

Time to ReBuild S4 Ep 1 Women Working in Prisons

Mark: Hello, lovely listeners. Uh, today's episode is [00:02:00] dedicated to International Women's Day. Uh, now this is a day that's only getting bigger each year, which is great to see. So me and Mick thought, what better way to honour the day than to get not one, not two, not three, but four inspiring women who play very important roles within the prison system.

We start off with Jess and Shannon. Jess is a security officer and Shannon is a psychologist both early on in their careers. And we also have a chat with Dr. Fiona Murphy, Director of Rehabilitation and Reintegration and Dr. Sarah Gray, who is the National Director of Rehabilitation and Reintegration. We had really interesting discussions, uh, with all four of 'em and we spoke about gender in the workplace, juggling responsibilities, uh, having conversations at work that male counterparts don't have to have, but yeah, so it's really interesting to just to see the, the difference there, uh, and just working towards the common goal of safer communities, uh, me and Mick loved it. Uh, we hope you guys [00:03:00] do too, you know, share this episode with colleagues, friends, family, if you got anything out of it and we really hope you enjoy.

So Jess and Shannon, welcome to the podcast.

Jess: Thanks. Thanks for having us.

Mark: So we thought, uh, we'd get some different perspectives about working in a prison, uh, today and today being International Women's Day. It's really good to highlight some of the great work, uh, that women are doing in the correctional system. First off, what does International Women's Day mean to you?

Shannon: International Women's Day means to me a day of recognizing the hard work of women, the achievements of women, um, big and small, like the achievements of the women who have put in a lot of the milestones to help us get to where we're at today and also the women that are in our lives and recognizing all of their achievements too, um, at work and, you know, in our families and just really being able to take stock and also it being an [00:04:00] international day, like everybody being able to really take that moment, cuz we would hope that we can do those things on other days too.

Um, but specifically on this day we can really kind of take the merit of um, all women's achievements. Yeah.

Mark: Awesome.

Jess: Yeah, a hundred percent. I think it's a good day to stop and just think about the women that we have in our life. Not only at home, but in the workplace and how much progress we've made like working in corrections even, um, Dr. Sarah Gray did a speech before about how much progress and how many women she saw just in the gym today when she was speaking. So it's nice to just like reflect back on the progress we're making and the progress we still need to make.

Mick: What is, um, can you tell us each what you do in a prison, what your role is?

Jess: Yeah. Um, so I'm a correctional officer. I started at go three years ago as, um, an admin support officer. So I didn't really know what I was getting myself into. Um, I just applied for the role and then I progressed to an admin for the operations, [00:05:00] um, managers here. And then I thought I can be a correctional officer.

So I applied got through it. And then now I've been a correctional officer for two years in the community with sentence men.

Mick: Okay. Shannon?

Shannon: Um, I'm a clinician, so I have a background in psychology. Um, and the work that we do is working to work, um, with the men on their risk factors. Um, for recidivism about re-offending.

Um, so when they are released, hopefully they've learnt a few skills around, um, drugs and alcohol or, um, other life skills around anger management, emotion regulation, um, that they can take with them and hopefully make new choices once they're released into the community.

Mick: And I'm, I'm curious. So when you started out on your studies yeah, when you finished school and, and you said, okay, I'm gonna go into university and, and do this and do psychology and so forth. Did you envision that you'd be walking in a prison or did you ha that's where you were, that's where you were aiming for?

Shannon: Yeah, I was, which I think, [00:06:00] um, is different to a lot of people who are working here, but I always kind of imagined working in forensic psychology, um, which is this area specifically.

So, um, I always saw myself potentially working in a prison or working with the, um, court systems or, um, with men in the community who have been in prison. Um, so I always kind of saw myself in that area. Um, so yeah, it's been great to be here and give it a go.

Mick: Did you step into it straight away or did you, um, was this your first kind of job?

Shannon: It was, yeah, this was my first job.

Mick: Straight out and straight into the prison. Wow.

Shannon: Yep.

Mick: What did your, um, I'm interested to know what your family and people around you, um, feel about your profession and, and probably the environment of your profession?

Shannon: Um, It was definitely interesting. And I definitely had to have some conversations with them about the safety and security of myself coming into this kind of environment and just reassuring them, um, that it was safe and secure to do so.

Um, I think coming into this role from the psychology field [00:07:00] as well, I think it took a lot of explaining, um, to my friends and family about why it was important and what value it brings. Um, cuz it's can sometimes be a different view of the community, um, as to what the work is that we do here. Um, but yeah, just kind of reassuring them that it's all safe.

Um, and yeah, making them feel comfortable with it as well.

Mick: And what about you, Jess? So going back to the like, you know, did I. Maybe guessing a little bit, that you might have been a little bit different to Shannon. Did you always envision that when you were gonna be leaving school, that your profession would end up you walking in a prison? I guess not?

Jess: No, no, not at all. I, like I said, I became an admin officer. Um, I didn't really know what prisons were like. I thought it was like the movies. I didn't

even think that there was that many women working in here let alone so many women in correction officer like correctional managers. So that was a big surprise to me.

And then when I looked back and saw like the people around me, I was like, I can do this. I moved into the role and having those conversations with my family, a lot of [00:08:00] people, like, what would your, like, what would the men in your life think? What would your dad think? Do you have a partner? What does he think?

And then they didn't even second. Guess it, they knew I was capable of doing a role like this, and I think it's completely different to what people expect. When you say you sit down with 12 prisoners monthly, and you're helping them get back into the community, get jobs like you work with the clinicians.

People think that I'm walking around with like a baton and I'm like really mean, but that's not the role at all. So once you explain that and have those conversations, they understand why I chose to be an officer.

Mick: Is it a difficult environment that you feel like obviously, you know, as for a female in prison, do you, do you feel it's a different environment or you, you have to in some ways, um, prove yourself more?

Jess: Definitely. For sure. I think that, um, I found that respect goes a long way. So if you give respect, you receive that, um, with staff and with the prisoners, but it is [00:09:00] challenging. And, but that's also why I like it because every day is not the same. I love being busy. So every day there's always something to do as well.

Mick: And was it what you envisioned? Cuz I know like, um, people sometimes get into industries and they think, you know, I wanna be a, a correctional officer cause I wanna make change. And then suddenly the job isn't exactly what it meets for you. It seems like it's been a little bit more than you expected. You came in as administration and suddenly you're doing, see how do you get everything you need from the job?

Like do you feel that you can make a, a bit of an impact with the people that you're working with?

