



VICTORIA POLICE

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# Gender Equality Strategy and Action Plan 2017–2020



# Message from the Chief Commissioner

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I am pleased to present Victoria Police's inaugural *Gender Equality Strategy and Action Plan 2017-2020*.



The strategy sets out our assurance to the women in Victoria Police that your voices have been heard. We recognise the profound harm that has been caused by discrimination, sexual harassment and predatory behaviour, and we commit to ensuring that our organisation is a supportive and inclusive workplace for everyone.

Gender equality isn't just about doing the right thing and providing equality of opportunity. We know that organisations with a good gender balance actually do better. They have healthier workplace cultures, are more innovative, attract and retain talented people, and are more productive.

I want Victoria Police to be a safe and respectful workplace for all our people, one which offers equal opportunities to both women and men in fulfilling their career aspirations.

The *Gender Equality Strategy and Action Plan* establishes a roadmap that will enable us to work towards becoming a diverse and inclusive organisation to empower everyone in Victoria Police to reach their full potential in their professional lives.

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





# Our goal

Victoria Police is a diverse and inclusive workplace that demands equality and respect for women.

# Our commitment

- We commit to **ending sex discrimination**, sexual harassment and predatory behaviour within Victoria Police.
- We commit to building a gender equitable organisation, **free from workplace harm**, where women have equal access to opportunities for professional development and career progression and have equal representation in leadership positions.
- We commit to listening and **understanding** our employee experiences, **empowering through education** and support to **achieve** tangible and lasting change.
- We commit to strengthening our **evidence-base** of people data to ensure **accountability** and for our progress to be reported annually and publicly through the **Workforce Diversity Dashboard**.

# Our people, our business

Victoria Police took a stand by initiating the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) *Independent Review into sexual harassment, sex discrimination including predatory behaviour in Victoria Police*, which demonstrated our ability to take responsibility for our actions, and address the wrongs of our past.

The Victoria Police *Gender Equality Strategy* is our roadmap for gender equality and the next critical step toward building a respectful organisation that provides equal opportunities to all employees and is free from workplace harm.



# Working together

Victoria Police is not alone in its commitment to achieving gender equality. We welcome the opportunity to work collaboratively with partners and supporting government policy including:

## Whole of Victorian Government

The Victorian Government has initiated progressive reforms to build the attitudinal and behavioural change required to reduce violence against women and deliver gender equality. *Safe and Strong*, Victoria's Gender Equality Strategy sets out a framework for enduring and sustained action over time encompassing critical levers including legislative reform, budget and funding decisions and employment practices to define a new standard for action by the Victorian Government. Victoria Police is dedicated to working closely with the Victorian Government, especially through the Department of Justice and Regulation and the Victorian Public Sector Commission to align to this valuable initiative.

## Emergency Management Victoria

Across the emergency management sector, increased diversity and inclusion is being actively pursued within a broader reform agenda focused on the community and unifying government, agencies, businesses and the community to 'work as one'. Victoria Police is proud to be collaborating within the sector to realise the *Emergency Management Diversity and Inclusion Framework*<sup>1</sup> which lays the foundation for creating a diverse and inclusive emergency management sector, capable of drawing on the full potential of all its members to achieve the shared goal of safer and more resilient communities.

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

We recognise the importance of our partnership with both The Police Association Victoria and the Community and Public Sector Union as representative bodies of the members in our organisation. We commit to meaningful and ongoing collaboration.

