



SOUTH AUSTRALIA POLICE
KEEPING SA SAFE



SA POLICE CELEBRATES DIVERSITY



Diversity and Inclusion Strategy 2018-2020



Government
of South Australia

Our people, our strength



Message from the Commissioner

I am pleased to commit SAPOL to its inaugural Diversity and Inclusion Strategy, exemplifying that our people are our strength.

The strong business and social case for creating a diverse workplace cannot be ignored. Organisations which embrace diversity and inclusion generally outperform those which do not in virtually every aspect of business and employee satisfaction and wellbeing.

Our aim is to be a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential. As such, the Diversity and Inclusion Strategy is deliberately people focused. It is about attracting, recruiting, developing and retaining the best people and transitioning them in a respectful way as they exit SAPOL.

Our own people have contributed to this strategy. We held a number of focus groups and listened to what they were saying and subsequently adopted many ideas. The strategy establishes six key goals that will provide a focus in order to bring about tangible change and real outcomes. Each goal identifies broad actions and what success will look like.

We all have an important role to fulfil and I am confident we are all committed to the opportunities the strategy brings. It is equally important every individual understands that our differences are our strengths and in recognising this, we will be able to better reflect the changing face of the community we serve.

The Executive Leadership Team looks forward to working together with you on this journey.

A handwritten signature in blue ink, appearing to read 'Grant Stevens'. The signature is fluid and cursive, written over a large, faint watermark that says 'Our people, our strength'.

Grant Stevens
Commissioner
South Australia Police



Our commitment

SAPOL aims to be a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential.

What do we mean by diversity and inclusion?

Diversity refers to all the ways we differ. It is how people identify in relation to their age, caring responsibilities, cultural background, disability, gender, indigenous background, sexual orientation, socio-economic background (social identity); their profession, education, work experiences, and organisational role (professional identity)¹.

Inclusion in the SAPOL context is about valuing, respecting and actively engaging with diversity; valuing the perspectives of our people; encouraging all to contribute to SAPOL's goals; upholding SAPOL's values; and treating all people fairly and respectfully.

Why is diversity and inclusion important to us?

Through the integration of a diverse and inclusive organisation, SAPOL aspires to deliver quality policing services to the community as well as become more reflective of the community we serve. It is important that SAPOL has the ability to harness current and future talent to enhance our community standing and the legitimacy of our role. It is equally important all SAPOL employees and volunteers accept diversity and inclusion and acknowledge the benefits and positive contribution they bring to the community and the workplace.

Business case

Research² identifies organisations that embrace diversity and inclusion generally outperform those that don't in the areas of:

- Productivity and performance.
- Reduced absenteeism.
- Increased retention.
- Improved financial performance.
- Ability to meet skills shortages.
- Ability to capitalise on the available talent pool and attract the best quality employees.
- Higher levels of innovation.
- Strengthening values and representation.

Social sense

The evidence from a social sense highlights:

- A diverse workforce raises value and draws knowledge and experience from 100 per cent of the population (in terms of gender).
- In the SAPOL context, we need to appropriately reflect and represent the community we serve.
- Gender diversity produces a more capable and diverse workforce.
- There is higher employee morale, motivation and job satisfaction.
- Better employee wellbeing is achieved.

