VICTORIA POLICE

CALD INCLUSION ACTION PLAN 2023–2024

VICTORIA POLICE

The Victoria Police CALD Inclusion Action Plan 2023–2024 is part of the *Victoria Police Workforce Diversity and Inclusion Framework 2023–2030* (Framework).

To read the Framework visit **police.vic.gov.au**

ACKNOWLEDGEMENT STATEMENT

ACKNOWLEDGEMENT OF COUNTRY

Victoria Police respectfully acknowledges the Traditional Owners of the country throughout Victoria. We pay our respects to Elders, past, present and emerging and continue to recognise and embrace the fact that Aboriginal People are connected to the oldest, continuous culture and history.

ABORIGINAL ACKNOWLEDGEMENT

Victoria Police proudly acknowledges the First Peoples of Victoria and their ongoing strength in practicing the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respects to their Elders past, present and emerging. We acknowledge the invaluable contributions of all those who have paved the way and fought for the rights of Aboriginal people, including the right to Self-Determination.

We recognise the continuing leadership of the Victorian Aboriginal community and our employees, who have contributed and paved the way, to creating a more inclusive and culturally safe workplace. In the spirit of Self-Determination, Victoria Police is committed to strengthening our partnership with the Victorian Aboriginal community, as we continue to embrace diversity and equity across our organisation.

MESSAGE FROM DEPUTY COMMISSIONER NEIL PATERSON

As the Executive Sponsor of Victoria Police CALD employee networks and the CALD Council (VP CALD Council) it is my pleasure to present the second Victoria Police CALD inclusion action plan.

Victoria Police is proud to have a multicultural workplace, rich with people from different faiths, who speak different languages and have different ethnic backgrounds. Our employee networks cover people with Sikh, African (VICPOLAEN), Jewish (VPJN), Muslim, and Hellenic faiths and cultures and we recently launched a Women of Colour Network. This diversity in our workforce helps us to respond to the needs of Victoria's diverse community.

The 2021 Census tells us that Victoria is the most multicultural state in Australia and that 30 percent of Victorians speak a language other than English in their homes. That is why our CALD employees make such a valuable contribution to Victoria Police's service to the community.

Victoria Police began formally documenting our plans for a more culturally and linguistically diverse (CALD) workforce in 2018 with the release of the *Victoria Police CALD Inclusion Action Plan 2018–2021*. In our quest to create a workplace that is free from bias, where all employees feel valued and safe, we laid out an ambitious number of actions to achieve by 2021.

I am proud that we have made some strides in this area, through actions like establishing the VP CALD Council, a Sikh Employee Network and the recent Women of Colour Network.

Our employee networks bring employees from CALD backgrounds together to build confidence, create a sense of belonging, and celebrate days of cultural significance. They advocate for policies and strategies that support the health and wellbeing of our employees and they provide our organisation with the knowledge and resources we need to attract more people from CALD communities to work for Victoria Police and strengthen our policing services for all Victorians.

It is vital that we attract more employees of CALD heritage to work for Victoria Police.

As we build a dynamic and safe workplace for employees of all backgrounds, it is up to all of us to support and promote the voices of our CALD employees so that every employee feels safe to speak-up against race-based discrimination and harassing behaviour.

I would like to thank all past and present CALD employees and allies who have contributed to the development of this CALD action plan to make the cultural change we need to create a truly inclusive workplace culture.

Neil Paterson APM
Deputy Commissioner, Victoria Police
Executive Champion

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LANGUAGE STATEMENT

Language is a powerful tool for promoting inclusion, shifting attitudes and combating negative stereotypes. We know that language is constantly evolving and we recognise that people from CALD backgrounds have different preferences for how they describe their heritage, ethnicity, race and culture.

A person's cultural and linguistic diversity cannot be determined or summarised simply by one measure. Victoria Police acknowledges the principles and basis for self-identity theory and that social self-identification is vital for improving the holistic wellbeing, health and safety of employees of CALD heritage. Victoria Police continues to promote workplace practices that encourage employees to self-identify.[1]

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

INTRODUCTION

Victoria Police serves a community that is rich in multi-faith, multiculturalism and diversity – we celebrate its strength and value. Our aim is that the make-up of our workforce reflects the diversity in the Victorian community, with benefits stretching into every aspect of our work.

