 'Workplace Harm' Unit, the centralised Victoria Police employee support service that links current and former employees impacted by workplace harm with a range of support services.</p>
<p><b>Recommendation 14:</b> Victoria Police reviews the roles of Welfare Services, including peer support, and Police Psychology to ensure their purpose and remit are clarified and to ensure they are properly aligned, resourced and skilled to provide their core functions.</p>	
<p><b>Recommendation 15:</b> Victoria Police establish a specialist human resource business partnering model.</p>	<p><b><u>HR Business Partners</u></b></p> <p>A HR Business Partnering model is being rolled out to support managers across the organisation on all facets of the employee lifecycle. This includes driving value-add HR solutions aligned to organisational strategies, improving workplace relationships, addressing complex people related matters such as workplace harm matters, building morale, increasing capability, engagement and productivity.</p>
<p><b>Recommendation 16:</b> Victoria Police advocate for changes to its operating context and environment and take interim actions where possible to enhance its flexibility to build diversity, set and enforce Victoria Police</p>	<p><b><u>Transfer and Promotion Process</u></b></p> <p>These processes have been reviewed with a focus on removing unconscious bias and barriers to female employee career progression.</p>

<sup>2</sup> Workplace Harm is defined in this context as the detrimental effects of being targeted by all forms of inappropriate behaviour from work colleagues including sex discrimination, gender-based bullying, sexual harassment and assault, predatory behaviour, victimisation, workplace conflict and bullying.

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
values and behaviours.	
<p><b>Recommendation 17:</b> The Victorian Government work with ESSS to undertake a gender impact analysis of the defined benefit scheme and undertake comparison with other schemes. This analysis should be used as evidence to review the appropriateness of the scheme in supporting contemporary career patterns, flexible work, and wellbeing of all Victoria Police sworn personnel.</p>	
<p><b>Recommendation 18:</b> Request the Victorian Government consider whether there are any legislative barriers in the <i>Victoria Police Act 2013</i> and <i>Protected Disclosure Act 2012</i> which prevent disclosure of the subject matter of a protected disclosure complaint of assessable disclosure by Victoria Police personnel or Victoria Police work units to support services and to WorkSafe Victoria. If so, consider most appropriate legislative amendment to enable disclosure in those circumstances.</p>	<p><b><u>Protected disclosure reforms</u></b></p> <p>Victoria Police contributed to the review of the Protected Disclosure Act including advocating for amendments to allow for sharing of relevant information from a protected disclosure complaint with internal support services and WorkSafe Victoria. The changes are in the Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Bill 2018 which was introduced into Parliament in March 2018.</p>
<p><b>Recommendation 19:</b> Police Registration and Services Board members should be provided with contemporary training in equal opportunity and human rights law, as well as the impact of sexual harassment and discrimination on victims. This should occur at induction for new members, immediately for current member, and then every two years. PRSB should work with specialist partners to develop guidelines on Equal Opportunity and Human Rights and victim impact in decision-making.</p>	
<p><b>Recommendation 20:</b> The Victorian Government and Victoria Police should streamline and simplify Victoria Police’s existing discipline system by considering and implementing the detailed recommendations for reform in:</p>	<p><b><u>A Simplified and Streamlined Discipline and Complaint Handling System</u></b></p> <p>A new approach for police employees researched and developed, including a consultation roadshow with workplaces across the State. This system maintains a</p>

RECOMMENDATION <sup>1</sup>	VICTORIA POLICE ACTION
<ul style="list-style-type: none"> <li>the Office of Police Integrity report, A fair and effective Victoria Police discipline system (2007)</li> <li>the Office of Police Integrity report, Improving Victoria Police discipline and complaint handling systems (2011)</li> <li>the State Services Authority report, Inquiry into the command, management and functions of the senior structure of Victoria Police (2011).</li> </ul>	<p>victim-centric approach and upholds human rights and principles of restorative justice.</p>

At the release of the First VEOHRC Report, the then Minister for Police, the Honourable Wade Noonan, said:

*“The Victorian Equal Opportunity and Human Rights Commission has released its report into sexual harassment, discrimination, including predatory behaviour, within Victoria Police. I welcome this report, even as I am dismayed by its contents. This report shines a light on a deep-set culture of hostility towards women in Victoria Police that has eroded the lives and careers of many sworn officers and public servants. It reveals patterns of behaviours by many men that are founded upon an intrinsic lack of respect for women. It’s not a ‘few bad apples’. It is an endemic inequality of power. I hope the truth of this report and the change it will inspire will take away the reluctance, or even fear, that some women have felt in making a complaint. Their experiences have been validated. They are real. They happened. Most policemen respect women. Many have challenged sexism, sometimes to their cost. I congratulate Victoria Police for recognising that sexual discrimination was contaminating their organisation and for commissioning the independent VEOHRC to investigate it.”<sup>3</sup>*

## CURRENT VICTORIA POLICE ENVIRONMENT

### **THE GENDER DIVIDE**

It has been three years since the release of the first VEOHRC Report. While some things have changed for the better, other problems have arisen which risk derailing the progress of the paradigm shifts sought by the organisation.

A recent survey conducted by Victoria Police in August 2018 was designed to identify barriers, triggers, perceptions and employee experiences with the new Workplace Harm reduction initiatives.

The survey found that while Victoria Police is generally perceived by employees as being a diverse and inclusive workplace, a sizeable proportion of employees still feel the workplace

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<sup>3</sup> <https://www.premier.vic.gov.au/report-into-sexual-harassment-in-victoria-police/>

disadvantages women (22 per cent) or men (33 per cent). Employees were much more likely to believe their own gender (rather than the opposite gender) is discriminated against; with 43 per cent of males and 11 per cent of females believing men were discriminated against, while 10 per cent of males and 50 per cent of females believed women were discriminated against.

These findings confirmed what I was witnessing in the workplace and paint a clear picture of a divide between the sexes, likely an unintended consequence of the concentrated program of VEOHRC Review responses undertaken by Victoria Police. There are many academic theories on why this occurs, and these are outlined below.

### **GENDER BACKLASH**

Commonly heard expressions in Victoria Police include terms such as:

- ‘The Year of the Vagina’
- ‘Don’t bother applying for promotion unless you’re a woman’
- ‘Man-bashing’.

These and similar remarks corroborate the presence of a ‘Gender Backlash’ within the organisation. Many members are experiencing negative reactions to focuses on improving gender equality. Some view the promotion of women to leadership roles as unfair, gender-based and not meritocratic. These mindsets and behaviours exist at all levels of Victoria Police, and both men and women have expressed concerns about the personal impact of these changes, and the perils of dealing and adjusting to the new ‘normal’.

### **GENDER EQUALITY DEFINITION**

The North Atlantic Treaty Organization (**NATO**) has defined gender equality as the equal rights, responsibilities and opportunities for women and men, and girls and boys<sup>4</sup>. It is important to note that equality does not mean that women and men will become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born female or male, or transition to one or other gender identity later in life. True equality between gender identities demands not only formal equality – where women and men are treated the same; but substantive equality – where women and men are given equal opportunities and empowered by an enabling environment to achieve equal results.

It is not enough to guarantee women treatment identical to that of men. The biological, socially and culturally constructed differences between women and men must be considered, which, somewhat ironically, may require non-identical treatment to address those differences. NATO goes further in saying that organisations should create conditions to enable women to “develop their personal abilities, pursue their professional careers and make choices without the limitations set by stereotypes, rigid gender roles and prejudices.”<sup>5</sup>

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<sup>4</sup> NATO directive 40-1, 2012, [https://www.nato.int/issues/women\\_nato/2012/20120808\\_NU\\_Bi-SCD\\_40-11.pdf](https://www.nato.int/issues/women_nato/2012/20120808_NU_Bi-SCD_40-11.pdf),

<sup>5</sup> 2015 Geneva Centre of the Democratic Control of Armed Forces (**DCAF**)

## **SOCIAL IDENTITY THEORY<sup>6</sup>**

Police identity is a fundamental aspect of an officer's sense of self and a source of pride and value gained through belonging (Hogget et al 2014). Values associated with masculinity map onto, and are congruent with, police culture. 'Male-typed' jobs require characteristics are contrary to those thought stereotypically appropriate to women. Successful women, especially those who have achieved seniority, violate these stereotypes and challenge their male counterparts (Leskinen et al, 2015).

Those threatened may retaliate by increasing the distinctiveness between themselves and those perceived as 'other' with greater competitiveness, ensuring organisational resources and rewards accrue to their group (Breakwell, 1983).

In policing, this has been played out as the POLICEwoman or policeWOMAN dichotomy (Martin, 1990). The former is where identity stresses overachievement and conformity to the male police occupational culture and a weakened identity as a woman. The latter is an emphasis on a feminine role-identity and an underplaying of the dominant masculine features of the police role. Breakwell (1983) argues that in male dominated environments, men who feel threatened seek to re-establish continuity with traditional gender roles.

Social identity theory (SIT) posits that people identify with salient groups and by comparison, distinguish themselves from others (Oakes et al, 1994; Haslam, 2014). A central SIT tenet is the sense of 'oneness' or belonging to a group (Van Knippenberg, 2000). Thus, a person's identity derives from their knowledge about, and the value and significance they attach to, their membership of a salient group. An important aspect of SIT is the comparison process defining 'in-groups' and 'out-groups', the former being groups to which people feel they belong, whereas the latter is where the person is seen as an outsider or 'other' (Murphy et al 2017). SIT predicts that members of out-groups are more likely to be discriminated against, by a process called 'out-group punitive effect.'

This resonates with the *resentment* concept described by Loftus. When a person identifies strongly with a given group they will be more prepared to interpret the world and their own place within it, in a manner consistent with that group's values, ideology and culture. A meaningful group is where members perceive less difference between themselves, than between themselves and other people (Van Knippenberg, 2000).

A further conceptualisation within SIT is the idea of 'sub-ordinate' and 'super-ordinate' identities (Oakes et al, 1994). While people define their identity in terms of their relationship to others, this can be done at different levels of abstraction, depending on the wider context: on the subordinate or individual/personal level (where my identity is what makes 'me' distinct from 'you'), and on the social level (what makes 'us' distinct from 'them') (Hoggett personal communication, March 2018). People can have multiple social identities that become more or less salient depending on context. So, in the case of POLICEwomen, a police identity is super-ordinate and values associated with femininity are

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<sup>6</sup> 'Implications of police occupational culture in discriminatory experiences of senior women in police forces in England and Wales', Jennifer Brown, et al 2018

suppressed. The reverse is the case of policeWOMEN where gender-identity is super-ordinate and values associated with femininity are accentuated.

### **QUEEN BEE THEORY**

There are several schools of thought in relation to how women treat women and how this is interpreted.

‘Queen Bee Syndrome’ is the kind of behaviour that arises when women treat their female colleagues in a demoralising manner, either by undermining them or using their social stature to manipulate others into thinking less of them, according to an August 2018 study undertaken by Cecilia Harvey, founder and chair of global showcase platform Tech Women Today. Harvey looked at the implications of “Queen Bee” syndrome in the workplace, its impact on women at work and the perception of women at work. Her work found that Queen Bee syndrome can have a negative impact on organisational performance and bottom-line results as well as individuals.

But, some successful women leaders take a different view, such as Facebook Chief Operating Officer Sheryl Sandberg who has stated that:

*“Women aren’t any meaner to women than men are to one another. Women are just expected to be nicer. We stereotype men as aggressive and women as kind. When women violate these stereotypes, we judge them harshly.”* (Sandberg 2016)

Rhone and Steder examined the Norwegian Special Operations Command (NORSOC all female platoon) and focussed on enmity and friendship between military women. They concluded that a woman’s alleged tendency towards enmity is a myth made ‘true’ by ‘queen bee behaviour’. They drew comparisons with the gender-mixed training programs of the Norwegian Army’s Non-Commissioned Officer Candidates School (**ANCOCS**) where high levels of ‘queen bee’ behaviour characteristics were observed.

Queen bee behaviour can thus be seen as an act of recognition, where women comply with existing gender stereotypes by evaluating women negatively, yet set themselves apart from the category of ‘women’ by classing themselves as fitting in better with men, i.e. a performance of complicit masculinity.

Rhone & Steder go on to say that queen bee behaviour is a response to the social-identity threat women experience when entering workplaces where their gender has a low reputation and status, and where women are expected to fit seamlessly in as ‘one of the guys’. The common female response to this being a symbolic ‘change of gender’.

The NORSOC case study identified that women can cooperate harmoniously in all-female situations, even if they are admitted on a ‘special treatment’ program into a heavily male-dominated area. The contextual examination indicated that the queen bee behaviour observed at a mixed-gender environment in ANCOCS may have been sub-consciously encouraged via several factors including:

- an ideology of uniformity and ‘generalist skills’;
- a view on fairness as equal treatment;

- the expectation that women should fit seamlessly in as ‘one of the guys’; and
- the claim that gender doesn’t matter – despite men and masculinity being the norm and the ideal.

At ANCOCS both men and women experienced identity threats from being associated with the category ‘women’. In response, the women were ‘forced’ to distance themselves from their own social-identity group by doing a symbolical ‘Change of gender’.