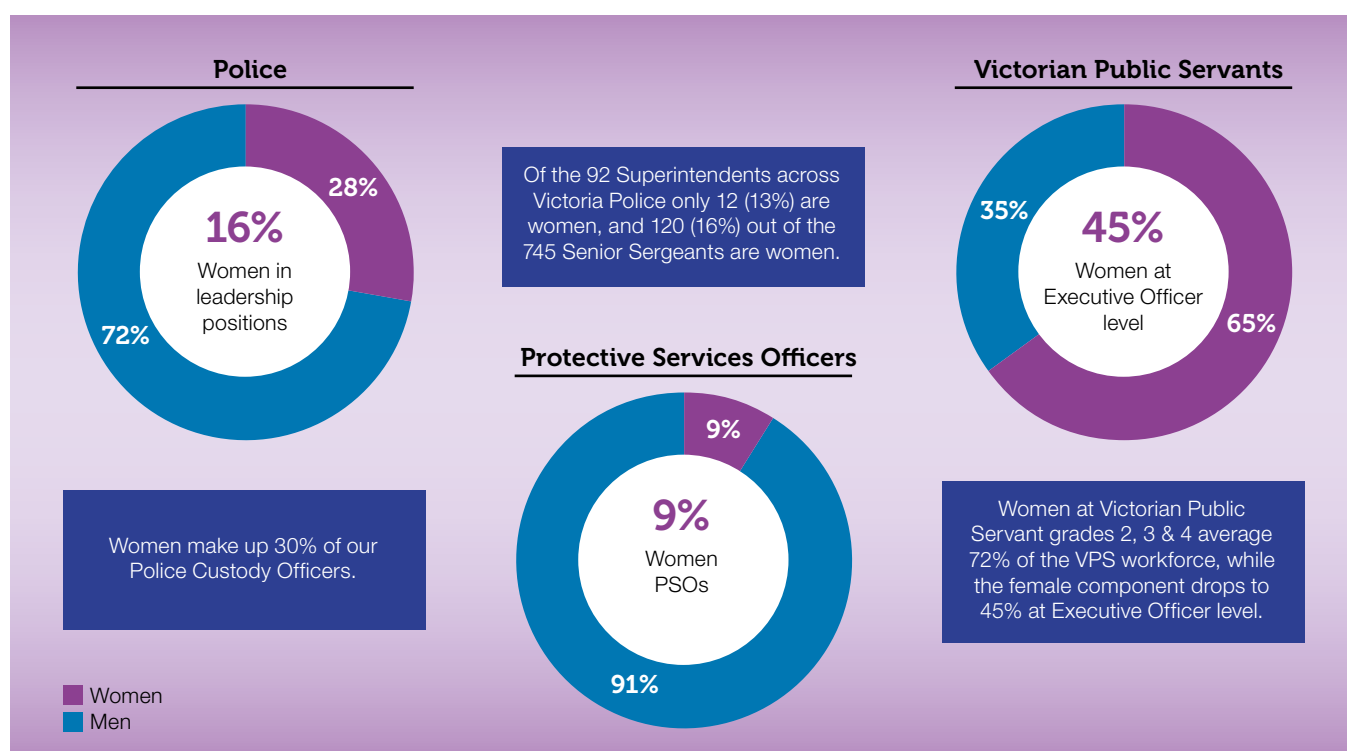


<sup>1</sup> Emergency Management Victoria (2016) *The Emergency Management Diversity and Inclusion Framework*.

# Why gender equality?

*"Gender equality in the workplace is achieved when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or a man."*<sup>2</sup>

Currently<sup>3</sup> Victoria Police has a workforce of 18,931 employees encompassing around 13,904 police, 1,383 protective services officers and 3,644 public servants. **Across our organisation only 33 percent of our employees are women.** The breakdown of specific cohorts within the organisation is as follows:



Research shows that *gender equitable* organisations innovate and adapt to changing environments more effectively, demonstrate broader diversity of thought and ideas and as a result, demonstrate better decision making, attract and retain the best talent and have lower instances of sexism and sexual harassment. To ensure that Victoria Police are able to display these organisational traits, we must strive towards gender equality.

The VEOHRC Review identified that women in Victoria Police have experienced the negative effects of an entrenched culture and attitudes of everyday sexism, including being targets of sexual harassment, sex discrimination and predatory behaviour.

This culture has led to serious harm being experienced by our peers and colleagues. This is a contributing factor to the underrepresentation of women in leadership positions and the barriers associated with accessing flexible work arrangements to provide carer responsibilities.