Jess: I think I can make an impact working with the prisoners on my caseload. Um, you do work really directly with them and helping them get out at the

moment and working with a prisoner to get him age care, cuz he's got no support on the outside.

So feeling like you're seeing those little progresses of, um, change do make you feel, but also, you know, you have prisoners that come back multiple times and you're constantly seeing the same faces. So, but you know, you can't change everyone and [00:10:00] you can't fix people, but just making like the tiny little differences, uh, feels like it pays off.

Mick: What do you think them little differences are? What do you think like are the main attributes that you have that are important or someone should have that are important when you're working in this environment?

Jess: Um, I think you can't be judgemental. Some people go wanna know like, oh, what are they in for? What have they done? What have they like? Like you can't judge people by that. The courts, the judge has done that. So you really need to do it by how they treat you. And, um, what was the rest of the question?

Mick: Probably forgot myself. Yeah. what, no, I was thinking about what your attributes. Yeah. Like what are the key attributes that you to,

Jess: You have to be very patient as well?

Definitely patient. You have to be non-judgmental and, um, you just have to be willing to listen as well, and you have to be able to build a rapport. So that's where the patience comes in. Like you are not gonna have a prisoner that just opens straight up to [00:11:00] you. Um, or especially prisoners that have been around for a very long time.

When I meet guys that have been in prisons since Pentridge, I'm like "we're gonna sit down and have a chat for case management." He's like, "what, like, what do you mean? What do you mean you wanna help me? You're a correctional officer". So yeah. I definitely think patience and just being nonjudgmental.

Mick: Mm. What about you, Shannon? You are working in a bit more. I, I, I suppose when you're working with the mind a little bit more and that complexities of, of, um, the men in here in the prison as well. What, um, How do you approach your role and, uh, and what do you see as a really, you know, um, important way you speak to, to the, to the men in here, but also work with them on a regular basis?

Shannon: Like I agree with everything that you've mentioned and having a really nonjudgmental approach is really important. Um, also being compassionate and empathetic towards the man and giving them that space. Um, for that there's also something we call like, um, unconditional positive regard, which is where you're constantly encouraging them. [00:12:00]

Um, even if they do things that are wrong, but you're encouraging them to build past that and to build strategies about how to change that behavior without punishing them for making a mistake or doing something wrong. Um, so that's something we often use. Um, well, me specifically use here, um, because the men might have incidences or something like that, but our relationship doesn't change with them.

They still get that same compassion and that same empathy. Um, I also think you have to be genuine, um, in your care, um, and compassion and nonjudgmental approach because, um, like you said, a lot of these men have been through the system so they can tell when people are genuine and when they're not, and they can read you.

Yeah. They can read you like an absolute book. So being able to be genuine, um, in who you are when you work with them is really important too.

Mick: And I think that, you know, for a lot of our listeners and, and this podcast is obviously about breaking down the, um, pre, um, perceptions of what you know, would be to work in here as a man or as a female.

But as a female, [00:13:00] I would think that it would be a lot of people out there would think this isn't an environment, or they would be quite concerned if it was a family member or so forth, or it could be a dangerous environment. Do you ever feel unsafe in here or do you feel that that always attributes to how you were trained and how you approach the job?

Shannon: I think that you have to be aware of the safety concerns at all time, and you can, um, I think never be a hundred percent safe within this environment. You have to always have that awareness of the risk, um, that comes with working in a correctional environment and working with these men. yeah.

Jess: From a security and safety side of things, um, you know, we're the first responders. So there has been sometimes where I've been like, oh my God, or a little bit nervous. Um, I've got a lot of trust in the training that I've gone through. And the people I work with that are gonna be able to have my back or

that we're gonna be able to respond in, um, a certain way that's, you know, gonna be able to detain a situation.

Um, there's been a few times I've [00:14:00] been scared, but I think that, you know, that coming into so you can never really let your guard down.

Mark: Yeah. I wanna kind of reflect on the work that you guys have already done here. What would be the most, uh, rewarding part of your job? Uh, since starting work here?

Jess: Uh, for me, it'd be helping the guys get parole. So when they receive the parole and say that, you know, they've got it and all that hard work that you've both done together, paid off and seeing like how happy they are that they're getting out. Um, and seeing their families that I didn't think that would be something that would, you know, I would be doing is helping prisoners get out of prison. Um, but yeah, I've found that that's the most rewarding.

Shannon: Yeah. I think for me, there's been like lots of small wins and within this job and this environment, I really think it's all about the little small wins that you can really take stock of and take moment of cuz otherwise you can get kind of lost in a lot of the negativity that's in this environment naturally.

Um, so for me it would [00:15:00] be different for each client, but it might be like, um, somebody who was really closed off and not trusting and being able to build rapport with that person and give them a space to open up, or it might be, you know, giving somebody positive feedback and them really being able to take that on board.

Um, it might be running a group therapy with somebody and then meeting with them a week later and then being able to remember the strategies and things that you spoke about and or that they've been practicing them. Um, so all those kind of small wins would be probably be it.

Mark: And what would be, I guess, one of the greatest challenges that you guys face?

Hmm [Laughter]

Mick: Where do we start?

Jess: The willingness to not change? So they'll be working with clinicians and if you're some of the prisoners, you kind of feel like you have I'm in a unit with

130 prisoners. Sometimes you feel like you have 130 children and, you know, just asking the same questions over and over again, or asking for them to do the same thing over and over [00:16:00] again.

That to me is like really challenging and, you know, having to try and change their point of view or the way that they look at situations, like they might be working with the clinicians about their communication style and then I'll try and enforce that. And there's just no, like, yeah, no willingness to change. I think that's pretty challenging.

Shannon: Yeah, I'd agree. I think, um, for me, one of the biggest challenges in working in this environment is being part of a system, um, and trying to do our best that we can do within the systems that are like bigger and broader than us, but that they also have rules and regulations that we need to follow.

Um, but knowing that like every, um, man is also different, um, and wanting to be able to provide them the best support within those, um, policies and procedures and things like that, um, can make it difficult sometimes when you are meeting roadblocks and trying to come up with creative ways that we can still help and support them within the way that we can. Um, yeah.

Mick: And is it, is it [00:17:00] difficult because I - look we've worked in this industry, like for a long time work with a lot of young people on the outside and communities as well. And I'm interested to get your take on this one as well. How, how do you manage to stay in your role with the boundaries? But also, you know, allowing your guard to go down a little bit, to be able to connect in relationships. Is it difficult at times? And, and, uh, and explain, maybe you can talk us through, you know, the kind of things that you have set up in that place for your, especially on boundaries, maybe as well?