In contrast, NORSOC, an all-female environment, ideologically required women for special operations. At NORSOC, soldier gender mattered, due to the recognition diversity brings in relation to specialist skills. The result is a pragmatic approach to selection and assessment, with a view of fairness as equity (different treatment) and equivalency (equal value). It was not expected that women should become ‘one of the guys’ or assimilate to masculine norms, standards and expressions (style/humour).

Accordingly, these women were not forced to choose between their gender (group identity/category) and a professional military identity. NORSOC provided women with an unobstructed and unhampered opportunity to develop skills usually reserved for men. This enabled women to succeed and perform as professionals in hard-core military activities, something which bound the women together as a self-confident ‘women’s team’, as opposed to setting them up so they were ‘forced’ to distance themselves from the category ‘women’.

Rather than disproving the existence of ‘queen bees’, this research proves that such behaviours are sub-consciously encouraged and exacerbated when women are embedded in male-dominated environments where their ‘female’ skill-sets are not valued or recognised.

### **STANDING BY OR WITNESSING?**

Aside from the obvious impacts on individuals who are directly targeted by harassment, those who observe such incidents taking place can also be negatively affected. These people are either termed ‘bystanders’ or ‘witnesses’. The power of the English language is such that, depending on which way someone wishes to view themselves, the amount of power or responsibility they have during or after these scenarios is reflected in which word they will pick to describe themselves. Those who choose ‘bystander’ can more easily take inaction, whereas those who choose ‘witness’ are more emboldened – albeit often reluctantly – to be involved in creating or beginning repercussions. Semantics play a crucial role here, as – particularly in a policing sense – witnesses are viewed as having more important roles to play than bystanders – the very title of which giving the impression it is okay NOT to act. It is unlikely the community we serve would expect or condone any police officer claiming to be a bystander when observing inappropriate behaviour; it is on paper – and should be in practice – contrary to the very fabric of our ethics.

### **VALUES**

The Victoria Police values are

- Safety;

- Integrity;
- Leadership;
- Flexibility;
- Respect;
- Support; and
- Professionalism.

It is arguable that if the organisation genuinely valued these qualities, the First VEOHRC Report would have been unnecessary, and would not have uncovered the hurt and discrimination it did. Constant vigilance and consistency in accountability are the only way to truly meet the standard Victoria Police has set by stating these values.

**Values are not something you can just tap in and tap out of.**

Further, values statements mean nothing if you do not make them part of your everyday business and they must be tied to actual work process and goals.

Victoria Police has implemented a number of significant initiatives to improve gender relations within its workforce. Bearing the above information in mind, it is clear that what is missing is a definition of what success will look like for all employees when a healthier gender culture is established.

## DEFINING SKILL SETS FOR THE 21<sup>st</sup> CENTURY

### **KEY OUTCOME: DIVERSITY IN RECRUITMENT**

This journey has demonstrated the lack of a defined skillset for a 21<sup>st</sup> century police officer. Everywhere I went I saw different value and mission statements, but it appears no one has clearly articulated what skills modern police officers need.

When I joined Victoria Police in 1983, both men and women had to be a certain height and age. Testing was heavily focused on the physical attributes of strength and power, and training focused more on enforcement than compliance and diplomacy. On my return to Australia after my Fellowship study tour, I convened a small focus group of detectives and asked them what they thought a 21<sup>st</sup> century 'COP' needed to have/be. Their answers were interesting, and reflected much of my own thinking:

1. Technology skills - In just a relatively few short years, technology has advanced in leaps and bounds, changing the way police officers do just about everything, and the pace of this change is not slowing. From dark-net offenders to drones in the sky, solving and identifying crime is now an IT science.
2. Adaptability and preparedness to change – Terrorism, globalisation, population booms, immigration and communities made of people from all walks of life e.g. different ethnicities, cultures, upbringings, professions, socioeconomic statuses and points of view. Being able to respond in an unstable environment is paramount to the success of any law enforcement interaction.
3. Communication skills – How a police officer communicates will strongly affect the judgements and feelings of those with whom they are communicating and will therefore impact on the outcome of any situation. Communication is policing's main tactical option, and from my own experience the only one I have *always* used in critical and non-critical incidents. Despite this, it is interesting to note that police are trained every six months in the use of firearms, but there is no requirement for soft-skill refreshers, such as communication, negotiation and everyday inter-human interactions. While I agree firearms training is absolutely necessary; I am surprised that interaction styles and guidance are not provided the same level of attention when it comes to our training syllabus.
4. Common Sense – highly valued in police culture as a way of dealing with the continually unclear and discrete situations and decisions we are often exposed to or must make as part of our job on a daily basis.

After creating this shortlist, the group then discussed the tactical options available to police when determining how to respond to incidents. It was agreed that communication was the only consistent on most occasions. However, as well as this soft-skill not being a tangible, physical option sitting on our equipment belts, it is often undervalued as a 'strong, tactical option' in the masculine world of policing.

From a gendered perspective, communications are also a tool used effectively by women in deescalating hostile situations.

Further compounding the necessity of communications, is the fact many police departments, including Victoria Police, work on a compliance model that discourages officers from getting 'hands-on' in hostile situations. There is a strong focus on the 'safety of all' expanding to include police officers, which is why tactical options have increased significantly over recent years. This approach is feminine-friendly, as it does not require absolute physical strength or power, which has been replaced by equipment such as Tasers, Capsicum Spray and expandable batons.

With this in mind I then posed the following question to the group – *'Are these skills better suited to a particular gender?'*

There was no debate on this. It was overwhelmingly clear that every officer, regardless of gender, size or age has an important role to play in keeping communities safe. Further, this language of required skills provides a level and respectful playing field to address gender backlash.

If Victoria Police is still an organisation where masculinity is socially and culturally defined as essential to effectiveness, then little progress in furthering gender inclusiveness is possible. Thankfully I do not believe that this is the case.

## THE OVERSEAS EXPERIENCE

### ICELAND

#### SOCIETAL CONTEXT

In March 2008, the Icelandic government passed a new act, *the Equal Status and Equal Rights of Women and Men, No 10/2008 (Gender Equality Act)*, providing a comprehensive update of legislation dealing with gender discrimination and increasing the powers of the government monitor of gender issues, the Centre for Gender Equality.

In 2010, amendments to the *Public Companies Act* and the *Private Limited Companies Act* mandated gender quotas for company boards with 50 or more employees. When this amendment was introduced 43 per cent of government committees were complying, a number that climbed to 76 per cent compliance in 2014. However, the Icelandic Women's Rights Association (**IWRA** – founded in 1907) has recently raised concerns about a lack of desire to ensure 100 per cent compliance.

In 2012, the government introduced the Equal Pay Standard, mandating that women and men working for the same company are paid equal wages and enjoy equal terms of employment for the same jobs or jobs of equal value.

In 2015, a *State Budget Act* was passed mandating that official government budgets must be gender responsive.

The IWRA has expressed the following concerns with the government since the introduction of the *State Budget Act*:

1. The government was not in compliance with the *Gender Equality Act*. The government lacked an Equality Action Plan for the three period between 2014 – 2017. The new plan is limited in progression.
2. The institute tasked with administering the *Gender Equality Act*, the Centre for Gender Equality, is unable to adequately fulfil many of its responsibilities due to staff, budgetary and locational constraints (the Centre is situated in Akureyri, five hours from the capital city), since the 2008 Global Financial Crisis the Centre has been funded by outside grants.

Despite this assessment, in 2016 the IWRA presented a Shadow Report to the 'Convention on the Elimination of all Forms of Discrimination Against Women', acknowledging these issues, but also the important steps taken by the Icelandic government.

#### POLICE TRAINING

In 2016 Iceland replaced in-house cadet training with a two-year Police Science Diploma – or three-year Degree at Akureyri University. The discipline of Police Science is designed to address law enforcement in a broader context, and provide a proper foundation in the prevention of criminal offences and ensuring civilian safety.

The program places strong emphasis on preparing officers for interactions with different people and collaboration with those in other social professions such as health care and social services. Flexible learning options are available to cater for the different student residence locations, with about half of the students studying locally and the rest online. The distinction between local studying and distance learning has become increasingly blurry and place of residence has little effect on both the study environment and student communications. There is no guarantee of employment at the completion of the course, however most will be employed.

The distance learning options enable a more diverse pool of applicants than what was possible in the past. Further diversity is achieved by allowing students studying different courses (e.g. nursing) to complete course components. This extension broadens the thinking and exposure of recruits to different ideas and has also increased innovation and minimised 'group-think'. Icelandic researchers believe that in order to counteract discrimination and harassment, the new course must attend to prejudice and restructure stereotypes of women and minority groups.

### **POLICING**

In 2018, 17% of Iceland's Police were women, up 4% from 13% in 2014. The ratio of women to men in officer ranks is even lower. Out of 44 superintendents there is only 1 woman, and of 160 Inspectors there are 8 women.

There are nine Police Commissioners covering nine states and four are women. All Commissioners are qualified lawyers with wide-ranging backgrounds. Commissioners are also responsible for prosecuting cases and can implement their own State-specific policies.

During my time in Iceland I interviewed the Police Commissioner of North East State, Halla Bergthora Björnsdóttir, and Superintendent Johannes Sigfusson. Both stated that their current policing focus was on:

- sexual abuse;
- family violence; and
- victim support.

Björnsdóttir hopes to prevent the development of chronic psychological diseases that follow the shame, guilt, fear and self-loathing that often accompany the victims after the abuse. *"Filing a report is tough, you're tearing up all the stitches and opening the wound again,"* she explains, *"it takes a lot of effort so it's important that people get assistance afterwards."*

In addition to providing psychological and medical assistance, the police have also decided to change the way they notify victims of abuse when District Prosecutors drop cases. Previously, victims were notified by formal letters sent to their homes. However, since these letters can be complicated to understand if one is not familiar with legal jargon, police are now informing the victims in person, with lawyers present in order to discuss matters if required.

Profile: Reykjavik Chief of Police Commissioner Sigríður Björk Guðjónsdóttir

In 2014 Guðjónsdóttir became the first woman appointed to this role. Guðjónsdóttir's progressive thinking challenged much of the established thinking of the Icelandic constabulary and has resulted in several public, personal and professional attacks in the first few years. The most pertinent reputational damage related to allegations of 'many' bullying complaints (involving yelling and screaming) by Guðjónsdóttir. This media coverage continued despite records proving the existence of only one complaint – an unsubstantiated allegation made against her by a woman involved with a competing male colleague.

Guðjónsdóttir was a strong advocate of changing how Icelandic police are trained and has strongly supported the academic approach now in place (see later in this section for more details on these changes).

When Guðjónsdóttir took up her command it was located on a different floor from that of non-commissioned staff, and in a different building to corporate support staff. To break down barriers and encourage a more inclusive, accessible and innovative environment she moved her and her leadership team to where the non-commissioned officers sat and moved corporate support into this same building. This was a very different way of doing business from previous Commissioners.

Commissioner Guðjónsdóttir then set about moving the focus of policing from:

- 'Inward Thinking' to 'Service Leadership';
- equality;
- negative victim-focus to victim-first, particularly around domestic violence and sexual assaults; and
- less to more cross-sector cooperation – more engagement with stakeholders.

Guðjónsdóttir has also introduced a Management Board made up of representatives of corporate support areas and the head of the police union for her district. Guðjónsdóttir has found this mix valuable to informing decisions and increased problem-solving efficiency.

Guðjónsdóttir also introduced 'lean-thinking' to all processes, which met with resistance from some. To counter this resistance, Guðjónsdóttir refrained from making 'lean' compulsory, instead, letting the results of the program entice new adherents. This anti-autocratic approach has been successful, with more and more Superintendents signing up to use the process in their areas as each year passes.

In 2017-2018 Reykjavik Police enjoyed 85 per cent community confidence – with the new mantra of 'We are here for you' supporting the Commissioners vision of 'Service Leadership'.

As a survivor of sexual abuse, Commissioner Guðjónsdóttir recently spoke up in relation to the global 'me-too' campaign but is not convinced her contribution was positively received. Guðjónsdóttir's contract expires in 2019 and at the time of my interview she remained motivated to continue in the role.

In her own words, “a lot of the hard work is done now”. Guðjónsdóttir believes that if you can remove words and beliefs such as ‘power’ from the language of law enforcement and replace those with ‘servant’, then equality and diversity will be much easier to achieve. Coincidentally, Guðjónsdóttir’s next piece of work will be to define the skill set needed for modern police officers.

Profile: Finnborg S. Steinþórsdóttir – Gender expert - Faculty of Political Science Iceland University

In 2014 Steinþórsdóttir presented a research report ‘Preserving Dominance in the Police Force with Gendered Bullying and Sexual Harassment’ (**Steinþórsdóttir Report**) identifying sexual harassment in the Icelandic Police Service. Many recommendations were made but the most significant implementation was the appointment of an Equal Rights Commissioner and a committee to address complaints of this nature. Steinþórsdóttir sits on this committee but believes it has not been used to its full potential.

