



VICTORIA POLICE

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LGBTI Inclusion Strategy and Action Plan 2018–2021



Chief Commissioner's Foreword

I am proud to introduce Victoria Police's inaugural *LGBTI Inclusion Strategy and Action Plan 2018-2021* - a celebration of our differences and a significant milestone in Victoria Police's ongoing efforts to becoming truly inclusive.



The most important part of this Inclusion Strategy for me personally, is that it has been informed by the experiences of Victoria Police LGBTI employees. We know from recent *People Matter Survey* results that most employees see Victoria Police as having a positive culture for LGBTI people. However, we are aware that more needs to be done.

Reducing the systemic, policy and social barriers that contribute to individuals being fearful of disclosing their sexual orientation or gender identity at work is still an issue for many and as such, is a key focus of this Inclusion Strategy.

By creating a culture where we celebrate our differences and all employees feel comfortable bringing their authentic selves to work, we are better placed to harness the unique talents, skills and perspectives that each of us brings to the organisation.

By growing our people management capability, we not only support individual wellbeing and team cohesion, but also our ability to engage with and respond to the policing needs of the diverse community that we serve to protect.

Through this Inclusion Strategy, and the broader Diversity and Inclusion Framework 2017-2020, we demonstrate our commitment to providing a safe and harm free workplace for all Victoria Police employees.

Graham Ashton AM
Chief Commissioner

Message from the Commissioner for Gender and Sexuality

I am pleased to support Victoria Police's inaugural *LGBTI Inclusion Strategy and Action Plan 2018-2021*.



In February this year I attended the launch of the Victoria Police LGBTI Employee Network (VP Pride), where I had the opportunity to see firsthand the positive impacts of LGBTI inclusion within Victoria Police's workplace culture.

All Victorians have the right to feel welcomed and supported in the workplace. With guidance from this Inclusion Strategy, Victoria Police is ensuring LGBTI employees can confidently bring their whole selves to work, and continue to provide outstanding service to all Victoria's communities.

I look forward to seeing Victoria Police continue to grow as a diverse and inclusive organisation.

Ro Allen
Victorian Commissioner for Gender & Sexuality

About this Inclusion Strategy

The *Victoria Police LGBTI Inclusion Strategy 2018-2021* and associated action plan reflect Victoria Police's intention to create an inclusive organisation, free from Workplace Harm, where everyone is respected regardless of their sexual orientation, gender identity or intersex status. The *Strategy* articulates our organisational inclusion goal and commitments, and identifies the key partners who will help us to achieve them. It also details where we are now, why we need to be more inclusive, and how we propose to get there.

The development of this *Strategy* directly supports the *Victoria Police Diversity and Inclusion Framework 2017-2020* which acknowledges the exclusive culture that has historically disadvantaged some sections of the workforce. The framework sets out our organisational approach to breaking down barriers that have prevented many employees from feeling valued and reaching their full potential. This involves the development of dedicated inclusion strategies and action plans for identified priority groups including Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI) employees.

Importantly, 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* – demonstrating leadership and developing partnerships with other agencies and government departments;
- *Workforce Planning* – utilising HR data to create and sustain a workforce that 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 LGBTI Inclusion Strategy 2018-2021* and associated action plan will contribute to the maturing of these capabilities through activities aligned with the Blue Paper Transformational Pathways of Safety, Leadership and Gender, diversity & flexibility. Together, this and other inclusion strategies¹ 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.



¹ Gender Equality, Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse (CALD) people, and People with disabilities.

What is LGBTI?

LGBTI stands for Lesbian, Gay, Bisexual, Transgender and Intersex. It is an acronym widely used to collectively describe three distinct attributes: sexual orientation, gender identity and sex characteristics.

Although LGBTI people do not constitute a single demographic, they are frequently grouped together because of their shared experience of prejudice and social exclusion. This can be the result of homophobia or the discriminatory treatment suffered by those who fall outside expected binary sex and gender norms.

It is acknowledged that some individuals are uncomfortable with the term LGBTI, and prefer to self-identify using other labels such as *Queer*, *Questioning*, *Non-Binary* or *Gender-Diverse* for instance. The use of LGBTI in this strategy is intended to be all-inclusive and is the terminology used consistently across the Victorian public sector.

For a more detailed definition or explanation of expressions used in this strategy, refer to the glossary of terms at the end of this document.

The rainbow (pride) flag

The rainbow flag was designed by American political activist and artist, Gilbert Baker. His idea was to create a new, positive and inclusive banner for the gay and lesbian community in the lead-up to the San Francisco Gay Pride Parade in 1978.

Following the assassination of the city's openly gay supervisor, Harvey Milk, later that year, the flag took on greater significance and popularity. It rapidly became a universal emblem of pride for lesbian, gay, bisexual, transgender and intersex people, including in Australia. *Pride*, as symbolised by the rainbow flag, means having the courage to be who you are and standing up for what you believe in.

The rainbow is also a symbol of solidarity. The various colours represent the extraordinary diversity found within the LGBTI community. This community has no single characteristic or identity; it cuts across sex and gender, and includes people of all ages, races, languages, faiths, abilities and cultural backgrounds.

Lastly, the rainbow is a symbol of hope for a better future. In 2018, same-sex relationships remain punishable by imprisonment in 72 countries, with eight of those still actively enforcing the death penalty. Nevertheless, LGBTI people around the world continue to make progress in the ongoing struggle for legal recognition and protection. In Victoria this has seen the decriminalisation of homosexuality in 1981 and the passage of legislation in 2015 to expunge criminal records relating to historical 'homosexual crimes'. The battle for social acceptance and substantive equality continues.