Shannon: Um, I think for me, like, as a clinician, we have very in depth, personal conversations from the men's point of view, they share a lot with us.

Um, so some of them naturally want to, for that to be reciprocal. Um, but strictly with the role that we do is we are here to help them. Um, and they're not here to be our therapist. So it's about having those really, um, strict boundaries with them, but also in a way that is compassionate and understanding that it's natural of human nature for them to wanna know a bit about us too.

So. I think it's really [00:18:00] important to actually spend time sitting and reflecting on what you are comfortable sharing and what you're not. Um, so people might share if they have a dog or they might share, you know, their

favorite hobby or something like that, um, that they feel comfortable to help kind of build some of that rapport and then they'll have their definite 'No's' as well, um, that they're not comfortable sharing. And that's different for each kind of individual person along like the same guidelines, I suppose. Um, forget the rest of the question.

Mick: No, that was, I was just asking that was it? No, that was your answer. It was just, it was just around as many around them boundaries and how you kind of let your guard down a little bit enough to, as you said, but you're right there Shannon, what you say, like, you know, I always found it interesting when they ask you, like, do you play sports or do, where, where do you live? What location? And where do you go? Well, is this an genuine question? Are you trying to fish something here? You know what I mean? And how much do you give and what do you give and what don't you say that's a blanket no, you know, so yeah, no, what you said was really good. Yeah. And what about you, Jess?

Jess: I think boundaries are very, um, important in my role as a correctional officer, because like you [00:19:00] said, they do ask questions, you know? Um, I play footy so they're like, who do you play footy for? What nights do you play footy? Or, you know, little things like that.

If you do let your guard down, then you know, they can add it up quite easily. And then the wrong information in the wrong hands can be, um, pretty bad. So for me, I had clear boundaries coming into this. Um, so I have to be consistent with that. No matter if a prisoner tells me a lot about his life and a prisoner tells me nothing, I still have the same boundaries for all of them.

So I have a dog I'm happy to talk about my dog, cuz I love my dog. But like I won't talk about, you know, who I play football for or um, what I do on the weekends or um, you know, any romantic relationships or anything like that. They ask really like questions. Like where'd you get your nails done and stuff. I just say not like. Not saying oh, I just changed the topic.

Shannon: And I think they know sometimes that it's a bit of a game for them as well. So they generally are pretty respectful when you let, like you point out to them that you're not gonna answer that question.

Jess: Yeah. Yeah. [00:20:00]

Mick: It's not a shock to them. No. Yeah.

Jess: Especially when you're new as a correctional officer, they see what they can get out of you. And, um, you're taught that as well. So as long as you have a lot of self-awareness and I think you need that in this role, that's super important.

Mick: And if we're looking at, um, leadership, um, as well, and there's two, two parts, actually one, sorry, let me go back a little bit. Do you feel in, in working in this industry, walking in for GEO that there's opportunities, um, to become better leaders for, you know, to move up and promotions and so forth, does, does that exist? Do you feel within GEO?

Shannon: Um, within the clinical team, definitely. There's, um, a few areas that you can move up. Um, there's also like within the group therapy and the programs that we run, there's some that are, um, more intensive and so you can kind of move up the ranks once you get more comfortable, um, and more master in some of the other skills, then you can start to move up.

So, yeah, I definitely feel like there's room to grow.

Jess: Yeah. I definitely agree with that. Um, I [00:21:00] progressed already within the three years, so not only was I um, admin officer on the switchboard, I progressed and got to learn a little bit of, um, Intel. I got to learn, um, and do operations. And then I went into a custodial role.

They have a lot of acting, um, gigs as well. And obviously you can keep progressing to a supervisor and a manager, but there's other opportunities. Like I've put my hand up for the mental health committee that we've just started here at Ravenhall um, we have a reach group which is aimed at supporting each other, like no matter if it's custodial clinical, um, so there's little opportunities like that, which I love. So...

Mick: And if, if you look at the team for international women's age, choose to challenge. So if you could, if you could choose to challenge something or something that we should be, you know, all aware of working in prison, is there anything that, that comes to mind that you think can make it even better? I told you I get them on one question.

Jess: I didn't think of that.

Shannon: It's that that's always coming

Jess: The challenge to make Ravenhall [00:22:00] better, like yeah?

Mick: Yeah. Like in, in the environment that yeah, like it, and I think that can be an anything. Yes. I think also can be just whether it's prisons in general, whether it's justice in general, what it's just, um, like cuz you know, I think about how we can create more awareness and, and build more of a culture of respect and fairness and stuff like that.

So I'm just interested if there's stuff that comes to mind, um, for yourselves to, you know, um, females working in a very challenging environment, doing an amazing job, but is there a way that, you know, um, there's other there's other ways that we can choose to challenge what is happening now to make it even better for the next round next people coming forward?

Jess: I think awareness is a good thing. Um, Some people come into the role and they don't know what they're getting themselves into, or you go home and people don't know what your day to day looks like, family, friends. They don't really understand what it's like working in a prison and it can be very challenging.

And you do see some really crazy things. And you listen, and especially as a clinician, I bet you [00:23:00] hear some really horrific and sad stories as well. So I think awareness of what it's like in prisons now to work in, it's not like the movies, um, what we all do differently in here. I think that would be good people coming into the roles and as well in here, I'd like to know more about what Shannon does and I'm sure she would like to know more of what I do day to day as well.

So we have a better understanding. Yeah.

Shannon: Um, I think for me, International Women's Day has come at such a pivotal part time in like the community, um, and what we're all experiencing as women of what's going on in the news at the moment, especially within like the political parties and all of that stuff.

So I guess this question for me affects the workforce as well, because it's those higher up, um, governmenting agencies that make the decisions and they share the different messages to the community. And that's the same messages that are shared to the men that we work with as well around respect for women, understanding women, um, believing [00:24:00] women and taking them seriously. Um, so I think that would probably be where I choose to challenge, um, at the moment, yeah.

Jess: Your answers are so amazing. I wish I could say that! I agree with you a hundred percent.

Mick: Do you know what really struck me down when you're both speaking as well? You give so much time and you to do such an amazing job, you know, in here helping other people, um, when you do have the bad days and when you do, you know, and I'm sure there is, there is like we know in working this industry, you know, you can take a bit home, which it can be heavy who supports you and in them moments?

Jess: For me, it's my work colleagues. I don't really like telling people at home about what goes on here. I don't wanna really wanna put that on them. Um, so for me, just pulling someone aside, checking in on them and them checking on me, um, is yeah, a big support for me. And I'm really lucky that being here for three years, I'm able to, um, rely on different people within the company. So I think that's a big, [00:25:00] yeah,

Shannon: I totally agree. I think I have a really supportive team. Um, and when we're having those bad days, it's good to be able to talk to somebody who fully understands the situation that you're in. Um, friends and family can be a little bit removed, although it's, you know, really beneficial to talk to them as well.

