



VICTORIA POLICE

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CALD Inclusion Strategy and Action Plan 2018-2021



Message from the Chief Commissioner

I am proud to launch the *Victoria Police Cultural and Linguistic Diversity (CALD) Inclusion Strategy and Action Plan 2018-2021*.



The *CALD Inclusion Strategy and Action Plan* sets out our commitment and vision for the inclusion of Australians of CALD heritage in our workforce. The strategy provides us with a road map to ensure that we are focused on delivering the required leadership, workplace behaviours and practices that foster an organisation where CALD employees are and feel valued, supported and equipped to achieve their full potential.

We are committed to reducing the systemic barriers that limit Australians of CALD heritage from joining Victoria Police. Through our targeted attraction initiatives, we will see an increase in suitable applications and therefore Australians of CALD heritage at Victoria Police.

By creating a culture where all employees feel safe from workplace harm and creating a more inclusive and culturally safe working environment, my hope is that Victoria Police will be an employer of choice for Australians of CALD heritage that will enhance our understanding and engagements with the diverse community we serve.

The inclusion of Australians of CALD heritage is a vital part of Victoria's future and, as we continue to embrace diversity across our organisation, this plan will help us to uncover new and rewarding opportunities for CALD communities and Victoria Police.

Graham Ashton AM
Chief Commissioner



Our goal

Victoria Police is an organisation where employees of CALD heritage are valued, supported and equipped to achieve their full potential.

Our commitment

- We commit to building a culturally and linguistically diverse 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 behaviours that support diversity and inclusion.
- We commit to creating a workforce free from bias, where all employees feel valued and safe to speak up and take action on inappropriate behaviour.
- 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 ending race based discrimination and harassment within Victoria Police.
- We commit to strengthening our evidence-base of people data to ensure accountability and for our progress to be reported.

Who are Australians of Culturally and Linguistically Diverse (CALD) heritage?

Victoria Police defines CALD People as those that exhibit one or more of the attributes listed below and are born or with at least one parent born overseas in countries other than those classified as 'Main English Speaking Countries (MESC)', but including the indigenousⁱ peoples of South Africa, Canada and America, the Māori, the Celts, and other communities that are marginally represented by proportion in the Victoria Police workforce when compared to the census data on population for Victoria.

CALD Attributes

The main attributes for identifying CALD communities:

- Ethnic heritage
- Language spoken at home other than English
- Culture/traditions as indicated by country of birth (self/parent) and religion.

Self-Identification

Victoria Police acknowledges the principles and basis for Self Identity theory and that social 'self-identification' is a vital indicator for improving the holistic wellbeing, health and safety of employees of CALD heritageⁱⁱ.

Victoria Police continues to promote workplace practices that encourage employees to self-identify.

Intersectionality

Some people of CALD heritage may also be members of other diversity grouping (gender, LGBTIQ, or with a disability) which increases the level of challenges they are exposed to.



ⁱ There is a separate Aboriginal Inclusion Strategy and Action Plan for the Indigenous Peoples of Australia.

ⁱⁱ Leary M.R. and Tangney J.P. 2012, Handbook of Self and identity: Self, Self-Concept and Identity. Ch 4 pp 69-104. The Guilford Press (New York & London) 2nd Ed.

The CALD Inclusion Strategy

The development of this strategy is underpinned by the Victoria Police Diversity and Inclusion Framework (2017-2020). In addition, the strategy is in alignment with the following external drivers:

- **Multicultural Australia – United, Strong Successful – Australia’s Multicultural Statement 2017:** enshrines the principles of multiculturalism and provides a rationale for this inclusion plan. This statement renews and re-affirms the Government’s commitment with a clear message on the values and responsibilities that underpin Australian society. It seeks a safe and secure Australia; a shared vision for the future; encouraging economic and social participation of new arrivals; harnessing the advantages of our diversity and shared national interest; continuing to build harmonious and socially cohesive communities.
- **Victoria’s Multicultural Policy Statement 2017:** provides a ‘whole of government framework’ that recognises and values the cultural, racial, religious and linguistic diversity of the peoples of Victoria. This policy is underpinned by the Victorian Values Statement: one law for all; discrimination is never acceptable; freedom to be yourself; a fair go for all; it is up to us to contribute to a Victoria we can be proud of.
- **Racial and Religious Tolerance Act 2001:** prohibits behaviour that incites or encourages hatred, serious contempt, revulsion or severe ridicule against another person or group of people because of their race and/or religion.
- **Equal Opportunity Act 2010:** all Victorian Government departments and service providers have a positive duty to take reasonable and proportionate measures to identify and eliminate discrimination.
- **Charter of Human Rights and Responsibilities Act 2006 (s19):** sets out the basic rights of Victorians to live with freedom, respect, equality and dignity; and requires public authorities to act compatibly with the Charter. The Charter further recognises that all persons with a particular cultural, religious, racial or linguistic background must not be denied the right, in community with other persons of that background, to enjoy his or her culture, to declare and practise his or her religion and to use his or her language.



