



VICTORIA POLICE

VICTORIA POLICE

# Accessibility Inclusion Strategy and Action Plan 2018–2021



# Message from the Chief Commissioner

I am proud  
to launch the  
*Victoria Police  
Accessibility  
Inclusion Strategy  
and Action Plan  
2018-2021.*



The *Accessibility Inclusion Strategy and Action Plan* is our commitment and vision for the inclusion of people with disability as valued employees of our workforce. The strategy provides us with the foundations to create positive change in our workplace, where we welcome people with disability and continue to build a culture of respect and zero tolerance towards discrimination.

A key commitment in the Victorian Government *Every Opportunity* economic participation plan for people with disability is achieving a six per cent Victorian public sector disability employment target by 2020, increasing to 12 per cent by 2025. The target will be applied across all government departments and VPS staff of Victoria Police.

As an organisation we aspire to be a leader for increasing the recruitment, development and retention of employees with disability. In addition, we want our current employees with disability to feel valued and confident to share information about their disability with us.

The success of the *Accessibility Inclusion Strategy and Action Plan* relies on us taking a collaborative approach where we all make the commitment to create change and embed accessibility as core business.

Providing an inclusive and supportive working environment is not just about meeting a target, but about ensuring we embrace a culture of access and inclusion in everything we do. By putting measures in place to remove systematic, physical and attitudinal barriers, we are on a path to better enhance our engagement with both our staff and the community we serve.

**Graham Ashton AM**  
Chief Commissioner



*"It is only when we show positive change though open dialogue, acceptance of workplace adjustments and removing barriers to employment, training opportunities and workplace accessibility, that we will increase the confidence of people in our organisation to share their disability information."*

- Victoria Police employee with disability



## Our Goal

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Victoria Police is an employer of choice where meaningful employment opportunities are equally accessible for people with disability and we embrace the unique skills and abilities in a welcoming, inclusive and supportive workplace.

## Our people, our business

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The *Victoria Police Accessibility Inclusion Strategy and Action Plan 2018–2021* is our commitment to our internal workforce and we acknowledge the attitudinal, environmental and systemic barriers to employment participation for people with disability.

We recognise that with the appropriate authorising environment, the right workplace adjustments and supports, and inclusive workplace behaviours, people with disability will fulfil and exceed their potential in sustainable and meaningful careers.

Our workforce consists of a diverse range of employees, and we recognise that mental health, injury or illness can impact greatly on employment outcomes across the employee life-cycle. This strategy highlights the need to transform the way we think and talk about disability, and furthermore increase access and inclusion.

In maturing our overall culture of access and inclusion we all benefit from increased knowledge and understanding of the barriers faced by people with disability. Our *Accessibility Action Plan 2018-2021* is our external commitment to improving service delivery to community members with disability and aligns to this strategy for increased employment outcomes for people with disability.

## Our commitment

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Victoria Police will ensure appropriate leadership and focus is dedicated to enhancing employment outcomes for people with disability.

The overarching *Victoria Police Diversity and Inclusion Framework 2017–2020* 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.

Access and inclusion is a shared responsibility, and building on our *Mental Health Strategy and Wellbeing Action Plan 2017-2020* we have the opportunity to enhance cultural change through disability awareness and confidence of all our employees. Collectively we must remove negative stereotypes, eliminate discrimination and work together to improve our attraction, retention and career development strategies to enable people with disability to bring their whole self to work.

- We commit to creating a disability confident organisation where people with disability enjoy equal social and economic participation.
- We commit to eliminating barriers and reducing discrimination for people with disability in the workplace.
- We commit to increasing support and visibility of employees with disability to increase positive workplace experiences for people with disability.
- We commit to increasing employee engagement and meaningful employment opportunities for people with disability.
- We commit to developing best practice policies, processes and training to benefit people with disability and the broader community through engagement with a community of practice and other disability confident employers.
- We commit to providing a safe, respectful and inclusive environment where employees with disability feel comfortable to share their disability information and bring their whole self to work.
- We commit to an authorising and supportive environment to proactively employ people with disability.
- We commit to ensuring appropriate leadership and governance structures are embedded to ensure accessibility is core business.

Our commitment will be measured by achieving an employment target set by the Victorian Government of six per cent of people with disability employed across VPS staff of Victoria Police by 2020, increasing to 12 per cent by 2025. Improved employment outcomes will be measured by increased positive workplace experiences for people with disability in our People Matter Survey results.

# The Framework for Access and Inclusion

In promoting and enabling access and inclusion, it is important to be mindful of the difference between the 'Social model of disability' and the 'Medical model of disability'.

According to the medical model of disability, it is the disability that is the problem, and this needs to be 'fixed' or cured by medical professionals. The medical model of disability is all about what a person cannot do and cannot be.

The social model looks at the constraints that **society** creates for people with disability, and that the person would not have a barrier to social or economic participation if barriers were removed or not present in the first place. This includes the consideration of employment opportunities, where it is the employer's responsibility to ensure fair and equitable policies, processes and experiences for people with disability.