And I think that ability to be vulnerable when you are having a bad day, or if somebody said or done something and it has affected you instead of trying to, you know, quote, "Be strong" and just carry on, um, being able to have that debrief and share openly about how you're experiencing will help in that moment.

Jess: Yeah.

Mark: And moving forward, what do you wanna achieve? You know, in the next few years?

Shannon: I want to have a long and. Um, interesting and successful career in forensic psychology. So I guess in the next few years, for me specifically, I would want to, um, do some of those longer term groups that are a little bit more intensive, um, get to work with the men in that aspect, um, and potentially move up the ranks. So I'm not sure. Um, we'll see.

Mick: You've heard it, you've it here first. [00:26:00] Shannon's on the way up!

Mark: That's it.

Jess: Give her the job!

Laughter]

I'm the same. I'd love to challenge myself a bit more. I'd like to move over to, um, the mental health unit here and work with some different, um, prisoners and get some more experience I'd like to work up maybe to an acting supervisor role, um, in future, but pretty happy where I am at the moment.

Mark: Awesome.

Mick: Well, thank you so much for, um, sharing. I dunno why you're so nervous cuz you just absolutely nailed it.

Mark: Nailed it.

Mick: It's so, um, yeah, so insightful for myself and Mark to sit here and, and that cuz you know, we, we obviously do this work. We come in here and we, and that, but we don't ever really get the chance to take the time to talk to people like yourself, Jess and you Shannon as well.

So I thank you so much for giving us that small little insight. I can guarantee we'll be coming back for more at a later date. But, um, but yeah, I've no doubt that he's, you know, GEO you are very lucky to have you and, and uh.

Mark: Absolutely.

Mick: Yeah. I can [00:27:00] imagine that you'll be running the place when we we'll come back and interview you when you're running the place.

Jess: Sounds good.

Mick: Yeah. Yeah. Yeah. So next year is it?

Jess: Yeah. [Laughter]. No, thank you.

Mick: No thanks.

So we're delighted to have, um, Fiona and Sarah. So Fiona Murphy and Sarah Gray or Dr. Sarah Gray. Dr. and Dr. Fiona Murphy. So I always forget that. So

apologies. Um, that's cause I've known you so long. I feel we can drop the doctor. You don't have to say Dr. Mick Cronin ever.

[Laughter]

Um, but so thank you so much for, um, for agreeing to chat to us on the podcast as well.

And, and we felt that it's really important that with International Women's Day being today, um, that we felt there was a great opportunity to, um, delve into the work that the great work that the females are doing in prison. Because, um, there's probably a common misperception of, you know, being a male dominated industry or, you know, certain roles in the prison [00:28:00] are occupied by males.

And that might be the case in some, in some other prisons and so forth, but certainly not in what I've seen in, in, um, in GEO, but you correct me if I'm wrong. But it'd be really good to, to start with what your role is. Um, and how long you've been working: one in Ravenhall and two in this industry.

Dr Fiona Murphy: Yeah. So thank you. I'm happy to start. So, uh, my role is Director of Rehabilitation and Reintegration for Ravenhall with GEO. So I've been with GEO since August, 2016, I think. So that was a year before Ravenhall opened just over a year. Um, really helping initially with the service development phase, working closely with Sarah in that, and then part of the commissioning and now operational team.

Um, my role is overseeing the rehabilitation and reintegration unit here, which really is about the programs and services that we provide to the men to reduce their risk of re-offending. Um, in terms of corrections, I I've, I'm a forensic psychologist, [00:29:00] so I've worked in, um, forensic settings if you like, since about 2003, 2004, and in corrections itself, I started in 2007.

So through that time, a, a fairly long journey through a range of prison environments. Um, I've been exposed to lots of different prison environments and feel very fortunate I think, I think, to have ended up at Ravenhall, um - which is the most exciting and innovative prison I've ever heard of or been part of. So that's kind of my journey to, to here today.

Dr Sarah Grey: And my name is Sarah. Um, I started in this industry about 20 years ago, 18 to 20 years ago. Um, I like Fiona did my doctorate in forensic

psychology. Um, and then went straight into corrections, um, worked in community corrections. I've worked in the women's prison.

I've worked in men's prisons. I worked in head office program development roles, leadership roles with Corrections Victoria, and then came across to GEO, [00:30:00] um, back in 2015. Um, so just had my sixth year anniversary. Um, so my role is, uh, National Director of Rehabilitation and Reintegration. So I'm part of the corporate director group at head office.

Um, and my role is to support, uh, Fiona and my other R and R rehabilitation reintegration managers, uh, to provide really good quality, uh, rehabilitation reintegration services that are backed by evidence best practice to make sure that everything that we do, um, contributes, uh, to reductions in re-offending.

Mick: And I'm interested. Um, when you started out, when you were doing your study and, uh, you went to uni and so forth, did you always envision there was a, you know, that you would end up working, um, in the prison, in, in, in a prison? Or was it, you know, was that what you were aiming to do or do you just..?

Dr Fiona Murphy: I think I was probably pretty naive about what a forensic psychologist did. So I was probably, um, part of it was the bright lights of some of our TV [00:31:00] shows and things that we watch and thinking I was gonna be a

Mick: CSI?

Dr Fiona Murphy: Yeah. Or end up, end up a profiler or something like that. Um, and then I, I did my undergrad in psychology and criminology, and really just had a, a passion for understanding how people ended up in, in the criminal justice system.

And if I could do something or be part of changing that trajectory for people. And so, um, that passion just became greater. I think, through my studies through, um, undergrad psychology and criminology, and then going into the Doctorate, um, similarly to Sarah, the doctorate, and really, really then understanding some of the, the theories that underpin defending behavior and understanding how we could do things differently.

Um, and I think for myself through that time, I know there is still a smaller cohort of people who have, um, a passion and interest and a capacity to work in this space. And, um, because of that, I, I, I think you almost have an ethical

responsibility [00:32:00] to come in, work in this space, if you are passionate and capable of doing so because the men and women that we work with in corrections have, um, have the right to get treatment and get different opportunities that enable them to go out and live better lives and, and therefore also creating, um, safer communities as well.

