Preface

When you are a Mountie, you wear more than the uniform. You assume the identity of a member of the Royal Canadian Mounted Police (RCMP). I proudly wore the Mountie identity for more than two decades until my last day of work in April of 2016, when I retired at the rank of Chief Superintendent. Throughout my career I experienced many diverse opportunities that took me from patrolling western parts of Canada to money laundering investigations, undercover operations, criminal intelligence, recruitment, terrorism prevention, and finally to leading and guiding large-scale organizational change at the RCMP headquarters in Ottawa.

Although I enjoyed all the experiences in between, no role has had such a profound impact on me as when I was appointed to oversee the efforts of the RCMP to respond to serious allegations of gender discrimination, bullying and harassment reported by current and former female employees.

In late 2011 Corporal Catherine Galliford, the former spokesperson for the RCMP in British Columbia, was the first of a number of women who went public with stories of sexual harassment and bullying by male colleagues. In response to these allegations, and based on the outcomes of a gender-based assessment, the RCMP developed an action plan to address the culture and composition of the RCMP through initiatives that focused on harassment policies and practices, employee conduct, recruitment, mentoring, promotion processes, work–life balance, and creating respectful workplaces.

In the role of senior advisor, one of my first steps was to attempt to look beyond the symptoms of harassment to better understand the deeply rooted aspects of the RCMP culture and elements of the internal climate that needed to change. I searched in vain for a resource book that would better guide our efforts. Nowhere could I find a sufficient roadmap that would assist us in implementing meaningful changes—changes that would address root causes and not just symptoms.

I found myself reading everything I could find about bullying and harassment in the workplace, specifically as it related to policing. The more I read the more I began to challenge my own assumptions about the internal environment of the RCMP—assumptions about how people should behave and about who is in and who is out. I also found myself reflecting upon a particular discussion at my first

detachment when some of my colleagues were criticizing a former female officer who was successful in suing the RCMP for sexual harassment she experienced on the job. I do not recall their exact words but I do remember my response. I essentially joined them in condemning her for not being tough enough to fit in, for no other reason than it was simply easier to go along.

Alice Abernathy (now Clark) was her name. She joined the RCMP in 1980 and voluntarily resigned in 1987 after experiencing sexual and other forms of harassment from some of her male colleagues that caused severe stress and depression. In her lawsuit, she described having her performance assessed more harshly than her male colleagues, being subjected to unwelcome comments and pornographic material, being fearful that backup would not come when needed, and an overall sense of feeling unwelcome.

Recalling these criticisms about Alice and her lawsuit reinforced for me that my starting point in this new leadership role was to uncover my own conscious and unconscious biases from more than 20 years in policing. My first priority was to actively listen to the men and women who shared their experiences of being bullied, harassed and excluded in the workplace: men and women who suffered from low self-esteem, depression and even post-traumatic stress disorder as a result. I found their stories to be very powerful as they humanized their experiences rather than reducing them to a mere footnote in a report.

One of the first people I met with shared a story so egregious that I was unable to sleep through the night for weeks after we first met. Due to confidentiality concerns I can only say that she was sexually harassed and stalked by her first supervisor and completely vilified by her colleagues and even some senior leaders for daring to report the harassment. She now suffers from severe post-traumatic stress disorder (PTSD), and I am doubtful she will ever fully return to work. It is her story that compelled me to better understand the experiences of others and the conditions in which such conduct is tolerated. It is her story that I continue to carry with me today.

It was not long after these initial meetings before other members reached out to me to share their stories and to solicit my assistance. On many occasions I just listened as the individuals did not want any further action taken. In others, I intervened where I could. Still in others, I felt powerless to do anything.

Someone recently asked me if I bear scars from this experience and I have to admit that I do. It has more to do with feeling both powerful and powerless at the same time. I was a high-ranking officer and should have been able to make more of a difference but in reality I had to concede that we might not have been ready to accept certain *cultural truths* about the organization and our roles as leaders. My point here is not a criticism; it is simply to acknowledge that organizational culture is a complex beast and one we need to understand better.

Building on my previous Ph.D. work I began to write. I wrote about women in policing and the police culture and how it is manifested in the ways that people interact with each other, in what behaviors are valued and even tolerated, and in the types of people that get ahead. I realized that the workplace issues were much more deeply rooted, requiring a better understanding of how policing has evolved since

its early origins and how this evolution has contributed to more bureaucratic structures and impersonal management approaches as well as the formation and reinforcement of a unique police culture and associated identity.

I also began researching, writing and teaching about creating a more inclusive police organization—an organization in which all people and all groups have a voice, are treated fairly and are included in decisions that matter. I soon acknowledged that I needed to write this book to support police leaders who are attempting to address workplace issues that lead to a lack of procedural fairness and the exclusion of people who do not fit in.

This book draws from my experiences in leading, researching, and teaching about organizational change; my extensive research on the police culture/climate, issues of identity and belonging within policing and building inclusive workplaces; interviews with serving and former police personnel; and from my work with police leaders who have initiated change in furtherance of a more inclusive environment. My intent in sharing these insights is to honor the men and women who entrusted me with their stories in the hopes that meaningful change can be undertaken.