The United Nations definition of disability reflects the social model of disability and is outlined below:

*Disability includes long-term (lasting 6 months or more) physical, mental health, intellectual, neurological or sensory impairments which, **in interaction with various attitudinal and environmental barriers**, may hinder full and effective participation in society on an equal basis with others.<sup>1</sup>*



<sup>1</sup> United Nations Convention on the rights of persons with disabilities (CRPD).

# Working together

Victoria Police is committed to strengthening employment outcomes for people with disability. We welcome the opportunity to work collaboratively and partner with both internal and external organisations to achieve access and inclusion for employees with disability.

## Whole of Victorian Government

This strategy aligns to the Victorian Government *Every Opportunity – economic participation plan for people with disability 2018–2020* which provides a ‘whole of government framework’ to increase the economic participation of people with disability across the full breadth of the Victorian economy. The Victorian Government employment targets are pivotal in progressing employment opportunities for people with disability, and the Disability Employment Plan *Getting to work* will assist and guide our efforts in becoming an employer of choice for people with disability.

## Australian Network on Disability (AND)

Australian Network on Disability (AND) is a national membership-based organisation that provides support and resources to welcome people with disability in all aspects of business. AND helps build disability confidence, engagement and action to promote positive outcomes for people with disability. In 2014, Victoria Police introduced the Manager’s Guide to creating a disability inclusive workplace to help managers and supervisors effectively support employees with disability throughout the entire employment cycle; from initial recruitment to leaving employment.

Victoria Police is committed to improving our workforce inclusion for people with disability and is participating in the Disability Confident Recruiter program to remove barriers from the recruitment and selection processes to become an employer of choice. This program also focuses on educating hiring managers to increase capability and promote greater understanding of the abilities of people with disability.



AUSTRALIAN  
NETWORK  
ON DISABILITY

## The Community and Public Sector Union and The Police Association of Victoria

We value the ongoing partnerships with both The Police Association of Victoria (TPAV) and the Community and Public Sector Union (CPSU) in the delivery of this strategy and action plan. We commit to meaningful mutual and ongoing collaborations that continue to seek to create an inclusive and respectful working environment for employees with disability.



## Disability Portfolio Reference Group

The Victoria Police Disability Portfolio Reference Group (DPRG) brings a stakeholder and community perspective to the review and development of policies, processes and initiatives to enhance and improve interactions and engagement between Victoria Police and people with disability.



# Message from our Employee Accessibility Advocacy Network Champion

Disability can happen to anyone at any time. It is for this reason Victoria Police is committed to increasing access and inclusion in our organisation.

As a champion and ally for the employment of people with disability I know from experience the difference it can make, not just to a team, but as an overall benefit to the organisation right through to the community.

Access and inclusion must be everyone's responsibility, and we need to continue building on our awareness and capacity to create inclusive workplaces for people with disability. At the heart of what we do every day, we need to consider the impacts of our choices and decisions and how they affect people with disability.

The challenge ahead to increase the employment of people with disability relies on an authorising environment supportive of change, combined with the tools and resources we can provide as an organisation to enable success. Underpinning the *Accessibility Inclusion Strategy and Action Plan* is the Victorian Government 'Getting to work' disability employment action plan, a plan that will support us in our journey to access and inclusion.

Together, we can make a difference.

**Eileen Armato**

## Victoria Police Employee Accessibility Advocacy Network (EAAN)

The Employee Accessibility Advocacy Network (EAAN) is a Disability Employee Network (DEN) which consists of employees with disability and employees who are dedicated to improving outcomes for people with disability. A DEN is usually created in response to a growing need for people with disability to have a voice, seek peer group support and send out a positive message about the organisations intent to develop an inclusive work environment.

EAAN assists Victoria Police in providing a safe, supportive, accessible, and inclusive workplace for employees and prospective employees of all abilities and improves organisational awareness of disability-specific related issues impacting employees with disability.



*"My motivation to join EAAN was to gain greater understanding and appreciation of the challenges people face from all walks of life – we are all different, and we are all equal. The challenge is to unlock the perspectives of what we can and cannot be and move to a place of common ground and acceptance".*

- Victoria Police employee with disability



# Where are we now?

Victoria Police has the opportunity to create real and meaningful change in increasing employment outcomes for people with disability. However, with the Victorian population of people with disability at 18.4 per cent, there has been limited progression over the past 20 years in removing barriers, eliminating discrimination and increasing employment participation.<sup>2</sup>