Despite women representing about 17-33 per cent of graduates from the Icelandic Police Academy since 1999, and most graduates being offered positions in the force, females in the force are few and far between (2018 has 17 per cent as noted above). High numbers of women – 60 per cent resign without specifying why (compared to 25 per cent of men). The most common reason for male resignations is age (40 per cent compared to 5 per cent of women)

Sexual harassment, in the Icelandic legal context, is defined as any type of unwelcome verbal, symbolic and/or physical sexual behaviour that is:

*“Intended to impair the self-respect of the person concerned, or which has this effect, particularly when the behaviour results in a threatening, hostile, degrading, humiliating or insulting situation”*

*(Act No 10/2018)*

Previous Icelandic research revealed police sexual harassment policies do not prevent sexual harassment. High rates of sexual harassment and bullying indicate an organisational tolerance of violence within the Icelandic police force, despite the comprehensive equality policies in effect since 2009.

The current equality policy includes

- three formal measures on sexual harassment and bullying;
- revised procedures and instructions; and
- data collection on sexual harassment and bullying complaints.

Due to the unspecific, general nature of these measures, they have been adopted without consideration of how best to tackle the specifics of the organisational violence members are enduring. As a result, they are unlikely to solve the problems. The research also showed that despite high rates of sexual harassment and bullying, few complaints surface, which is not surprising when reviewing the measures and the position of the perpetrator.

Like Victoria Police, male supervisors are the most frequent perpetrators of bullying and the second most frequent perpetrators of sexual harassment. Female supervisors are also mentioned as perpetrators of bullying but to a much lower extent. Qualitative survey data revealed that the superior position of perpetrators imbued fears of retaliation. This is in line with earlier findings that despite high rates of sexual harassment, only a very small percentage of cases were brought to the appropriate commission. Sometimes avoiding formal channels and resolving issues personally can result in positive change for individuals. However, this piecemeal approach does not address the wider consequences and systemic factors of harassment within the workplace and impacts on other members.

Challenging these organisational practices and views about reporting sexual harassment and bullying became a priority for the National Commissioner of the Icelandic Police. In 2014 an external professional council was established, with five appointed members; two lawyers; two psychologists and a gender expert. (Steinþórsdóttir) Since this time, the council has worked on nine cases.

Improving complaint processes is only one part of the solution to this multi-dimensional problem. A holistic approach is needed to fully combat this phenomenon. To this end, another 2014 action was the goal set by the National Commissioner to have females make up 20 per cent of the force by 2018. As we know, this number is yet to be reached.

Steinþórsdóttir report concluded that sexual harassment is difficult to prevent in male-dominated organisations like police forces due to the following:

- When men are in the minority, they use sexual harassment to restore their sense of control and preserve their access to organisational benefits;
- When men are in the majority they sexually harass women to reinforce their superiority over women. ;
- Organisational tolerance of sexual harassment is manifested in victim perceptions of the negative effects of complaining, that they will not be taken seriously and meaningful sanctions for offenders are unlikely; and
- Sexual harassment did not decrease despite comprehensive policies, initiatives and measurements.

For affected persons to report sexual harassment or predatory behaviour, three beliefs must be in place:

- The organisation has zero tolerance for the behaviours;
- Victims won't be victimised for reporting; and
- Action will be taken in a timely manner.

### **BULLYING**

In the Icelandic legal context, bullying is defined as:

*“Reproachable or repeated improper conduct, that is, an action or behaviour which humiliates, degrades, offends, hurts, discriminates against, or threatens and causes distress for the targeted individual.”*

*(Regulation No 1000/2004)*

The Steinþórsdóttir Report also focused on workplace ‘hazing’, mostly in reference to sporting groups, but also found in police cultures. The aim of hazing is group cohesion – that is, testing and strengthening commitment and dedication to the group – excluding those who do not conform. In a masculine environment, this takes the form of reinforcing traditional masculine values.

Nine forms of Hazing were identified:

1. someone withholding information which affects your performance;
2. being ordered to work below your level of competence;
3. being ignored or excluded;
4. repeatedly being reminded of your errors or mistakes;
5. having your opinions and views ignored;
6. being assigned tasks with unreasonable or impossible objectives and deadlines;
7. excessive monitoring of your work;
8. being asked not to claim something which you are entitled to (e.g. sick leave, travel etc);  
and
9. being exposed to an unmanageable workload.

Six forms of exclusion were identified:

1. being humiliated or ridiculed in connection with your work;
2. having key areas of responsibility removed or replaced with more trivial or unpleasant tasks;
3. spreading of gossip and rumours about you;
4. having insulting or offensive remarks made about your person, your attitudes or your private life;
5. being ignored or facing hostile reaction when you approach; and
6. being subject to excessive teasing and sarcasm.

Four forms of coercion were identified:

1. being shouted at or being the target of spontaneous anger or rage;
2. hints or signals from others that you should quit your job;
3. persistent criticism of your work and effort; and
4. having allegations made against you.

The persistence and gendered manifestation of bullying has led Iceland academics to believe that sexual harassment and bullying are different manifestations of the same problem. In an organisational context, hazing plays a vital role in the culture of inclusion/exclusion. The objective of hazing is to test and strengthen commitment and dedication to the ‘in-group’ and to exclude those who do not conform, thereby affecting both sexes. Apart from reinforcing status distinctions between the ‘in-group’ of men and those who belong to the ‘out-group’ (i. e. women and other men) hazing strengthens the cohesion within the ‘in-group’.

The Steinþórsdóttir Report supports the premise that violent surroundings may normalise violent behaviour, a pattern consistent with the organisational culture of the Icelandic Police. In essence, as Police officers are routinely surrounded by violent behaviour and violent people, they may begin to perceive unusual behaviours as normal.

The report concluded that:

- younger men were the most sexist;
- bullying is committed to exclude limited opportunities;
- for cultural change to be effective, frontline managers need to step up;
- all bullying and harassment was linked to 'power';
- 31 per cent of women and 4 per cent of men had experienced sexual harassment;
- policewomen experience sexual harassment perpetrated by their male colleagues and supervisors, while policemen experienced sexual harassment perpetrated by citizens;
- sexual harassment only occurred with the harasser being superior in position;
- 17 per cent of men and 24 per cent of women reported being bullied and the:
  - risk of being bullied was almost two times greater for women than for men; and
  - most common perpetrators of bullying were male supervisors and male colleagues;
- 60 per cent of bullied police officers did not report it because they expected nothing would be done about it;
- more than two thirds of police officers had experienced hazing either 'once in a while' or more frequently in the six months preceding the survey;
- six out of ten police officers had experienced exclusion, and four out of ten had experienced coercion either 'once in a while' or more frequently in the six months preceding the survey;
- women were more likely to experience exclusion and coercion than men; and
- the most gendered manifestations of bullying were in relation to exclusion:
  - seven out of ten women had experienced exclusion either 'once in a while' or more frequently in the six months preceding the survey, compared with less than half of that for men; and
  - women in the ranks were viewed as ruining the 'bro-mance' and special bond between men.

## **NORWAY**

My focus in Norway was primarily on the Norwegian Armed Forces and their approach to equality, particularly in relation to the introduction of universal mandatory conscription.

### **SOCIETAL CONTEXT**

In January 2015 the revised *Compulsory Military Service Act* came into effect. The revision now requires conscription of all women and men born from 1 January 1997, making Norway the first NATO country to introduce universal conscription.

Conscription takes place from 18 years of age, and now encompasses all citizens from 19 to 44 years of age. The total compulsory service duration is 19 months and in times of war

citizens from 18 and 55 years of age who are service proficient can also be called upon as reinforcements.

Each graduating year consists of about 60,000 students who must complete a self-declaration. From this number approximately 17,500 to 19,000 conscripts are called up for the next phase. Approximately 14,000 will be service proficient, and from this number about 8,000 to 10,000 are conscripted. Of this cohort of students, 24 per cent are women.

A recent white paper on personnel policy examines:

- Diversifying competencies;
- Bolstering operational capacity; and
- Efficiency gains.

This piece of work looked at the need to define the actual role of a soldier and find out their core task. The paper concluded that this core task was not combat, but to avoid combat. Examinations of roles and responsibilities identified operational duties (the 'O' jobs) as those involving both positions of power and formally and informally rewarded for engaging in combat. Troops in Combat (TIC) roles are also highly regarded, and having TIC in your resume assures you a position in the 'in group'.

Yearly physical testing is the only testing requirement that is absolute. Like policing, it is clear physical attributes are valued more highly than psychological or communication skills. Most organisations, including the Norwegian military and in my view Victoria Police, pay lip service to one size not fitting all, however it is clear current syllabi do not reflect these missives.

In Norway, service is held in high regard and seen as very important work in society which is helpful when attracting diversity. The core values of the Norwegian Armed Forces have been designed to underpin the principles of equality:

### **RESPECT, RESPONSIBILITY AND COURAGE**

A strong professional culture is one where individuals and individual units see themselves as part of a larger context with common objectives. This is the case regardless of the type of service they are engaged in, whether operational activities or support services, and whether a person is a soldier, officer or civilian. Sharing a common identity means that all the various parts of an organisation identify with the organisation as a whole and with each other, making them able to rely on and support each other.

It was clear when talking with key people in the Norwegian military that these values form the foundation of teamwork and cohesion. This was further cemented by discussions with Brigadier Frantzen, who provided me with keen insight from an operational perspective:

- Gender should not be used as a criteria or attribute for promotion. Time should be invested in looking for talent and skills among staff and gender is of value when you are looking for a point of difference.
- Know your organisation's values - reinforce the positive and make them appeal by focusing on the innate human desire to belong.

- Junior levels of leadership need to be a focus so the values are upheld.
- Lack of awareness or clumsiness is why diversity is not taken seriously.

Men and women need exposure to each other in environments where teamwork is essential for a successful outcome – ideas like co-locating tents support this.

Dr Nina Rones (expert in gender studies) and Frank Steder (Norwegian Defence Research Establishment)

Dr Rones and Steder have spent many years focusing on women and the culture of the Norwegian Defence Force. Recent research has included:

- The Queen Bees and the Women's Team - A contextual examination of enmity and friendship between military women (August 2018);
- The fine line between Funny and Offensive Humour in a Total Institution (Thea Aspestrand and Nina Rones) (Autumn 2017);
- Gender-Mixed Army Dorms Rooms, 50 per cent women and All Female Special Forces Training: How does Norway's Radical Attempt to Integrate Women in the Military Work;
- The Struggles over Military Identity (December 2017); and
- Military Women - The Achilles Heel in Defence Politics (April 2015).

As outlined in the article on Gender Mixed Dorm Rooms (Rones 2017), this initiative has gained international attention in recent years, due to the positive outcomes gained by soldiers gaining greater understanding of one another through this intense exposure. Further, intense exposure was found to:

- remove gender-stereotypical prejudices and combat discriminatory attitudes towards female leaders;
- lessen 'gossiping' amongst females; and
- increase team cohesion, respect, tolerance and non-sexual camaraderie across genders.

The purpose of this article was to challenge previous mixed room studies which purported to show that all-encompassing gender-mixed co-existence has a de-gendering effect due to close exposure to the opposite gender. Dr Rones found that:

- Participation of the two genders in a multi-tasking institution can generate a gendered division, hindering the development and skill of both genders.
- Opportunities to develop full confidence in tasks where the opposite gender has the authority to judge and set standards can also be minimized.
- Conversely, gender-segregated training programs both allowed and forced women to acquire skills in 'hard-core' military tasks without being overrun by men, and also encouraged men to improve themselves in tasks where women performed better.
- An important prerequisite for the success of gender-segregated training was competent leadership that highlighted women's strengths, provided equal resources and an equal feeling of priority.

- Time-limited segregation in single-sex training groups can provide men and women access to real skills that are generally dominated by the opposite gender, thus breaking up traditional men's and women's roles.
- Mixed rooms can improve team integration. In 2017 the yearly conscript survey (1574 participants) found that 94 per cent of women and 80 per cent of men in mixed-gender rooms had positive experiences, while only 2 per cent of women and 7 per cent of men harboured negative opinions about it.

Senior Advisor Ole Magnus Totland – Culture specialist - The Norwegian Ministry of Defence

Culture defines 'normal' – what people view as normal. Normal is often termed 'just the way it is; it works; don't change what is not broken.' Key questions/focusses for Totland were:

- How strongly are we bound to tradition? Traditions are anchors, grounding cultures and not all are inherently negative.
- Successfully changing organisational culture requires everyone to 'own it'. It requires leaders to lead by practical examples and not just documentation.
- Knowledge and identification of everyone's expectations is key.
- Why do we accept a need to know about other cultures, but not necessarily our own?

In 2015 the Geneva Centre for the Democratic Control of Armed Forces (**DCAF**) provided a handbook to assist military organisations to prevent and respond to gender-related discrimination, harassment, bullying and abuse. DCAF found that armed forces around the world were beginning to recognise the important contribution of women within their ranks, and that increasing the representation of female personnel across all ranks is fundamental to future capability and operational effectiveness.