Working Together

Broader Community

At a broader societal level, "...discrimination is evident in cultural and ideological expressions that underlie and sustain dominant values and beliefs. It is evident in a whole range of concepts, ideas, images, and institutions that provide the framework of interpretation and meaning for seeing society in terms of 'us' and 'them', 'local' and 'foreigner', 'Australian' and 'un-Australian'. It is communicated and reproduced through agencies of socialisation and cultural transmission, such as schools, universities, religious doctrines and practices, art, music, literature and the mass media in general (in which Indigenous or CALD Australians are sometimes portrayed as different from the norm, as problematic, or are simply absent)"ⁱⁱⁱ. Victoria Police seeks to be a different organisation, that embraces full social and cultural representation at all levels.

Whole of Government

This strategy aligns to Victorian Government's Multicultural Policy Statement 2017.

The Police Association of Victoria and Community and Public Sector Union

We value the insights provided to us during the development of this strategy by both The Police Association of Victoria (TPAV) and the Community and Public Sector Union (CPSU). We commit to meaningful, mutual and ongoing collaborations that continue to seek to create a safer working environment for employees of CALD heritage.

Cultural Awareness

Victoria Police through various programs equip employees with cultural awareness. The programs include but not limited to:

- community encounters at the Police Academy
- liaisons with established multi-cultural reference group
- liaisons with established multi-faith reference group.

The benefit of increased cultural awareness is that it enhances the quality of community engagements with people of CALD heritage as well as policing those communities.

As part of the *Equality is not the same* Phase one and Phase two Action Plan, Victoria Police has laid the foundation for a culturally capable workforce. This includes implementation of the Community and Cultural Education Strategy with a focus on impacting service delivery and relationships at a local level.

Further, the proactive policing teams within Victoria Police acts as liaisons between Victoria Police and various emerging and established multicultural communities.

Victoria Police want to be a Multicultural Organisation that embraces full social and cultural representation at all levels; the elimination of ... all forms of exclusion; full inclusion and valuing of differences; and redistribution of powers and influence amongst all stakeholders.

— Adapted from Jackson & Holvino, 1998, in Hyde, 2004, p.8



ⁱⁱⁱ VicHealth, 2009. *Building on our strengths: A framework to reduce race-based discrimination and support diversity in Victoria (Addressing the social and economic determinants of mental and physical health)*, Victoria Government.

Where we are now at Victoria Police

CALD workforce diversity at Victoria Police

Obtaining an accurate composition of people of CALD heritage in the Victoria Police workforce is challenging due to low levels of self-identification across all CALD attributes.

This work relied on aggregating response data from multiple indicators. The reason for poor levels of self-identification were identified during consultations as:

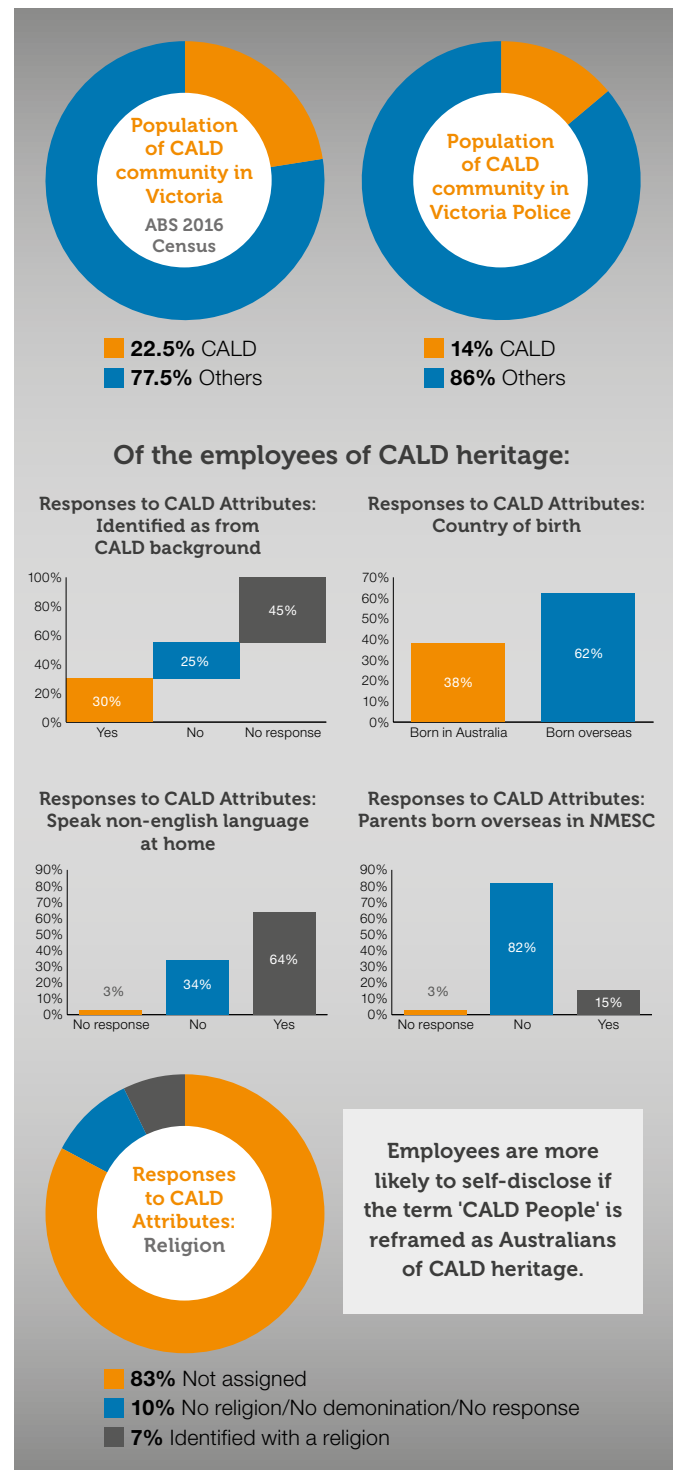
- fear of victimisation or poor treatment;
- being afraid of attracting the negative connotations and perceptions associated with being of CALD heritage;
- second-generation people of CALD heritage are less likely to self-identify as being of CALD heritage; and
- employees are more likely to self-identify if the term CALD people is reframed as Australians of CALD heritage.

According to the 2016 census, Victoria comprised 22.5% of people from CALD heritage. As at 30 June 2018, Victoria Police only had 14% of people from CALD heritage.

"... I was approached by management and asked if I wish to conduct my daily prayers at work then a designated area would be made available to me upon request. Personally, I choose to conduct my prayers at home, however it is comforting to know that I am supported at work should I choose to actively practise my faith. I felt the prior understanding, knowledge and support management displayed in relation to my faith was impressive and accommodating.

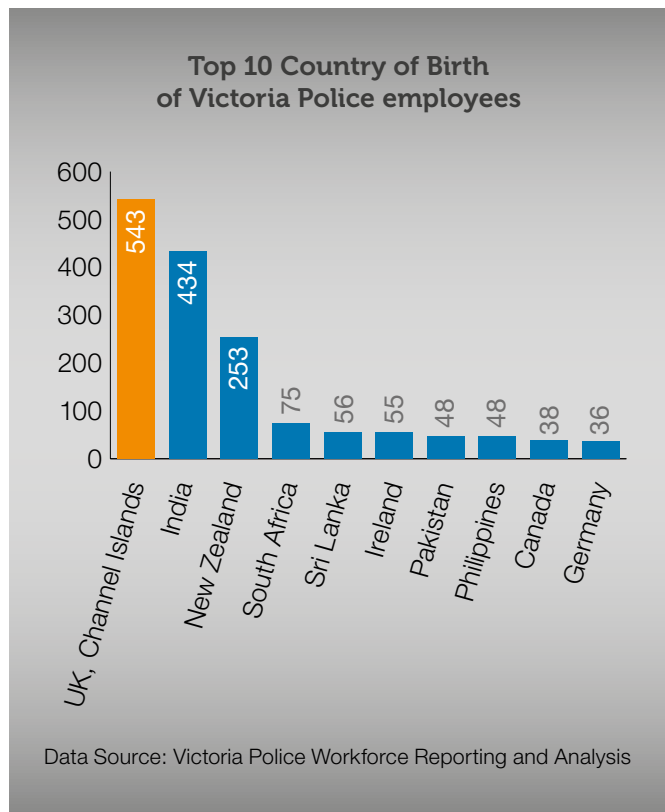
During Ramadan I choose to take leave in advance; however in the past I have worked nightshift which better suited my fasting and prayer schedule."

— personal story from a Victoria Police employee of CALD heritage.



Twelve percent of the total workforce at Victoria Police self-identified that they were born overseas, with almost 8% born in the top 10 overseas countries.

Nine percent of the total workforce at Victoria Police self-identified that they speak languages other than English at home, with almost 5% of the workforce speaking at least one of the top 10 non-English languages at home.