Our goal

Victoria Police is a diverse and inclusive organisation that provides respect for all employees, and a culture where everyone can be authentic at work regardless of their sexual orientation, gender identity or intersex status.

Our commitment

- We commit to ending LGBTI discrimination and harassment within Victoria Police, and to broadening the messaging around Workplace Harm to expressly include sexual orientation and gender identity.
- We commit to ongoing participation in the Australian Workplace Equality Index (AWEI), the national benchmarking instrument for LGBTI workplace inclusion, and improving on the bronze status achieved in 2017.
- We commit to listening to and understanding our employee experiences; elevating the voices of LGBTI employees; and increasing LGBTI visibility and support to achieve tangible and lasting change.
- We commit to strengthening our evidence-base of people data to ensure accountability and for our action plan progress to be reported annually and publicly.

Our people, our business

Victoria Police acknowledges the legal, social and cultural barriers that have historically hindered full and equitable workforce participation for LGBTI employees, including discriminatory workplace attitudes and behaviours. We also recognise that no one can perform at their best when they feel the need to conceal their identities or pretend to be someone else.

The Victoria Police LGBTI Inclusion Strategy and associated Action Plan is our roadmap for creating a visibly inclusive and safe environment where people can choose to be themselves in a workplace that is respectful and free from Workplace Harm.



Working together

Victoria Police has significant support in its commitment to achieving LGBTI inclusion. We welcome the opportunity to work collaboratively with a range of partners both within and external to Victoria Police, including:

Pride in Diversity

Pride in Diversity is a national not-for-profit employer support program for LGBTI workplace inclusion specialising in HR, organisational change and workplace diversity. Pride in Diversity administers the Australian Workplace Equality Index (AWEI), Australia's national benchmarking instrument for LGBTI workplace inclusion. In 2015 Victoria Police became the first Victorian government agency to contribute to the AWEI, achieving a rating of 'participating'. In 2017 we improved our performance significantly and were awarded Bronze Employer status. Victoria Police has drawn on the results of the AWEI audit in developing this LGBTI Inclusion Strategy and Action Plan.



LGBTI Inclusion in the Public Sector (LIPS) Network

The LIPS Network comprises representatives from the seven Victorian State Government departments as well as public agencies including Victoria Police. It is an informal self-governing network that connects diversity and inclusion officers and aims to represent the needs, interests, and concerns of employees who identify as LGBTI to ensure inclusive work practices across the public sector. It also contributes to policy development and strategic planning.

The Police Association of Victoria and Community and Public Sector Union

We recognise the importance of our partnership with both The Police Association of Victoria and the Community and Public Sector Union as representative bodies of the employees within our organisation. Both unions acknowledge the unique difficulties experienced by LGBTI staff within policing and have actively supported and contributed to the development of this strategy. The Police Association of Victoria and the Community and Public Sector Union remain committed to collaborating with Victoria Police to ensure that all employees are treated with fairness, dignity and respect regardless of their sexual orientation, gender identity or intersex status.

Victorian Equal Opportunity & Human Rights Commission (VEOHRC)

In 2015 Victoria Police partnered with VEOHRC to undertake the *Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police*. The review's survey findings demonstrated that sexual orientation is a significant risk factor for workplace harassment, with the rate of harassment in the past five years being six times higher for gay male survey participants and a third higher for lesbian participants than other male and female participants overall. Victoria Police will continue collaborating with VEOHRC to build on the body of work already commenced. This will include conducting further research to better understand the lived experiences of LGBTI employees, including barriers to reporting Workplace Harm.



Victoria Police LGBTI Employee Network - VP PRIDE

Formed in late 2017, the Victoria Police LGBTI Employee Network (VP PRIDE) was officially launched by the Chief Commissioner in February 2018. VP PRIDE's broad mission is to foster diversity and inclusion within Victoria Police by allowing staff to network, share common experiences and information, and contribute to policy development which promotes greater inclusion of LGBTI employees. It also has the following aims:

- Provide a supportive and consultative forum to raise workplace cultural problems, provide input into workplace policy and develop mechanisms for advocating to senior leadership.
- Contribute to LGBTI-focused initiatives and work towards increasing the visibility of LGBTI staff across Victoria Police to improve the attraction, recruitment, progression and retention of members.
- Create a mentor network to support and connect LGBTI employees and allies.
- Coordinate education and training for LGBTI employees and allies with ongoing advocacy for broader workplace awareness training.
- Promote established and organise new LGBTI events, including social and networking events.
- Advocate for organisational support for participation in recognised significant LGBTI dates and events.



Where are we now?

A commonly asked question is “What proportion of the population is LGBTI?” This is difficult to answer, not only because this data is not routinely captured by the Australian Bureau of Statistics, but also because of inconsistent terminology and significant under-reporting when other agencies do try to collect it. Although estimates vary considerably, the Australian Human Rights Commission suggests that “up to 11 in 100 Australians may have a diverse sexual orientation, sex or gender identity².”

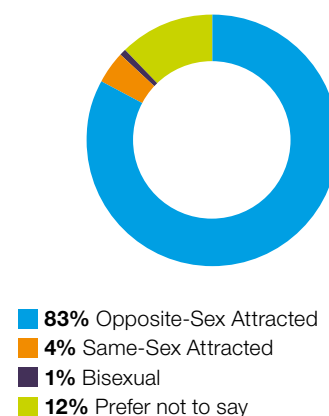
Although Victoria Police does not currently record employees’ sexual orientation, intersex status or gender identity - apart from the default binary male-female classification, the *People Matter Survey* provides valuable insights into comparative LGBTI employment demographics and organisational climate. This survey is conducted annually across the Victorian Public Sector and has captured respondents’ sexual orientation and sex/gender identity since 2016.