## The employment rate for people with disability:

9% in broader Victorian workforce<sup>3</sup>

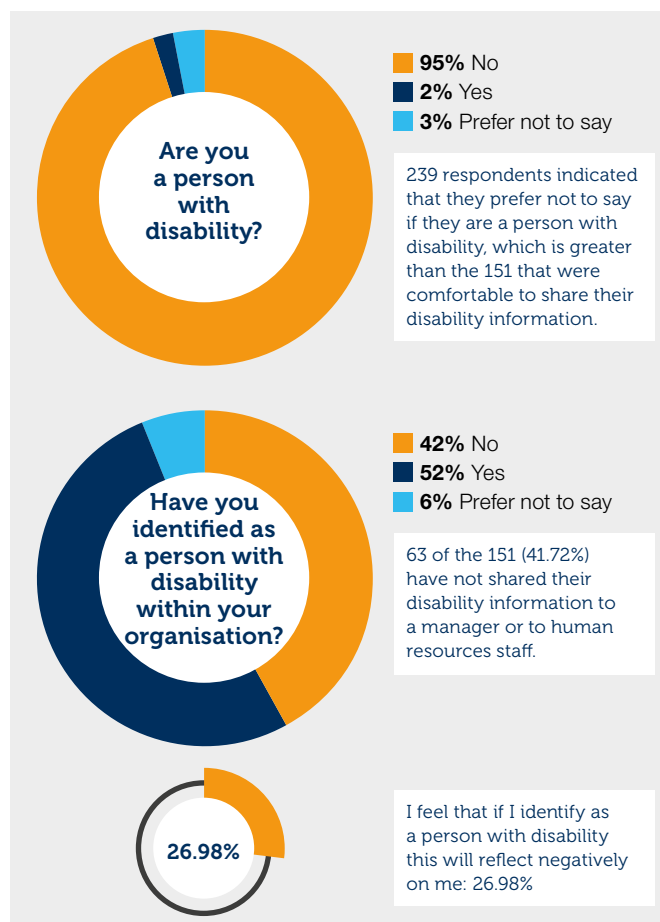
3% in Victorian Public Sector<sup>4</sup>

2% at Victoria Police (1.5% VPS)<sup>5</sup>

As at June 30 2018, the *Victoria Police People Matter Survey* results indicated that we are well below the required Victorian Government set targets for people with disability.

## Sharing Information

The most recent 2018 *Victoria Police People Matter Survey* revealed that we have a long way to go to create trust in our organisation to increase confidence in our employees to share their disability information.

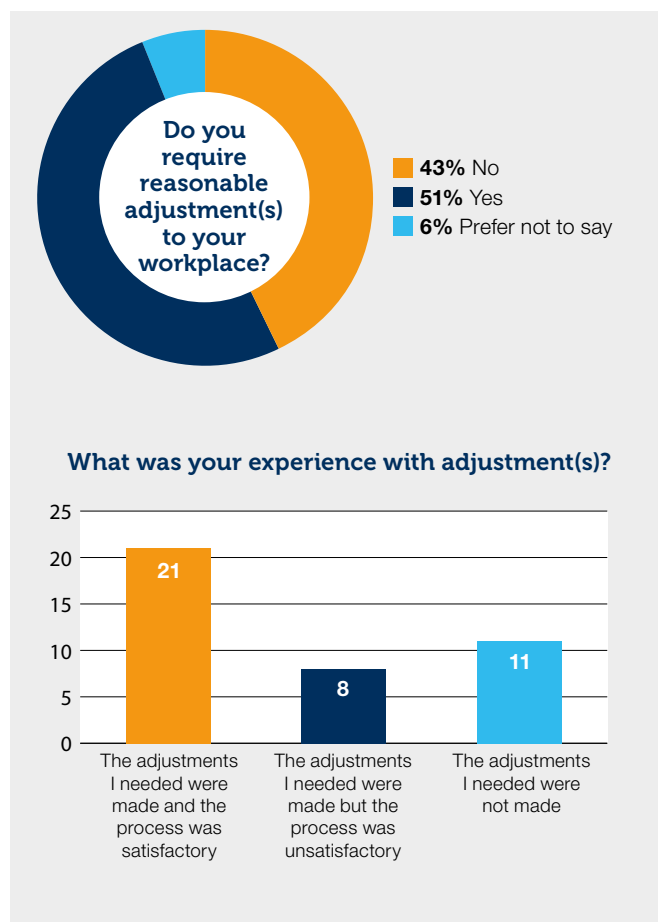


## Workplace Adjustments

Creating a culture of inclusion requires our hiring managers and recruitment specialists to understand that simple and inexpensive workplace adjustments can enable people with disability to work to their full potential.

The perception of workplace adjustments is that they are costly and difficult to implement. The fact is, many employees with disability may not need any workplace adjustments and some may need only minor changes such as changes to start and finish times with work hours.

However, it is a known fact that the implementation of workplace adjustments is critical to employee retention and engagement and enables employees with disability to perform at their best with equal productivity.



<sup>2</sup> Every Opportunity – Economic participation plan for people with disability.

<sup>3</sup> People Matter Survey 30 June 2018.