Organisations with personnel from diverse genders, ethnicities, sexual orientations, backgrounds and other differential characteristics are more effective. Studies demonstrate diverse and gender-balanced teams deliver better outcomes, particularly where innovation and problem solving is important.

Breaking down these barriers requires, first and foremost, leadership. Leaders must send clear messages they are serious about achieving diversity and promoting gender equality and must drive forward the necessary changes.

Equality is important to this change. However, equality does not mean women and men becoming the same. It means that the rights, responsibilities and opportunities of all genders will not depend on whether people are born female or male.

The Norway Defence Forces follow principles that strive for full inclusion and integration of women, and senior leaders must demonstrate highly visible commitment, clear direction and resources to monitor progress. Victoria Police has, to date, made genuine attempts in all these areas, however many at the grassroots level would argue that direction has not always been 'clear', and others would argue that 'many have chosen not to listen'.

There is significant anecdotal evidence from military operations confirming increased capability and success from the presence of both women and men in teams. Furthermore, leaders must re-focus efforts on changing attitudes to work/life balance. Rather than viewing it as an impediment to operational effectiveness, its positive impact on sustaining capabilities and retaining staff will reap long-term benefits.

Leadership on gender equality includes facilitating practical aspects such as policy review and development, resourcing initiatives to strengthen equality and diversity, and providing appropriate equipment. Senior leaders must do more than understand the rules, laws and their responsibilities as concerns gender and diversity; they should strive to understand the dynamics of gender in the organisation. This can also be achieved by incentivising senior leaders to “buy-in”, as seen in the Swedish Armed Forces. Commander’s annual reports must include their performance on diversity measures and in integrating gender perspectives.

The Norway Defence Force has a mandatory gender training component in all leadership courses. To prevent sexual harassment, bullying or abuse and ensure a respectful climate within their units, leaders are asked to do the following:

- Actively champion the values of diversity and inclusion, including by setting examples of appropriate behaviour for others to model, and quickly correcting those who engage in sexually harassing or sexist behaviours.
- Continually focus on sustaining a healthy command climate and enforcing standards.
- Provide vision and guidance for the execution of sexual harassment and assault prevention programs.
- Deliver appropriate prevention and response messages to their units.
- Set expectations regarding accountability for behaviour and offences.

#### **PREVENTING GENDER-RELATED DISCRIMINATION**

Laws, directives and policies set the framework for preventing and handling gender-related discrimination, harassment, bullying and abuse within the armed forces. The principles of Gender Mainstreaming is defined as – the public policy concept of assessing the different implications for people of different genders of any planned policy action, including legislation and programs, in all areas and levels. Mainstreaming first introduced as a concept in 1985 at the Third World Conference on Women in Kenya is essentially a pluralistic approach that values the diversity among people of different genders. Many organisations have begun conducting a systematic review of all laws, processes and practices to ensure they are non-discriminatory and address the direct needs of female and male personnel.

It is important directives and policies establish clear, measurable performance standards and the means of evaluating their attainment, so progress towards equal opportunities can be committed to, and measured. Policies should be translated into action on the tactical level, for example by being incorporated in unit standard operating procedures. **(SOPs)**.

More work must also be done to hold managers accountable:

- managers have an active duty to prevent discrimination;
- managers must investigate all complaints expeditiously, impartially and sensitively; and

- bystanders are witnesses and have a duty to act (The obligation of any person who knows that sexual exploitation or abuse has occurred is required to report it to a supervisor).

NATO recommends that leaders/managers at every level should receive more detailed training on the following:

- Equality and diversity that goes beyond rules and regulations, equipping leaders at all levels to understand and recognise the barriers for women and other minority groups within their organisation.
- Leadership roles and responsibilities to maintain a positive command climate, including a workplace free from discrimination, harassment, bullying and abuse.
- The dynamics of sexual harassment, bullying and abuse, and why women and men are often reluctant to report it; how to respond if an incident occurs; and how to prevent retaliation against a complainant.
- Monitoring of diversity issues, collecting and using sex-disaggregated and other gender-related data in operational and personnel planning and analysis.
- Recruiters and those on promotional boards to receive in-depth training on diversity, employment equity and unconscious bias.
- For affected persons to report sexual harassment or predatory behaviour 3 things must be in place so people believe:
  - the organisation has zero tolerance for the behaviours;
  - they won't be victimised for reporting; and
  - action will be taken in a timely manner.

The Victoria Police values of respect and inclusion are often in tension with the importance of 'team'. As a result, individuality is often suppressed, and members become part of something bigger than they are themselves. The Police ethos of placing loyalty to the group before preservation of self creates an institutional environment in which discrimination, harassment and abuse can be difficult to challenge. This ethos explains why women and men often lack confidence to make complaints and why complaints are often dealt with poorly.

### **NORWEGIAN CIVILIAN POLICE AGENCY**

The Norwegian civilian police agency consists of a central National Police Directorate, seven specialty agencies and twelve police districts. It has 16,000 employees, of which 8,000 are police officers. In addition to police powers, the service is responsible for border control, certain civil duties, coordinating search and rescue operations, counter-terrorism, highway patrolling, writ of execution, criminal investigation and prosecution.

- Police are not armed
- Women make up about 30 – 35 per cent of the sworn police force
- Men hold more leadership positions and do more front-line work (street)
- Women take up more of the investigation work of sexual and child abuse

- Women generally leave because of rostering (rotating 24-hour shifts)

*Academic programs:*

Bachelor of Police Study (3 years)

- Foundation training
- Unpaid and to be completed in own time
- 46 per cent of women apply to the three universities across the country - At Oslo University in 2017 participation for women was over 50 per cent and this has been the case for many years

Masters of Police Science

- Police officers only, and the course is geared to social science

Masters of Investigations

- Must be a detective for at least two-years to complete the course

Many men and women complete the 12-month defence conscription and then apply for the police service. The Norwegian Police Service welcomes these applicants because they have demonstrated their understanding of service is already at acceptable levels.

Nina Irene Jon: Criminologist on gender perspectives at the Norwegian Police College (Oslo)

In the summer of 2018 Jon conducted a survey with policewomen who have recently completed Level 3 police training, a requirement before becoming eligible for leadership positions within the Norwegian Police Service. There must be 1,200 Police with Level 3 in Norway, however not enough are applying, and it is difficult to attract women to participate. Ten per cent of women at level 3 is the current target.

In July 2018, 11 women and 29 men completed the course and the women interviewed provided the following feedback:

- Gender did not matter on the course; – there was no issue with their colleagues about their gender.
- Most were not focused on becoming a leader, and completed the training to gain credibility amongst their peers.

This lack of desire/ability to advance to leadership positions is illustrated by only five to ten per cent of women currently performing Level 3 leadership roles.

Despite this, the women surveyed indicated enjoyment of the course, and the feeling of value they experienced by being able to stretch themselves and show their abilities, and the worth their different perspectives bought to bear. Each stated they wanted to be the best they could be, and most were extremely competitive, excelling in many areas.

## **NORTHERN IRELAND**

### **SOCIETAL CONTEXT**

In 1999 the Independent Commission for Policing Northern Ireland (**ICPNI**) handed down 175 recommendations, several of which addressed diversity and gender issues including:

- The office of the Police Ombudsman is broadly reflective of the population of Northern Ireland as a whole, particularly in terms of political/religious tradition and gender.
- An equal number of Protestants and Catholics should be drawn from the pool of qualified candidates.
- Priority should be given to creating opportunities for part-time working and job-sharing; both for police officers and police service civilians, and career breaks should be introduced.

Over nineteen years later, these 175 recommendations are still being implemented supported by a framework reflecting 'fit for role and fit for rank'. The PSNI must discharge its duties, functions and powers in a manner aligned with the legal commitments outlined in Section 75 (i) and (ii) of the *Northern Ireland Act 1998*, Section 49 (a) and (b) of the *Disability Discrimination Order 2006* and Section 48 of the *Police (Northern Ireland) Act 2000*. In particular the Police Service Northern Ireland (PSNI) must have due regard to the need to promote equality of opportunity between:

- persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation (men and women generally);
- persons with a disability and persons without; and
- persons with dependents and persons without.

This diversity framework aims to ensure fairness and respect for all individuals, regardless of their differences, and is at the heart of a policing methodology that encourages people to experience and appreciate differences with actions rather than just words.

PSNI has a flexible working approach, providing all employees the opportunity to make application to adjust their role with all applications submitted locally and signed off by the area's Commander. The Human Resources department has overarching management responsibility and 90 per cent of applications are approved. All applications are reviewed annually to ensure service delivery is sustainable and all employees on flexible agreements receive 3 monthly reminders to notify HR if their circumstances have changed or their review date is approaching.

The Police Federation Northern Ireland (**PFNI**) (the Northern Ireland equivalent to The Police Association) has 20 delegates spread across the country and 4 are female. They hold quarterly forums for gender equality and have the following branch associations addressing equality:

- Ethnic minority police association; and
- Women Police Association (current staff only) 860 members, a mentoring program that creates opportunities for women is run by this organisation on behalf of PSNI and PFNI.

Assistant Chief Constable Barbara Gray

Gray provided me with her insights on Diversity and Equality within the workplace and summed up her thoughts by saying, *“gender initiatives are not about giving women more and men less!”*

Gray spoke about the need to use language like ‘Corrective Action’ as opposed to ‘Affirmative Action’. This approach encourages buy-in from everyone by positing the status quo as a problem, and universal buy-in is needed to ensure all feel valued for their contributions and can become part of the solution instead of being seen as the problem. Gray has seen considerable, organised push-back when external bodies drive this work. However, when led internally using inclusive language, greater opportunities for change occur.

Further thoughts and observations were:

- Dress codes – require compliance with uniform requirements to prevent the creep in uniform changes (e.g. wrist bands, jewelry etc.). dressing professionally encourages professional behaviour.
- The most recent intake of new recruits included only six women from 53 students.
- Unsworn staff are often the most undervalued staff group, evidenced by attendance lists having unsworn staff placed at the end of lists, after Constable.
- PSNI has not identified the ‘skills mix’ needed for an ideal police officer today.
- All police need better understanding of the privilege of serving through their roles.
- PSNI have a neutral working environment policy e.g. staff are discouraged from material that may identify which football team or religion they follow.

Louise McAloon - Employment Law Specialist, partner Worthington’s Solicitors Belfast

McAloon works with 8 of the 11 local councils in Northern Ireland, assisting with complaint management. Her mediation is structured or unstructured and formal or informal depending on circumstance.

McAloon noted that ‘Dignity at Work’ policies are in place in most of these workplaces, and these policies are designed to create and sustain productive working environments for all staff, free from any form of inappropriate behaviour. Trained staff are required to mediate informal environments however they must be sufficiently senior, and it is imperative they have credibility with both parties for a successful outcome. The mediator must attempt to remove negativity from complaints and it is essential that impartiality exists.

The Northern Irish workplace follows the principle that every policy should apply to everyone, but too many policies can be unhelpful. McAloon further commented that harassment doesn’t manifest itself in a bubble and it is usually wrapped around other issues that cannot be ignored. Banter will not be accepted as a defence and throw away comments are hurtful. It is McAloon’s contention that if you manage the early signs of non-compliance e.g. jewellery, uniform changes, swearing, you may avoid more serious workplace issues.

Mediation Framework:

- Successful mediation requires timely intervention and will not be accepted protected conversations – you should always try and resolve it informally saying sorry and sharing a handshake can be one of the most effective tools for resolving disputes in the workplace.
- Speed of response is for everyone and essential in obtaining a successful outcome
- If the behavior requires more formal and severe intervention, all outcomes must mean something to both parties. (It is my contention that the current Victoria Police discipline admonishment system does not achieve this).

The Irish Defence Forces' (**IDF**) Dignity at Work policy directs people who believe they have been subjected to unacceptable behaviour to proceed as follows:

1. Firstly, endeavour to resolve the incident by making clear to the offending person the behaviour is offensive and unwelcome – recognising that the offending person may be unaware their behaviour was offensive/unwelcome.
2. Keep a record of any further incidents as they happen and request witnesses, if any, to note them also.
3. Endeavour to resolve the incident informally by seeking the assistance of a third party (there being designated staff trained to mediate and insist in such instances).
4. If the behaviour persists, proceed with a formal complaint by reporting the matter in writing to his/her Commander.
5. An individual pursuing informal resolution of a complaint should always have, and be informed of, the option to pursue a formal complaint instead.

Connor Curran (head of Diversity and Inclusion) & Fiona O'Connell at Queen's University Belfast (**Queen's**)

Queen's opened in 1841 and is considered one of the United Kingdom's oldest universities. The institution has been committed to gender equality since 1908. Queen's has 3,773 staff with 2,013 females and 1,760 males educating 25,000 students. Queen's is extremely proud of its 400-international staff from 85 different countries, and believe it highlights their leadership in diversity from the top down. Queen's values are:

- Respect;
- Integrity;
- Excellence;
- Ambition; and
- Connected.