Future capability

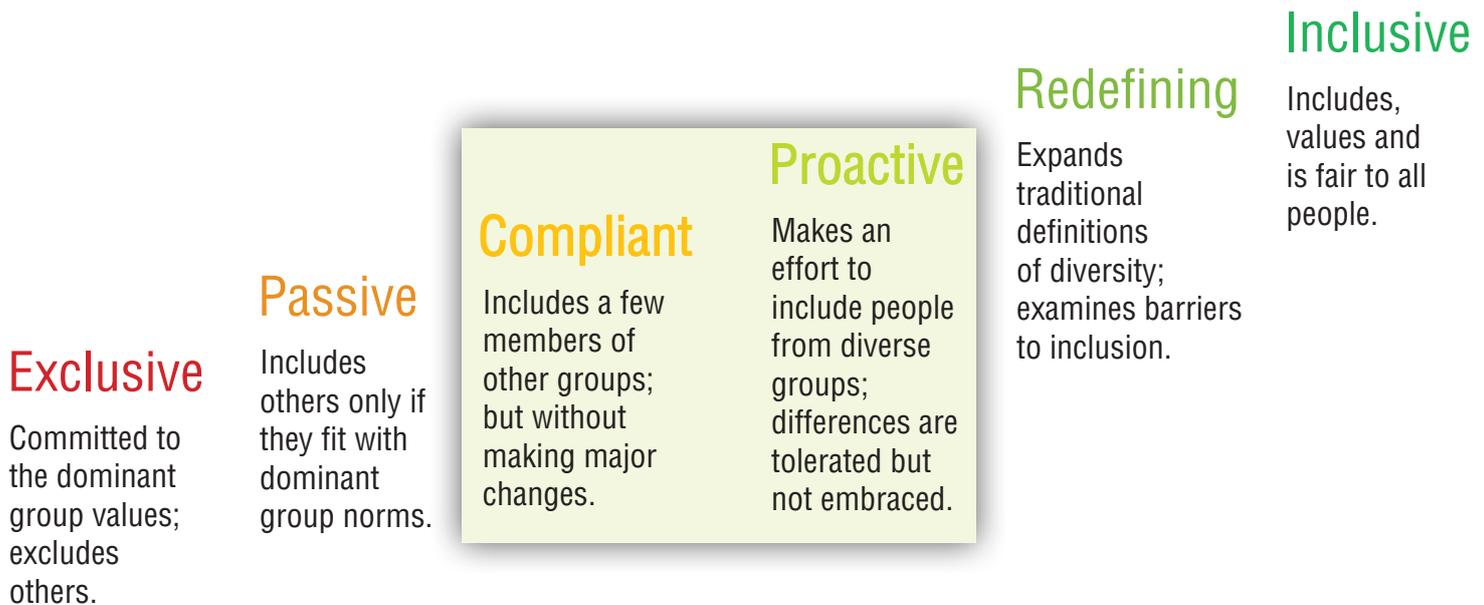
Diversity and inclusion is also a critical future capability issue. In a labour market that is competing for talent in South Australia, SAPOL needs to place itself in the best position to leverage the talent that diversity and inclusion offers and recruit the best people.

Building a diverse organisation requires bringing people with different backgrounds, perspectives and characteristics together. SAPOL recognises that people are different and have different needs at different stages of the employee lifecycle, e.g. attract, recruit, develop, retain and transition.

Inclusion – the continuum

We recognise that our employees and volunteers may be at different points of the inclusion continuum. The acceptance of the Diversity and Inclusion Strategy and implementation of action plans that support this strategy will assist in enhancing the journey towards being the inclusive organisation we aim to be.

On the inclusion continuum, SAPOL acknowledges that it currently sits between **compliant** and **proactive**, with a focus on being an inclusive organisation.



Adapted from Holvino (2014)

Where are we now?

For SAPOL this means:

- Acceptance of the value of diversity is not widespread and there are still barriers to inclusion.
- There is limited confidence in calling out inappropriate behaviours.
- There is a lack of consistency in decision-making regarding applications for Flexible Working Arrangements (FWAs).
- Some employees accessing FWAs or on maternity, parental or extended leave feel undervalued and that opportunities for development are restricted.
- Employees experience difficulties in accessing training and career development opportunities.
- There is a compliant level of focus on employee mental wellbeing and welfare.
- There is a lack of recognition and valuing of prior learning, skills and qualifications.
- There is a lack of trust in the existing complaints and disciplinary system.

Workforce demographics

FULL-TIME EQUIVALENT (FTE)



18%

GENDER PAY GAP ON BASE SALARIES

The gender pay gap calculation represents the difference between women's and men's average 2016 - 2017 base salaries, expressed as a percentage of men's average base salaries.