In the most recent 2017 survey³, 5 percent of Victoria Police participants described their sexual orientation as either lesbian/gay or bisexual. An additional 12 percent of respondents preferred not to answer the sexual orientation question. While this may indicate that the proportion of Lesbian, Gay or Bisexual (LGB) employees is actually higher, it also suggests that sexual orientation is still something many employees feel uncomfortable disclosing.

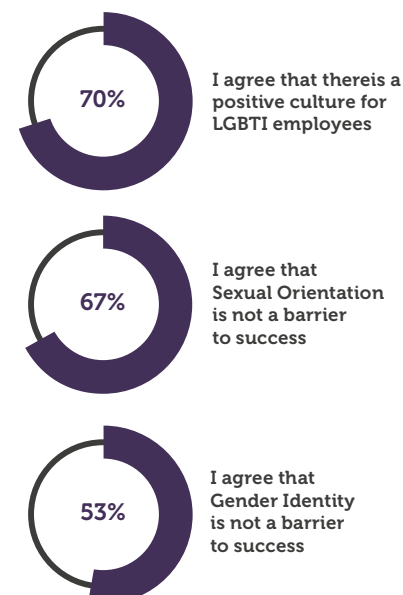
The *People Matter Survey* revealed that most respondents (70 percent) see Victoria Police as having a positive culture for LGBTI employees, however, the survey also confirms that our organisation is not fully inclusive for LGBTI people, particularly with respect to gender identity.

Far from being rare, it is estimated that around 1.7% of the population may have an intersex variation⁴. This makes intersex differences about as common as having red hair.

Employee Sexual Orientation in Victoria Police 2017



Employee Perceptions of Inclusion in Victoria Police 2017



² Department of Health, Australian Government, *National Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Ageing and Aged Care Strategy* (2012), p 4.

³ In 2017, the *People Matter Survey* had 7,091 responses from Victoria Police employees, representing 37% of the workforce.

⁴ Carpenter, M., Hough, D. (2014) *Employers' Guide to Intersex Inclusion*, Pride in Diversity and Organisation Intersex International Australia, p.9.

In 2015, Victoria Police employees participated in the Australian Workplace Equality Index (AWEI) national survey⁵. The majority of survey respondents (regardless of sexual orientation or gender identity) said they supported LGBTI inclusion within Victoria Police. However, slightly over half indicated that they had witnessed negative commentary or jokes targeting LGBTI people at work in the preceding year.

When analysed on the basis of sexual orientation, lesbian, gay and bisexual (LGB) survey respondents reported much higher levels of homophobia, with 70% experiencing negative gay jokes or commentary in the same period. 11 percent of LGB employees reported they had been personally bullied or harassed in the preceding year because of their sexual orientation.

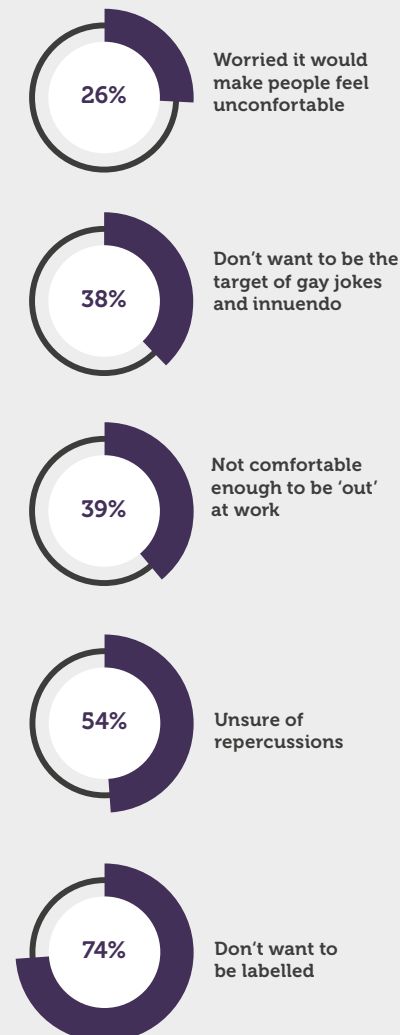
Although 88 percent of LGB survey respondents felt it was important to work in an organisation where they could be 'out,' only 56 percent reported that they were completely 'out' in Victoria Police.

The reasons given for not being 'out' at work included concerns about being labelled, fear of repercussions and simply not feeling comfortable enough.

LGB Employee Experiences in Victoria Police 2015



LGB Employee Barriers to being 'out' in Victoria Police



2015 AWEI Survey Comments:

"LGBTI people are not visible in my organisation. That messages to me that they do not feel safe to be open and not judged."

"I find my work place fairly accepting of LGBTI issues, however I find that words such as 'faggot' and 'poofta' are used too often without the person saying them knowing that they are not words that homosexuals like to be called."

"The use of the term 'gay' as a pejorative to describe an event/thing is widespread, and causes discomfort to colleagues of mine who are homosexual when it is used. I cringe when people use it."