The experience of our CALD employees tells us about our workplace culture and is ultimately reflected in our service delivery. Over the last decade we have made progress towards becoming a multicultural organisation. We have uplifted our capability and our organisation is stronger and more agile as a result. However our CALD employees continue to experience barriers that we are determined to remove.

Since launching the *CALD Inclusion Strategy and Action Plan 2018–2021* (2018–2021 Action Plan), Victoria Police has examined our cultural policing practices and history with CALD communities in several ways. The lessons from independent reviews and self-examination informs our *CALD Inclusion Action Plan 2023–2024* (Action Plan) and contributes to building a safe and inclusive workplace for all employees.

This action plan commits us to the specific actions we must take to achieve our goal of a having a diverse workforce and being an inclusive organisation as outlined in the Framework. Our long-term outcomes focused approach ensures progress is continually monitored and creates accountability. The actions in this plan build upon the progress made from the 2018–2021 action plan and are informed by evidence-based assessments of our performance and employee engagement. This action plan is the next step to creating a safe place to work, free of racism and prejudice.

STRATEGIC ENVIRONMENT

We work towards our vision consistent with Victorian and Commonwealth multicultural policies and the legislative framework including:

- *Multicultural Australia – United, Strong Successful – Australia's multicultural statement* renews and re-affirms the Commonwealth Government's commitment to multiculturalism with a clear message on the values and responsibilities that underpin Australian society.

- *Victoria's Multicultural Policy Statement* provides a whole of Victorian government framework that recognises and values the cultural, racial, religious and linguistic diversity of the peoples of Victoria.

- The Victoria Police CALD Inclusion Strategy is underpinned by legislation and regulations:
  - » The *Racial and Religious Tolerance Act 2001* prohibits behaviour that incites or encourages hatred, serious contempt, revulsion or severe ridicule against another person or group of people because of their race or religion.
  - » Under the *Equal Opportunity Act 2010* all Victorian Government departments and service providers have a positive duty to take reasonable and proportionate measures to identify and eliminate discrimination.

- » The *Charter of Human Rights and Responsibilities Act 2006* (s19) sets out the basic rights of Victorians to live with freedom, respect, equality and dignity; and requires public authorities to act compatibly with the Charter.

- » The *Multicultural Victoria Act 2011* recognises in its preamble that a central tenet of multiculturalism is citizenship, not limited to formal Australian citizenship and including the rights and responsibilities of all people in a multicultural society.

- » *Victoria Police Act 2013* is the primary legal instrument regulating the objectives, structure and powers of Victoria Police.

- » *Public Administration Act 2004* places an obligation on public sector employers to establish processes to ensure employment decisions are based on merit, employees are treated fairly and reasonably, equal employment opportunity is provided, human rights are upheld, employees have access to reasonable avenues of redress, and a career in public service is fostered.

Our work to improve inclusion for all employees will also be advanced by the *Equal, Safe & Strong Victoria Police Gender Equality Strategy 2020–2030,* through the *Equal, Safe & Strong Victoria Police Gender Equality Action Plan 2022–2024* (Equal, Safe & Strong). Equal, Safe and Strong is driving Victoria Police employee equality by applying an intersectional lens that acknowledges the many different forms of discrimination causing disadvantage, including discrimination encountered by CALD employees.

We review our strategic approach to providing a safe and accessible workplace in response to national and Victorian initiatives and reviews as they occur.

