

SA Police Diversity and Inclusion Strategy 2021-2025



SOUTH AUSTRALIA POLICE
SAFER COMMUNITIES



**Government
of South Australia**

SA Police Diversity and Inclusion Strategy 2021-2025

Message from the Commissioner

South Australia Police's (SAPOL's) inaugural Diversity and Inclusion Strategy 2018-2020 recognised the benefits of creating a more diverse and inclusive workplace and acknowledged that our people are our strength. We know the business and social case for embracing diversity and inclusion and I am pleased to commit SAPOL to our second Diversity and Inclusion Strategy to continue our organisation's efforts in this area.

The 'Our People, Our Strength' principle has been further embedded into the organisation with the release of our 2030 Strategy which acknowledges that we must focus on continuing to build a diverse workforce inclusive of the needs and expectations of our people and the community.

2020 has brought about a significant amount of change across the globe and within our organisation and, as we move towards 2030, we will face further changes which will impact SAPOL in different contexts such as changes in the demography of our community; population growth; generational change in our workforce; social cohesion; economic conditions and rapid technological advancement. Being more reflective of the community we serve will equip us to effectively anticipate and develop the capabilities required to actively participate in the change processes that influence how we operate. With this new Diversity and Inclusion Strategy, we ensure that our efforts in this area continue to be a priority and our commitment is just as strong.



In developing this new Diversity and Inclusion Strategy, it was important to hear from our people through consultation, providing us with a focus and assisting us in identifying a number of initiatives to be implemented across the organisation.

SAPOL's Diversity and Inclusion Vision is to be a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential. We know that we still have work to do and that we cannot fulfil this vision without the commitment of our people at each and every level of the organisation.

SAPOL is committed to achieving the vision of this Diversity and Inclusion Strategy and confident that the efforts in this area will enhance SAPOL as an employer of choice for people from a variety of backgrounds and experiences. To do so will ensure we are more reflective of the South Australian community and can provide an enhanced policing service, working towards our overall organisational vision of 'safer communities'.

A handwritten signature in blue ink, appearing to be 'Grant Stevens'. The signature is fluid and cursive, written over a white background.

Grant Stevens
Commissioner
South Australia Police

Acknowledgement of Country

South Australia Police acknowledges and respects Aboriginal peoples as the State's first people and nations, and recognises Aboriginal peoples as traditional owners and occupants of land and waters in South Australia.

Further we acknowledge that the spiritual, social, cultural and economic practices of Aboriginal peoples come from their traditional lands and waters, that they maintain their cultural and heritage beliefs, languages and laws which are of ongoing importance, and that they have made and continue to make a unique and irreplaceable contribution to the state.

We acknowledge that Aboriginal peoples have endured past injustices and dispossession of their traditional lands and waters.

Consultation

To inform the development of our Strategy, we consulted with the Office of the Commissioner for Public Sector Employment, ensuring our Strategy aligns with the South Australian Public Sector Diversity and Inclusion Strategy 2019-2021.

In 2019 we ran a series of focus groups specifically in relation to age inclusion, and in 2020, conducted a comprehensive online consultation in relation to several diversity topics, made available to all staff and volunteers. We also considered specific feedback provided by individuals directly to the Diversity and Inclusion Branch. This helped inform the content of both the Strategy and Action Plan.

Our Diversity and Inclusion Vision

A diverse and inclusive organisation where all people are safe, respected and supported to reach their potential.

Background: Our diversity and inclusion journey so far

SAPOL's inaugural Diversity and Inclusion Strategy 2018-2020 was launched in November 2017 and provided a focus on embedding diversity and inclusion into the culture of our organisation. It emphasised that having a diverse workforce and inclusive culture is critical to overcoming negative attitudes towards women, or indeed anyone who does not fit the traditional policing mould.