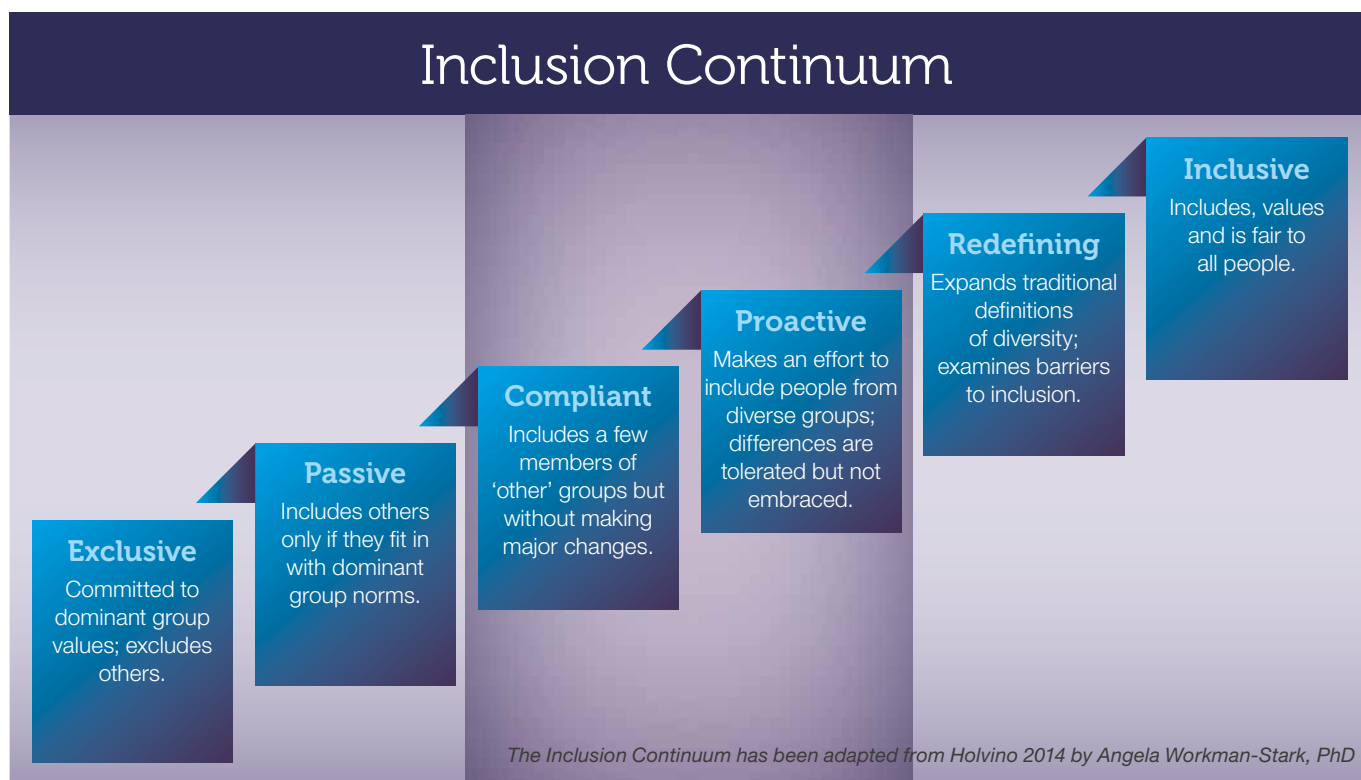
5 In 2015, the AWEI national survey had 1004 responses from Victoria Police employees, representing 6% of the workforce.

Where are we along the inclusion continuum?

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 surveys it is clear that in relation to LGBTI equality, Victoria Police 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 Strategy and Action Plan will assist us to achieve consistency and propel us further along the path to LGBTI equality.

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, including binary sex/gender bias, restrict access to development and workforce participation
- many employees self-censor their identities
- transgender, gender-diverse and intersex concepts and issues are poorly understood
- limited demographic data or organisational visibility for LGBTI employees
- conduct and performance issues are not well managed

What it will look like when we are LGBTI Inclusive:

- our values are embedded in everything we do
- a culture of respect and integrity that prevents workplace harm
- equality in LGBTI recruitment, professional development and promotion processes
- employees are comfortable self-identifying and can be their authentic selves at work
- individual difference is not regarded as a problem but as an asset
- visible leadership
- a culture that values the health, safety and wellbeing of all

The need for LGBTI inclusion

Everyone has a sexual orientation. The majority of people are heterosexual and although they may not realise it, this is constantly on display in the workplace. Sexual Orientation is an integral part of our personal identities and is emphasised on a daily basis through symbolism and behaviour including: wedding rings, photos on desks, personal phone calls, talking about the weekend, having children, celebrating anniversaries and accompanying partners to social events. It would be unthinkable for most people to hide these things or pretend their life outside work didn't exist.

However, we do know that many LGBTI people feel they cannot be open about their sexual orientation or gender identity for fear of non-acceptance or harassment. Despite how progressive we think we are, lingering homophobia and heterosexism, as well as negative attitudes towards gender identity and intersex status make the decision to 'be yourself' at work very difficult for some employees. Personal authenticity is an intrinsic human need and no one should have to manufacture a persona in order to feel accepted at work. Similarly, no-one wants to be misgendered or compelled to dress, use a toilet or even fill out an employment form that labels them incorrectly. The inability to be oneself has negative social and psychological impacts for individuals. Making Victoria Police inclusive for LGBTI people is not only important for employee health and wellbeing, but also for the following reasons:⁶

Productivity and Teamwork

"A culture where employees can bring their whole selves to work, without the distraction of trying to be something they are not leads to an environment where individuals can be at their most productive and creates cohesive and effective teams."⁷

Attraction and Retention

In a competitive labour market, exclusive and discriminatory cultures will not attract and retain the best talent. Millennials in particular, irrespective of their own sexual orientations, want to work for organisations that are inclusive and which demonstrate social leadership.⁸



"The Victoria Police LGBTI Inclusion Strategy is not about giving a group of people special treatment. It is about recognising and addressing the wrongs of the past and creating a culture where everyone is safe, everyone belongs, and everyone can be their best."