<sup>2</sup> Workplace Gender Equality Agency [www.wgea.gov.au/sites/default/files/wgea-business-case-for-gender-equality.pdf](http://www.wgea.gov.au/sites/default/files/wgea-business-case-for-gender-equality.pdf)

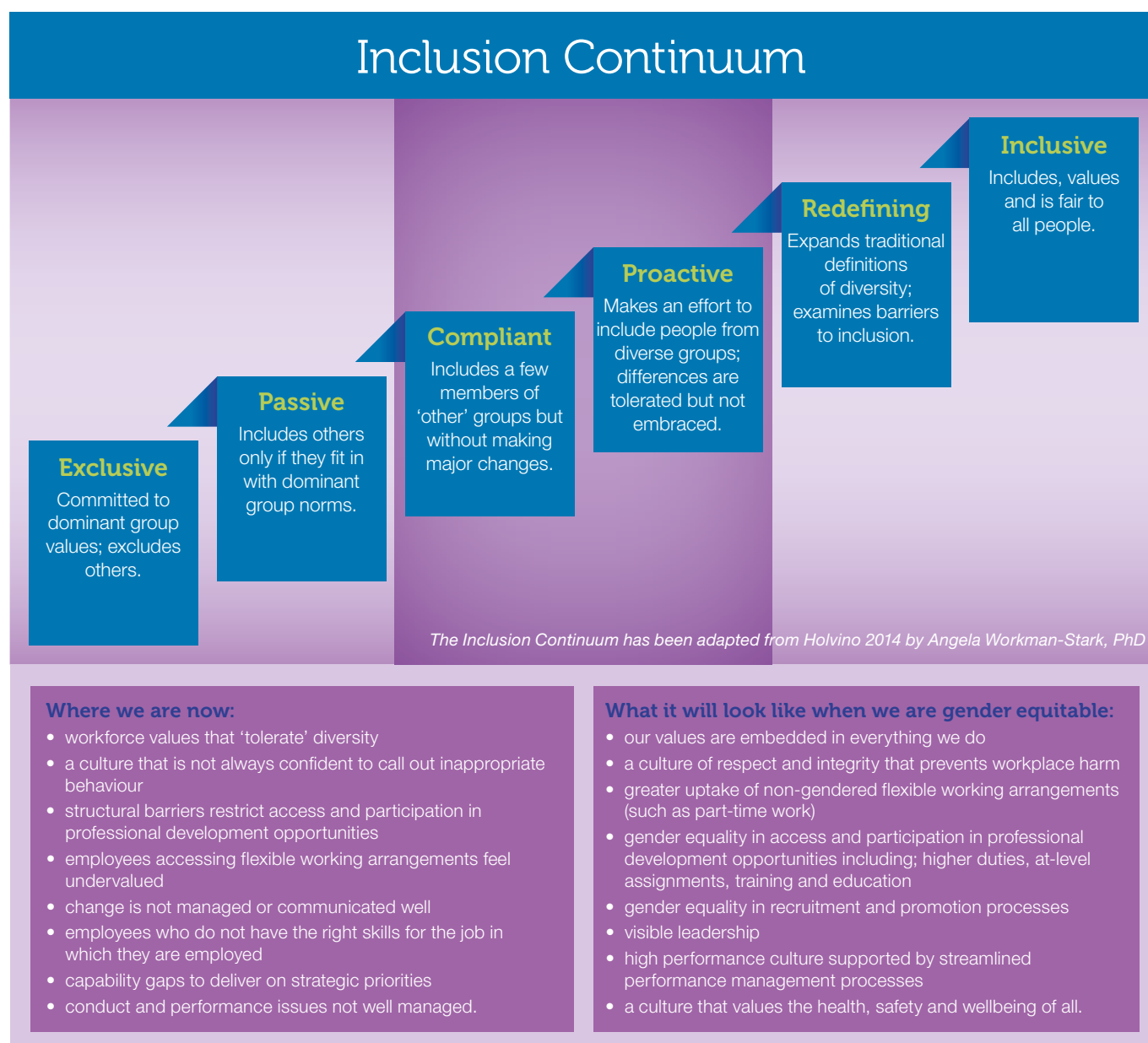
<sup>3</sup> As at May 2017

# 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 reviews it is clear that in relation to Gender 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 gender equality.