Dr Sarah Grey: Mm. I guess my trajectory was similar. I was always interested in the legal system when I was in at uni. Um, but my mom also worked at Fairly. Um, and so she used to tell me lots of stories, um, about what that was like. Um, and I always listened, um, with great curiosity about what that would look like. And hence my first prison was the women's prison next door at Dame Phyllis Frost Center.

Um, so I, I, I don't think I knew that I would always work in prisons, but I knew that I would always work in a space where psychology was interacting in some way, shape or form with the legal system, because, uh, the rule of law and the legal system did fascinate me [00:33:00] quite a lot. So not surprised about where I've landed, um, but not necessarily set out to work in prisons.

Mick: And has a lot changed? So if you, if you go back. Not too far, cuz you're very young.

Dr Sarah Grey: Thank you.

Dr Fiona Murphy: Thank you.

Mick: See that Mark? It's a red, red hot tip right there. Just take that one down.

Um, well when you go back and you, um, you look at it, I forgot my title question. What was it?

Mark: Has much changed?

Mick: Yeah, no. Sorry. When you go back and you look at, it has much changed, um, from when you started, like, was it a difficult, um, environment to come out of uni, um, and, and calling it out as a young female to go into the, go into this industry. Was it difficult? And have you seen a lot of significant changes over the years?

Dr Fiona Murphy: Yeah, look, I think it was difficult. A young female coming into what has been a really traditionally male oriented domain is difficult. Um, there are certain perceptions of women the way they look, the way they

[00:34:00] speak, the way they behave, um, that they may pose a risk within a correctional environment, particularly working with male prisoners.

Those were some of the kind of attitudes or beliefs, I think you have to contend with or had to contend with when I first started in corrections. Um, and that manifested both kind of in systemic ways, but also the way then groups or individuals would treat you, um, within the environment. So I think that was a, a challenge and it is difficult, I think now is not without difficulty, but we have come a long way.

So, you know, just even looking at the number of female leaders across Corrections Victoria, across GEO, um, as well who have really paved the way and been instrumental, I think in, in making it easier for women now to come into the space again, not without challenges, but have really led the way in buffering some of those things have led the way in demonstrating that women have value, [00:35:00] expertise, knowledge, um, personality and, and behaviors that are a fit for this environment and are just as important as what men can bring. And in fact, more so sometimes in working with male prisoners, I think, you know, some of the things that influence their offending can be, um, really traditional kind of male values and stereotypes.

And so having women available to also challenge those is important for learning and changing offending behavior. So we have come a long way and I'm really proud to see the, how far corrections has come and I'm really glad to see that for the women that we are employing here at Ravenhall, too. Um, but we have a way to go still.

And I think we have the right people in place. You know, people like Sarah, people who are leaders in Corrections Victoria, the substantive commissioner, Emma Casa, but also Mel Weston and, and Larisa Strong. And those people who are in positions where they can influence and change the system and are, are really equipped to do [00:36:00] so.

And I think that's a really exciting time. I would say this is one of the most exciting times for women in corrections that I've ever seen or experienced, which is great.

Dr Sarah Grey: Mm. And I'd probably echo what Fiona said, really. I think when I first came into the industry, there was quite a lot of suspicion, you know, um, what did this young woman want to be doing in a prison? Why on earth was I there? Um, what was I trying to achieve? Um, you know, uh, is, you know, some people, both men and women were suspicious. It wasn't just the

men that were suspicious. You know, women also wanted to know what I was doing there. Um, and I think it was always equated with this, um, you know, uh, incorrect belief that, that we were there somehow, because we, we wanted to spend our days doing, who knows what, you know, with people in custody, whether it's men or, or women for that matter.

So just a lot of suspicion, you know, why you here? What are you trying to do? And, and like, Fiona, I think I've had many people, um, many people throughout my journey [00:37:00] question, uh, question me. Um, tell me that the way I look is risky, um, you know, and, and you can't afford to have long hair in a prison and you, you know, you best not wear any makeup.

Not that I really wear makeup, but you can't do these things that make you look feminine because being a woman in prison is a really risky thing. Um, and I always, always used to think, and even prisoners, I must admit, even prisoners have said to me with suspicious, um, you know, 20 odd years ago, people, they even, they would say to me, you know, do you feel unsafe when you are here?

And I honestly have never felt unsafe. Um, and I said, no, you know, I I'm, it doesn't matter whether I be working with male prisoners or female prisoners, I'm here for the same reason, which is to help people find a different narrative and find a way to change and find a way to, to not have to come back into custody and to live that life that they want for themselves and for their families.

But the suspicion was always there. It's not there as much today, I think, um, compared to what it might have been some time ago. And I think even the [00:38:00] gender balance is better today. Um, you know, certainly across our business, there's approximately 44% women and within our director group 50% women, um, which hasn't been previously either, so there's a lot more women in our industry and a lot more women working in both custodial ranks, um, and non-custodial ranks.

So, um, yeah, a lot of suspicion. Yeah.

Mick: And look, I've known his boat for a while and I've always been, you know, and more the work that you doing, but also more like, you know, how you carry yourselves and, and how you lead. Um, I've seen you both in, in leader capacities as well. And, and, um, it's, it's very natural to the both of you and, um, and I think anyone else, you know, around that would see that, um, what do you feel is really important, you know, being a female leader, like what, what are the attributes or what are the, the behaviors or the actions that you, that you take?

Dr Fiona Murphy: Yeah, that's a really good question. I think, I think one and what I've tried [00:39:00] to hopefully communicate to, to other women and, and men as well is it's about being one authentic and true to yourself and, and being genuine in the person you are.

I think that's ultimately one of the best things we can do as a leader. I think also women can present differently to men. And I think that can also be a strength in this environment. So it's, for me, it's about being empathic, compassionate, understanding of people being genuine, showing some vulnerability, sometimes showing who you are as a human, um, gives you a sense of connection with people.

I think that's really important. I think the best leaders are the ones that connect with the people around them and that people want to genuinely listen to and hear from, and, and walk alongside, I guess, not follow, walk alongside, because I think as a leader, that's what you need to do with your staff.

And that's not easy. Um, in a, in a prison of this size, in my role and a team of this [00:40:00] size, it's complex and it's difficult, but I think one, if you give people time, you invest in them. You show that you're real and you show that you want to know them and understand them. That goes a long way. And then the other part for me is really loving and being passionate about what you do.

You know, again, the best leaders, I think care about what they're doing are driven, um, in the space that they work in and wanna make a real difference. And again, I think that's something that I feel fortunate myself to be able to work in a place like Ravenhall, cuz I get to live and breathe that every day, which is fabulous.