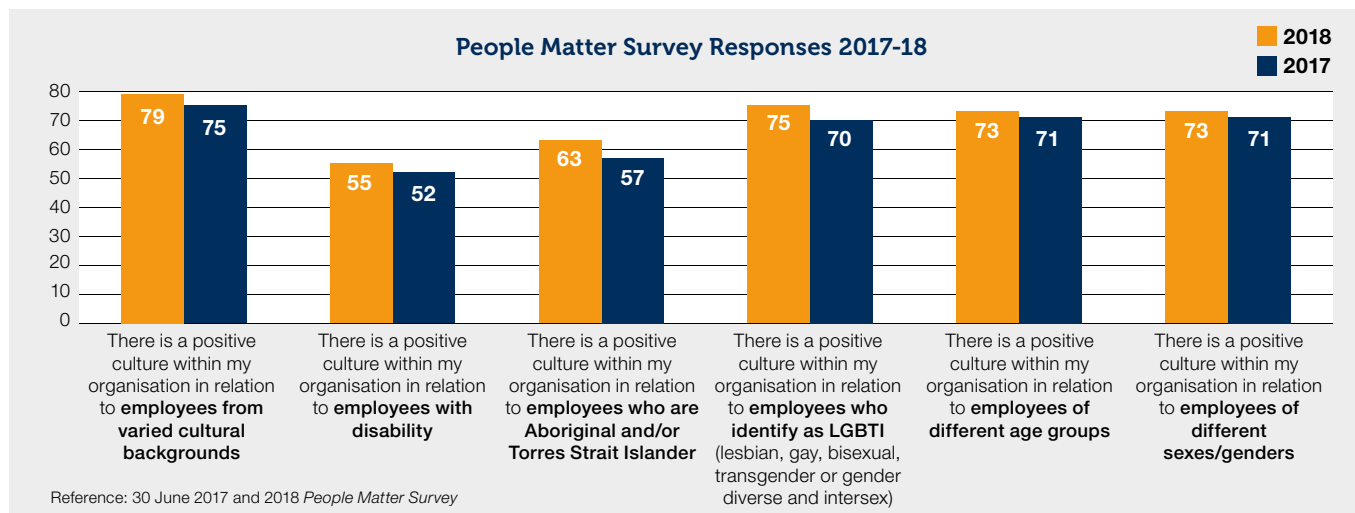
<sup>4</sup> People Matter Survey 30 June 2018.

<sup>5</sup> People Matter Survey 30 June 2018 (1.5% is from Workforce data as at 30 June 2018).

## Where are we now? (continued)

### Culture and Inclusion

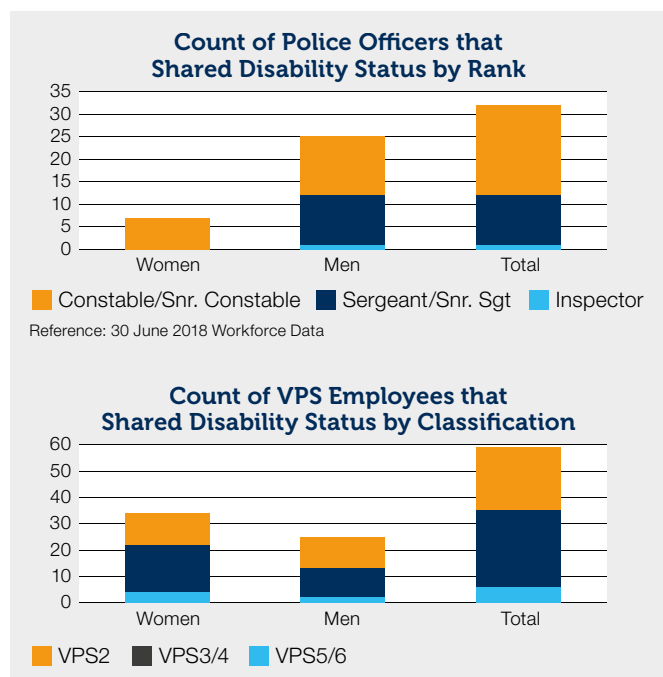
Our employees with disability have demonstrated that there is capacity to improve our culture of inclusion. Although there is a slight improvement from 2017 to 2018 for a positive culture for employees with disability moving from 52% to 55%, disability remains the lowest in this survey response of all the diversity groups.



### Career Development

Career development and learning opportunities should be available to all employees. An effective engagement and retention strategy is supporting people with disability to achieve their career goals and ensure learning and development opportunities are inclusive and accessible.

**\*\* PMS 2018 results indicate that the highest number of employees with disability are at VPS2 level**

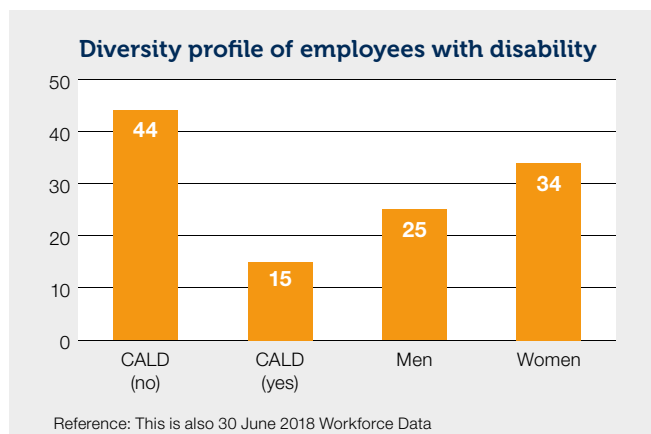


### Intersectionality

The term intersectionality relates to the different parts of a person's identity and may expose people to multiple forms of discrimination and stigma within workplaces. Focusing on one aspect of an individual (i.e. disability or Aboriginal status) does not capture the complexity of a person's barriers or potential. Although 25.42 per cent of employees identified as a person with disability and from a Culturally and Linguistic Diverse (CALD) background, nil employees with disability and of Aboriginal or Torres Strait Islander background were identified.