**Where are you?**





# Why equality for all?

Inequality and discrimination does not affect people the same way, it may be experienced because of one personal attribute or a culmination of the complex intersection of sexual orientation, race, religion, ability, gender identity, age, political or religious beliefs, or status as a parent or carer.<sup>4</sup>

Victoria Police comprises of many distinct employee groups including sworn members, public servants, forensic officers and protective service officers. Within these employee groups are diverse **communities of identity** each with individual experiences, qualities and needs.

Our people are also spread across a diverse range of locations including; metropolitan, suburban, rural, regional and remote areas with each location presenting unique challenges not only in service delivery but in our people feeling connected and considered with equitable opportunities to participate.

We commit to working harder to understand and meet the needs of **all** our people wherever they are located.

Despite being historically characterised as an issue solely concerning women, **increased gender equality has positive impacts for men too.** Gender norms and traditional notions of masculinity perpetuate harmful stereotypes, which are reinforced in male dominated workplaces. Men experience barriers to accessing flexible working arrangements, pursuing non-traditional career paths and undertaking parental or caring responsibilities. We will value the contributions of men by actively and intentionally including them in conversations and work to increase gender diversity.

The principle of **"50% women, 50% men; if not, why not?"** encourages people to take conscious steps to make unbiased and fair decisions regarding recruitment, transfer and promotion and professional development opportunities.

*"Women are not one group and inequality affects different women in different ways. We need diverse groups of women in leadership to influence decision making."*

- Australian Human Rights Commission

*"Gender equality is not a battle of the sexes, it's a battle for equality, a battle that men and women must wage side-by-side. The empowerment of women is about the empowerment of humanity."*

- Elizabeth Broderick



<sup>4</sup> The *Equal Opportunity Act 2010* prohibits discrimination on the basis of the following attributes: age, breastfeeding, employment activity, gender, disability, industrial activity, lawful sexual activity, marital status, parental status or status as a carer, physical features, political belief or activity, sex, sexual orientation and personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the above attributes.





# Professional and career development

We will **raise awareness and increase knowledge of gender equality through education**. We will **support those pursuing a career at Victoria Police** by removing barriers to professional development and promotion opportunities through merit based selection, not obstructed by bias or discrimination. We will **hold our people to account** for their contribution to achieving safe, inclusive and diverse workplaces and we will act **swiftly and decisively** to hold employees to account for displaying behaviours that do not align with our values.

We are moving forward and taking resolute action to ensure that Victoria Police offers a career with endless possibilities for new and unique experiences, professional development and career growth. It is our commitment to ensure that gender will not be a barrier for participation.

In line with the strategic direction set out in the Victoria Police *Capability Plan 2016-2025*, the following Blue Paper Transformation Pathways have been identified to structure actions for this plan as they support the change required to mature people management enabling capabilities.

*"Workplace Harm refers to the detrimental effects of being targeted by inappropriate behaviour of work colleagues. In this context, such inappropriate behaviours include sex discrimination (including gender-based bullying), sexual harassment, predatory behaviours, and victimisation."*

- Victorian Equal Opportunity and Human Rights Commission

## 1. Leadership

We will build an organisation of leaders to drive and advocate for gender equality, who are **empowered** to use innovation to address barriers and reject unprofessional and inappropriate behaviour.

We will ensure our training and education is accessible, contemporary and capable of developing people-focused and inclusive leaders. Our people will better understand the nature, prevalence and impact of sex discrimination and sexual harassment, along with how to prevent Workplace Harm and to support those who experience it. We will deliver training using new and innovative methodologies, reducing the barriers to participation.

In attracting and retaining higher numbers of women to Victoria Police, we will increase the number of women in leadership positions ensuring gender equality is represented at all levels of the organisation. We will increase the capability of our leaders to promote gender equality and we will demand accountability for modelling the behaviours and values expected from a safe, inclusive and respectful organisation.

## 2. Safety

We will prioritise the **prevention of Workplace Harm** and ensure our supervisors and managers have the knowledge, skills and accountability necessary to ensure safe, inclusive and respectful workplaces. We will build trust and confidence to report incidents of Workplace Harm and ensure acts of sex discrimination and harassment are **dealt with appropriately and in a timely manner**.