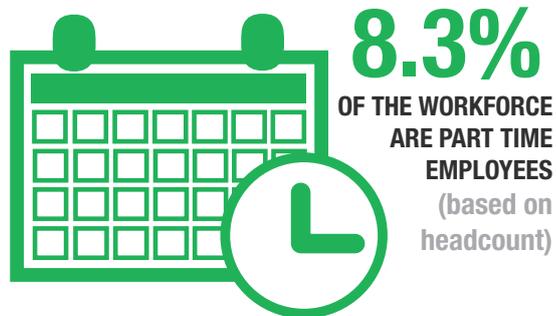
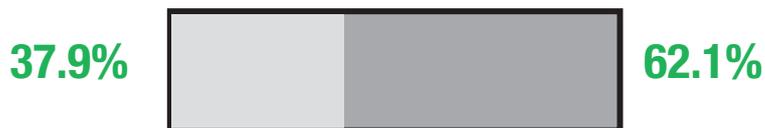
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PROTECTIVE SECURITY



UNSWORN



Statistics sourced from the SA Police 2016-17 Annual Report. It does not include 57 (20 male, 37 female) casual unsworn employees and 13 (9 male, 4 female) unsworn Police Tribunal or Firearm Review Committee members.

EMPLOYEES WITH A DISABILITY



0.7%

ATSI EMPLOYEES



1.1%

CALD EMPLOYEES



5.1%

EMPLOYEES BORN OVERSEAS



16.9%

MULTIPLE LANGUAGES SPOKEN



3.4%

Human Resources Service statistics as at 30 June 2017 (headcount).



What will we see when we are inclusive?

- An inclusive organisation where all people are safe, respected and supported to reach their potential.
- Each employee is valued for the diversity that they bring to the organisation.
- Improvement in community safety outcomes and SAPOL's performance.
- Increased acceptance of FWAs across the organisation.
- Higher levels of employee retention and satisfaction.
- Reduction in bullying, sex discrimination, sexual harassment and predatory behaviours which will bring with it reduced absenteeism and lower levels of attrition.
- Becoming an employer of choice will enable SAPOL to recruit from a wider talent pool and retain employees of the highest calibre.
- Employees will have higher morale and motivation, reduced stress levels, a more positive outlook, and a healthier work-life balance.
- Leaders will have the necessary capability, confidence and commitment to enhance SAPOL as a diverse and inclusive organisation.

Purpose and approach of this strategy

The SAPOL Diversity and Inclusion Strategy is driven by SAPOL 2020.

SAPOL has a long-established tradition of working together with the trust and cooperation of the community. To keep that trust, the public need to have confidence in SAPOL and the services we provide. As identified in SAPOL 2020: The Roadmap, there are three key drivers for the future: People, Operations and Technology.

1. People

We will work to develop a confident, capable, diverse and inclusive workforce where all people are safe, respected and supported to reach their potential.

2. Operations

SAPOL will build an integrated system of policing that is agile and more responsive, with improved structures, systems of work and processes.

3. Technology

SAPOL will introduce enabling technologies that support our people and operations.

The Diversity and Inclusion Strategy commits us to a plan of action. This strategy applies to SAPOL employees and volunteers in all aspects of our service delivery, internally and externally. It sets out six goals which collectively, with other supporting activities, provide an overarching framework aimed at enhancing SAPOL as a diverse and inclusive organisation.

Other supporting activities include the Organisational Reform Program, implementation of the Independent review into Sex Discrimination, Sexual Harassment and Predatory Behaviour in South Australia Police (EOC report) recommendations (Project Equitas); and building mental health and wellbeing resilience.

The strategy helps us to embed diversity and inclusion across our business. Action plans will be developed and implemented for the key areas of:

- Gender equality.
- Generational.
- Disability access and inclusion.
- Culturally and Linguistically Diverse (CALD).
- Aboriginal and Torres Strait Islander (ATSI).
- Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ).