A number of significant initiatives have been implemented which demonstrate SAPOL's commitment to becoming a diverse and inclusive organisation where all people are safe, respected and supported to reach their potential. Some of the initiatives introduced include:

- A new 'If Not, Why Not' approach to flexible working arrangements.
- Establishment of the Diversity and Inclusion Branch.
- Introduction of approximately 80 Diversity and Inclusion Representatives.
- 50:50 recruitment strategy.
- Implementation of a new performance and development system - iEngage.
- Respectful Workplace Behaviours Guidelines.
- Leadership Shadow Program.
- Structured Handover Process.
- 'Women Only' information seminars on specific roles.

- Gender Targets for training courses.
- Wellness Rooms across several sites.
- Breastfeeding/Lactation Breaks Guidelines.
- Mentoring Program.
- Exit Management Strategy.
- Diversity and Inclusion Advisory Group and Gender Equality Action Group.
- Bystander Awareness Training.
- Unconscious Bias in Selections training video.
- Flexible training opportunities.
- Connections: Cultural Capability Development Program launch.

While we still have a way to go towards achieving our vision, recognising that culture change takes time, it is important to take stock of what we have achieved; re-motivating us to continue to pursue positive outcomes in this area.

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The inclusion continuum

With time and commitment, becoming a truly inclusive organisation typically progresses through phases as outlined in the inclusion continuum below.

When we assessed where we were on the inclusion continuum within our first Diversity and Inclusion Strategy, we acknowledged we were in the 'compliant' and 'proactive' phases.

We recognise that different work areas and individuals within our organisation may be at different places along the inclusion continuum; however, with the implementation of several diversity and inclusion initiatives over the past few years and a particular emphasis on flexibility and gender equality, we can see progression to being more 'proactive', while in some areas we are 'redefining' aspects of our culture. That said, we acknowledge we still have more work to do before we can say we are fully 'inclusive' with major changes still required in key areas of diversity.

Exclusive

Committed to the dominant group values; excludes others.

Passive

Includes others only if they fit with dominant group norms.

Compliant

Includes a few members of other groups; but without making major changes.

Proactive

Makes an effort to include people from diverse groups; differences are tolerated but not embraced.

Redefining

Expands traditional definitions of diversity; examines barriers to inclusion.

Inclusive

Includes, values and is fair to all people.

Adapted from Holvino (2014)¹

What is diversity and inclusion?

Diversity

When we talk about diversity within our organisation, we are referring to how our people identify both socially and professionally and all the ways we differ from one another.ⁱⁱ There are many ways we may identify under these broad categories which can include our:

- Social Identity: age, caring responsibilities, Aboriginal and Torres Strait Islander background, gender, cultural background, sexual orientation, socio-economic background, abilities and disabilities.
- Professional Identity: profession, education, work experience and organisational role/level.

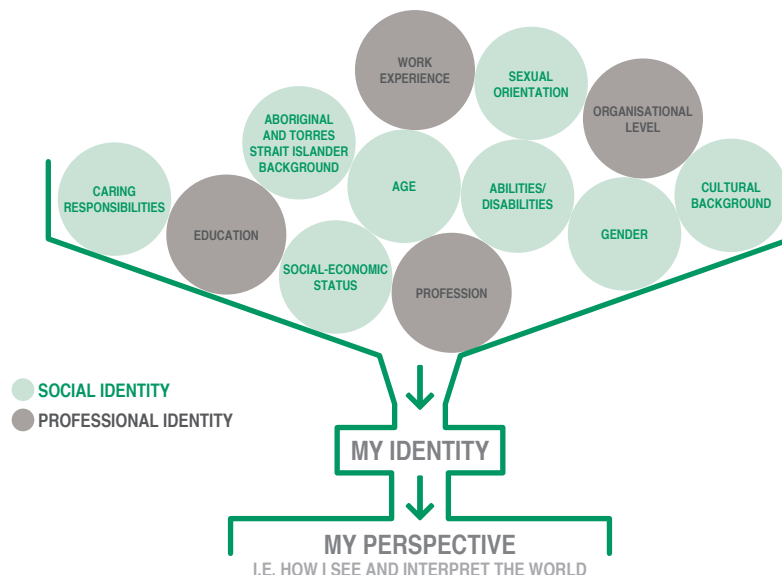
The different dimensions of our identity intersect and provide each of us with a unique perspective on how we see, interpret and interact with the world and those around us. As such, we must take an intersectional approach when developing initiatives aimed at promoting diversity and inclusion within our organisation.