OUR PARTNERS

Victoria Police recognises the role of our internal and external partners in helping to create an organisation where employees of CALD heritage are valued, supported and equipped to achieve their full potential:

- Victoria Police Culturally and Linguistically Diverse Employee Network (VP CALD Council)
- Sikh Employee Network
- Victoria Police African Employee Network (VICPOLAEN)
- Victoria Police Jewish Network (VPJN)
- Victoria Police Women of Colour Network
- Victoria Police Muslim Employee Association
- Victorian Hellenic Police Association
- Multicultural Portfolio Reference Group
- Multi Faith Council
- Multi Faith Youth Council
- The Victorian Government
- Victorian Multicultural Commission
- Victorian Public Sector (VPS) Women of Colour Network
- The Police Association of Victoria
- Community and Public Sector Union

WHAT ARE WE TALKING ABOUT?

UNDERSTANDING CALD

The phrase CALD is a broad term used to describe communities with diverse languages, ethnic backgrounds, nationalities, traditions, societal structures and religions.[2]

VICTORIA POLICE DEFINES CALD PEOPLE AS:

…those who exhibit one or more of the attributes listed below and are born overseas or with at least one parent born overseas in countries other than those classified as "main English-Speaking Countries (MESC)', but including the indigenous peoples of South Africa, Canada and America, the Maori, the Celtics, and other communities that are marginally represented by proportion in the Victoria Police workforce when compared to the census data on population for Victoria.[3]

- ethnic heritage
- language spoken at home other than English
- culture/traditions as indicated by country of birth (self/parent) and religion.[4]

INTERSECTIONALITY

Being CALD is only one aspect of a person's identity. CALD people are diverse within their own experiences of ethnic heritage, languages spoken and cultures, but are also diverse in other ways. This might include their gender identity, sexual orientation, refugee or asylum seeker background, migration or visa status, faith, ability, age, mental health, socioeconomic status,
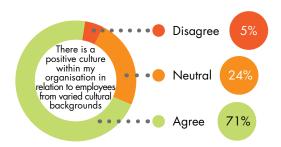
housing status or geographic location.

People within CALD communities who live with other forms of discrimination can experience compounded inequality.
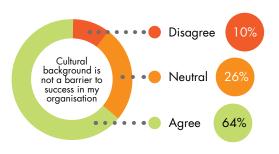
WHERE ARE WE AT FOR CALD INCLUSION?

Victoria Police participates in the Victorian Public Sector Commission's People Matter Survey. The survey provides valuable insight into our culture and safety from employee perspectives.

In 2021, 6,889 Victoria Police employees responded to the People Matter Survey.[5]

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds

- Disagree 5%
- Neutral 24%
- Agree 71%

Cultural background is not a barrier to success in my organisation

- Disagree 10%
- Neutral 26%
- Agree 64%

2 Ethnic Communities Council of Victoria 2012, *ECCV Glossary of Terms*, viewed 14 April 2022, www.eccv.org.au/library/file/document/ECCV_Glossary_of_Terms_23_October.docx
3 There is a separate Aboriginal Inclusion Strategy and Action Plan for the Indigenous Peoples of Australia.
4 Victoria Police (2018), *2018–2021 CALD Inclusion Strategy and Action Plan*, Victoria.
5 Rounding of percentages: People Matter Survey round numbers up or down to their nearest whole percentage. This means some percentages may not add up to 100 per cent.

In 2021, Victoria Police's primary human resources IT system was enhanced to capture data about each employee's sex, gender, sexuality, languages, culture, Aboriginal and/or Torres Strait Islander status and if a person has a disability.

CALD Employees: Head count June 2018 to June 2022

Variance: 482
Variance: 148
Variance: 36
Variance: -25

June 2018   June 2019   June 2020   June 2021   June 2022

— Police   — VPS   — PSO   — Recruits

Source: HR Assist- Prepared by: Workforce Reporting and Analysis, HRC, 2022

The Victoria Police Diversity Report data, June 2022.

THE VICTORIA POLICE WORKFORCE DIVERSITY REPORT SHOWS THAT AS AT 30 JUNE 2022:

93 LANGUAGES
are spoken by our employees

198 EMPLOYEES
The top main non-English language spoken by employees is Hindi

110 COUNTRIES
Our employees are from 110 countries

15.56%
of employees are CALD

14.34%
of women employees are CALD

16.23%
of men employees are CALD

HOW FAR WE'VE COME

The 2018-2021 action plan helped lay the foundation for Victoria Police to become a more diverse and inclusive organisation.