– Assistant Commissioner,
Tess Walsh

Service Delivery

The *Victoria Police Blue Paper* argues that a workforce that is demographically representative and culturally understanding of the Victorian community is a straightforward business requirement. Nowhere is this more relevant than in the LGBTI community which continues to exhibit significant under-reporting of crime and lower confidence in police services⁹.

Legislative Compliance

State and Federal Equal Opportunity and Occupational Health and Safety laws make discriminatory behaviour, bullying and harassment on the basis of a person's LGBTI status unlawful. An inclusive workplace is less likely to feature Workplace Harm complaints, civil litigation and reputation damage.

6 Rodddrick Colvin (2012) *Gay and Lesbian Cops: Diversity and Policing*, Lynne Rienner Publishing

7 Michelle Fullerton, (2013) "Diversity and inclusion – LGBT inclusion means business", *Strategic HR Review*, Vol. 12 Issue: 3, pp.121-125

8 Christie Smith and Stephanie Turner, *The Radical Transformation of Diversity and Inclusion: The Millennial Influence* (New York: Deloitte University Leadership Center for Inclusion, 2015), 15

9 William Leonard, Anne Mitchell, Sunil Patel, Christopher Fox (2009), *Coming Forward - The underreporting of heterosexist violence and same sex partner abuse in Victoria*

Increasing capability

The goal and commitments outlined in the *Victoria Police LGBTI Inclusion Strategy 2018 – 2021* will be achieved in line with the strategic direction set out in the *Victoria Police Capability Plan 2016-2025* and *The Victoria Police Blue Paper*.

The following three Blue Paper Transformation Pathways have been identified as critical to maturing our people management capabilities and formulating areas of focus to enable LGBTI inclusion.

Safety

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

Areas of Focus

- Preventing and responding to Workplace Harm
- Providing appropriate wellbeing and support services
- Removing barriers to accessibility and participation

Gender, diversity and flexibility

A more professional, flexible and diverse workforce.

Areas of Focus

- Collaborating with LGBTI partners internally and externally
- Attracting, recruiting and retaining LGBTI employees
- Training and education

Leadership

More confident, humble, respectful and people-focused.

Areas of Focus

- Demonstrating social leadership on LGBTI issues and building social capital
- Increasing visibility of LGBTI employees and allies
- Governance and accountability



Building our knowledge base

Underpinning the success of this and future LGBTI inclusion strategies is the development of reliable LGBTI metrics and data sets. We cannot improve what we do not measure, so it is imperative that we put systems in place to help us collect and analyse relevant demographic employee information. We also want to learn more about the lived experiences of LGBTI employees within Victoria Police in a safe and confidential manner. The LGBTI Inclusion Action Plan will build our knowledge base through the following key activities:

VEOHRC LGBTI Research Project

We will collaborate with the Victorian Equal Opportunity and Human Rights Commission to undertake research into the experiences of LGBTI employees within Victoria Police. The VEOHRC Review Phase 3 survey will focus on the experiences of LGBTI employees. An additional discrete research project will explore organisational responses to LGBTI discrimination and harassment, including barriers to reporting Workplace Harm.

Australian Workplace Equality Index (AWEI) Survey

We will continue to participate in the AWEI benchmarking activity on a biennial basis, as well as the national LGBTI Inclusion survey. This survey provides us with regular statistical and qualitative data on organisational climate and employee perceptions of LGBTI inclusion.

People Matter Survey

We will encourage ongoing employee participation in the *People Matter Survey*. This is designed to measure employee perceptions on how well the Victorian Public Sector Values and Employment Principles are modelled within Victoria Police. The survey also captures LGBTI demographic information and because it is conducted annually, provides us with valuable longitudinal data on any changes to our organisational culture.

Victoria Police Data Systems

We will introduce changes to our HR systems to enable employees to record additional diversity data (including sexual orientation) on a voluntary basis. Over time, this will enable Victoria Police to analyse attraction, recruitment, retention, promotion and separation data for this cohort of employees.

We will also review our case management recording systems and databases to ensure that we better capture employee complaints and incidents of Workplace Harm which are related to sexual orientation or gender identity.

The next step

Accompanying this strategy is the Victoria Police *LGBTI Inclusion Action Plan*. As a foundation strategy and action plan, we recognise that this is only the beginning, and that achieving substantive equality and inclusion for LGBTI employees will take time. It will also take commitment from everyone.



"Most people don't have to think about their sexual orientation and whether it is visible at work. Many gay, lesbian and bisexual people worry about this every day. My message to LGBTI colleagues is simply: You don't **have** to be 'out' in Victoria Police. But you **can** be..."