Queen's states a commitment to promoting equality of opportunity and creating and sustaining an environment that values and celebrates the diversity of its staff and student body. Queen's endeavours to remain free of flags, emblems, posters, graffiti/other material/actions/language likely to be provocative, offensive or intimidatory. HR Policies include:

- Adoptive leave;
- Career breaks;

- Dependent leave (bereavement) ;
- Flexible working;
- Parental leave (shared parental);
- Grievances;
- Bullying/harassment; and
- Transgender equality – inclusive of new initiative with the introduction of ‘all gender’ toilets at four campus sites.

Queen’s believe their policies and initiatives go beyond compliance and allow all to grow and achieve in a safe environment. The question at the forefront of all decision-making is - *What’s the right thing to do?*

Courses for staff partners aid families to understand the organisation, its culture and the requirements of their partners within the organisation.

#### Equality Commissioner of Northern Ireland, Dr. Evelyn Collins CBE

Collins has been Chief Executive of the Equality Commission for Northern Ireland since March 2000, an organisation with a wide remit under Northern Ireland’s equality laws. Collins has worked on equality issues since the 1980s, mostly in Northern Ireland but also at the European Commission in Brussels.

The Equality Commission was born out of the 1999 Good Friday agreement, specifically Section 75 of the *Northern Ireland Act 1998*. Section 75 is a guide for public authorities to comply with two statutory duties.

The first duty is an ‘Equality of Opportunity’ duty, requiring public authorities to have due regard to the need to promote equality of opportunity between the nine equality categories of persons of:

- Different religious belief;
- Political opinion;
- Racial group;
- Age;
- Marital status;
- Sexual orientation;
- Men and women generally;
- Persons with a disability and persons without; and
- Persons with dependents and persons without.

The second duty, the ‘Good Relations’ duty, requires public authorities to have regard to the desirability of promoting good relations between persons of different religious belief, political opinion and racial group.

Collins was clear that Police must lead the way in promoting ‘good relations’ both within their organisation and with the community they serve. Policing must be underpinned by human rights being considered in all decision making.

Damien McAlister Director of People and Culture the Ulster University in Belfast

Ulster University (**UU**) is also working tirelessly to ensure diversity and equality is embedded within their organisation. McAlister spoke of the values-based UU program where all appointments and appraisals are linked back to the values of the organisation. UU have expanded on their values set and provide a clear direction on how they are to be met, with a zero-tolerance approach:

- Integrity, which means we are respectful;
- Spirit, which means we are inspiring;
- Living knowledge, which means we are relevant;
- Unity, which means we are collaborative;
- Openness, which means we are engaging; and
- Fresh-thinking, which means we are pioneering.

### **ENGLAND**

In England I was afforded the opportunity to speak with women holding the most senior policing roles in the country and sought their views on global gender reform.

### **SOCIAL CONTEXT**

Many police services across the country are grappling with attracting diversity in their workforce and particular focus has been placed on Black Ethnic Minority (**BME**). The College of Policing is a central repository for supporting police services in delivering effective responsive policing to the diverse communities they serve. The college is currently producing a revised Equality Strategy to replace the 2009 version. The British Association of Women Police (**BAWP**) drives the focus on gender equality and monitors innovation and initiatives implemented in this area.

In 2016 the University of Nottingham successfully recommended that Nottinghamshire make misogyny a hate crime. Despite this, misogyny and offences targeting women are still "highly prevalent" two years after police began treating them as hate crimes. Nottinghamshire records misogynistic behaviour as either hate crimes or hate incidents, depending on whether or not the behaviour is criminal. But University researchers were "shocked" by the volume and nature of the incidents among people surveyed.

However, this research also found the policy is already "shifting attitudes". The Misogyny Hate Crime Evaluation Report was a joint effort by the University of Nottingham and Nottingham Trent University, and recommends rolling the policy out nationally to increase publicity and the reporting of incidents.

This view is shared by Paddy Tipping, Nottinghamshire's Police and Crime Commissioner:  
*"We all need to be pushing together to say we are not going to tolerate this kind of behaviour."*

Misogynistic hate crime is defined as *"incidents against women that are motivated by the attitude of men towards women and includes behaviour targeted at women by men simply*

*because they are women"*. However, not all hate crimes are criminal offences according to the legal definition.

The policy has withstood significant scrutiny with considerable attention given to whether the policy criminalises wolf whistling. This was seen as an attempt to trivialise the legislation by the media suggesting that police were wasting their time speaking to building site managers after women complained of being harassed by builders. However, the policy does not criminalise anything that was previously legal, and anything criminal is covered by existing legislation. For example, a sexual assault against a woman is still a sexual assault but is now recorded as a hate crime too. Wolf whistling would be recorded as a hate incident. There were 174 reports by women between April 2016 and March 2018. Of these, 73 were classified as crimes and 101 were classified as incidents.

To date no other police service has introduced this definition and much of the negative public commentary around this initiative has been described as gender backlash driven by a cohort of men who have been forced to self-reflect.

## **POLICING**

### **Detective Chief Superintendent Penny Banham head of the Training School at Hendon, Metropolitan Police (MET)**

Banham has previously been recognised for her passionate support of retaining and progressing female officers other under-represented groups and chairs the Association of Senior Police Women (open to Inspectors and above). Women make up about 30 per cent of the 30,000 sworn officers within the MET and the following describes diversity environment and initiatives implemented at Hendon:

- A female-only fitness test launched in 2016 – all MET officers are required to maintain a level of fitness that is tested annually. Feedback has identified women feel more comfortable testing in front of other women. These training days are always booked out;
- BME have been a clear focus of the MET in recent years;
- There are no specific diversity training packages;
- Commentary around women and tokenism has been problematic;
- Unconscious bias is present and what Australians would label a ‘good bloke’ culture still exists;
- A sexual predatory behaviour video (It started with a kiss) is the only education available on sexual harassment; and
- Annual appraisals are conducted, but there is little compliance or structure to it. Action plans exist, but there is limited follow-up to see what has been implemented and evaluated.

The introduction of the Direct Entry Program (**DEP**) for Superintendents and Inspectors has received mixed reviews. DEP aims to attract a more diverse workforce encouraging a different mix of backgrounds, skills, experiences and aspirations who may not previously have considered a career in Policing. Once selected candidates complete an extensive and

intensive training program over 18 to 24 months before taking up postings in operational policing positions. At this point the MET is unable to determine the level of success of this program.

#### Chief Constable Cressida Dick CBE, London MET

Dick is the first female appointed to this role and she spoke of her time spent implementing the results of the enquiry into the now infamous, racially-motivated murder of Steven Lawrence in 1993. Dick lamented that some might think the MET at this time was so focused on race it took its eye off other streams of diversity including gender but is of the view all streams of diversity should merge together when working towards respect and equality.

When asked the question about her thoughts in terms of what has the greatest influence on cultural change to achieve equality, she stated: *“Communities that you hire from and their voice is hugely influenced by their families more than the outside world and leadership and visible leaders, where the leader puts their attention.”*

Dick asserted that no matter the level of leadership influence, all leaders must all be true to their commitment to make change otherwise it will fail.

#### Chief Constable Gareth Wilson (National lead for Equity, Diversity & Human Rights) Suffolk Police

Wilson is currently focused on gender pay gap issues, stating:

*“It is essential we have a diverse and representative workforce at all levels within the organisation, much work is being done nationally and locally to enable this to happen. There are many underlying factors that are seen nationally, which add complexity to the issue of the gender pay gap within policing. This is not an issue of equal pay; we have a robust job evaluation process that ensures equal pay for equal responsibility. In addition, police officer pay is set nationally. This is an issue of ensuring men and women are represented at all levels and in all roles and I am committed to making this happen”.*

Wilson has implemented a ‘Diversity of Thought’ initiative, whereby all panel interviews for Superintendents and above must include a person from local councils. This inclusion brings diversity and another dimension to the interview. The panels must be assembled with each member having a voice and everyone appreciating the value of diverse opinions.

A training program for people sitting on selection panels ensures consistency of questions for every candidate, so relative panel member comfort level with some prospective employees—based on similarities in their backgrounds—doesn’t bias the process. Panels are designed to put checks and balances in place to avoid in-group favoritism. This kind of bias is not overt discrimination, but usually subtle and completely unintentional. When intentional Wilson has found people don’t understand or recognise it as bias.

#### Chief Constable Dee Collins West Yorkshire Police

Collins is currently the President of the British Association of Women Police (**BAWP**). BAWP is the only national organisation that embraces women of all ranks and grades within the Police service. The BAWP mission is to ensure all policewomen are heard and to work toward gender equity in policing.

BAWP researches gender issues, provides professional development days, awards and ceremonies and generally supports women from a health and well-being perspective. BAWP is viewed as a key organisation in assisting policing services through significant gender change reforms and providing help and support as women and organisations work their way through it. This centralised approach assists with consistency across the country.

The chair of BAWP had been vacant for some time when Collins took over as president and during that time it seemed the focus in the diversity environment had been on BME. Collins led a team that ensured policewomen and their issues were being heard by creating a work plan highlighting gaps in knowledge around the following nine themes;

1. Gender Pay Gap - although roles are paid the same they are now looking at what roles are being filled by men (e.g. air wing, Special Forces) where allowances for these roles attract a far greater rate of pay however the testing or lack of flexibility of work patterns can deter women from applying.
2. He4She initiative – is an invitation for men and people of all genders to stand in solidarity with women to create a bold, visible and united force for a gender equal world. BAWP is advocating that all police services in the UK to commit to take action for gender equality now. BAWP also advocates for women to also stand up for men issues.
3. Senior Women in policing – Anecdotal evidence suggests that not all senior women in policing are supporting of junior women. BAWP has committed to better understanding this issue whether real or perceived.
4. Menopause action group – committed to raising awareness of menopause and challenges surrounding it for working women. They have commenced the conversations by openly talk and encouraging police services to make reasonable adjustments in policy making (e.g. uniforms made of cotton)
5. Empowering and supporting women – the MET has taken the lead on this project with the support of BAWP and put in place a technical working group which is looking at maternity leave risk assessments, supporting working mothers and partners, and examining successful initiatives that are embedded into accepted practice.
6. BME women colleagues – BAWP has been talking to the local Muslim women’s council and identified that it is difficult to get these women to apply and simple changes such as a redesigning the uniform to make it more loose fitting and modest would remove a barrier.
7. Gender identity and expression – Addressing the concerns of the Transgender Community that the focus has been on women instead of sexuality.
8. Appropriate or inappropriate sexual relationships – The National Police Chief’s (NPCC) lead for professional ethics, Chief Constable Julian Williams of Gwent Police, is the UK lead and is supported by BAWP. Recent research has revealed outdated and unacceptable behaviour (described as predatory and sexual harassment) which falls short of the standards set out in the Code of Ethics. Williams has committed to developing a comprehensive action plan in 2018 to address the issue.

9. Addressing men's health issues – Chief Superintendent Scott Chilton from Hampshire is the lead – looking at men's issues (health platform) how do you encourage men to see a doctor.

BAWP scheduled a conference in November focusing on Equality and Diversity Strategies with the launch of a toolkit of initiatives that appeal to everyone and encourages the principles of decency toward each other wanting everyone to be the best they can be.

Collins, in her role as Chief of Police of Yorkshire, places considerable attention on the Force Code of Ethics imploring all police officers to remind themselves of these values. Yorkshire Police values are; "*fairness, integrity and respect*" and she swears in all new constables with values part of that discussion.

#### MET Hendon College – Inspector Fifi Gulam

Gulam in her own words ticks a few boxes, she is black, female and was at one time raising a child on her own while juggling her career. She is confident that there is enough policy in place to deal with diversity but it is now important to match this will capability and capacity in resources.

Gulam has recently authored a report entitled 'Just Like Me - Application and Recruitment Process' looking at composition of recruitment panels and reflects Gulam's own experience through the promotional process. She highlights the failure to attract women and BME groups to specialist commands affected by the concept known as 'Affinity Bias' or 'Just like me'. She suggests that interviewers and assessors exhibit unconscious bias causing them to favour candidates they feel share their characteristics; age, gender, ethnicity and general background. In other words, those candidates who are 'just like' them, may be more successful. A candidate's first impression is made at that interview and may feel uncomfortable when they are met by a panel of people with whom they have no shared characteristics. Conversely they may feel reassured to see someone 'just like me' and deliver a better performance.

Gulam's proposed solution in order to drive fairness, equal opportunities and diversity within the organisation is to 'ensure those involved in the interview, application or recruitment process are made aware of these unconscious biases and understand their tendency to view people positively or negatively may be shaped by this'.

However Gulam goes on to say that trying to limit bias with hard hitting training can have the opposite effect and if people feel coerced to change their opinions, their biases may be more entrenched and it could provoke a backlash.

Therefore she proposed that in every interview process there should be at least one assessor with shared characteristics to the applicant. By preventing assessors who share characteristics with each other interviewing several people similar to themselves and only one or two with no shared characteristics, the chance the diverse member will be discounted due to 'just like me' biases is reduced.

Gulam had this very experience when panelling for her Inspector position with the panel consisting of two senior managers and a community member, who was a black female. (The community member did not have a say but was in the room during the process observing and adding value in the deliberations). When Gulam walked into the room and saw the female she immediately relaxed and was able to give her best performance. She is of the firm belief that she felt comfortable to be herself in the interview.

