

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS  
ATTORNEY-GENERAL'S PORTFOLIO

**Program:** Australian Federal Police

**Question No. AE17/032**

**Senator Xenophon asked the following question at the hearing on 28 February 2017:**

Senator XENOPHON: ...Can I ask you very quickly, because time is limited, and I will put many questions on notice: in terms of the Broderick report, you have said that you have implemented seven of the recommendations. On notice, can you tell us what those recommendations are and how you have implemented them. Also, can you comment in respect of the balance of the recommendations? The sorts of matters raised by Ms Broderick referred to a lack of trust in the reporting system; believing that a complaint can have a negative impact on a member's career—and that is a common theme that officers are still concerned about, as we heard directly from Ms Broderick; and the prevalence of bullying and harassment. Can you tell us when the balance of the recommendations will be implemented and how they will be implemented? I know that will take a fair bit of detail, but if you could provide that that would be very useful to those officers who have contacted me.

ANSWER PROVIDED?

Mr Colvin: Absolutely. Very briefly, of course I am aware of the News Limited reports, and I do know that people have contacted you and News Limited. Thank you for your comments. It troubles me, of course, that I have former and/or current members who still hold concerns. What I would say to them is that we have embarked on a journey that will not end quickly. We will be doing this for the long term. A lot of the work that Elizabeth Broderick has done already takes us a long way towards resolving some of those issues. We will absolutely put that on the record because I want to make it very public where we are with the 24 recommendations, particularly the ones we have already completed, but also more broadly with our mental health programs. We have a very robust mental health program. But, like any program, it is only as good as the last time that we updated it and made sure it was still relevant. That is the work we are doing, and which I am sure your constituents who have contacted you are concerned about, to make sure that we are updating and listening to their concerns.

**The answer to the honourable senator's question is as follows:**

To ensure the appropriate level of detail is provided, we have prepared a high level snapshot of the Cultural Change Program of Work. (Attachment A details). Outlined within this document are the completed recommendations, of which the total now stands at 8 and how these were implemented.

## Cultural Change Report Implementation Snapshot

Code	Description	Status
Recommendation 1	PROJECT 1 CULTURAL REFORM	Complete
Recommendation 2	PROJECT 2 CULTURAL REFORM BOARD	Complete
Recommendation 3	PROJECT 3.1 WRITTEN STATEMENT OF COMMITMENT	Complete
	PROJECT 3.2 VIDEO STATEMENT OF COMMITMENT	Complete
Recommendation 4	PROJECT 4 LEADERSHIP UPLIFT	In-Progress
Recommendation 5	PROJECT 5 SPECIALIST COACHING	In-Progress
Recommendation 6	PROJECT 6 RECRUITMENT & PROMOTION	Pending
Recommendation 7	PROJECT 7 STORYTELLING	Complete
Recommendation 8	PROJECT 8.1 ADDRESS MISCONCEPTIONS	Pending
	PROJECT 8.2 BALANCED RECRUITMENT AND PROMOTION	In-Progress
	PROJECT 8.3 EVALUATE PROMOTION TRIALS	In-Progress
	PROJECT 8.4 EXTENDED LEAVE NOTIFICATION	In-Progress
Recommendation 9	PROJECT 9.1 CLIMATE SURVEYS	In-Progress
	PROJECT 9.2 DEVELOP KPI'S FOR LEADERS PDA'S	Pending
	PROJECT 9.3 PERFORMANCE MANAGEMENT SUPPORT TEAM	In-Progress
	PROJECT 9.4 360 LEADERSHIP REFLECTION MODEL	In-Progress
Recommendation 10	PROJECT 10 RECRUITMENT OF WOMEN	Pending
Recommendation 11	PROJECT 11 GENDER BALANCE	In-Progress
Recommendation 12	PROJECT 12 FEMALE TALENT PROGRAM	Pending
Recommendation 13	PROJECT 13 LEAVE AND SECONDMENTS	Pending
Recommendation 14	PROJECT 14 FLEX BY DEFAULT	In-Progress
Recommendation 15	PROJECT 15 FLEX WORK INFRASTRUCTURE	In-Progress
Recommendation 16	PROJECT 16.1 STAYING IN TOUCH	In-Progress
	PROJECT 16.2 TRAINING FOR MEMBERS ON EXTENDED LEAVE	In-Progress
Recommendation 17	PROJECT 17 SAFE PLACE	Complete
Recommendation 18	PROJECT 18 SAFE PLACE	Complete
Recommendation 19	PROJECT 19 CONFIDANT NETWORK	In-Progress
Recommendation 20	PROJECT 20 RESPECTFUL WORKPLACES	In-Progress
Recommendation 21	PROJECT 21 MEASURE PROGRESS	In-Progress
Recommendation 22	PROJECT 22 PROGRESS OF IMPLEMENTATION	Complete
Recommendation 23	PROJECT 23.1 PUBLISH PROGRESS	In-Progress
	PROEJCT 23.2 PUBLISH PROGRESS	In-Progress
Recommendation 24	PROJECT 24 RESOURCE RCS ADEQUATELY	Complete