For most sworn employees, the Victoria Police Academy is a formative and life-changing introduction to a career in policing – we need to ensure that the Victoria Police Academy sets the tone for employees as they move across workplaces within Victoria Police to be safe, inclusive and respectful. It is critical to ensure that our training and education institutions have the flexibility to respond to evolving organisational needs without compromising the safety and integrity of our training and education environments.

We will work in **partnership** with complementary initiatives focused on workplace safety including mental health.

## Professional and career development (continued)

### 3. Gender, diversity and flexibility

We will increase police numbers by 3,135 over the next few years and as we remove barriers for participation it is anticipated that we will begin to see an increase in the number of women in Victoria Police. These additional resources will also enable the introduction of a parental backfill capability for sworn members in line with an increased focus on what workplace flexibility means for Victoria Police.

Improved access to workplace flexibility, including the implementation of a parental leave backfilling capability for Police members and greater support for managers in driving access to flexible working arrangements, has the potential to benefit all Victoria Police employees, but in particular women who are disproportionately impacted by a lack of workplace flexibility.

Improved workplace flexibility has downstream benefits for Victoria Police, as it will enable the attraction and retention of more women, increasing the number of women in our leadership pipeline.

We know that there are actual and perceived disincentives to advertising positions flexibly, we will remove these barriers and support the Victoria Government's commitment to 'All Roles Flex'.<sup>5</sup>

*"Employers must also use this strategic approach when addressing how men and women work, as these fundamental assumptions in our workplace are still major contributors to workplace inequality."*

- Libby Lyons, Workplace Gender Equality Agency

*"Senior leadership teams that are dominated by men set the tone for... management norms where masculine stereotypes can influence promotion and development opportunities."*

- Catalyst<sup>6</sup>

### Redefining leadership

The VEOHRC Review highlighted that in a male-dominated organisation like Victoria Police, women face a range of barriers which prevent them from participating fully in the workplace. Further, an absence of workplace flexibility and unconscious bias in recruitment processes, particularly in relation to gender and leadership identities, has had a detrimental effect on the progression of women to leadership positions and specialised work areas.

Contemporary thinking is that traditional gender stereotypes and norms which begin in childhood, from the colour of clothes children are dressed in, the activities they participate in and the social expectations placed on girls and boys, restrict the ability of women and girls to participate fully and equally in society and prevent them from enjoying equal rights and opportunities with men. It is important to recognise that gendered stereotypes and norms also affect men and those identifying in diverse and non-binary gender identities.

In addition gendered stereotypes and norms can strengthen during the progression to adulthood and are particularly relevant within a leadership context. The dominance of masculine leadership norms have led to biases against alternate leadership characteristics creating barriers for diverse participation. Over time these barriers have become embedded in key people processes including recruitment, transfer and promotion, access to upgrading and professional development.

Research into leadership identity and its interaction with gender has found that leadership attributes sought and rewarded reflect stereotypically masculine characteristics. Simultaneously, characteristics which are seen as less compatible with leadership are those likely to exclude women from these roles<sup>7</sup>. The tendency to seek and reward characteristics that mirror oneself results in the maintenance of the leadership status-quo wherein men sponsor and advocate for other men when leadership opportunities arise, further impeding the progression of women<sup>8</sup>.

In challenging these biases, redefining merit and removing barriers to participation and progression, we will build a diverse and inclusive leadership capability and ensure women's full and effective participation and equal opportunities for leadership at Victoria Police.

<sup>5</sup> <http://vpvc.vic.gov.au/workforce-capability-leadership-and-management/all-roles-flex/>

<sup>6</sup> Catalyst. Quick Take: Women in Male-Dominated Industries and Occupations. New York: Catalyst, May 30, 2017.