#### MET Hendon College - Inspector Angela Gentry & Sharon Waldman

Gentry and Waldman drew my attention to the 10 codes of conduct for MET police;

1. **Honesty and integrity** – I will be honest and act with integrity at all times, and will not compromise or abuse my position.
2. **Authority, respect and courtesy** – I will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy. I will use my powers and authority lawfully and proportionately, and will respect the rights of all individuals.
3. **Equality and diversity** – I will act with fairness and impartiality. I will not discriminate unlawfully or unfairly.
4. **Use of Force** – I will only use force as part of my role and responsibilities, and only to the extent that it is necessary, proportionate and reasonable in all the circumstances.
5. **Orders and instructions** – I will, as a police officer, give and carry out lawful orders only, and will abide by police regulations. I will give reasonable instructions only, and will follow all reasonable instructions.
6. **Duties and responsibilities** I will be diligent in the exercise of my duties and responsibilities.
7. **Confidentiality** – I will treat information with respect, and access or disclose it only in the proper course of my duties.
8. **Fitness for work** – I will ensure, when on duty or at work, that I am fit to carry out my responsibilities.
9. **Conduct** – I will behave in a manner, whether on or off duty, which does not bring discredit on the police service or undermine public confidence in policing.
10. **Challenging and reporting improper conduct** – I will report, challenge or take action against the conduct of colleagues which has fallen below the standards of professional behaviour.

The current work being undertaken around these codes is whether non-compliance is more linked to capability issues or disobedience. The test is '*Won't Do or Can't Do?*'. If non-compliance is related to disobedience, then performance measures or discipline measures are considered. Gentry and Waldman talked about the distinction between local misconduct and gross misconduct, with homophobic comments falling under gross misconduct and being sackable actions.

Hendon is currently running professional standards training linking back to the code and looking at the difference the individual makes to the community and organisation. Trainees are asked about the size of the 'ripple' they create and whether the ripple is good or bad. All

recruits are given a professional standards talk on day one and the code of conduct is continually reinforced.

#### Sara Thornton CBE – National Police Chiefs’ Council (NPCC)

Thornton is the first female leader of the NPCC and was the former Chief Constable of Thames Valley Police and acknowledged that a lot of work has been done in police recruitment and retention of BME.

Thornton spoke of a recent change of law where a police officer can now retire or resign while under a disciplinary investigation. Despite this termination of employment, the investigation into the officer will continue and if gross misconduct is proven, they will be put on a public ‘struck off’ list, preventing them from serving in any other police organisation within the UK. Their name will remain public for five years, before being permanently retained on a private register.

Thornton spoke of her beliefs about cultural change. Thornton does not believe this change can happen too quickly or superficially, as this will come with unintended consequences. Thornton states that the need to stay focused on bad behaviours like sexual harassment must be supported with clear and consistent accountabilities and actions.

#### Lynne Owens CBE – Director General of the National Crime Agency (NCA)

Owens is the first female leader of the NCA and was a former Assistant Chief Constable of the MET. Owens shared her views on diversity and equality:

- NCA still have a traditional law enforcement policy;
- Policing with consent – an unarmed policing model required to meet the needs of providing a 24/7 service and flexibility;
- Some people have never had the ‘diversity conversation’ so find it challenging, in cases such as this the diversity conversation should be linked to the public we serve, not just business need; and
- Traditional law enforcement is very hierarchical, we need to set up environment where it is easier to chat with managers.

Owens, at the time of writing, was about to embark on a new people program, with the aim of reviewing all policies from scratch to ensure consistency in language and outcome. One consistent set of processes or guiding principles will be the benchmark.

Owens has recently appointed Sarah Pritchard as NCA legal director to take carriage of this work. Pritchard comes with fresh eyes and is innovative in her thinking. She spoke about initiatives she had previously implemented to encourage diversity of thought within those organisations:

- Format of meetings – all governance meetings opened up to observers – these observers usually come from the future leaders of the organisation and are invited to speak if they choose.
- Shadow boards – junior members are invited to attend executive meetings, and board papers are shared, affording them the opportunity to consider their position on topics

before coming to the meeting. The idea is to support group-think processes – and it is better to be scrutinised internally than externally.

- Devil's advocate role – someone is appointed to question the questions and is given permission to challenge. This usually uncovers possible risks and gives those in the room a voice they normally would not use or have.

Patrick Brown – UK Civil Service - Head of diversity and inclusion for fast track and early talent

Brown leads many programs introduced to address diversity in the Civil service.

1. Early Diversity Internship Program – is a one week spring placement program for first year undergraduate students. An intensive week leaning about the Civil Service and is a stepping stone preparing for the Summer Diversity Internship program. Expenses for travel are subsidised. Applications are open to:
  - a. Asian – Bangladesh/Indian/Pakistani/Chinese or any other Asian background;
  - b. Black – African/Caribbean or any other Black background; or
  - c. Mixed – White and Asian/White and Black African/White and Black Caribbean or any other Mixed Ethnic background.
2. Summer Diversity Internship Program – has been running for over 10 years and comes with a training allowance of 350 pound per week. It provides talented undergraduates and graduates from groups that are under-represented in the Civil Service with six to nine week training and work placement within a government department. By the end of the internship interns should be confident to apply for a position with the Civil Service. In 2017 there were 18,000 applications for 450 places. The program has been evaluated over time and it was found that participants are 7 – 8 times more likely to be successful. Applications are open to:
  - a. Asian – Bangladesh/Indian/Pakistani/Chinese or any other Asian background;
  - b. Black – African/Caribbean or any other Black background; or
  - c. Mixed – White and Asian/White and Black African/White and Black Caribbean or any other Mixed Ethnic background.
3. Fast Track Apprenticeship for the civil service. This leadership program develops talented people from all walks of life to build careers in the Civil Service offering unique access to a range of professions, peer networks and the ability to work flexibly. It is a 2 year Level 4 higher apprenticeship with permanent employment. A starting salary of £19,500.00 – £27,000.00, flexible working arrangements, access to a range of sports and social clubs and a competitive pension. Anyone above the age of 16 years can apply and there is no upper age limit. Most positions require a high school diploma or equivalent. Applications are open to:
  - a. European Economic Area national (this includes British citizens);
  - b. Swiss national;
  - c. A Citizen of the Commonwealth; or
  - d. Depending of their career, Turkish nationals may be eligible to apply.

Brown believes that today's UK Civil Service now looks more like the country it serves, as more than half of employees are women. The current workforce comprises a minority ethnic background of 10.1 per cent.

Professor Jennifer Brown – The London School of Economics and Political Science

Brown is currently the Co-Director of Mannheim Centre for Criminology previously working as the Deputy Chair of the Independent Police Commissioner looking into the future of policing and more recently worked with the Hampshire Constabulary. Brown has extraordinary insights into the topic and I was privileged to hear her views.

Brown and others in April 2018 published a police cultural paper on 'Implications of police occupational culture in discriminatory experiences of senior women in police forces (both sworn and support staff) in England and Wales.'<sup>7</sup> This paper examines sexual harassment and sex discrimination as experienced by senior women working within police forces in England and Wales against the climate of the 'Me Too' movement. The paper posed two questions:

1. How do senior women in policing perceive the police occupational culture within which they work?
2. What is the association between our respondents' perceptions of the police occupational culture and their exposure to sexual harassment and discrimination?

The report concluded that senior women are still experiencing discrimination and harassment which is entirely consistent with other workplace surveys, including the VEOHRC report into Victoria Police and finds anti-harassment policies ineffectual. Further it states:

*"At present, it was evident from our respondents that change is being driven by austerity pragmatics rather than principled consideration of equity. Without due regard to equality, the good faith interventions hoped for by Bisom-Rapp (2018) as a result of 'Me Too' will not be activated. If women in policing continue to be cast as 'other', which is damaging both to their 'credibility' and 'commitment' (Silvestri et al. 2013), they cannot optimise their contribution in the promotion of a new professional identity into policing."*

Further to this work, in July 2018 Brown and Ben Priestley presented findings on a recent survey (Sexual Harassment in the Police Working Environment) conducted on 187 senior sworn women from Inspector to Chief Officer, collected between November 2017 and January 2018. The findings indicated:

- 42 per cent of MET women police officers have received verbal sexual harassment;
- 32 per cent of senior women from all other forces received verbal sexual harassment;
- The issue of sexual harassment in the police service is greater than other UK work sectors;
- The presence of verbal sexual harassment predicts other kinds of sexual harassment. That is, routine verbal sexual harassment increases the chances of physical contact/sexual harassment;

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<sup>7</sup> Implications of Police occupational culture in discriminatory experiences of senior women in police forces in England and Wales, Jennifer Brown, Jenny Fleming, Marisa Silvestri, Kenisha Linton & Loanna Gousetti ISSN: 1043-9463 (Print) 1477-2728 (online) Journal homepage: <http://www.tandfonline.com/loi/gpas20>

- Being a direct victim affects stress levels. Victims adapt if sexual harassment is continuous by 'normalising' this treatment as a part of their working environment. However, this normalizing does not diminish their sense of organisational procedural justice, which in turn has a debilitating effect on discretionary effort;
- Being an indirect victim also affects stress levels. Bearing witness to the sexual harassment of others result in its own stresses and may invoke a 'sympathetic' stress reaction, whereby witnesses to harassment feel both concern and a sense of powerlessness when others are targeted;
- Ratios of men and women in the work place can affect levels of sexual harassment, however for police staff having fewer, the same or more men made no difference to the presence of sexual harassment. For senior policewomen working with more men than women, the reporting rate of verbal sexual harassment doubles; and
- The gender of a supervisor does not affect levels of sexual harassment. That is, having a male or female boss appears to make no difference to incidence of sexual harassment.

Going forward Brown and Priestley recommend:

1. A personal commitment from police leaders;
2. The refreshing of anti-harassment policies to make explicit the prohibition on sexual harassment;
3. Appropriate training for managers and supervisors;
4. A review of reporting channels to ensure that staff are confident in their ability to report any sexual harassment without fear of reprisal or victimization; and
5. Regular evaluation of the effectiveness of action against sexual harassment via regular staff surveys on dignity at work.

Brown spoke of her observations and studies into policing culture with candour and care, offering the following comments:

- Banter is not harmless and creates an unsafe environment, often shielding more serious offenders and creating an organisational tolerance. Some evidence shows that the greater the tolerance is for this behaviour within police forces can influence police attitudes and actions outside them.
- How do you engage the Police and public? And does the community engage the police? If police are seen as just engaging in cookie-cutter action processes and only paying lip-service to changing a failure in trust develops.
- The MET and The Mayor's Office for Policing and Crime have ethicists attached to their organisations, providing a forums and guidance around ethical issues. Their only advisory role is to point to unintended consequences with the basic principle of ethics 'to do no harm'.
- For successful cultural change a learning readiness environment must be created. Misplaced internal loyalty drives behaviours, actions and repercussions that nobody should try to sanitise or cover up.
- For us, Brown posed the question; is Victoria Police there yet?
- Resilience – is it just a form of inoculation?

- Post-Traumatic Stress Disorder (**PTSD**) does not affect your morality. This is particularly pertinent when considered officers who have been able to resign/retire from Victoria Police while under investigation for sexual harassment/predatory/bullying behaviour who cite PTSD as the reason for their conduct.
- What the ‘#MeToo’ platform has done is show sexual harassment is alive and well, and also that organisational procedures and policies are not working (Bisson-Rapp. Stanford). Some organisations utilize diversity training and grievance practices to offset their corporate liability.
- Moral control over behaviour doesn’t have to be testosterone-filled or aggressive. That is, the belief or presence of police being in control, and the authority of their uniform, creating order in mayhem does not need to be, nor should it be, conducted according to macho stereotype.
- With all the complexity of modern living, we must ask ‘*What is it that we are asking of our police?*’
- Ina Loader (Oxford) rewrote the Peelian principles for the modern world. The general notion is that society can only flourish if it is in good order – yet policing has got stuck in a reactive mode, without considering the negative flow-ons to all policing and societal expectations this creates. The modern world isn’t why or when police were founded. Our history has roots in the Victorian and pre-Victorian era, and our different operating environment now means we need to revisit our cemented structures, beliefs and ideals.

Rachel Billington | HR Diversity & Inclusion Lead | Metropolitan Police Service

Billington has a long history of working in the diversity and inclusion environment and previously implemented a value-added diversity strategy for Surrey Police. Billington shared her learning and initiatives in order to achieve equity in the workplace:

- Resistance to diversity and change is still prevalent –we have focused on BME females, but they would say we are not there yet.
- Ten years ago, there was a push to create a ‘zero-tolerance culture’ on harassment, however this was not culture, just a ‘tick-the-box’ compliance exercise with little intention or chance of making genuine change.
- When people feel attacked, history tells us they will respond by becoming defensive and this is what is happening with ‘diversity’ backlash.