But I also get to surround myself with other people who do the same and that's inspiring. You get as much from other people as they get from you. And I think leaders never stop learning or growing and, and they need to recognize what they get from the people around them. And again, I'm so fortunate with the team and the colleagues and other people that I work with in this environment to get that every day.

Dr Sarah Grey: Yeah, look, I think for myself, um, [00:41:00] I think, I think I care more than anything. I, I care about people. I care about my staff. I care about our, you know, our prisoners, the people in our care. Um, but I see people as people too, rather than looking at people, I think as employees, you know, everyone has their own background, their own story, their own history, and all

of those things impact on their ability to do their job, um, and to do their job well.

And I think for me, I hope that I come across as a caring, compassionate open-minded leader. Um, and really, um, as I like to say to my team, you know, that will always back people in, you know, every single time. Um, that's how I want - that's how I want my people, if you like, to feel. I want them to feel supported.

I want them to feel like they matter. And that what they do is important. Um, and, and that we've got their backs, you know, that we understand what their day to day looks like. And it's difficult in this industry. Our day to day looks very [00:42:00] difficult, different sorry, to other people's, um, day to day. And I think the fact that we've been there and we've done it for such well, such a long time, and we've done it for 20 years, we understand, we know what the day to day feels like, and it's challenging and it's difficult work, um, for all people, um, working in this industry.

So I hope they feel cared about, and I hope they feel supported.

Mick: I got a, uh, yeah. Tricky. Well, a tricky question, an interesting question for you. Well, I am, you've always struck the both of you as extremely busy, um, in your jobs, you know, you do an amazing job. You take on so much responsibility, you got big responsibility as well, um, in the industry, like, do you feel being a female in the industry that when it's been really tough and really hard, and you've got so much on your plate, that in some way, you've had to be a little bit stronger. In some ways you haven't been able to reach out that little bit earlier [00:43:00] than someone else might because you might be perceived in a way or whatever. Is there, is there any of that still element there?

Dr Sarah Grey: Do you know what? COVID has been telling. I think, um, I think COVID has really, um, helped in some ways to see what we are capable of, but also helped us to see the real challenges that we face. So we are both full time mums, um, you know, Fiona and I both have two kids at home as well.

So working a full-time job, um, and being a full-time mum and during COVID of course we were all homeschooling as well. So, you know, yes, there were absolutely days where, where I couldn't face the fact that the next day, once again, I was going to be trying to compete, you know, with ensuring, if you like, that I was doing a good job at work, I was doing a good job as a mum, but also I was homeschooling my kids effectively because if I wasn't, there was no one else there to do it. So I think last year, in terms of balancing, balancing, what it's like, if you like to, to [00:44:00] carry out some of those gender norms, being

the mum at home and, um, and being the teacher at home, you know, my partner is in police, um, so couldn't work from home. Um, so therefore it was all down to me and I think, yeah, for me, that was a massive challenge.

And, um, I'm quite open about saying it was difficult. You know, there were days when I just went not today. I can't do today. Um, so yeah, I think, I think working as working as a female, but also having, you know, multiple competing demands and roles, um, has been really difficult, but you know what we got to the other end and, and, oh, it wasn't just me. There are many people out there who had to balance multiple competing needs. Um, and we got there, but it was a true understanding of how far I could be pushed.

Mick: It's a great, it's a great point. I think that did a lot to everyone, you know, and, and from a male perspective, like I, um, I was able to go and go to work. I had a permit to go to work and do that. So, you know, I will [00:45:00] openly say I was the worst homeschool teacher ever. Um, I, I couldn't even get through school myself. So at the chances of my kid, to me, being able to pass on any knowledge was just ridiculous in concept. But I can only imagine knowing, you know, the enormity of the, of the job that you do, that that's another element that we didn't even think about that you had that on top of that as well.

Dr Fiona Murphy: And look, my situation's probably a little bit different in the sense that I, um, my home situation is different in the sense that my husband was able to, uh, work from home and be at home with the children. So what I think it showed me was that you can reverse roles sometimes if you like, and that I was fortunate again to come to work and continue to do the hours that I, I did and put everything I could into here, but needed someone there to support me to do that.

And he really enabled me to do that both, um, practically and physically, if you like, but also psychologically and gave me permission to do that. Um, and that was good for me [00:46:00] to, to say it was okay that I wasn't there doing the homeschooling, that he was able to do that because of his work circumstances and it didn't make me a bad mum, or it didn't mean I wasn't caring for my children.

And I think that's probably, you know, the question you asked- when I reflected on it, I don't know that I've ever consciously, um, you know, not said, "Hey, this is too much," for fear of, of coming across as weak, I guess. But maybe it, it is subconsciously, um, that we feel like we have to present sometimes as invincible and doing the best job ever, both in your personal life as a mum and also in your work life and, and you can never live up to those expectations and

you get imposter syndrome in both, to be honest, you know, you either think I'm not a great mom, but I'm also not great at work. And I'm, I'm not doing any of this very well. And I think where, where I've got to is a point where I've gone, hey, give yourself a break.

You know, you, you come and you commit to your work and you commit to your job and you go [00:47:00] home and you care for your children and you love them and you support them. And maybe you don't do all the things that a mum who doesn't work or, or is staying at home for this period of her life does, but that's, you know, not better, it's not worse, it's different.

And, and just make the most of, um, what you're doing and be good role models for your children too. I do want my daughter to make whatever choice she makes in life. And if that is to really invest in a career, I wanna have role modeled that for her. But if it's something different, that's okay too. But I want her to believe that she can do anything she wants and do it well.

And so demonstrating that to her in, in what I say and what I think, uh, in what I say, and the way I behave is really important to me.

Mick: So when she says, mum, I want to work in a prison, you go [Laughing] when they get the application form out. Yeah.

Dr Fiona Murphy: Get to work and end up in a different place. That's OK.

Mark: No. [Laughter]. Being International Women's Day, from what I've seen, it's gone strength to strength each year. Looking forward, what would you [00:48:00] want it to look like in the future?

Dr Sarah Grey: That's a good question. That's a tough one.

Dr Fiona Murphy: You've got a stamp. I think it would be nice like today, you know, we, we heard from Sarah and we reflected on where we've come from, but also where we've got to. But what we also heard about was hope for future and hope for ongoing change.

And I hope- I look forward to the time when we are talking less about hope for ongoing change and needing to make some big changes and a time when we can really reflect on where we're at positively, and be talking about maintenance and sustainability of where we've got to rather than ongoing change. Um, and when we can talk about, have men talking as much about that in that space as women,

um, that's where I hope we get to. Uh, it's a while I would say, but you know, that's what I look forward to.