<sup>7</sup> Piterman H, The Leadership Challenge: Women in Management, DHHS, Melbourne, 2008. Available online at <https://www.dss.gov.au/our-responsibilities/women/publications-articles/economic-independence/the-leadership-challenge-women-in-management?HTML> [Retrieved 18 June 2017]

<sup>8</sup> Ibarra H, Ely R and Kobb D, Women Rising: The Unseen Barriers, Harvard Business Review, vol. 91, issue 9, 2013, pp. 60-66. Available online at <https://hbr.org/2013/09/women-rising-the-unseen-barriers> [Retrieved 18 June 2017]

# The next step

Accompanying this strategy is the Victoria Police *Gender Equality Action Plan*, the three year approach will initiating meaningful, holistic cultural change across the organisation. We will measure our performance and achievements which demand a disciplined contribution from all of us.

We take pride in working for Victoria Police and collectively we are united in achieving our vision of an inclusive, equitable and diverse organisation that demands equality and respect for all.



"I encourage employees to support the strategy. It is our formal commitment to removing barriers, valuing diversity and respecting the differences individuals bring to our workplace."

- Deputy Commissioner  
Wendy Steendam APM





# Gender Equality Action Plan

The strategy will be guided by the Victoria Police Gender Equality Action Plan, to enable realisation of our vision to achieve a diverse and inclusive workplace that demands equality and respect for women. This action plan presents the roadmap to monitor our progress against the actions we will undertake over the next three years. In 2017-18 analysis of information sources will define the baseline and further inform measures and targets where appropriate.

Transformational Pathway: Safety – More focused on the health, safety and wellbeing of our people			
<b>What we know:</b> We know that women have experienced sexual harassment, discrimination and been the target of predatory behaviour while working at Victoria Police.			
What we're doing	Baseline	Indicators	Outcome
We will be more focused on the health, safety and wellbeing of our people and build safe, respectful and inclusive workplaces free from sexual harassment and instil confidence in our people to act on harmful workplace behaviours through Workplace Harm Training.	New initiative Baseline to be determined	Number of employees trained across the workforce	Increased workforce capability to enhance reporting and actions taken on inappropriate workplace behaviours
We will increase the confidence to report incidents of workplace harm by both victims and bystanders as evidenced by an increase in reporting to Safe Space, Workplace Harm Unit and all other reporting avenues (IBAC, PSC etc).	Number of reports received from victims and bystanders	Monitor the number of reports received in comparison to the baseline.  <i>NB: it is expected that as cultural change takes place this figure will initially increase then decrease over time.</i>	Reduced incidents of workplace harm
We will increase our people's confidence that those who report improper conduct will be protected from reprisal as reported through the People Matter Survey.	In 2016 38% of respondents felt confident that those who report improper conduct will be protected from reprisal	Increased employee confidence captured in the People Matter Survey	Employees feel empowered to call out inappropriate behaviour
We will demonstrate that inappropriate behaviours will be dealt with swiftly and decisively by reducing the timeframe for resolution of discipline matters.	Timeframe for resolution	Decreased resolution timeframes  <i>NB: it is expected that as cultural change takes place this figure will initially increase then decrease over time.</i>	Increased employee confidence to report inappropriate workplace behaviours
We will monitor a reduction in instances of workplace harm by decreasing the number of discipline and criminal investigations.	Number of active discipline and criminal investigations	Monitor and report on the number of new discipline and criminal investigations	Reduced incidents of workplace harm

## Transformational Pathway: Safety – More focused on the health, safety and wellbeing of our people (continued)

**What we know:** We know that achieving widespread cultural change, takes sustained and persistent action over a number of years. We know that everybody has a role to play.