Although more than 12% of employees of CALD heritage compared to 16% of total organisation have above diploma or tertiary qualifications, and more than 15% of people of CALD heritage perform higher duties compared to 20% for total organisation, only 0.8% of people of CALD heritage are currently employed above Inspector/VPS5 grade level compared to 4.3% for employees of non-CALD heritage. People of CALD heritage are highly skilled, but this is not translating into leadership representation.



Attraction and Recruitment

Victoria Police periodically embark on applicant attraction campaigns. The campaigns will yield more results when targeted at significant influencers in CALD communities.

Entry requirements have been difficult to meet for members of some CALD communities because of differences in education, upbringing and early life opportunities.

The major drop-off points for applicants of CALD heritage during the recruitment process were at:

- entry examination
- physical testing
- psychometric testing

In the 12 months prior to 30 June 2018:

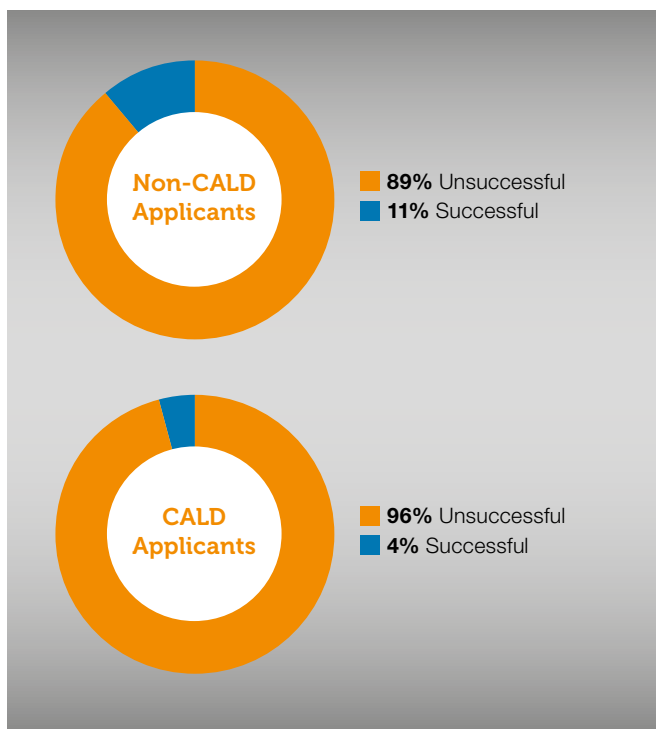
- More than 3000 applications were received from Australians of CALD heritage; of which only 4% progressed through the recruitment process.
- In that period more than 6000 applications were received from Australians of non-CALD heritage; of which 11% progressed through the recruitment process.



An inclusive workplace cannot be created without addressing the fundamental behaviours and recruitment models that lead to exclusion or marginalisation of others. Activities that serve only to treat the symptoms are unlikely to attack the root causes.

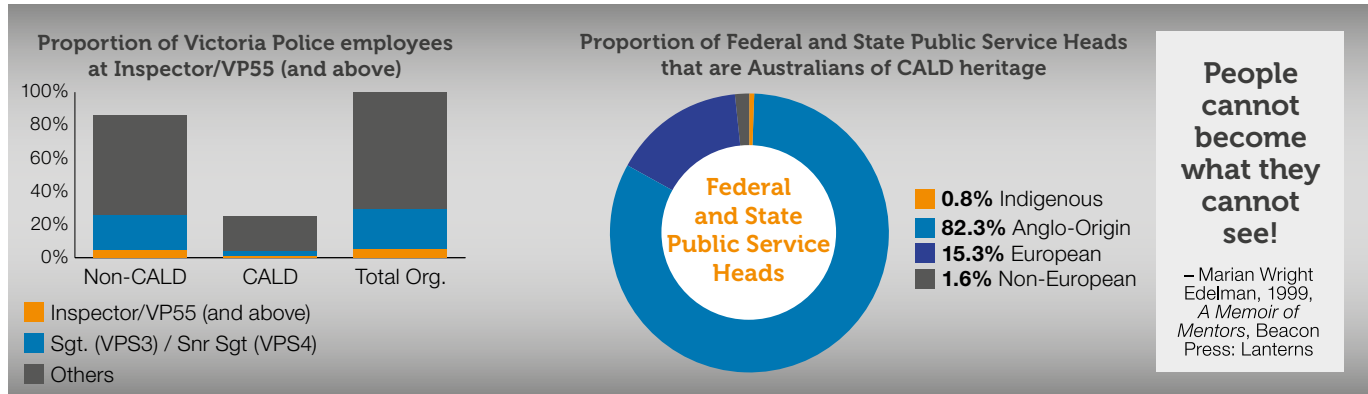
— Adaptation from, Policing for parity: The Royal Canadian Mounted police, 2016, Dr Angela Workman-Stark.

