



## **Royal Commission Update - Sydney Day 16 - 7 March 2022**

### **RSL References**

Positive:

NA

Negative:

NA

### **General Summary**

- Introduction to the next hearing block

### **Counsel Assisting Opening Remarks**

- 5 lived experience witnesses during the block
- Described the need for DVA and ADF learning processes from lived experience testimony
- Referred to the need to address ADF culture
- Need for accountability, forward movement, recognition of problems regarding mental health and lifetime wellbeing
- Next Monday 14 March, will be talking with ADF re. lifetime wellbeing in Defence
- Next Tuesday 15 March, will be talking to DVA
- Next Wednesday 16 March, will be talking to DVA re. rehabilitation and compensation processes
- Next Thursday 17 March, will be talking to Secretary DVA Liz Cosson
- Expert witness to appear 8 March, 9 March, 10 March and 11 March, including AIHW, ADF, Geoff Evans from Homes for Heroes and National Coronial Information Systems

### **11.35 - Defence - Ms Justine Greig (Dep Sec Defence People) - Lieutenant General Rick Burr AO DSC MVO (Chief of Army) - Warrant Officer Grant McFarlane AM**

#### Significant identified cultural issues

- Hazing and bastardisation
- Strong teams/tribalism/othering
- Hypermasculinity

- Silence - no jacking
- Mistreatment
- Career limiting following help-seeking
- Sexual assault and misconduct
- Psychological harm from administration processes

### Cultural reforms

- Pathway to Change 2012-2017 and 2017-2022, and First Principles review followed in 2013-14 - Sought to implement One Defence strategy, close coordination and jointery
- - 175 recommendations with respect at the Centre of ADF culture, and significant focus on leadership accountability - all 175 recs marked as completed:
  - Focused on leadership ownership, Service Chiefs and Group Heads introducing cultural programs into services, and monitoring, reporting and learning through implementing systems and processes
  - Planned 5 year implementation - required another 5 years, and may require extension
  - Root causes changes include training schools reform, safety to make complaints
  - Personal safety and policies and practices to encourage a diverse workforce
  - Strategy reviewed in 2021 - not fully effectively implemented i.e. weaknesses in Defence People Group, struggles at Service Level, need to draw from data and have stronger KPIs
    - No effective monitoring and reporting from 2017 Strategy, cannot establish recommendations as being met
  - Improvements can be made:
    - Better education, especially re. capability benefits of inclusion
    - Modes of intervention when behaviour isn't at standard
    - Reporting needs to be improved
    - Leadership accountability for a positive workplace
  - Six Priority Areas:
    - Leadership and accountability
    - Ethics & workplace behaviour
    - Inclusion
    - Integrated teams
    - Health, wellbeing
    - Flexibility
  - Stopped monitoring these areas, as decided to look at quantitative data - led to development of a KPIs dashboard
- Defence values are:
  - Service, courage, respect, integrity and excellence
- Schein Model of Cultural Change
  - Artefacts - visible elements i.e. strategies
  - Espoused Values i.e. Communications
  - Basic underlying assumptions - everyday behaviours
- Commissioner Brown commented that there needs to be more done at the ground (basic underlying assumptions) level to implement cultural change - ADF agreed there's room for improvement

### Accountability

- Black review - focused on Defence Accountability Framework - leadership accountability and decision-making
  - Implemented performance appraisals in reference to culture within units, with clearer accountabilities in appraisals

- With elements of the First Principles review, created a new accountability framework
- Army:
  - Various frameworks for incident reporting and complaints - PMKeys, IRMAN, COMTRAC
    - All 3 need to be reconciled, making it difficult to get decent data or identify patterns - needs to be systematised
    - Navy and RAAF have different systems again
  - Surveys used for incident reporting i.e. Workplace Behaviour Survey, ADF Workplace Climate Report
    - Use of PULSE surveys is important
    - 58% not satisfied with outcomes when reporting, 25% said it would discourage further reporting
    - 30-35% have experienced unacceptable behaviour (only 1% reported in incident reports)
    - Hoping to improve this through use of education and communications
  - Cannot work out underreporting of sexual assault from figures - referrals of sexual assaults are low
    - Trialling specialised units with social workers included to investigate/support
  - Progress of Pathways Programs:
    - Good soldiering framework created - part of business splan, operating framework and leadership framework
    - In 2022, measures through reporting and surveys
    - Values plan is aspirational
  - Army Business Plan:
    - Showing improvement on leadership and culture
  - Peer support network in development - may not be enough mentors
  - Cultural impediments to help seeking:
    - Trying to put system in place, but there are real/perceived barriers
    - Chain of Command acting on mental health help seeking - want to encourage help-seeking and support behaviours
    - Trying to ensure no disadvantage
  - Hazing:
    - 42% staff cadets, 23% recruits report unacceptable behaviour
    - Issued directive to stop this - but no specific action
  - Directives on bystander behaviour, so that bystanders are as accountable as perpetrators - including with DV - Army also working DFSO and police to stop DV
  - Trying to stop 'culture of silence' by providing multiple reporting lines
    - Outlined possibility of external reporting function and external investigate function outside Chain of Command
  - Administration Processes - have tried to combat administrative violence through directives
  - Commissioned Officers career ambitions and associated command turnover may be leading to less accountability among units due to lessened relationship between the two
  - Special programs, including quotas, to recruit women have seen increase in women across the ADF - no quotas for Non English Speaking Background recruiting, but it is an 3initiative

### ADF Women's suicide

- Ex-serving women under 30, three times more likely to die by suicide than general population
- ADFA - treatment of women data - has there been any progress? Taken on Notice
- What's been done after September 2021?
  - Program looking at women's health
  - Reviewing Interim National Commissioner's report
  - No specific actions taken
- Women's Health Initiative more focused on gender lens effects
  - Committed to trying to find out
- No ideas about factors contributing to this rate, but acknowledged could be result of male-dominated workplace
- Trying to identify patterns among actual suicides - including risk and protective factors