Dr Sarah Grey: Yeah. You know what? I think it would be lovely if it was men championing, championing, [00:49:00] um, International Women's Day. My nine year old, I've got two sons, and my nine year old son said to me yesterday in the car on the very long drive home from Bright, um, we were camping on the weekend. He said to me, and, um, Steve, my other half, he said, "Mum, what is this?"

Cause I said, "I'm, I'm doing a speech tomorrow. You know, we've got six hours on the road. Let's talk about stuff." So we were talking about gender equality and my, my nine year old said, "Mum, what does that mean? What is gender equality?" And I glanced across at my other half and I thought, which one of us is going to answer this question?

Mark: Yeah.

Dr Sarah Grey: Will it be me? Saying what I think gender equality is, or will it be Steve saying what and, you know, hearing from him? And interestingly enough, it was Steve who answered the question and not me, which I thought was wonderful, but I think it's about men being able to say, it's not just about, um, women's equality, it's just about people equality.

So my, so Steve said, um, "Well, [00:50:00] um, many years ago, um, I wouldn't have been able to be a stay at home dad because that was not, that was not a gender role for males." And when my kids were really little, because like Fiona, I've always either been full-time or I've been very close to it with corrections. Um, I did do a period of four days a week, but that was only one day different.

So when, um, when I have been at work, my other half has been working part time. He's still part-time today, um, in order to provide additional support to our boys and be the stay at home dad so that I could go to work. Um, and he said, "So many years ago, you know, um, dads it, it would dads wouldn't be going and, and, um, looking after the kids are home with, with their wives going to work, but today gender equality means that I can be a stay at home dad."

And I thought that's another way of looking at gender equality. I think from a different perspective, it's not always about what do women want and how do women want to be seen as equivalents. It's also [00:51:00] about what men

want, you know, and how, how do men see gender equality? And I thought, I didn't even have to answer the question.

You know, Steve took the full answer about how he sees that I can be a stay at home dad and not be judged for it today, though I would have been several years ago and I thought, you know, it was just, it was just great that it wasn't me answering the question.

Mark: Yeah. Yeah.

Mick: That's great, isn't it? Yeah, it's great that you can get like, but what, why do you think needs to happen for more of that to happen? So, you know, like why do you think needs to shift because you, you know, your Steve is obviously, you know, um, comfortable and confident to answer that question, but I would suspect there's a lot of males out there that, that are a bit afraid of that sometimes of jumping in that space or talking about that as well, so how do you think we can get to that point? Where not every male, but we can shift that in the right direction.

Dr Sarah Grey: I think we need to start by being open to the conversation. And I [00:52:00] think, you know, when we start to talk about gender equality or equality for women and things like International Women's Day, there can be a preconception, I think, that we are going to just be focused negatively on males or, or talking badly about men, not women. I mean, gender equality and, and enabling equality for women is everybody's role and responsibility, men and women, and it should be something we're doing together. It's not a male bashing thing. It's not a women bashing thing.

It's about what is a collective conversation we can have about this and how do we enable people to feel safe in doing so. And I think where we get to sometimes is a space where men can feel criticized or, or, um, criticized, I guess, and, and therefore become quite defensive and we don't have open dialogue so I think it's about how we work together to create open dialogue, but also create an opportunity for self reflection. I think everybody needs to reflect and [00:53:00] be willing to reflect on themselves and what they do and how they contribute to a space of, of promoting equality for everybody and being comfortable to do that.

And that's, you know, that's difficult for some people it's easy for other people. It's something some people need to learn and develop over time. Um, but I think if we could start as a, an organization and a society and as an industry, in terms

of creating safety in this space to have the conversation that is a collective conversation, I think that's halfway there to, to promoting what we need to.

Mick: And well said. And do, do you, do you think that GEO is a long, do you think that's where the, you know, the organization where the, the company is, is strong on this? Do you feel that that that's the support and that you feel that that's, that's the direction that you feel it can go?

Dr Sarah Grey: I think that, um, as a, as a business we acknowledge, um, both men and women and our strengths, both combined and [00:54:00] separate.

I think we do everything we can to increase gender balance within the organization, because I think, um, we are well aware that men and women, again, bring different things to leadership. You know, as I say, um, one of the things we talk about a lot as women is that it's okay to get emotional, you know, and quite often what you see is again, um, sometimes male leaders can be a, you know, a little aggressive and it might be applauded because it might be an expectation that strong, strong men and strength is, is that's how that looks.

But for women, you know, um, sometimes we're labeled, if you like, aggressive or emotional simply because as a woman, we are actually getting a bit, you know, frustrated with something and then we're standing up as well and saying, "No, you know, um, this is not the way that it is." And, and, you know, my experience has been, and I'm sure Fiona's too, is that sometimes, you [00:55:00] know, because we are females that can be also mistaken, you know, for emotionality rather than just, um, a different voice, um, sharing a very similar opinion.

But I do think GEO values the fact that men and women, um, do bring different voices. And like I said, the, the director group now is, is 50% female. So we are quite balanced now, I think as well. Um, and I'm not afraid to bring my voice to any conversation, um, whether it's popular or unpopular. So, um, yeah, look, I think that they're striving.

Uh, I, they, we are striving, um, you know, to ensure that we do have a equality across our business.

Dr Fiona Murphy: And I would agree with that. And I think days like today, International Women's Day, and the opportunity for say Ravenhall as a centre, and I know other locations did too, but to come together and celebrate and recognize the day and start to have the conversations about what we do well, but what are also ongoing areas for, [00:56:00] for continuous improvement to, to

continue to create safety and opportunity for women in our workplace and women in our industry.

Um, GEO's willing to do that and did that today and will continue to do that. And I think that shows, um, yeah, the, the willingness, I guess, or the, the desire by the organization and the individuals in it to do that. It won't doesn't mean there won't be hard conversations ongoing, but I think there is a willingness and an openness there, and I think that's what women want to see. That's the primary thing that, that continues to motivate us and drive us and keep us in the industry and the organization.

Mick: What's next for going back, switching back a little bit now to, to Ravenhall, yeah, and prisons and programs and, and the intentions, um, of the prison. And like, you know, we've been, as I say, I've known you for a while, and I was there the very early days of when we were building a charter and, and, and what we're all striving towards. And, and where we're at now. And it's amazing when I come in now, [00:57:00] like I haven't been in for a while and doing the podcast, it's allowed me to come back in again and, and actually speak, um, to, to the men in here, which I've absolutely loved, um, and taken a lot from it as well.