The VP CALD Council was established in January 2019 to: promote policies and strategies and days of significance for CALD employees; provide peer-to-peer support; and advise on employment, inclusion and retention of CALD people within Victoria Police.

Victoria Police has implemented a range of initiatives resulting in noticeable improvement in CALD employee recruitment and inclusion. As at June 2022, 3,450 or 15.56 per cent of Victoria Police employees are from CALD backgrounds.

An evaluation against the 2018–2021 strategy was conducted. The evaluation commended Victoria Police for completing 11 of the 13 actions (85 per cent) and highlighted some notable achievements, including:

- **The Victoria Police Diversity Recruitment Program** is a pilot program originally focusing on African applicants. Under this action plan the pilot program will be expanded to include all CALD applicants. In 2020 and 2021, 13 participants of the program graduated from the Victoria Police Academy.

- **The School Based Traineeship Program** continues to give students in CALD communities supported work experience at police stations. CALD young people are recruited to the program by Skillinvest.

- **Victoria Police CALD employee networks**. Victoria Police has established employee networks including the VP CALD Council, Sikh Employee Network, Victoria Police African Employee Network, Victoria Police Jewish Network, Victoria Police Muslim Association, Victorian Hellenic Police Association and Victoria Police Women of Colour Network.

- **The definition of workplace harm has been expanded on the OneLink intranet page**. OneLink provides confidential, impartial, person-centred support to employees impacted by workplace harm. Training and presentations specifically include harassment and discrimination based on culture. OneLink continues to be refined to improve reporting on trends associated with workplace harm to CALD employees.

WHERE CAN WE IMPROVE?

The evaluation of the 2018–2021 CALD strategy and action plan provided critical insights into where we need to improve and where our efforts must be focused to continue our work towards an inclusive workforce. The evaluation and our benchmarking exercises found areas requiring focus to improve our capability:

CAPABILITY DEVELOPMENT

- Capability uplift is needed for all staff across the organisation, particularly for recruitment teams, supervisors and managers.

CAREER DEVELOPMENT OPPORTUNITIES FOR CALD EMPLOYEES

- CALD employees would benefit from greater consideration in career development frameworks throughout the employee lifecycle.
- The CALD mentoring program needs stronger support for its implementation.

WORKPLACE SAFETY

- Safety must be a key area of focus. There must be accountability for those who choose to use racism and religious discrimination to enact workplace harm. There is also an opportunity to improve our cultural awareness and understanding within our response to workplace harm.

GOVERNANCE

- There is insufficient governance and authorising frameworks to monitor progress and to support access and inclusion.

At a strategic level, each evaluation pointed to the need for our next plan to be more targeted in its approach to actions and what the organisation can achieve over the lifecycle of the plan. A smaller number of targeted actions will make a greater impact when tied to relevant and specific outcomes. This approach will also provide for a greater emphasis on ongoing monitoring, evaluation and learning.
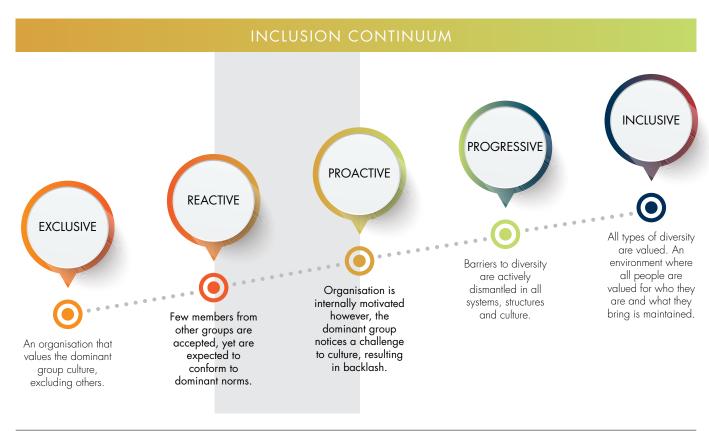
WHERE WE WANT TO BE AND HOW WE ARE GETTING THERE

CALD ON THE INCLUSION CONTINUUM

The Diversity and Inclusion Program Logic (Appendix 1) provides a schematic representation of how Victoria Police will work towards a truly diverse workplace and inclusive organisation. The program logic will provide the strategic framework to map future progress through targeted outcomes and action plans.