Inclusion

Inclusion is about ensuring that the diverse mix of people within our workforce:

- Feel **safe** to be themselves and are **respected**;
- Are **valued** for their unique perspectives and can **contribute** their talents and ideas towards the organisation's goals;
- Have **access to opportunities** and resources for their career development and wellbeing; and
- Feel **connected** to their colleagues with a sense of belonging.

ALL ASPECTS OF OUR IDENTITY INFORM OUR INDIVIDUAL PERSPECTIVE OF THE WORLD



Adapted from DCA document ⁱⁱ

Why is diversity and inclusion important to us?

SAPOL employees often face a wide variety of complex and challenging situations on a daily basis; it is indeed one of the reasons people are attracted to the organisation. We rely on our dynamic problem solving abilities, our skills and our experience to manage whatever comes our way. Each of us comes with our own unique perspectives and we work as a team to deliver quality policing services to the community. The more diverse our workforce is and the more reflective we are of the community we serve, the more perspectives we will have in order to determine the best possible course of action in any given situation. However, without an inclusive workplace environment, where those diverse perspectives can be shared and valued, any benefits set to be gained from having a diverse workforce may be lost.

Highlighting the importance of both diversity and inclusion, leading expert Vernā Myersⁱⁱⁱ gives us a practical analogy of the relationship between the two concepts with her quote: “Diversity is being invited to the party. Inclusion is being asked to dance.”

As well as being more reflective of the community, organisations globally have recognised the benefits of being diverse and inclusive, including:

- Higher sense of employee wellbeing and workplace morale.
- Increased productivity and performance.
- Reduced absenteeism.
- Increased retention of staff.
- Higher levels of innovation.
- Wider talent pools.
- More positive reputation among a broader demographic of the community.
- More productive conflict management.
- Improved financial position.

By focusing on diversity and inclusion within our organisation, SAPOL is placing itself in a position to attract the best talent available so we can recruit and leverage the best people for the variety of roles on offer.

In order to retain a diverse workforce, SAPOL also recognises that people have a range of different needs at different stages of their career and we are committed to providing opportunities at each stage of the employee lifecycle: attract, recruit, develop, retain and transition.

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Demographics snapshot as at 30 June 2020

SAPOL's Diversity and Inclusion Strategy 2021-2025 supports our pathway to 2030. The demographic snapshot as at 30 June 2020 highlights some areas for attention to ensure that our people are our strength and that all five guiding principles of our 2030 Strategy remain at the forefront in helping us achieve the 2030 vision.

Our snapshot demographics illustrate that we have seen an improvement in our drive for gender parity with an increase in the recruitment and retention of female employees. This has contributed to a slight narrowing of the gender pay gap which is reflective of the increase in the number of women in leadership positions. We have also seen an increase in the number of employees who identify as Aboriginal and/or Torres Strait Islander and a significant increase in the number of people from diverse cultural backgrounds.