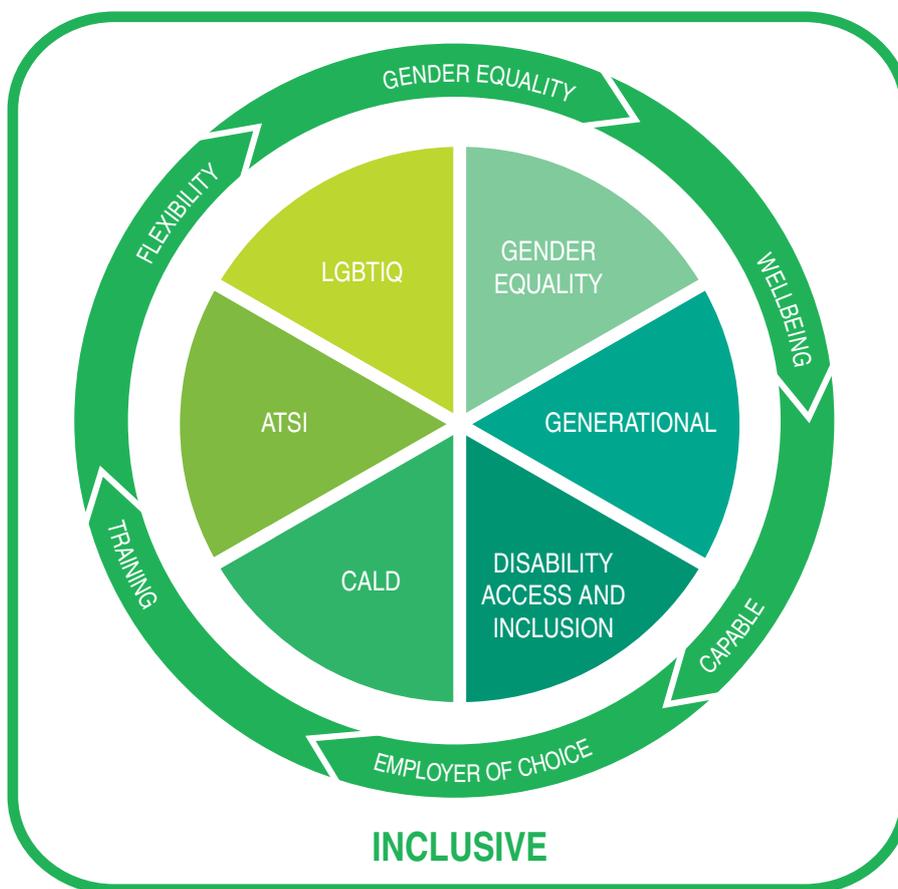
These action plans will identify areas of priority for the organisation aligning with each stage of the employee lifecycle – attract, recruit, develop, retain and transition.



Our goals for diversity and inclusion in SAPOL

To achieve our aim to be a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential, we will strive to realise the following six goals:

- Goal 1: Capable, confident SAPOL leaders**
- Goal 2: SAPOL is an employer of choice**
- Goal 3: Equal access to training and development**
- Goal 4: Workplace flexibility**
- Goal 5: Gender equality**
- Goal 6: Wellbeing and support services**



- Identified priorities
- Employee lifecycle
- Action plans
- Reporting



“ We all have a leadership role to play to harness the diverse personal attributes amongst our people as we build organisational capability and enhance our operational effectiveness. ”
 - Stuart McLean, Superintendent

GOAL 1 SAPOL leaders will have the necessary capability, confidence and commitment to enhance SAPOL as a diverse and inclusive organisation.

SAPOL recognises that leadership is critical to achieving lasting and meaningful cultural change, and that awareness of potential unconscious bias and other barriers to diversity and inclusion is crucial.

