



VICTORIA POLICE

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# Diversity and Inclusion Framework 2017–2020



# Foreword

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I am proud to lead an organisation that is committed to diversity and to inclusion across our workplace, and in the community we serve.



This Diversity and Inclusion Framework articulates our commitment to respecting the differences between individuals and embracing diversity in such a way that we take account of a wide range of views to inform our thinking. It sets out our commitment to building our capability.

We recognise the need to critically challenge ourselves and the way we work in order to strengthen diversity and inclusion and make Victoria Police a better workplace.

Across Victoria Police this means we will reflect on our thinking, our mindsets, the way we perceive people and situations and the way we make decisions. We each have a role to play in creating a modern policing workplace where everyone feels safe and respected.

Victoria Police recognises that our people are the source of our success. It is critical that, as an organisation, we have the capability to operate effectively and to understand and connect with the Victorian community.

A diverse, inclusive and respectful workforce means we are better equipped to support one another and respond to the needs of our communities. This will be achieved by inclusive, confident, humble and visible leadership; in everyone who works for Victoria Police having the confidence to take charge, and the humility to be approachable and show respect to everyone you work with.

**Graham Ashton AM**  
**Chief Commissioner**



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# What is diversity and inclusion?

Diversity is anything that makes each of us different, and inclusion is appreciating individual differences and creating a sense of belonging.

## A diverse and inclusive workplace:

- Values the perspective of **all** people;
- Encourages **all** people to contribute their talents and energies toward achieving a common purpose;
- Gives **all** people a 'voice' in decisions that affect them; and
- Treats **all** people fairly and with respect.

Diversity is the mix...

...Inclusion is making the mix work



This is sourced from the work of Dr Angela Workman-Stark, PhD on 'Building Inclusive Policing Organisations' – Australian Institute of Police Management (AIPM) Master Class session.



## Our vision

Victoria Police is committed to a workforce that embraces diversity and inclusion and our vision for this is:

Our policing services are provided through leadership that fosters a diverse, inclusive and respectful workforce, better equipping us to work together to understand and respond to the Victorian community.

The Diversity and Inclusion Framework (the framework) sets out our commitment to achieving our vision. This framework provides the structure to ensure we are focussed on delivering the required leadership, workplace behaviours and practices to foster an organisation where all employees feel valued and are able to contribute at their best. The framework also aligns to and supports government policy, relevant legislative and regulatory requirements.

### What we heard

In the 2016 *People Matter Survey*, only:

**50%**

of respondents agreed that Victoria Police fosters an environment of inclusiveness; and

**55%**

of respondents agreed that Victoria Police fosters an environment where all staff are treated fairly and with respect.



# Why is it important?

Best practice research across leading organisations indicates that diverse teams have higher levels of employee engagement, as well as higher levels of productivity and performance.

The benefits of a diverse and inclusive workforce include:

- Strengthened organisational values;
- Enhanced corporate reputation and greater ability to attract and retain talented staff;
- Improved motivation and efficiency of existing staff;
- Improved innovation and creativity among existing staff; and
- Reduced turnover and absenteeism<sup>1</sup>.

To provide the best service to the community our workforce demographics must reflect the community we serve, not only in terms of attributes such as age, gender, culture, religious belief and sexual orientation but also in the way we think.

*"To be effective we need to reflect the community that we serve"*

- Executive interviewee, VEOHRC Review: Page 155

A series of independent reviews commissioned by Victoria Police in recent times have informed this framework:

- Victorian Equal Opportunity and Human Rights Commission's Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police;
- Victoria Police Mental Health Review; and
- Equality is Not the Same Report.

A common theme of these reviews has been the identification of an 'exclusive' culture that undermines dignity and respect, and highlights an urgent need for change.

## Diversity Council Australia

- Women are still underrepresented when it comes to positions of leadership and the gender pay gap remains stubbornly high with sex discrimination the single largest contributing factor.
- The workforce participation of people with disability is around 30% lower than for other Australians while the gap is 20% for Aboriginal and Torres Strait Islander people.
- People with culturally diverse backgrounds are still significantly underrepresented in leadership in Australian organisations.
- Discrimination and harassment at work is still a problem. During pregnancy, parental leave or on return to work, half of mothers report discrimination, many LGBTI people experience widespread bullying, harassment or violence and are unable to be themselves at work, and over a quarter of mature-age people also report discrimination<sup>2</sup>.