Victoria Police currently have six year 11 students participating in a CALD focused 'School-Based Traineeship Program' which creates an alternative employment pathway into the Victoria Police workforce.



CALD Employees in Leadership Roles

In comparison to other State and Federal Public Service Heads with 1.6%^{iv}, Victoria Police has less than 0.8% of its leaders as people of CALD heritage.



The Protective Services Officer (PSO) stream reflects more diversity as of June 2018; however, people from Indian heritage were overrepresented in the PSO stream. The three most common surnames for Victoria Police employees were Singh, Smith, and Williams.



“There are many employees of CALD heritage who are unable to access Inspector/ VPS5 (and above) ranks/roles due to lack of adequate lateral movement opportunities and sponsorship. These demonstrate that there are failings that we need to address and rethink in aspects of our culture on promotions, recognition of merits, and awards.”

— personal story from a Victoria Police Employee of CALD heritage.

^{iv} Soutphommasane Tim, et al., 2016, *Leading for Change: a blueprint for cultural diversity and inclusive leadership*. Working group on Cultural Diversity and Inclusive Leadership.

Who we are

Shared experiences of employees of CALD heritage

"My CALD heritage has to date provided me with opportunities for rapid career progression. Nonetheless, I have equally owned those opportunities and roles and diligently applied myself in ways that attracted further opportunities... Being one of a few sworn members from my heritage exposed me to few mistreatments that might have been race-related at the early stages, but my resilience proved vital as it helped me to become accepted. Looking back now, I feel honoured to have been able to impact many lives positively along the way even in the face of occasional personal emotional down-times that were largely unspoken about".

— personal story from a Victoria Police employee of CALD heritage.

"As one of the very few multicultural recruits, my experience at the Academy reflected the typical societal stereotypes but mostly from the community not expecting to see someone of colour at Victoria Police in those days. I was otherwise comfortable with life at the Academy following many years of prior regimented boarding school experience... I believe a better rapport between managers and their reportees that is underpinned by an improved cultural and personal awareness is one of the means for creating a safer and productive working environment for employees and the Force."

— personal story from a Victoria Police employee of CALD heritage.

"I have so far had an inspiring employment journey with Victoria Police that has seen me through a few low and many high points. Having a great sense of adventure and resilience have both been instrumental to my success story at Victoria Police. When you are a police officer, sometimes you outperform expectations, sometimes you don't but you always bounce back".

— personal story from a Victoria Police employee of CALD heritage.

"Other than some accent challenges at the start, I lived at and enjoyed my training experiences at the Police Academy. The recruitment process went on for about seven months, but I felt fortunate and lucky to have obtained my first employment in Australia with a big government organisation after migrating to Australia the year prior with postgraduate qualifications."

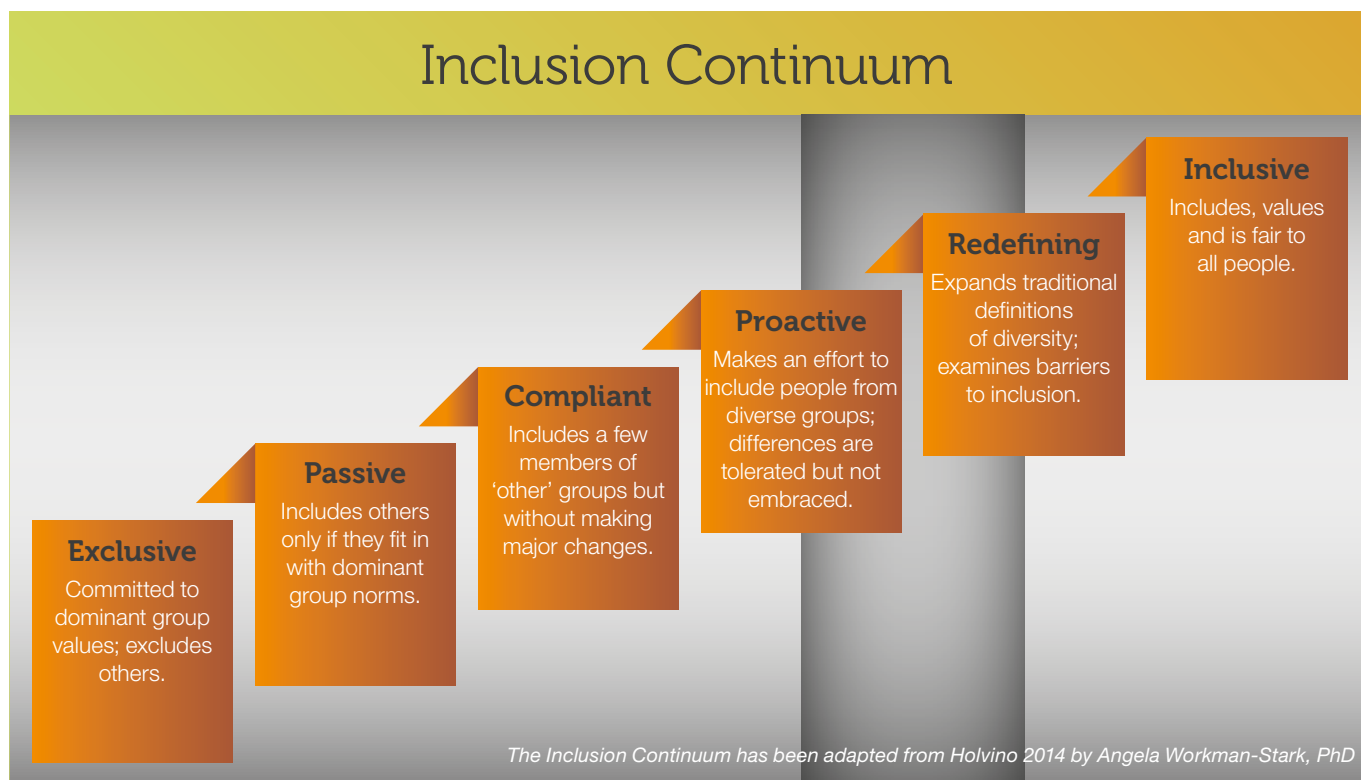
— personal story from a Victoria Police employee of CALD heritage.