The First People's Disability Network states that Aboriginal and Torres Strait Islanders are 2.1% more likely to experience disability.

Although LGBTI information is not currently captured in our workforce data, LGBTI Health statistics indicate that they are twice as likely to experience and be diagnosed with a mental health condition.

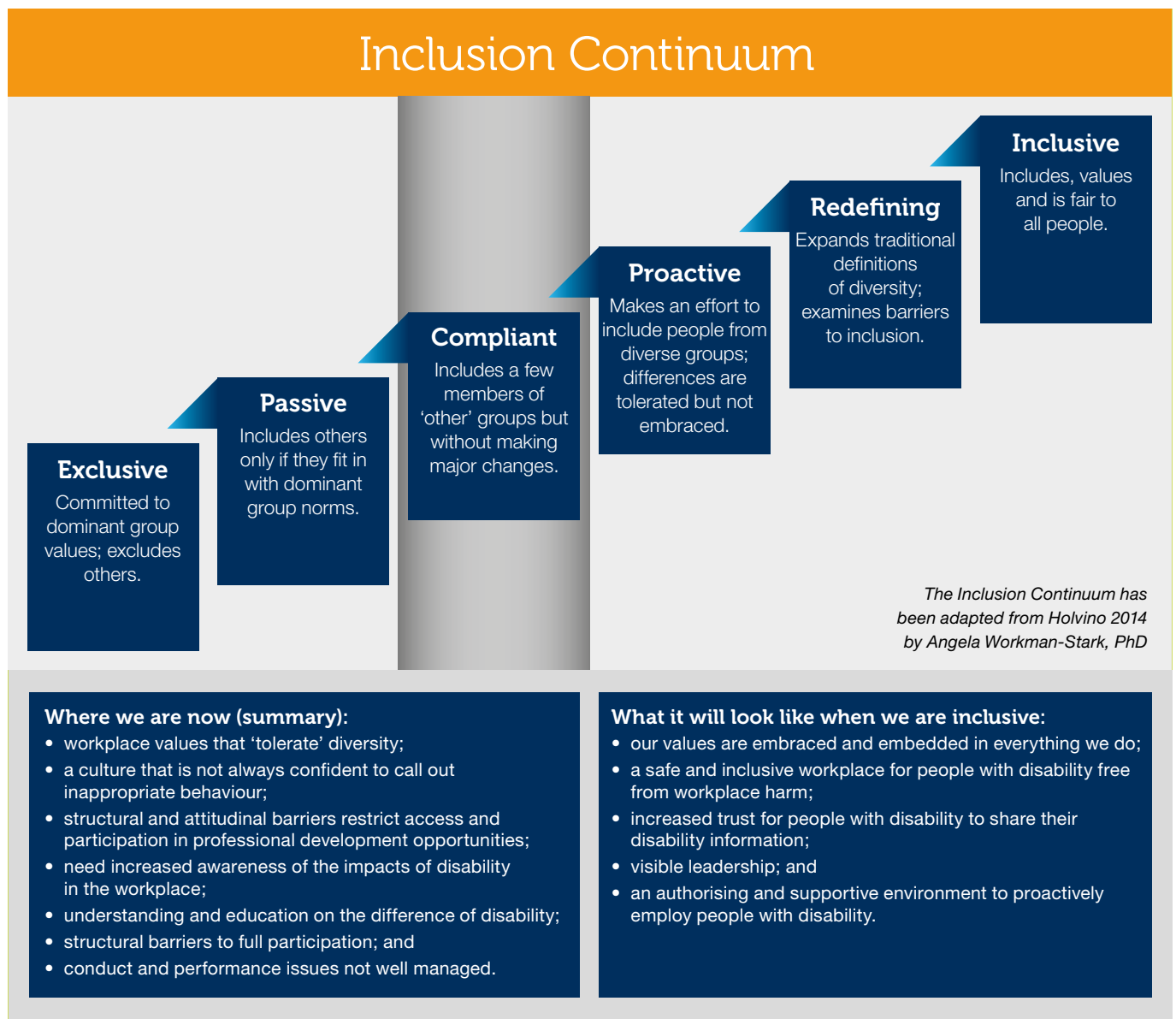




# Inclusion Continuum

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 recent *People Matter Survey* results in relation to access and inclusion for people with disability, it is clear Victoria Police is moving from Passive to Compliant. We recognise that not all workplaces or individuals are at the same level of maturity. This Strategy and Action Plan will assist to achieve consistency and propel us further along the path to access and inclusion for people with disability.



# Increasing capability

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

The following Transformational Pathways have been identified as critical to maturing our people management capabilities and formulating areas of focus to enable access and inclusion for people with disability.