The program logic sets out how we will progress along the *Inclusion Continuum*, a visual model, which was recently updated to identify five stages on a development continuum. Each stage describes the diversity and inclusion consciousness and culture of an organisation regarding diversity and inclusion.[6]

The 2018–2021 Action Plan used the Inclusion Continuum as a measure of our progress on our journey to becoming an inclusive organisation. In 2018, we considered that the organisation was between the **proactive** and **redefining** (recently updated to be renamed 'progressive') phase of the continuum. This is based on the level of maturity and access and inclusion confidence and capability.[7]

Following the evaluation of the 2018–2021 Action Plan, an updated assessment of Victoria Police's progress against the inclusion continuum placed Victoria Police between the **reactive** and **proactive** level.

INCLUSION CONTINUUM

EXCLUSIVE

An organisation that values the dominant group culture, excluding others.

REACTIVE

Few members from other groups are accepted, yet are expected to conform to dominant norms.

PROACTIVE

Organisation is internally motivated however, the dominant group notices a challenge to culture, resulting in backlash.

PROGRESSIVE

Barriers to diversity are actively dismantled in all systems, structures and culture.

INCLUSIVE

All types of diversity are valued. An environment where all people are valued for who they are and what they bring is maintained.

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6   B. Jones and Michael Brazzel 2014, *The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives.*
7   Since 2018 Dr. Angela Workman-Stark has improved the definitions within the Inclusion Continuum to better align to evidence-based diversity and inclusion standards.
    The previous inclusion Continuum (2018) included 6 pillars: exclusive, passive, compliant, proactive, redefining and inclusive.
    See the *2018–2021 Diversity and Inclusion Framework* for expanded definitions.

THE NEXT STEP

The next step in the journey towards our vision for CALD employee inclusion in Victoria Police starts with three actions for 2023–2024. In addition, Victoria Police has developed eight actions that will benefit all areas of diversity and inclusion. These actions complement those actions targeted solely at improving the experience of CALD employees.

CALD ACTIONS AND MILESTONES 2023–2024

ACTION	STRATEGIC INTENT	KEY MILESTONES	OWNER
Develop and implement a mentoring program for CALD employees.	**The problem:** CALD employees are currently underrepresented at senior leadership level across Victoria Police. There are limited opportunities for development or pathways to promotion for CALD employees. **What we're doing:** increasing opportunities for leadership, development and pathways to promotion for CALD employees. **How we will do it:** HRC will develop a career support program with a focus on mentorship exclusively for CALD employees.	Develop 12-month pilot mentoring program with the Victoria Police African Employee Network. Establish how to guide, templates, communication and training for mentors and mentees. Quarterly review and monitoring of the pilot program to determine amendments to program. Conduct evaluation of pilot program and utilise findings to establish mentoring program across all CALD groups.	HRC
Strengthen applicant attraction for people of CALD backgrounds.	**The problem:** the number of Victoria Police employees that are from CALD backgrounds remains low (15.5% across the organisation) compared to their representation in the general community. **What we're doing:** increasing employment opportunities for CALD community members to ensure Victoria Police better reflects the community it serves. **How we will do it:** by implementing new employment programs targeting CALD applicants.	Implement five police officer employment preparation programs targeting CALD applicants. Monitor and increase CALD participation in the school-based traineeship program and the Youth Employment Scheme. Prepare a business case for the police officer employment preparation program (CALD stream) to continue to 2030. Implement and review a mentoring program for participants in the Victoria Police Diversity Recruitment Program.	HRC