– VP PRIDE Executive Champion
Assistant Commissioner
Neil Paterson APM

LGBTI inclusion action plan

The Victoria Police *LGBTI Inclusion Strategy 2018-2021* will be driven by the *LGBTI Inclusion Action Plan*, and will set us on the path to achieving a diverse and inclusive organisation that provides respect for all employees, and a culture where everyone can be authentic at work irrespective of their sexual orientation, gender identity or intersex status. Additional survey results¹⁰, benchmarking information and data are expected to become available during the life of this action plan, and these findings will enable us to adjust and refine our actions, measures and targets as appropriate.

| Transformational Pathway: Safety - More focused on the health, safety and wellbeing of our people | | | |
|---|---|--|--|
| What we know: We have minimal internal complaint data concerning the experiences of LGBTI employees but this does not mean there are no issues. We know that Workplace Harm for LGBTI employees is significantly under-reported due to lack of confidence, fear of victimisation and inadequate reporting systems. | | | |
| What we're doing | Baseline | Indicators | Outcome |
| We will engage VEOHRC to undertake an assessment of LGBTI employee personal experiences of harassment and discrimination in Victoria Police as part of the Phase 3 VEOHRC Review survey. In addition, a discrete project will focus on systemic barriers to reporting, and organisational responses to, Workplace Harm | New initiative | Completion of reviews and provision of reports to Executive Command | Improved understanding of the lived experiences of LGBTI employees and systemic barriers to preventing and addressing Workplace Harm |
| We will expand the messaging of Workplace Harm to ensure it is expressly inclusive of harassment and discrimination based on sexual orientation and gender identity, and translated into training, policy and organisational responses | Current messaging is exclusive | Workplace Harm communications (including Intranet), policy and training are amended to be expressly inclusive of LGBTI employees | Increased confidence of LGBTI employees to report Workplace Harm |
| We will develop systems which enable the recording, monitoring and analysis of LGBTI-related employee complaints, i.e. discrimination, victimisation or bullying on the basis of sexual orientation, gender identity or intersex (sex) status | Data capture is currently ad hoc. Baseline (number of complaints) to be determined | Areas responsible for handling complaints commence recording and categorising cases based on LGBTI status. An initial increase in reports would be expected | Improved ability to capture reports of LGBTI Workplace Harm |
| What we know: We know that reporting Workplace Harm or accessing appropriate support services can be especially challenging for LGBTI employees. This is because it often requires an individual to 'come out' or disclose their status when they may not be comfortable doing so. | | | |
| What we're doing | Baseline | Indicators | Outcome |
| We will improve support by engaging Employee Assistance Program providers for accessible and LGBTI-inclusive services in accordance with the <i>LGBTI Inclusion in the Public Sector (LIPS)</i> Network recommendations | New initiative | Contracts for external EAP providers to require LGBTI competence/accreditation | LGBTI employees have access to culturally appropriate and sensitive support services |
| We will ensure that employee support services including OneLink and Wellbeing Services (Peer Support, Psychology, Internal Witness Support and Welfare) are specifically promoted to, and inclusive of, LGBTI employees | Current information is generic or exclusive | Communication and promotion of LGBTI inclusive services | Improved awareness of, and access to, support services by LGBTI employees |

¹⁰ Supplementary information sources include results from the annual *People Matter Survey*, ongoing participation in the Australian Workplace Equality Index (AWEI), HR Assist and Onelink data, and outcomes of projects aligned to the VEOHRC Phase 3 Review

What we know: Structural barriers can make ordinary activities more difficult for transgender, gender diverse, or intersex people. As an organisation, we continue to make binary sex/gender assumptions which disadvantage employees who do not identify as strictly male or female.

| What we're doing | Baseline | Indicators | Outcome |
|---|-----------------------------|---|---|
| We will require all new buildings and major upgrades to include provision of all-gender accessible toilets and shower/change facilities, unless there are compelling reasons not to do so | New initiative | Increase in the number of all-gender facilities | Greater comfort for transgender, gender-diverse and intersex employees accessing facilities |
| We will review and amend our Uniform and Appearance policy to eliminate discrimination and provide guidance for employees who identify as gender-diverse or non-binary | Current policy is exclusive | Policy is reviewed and amended | Our uniform and appearance policy is inclusive of all employees |

Transformational Pathway: Gender, Diversity and Flexibility – A more professional, flexible and diverse workforce

What we know: We know that Victoria Police is not alone in working towards LGBTI inclusion and that collaborating with other agencies improves efficiency, drives innovation and strengthens our commitment and accountability.

| What we're doing | Baseline | Indicators | Outcome |
|--|--|--|---|
| We will maintain our annual membership of <i>Pride in Diversity</i> (PiD), and participate in the Australian Workplace Equality Index (AWEI) and employee survey biennially | Participated in AWEI in 2015 and in 2017 – achieving bronze employer status | Undertake AWEI benchmarking and survey in 2019 and 2021 – improving on bronze employer status and LGBTI survey inclusion metrics | Increased LGBTI Inclusion and accountability. AWEI awards contribute to LGBTI Employer of Choice status |
| We will collaborate with other networks across the public sector such as the <i>Victorian Public Sector Pride Network</i> (VPSPN) and <i>LGBTI Inclusion in the Public Sector</i> (LIPS) Network in creating inclusive workplaces across Victoria Police. As subject matter experts, we will also continue to consult with the Victoria Police LGBTI Reference Group | Participated in quarterly LIPS Network meetings in 2017 and represented on VPS PRIDE Network | Number of joint initiatives and projects undertaken Nominations for VPSPN Awards | Increased capability to implement best practice LGBTI inclusion initiatives |
| We will embed and support a sustainable, high-functioning LGBTI Employee Network within Victoria Police | LGBTI Employee Network (VP PRIDE) officially launched in February 2018 | Number of Network Council meetings held; Development of annual Action Plan(s); Increase in membership | Improved self-determination with LGBTI employees empowered to influence organisational policy and initiatives |

What we know: Attracting and retaining a workforce that is demographically representative and culturally understanding of the Victorian community is a straightforward business requirement for policing.