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 from recent reviews and consultations it could be said that Victoria Police as an organisation is moving from proactive to redefining. 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 inclusion strategy and action plan will assist in propelling all of us further along the path to being truly inclusive.



Where we are now:

- workforce values that 'tolerate' diversity;
- a culture that is not always confident to call out inappropriate behaviour;
- structural barriers leading to an environment where employees are hesitant to disclose CALD heritage because of negative connotations;
- many employees self-censor their cultural identities;
- limited demographic data or organisational visibility for employees of CALD heritage;
- lack of visible leaders of CALD heritage; and
- conduct and performance issues are not well managed.

What it will look like when we are inclusive:

- workforce values that embrace diversity;
- strengthened organisational values;
- enhanced corporate reputation and greater ability to attract and retain talented staff;
- our values are embedded in everything we do;
- a culture that celebrates the benefits of diversity;
- employees are proud of their cultural heritage;
- improved motivation and efficiency of existing staff;
- self-identification of cultural heritage becomes the norm;
- visible leadership that includes employees of CALD heritage;
- a culture that values the health, safety and wellbeing of all; and
- 'conduct and performance' issues along with associated reporting challenges are well managed.

Beyond Diversity to Inclusion

Increasing Capability

Victoria Police is committed to building the cultural awareness and competencies of our employees to create a safer environment for employees of CALD heritage. We are also committed to identifying and mentoring employees of CALD heritage that are potential leaders to become 'leaders in pipeline' that may be elevated into visible leadership positions and roles within the organisation.

Victoria Police will continue to work with our stakeholders to create best-fit strategies to improve community perceptions of Victoria Police and to attract more suitable applicants from our diverse communities.

This Strategy is underpinned by the *Victoria Police Capability Plan 2016-2025* which provides the basis for planned and targeted capability growth for the organisation.

Specifically, the commitments in this Strategy are aligned with the enabling 'people management' capabilities of:

- **Leadership Development:** professional development which supports strong values-based leadership in daily activities. Focusing on people, performance and professionalism, to support the culture of dignity and respect.
- **Workforce Planning:** the creation of a workforce that better reflects the make-up of the community.
- **Occupational Health and Safety:** focusing on all aspects of a safe environment including the behaviour of employees; and
- **Training and Professional Development:** continuing education that builds and maintains skills and knowledge in policing complex social issues.

The *Victoria Police CALD Inclusion Strategy 2018-2021* and associated Action Plan will contribute to the maturing of these capabilities through activities aligned with the Transformational Pathways of Safety; Leadership and Gender; and Diversity and Flexibility. Together, this and other inclusion strategies under the Diversity and Inclusion Framework will assist Victoria Police to become an employer of first choice, with a professional workforce that is mobile, responsive and visible, highly trained and skilled, and more engaged with the community.

