

Background

The Juniper project was a cultural reform initiative commenced on the 24th of April 2019 by the Queensland Police Service (QPS). Juniper's primary purpose was to eliminate a culture of gender inequality, sexual discrimination, harassment, and predatory behaviour within the QPS. Juniper supported the QPS strategic commitment to provide safe, healthy, and inclusive workplaces for employees through the QPS Strategic Plan 2020-2024 and the Inclusion and Diversity Plan 2019-2020. Juniper intended to provide early investigative intervention combined with rehabilitative and therapeutic services for past and present QPS employees who had witnessed or been subject to severe negative workplace behaviours, including sexual harassment and discrimination.

Operational History

Under the auspices of the People Capability Command (PCAP), Juniper conducted (236) engagements with individual QPS members and (14) disciplinary investigations throughout 2019. However, the outcomes of these engagements indicated that allegations of 'Workplace Bullying' and 'Misuse of Authority' within QPS workplaces were the primary drivers of poor workforce culture. Therefore, the scope and the project's original intent diverged. In addition, poor communication, and conflict management, primarily at the mid-management level, were cited as catalysts for workplace bullying and dysfunction claims.

Between the 7th and 14th of July 2020, the CCED undertook the Juniper Review to explore the project's operational methods and outcomes - [See Appendix 1 Juniper Review 2020](#).

The review produced the following findings:

- Poor witness triaging processes
- Investigations were not distinct from cultural improvement interventions and entwined within the disciplinary process
- Sexual harassment and discrimination were not the primary drivers of poor culture
- Data collection gaps
- Irreparable brand damage/image throughout the organisation

CCED proposed a new business case with recommendations to alleviate these service capability gaps and optimise the CCED business model to meet and reduce demand as priorities - [See Appendix 2 New Business Case](#).

On the 21st of July 2020, the Service Alignment Program (SAP) approved the following:

- The Juniper Review Recommendations
- Juniper to transition from PCAP into the CCED organisational structure
- The configuration of the Workplace Assessment & Support Team and Cultural Transformation Team

The business case outlined the following functions:

Business Model:

- Provide 'fit for purpose' service to our members through workplace assessments and support
- Adopt multi-disciplinary bespoke approaches to improve workplace health, culture, and wellbeing

Streams:

1. Workplace Investigations and Support Team
2. Cultural Transformation Team.

The new business model separated disciplinary investigations from cultural improvement activities as follows:

Workplace Assessment & Support

- Triage exemptible matters and connect members to support services as per the original intent of the Juniper project
- Conduct workplace assessments through non-adversarial investigations (root cause analysis)
- Provide evidence-based recommendations to key stakeholders
- Inform Cultural Transformation Team to construct bespoke workshops
- Conduct after-action reviews
- Conduct bi-annual reviews and reports
- Adherence to the 'safe space' philosophy
- Coordination of conflict management, mediation, and workplace behaviours workshops

Cultural Transformation Team

- Comprise multi-disciplinary teams to meet and reduce demand
- Connect members to advocacy and support networks
- Conduct bespoke Team Cultural Improvement Workshops tailored to business needs and through the findings of workplace assessments
- Provide consultative advice to key stakeholders
- Adherence to the 'safe space' philosophy

CCED triages former and current members through;

- Video conferencing from places of comfort using available technologies
- Face-to-face engagements
- Appointments

On the 30th of September 2020, project Juniper was formally de-commissioned – [See Appendix 3](#) End Project Report submission.

The WAST and CTT commenced operations on the 15th of December 2020 as part of the Commissioners Performance Review (CPR).

The WAST has undertaken the following activities:

- Face-to-Face Interviews with QPS members – (400+)
- Workplace assessments – (40)
- After Action Reviews – (2)
- Six-month Performance Review – (1)

The CTT has undertaken the following activities:

- Workshops constructed – (30)
- Workshops implemented service wide – (40)

Conflict Management Services has undertaken the following activities:

- Engagements – (100)
- Workplace Behaviours Workshops – (49)

- Conflict Coaching – (57) individuals
- Mediations – (7)

Final Summary

The WAST completed the 6-month review of operations for June 2021 – See Appendix 4.

The review found the following themes impacting QPS workforce culture:

Theme One: Leadership and Management

- Sub-theme: Workplace Siloing
- Sub-theme: Style and Key Leadership Attributes
- Sub-theme: Senior Constable Disengagement
- Sub-theme: Communication
- Sub-theme: Performance Management
- Sub-theme: Vacancy Management

Theme Two: Safety and Well-being

- Sub-theme - Inadequate Access to Support Services Theme

Three: Leadership and Management Training

The WAST/CTT use Working for Queensland datasets, Team Climate Survey, and qualitative interviewing with members with final performance surveys to inform these findings. The Executive Leadership Team (ELT), and Board of Management (BOM), were informed of these processes at intervals throughout 2020 – 2021.