Everyone in SAPOL has an individual responsibility to lead in diversity and inclusion by role modelling appropriate behaviours across the organisation.

SAPOL will consistently collect data that indicates progress towards diversity and inclusion. Key Performance Indicators (KPIs) will be designed to monitor progress which will assist leaders in driving and delivering change.

SAPOL will enhance its future leadership development programs by including greater focus on people management skills that equip our employees to manage and lead in an adaptive and agile environment.

Communication and engagement activities will be targeted across all levels of SAPOL to convey key messages.

What success will look like

SAPOL has developed and integrated people data analytics with future workforce planning; leadership development programs will integrate people management skills more extensively; and management accountability is clearly aligned to KPIs. SAPOL leaders are role models for diversity and inclusion.

“

I'm proud to work for an organisation that is focusing on providing opportunities for all its employees regardless of race, gender, age or religion.

- Alison Norris, Administrative Assistant ”



GOAL 2 SAPOL is an employer of choice with the best talent attracted, recruited, developed, promoted and retained at all levels.

A diverse and inclusive organisation will enable us to attract and retain the best talent, reduce absenteeism and promote engagement and advocacy.

The employee lifecycle creates a touch point for employees from attraction to the organisation through to the time that they transition from the organisation, whether through retirement or separation. SAPOL has identified objectives across the employee lifecycle: attract, recruit, develop, retain, and transition and these will be articulated through action plans.

SAPOL will use development and mentoring programs that will assist people to reach their potential across the employee lifecycle.

Our standards and promotional requirements will be reviewed to remove any unconscious bias from selection and promotional processes and performance reviews. We will also consider trialling blind recruitment.

In order to enhance an employee's experience at their relevant stage in the employee lifecycle, SAPOL will develop programs that focus on workplace flexibility, skills and knowledge retention, and mental and physical wellbeing.

What success will look like

SAPOL's workforce diversity more accurately reflects the South Australian community. SAPOL has access to the entire talent pool, leading to a competitive advantage in attracting and recruiting the best people, developing and retaining our employees, and transitioning for future opportunities or into retirement.



“

It's important that SAPOL recognise, support, and develop our existing talent by providing training and development opportunities allowing them to reach their full potential. This will make SAPOL an appealing career option for the talent we're looking to attract.

- Jacqueline Cooper, Senior Constable First Class

”

GOAL 3 SAPOL employees have equal access to training and development opportunities. Talent is fully leveraged and employees are supported to reach their potential.

Training and development is crucial to helping employees reach their potential, and is also a powerful tool in helping drive cultural change and embracing diversity and inclusion.

The EOC report, commissioned by SAPOL, identified gaps in existing training and development opportunities such as: people and performance management, managing difficult conversations, behavioural expectations, recognising unconscious bias, supporting personal resilience and understanding how Flexible Working Arrangements can be operationalised.

SAPOL is committed to providing training that will focus on developing people and performance management skills and providing the appropriate tools and strategies to enhance SAPOL as a diverse and inclusive organisation.

Training delivery methodologies will be reviewed to maximise opportunities for employees working flexibly or on extended leave.

Targets will be set for training and promotional opportunities to address gender balance inequities.

What success will look like

Employees are given opportunities to reach their potential through equal access to training and development opportunities.



“
Being new parents, having the ability to access Flexible Working Arrangements when planning our leave and rosters ensures we will get to have valuable time together as a family.
 ”
 - Samuel Jolly, Brevet Sergeant
 and Kimberley Jolly, Constable (and baby Elliot)

GOAL 4 Flexible Working Arrangements are valued, normalised and equally accessible across the organisation in line with our ability to deliver our services.

Flexible Working Arrangements (FWAs) are important to attract new employees, retain skilled employees, be recognised as an employer of choice, improve employees’ morale, demonstrate that employees are valued by the organisation and reduce attrition. A workplace where flexible work practices are accepted is also important when embarking on cultural change and is a leading enabler in moving towards gender equality.