What we're doing	Baseline	Indicators	Outcome
We will support Commands/Regions and Departments to develop their own local Diversity and Inclusion Plans informed by evidence-based outcomes to be monitored bi-annually through COMPSTAT and the Workforce Diversity Dashboard. These plans will include a number of mandated performance measures but also require the development of local initiatives based on an initial baseline and analysis.	New initiative Baseline to be determined	All Commands/Regions/ Departments have a formalised Diversity and Inclusion Plan.	Alignment of plans and actions at local level to promote and commit to gender equality
We will report annually via our Workforce Diversity Dashboard on our progress to improve gender equality including reporting on the gender pay gap; uptake of flexible work; gender equality in recruitment and promotion; and access to training and development in line with Victorian Government requirements.  <i>NB: This is a preliminary reporting requirement included within the Victorian Government Gender Equality Strategy: Safe and Strong</i>	New initiative Baseline to be determined	Development and implementation of dashboard	Enhanced ability to monitor and evaluate the impact of initiatives on gender equality
We will resource Women in Policing Committees to influence change within Regions/Departments/Commands.	New initiative Baseline to be determined	All Commands/Regions/ Departments establish a Women in Policing Committee.  Local monitoring and evaluation	Empowering and supporting local initiatives and actions

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

**What we know:** We know that as an organisation, we have allowed a culture of entrenched sexism to infiltrate our attitudes and behaviours, our policies, systems and practices and that it is likely that this has affected how we engage with the community. We know that both conscious and unconscious biases, particularly in a leadership context, perpetuate harmful gender norms and stereotypes, and that this may be mutually reinforced within male-dominated workplaces.

What we're doing	Baseline	Indicators	Outcome
We will educate our people on workplace harm through mandated, annual training.	New initiative Baseline to be determined	Number of employees trained across the workforce	Increased organisational awareness and drivers of workplace harm
We will analyse PRSB position/promotion appeal decisions to understand gender demographics of appeals and outcomes.	Number of appeals and gender breakdown of appeal outcomes	Improved monitoring and reporting of data for appeals and outcomes broken down by gender	Enhanced understanding of barriers for gender equality

**What we know:** We know that women have been excluded from career progression, experienced discrimination and been subjected to harmful negative stigmas as a result of parent and carer responsibilities. We will remove the disincentives for local work areas to increase flexible working arrangements.

What we're doing	Baseline	Indicators	Outcome
We will ensure contemporary and agile workplace processes to support flexible working arrangements by introducing a parental backfill capability.	New initiatives Baseline to be determined	Development and implementation of model	Removing a barrier to equality and career progression
We will introduce a policy of organisational flexibility for all roles, with a requirement to justify 'if not, why not'.	Rate of positions advertised flexibly	The number of positions advertised flexibly and the percentage of uptake across the organisation	Workplace flexibility becomes an organisational standard
We will remove the disincentives for local work areas to increase flexible working arrangements by standardising policies and processes for the retention of additional hours within local areas.	New initiative Baseline to be determined	Development of policy and processes	Increase to the number of employees accessing flexible work arrangements
We will improve parental leave return and parental leave retention rates.	Rate of parental leave return and retention	Increase employee retention	Overall increase in employees returning from parental leave
We will aim to achieve future Police and PSO squads which comprise 50% men and 50% women.	Average gender breakdown in squads	Monitor gender breakdown of squads	Overall increase of female representation in the workforce

## Gender Equality Action Plan (continued)

### Transformational Pathway: Gender, Diversity and Flexibility: A more professional, flexible and diverse workforce. (continued)

**What we know:** We also know that to achieve gender parity within the organisation and to develop the female leader of the future, we need to attract more women to pursue a career for life with Victoria Police. We know that women are significantly under represented within Victoria Police and particularly in key leadership positions.