Safety	Gender, diversity and flexibility	Leadership
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.
<p><i>Areas of focus</i></p> <ul style="list-style-type: none"><li>• Preventing and responding to Workplace Harm;</li><li>• Providing appropriate wellbeing and support services;</li><li>• Removing barriers to accessibility and participation.</li></ul>	<p><i>Areas of focus</i></p> <ul style="list-style-type: none"><li>• Introducing and sustaining employment pathways;</li><li>• Increasing development opportunities;</li><li>• Providing workplace support.</li></ul>	<p><i>Areas of focus</i></p> <ul style="list-style-type: none"><li>• Increasing disability confidence;</li><li>• Attracting, recruiting and retaining employees with disability;</li><li>• Developing visible leaders and disability champions;</li><li>• Empowering employees with disability to share their disability information.</li></ul>

## Attraction and Recruitment

Victoria Police is committed to increasing employment for people with disability and enabling economic participation. Significant work has already been undertaken with the *Victoria Police Accessibility Action Plan 2014–2017* to address potential barriers through advertisements, websites, policies and process to support the attraction and recruitment of people with disability.

Victoria Police has the opportunity to further expand our employment pathways for people with disability, and these include:

- Youth Employment Scheme (YES Traineeship Program)
- Australian Network on Disability – Stepping Into Program
- Work experience programs
- Designated Positions (section 12 of the *Equal Opportunity Act 2010*)
- Graduates with disability (modelled on the Aboriginal employment pathway)
- Targeted programs such as RISE at DHHS

A focused effort on attraction and recruitment of people with disability will enable strong relationships and meaningful outcomes with disability employment service providers and recruitment agencies alike. However, multiple sourcing mechanisms will need to be utilised and linkages to disability organisations and the broader disability community will be imperative to achieving improved outcomes for people with disability.

Victoria Police have committed to becoming accredited as a Disability Confident Recruiter with Australian Network on Disability to ensure that all recruitment and selection processes are accessible to people with disability.

# Career development and progression

Like any other Victoria Police employee, people with disability have career aspirations and goals to move toward meaningful careers utilising their knowledge, skills and attributes.

A barrier to retaining and developing employees with disability is often due to the line managers' perception of an employee's abilities. Evidenced through our consultation process and 2018 *People Matter Survey* information, disability confidence training was a high priority in ensuring our managers are supported and equipped to enable people with disability to have access to training and progression opportunities.

Victoria Police recognises that to create meaningful career opportunities for people with disability, there is a need to create and support the following:

- Employee Accessibility Advocacy Network (EAAN)
- Mentoring
- Training and development

## Employee Accessibility Advocacy Network (EAAN)

The primary purpose of the Employee Accessibility Advocacy Network is to give employees with disability a voice within the organisation and an opportunity to advise the organisation on ways it can be an inclusive and responsive employer to people with disability. The Network also assists in facilitating training and development opportunities regarding working with and supporting employees with disability, including training and professional development opportunities for staff in leadership positions.

## Mentoring

Mentoring initiatives provide employees with support and potential career opportunities. As a proven method in retaining engaged and productive employees, it is an alternative method to ensuring relevant training and development is provided.

One specific practice that has been effective is reverse mentoring. Reverse mentoring provides the opportunity for the employee with disability to give senior leaders more insight into the experiences and perspectives of access and inclusion in the workplace, whilst demonstrating their own skills and leadership in exchanging knowledge, understanding and potential solutions to barriers.

## Training and development

Participation in training and development opportunities can sometimes be a barrier for employees with disability. Our Workplace Adjustment Policy should be utilised along with relevant training and development discussions to ensure accessible training opportunities are provided.

Leadership development opportunities will be offered to employees with disability such as IPAA programs to empower future leaders to reach their full potential.



*"Being forced to change career direction due to illness or injury can be a difficult adjustment. If you are deemed no longer fit for operational duties, in many cases there is no option except to end your employment. We need to focus on people's abilities and ensure we retain valuable skills and knowledge in our organisation, for both members and VPS employees to continue and thrive in their careers at Victoria Police."*

- Victoria Police employee with disability



# Inclusive workplaces

Victoria Police will foster, champion and maintain a diverse, inclusive and safe workplace, free from individual and systemic forms of discrimination and harassment by treating everyone with dignity and respect and providing equality of opportunity for all employees.

Inclusive workplaces are imperative to empowering employees with disability to bring their whole self to work. Access and inclusion comes from what we all do on a day to day basis, and we all have a role to play to enable employees with disability to feel safe and confident to share their disability information.

Victoria Police understands that to provide inclusive workplaces, we need to support our employees and create awareness of access and inclusion. We will promote the following initiatives:

- Disability Confidence Training
- Victoria Police Accessibility Action Plan
- Significant Dates

## Disability Confidence Training

Victoria Police will increase disability confidence through various training programs to increase awareness and understanding of the barriers faced by people with disability. The benefit of increased disability awareness will lead to better quality policing, as well as improved management skills for employees with disability and fosters an improved culture to enhance the trust in our current employees to share their disability information.