GENDER DEMOGRAPHICS

	F	M	X ¹
All Employees			
2017	33.8%	66.2%	-
2020	35.5%	64.4%	0.1%
Comparison	1.7% ↑	1.8% ↓	-

Sworn/Police (includes Community Constables and cadets)			
2017	28.5%	71.5%	-
2020	30.4%	69.5%	0.1%
Comparison	1.9% ↑	2% ↓	-

Protective Security Officers			
2017	16.4%	83.6%	-
2020	20.7%	79.3%	-
Comparison	4.3% ↑	4.3% ↓	-

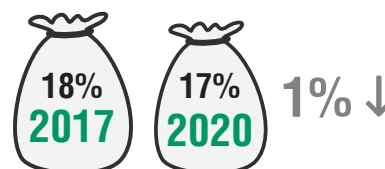
Non-sworn/Public Service Employees			
2017	62.1%	37.9%	-
2020	57.0%	43.0%	-
Comparison	5.1% ↓	5.1% ↑	-

LEADERSHIP

Officers of Police (Inspector and above)			
2017	18.5%	81.5%	-
2020	20.9%	79.1%	-
Comparison	2.4% ↑	2.4% ↓	-

Non-sworn (ASO7/equivalent and above)			
2017	33.9%	66.1%	-
2020	39.9%	60.1%	-
Comparison	6% ↑	6% ↓	-

GENDER PAY GAP



SAPOL has a 17% Gender Pay Gap (GPG)² on base salaries of all employees. This is a difference of an annual average of \$19,703. SAPOL's GPG has decreased by 1% since 30 June 2017. SAPOL's GPG is 3% higher than the 2020 national average of 14%.

¹ X¹ refers to people who have not identified their gender or have identified as gender diverse/non-binary/gender neutral. This data was not available in 2017.

² The gender pay gap is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings. It is a measure of women's overall position in the paid workforce and does not compare like roles.

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Demographics snapshot as at 30 June 2020

ATTRITION RATES BY GENDER

	F	M	X	Average
All Employees				
2017	4.8%	4.9%	-	4.9%
2020	4.2%	4.6%	-	4.4%
Comparison	0.6% ↓	0.3% ↓	-	0.5% ↓

The attrition rate is expressed as simple ratio of separations for financial year to headcount at 30 June.

LENGTH OF SERVICE AT SEPARATION (IN YEARS) BY GENDER:

	Sworn/Police (includes Community Constables and cadets)			Average
2017	12.2	30.5	-	27.5
2020	18.6	32.1	-	29.2
Comparison	6.4 ↑	1.6 ↑	-	1.7 ↑

SAPOL has a low attrition rate overall, and the difference between women compared to men is marginal. In terms of employee retention, the biggest discrepancy between women and men is seen when we compare the length of service of police officers, with men working for SAPOL for an average of 13.5 years longer than women. Encouragingly, however, this has decreased significantly with women now working for SAPOL for an average of 6.4 years longer than they did in 2017. We expect this trajectory to continue into the future as we become more gender equitable.

FLEXIBLE WORK

24.1%

SAPOL'S WORKFORCE HAS A FORMAL FLEXIBLE WORK ARRANGEMENT IN PLACE, INCLUDING PART TIME

11.6% of male employees and 44.6% of female employees.



WORKING PART TIME

2017
8.3%

2020
8.9%

0.6% ↑

1.6% of male employees and 20.7% of female employees work part time.

DISABILITY



As of June 2019, 20% of people living in South Australia identified as living with a disability. Our 2020 snapshot shows that 0.6% of SAPOL employees identified as living with disability. To challenge stereotypes, support current and future SAPOL employees who live with disability and to enhance our interactions with the community, it is imperative that we are a workplace where talking about and disclosing disability is encouraged and supported and reasonable adjustments are made.

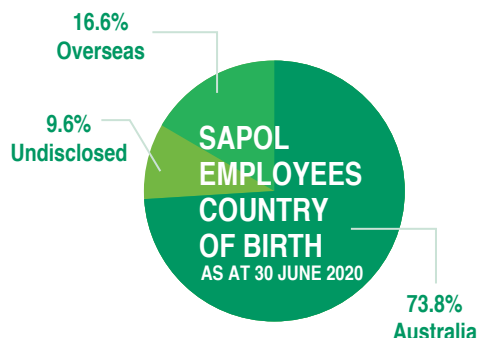
ABORIGINAL AND TORRES STRAIT ISLANDER

	All Employees	Leadership
2017	1.1%	-
2020	1.7%	0.7%
Difference	0.6% ↑	-

CULTURAL DIVERSITY

	Born Overseas	Speak a main language other than English
2017	16.9%	3.4%
2020	16.6%	4.4%
Difference	0.3% ↓	1% ↑