| What we're doing | Baseline | Indicators | Outcome |
|---|--|--|---|
| We will introduce system enhancements to enable the recording of LGBTI employee demographic data on a voluntary basis, as well as introduce new gender markers in accordance with the Victorian Secretaries Board policy and standard model for collecting staff gender information | New Initiatives LGBTI self-identification rate to be determined once systems are in place | HR Assist and local system changes (Recruitment and Applicant Attraction) implemented Proportion of LGBTI applicants/employees self-identifying | Increased organisational visibility for LGBTI employees Improved demographic data to drive workforce planning capability |
| We will audit Human Resource policies including anti-discrimination, bullying, parental leave and employee entitlements to ensure that LGBTI inclusive language and issues are specifically addressed, in accordance with the AWEI benchmarking instrument | Results of 2017 AWEI benchmarking | Outcome of VEOHRC LGBTI systemic barriers project Results of 2019 and 2021 AWEI benchmarking | Greater uptake of entitlements and services by LGBTI employees Improved status as LGBTI Employer of Choice |
| We will develop marketing and communications strategies to attract and engage with LGBTI applicants for Victoria Police | LGBTI Applicant Attraction Portfolio and PBEA established | Number of targeted LGBTI initiatives, events, promotions implemented | Increased rate of LGBTI applicants and recruits |

LGBTI inclusion action plan (continued)

What we know: Many employees do not fully understand the prevalence, nature and impact of LGBTI discrimination and harassment. Training and education reinforce expected performance standards and assist supervisors, managers and specialists to prevent harm and support those who experience it.

| What we're doing | Baseline | Indicators | Outcome |
|---|-------------------------------------|---|--|
| We will continue to resource, develop and support the LGBTI Liaison Officer (GLLO) program and the GLLOs across Victoria Police, through the establishment of a Community of Practice | Number of GLLOs and their locations | New GLLOs appointed Community of Practice for GLLOs launched | GLLOs are appropriately supported to provide more responsive services to the LGBTI community |
| We will ensure that training and education for managers in preventing and addressing Workplace Harm includes clear content on sexual orientation and gender/sexual diversity | New Initiative | Number of managers receiving training | Managers have greater awareness of LGBTI issues and confidence to intervene proactively |
| We will continue to offer LGBTI Awareness and Allies training sessions to employees through our annual membership with Pride in Diversity | Training sessions conducted in 2017 | Number of training sessions offered and staff participating | Increased organisational awareness of LGBTI issues and support for allies |
| We will provide recruitment and selection panel staff with Unconscious Bias training (incorporating LGBTI content) to reduce implicit and explicit bias in decision making | Baseline to be determined | Number of staff receiving training | Job applicants more likely to be selected on merit |

Transformational Pathway: Leadership – More confident, humble and people focused leadership.

What we know: Demonstrating social leadership and building social capital are critical for connecting LGBTI communities, keeping them safe and becoming an LGBTI Employer of First Choice.

| What we're doing | Baseline | Indicators | Outcome |
|--|---|---|--|
| We will host a national conference for GLLOs and LGBTI employees across all Australian police jurisdictions | New Initiative | Conference held and number of delegates and jurisdictions attending | Increased profile for LGBTI issues in policing and enhanced organisational reputation |
| We will continue to recognise and participate in days of significance for LGBTI employees and community, including: Midsumma Carnival; Pride March; International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT); Chill-out Festival; Wear it Purple Day and International Transgender Day of Remembrance | Victoria Police has previously supported a number of annual LGBTI events and days | Number of events celebrated and level of involvement | Demonstration of social responsibility and strengthened relationships with LGBTI community |
| We will champion the introduction of a paid Transition Leave policy for employees undergoing a gender reassignment/affirmation process | New Initiative | Policy introduced and published | Tangible support for trans and gender-diverse employees, and significant social leadership |
| We will increase the visibility of LGBTI employees and allies in the workplace through the provision of identifying insignia, e.g. lanyard, badge or other symbol | Rainbow lanyards can be worn only on a limited basis Prototype embroidered police badges have been developed for use by GLLOs but are not yet approved | Standard insignia approved to be worn by Uniform Advisory and Equipment Committee | Increased workplace support and wellbeing for LGBTI employees |

What we know: Achieving widespread cultural change requires sustained and coordinated action over a number of years, and that all areas have a role to play.

| What we're doing | Baseline | Indicators | Outcome |
|---|----------------|--|--|
| We will support Commands/Regions/Departments to develop their own <i>Local Diversity and Inclusion Plans</i> , including the development of local initiatives to promote and support LGBTI employee inclusion | New Initiative | All Commands, Regions and Departments have a Local Diversity and Inclusion Plan with LGBTI initiatives | Alignment of plans and actions at local level to promote and commit to LGBTI inclusion |
| We will introduce a governance model and Diversity Council to monitor and report on progress made against this and other strategies and action plans developed under the <i>Victoria Police Diversity and Inclusion Framework 2017-2020</i> | New initiative | Establishment of Diversity Council Bi-annual progress reports | Increased accountability and greater ability to manage risk and opportunity |

Glossary of terms

Some of the terms used in this strategy and action plan may be new or unfamiliar, so the following list of definitions has been developed in consultation with the Victoria Police LGBTI Reference Group. Language and attitudes continuously evolve, and some expressions which were commonly used in the past are no longer considered polite or appropriate to describe LGBTI people. Everyone makes mistakes with terminology from time to time. The important thing is to focus on the person, and recognise the individuality of everyone.