## Accessibility Action Plan

Under the *Victorian Disability Act 2006*, all public sector bodies must have an external 'Disability Action Plan', otherwise known as an *Accessibility Action Plan*. At Victoria Police, our *Accessibility Action Plan 2014-2017* focused on establishing the organisational infrastructure to support service delivery and employment for people with disability. Building on the foundations and achievements of the first Plan, our second *Action Plan 2018-2021* focuses on improving the capability of our workforce to provide equitable and accessible services and an inclusive organisation that can serve all Victorians.

*"Unless we make a concerted effort to recruit, employ, support and progress staff with disabilities we will remain closed to differences of opinion, thought and action."*

- Victoria Police employee

## Significant Dates

To acknowledge the contributions made by people with disability in creating change in our communities and to focus on issues related to greater inclusion, the significant dates for events which are supported and recognised by Victoria Police include:



**13 September**  
**RUOK Day**



**14-20 October**  
**Carer's week**



**3 December**  
**International Day of  
People with Disability**



# Leadership and Governance

A governance model has been implemented to ensure that all key deliverables arising from the various Action Plans under the Diversity and Inclusion Framework are appropriately monitored and reported on.

The governance model will ensure that Victoria Police:

- Continues to promote Victoria Police's core values as an Equal Opportunity Employer and a culture of inclusion and respect is fully embedded;
- Has robust processes for monitoring, mitigating risk and reporting with greater accountability for delivery of the Action Plans within agreed timeframes;
- Has appropriate advisory bodies and evaluative processes to guide the implementation of the Strategies and Action Plans;
- People with disability are informed of the reported outcomes against the Accessibility Inclusion Strategy and Action Plan, such as the Disability Portfolio Reference Group and the Employee Accessibility Advocacy Network.

## The Diversity Advisory Group

The Diversity Advisory Group is a key advisory body for guiding, influencing and monitoring the actions arising from the various Actions Plans under the *Victoria Police Diversity and Inclusion Framework 2017-2020*.

The Diversity Advisory Group will provide Victoria Police with a valuable resource of leaders as well as passionate, engaged employees with lived experience.

## Reporting

Victoria Police is committed to achieving the Victorian Government targets for the employment of people with disability of 6 per cent by 2020 and 12 per cent by 2025. Victoria Police have multiple data sources for capturing disability information, including Workforce Data and the *People Matter Survey*, and we will be required to report our progress against the targets to the Victorian Public Sector Commission and to the Victorian Secretaries Board.

# The next step

Extending our commitment to this strategy is the Victoria Police Accessibility Inclusion Action Plan. It is our three year approach to deliver meaningful employment opportunities for people with disability.

Victoria Police is committed to being an employer of choice for people with disability, and we will measure our performance and achievements in creating an accessible and inclusive workplace for people of all abilities.



"We have the opportunity to implement important change in our organisation to enable better employment outcomes for people with disability. We all have a responsibility to make a difference and embrace a culture of access and inclusion where everyone feels included."

- Deputy Commissioner  
Wendy Steendam APM

# Action Plan

The *Victoria Police Accessibility Inclusion Strategy 2018-2021* will be driven by the Accessibility Inclusion Action Plan, to enable the realisation of our goal, vision and commitment to achieving diverse and inclusive workplaces that provide a safe and respectful environment for employees with disability. This Action Plan presents the roadmap to monitor our progress against the actions we will undertake over the next three years.

## Accessibility Inclusion Strategy and Action Plan 2018–2021

Transformational Pathway: Safety – More focus on the health, safety and wellbeing of our people			
<b>What we know:</b> We know that people with disability have decreased confidence to share disability information due to stigma and negative attitudes of their abilities and capabilities. We aim to provide a safe and inclusive environment for employees with disability to bring their whole self to work.			
Actions (What we're doing)	Baseline	Indicators	Outcome
We will increase confidence to report incidents of workplace harm for people with disability.	New initiative.	Number of reported incidents are captured.	Increased confidence of people with disability to report workplace harm.
We will ensure consistent use of the definition of disability is used in all internal communications and policies with a clear statement of intent for the use of information.	New initiative.	The definition of disability is reviewed and updated in all internal communications and policies.	Increased confidence of people with disability to share disability information.
We encourage employees to share disability information by promoting available channels such as Workforce Data collection and <i>People Matter Survey</i> .	Victoria Police utilises both the <i>People Matter Survey</i> and Workforce Data collection.	Increased number of employees sharing disability information.	Increased confidence of people with disability to share disability information.
We will improve support for employees with disability with a disability confident Employee Assistance Program provider.	New initiative.	Contracts to external EAP Providers include the requirement of disability confidence.	Employees with disability feel supported and have access to appropriate support services.