*"No one should have to work or associate with someone who is harassing them. We all have the right to a career and to be safe"*

- female interviewee, VEOHRC Review: Page 262

*"Given the increase in media attention to and community concern about gender equity and violence against women, Victoria Police must be on the front foot in their interactions with community and within their own workforce. Society as a whole is changing."*

- male interviewee, VEOHRC Review: Page 40

<sup>1</sup> European Commission: Employment and Social Affairs, The Costs and Benefits of Diversity, <http://www.coe.int/t/dg4/cultureheritage/mars/source/resources/references/others/17%20-%20Costs%20and%20Benefits%20of%20Diversity%20-%20EU%202003%20ExSum.pdf>

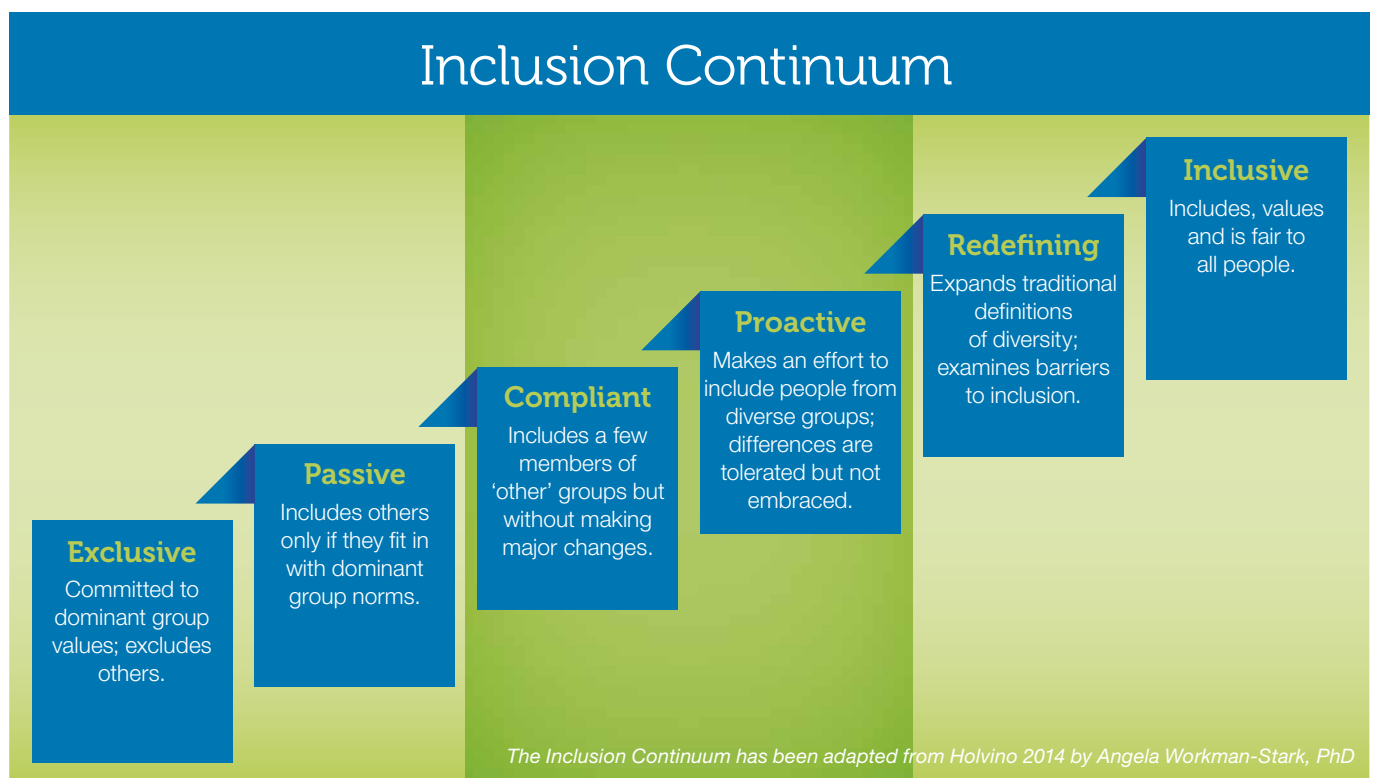
<sup>2</sup> Diversity Council Australia, Anything but PC – D&I is a Vital Business Tool in 2017 and Beyond, <https://www.dca.org.au/News/Media-Releases/Anything-but-PC---DandI-is-a-vital-business-tool-in-2017-and-beyond/558>

# Inclusion Continuum

Typically, in making change, organisations progress through a number of phases before becoming truly inclusive. The Inclusion Continuum below shows the phases from 'exclusive' to 'inclusive'.

Considering these phases and the findings of the recent reviews it could be said that Victoria Police as an organisation is moving from 'compliant' to 'proactive'. We recognise not all individuals or workplaces will be at the same phase of maturation, some areas will be more or less progressed than others. This framework and its component strategies and action plans will assist in propelling **all** of us further along the path to being truly inclusive.

**Where are you?**



## Where we are now:

- workforce values that 'tolerate' diversity
- a culture that is not always confident to call out inappropriate behaviour
- structural barriers restrict access and participation in professional development opportunities
- employees accessing flexible working arrangements feel undervalued
- change is not managed or communicated well
- employees who do not have the right skills for the job in which they are employed
- capability gaps to deliver on strategic priorities
- conduct and performance issues not well managed.

## What it will look like when we are inclusive:

- our values are embedded in everything we do
- a culture of respect and integrity that prevents workplace harm
- greater uptake of non-gendered flexible working arrangements
- gender equality in access and participation in professional development opportunities including; higher duties, at-level assignments, training and education
- gender equality in recruitment and promotion processes
- visible leadership
- high performance culture supported by streamlined performance management processes
- a culture that values the health, safety and wellbeing of all.