This book is meant to be a consolidated resource for police practitioners and reform specialists and to also serve as a textbook for students in specialized seminars or topics within criminology and criminal justice programs. The first half of this book describes the numerous changes in policing that have helped shaped the police culture and organizational structures, the various divides that exit within police organizations, and issues of internal procedural fairness. The second half describes a process of change and the essential elements for building the foundation for change to occur.

In Chap. 1 I briefly cover the nature and evolution of policing as well as challenges faced in policing today. I then introduce the concept of police legitimacy and the recent actions of police officers wherein that legitimacy has been questioned. Police leaders have suggested that having more diverse officers can improve relationships with communities; however, in this book I argue that this is only part of the equation, as a greater focus on improving the internal police climate is also needed.

Due to the role of organizational culture in either supporting or impeding change, Chap. 2 examines the police occupational culture. The various cultures found within policing are also explored, such as those found between ranks, between functional units, between individual officer style, and even between organizations. I also discuss how the police culture has been modified over time through changes to policing philosophies and practices.

Chapter 3 begins with an introduction to the concepts of identity and belonging. Policing is often referred as having a *blue identity* that tends to reflect the traditional crime fighter and an officer in uniform, who is strong, hard working and defends the weak. In addition to a singular police identity, multiple identities may also exist in policing, such as ones that may be defined by tenure, rank and function, as well as those defined by membership in different groups distinguished by gender, race/ethnicity, or by sexuality. These latter identities are quite relevant given the necessity for police officers to carefully manage their diverse identities in order to

avoid being seen as a weak fit and excluded by their peers. Similar to the process of socialization presented in Chap. 2, I also explore how the police identity is formed over time.

Chapter 4 builds on the concepts of identity and belonging and examines the common barriers to inclusion within policing. These include conscious and unconscious biases and stereotypes; lack of networking and mentoring opportunities; organizational policies and practices such as those related to promotion, leadership development and flexible work arrangements; social status; and the police culture. While I acknowledge there are many men and women who have rewarding and positive careers in policing, the purpose of this chapter is to better understand the barriers that preclude some people from being able to enjoy a fulfilling career in policing.

In Chap. 5 I delve further into an exploration of organizational climate, primarily focusing on the creation of a justice climate in which people share common assessments about the fairness of treatment. The advantage of an internal climate that is perceived as fair and supportive is that organizational members are more likely to internalize the organization's values and behave in ways that are consistent with these values. I conclude this chapter with a discussion of the precursors to justice climates in policing.

In Chap. 6 I begin with an introduction to the concept of inclusion and an expanded definition of diversity, followed by a discussion of the benefits of both. I describe the attributes of an inclusive police organization along with an organizational development model that depicts an evolutionary process from exclusion to inclusion. The second part of this chapter introduces a framework for building more inclusive workplaces in policing. A key requirement of this approach is that it focuses on restructuring the entire organization rather than attempting to fit *outsiders* into an existing culture.

Chapter 7 outlines the foundational elements for creating a culture of inclusion. This consists of conducting an in-depth organization assessment that examines employee's perspectives of the workplace and aspects of the internal climate such as values, structures and interactions between people. Leadership commitment, assessing and creating readiness for change through persuasive communication, employee involvement, and change leadership represent the remaining necessary elements of the foundation phase.

In Chap. 8 I propose an approach for designing a change process that is focused on creating a more inclusive workplace. In reaching this stage in the process it is assumed that senior police leaders have accepted the findings from the organization assessment that they have committed to a process of change and that important steps have been taken to create individual and organizational readiness.

Chapter 9 introduces inclusive leadership and its role in improving the internal dynamics of police organizations and interactions with the public. This is followed by an examination of conscious and unconscious biases about people that influence decision-making processes. I next explore inclusive team leadership, and more broadly, the steps that will guide police leaders through a process of embracing a

new leadership focus. Specific examples of inclusive leadership in action are also showcased.

The final chapter of this book focuses on an often-overlooked element of organizational change—monitoring and evaluating progress. This involves ensuring that what was planned is being accomplished and that planned interventions are achieving their intended outcomes.

This book provides an account of what I have learned both academically and experientially, and it is an important read for police leaders who are ready to undertake the challenging journey of creating a more inclusive workplace that promotes safety and acceptance and leverages the best of all members. This process starts with a willingness to ask the right questions about the experiences of people in the workplace and to be open to the truths that might emerge. Just because leaders might not have heard about specific workplace issues does not mean they do not exist. More often than not, people are looking for the opportunity to be heard, and a proactive approach to change is a better alternative to one that is generated from external sources.

The costs of workplace incivility are significant; victims are not only more likely to decrease their work effort, quality of work, and their level of commitment to the organization, they are also likely to mistreat others in the workplace and to take their frustrations out on members of the public. While these costs have a significant impact on police organizations, incivility against members of the public can have a much greater impact in terms of eroding perceptions of police legitimacy. Given the role of police culture in guiding the behavior of police personnel, it is the central premise of this book that inclusive policing begins from the inside out.

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