Transformational Pathway: Safety – More focus on the health, safety and wellbeing of our people			
<b>What we know:</b> People with disability experience workplace discrimination relating to systemic, structural and attitudinal barriers. To create an inclusive and supportive work environment it is necessary to address related actions in our <i>Accessibility Action Plan 2018–2021</i> .			
Actions (What we're doing)	Baseline	Indicators	Outcome
We will address systemic and attitudinal barriers by developing processes to record, monitor and analyse disability discrimination complaints and feedback.	New initiative.	Data is collected and monitored for disability discrimination complaints and feedback.	Continuous improvement of access and inclusion for employees with disability.
We will address the built environment accessibility of our workplaces to eliminate barriers for employees with disability.	New initiative.	Increase in the number of accessible buildings.	Increased satisfaction of inclusion of employees of disability.
We will explore the opportunity to improve our procurement of IT systems and hardware to ensure accessibility is included.	New initiative.	Contracts with IT suppliers include compliance to accessibility requirements.	Increased satisfaction and improved productivity of employees with disability.

Transformational Pathway: Leadership – More confident, respectful, people-focused and adaptable leadership reflective of organisational values			
<b>What we know:</b> Achieving cultural change relies on committed leadership with a whole of organisation approach to ensure we increase fair and equitable outcomes for employees with disability.			
Actions (What we're doing)	Baseline	Indicators	Outcome
We will develop champions to increase the inclusion for employees with disability and to foster engagement at all levels.	New initiative.	Number of leaders as champions. Increased employment opportunities for people with disability.	Increased leadership capability.
We will continue to recognise and participate in events of significance such as International Day of People with Disability.	Victoria Police has recognised International Day of People with Disability for five years.	Number of events celebrated and level of participation.	Increased understanding and awareness of people with disability.



## Transformational Pathway: Leadership – More confident, respectful, people-focused and adaptable leadership reflective of organisational values (continued)

**What we know:** Achieving cultural change relies on committed leadership with a whole of organisation approach to ensure we increase fair and equitable outcomes for employees with disability. (continued)

Actions (What we're doing)	Baseline	Indicators	Outcome
We will participate in Communities of Practice and relevant forums to ensure we learn and share best practice ideas on employing people with disability.	Victoria Police participates in a broader Diversity and Inclusion Community of Practice across the Victorian Public Sector.	Number of forums attended. Number of new joint initiatives and projects undertaken.	Increased knowledge and understanding of people with disability enabling continuous improvement in policies and processes.
Regions, Commands and Departments will be responsible for improved employment outcomes and increased engagement for employees with disability.	New initiative.	Increased employment outcomes and engagement for people with disability are demonstrated in the <i>People Matter Survey</i> Results.	Employees with disability have increased confidence to share their disability information.
Regions, Commands and Departments will be accountable to contribute to the mandated disability employment targets.	Current People Matter Survey results.	Reports are generated and submitted with improved results of the mandated disability employment targets.	Increased ownership and accountability resulting in improved employment opportunities for people with disability.

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

**What we know:** We know that to achieve the government targets of 6% of employment of people with disability by 2020, and 12% by 2025 we must improve our attraction, retention and career development strategies.

Actions (What we're doing)	Baseline	Indicators	Outcome
Develop and implement inclusive recruitment practices by completing and maintaining the Disability Confident Recruiter accreditation with Australian Network on Disability.	New initiative.	Disability Confident Recruiter accreditation attained and maintained.	Victoria Police becomes an employer of choice for people with disability.
We will create and implement flexible and inclusive employment pathway programs for people with disability e.g. traineeships, internships, work experience and designated positions (section 12 of the <i>Equal Opportunity Act 2010</i> ).	Number of current pathway programs and number of employees participating.	Increased number of people with disability participating in pathway programs. Increased number of employees with disability recruited through designated positions.	
We will explore options to fast track VPS candidates with disability to interview stage using mechanisms such as RecruitAbility.	New initiative.	Increased number of people with disability progressing to interviews.	
We will enhance the current reasonable workplace adjustment policy and guidelines through the development of a reasonable workplace adjustment passport and other initiatives.	Current Reasonable Workplace adjustment policy and guidelines.	Reasonable workplace adjustment policy and guidelines enhanced and workplace adjustment passport developed.	Inclusive and accessible workplaces free from workplace harm and discrimination.
We will build disability confident workplaces through the delivery of awareness training offered by Disability confident training organisations and access to other resources.	Delivery of Disability Confidence Training to employees across Victoria Police. Intranet site and Hiring Manager toolkit.	Number of training sessions delivered and number of employees trained. Intranet site enhancements of the Hiring Manager toolkit.	
We will actively engage with and empower the Employee Accessibility Advocacy Network (EAAN) to influence improved outcomes for employees with disability.	EAAN established and operational since December 2016.	Number of consultations engaging EAAN for corporate strategies, initiatives, policies and projects.	
We will encourage employees with disability to participate in both internal and external leadership and development programs, including mentoring opportunities (e.g. reverse mentoring).	New initiative.	Number of employees with disability who participate in leadership and development courses. Number of employees with disability who participate in mentoring programs.	Increased leadership capability of employees with disability and access to greater professional development opportunities leading to greater representation of people with disability amongst Victoria Police leadership teams.
Internal and external training providers will consider accessibility in the context of information provision, application procedures and venue selection.	New initiative.	Training courses and workshops audited to address accessibility barriers.	

\* Note: The Government targets are applicable to Victoria Police VPS roles only.

### 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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