# How will we do this?

The reviews undertaken also identified that historic, systemic and structural barriers and attitudes formed by conscious and unconscious biases have had a negative effect on many Victoria Police employees. This framework aims to breakdown these barriers to ensure all Victoria Police employees feel valued and able to contribute at their best.

We also know through these reviews that the following sections of our workforce have been impacted more than others; therefore this framework is our commitment to deliver dedicated strategies and action plans for each of these priority areas by the end of 2017.

In no particular order these priority areas are:

- Gender Equality;
- Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI) people;
- Aboriginal and Torres Strait Islander people;
- Culturally and Linguistically Diverse (CALD) people; and
- People with disabilities.

These strategies and action plans give consideration to what is required to achieve our vision at all stages of the employee life cycle:

- Attraction
- Recruitment
- Retention
- Separation

Further, the Victoria Police Blue Paper identified the challenges to modernising our organisation, and the *Capability Plan 2016-2025* defines how we overcome them.

Maturing our capability in relation to issues of diversity and inclusion will be progressed through consideration of the transformation pathways identified in the Capability Plan.

These capabilities include:

- Leadership Development
- Workforce Planning
- Occupational Health and Safety
- Training and Professional Development
- People Performance Management
- Workplace Relations









## Our commitment

To realise our vision and achieve sustainable cultural change will require active participation and leadership by all. However those in organisational leadership positions hold a higher level of accountability. It is essential they hold themselves and others to account for modelling behaviours that support diversity, inclusion and respect in the workplace.

We **all** have a role to play.

- We commit to ending discrimination and harassment within Victoria Police.
- We commit to creating a workplace free from bias where all employees feel valued and safe to speak up and take action on inappropriate behaviour.
- We commit to building a diverse, inclusive and respectful organisation, where all employees have equal access to opportunities for professional development and career progression.
- We commit to enabling our leaders to model practices and behaviour that support diversity and inclusion.
- We commit to demonstrating diversity and inclusion in the way we engage and communicate with one another.
- We commit to educating our employees and supporting them to achieving sustainable culture change.
- We commit to strengthening our evidence-base of people data to ensure accountability and to enable us to measure and track our success.

*"What gets measured gets improved."*

- Peter Drucker



*"To respond to the needs of a diverse Victorian community, as an organisation we need to reflect that diversity and respect individual differences, perspectives and experiences."*

- Deputy Commissioner  
Wendy Steendam APM

In the next phase dedicated strategies and action plans will be developed for each priority area. Indicators and measures will be designed and refined through consultation, to ensure the indicators we measure are meaningful for our people. Our progress to meeting these targets will be reported to Executive Command through the People, Culture and Safety Committee.

# Framework

## What

### Our diversity and inclusion vision

Our policing services are provided through leadership that fosters a diverse, inclusive and respectful workforce, better equipping us to work together to understand and respond to the Victorian community.

## Why

### Case for change

A series of independent reviews commissioned by Victoria Police in 2015-2016 have informed this framework along with government policy and relevant legislation. A common theme of these reviews has been the identification of an 'exclusive' culture that undermines dignity and respect, and highlights an urgent need for change.

#### Internal Drivers

- Victoria Police *Capability Plan 2016-2025*
- Victoria Police Blue Paper
- Victorian Equal Opportunity and Human Rights Commission's Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police
- Victoria Police Mental Health Review
- Equality is Not the Same Report

#### External Drivers

- Victorian Government relevant policies and initiatives
- *Equal Opportunity Act 2010*
- *Charter of Human Rights and Responsibilities Act 2006*
- Safe and Strong: *Victorian Gender Equality Strategy*
- Victorian and proud of it: *Victorian multicultural policy*
- Absolutely everyone: *Victorian disability plan 2017-2020*

## How

### Blue paper transformation pathways

The Victoria Police Blue Paper identified the challenges to modernising our organisation, and the Capability Plan 2016-2025 defines how we overcome them. Maturing our capabilities will be progressed via the Blue Paper transformation pathways that guide this framework.

#### Safety

More focused on the health, safety and wellbeing of our people.

#### Leadership

More confident, humble, respectful and people-focused.

#### Agility

More responsive, agile and visible policing.

#### Evidence-based

More evidence-based practices and decision-making.

#### Victim-centric

Stronger focus on victims, prevention and reduction of harm.

#### Gender, diversity and flexibility

A more professional, flexible and diverse workforce.

#### Technology reform

Leveraging technology to improve policing and business processes.

#### Partnerships

Stronger partnerships and co-production with stakeholders.

### Strategies and action plans

We know through reviews that sections of our workforce are impacted more than others therefore this framework will initially focus on priority areas. This framework provides the structure to deliver targeted initiatives for each of these priority areas through the development of dedicated strategies and action plans.



Gender Equality



Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI)



Culturally and Linguistically Diverse (CALD)



Aboriginal and Torres Strait Islander



People with disabilities



### Acknowledgement of traditional owners

Victoria Police pay our respect to the traditional owners of lands on which we live and work.

We pay our respects to Elders and all Aboriginal and Torres Strait Islander peoples who continue to care for their country, culture and people.

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