Where do, where do you see the next opportunities for, you know, not building more prisons but the next opportunities for working on programming within a prison or making change? Do you see it as some opportunities, um, to even build on the great work that's been doing here? And if, if so, and what kind of directions could you, could you see that going?

Dr Fiona Murphy: So I'll probably talk first about sustainability and then Sarah might talk about growth and future. Um, areas of focus, I guess for me, we're three and a half years in, um, my first Greenfield site. So I know Sarah's been involved in commissioning. Um, it probably, you know, has come therefore as a surprise to me about the, the, the amount of work that goes into, um, operationalizing a model that we'd all talked about for [00:58:00] so long, and that it's an ongoing body of work for me at the moment.

So where I wanna also get to is making sure that the model and the aim and the vision that we all committed to, and we're all passionate about and excited about is sustained. And that we've got, you're not reliant on Sarah or myself or Cole or others to be at that table driving that, that you've got the systems and the processes in place that the model is self-sufficient if you like, irrespective of who the individuals and who the personalities are.

So I guess as well as ongoing continuous improvement and innovation, my head kind of is in that space at the moment. Um, because that for me remains our ultimate responsibility. You know, I wanna change Ravenhall, but I want us to change the system. I want us to influence the broader Victorian and Australian and international correctional systems through the work that we do and to do that, we've gotta get this right and get it to exactly what we said it was gonna be and create [00:59:00] sustainability in that.

So I guess that's for me the focus, but I know Sarah's bigger picture kind of helicopter view, compared to me, looking across GEO and and looking at all our centers in Australia so probably is more in that space.

Dr Sarah Grey: Yeah. Look, I guess I I'm a bit ambitious. Um, I like to think that we can always do better, so I'm always looking at what we could do better. Um, for me, I think areas of focus, um, have been for some time, but continue to be things like social climate, you know, what kind of, um, culture do we have in our, in our prisons, and do they promote change, really? Do they promote change and is every layer of our business promoting change and if not, why not? You know, how are we recruiting?

You know, so I think that innovation, as I say. There's lots of things we're trying at the moment with technology. Um, you know, how can we do our programs better? How can we [01:00:00] do, um, rehabilitation differently? How can we be more responsive? How can we make sure that we are bringing the right people to the table to deliver the messages that we need to deliver? Um, how can we do reintegration better?

So we have our Bridge centre and we have our post-release, um, support that, you know, only, only GEO is doing, um, you know, in Australia in terms of ongoing voluntary support for people leaving custody and, and, and essentially giving them access to anything that they need post-release, you know, we really don't have rules around that. You know, I think I've said to our team on more than one occasion, um, when I've heard them talking about eligibility, you know, there are no rules. If you left Ravenhall, we will support you. You just need to tell us what you need so that we can capacity build and get them back into the community, um, with everything they need in place to the best of our ability.

So I think for me, I'm always looking, what can we be doing better? Um, I always wanna get in first too. I can't help myself. So I [01:01:00] wanna find the things that we ought to be doing. I wanna learn from it. And then I wanna get it implemented and, and get things going. And I think that's the beauty sometimes

of working, you know, within a private operator is that, you know, we really can.

Um, we have a research team. GEO has a research team, which I also head up now. Um, and we can really go out to market, look at what people are doing and go, let's try that. And, you know, within a few weeks we might be trying it, you know, and, and well supported by Corrections Victoria to do that. So, um, I'm always very excitable, um, about doing new and different things, but social climate coming back to where the growth is, that's where corrections really need to spend some time. Um, because the climate of our prisons can be improved. I think we try really hard, but we've still got some way to go.

Dr Fiona Murphy: And I think you're right. And that is about the sustainability, isn't it? Rehabilitation isn't just a model or a department. It's gotta be a rehabilitative culture. And that comes from the [01:02:00] social climate of the prisons.

And once we get that in place in prisons, then we have sustainability. That is your culture. That is the pervasive environment that you work in and everyone operates, um, in line with that. So, absolutely agree. That's, um, paramount to, to what we're doing and how we influence the broader system as well.

Mick: So what I'm hearing there, Sarah, is you're open to ideas. They've got an old book finished years ago. I've got a few, of course.

Dr Sarah Grey: I've got a book of ideas too.

Mark: Yeah. I wanted a top idea mixed up a nine [Laughter].

Mick: Um, have you got any more questions?

Mark: I was just thinking as well, you know, going back, let's cast our minds back a little bit, but if you know, 18 year old, um, Fiona and 18 year old, Sarah over there, and if you could give them some advice, what would that be?

Dr Fiona Murphy: For me, it's simple. You can do whatever you want. There may be obstacles. There may be barriers. It may be really challenging sometimes and you might feel [01:03:00] overwhelmed, but if that's what you want, and that is your passion, don't give up and also look for those people around you, who can support you in that, who drive you and motivate you and encourage you.

Look for your mentors. Look for people with shared visions and values and, and engage with those people. They drive you and motivate you as much as anything else, but believe in yourself and believe that if that's what you wanna do and that's your goal, then you can achieve it.

Dr Sarah Grey: Yeah. If I was talking to my 18 year old self, I'd say, you've got this. That's all I would say. I think, you know, these days we can do anything. And, um, as a young woman looking forward, I think, you know, just need to say you've got this.

Mick: Yeah. Well look. Thank you so much. Like I, as I say, I don't, um, I mean, you sincerely like I've, you know, been very privileged to work alongside just from like, from the days, day I first met you to see what you are doing and I've always been so [01:04:00] admiring, not just of how much you do, but how you go about it. Um, and how you get people to go along with you for that as well.

That's one of the skills that I don't think he's ever, uh, talked about, but, you know, being part of the, this prison, I like, I was only speaking today about how much I've learned in that whole process of being brought in, but it was made a lot easier, you know, because of your leadership, both your leaderships as well, and how you approach things, how you work with people, but how you articulated the, the kind of, um, vision as well.

So, um, I'm sure your staff are very, very lucky to have you. Um, and, uh, you know, I can't imagine what you are both gonna do in the future as well. So thank you so much for sharing that was, um, to be able to hear your views on this and, and, uh, and pick your brains and some things and, uh, and I hope you, uh, yeah, might be coming back for some more at some later stage.

Dr Fiona Murphy: You're welcome.

Mick: Thank, thank you.

Dr Fiona Murphy: And happy International Women's Day.

Mark: If anything in today's episode has raised any issues for you or someone you know, head over to our website for [01:05:00] a full list of services that may help at ymcarebuild.org.au under the podcast tab. This podcast was produced by Mick Kronan and Mark Wilson, editing done by Mark Wilson.

This podcast has been approved by Corrections Victoria and GEO Australia.