As part of the Premier’s *Building a Stronger South Australia – A Modern Public Service Policy*, SAPOL is committed to an ‘If Not – Why Not’ approach to flexible working across the organisation, normalising flexible work for employees.

New approaches in relation to FWAs will be developed, making them simpler and less prescriptive for applicants and managers.

Opportunities will be explored for the backfilling of employees on maternity and parental leave.

Technology options will be explored to support FWAs and training opportunities.

A Stay in Touch program will be prioritised to enable employees on extended leave to remain connected to the organisation and facilitate their return.

What success will look like

FWAs are normalised and integral to all business and people practices and are equally accessible to employees across the organisation.



“ We are future proofing SAPOL to ensure that we are reflective of the community we serve and also positioned to recruit, develop and retain the best people. ”

- Linda Williams, Deputy Commissioner

GOAL 5

SAPOL will focus on achieving gender parity in recruiting police officers and a balanced representation of women and men in promotion, selections and skills development.

Gender equity is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women’s historical and social disadvantages that prevent women and men from otherwise operating on a level playing field.

Gender equality means that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female³.

Achieving gender equality in SAPOL is important not only because it is fair and the right thing to do, but also leads to improved productivity, increased organisational performance, enhanced ability to attract talent and retain employees, and enhanced organisational reputation⁴.

Gender inequality in the workplace impacts upon both men and women. Men and women should have equal access to remuneration, professional development, promotional opportunities and workplace flexibility.

SAPOL is committed to a gender parity strategy in the recruitment of police officers and will continue this approach to work towards being reflective of the community we serve.

In order to achieve a more balanced representation of views and expertise in SAPOL, a Gender Equality Advisory Group will be established which will report to the Commissioner and provide input on strategies, policies and communications through a gender equality lens.

Professional development programs will be available equally across SAPOL to ensure the necessary capability, confidence and commitment to inclusion. This includes enhancing skills in communication, action planning, prioritising, and performance and people management, in order to develop more effective ways of making progress towards gender equality.

The Workplace Gender Equality Agency (WGEA) Employer of Choice for gender equality is a recognition program that aims to encourage, recognise and promote an active commitment to achieving gender equality in Australian workplaces⁵. SAPOL will adopt this program which includes a toolkit and roadmap in moving its gender equality goal forward.

What success will look like

SAPOL will continue its gender parity strategy for the recruitment of police officers. A greater level of gender equality will be seen at all levels of the organisation and both men and women have equal input into the development of strategy, policy and communications. The inflow and outflow of female talent will be monitored with supporting actions. All business and people decisions reflect the ongoing objective of gender balance and equality.



“

The ability to utilise support and wellbeing services is important to me as it helps me cope with the demands and stresses of being a police officer.

”
- Sam Agostino, Detective Brevet Sergeant

GOAL 6 All employees have timely access to a variety of pathways to wellbeing services to support them when needed.

An important component to achieving a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential is the wellbeing and support services provided to all.

SAPOL will prioritise physical and mental health reform, and has established a project team to develop and implement initiatives.

We will ensure that employees have a variety of timely physical and mental health services to support them when needed.

Wellbeing will be promoted, and mental ill-health prevented or managed early. The effectiveness of initiatives will be monitored and evaluated using a range of methodologies.

What success will look like

SAPOL will provide clear and timely pathways for wellbeing services. Trusted physical and mental health services will also be available to support and improve the resilience of all employees.

References

- 1 O'Leary, Russell and Tilly, 2015, Building Inclusion: an evidence-based model of inclusive leadership, Diversity Council of Australia
- 2 Diversity Council Australia - Business Case for Inclusion -The Inclusion Advantage (sourced from www.dca.org.au)
- 3 <https://publicsector.sa.gov.au/wp-content/uploads/Gender-Equality-in-Leadership.pdf>
- 4 IBID
- 5 Workplace Gender Equality Agency - <https://www.wgea.gov.au/lead/employer-choice-gender-equality-0>