| Term | Definition |
|-------------------------|---|
| Asexual | Someone who is not sexually attracted to other people or has no sexual orientation. |
| Biphobia | A term used to describe the irrational fear, hatred or aversion to or discrimination against people who are bisexual, or who are perceived to be bisexual. Biphobia can also have a more nuanced dimension within the LGBTI community and is sometimes used to describe the belief that bisexuals do not exist and that the only valid sexual orientations are heterosexual (straight) or homosexual (gay and lesbian). |
| Bisexual | Someone who is attracted to people of more than one sex and/or gender. |
| Cisgender | Someone whose gender identity is in line with the social expectations of their sex assigned at birth. It is the opposite of transgender. |
| Closeted | Someone who is not open about their sexual orientation or gender identity. This can be for a number of reasons, including but not limited to, an unsafe environment, fear of loss, shame, and/or lack of support. |
| Coming out | The process through which individuals come to recognise and acknowledge, both privately and publicly, their sexual orientation, gender identity or intersex status. This is an ongoing process. People don't just come out once, but often repeatedly, in a range of different interactions. |
| FTM (Or F2M) | Female-to-male. Some trans and gender diverse people may describe themselves this way. |
| Gay | Someone who is emotionally and sexually attracted to people of the same sex and/or gender identity as themselves. It is usually used to refer to men who are attracted to other men but may also be used by women and gender diverse people. |
| Gender diverse | An umbrella word for people with diverse or non-conforming gender identities. |
| Gender identity | The gender that a person identifies as, regardless of their biological sex. |
| GLLO | Refers to LGBTI Liaison Officer. This expression originated in New South Wales Police Force as an abbreviation for Gay and Lesbian Liaison Officer. Although the Liaison Officer role has expanded to include trans, gender-diverse and intersex people, the term GLLO is widely recognised in the LGBTI community and continues to be used nationally. |
| Hetero-normative | Heteronormativity is the assumption that everyone is heterosexual (straight), and that this is the norm. Heterosexism is the belief that non-heteronormative sexual orientations or gender identities are unnatural. |
| Homophobia | A term used to describe the irrational fear, hatred or aversion to or discrimination against people who are homosexual or same-sex attracted, or who are perceived to be homosexual or same-sex attracted. |
| Homosexual | Being sexually attracted to people of the same sex and/or gender. This term was first popularised in medical texts and is still often used in a medical or legal context. Since it has also been historically used to insult gay and lesbian people, it can be perceived as offensive. Many people prefer the term same-sex attracted. |
| Intersex | Individuals with an intersex variation or difference are born with physical sex characteristics that don't fit medical and social norms for female or male bodies. Intersex is a description of biological diversity and may or may not be the identity used by an intersex person. It is generally offensive to use descriptors such as 'hermaphrodites' or as having 'disorders of sex development'. |
| Lesbian | A woman who is emotionally and sexually attracted to other women. |
| MTF (Or M2F) | Male-to-female. Some trans and gender diverse people may describe themselves this way. |
| Misgendering | Using language or pronouns to refer to a person which are different to how that person identifies their own gender. If unsure, you can ask someone directly what their preferred pronoun is in a respectful manner. Where possible, check privately to reduce discomfort. If you do make a mistake, apologise promptly and move on, it will likely make the person feel more uncomfortable if you dwell on the mistake. |

Glossary of terms (continued)

| Term | Definition |
|---------------------------|---|
| Non-binary | May refer to someone whose gender identity falls outside of the male/female gender binary, or to someone who does not exclusively identify as male or female. Non-binary is often used as an umbrella term, and non-binary people may also identify as having two or more genders, no gender, and/or as moving between gender identities. Examples of non-binary identities include bigender, agender, genderfluid and genderqueer. |
| Pansexual | Someone who is emotionally and sexually attracted to people of any biological sex, gender, or gender identity. |
| Pronouns | Words that are used to refer to people in place of their name (i.e. they/them/theirs, she/her/hers, and he/him/his). It is appropriate to ask someone their preferred pronoun and not make assumptions based on appearance. |
| Queer | Umbrella term for a range of sexual and gender identities, including gay, lesbian, bisexual and transgender or gender questioning. This term is often used by younger people, but rarely by older LGBTI people as it was previously an offensive term. To be used with caution. Be guided by those you are engaging with. |
| Same-Sex Attracted | This expression is often favoured by people who have a sexual attraction to their own sex/gender but do not necessarily self-identify or wish to be labelled as gay, lesbian or bisexual. It is increasingly used as an alternative to the term homosexual. |
| Sex | Biological sex characteristics. |
| Sexual orientation | Refers to a person's attraction to other people, including the following identities: heterosexual, gay, lesbian, bisexual, pansexual or asexual |
| Trans/Transgender | Someone whose gender identity is different to that assigned at birth. A trans person might identify as male or female or as non-binary. Some transgender identities may be specific to the person's cultural background. |
| Transition | The process in which a person undergoes a change from living as one gender identity to another. This may include changes in pronouns, name, appearance, and/or mannerisms (social transition), and/or it may include feminisation or masculinisation of the body through hormones or other medical procedures (medical transition) |
| Transphobia | A term used to describe the irrational fear, hatred, aversion to or discrimination against people who are transgender, or who are perceived to be transgender. This is also sometimes known as transprejudice. |
| Workplace Harm | The Victorian Equal Opportunity and Human Rights Commission (VEOHRC) defines this as the detrimental effects of being targeted by inappropriate behaviour of workplace colleagues. |



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.

Authorised and published by Victoria Police
Victoria Police Centre
637 Flinders Street
Docklands, VIC, 3008

Published by Victoria Police August, 2018

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