Safety	Gender, diversity and flexibility	Leadership	Evidence
More focused on the health, safety and wellbeing of our people.	A more professional, flexible and diverse workforce.	More confident, humble, respectful and people focused.	More evidence-based practices and decision making.
<ul style="list-style-type: none"> • Preventing and responding to Workplace Harm; • Providing appropriate wellbeing and support services; and • Removing barriers to accessibility and participation. 	<ul style="list-style-type: none"> • Introducing targeted attraction and employment pathways for specific CALD communities; • Increasing development opportunities; and • Providing workplace support. 	<ul style="list-style-type: none"> • Building cultural competence; • Developing visible leaders who are of CALD heritage; and • Empowering self-identification. 	<ul style="list-style-type: none"> • Respecting the differences between individuals; • Embracing diversity in such a way that we take into account a wide range of views to inform thinking; and • Predicating practices and decisions on evidence.



Action Plan

The *Victoria Police CALD Inclusion Strategy 2018-2021* will be driven by the CALD Inclusion Action Plan, to enable the realisation of our goal, vision and commitment to achieving a diverse and inclusive workforce that fosters equality and respect for all employees of CALD heritage. This Action Plan presents the roadmap to monitor our progress against the actions we will undertake over the next three years. A full analysis of information sources will define the baseline and further inform measures and targets where appropriate.

Transformation Pathway: Workforce Planning (Applicant Attraction life cycle)

What we know: Although many people of CALD heritage may want to join Victoria Police, it is difficult for people to become what they cannot see. The more Victoria Police employees that are of CALD heritage, the easier it will become to attract more people from CALD communities.

What we will do	Baseline	Indicator	Outcome
We will monitor progress and evaluate outcomes of the 'Victoria Police & Protective Services Recruitment: Cultural inclusion Pilot initiative'.	New Initiative. Baseline yet to be determined.	Monitor the number of suitable applications received.	Increased number of suitable applications received from each marketing campaign.
We will develop career pathways into Victoria Police including CALD School-Based Traineeship programs, Cadetships, and Youth Employment Schemes.	Six CALD School Based Trainees in a Pilot Program.	Number of Trainees. Number of Trainees from Employment Pathways that gain employment with Victoria Police.	Increased number of employees of CALD heritage in workforce.
We will explore funding opportunities to provide assistance to prospective police candidates of CALD heritage, including preparatory programs.	New Initiative. Baseline yet to be determined.	Increased number of suitable applications.	Ongoing funded assistance program for potential applicants.
We will educate our regional community engagement teams on the recruitment process to leverage their strong relationships with local communities to attract potential applicants.	New Initiative. Baseline yet to be determined.	Proportion of regional community engagement members educated. Number of events regional engagement members attend.	Increased capability of regional community engagement teams.
We will develop a targeted marketing strategy to attract cultural diversity to Victoria Police.	New Initiative. Baseline yet to be determined.	Number of suitable applications received from people of CALD heritage.	Increased number of suitable applications from people of CALD heritage.

Transformation Pathway: Workforce Planning (Recruitment life cycle)

What we know: Although many people of CALD heritage may want to join Victoria Police, it is difficult for people to become what they cannot see. The more employees of Victoria Police that are of CALD heritage, the easier it will become to attract more people from CALD communities.

What we will do	Baseline	Indicator	Outcome
We will review and consider the findings report on 'Required inherent attributes for modern-day policing' being conducted by the Australian Catholic University.	New Initiative. Baseline yet to be determined.	Position paper on inherent attributes for recruitment.	Determination of critical and other attributes that are considered as inherently required for recruitment into policing.
We will initiate an independent end-to-end review of our recruitment process to remove biases.	4% conversion for Applicants of CALD heritage. Overall conversion of 11%.	Increased conversion of applicants of CALD heritage to match overall conversion rate. Positive messaging for all correspondences to applicants regardless of outcomes.	Eliminate biases in recruitment process and improve conversion rate for Australians from CALD heritage.
We will review our psychometric testing process to eliminate cultural biases.	Culturally unbiased testing developed.	Introduce normalised result range for psychometric test result interpretation.	Culturally unbiased and evidence-based normalised result range for psychometric testing that directly relates to Victoria Police Values and Inherent attributes.
We will introduce a dedicated CALD heritage portfolio holder to work within the Recruitment Services Branch and other recruitment teams.	No guidance to applicants of CALD heritage beyond the 'Applicant Attraction' stage.	Creation of a dedicated portfolio holder to work within Recruitment Services Branch and other recruitment teams.	Continuous guidance for applicants of CALD heritage throughout the recruitment process.

Transformation Pathway: Workforce Planning (Retention life cycle)

What we know: Although many people of CALD heritage may want to join Victoria Police, it is difficult for people to become what they cannot see. The more employees of Victoria Police that are of CALD heritage, the easier it will become to attract more people from CALD communities.