*The Surrey Experience*

Billington recognised a need to get more men ‘on board’ and personalize the harassment issue to them. To assist, the Surrey Police Professional Standards Command took the lead in sexual harassment training, giving the training the credibility it needed to make ignoring it virtually impossible. Billington’s experience reinforced that at the MET unconscious bias about difference is woven through all training, and that whatever change you are trying to make, opposition will arise, making it crucial to stay on task and keep your approach consistent. With this in mind, she:

- Re-modelled the unwieldy Surrey Police governance strategy – the previous action plan ran to 112 pages with 30 objectives.
- Created a simple guide for diversity, broken down into three categories:

1. People and culture
  2. Organisational processes
  3. Operational delivery.
- Superintendents were required to sit before the diversity committee to demonstrate how they delivered on objectives (which were now down to 20). Superintendents were also required to speak to three prioritised organisational objectives and report on them quarterly:
    1. Internal representation;
    2. Hate crime; and
    3. Community engagement.
  - To assist Superintendents with this work, each was provided a Diversity Advisor to help with delivery and support.
  - 'Returnships' were created. Through this initiative the MET will reaching out to women who have left the organisation in the last five years, offering them the opportunity to return with bespoke programs. This initiative is to be launched in January 2019.

## **AUSTRIA**

At the start of this section I must acknowledge the assistance and support of the Australian Permanent Mission to the United Nations in Vienna and the Australian Department of Foreign Affairs and Trade (**DFAT**). DFAT put together an official program of suitable organisations and people for me to meet, including a symposium on 'Achieving Gender Equality through Organisational Change' at the residence of the Australian Ambassador, His Excellency Dr Brendan Hammer. Ambassador Hammer spoke alongside Mary Alice Hayward, Deputy Director General (**MT**) of the Office of the Deputy Director General of the International Atomic Energy Agency (**IAEA**) and Miwa Panholzer Kato Director of the Division for Operations of United Nations Office on Drugs and Crime (**UNODC**).

## **SOCIETAL CONTEXT**

Since 1979, the *Equal Treatment Act 1979* (the Act) has regulated equal treatment of women and men at work in Austrian private enterprise. In July 2004 the Act's remit was extended to include discrimination on the grounds of ethnicity, religion or beliefs, age and sexual orientation. As of 1 August 2008 the prohibition on grounds of gender was extended to apply outside work. Equal treatment legislation currently comprises the following areas:

- Equal treatment of women and men at work;
- Equal treatment at work irrespective of ethnicity, religion or beliefs, age or sexual orientation;
- Equal treatment irrespective of ethnicity outside work;
- Equal treatment of women and men in the access to and supply of goods and services; and
- Principles concerning the regulation or equal treatment at work in agriculture and forestry.

## **Institutions addressing Equality**

The Equal Treatment Commission consists of three Senates and was set up to scrutinise matters relating to discrimination under the Act. All persons feeling discriminated against can appeal to the Equal Treatment Commission and the Ombudsman for Equal Treatment.

- Senate 1 covers the equal treatment of women and men in employment and occupations – particularly in relation to marital or family status.
- Senate 2 covers equal treatment in employment and occupations irrespective of ethnic origin, religion or belief, age or sexual orientation.
- Senate 3 covers equal treatment irrespective of ethnic origin in other areas relevant to legal relationships, including their establishment and asserting or enforcing claims to services and benefits not covered by the legal relationships.

There are 86 female liaison officers employed by the Federal Ministry and 12 equal treatment officers. Equal treatment officers have discretion, independence, voluntary and prohibited to discriminate.

### **CITY OF VIENNA**

The City of Vienna has created a Department for Gender Mainstreaming (the Department). The Department supports the Departments and Offices of the Vienna City Administration in its gender mainstreaming process. The Department acts to ensure gender mainstreaming makes the products and services of the City of Vienna fair, and fulfils the needs of various target groups. All initiatives focus on the empowerment of women and girls and the department is staffed by forty employees. The operating budget has quadrupled over the past ten years. This highlights the genuine commitment to change by the City, their money is where their mouth is.

#### **Ms Elisabeth Kromus - Equality Officer, City of Vienna**

There are nine states in Austria, with Vienna the only one focused intensely on gender. The City of Vienna is responsible for over 70,000 employees and the Equality Office is independent and not subjected to direction by the Mayor or Council. These arrangements were designed to build trust in the complaint system, advice and support provided by the Equality Office.

Vienna also has an independent Equal Opportunities Commission, responsible for determining if a complaint is considered discriminatory or not. This Commission reports to the City Council, and its reputation is such that Departments do not want to see their name in these Report. The use of a name and shame compliance tool to deter discrimination is something Victoria may wish to consider.

The Equality office has set a 50 per cent quota of men and women in all workplaces. Targets were set to ensure binding commitments, however even numbers have been difficult to achieve in some occupations that tend to divide firmly along gender lines, such as kindergarten teachers (female) and garbage collectors (men).

The Gender Equality Program is set by the Mayor and delivered by the Equality Office. Its current iteration has four targets to meet over three years. Given the limited resources

available to deliver and monitor progress, these targets are usually small in number. Each Department is required to plan for and report on these targets annually, and the Equality Office analyses and scrutinises these reports. The current four targets, due to end soon are:

1. Increasing women's representation in baseline jobs to achieve 50 per cent;
2. Career promotion initiatives for women;
3. Ensuring equal access to education and training; and
4. Prove equality with a bespoke program for each Department.

The next three-year program will focus on sexual harassment, with all Departments to have clear, unambiguous statements against sexual harassment, and implemented, standardised processes for dealing with it in the first year. For the second and third years every Department is required to:

- Clearly show how the statement has been implemented, and how harassers/transgressors against the statement have been dealt with.
- Managers must demonstrate competent and effectual responses to sexual harassment incidents. Every department must develop and demonstrate bespoke processes for dealing with sexual harassment, reporting and communicating on same to all managers at all levels. Each manager must know their responsibilities in relation to sexual harassment and show consistent leadership. This target has been set to remove the excuse of "I didn't know what to do" given by many Managers.

All work in this area is supported by a dedicated budget and media communication campaign, encompassing brochures, seminars, workshops etc. all co-ordinated by the Equality Office. The City of Vienna owns its own training academy, keeping costs down and the Equality Office is supported by 140 field advisors/contact people to get messaging out.

Kromus believes sexual harassment is strongly linked to forms of hierarchical power that can destroy careers and deter women from taking the steps necessary to report or lay complaints. Further, Kromus notes that when men start at the base in female-dominated areas they rise quickly to the top (e.g. teaching and nursing) however the reverse rarely happens for women in male-dominated occupations.

Ms Barbara Michalek: Manager of 24-hour Emergency Women's Helpline – City of Vienna

The Helpline is now over 25 years-old, and its scope of work has broadened significantly. The Helpline also commissions studies on employment, health, sport, violence and any other issues affecting women. The Helpline Office:

- Provides counselling and advice in relation to family violence, sexual violence, stalking, criminal Court proceedings;
- Helps prepare laws in line with City of Vienna goals, and works with other City of Vienna departments to integrate thinking;
- Provides grant money and funds over 40 projects annually for not-for-profit and non-government organisations helping improve the status of women. Initiatives include

assisting women with employment, fully funding shelters and transitional housing and counselling centres;

- Employs nine female Counsellors, Clinician Health Psychologists, Legal and social workers who work 12-hour shifts, delivering approximately 10,200 counselling sessions per year – delivered via face-to-face, emails or phone calls;
- Has very little staff turnover, most usually only leave for maternity leave or retirement – with many working for the Helpline for over 15 years; and
- Has four administrative staff working to provide structure and compliance.

### **UNITED NATIONS OFFICE ON DRUGS AND CRIME**

Ms Anja Korenblik, Chief & Martin Raithelhuber & Theodore Leggett - Programme Development and Management Unit, Research and Trend Analysis Branch, Division for Policy Analysis - United Nations Office on Drugs and Crime (UNODC)

UNODC has endorsed gender mainstreaming. It has done this by assessing the implications of planned actions on drugs and crime for male and female genders. Planned actions seek to ensure women and men benefit equally by integrating their experiences and concerns into the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres. UNODC recommended four key areas of focus for mainstreaming gender;

1. UNODC policy and operations at the country level: Surveys on drug use, country profile documents and other basic documents should contain gendered information. Gender disaggregated data should be part of standard reporting requirements.
2. Alternative development strategies and business plans: Priorities should be identified, and alternative development strategies should be based on gender disaggregated data collected in the preparation of country profiles or when conducting drug surveys.
3. Formulation, implementation, monitoring and evaluation of UNODC alternative development programs and program modules: For each step of the project cycle, a list of key questions must be addressed to ensure gender mainstreaming.
4. UNODC staffing policy and management of alternative development projects: Awareness of gender issues should be improved by training target groups such as villagers, district and provincial government counterparts, project staff and visiting consultants. Gender focal points could also be identified in selected field offices.

Although the intent and commitment are steadfast, there are concerns at UNODC that confusion around the advancement of women and equality for all still exists. Further concerns suggested the organisation maybe feeling the effects of gender mainstreaming fatigue. This experience of backlash echoes that heard and felt in parts and individuals working within Victoria Police in the post-VEOHRC era.

Ms Deborah Ernst, Chief - Human Resources Management Service (HRMS), Division for Management and Ms Hanna Sands, Program Coordinator (Gender), Office of the Director General/Office of the Executive Director UNODC

Ernst and Sands are clearly key drivers for gender equality at UNODC and strongly emphasised the need to ensure capacity exists to deliver reform programs. It is their view that without adequate resourcing all initiatives are sure to fail. Their program of works includes:

- Mandatory training courses – unconscious bias, Speak-Up program - Ethical questions posed post-decision making, selection processes;
- Barber shop approach – aimed at changing the way men talk about gender equality and engage themselves. This is implemented in the United States of America and focuses on the role men and boys play in achieving gender equality; and
- Reflecting on parity from the male perspective. UNODC focusses strongly on trying to avoid backlash and ensuring everyone is engaged.

#### Sven Pfeiffer – Crime Prevention and Criminal Justice Officer – UNODC

Pfeiffer spoke of the work being done at the Organisation for Security and Co-operation (OSCE). OSCE aims to provide equal opportunities for women and men and to integrate gender equality into policies and practices, both within participating States and the Organisation itself. The OSCE action plan includes:

- Ensuring all OSCE policies, programs and activities are gender mainstreamed;
- Providing staff with tools and training about gender mainstreaming;
- Developing a professional, gender-sensitive management culture and working environment;
- Increasing the share of female managers in senior positions;
- Supporting the efforts of participating states in achieving gender equality; and
- Highlighting and promoting the role of women in conflict prevention and peace reconstruction processes.

Pfeiffer also shared his thoughts on equality:

- The need to test public opinion on the value of policewomen in the community – how does the community we serve see it?
- The police ranking system is a problem.
- The ‘#Metoo’ campaign opened a Pandora’s box – not necessarily a bad thing.
- Women in security/military groups need to support each other more through mentoring, networking etc. More work needs to be done to address the lack of women in science, technology, engineering and other typically masculine fields.
- The importance of male champion of change – can’t change without men seeing the problem. One avenue for this is ‘Manals’ – men only panels where men make pledges such as: ‘at a public conference I will not serve on a panel of two people or more unless there is at least one woman on the panel, not including the Chair.’

A current focus for Pfeiffer is advancing female participation in all levels of policing by:

- An increase in female critical mass – 30 per cent increase will achieve this;
- Recruitment procedures;
- Flexible working hours;

- Creating conditions of work that will attract women; and
- Bespoke program for each country (5 countries to pilot).

### **FEDERAL INTERIOR MINISTRY**

Mr Michael Holzer, (Deputy Head – Current serving police officer) & Ms Ulrike Lavrencic of the Centre for Organisation Culture and Equality, Federal Interior Ministry (FIM)

Holzer and Lavrencic are responsible for:

- The *Federal Equal Treatment Act* and planning for female promotion;
- Designing the plan for promotion for women (regulation);
- General behaviour and interaction among colleagues;
- Leadership and behaviour;
- Mentoring, cross-mentoring, mentoring after long absence from work programs,
  - Development and implementation of a mentoring concept for the current training course for FIM Managers;
- Women in Policing:
  - Increasing numbers of female police officers;
  - Increasing levels of parental leave, part-time work, and addressing insecurities when returning to work;
  - Consolidation of recommendations made by different organisational units;
  - Keeping actionability up at police stations; and
  - Women in committees – There must be at least one female and one male member per committee;
- Internal communication strategy on Equal Treatment;
- E-learning module ‘Sexual harassment at work’;
- Job advertisements and functions:
  - Search for adequate candidates (announcements);
  - Gender equitable and non-discriminating phrasing; and
  - Passage: ‘applications by women are particularly welcome’ if the proportion of women is below 50 per cent (not applicable for positions that require a certain gender);
- Job advertisements and functions within FIM:
  - Job advertisement including prerequisites;
  - Motivation for application;
  - Evaluation by manager and ranking by administrative authority;
  - Statement by Work Group on Equal Treatment; and
  - Independent Review Board;
- Gender mainstreaming;
- Contact point for questions related to equal treatment;
- Sexual harassment:
  - Implementation of an e-learning module in response to ‘#Metoo’; and
  - FIM Managers should be able to identify behaviours that could be classified as sexual harassment, and know what to do if affected employees seek their advice;

- Digital working :
  - Higher importance of work-life-balance for employees;
  - Greater wish for flexible working hours (generation y/z);
  - Position FIM as an innovative and attractive employer;
  - Employee retention and motivation via respective flexibility and increased performance; and
  - Development of possible worktime models including performance indicators; and
- Evaluation regarding additional kindergartens (only one at FIM from 6am to 8pm):
  - Reconciliation of work and family like and employee retention;
  - Catering to employees' needs (opening hours, area); and
  - Aim: incentive for earlier return from parental leave and/or increase of weekly working hours to keep up actionability at police stations.