What we're doing	Baseline	Indicators	Outcome
We will target bias in recruitment, transfer and promotions under the principle of "50% men, 50% women; if not, why not?" by seeking an increase in the number of females applying for positions.	Rate of females applying for positions	Percentage increase in female applications	Embed gender awareness into recruitment processes
We will ensure equality throughout the sworn recruitment process by ensuring female and male applicants progress at approximately the same rate throughout recruitment gateways.	Time in the recruitment process broken down by gender	Decrease in the time differential between genders for recruitment gateways	Removing a barrier to equality and career progression
We will pilot blind recruitment for VPS5 and above positions and analyse the variance in outcomes relative to standard recruitment processes.	New initiative Baseline to be determined	Develop and implement model Monitor and evaluate effectiveness	Proportionate representation of women in leadership positions
We will pilot blind transfer and promotion processes for sworn employees and analyse the variance in outcomes relative to the number of females applying for positions progressing to panel interviews.	New initiative Baseline to be determined	Develop and implement model Monitor and evaluate effectiveness	Proportionate representation of women in leadership positions and specialist work areas
We will ensure all higher duties and at level assignment decisions reflect the principle of 50/50. If not why not and achieve a proportionate number of females accessing these opportunities relative to their overall representation within their rank/grade.	Percentage of women accessing higher duties and at level assignments	Monitor and report on increased female participation in higher duties and at level assignments	Upgrading/at level assignments are proportionate to overall representation in rank/grade
We will increase female representation within the workforce by increasing female sworn applications	Average number of female applications and percentage of all applications	Increase in the number of female applicants to Victoria Police for police and PSOs	Overall increase of female representation in the workforce
We will increase women in Senior Sergeant and VPS4 (and above) positions.	Percentage of women in leadership positions	Monitor and report on increased number of women in leadership positions	Proportionate representation of women in leadership pipeline positions and better career opportunities for women
We will understand the factors resulting in separations from Victoria Police by implementing a structured exit process.	New initiative Baseline to be determined	Annual exit data analysis	Greater understanding of the reasons why employees choose to leave Victoria Police
We will achieve proportionate attrition rates between males and females.	Attrition rates broken down by gender	Monitor and report on attrition broken down by gender	Proportionate attrition rates between genders
<b>What we know:</b> We know the women living and working in rural, regional and remote areas of Victoria experience significant barriers to participation at Victoria Police, are offered fewer opportunities for professional development and feel isolated			
What we're doing	Baseline	Indicators	Outcome
We will ensure our professional development opportunities are accessible to all employees regardless of employment status, parent or carer status or geographical location. We will increase the accessibility of our core promotional programs.	Percentage of programs currently available flexibly	Increase in the number of programs delivered flexibly. Increase in new participants	Ensuring everyone at Victoria Police has equal access to training



## Transformational Pathway: Gender, Diversity and Flexibility: A more professional, flexible and diverse workforce. (continued)

**What we know:** We will utilise our purchasing power in line with our organisational values and ensure our investments and service providers within the supply chain are gender diverse and inclusive.

What we're doing	Baseline	Indicators	Outcome
External/contracted service providers align with Victoria Police values regarding gender equality and inclusion.	New initiative Baseline to be determined	Revise procurement policy to include gender lens	Ensuring everyone who contributes to Victoria Police is aligned our core values

## Leadership: More confident, humble, respectful and people focused leadership

**What we know:** We know that we have not invested sufficiently in our leaders and as a result, they feel overwhelmed and unsupported by our discipline system and lack the confidence required to lead decisive workplace interventions for inappropriate and harmful workplace behaviours.

What we're doing	Baseline	Indicators	Outcome
We will develop our leadership capability to be more confident, humble and people-focused through the leadership capability uplift training package.	New initiative Baseline to be determined	Number of employees trained across the workforce	Increased leadership capability
We will measure accountability from our senior leaders through the inclusion of performance measures in Executive Officer Performance Plans.	New initiative Baseline to be determined	Introduce into all Executive Officer Performance Plans	Increased accountability at executive levels
We will focus our leaders on the performance and development of their people by achieving 100% participation in the PDA process with the exception of long-term absences from the workplace.	76.25% participation	Monitor and report on increased PDA participation and completion	100% PDA participation
We will hold our leaders to account for visibly demonstrating behaviours which celebrate diversity and empower our people by embedding an explicit performance measure within Senior Sergeant/VPS4 Professional Development Assessments (PDA).	76.25% participation	Monitor and report on increased PDA participation and completion	100% PDA participation
We will increase the awareness for supervisors and managers on guidelines and support tools on their role in building safe, inclusive and gender diverse workplaces.	Number of views/downloads of Supervisors Toolkit	Increase in the number of employees accessing the Toolkit	Increased understanding and accountability from managers
We will implement the STAND Practice Leaders Network to develop a core group of influential leaders.	New initiative Baseline to be determined	Rate of employee participation	Key frontline leaders are empowered to drive inclusion and cultural change

### 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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