ACTION	STRATEGIC INTENT	KEY MILESTONES	OWNER
Develop a pilot CALD Peer Support program.	**The problem:** there is no access to an organisational support network that is sensitive to barriers and challenges experienced by CALD employees. **What we're doing:** enhancing the safety and support of CALD employees and increasing confidence to seek support and report discriminatory workplace harm. **How we will do it:** by establishing a program with an objective of providing peer to peer support and allyship to Victoria Police CALD employees.	Conduct literature review of existing CALD peer support programs. Survey CALD employee networks to determine existing numbers of police officer, protective services officers and VPS peer support officers in each group. Establish working group with key stakeholders to determine program requirements. Develop project and implementation plan. Commence pilot program.	HRC

DIVERSITY AND INCLUSION ACTIONS AND MILESTONES 2023–2024

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
Create a suite of targeted diversity and inclusion tools and resources that are user friendly and easily accessible.	**The problem:** limited knowledge, understanding and awareness of diversity and inclusion amongst managers. **What we are doing:** enhancing diversity and inclusion capability in people managers. **How we will do it:** by developing and promoting a diversity and inclusion resource hub targeted at leaders and people managers.	Conduct a literature review of existing mandatory WoVG and other jurisdiction diversity and inclusion training packages, to inform the development of the resource hub. Review and identify gaps and opportunities in existing training/engagement programs. Develop the diversity and inclusion management resource hub. Diversity and inclusion management resource hub is integrated into existing people management training.	HRC
Strengthen induction and onboarding with workforce diversity and inclusion information.	**The problem:** current Victoria Police induction and onboarding content lacks comprehensive information on employee networks and other employee diversity and inclusion information. **What we're doing:** ensuring that all new employees are aware of the organisation's diversity and inclusion values, standards, resources and support. **How we will do it:** a review of current induction and onboarding processes will identify opportunities to create and embed new materials addressing current gaps in diversity and inclusion.	Review current police, protective services officers and VPS induction and onboarding content and identify opportunities to incorporate diversity and inclusion content. Implement recommended content changes to ensure there is consistency in how new employees across Victoria Police are introduced to diversity and inclusion. Establish a process of regular review that includes consultation with HRC and employee networks.	PDC
Develop a diversity and inclusion communications and engagement strategy to raise awareness of Victoria Police's strategies and action plans.	**The problem:** communications and engagement for diversity, equity and inclusion is limited and lacks an overarching strategy or plan. **What we're doing:** improving knowledge and understanding across the organisation of inclusion for employees with disability and culturally and linguistically diverse, Aboriginal and Torres Strait Islanders and LGBTIQ+ employees. **How we will do it:** by including active communications and engagement tactics.	Develop, execute and evaluate an organisational Diversity and Inclusion Communication and Engagement Strategy.	HRC