What we will do	Baseline	Indicator	Outcome
We will review our HR record and reporting systems to accurately capture and reflect the composition of our workforce.	Inconsistent reporting of attributes.	Aligned system attributes for CALD.	Accurate and improved on-demand workforce demography reporting.
We will increase our employees' confidence to self-identify as Australians from Culturally and Linguistically Diverse heritages by ensuring that they feel culturally safe to do so.	HR Assist Response rate (CALD Heritage): less than 30% of total CALD employees self-identified. HR Assist Response rate (Speak non-English Language at home): less than 64% said yes. HR Assist Response rate (Religion): Over 83% gave no response.	Increased proportion of employees from culturally and linguistically diverse heritage self-identify on HR Assist.	Increased number of employees self-identifying their cultural and linguistic diversity.

Transformation Pathway: Safety (Retention life cycle)

What we know: An inclusive workplace cannot be created without addressing the fundamental behaviours and recruitment models that lead to exclusion or marginalisation of others. Activities that serve only to treat the symptoms are unlikely to address the root causes^v.

What we will do	Baseline	Indicator	Outcome
We will build the cultural awareness and competencies of our employees through training within the Foundation environment. These members will transition to the front line with requisite skills and knowledge.	New initiative.	Proportion % of all students trained	Effective and sustainable breakthroughs with community engagement.
We will promote the various CALD employee networks to become sustainable and high functioning employee networks within Victoria police.	African employee Network recently formed. Victoria Police Muslim Employee Association is established.	Number of network meetings, council, and general meetings held. Development of annual priority action plans. Increased membership.	Improve support, mentoring and shared experiences of employees of CALD heritage resulting in greater inclusion.
We will build the cultural awareness and competencies of our Senior Sergeant and above who attend required promotional programs training.	2018 People Matter Survey (PMS) Data Percent of those that experienced discrimination based on Race: 8% 2018 PMS Data Percent of those that experienced discrimination based on Religious belief or activity: 4%. 2018 PMS Data There is a positive culture within my organisation in relation to employees from varied cultural backgrounds: 79% 2018 PMS Data My supervisor works effectively with people from diverse heritages: 73%	Include a CALD Community focus within the Cultural Awareness session in PMQP.	A more inclusive workforce that is respectful of diversity.
We will conduct an end-to-end review of the complaint reporting process.	New initiative.	New Workplace Harm reporting process that is expressly inclusive and considerate of cultural sensitivities.	Improved Workplace Harm reporting process with options.
We will expand the messaging of Workplace Harm to ensure it is expressly inclusive of harassment and discrimination based on race and cultural identity, and translated into training, and organisational responses.	Current messaging is exclusive.	Workplace Harm communications including Intranet and training are amended to be expressly inclusive of cultural identity. Review complaint process independent of areas responsible for complaint management.	Increased confidence of employees of CALD heritage to report Workplace Harm.
We will improve our capability to collate data on all reported or identified workplace harm incidents.	Data capture is ad hoc.	Areas responsible for handling complaints commence capturing, summarising, and analysing data on Workplace Harm that is based on race or cultural identity.	Improved ability to capture and report Workplace Harm that is based on race or cultural identity.

^v Adaptation from, *Policing for parity: The Royal Canadian Mounted police*, 2016, Dr Angela Workman-Stark.

Transformation Pathway: Gender, Diversity and Flexibility (Retention life cycle)

What we know: The ability to communicate in a language other than English – whether used frequently or not – improves engagement between police and the community.

What we will do	Baseline	Indicator	Outcome
We will review the requirements and eligibility criteria of the Language Allowance scheme.	The number of eligible members has declined from ~250 in 2015/16 to 24 members in 2017/18.	Increased number of eligible employees. Creation of a centralised budget for the payment of the Language Allowance scheme.	An organisation that recognises the benefit of cultural and language diversity and inclusion.

Transformation Pathway: Leadership (Retention life cycle)

What we know: Victoria Police want to be a multicultural organisation that embraces full social and cultural representation at all levels and redistribution of powers and influence amongst all stakeholders^{vi}.

What we will do	Baseline	Indicator	Outcome
We will identify and mentor employees of CALD heritage with leadership qualities to become leaders in pipeline. We will increase the number of employees of CALD heritage above Inspector and VPS5 levels.	Percentage of employees of CALD heritage in leadership positions currently less than 0.8%	Monitor and report on the number of employees of CALD heritage in leadership positions with an aspiration to match the whole of government proportion of 1.6%.	Proportionate representation of employees of CALD heritage in leadership and leadership pipeline positions.
We will investigate how Victoria Police might demonstrate better support for religious diversity and inclusion.	Less than 7% of employees self-identified as practising a religion.	Consider and implement research report findings. Increased number of employees who feel sufficiently safe to self-identify as practising a religion. Availability of appropriate facilities for people of faith.	Become an organisation that is inclusive of religious diversity.

^{vi} Jackson & Holvino, 1998, in Hyde, 2004, p.8



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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