Statistical Overview of the Ministry V Police Department

<u>MINISTRY</u>	<u>POLICE</u>
36,287 employees	28,414 employees
26 per cent women	9 per cent women
6,654 administrative staff	2,155 Aspirants (Probationary constables)
60 per cent women	28 per cent women (35 per cent women in 2006)
152 managers	17,248 Constables
26 per cent women	20 per cent women (12 per cent women in 2006)
4 Head of Sections	8,413 Middle management (Senior Constables)
25 per cent women	10 per cent women (3 per cent women in 2006)
10 Head of Groups	598 Sergeants and Above
0 per cent women	5 per cent women (2 per cent women in 2006)
41 Head of Departments	
29 per cent women	
97 Head of Units	
27 per cent women	

Ms Vera Jauk, Department Head for Gender Equality and Legal Matters - Federal Ministry for Families, Women and Youth

Jauk oversees the six Departments comprising Division for Women and Quality:

- Gender mainstreaming and gender budgeting;
- Equal treatment;
- Promotion of women projects;
- Prevention of violence;

- Gender equality in employment and the labour market;
- Monitoring; and
- Information and awareness raising.

Gender budgeting is an effective strategy to achieve gender equality, and in 2013 the Austrian Constitution included gender equality in its new Federal Budget law. Each Ministry must define a maximum of five outcomes per budget chapter. These outcomes then form part of the Annual Federal Budget Statement. At least one outcome per Budget Chapter must be a gender equality outcome with clearly defined measures/outputs. This has been mandated to realise and monitor respective gender equality outcomes. All Department Budgets are discussed in the Austrian Parliament and made public for all citizens.

The Federal Budget law is a lever for gender equality but not the only solution. Challenges that have presented include:

- The level of defined objectives, measures and indicators differs in respect of quality and ambition;
- Over-ambitious general objectives set by Ministries, which cannot be fulfilled by just one Ministry (e.g. reducing the gender pay gap);
- Objectives and measures concerning gender equality are not or minimally co-ordinate between Ministries (e.g. improved representation of women in State Institution Boards);
- International comparisons and improvements of international ranks are not used as performance indicators; and
- Lacking a clear distinction between gender equality targets, promotion of women and social targets..

JAUk provided the following overall statistics for women in Austria:

#### *Education and Work Hours*

- 56 per cent women and 44 per cent men graduate from University.
- 32 per cent women and 27 per cent men graduate and finish school.
- Part-time female employment is 47.7 per cent and 11.9 per cent for men – meaning nearly half of working women in Austria are part-time.

#### *Leadership positions*

- National Council – women 34.4 per cent. Men 65.5 per cent.
- Federal Council – women 36.7 per cent - 6 Ministers are female.
- Public Sector (Heads of Division) 29.7 per cent women.
- University Rectors – 38 per cent women – first woman appointed in 2007 (there are now eight).
- Executive Board Management ‘top 200’ – 8.4 per cent women.
- Supervisory Boards – 18.5 per cent women.

#### *Reconciling Work and Family*

- 2/3 women have overall household duties (unpaid work) .

- 1/3 men do some household duties including:
  - 32 per cent cooking;
  - 39 per cent household grocery shopping;
  - 46 per cent playing with kids; and
  - Cleaning and what are considered menial tasks in the home are generally not performed by men.

The Federal Ministry for Families, Women and Youth has a strong communication platform including:

- A 'go-to' website at <http://www.imag-gab.at> that focuses on gender mainstreaming, budgeting and all national and international activities relating to best government practices, including a toolkit. The site also contains:
  - Knowledge bank holding 227 projects at Federal, Provincial and Municipal levels;
  - Overview of fundamental facts and figures about gender differences and inequalities between women and men;
  - Information on the international environment; and
  - Information on education and employment.
- A quarterly newsletter.
- Gender budgeting blog – <http://blog.img-gendermainstreaming.at>

Jauk concluded that for her Department's significant platform of work to be successful, it must be driven by a top-down strategy. This includes responsible Ministers enforcing and ensuring compliance accountability by talking to and publishing reports of what they have achieved.

## **CONCLUSION**

My fellowship work revealed clear lessons and gaps on gender issues and policing in general across the world. Gender, policing and values are all interlinked, and success or failure in one category defines success or failure in all.

### **GENDER**

- ‘Letting things slide’ or using apologetic language – or excuses – allows bad behaviour to flourish.
- Bystanders are witnesses. Everyone must always be empowered to act to call out and/or report poor behaviours and actions.
- Leadership and genuine commitment are required and must be driven from the top down and the bottom up. Your behaviour and your possible sanctions must be the same at all levels. No one can be treated differently based on position. Leadership at the top levels is necessary, but leadership at all levels is vital.
- Accountability is key. The threat or presence of admonishments is wasted if they are never used.

### **POLICING**

- No one has identified the best skill-set for modern day policing.
- Given communications are the first and most frequent daily tactical option by all police, the same importance should be placed on them in the six-monthly Victoria Police Operational Safety, Tactics and Training package. This refresher needs to include external communications – e.g. one-on-one with the public – and internal communications – how colleagues should talk to, and treat, each other.
- What police uniforms and the people wearing them stand for must not be tethered to an overtly masculine paradigm. To do our jobs properly, our modus operandi and expectations of our people must be that they can tailor their behaviour to every situation in the most respectful, inclusive way possible.
- The modern world we live in is not the time when or the reason why police were founded. Our history has roots in the Victorian and pre-Victorian eras, and our different operating environment means we must need to revisit our cemented structures, beliefs and ideals.

### **VALUES**

- It is not a stretch to state that Victoria Police, like many organisations, does not actually value its values.
- Assimilating our values into everything we do is not just a matter of following orders. It is about re-building our professional identity and culture to the point where our values are an integral part of our team spirit.
- Pride in the profession is pivotal, and this can only be reflected to us by the community we serve when we believe and rate highly, the values we were founded on to guide us and help others. When every ‘blue shirt’ lives and breathes the “Uphold the Right” on our insignia, we will know we are on the right track.

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## APPENDICES

### INTERVIEWEES

CONTACT	ORGANISATION
<b>ICELAND</b>	
Commissioner Halla Bergthora Bjornsdottir - North East State (Akureyri)	Akureyri Police Department
Police Commissioner Sigríour Björk Guóðonsdóttir	Reykjavik Police Department
Brynhildur Heioar – Executive Manager	Icelandic Women’s Rights Association
Dr Andrew Hill – Lecturer in Police Science	University of Akureyri – Faculty of Social Sciences & Law
Superintendent Johannes Sigfusson - North East State (Akureyri)	Akureyri Police Department
Finnborg Steinhorsdóttir – Gender expert	Faculty of Political Science Iceland University
<b>NORWAY</b>	
Professor Dag Ellingsen, Sociology	Oslo Metropolitan University
Brigadier/Deputy Director Henning A Frantzen	Norwegian Ministry of Defence
Lieutenant-Colonel Lena Kvarving - Defence Staff	Norwegian Ministry of Defence
Nina Irene Jon (Senior Researcher, PhD)	Norwegian Police University College
Nina Rones (Senior Researcher, PhD)	Norwegian Defence Research Establishment
Frank Steder (Senior Researcher)	Norwegian Defence Research Establishment
Hanna Syse (Senior Advisor )	Norwegian Ministry of Defence
<b>NORTHERN IRELAND</b>	
Superintendent Emma Bond	District Commander Antrim & Newtownabbey (Women’s police Association)
Inspector Anne Cooke	Police Service Northern Island

CONTACT	ORGANISATION
Yvonne Cooke – (occupational psychologist) Head of Human Resources	Police Service Northern Ireland
Dr Evelyn Collins CBE – Chief Executive - Equality Commissioner	Equality Commission Northern Ireland
Fiona O’Connell – Diversity and Inclusion Unit	Queens University Belfast
Louise Crothers – Human Resources	Police Service Northern Ireland
Connor Curran – Head of Diversity and Inclusion	Queens University Belfast
Assistant Chief Constable Barbara Gray	Police Service Northern Island
Detective Chief Inspector Gillian Kearney	Police Service Northern Ireland – Head of Leadership and Investigative Training – Police College
Liam Kelly	Assistant Secretary Police Federation Northern Ireland - Equality and Diversity Lead
David Johnston – Human Resources	Police Service Northern Ireland
Damien McAlister -Director of People and Culture	Ulster University
Louise McAloon LLB – Associate Partner	Worthington’s Solicitors (employment law)
ENGLAND	
Detective Chief Superintendent Penny Banham	Head of Training School – Hendon
Rachel Billington – HR Diversity & Inclusion Lead	Metropolitan Police Service
Kate Bloomley – Chair of Gender Equality Group	National Crime Authority
Patrick Brown – Head of Fast Stream Diversity and Inclusion Cabinet office	Government Communication Service
Professor Jennifer Brown	Mannheim centre for Criminology, Department of Social Policy, London School of Economics and Political Science

CONTACT	ORGANISATION
Chief Constable Dee Collins - President of British Women's association and lead in Gender and policing for NPCC	West Yorkshire Police
Commissioner Cressida Dick CBE QPM	Metropolitan Police Service
Inspector Angela Gentry	Hendon Police Training Academy
Inspector Fifi Gulam	Hendon Police Training Academy
Lynne Owens CBE QPM – Director General of the National Crime Authority	National Crime Authority
Sarah Pritchard – Legal Director (General Council)	National Crime Authority
Sara Thornton CBE QPM – Head of National Police Chief's Council	National Police Chief's Council
Sharon Waldman	Hendon Police Training Academy
Chief Constable Gareth Wilson National lead for Equity, Diversity & Human Rights	Suffolk Police
AUSTRIA	
Richarda Amberg – Program Management Officer	United Nations Office on Drugs and Crime (UNODC)
Dr. Leena Avonius – Gender Advisor	Organisation for Security and Co-operation in Europe (OSCE)
Amarsanaa Darisuren – Senior Advisor on Gender Issues	Organisation for Security and Co-operation in Europe (OSCE)
Dr Brendan Hammer Ambassador & Permanent Representative	Australian Embassy, Austria
Allison Drury – First Secretary	Department of Foreign Affairs and Trade (DFAT)
Kim Ralston – Second Secretary	Department of Foreign Affairs and Trade (DFAT)
Elizabeth Jaquemar – Senior Policy Advisor	Department of Foreign Affairs and Trade (DFAT)

CONTACT	ORGANISATION
Mary Alice Hayward Deputy Director General (MT)	Office of the Deputy Director General – International Atomic Energy Agency (IAEA)
Miwa Panholzer Kato Director – Division for Operations	United Nations Office on Drugs and Crime (UNODC)
Deborah Ernst – Chief Human Resources Management Service	United Nations Office on Drugs and Crime
Ms Hanna Sands - Program Coordinator (Gender)	United Nations Office on Drugs and Crime
Colonel Michael Holzer Department Head Organisational Culture & Equal Treatment	Federal Ministry of the Interior
Vera Jauk – head of fundamental and legal affairs for equality issues	Federal Ministry for families, women and youth
J. H. (Anja) Korenblik – Chief, Programme Development and Management Unit	United Nations Office on Drugs and Crime (UNODC)
Elizabeth Kromus – Equality Officer	City of Vienna
Ulrike Lavrencic – Centre for organisation culture and equality	Federal Interior Ministry
Theodore Leggett – Research Officer	United Nations Office on Drugs and Crime (UNODC)
Rebecca Lewis Oversight Officer	International Atomic Energy Agency (IAEA)
Courtney Linley Chief Procurement Section	Preparatory Commission for the Comprehensive Nuclear-Test-Ban treaty Organisation (CTBTO)
Barbara Michalek – head of 24 hr emergency women’s helpline	Women’s service, City of Vienna Department 57
Isabella Muller – centre for organisation culture and equality	Federal Interior Ministry
Mona Nordberg – Police Affairs Officer	Organisation for Security and Co-operation in Europe (OSCE)
Sven Pfeiffer – Crime Prevention and Criminal Justice Officer	United Nations Office on Drugs and Crime (UNODC)

CONTACT	ORGANISATION
Hanna Sands – Program Co-ordinator (Gender)	United Nations Office on Drugs and Crime (UNODC)
Martina K. Steiner – Deputy Head of Division	24-hour Women’s Emergency helpline Municipal Department 57