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
Strengthen strategic influence of employee networks through increased representation and embedding representatives.	**The problem:** employee networks have different levels of influence, support and visibility depending on the rank and position of their members, and their nominated champion's level of involvement. **What we're doing:** strengthening employee networks and introducing consistency to support all groups to have greater strategic influence in Victoria Police. **How we will do it:** by developing a consistent process of support and executive advocacy that will apply to all employee networks.	Set benchmark requirements that all employee networks are entitled to. Review each group against benchmark requirements. Provide support to employee networks to ensure that all networks have an Executive Command Sponsor and a Command portfolio lead. Develop a process to ensure there is consistent support, influence and advocacy across all groups. Establish a formal consultation and feedback process.	HRC
Establish a governance and an authorising framework for diversity and inclusion.	**The problem:** insufficient governance or authorising framework to support and progress workforce diversity and inclusion. **What we're doing:** expanding and renaming the Gender Equality and Inclusion Outcomes Committee (GEIOC) to include representation and support for implementing the diversity and inclusion strategy and action plans. **How we will do it:** we will re-scope and expand the GEIOC. The committee will welcome new members and be responsible for monitoring and tracking progress against the inclusion strategies and action plans.	Review GEIOC membership and terms of reference (ToR). Develop a proposal in consultation with employee networks including new name, ToR, membership, and governance model. Obtain approval including endorsement from GEIOC and approval from Safety, People and Culture Committee.	HRC
Uplift capability of units responding to workplace harm through development of training and resources.	**The problem:** organisational response to workplace harm has been identified as an area of focus for improvement by all diversity portfolios. **What we're doing:** ensuring an intersectional lens is applied to workplace harm reporting and responses. **How we will do it:** by developing training and resources for Victoria Police units that respond to workplace harm and complaints.	Develop targeted diversity and inclusion training. Rollout training to all employees managing incidents of workplace harm. Develop processes that ensure new employees engage in the training as part of their induction to workplace harm units. Develop and provide ongoing support/refresher training for existing employees.	HRC
Review workplace harm reporting, complaint pathways and employee support services.	**The problem:** complaint pathways and employee support services are not fully inclusive. **What we're doing:** ensuring that complaint processes and support services are safe, appropriate and inclusive for our Aboriginal and Torres Strait Islander, CALD, LGBTIQ+ employees and those with disability and accessibility requirements. **How we will do it:** we will conduct the review with an inclusive lens.	Ensure all workplace harm systems capture employees' diversity information where relevant to the complaint. Establish a review for workplace harm reporting and wellbeing services referral processes. Review opportunities within existing contract requirements to ensure EAP providers include culturally safe, accessible and inclusive support and referrals.	HRC/ PSC

ACTION	STRATEGIC INTENT	KEY MILESTONES/MEASURES	OWNER
ALL PORTFOLIOS			
Create and implement a diversity and inclusion Monitoring, Evaluation and Learning (MEL) framework.	**The problem:** previous systems and processes developed for monitoring and evaluating strategies and actions have lacked robustness, creating difficulties in measuring and assessing progress. **What we're doing:** ensuring Victoria Police can sufficiently assess and monitor the organisation's material progress towards a diverse workplace and inclusive organisation. **How we will do it:** by developing KPIs for each action across the four strategies and action plans.	Review relevant existing data and reporting mechanisms. Determine KPIs and processes to establish baseline data. Establish mechanism for monitoring progress. Develop processes to ensure regular review.	HRC

ACRONYMS AND SHORTENED FORMS

AND
Australian Network on Disability

CALD
Culturally and Linguistically Diverse

DSSD
Digital Services and Security Department

GEIOC
Gender Equality and Inclusion Outcomes Committee

HRC
Human Resources Command

MCED
Media, Communications and Engagement Department

MEL
Monitoring, Evaluation and Learning

OID
Operational Infrastructure Department

PDC
People Development Command

PMS
People Matter Survey

PSC
Professional Standards Command

PSO
Protective Services Officer

VPS
Victorian Public Service

WoVG
Whole of Victorian Government

GLOSSARY

We define key terms below and acknowledge that people have different definitions. Language has changed and continues to evolve.

DISCRIMINATION

The unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, sex, or disability.

DISCRIMINATORY WORKPLACE HARM

This umbrella term covers any way a person experiences discrimination, harm or violence based on protected characteristics within the Victorian Equal Opportunity Act.

ETHNICITY

Is a term used to describe a social group that shares common and distinctive culture, religion, or language, rather than describing physical characteristics.

GENDER EQUALITY AND INCLUSION OUTCOMES COMMITTEE

The Gender Equality and Inclusion Outcomes Committee is the current authorising and governing committee that sits over gender equality in Victoria Police. The committee is being expanded to include diversity and inclusion.

INTERSECTIONALITY

This is an approach to understanding how social meanings related to the way we categorise and identify can overlap and interconnect. This creates different layers of discrimination or disadvantage for either an individual or group.

PREJUDICE

Is a preconceived opinion that is not based on fact, reason or actual experience.

PROGRAM LOGIC

A program logic model is a schematic representation that describes how a program is intended to work by linking activities with outputs, intermediate outcomes and longer-term outcomes.

RACE

Is the social categorisation of people based on a combination of various physical characteristics including skin colour. Race also represents historical and ancestral affiliation, or a shared culture. It can be a person's self-identification with one or more social groups.

RACISM

Is the belief that people can be categorised by a stereotypical understanding of their ethnicity or race. This understanding leads to the belief that one race is superior to others. This causes prejudice, discrimination and hatred to be directed towards someone based on their colour, ethnicity or national origin.

STEREOTYPE

A widely held but fixed and oversimplified image or idea of a particular type of person or thing.

WORKPLACE HARM

Workplace harm is the detrimental effects of being targeted by all forms of inappropriate behaviour from work colleagues including sex discrimination, gender-based bullying, sexual harassment and assault, predatory behaviour, victimisation, workplace conflict and bullying.

DIVERSITY AND INCLUSION: Program Logic

Problem: An engrained culture and systemic bias has amplified inequality and impeded diversity.

Goal: A diverse workplace and inclusive organisation

Principles

- Engaging hearts and minds
- Equitable outcomes
- Employee co-design
- Licence to challenge
- Evidence based

Key Assumptions

- That diversity and inclusion will be a priority for the organisation
- That diversity and inclusion is also a priority for lead command and departments.
- That the goal of inclusion continues to be adequately resourced
- That the community values a police force that is reflective of the people it serves

Barriers

- Current policies, processes and training perpetuates systemic inequality
- Inherent requirements of policing are poorly defined
- Some key data measures and systems are not fit-for-purpose
- Lack of clarity and accountability for managers in their response to discriminatory workplace harm
- Lack of knowledge and understanding of diversity and inclusion

ACTIVITIES

- Engage all employees to advance organisational diversity and inclusion
- Identify and engage leaders to support diversity and inclusion across the organisation
- Embed intersectionality into the program of work
- Establish and maintain relationships between lead commands and departments and employee networks
- Create monitoring, evaluation and learning framework to inform future planning and strengthen accountability

OUTPUTS

- Diversity and Inclusion Communication Strategy
- Diversity and Inclusion Resource Hub and targeted training for managers
- Authorising framework and diversity and inclusion governance structure
- Embedded process to ensure inclusivity in all people-focused policies and processes
- Recommendations proposed for designated units response to workplace harm and for uplift in inclusive capability
- Programs to enhance diverse and inclusive recruitment, selection and retention are developed
- Insightful and timely monitoring and evaluation reports

OUTCOMES

Inclusion Continuum: Reactive → Proactive → Progressive → Inclusive (Short-term → Long-term)

Reactive (Short-term)	Proactive	Progressive	Progressive	Inclusive (Long-term)
Leaders have increased understanding of the importance of diversity and inclusion	All employees recognise and promote the value of inclusion	Employees drive diversity and inclusion in their workplaces	Inclusion is embedded in the cultural identity of Victoria Police	Victoria Police champions inclusion
Governance structures have increased responsibility for inclusion	Inclusive leadership capability developed at all levels of the organisation	Increased leadership accountability to enable inclusive workplaces	Leaders proactively create and sustain inclusive workplaces	Leaders harness diversity and inclusion to achieve organisational results
Recommendations on employee focused policies and processes are accepted			Diverse employees feel empowered at work	
People and processes responding to workplace harm have an increased understanding of inclusion	Response to discrimination enhanced with diversity and inclusion capability	Diverse employees feel safe at work	Employees have confidence in response to discriminatory workplace harm	Employees feel valued and have a true sense of belonging
		Strengthened accountability processes demonstrate discriminatory workplace harm is not tolerated	Discriminatory workplace harm is minimised	
Amendments impacting recruitment, progression and retention are endorsed	Diversity does not restrict access to recruitment and progression	Employees at all levels reflect our diverse community	The diversity of Victoria Police strengthens service delivery to the community	The community has trust in our response to diverse communities

Goal: A diverse workplace and inclusive organisation

NOTES

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Accessibility
This document can be found in HTML or PDF formats on our website
police.vic.gov.au