"Cultural Diversity means having a mix of people from different cultural backgrounds – it can include differences in cultural/ethnic identity (how we identify ourselves and how others identify us), language, country of birth, religion, heritage/ancestry, national origin, and/or race." ^v



AGE

Age Bracket	< 21	21-25	26-35	36-45	46-55	56-65	65 >
%* all employees	0.6%	5.5%	23.9%	27.8%	28.6%	12.7%	1%
% of leadership positions	0%	0%	2.6%	24.4%	42.3%	28.5%	2.2%

* Percentages do not total 100% due to rounding.

What are some indicators that will demonstrate we are on track towards achieving our Diversity and Inclusion Vision?

By 2030 we aim to see:

- A gender pay gap that is lower or at least equivalent to the national average.
- An increase in female police officers to 38% with a significantly increased average length of service.
- An increase of female Officers of Police to 30%.
- A more balanced gender representation across all classifications and ranks.
- A more balanced take-up of flexible work arrangements by employees of all genders, classifications and ranks.
- An increase in Aboriginal and Torres Strait Islander employment in SAPOL to at least 3% of our workforce, across ranks and classification levels.^{3 vi}
- An increase in the number employees with diverse cultural backgrounds feeling supported in the workplace.
- An increase in the number of employees who live with a disability feeling supported in the workplace.
- An increase in the number employees who identify as LGBTIQ+ feeling supported in the workplace.
- An increase in the number of under 35 year old employees in leadership positions.
- A diverse Executive Leadership Team which better reflects the demographics of the community we serve.
- An increase in the number of employees embracing diversity and inclusion in the workplace.

³ This aim supports the National Agreement on Closing the Gap targets 7 and 8 to increase the proportion of Aboriginal and Torres Strait Islander people who are in employment by 2031.

Key priorities and goals

The SAPOL Diversity and Inclusion Strategy 2021-2025 provides four key priorities and 11 associated goals:

Priority 1: Reflect the diverse communities that we serve

Goals:

- 1.1 Recognition as an employer of choice for people of diverse backgrounds.
- 1.2 A balanced gender representation in recruitment and retention of police officers.
- 1.3 A balanced representation of our workforce demographic across the organisation, including an increase in diverse representation of demographics at senior leadership levels.

Priority 2: Build diversity and inclusion knowledge and capability

Goals:

- 2.1 A workforce which continually learns and develops its knowledge and capability of diversity and inclusion.
- 2.2 Culturally safe workplaces which recognise and value the diverse backgrounds and perspectives of others.
- 2.3 Leaders who are capable, confident and committed to diversity and inclusion.

Priority 3: Support employees to reach their potential

Goals:

- 3.1 Employees have access to a variety of culturally safe wellbeing services.
- 3.2 Employees are supported to reach their potential through equal access to training and development opportunities.
- 3.3 Flexible working arrangements are valued, normalised and accessible while maintaining the ability to deliver services.

Priority 4: Be accountable for diversity and inclusion

Goals:

- 4.1 Diversity and inclusion initiatives are effectively monitored, measured and reported.
- 4.2 Poor workplace behaviour is addressed early, with employees, volunteers and the organisation accountable for outcomes.

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Contact

Responsibility for management of outcomes of SAPOL's Diversity and Inclusion Strategy rests with the Diversity and Inclusion Branch.

If you wish to discuss any aspect of this Strategy, please contact the Diversity and Inclusion Branch via email to sapol.diversityandinclusion@police.sa.gov.au.

Endnotes

- i Holvino, E. (2014). Chapter 26: Developing multicultural organizations. An application of the multicultural OD model. In B. B. Jones and M. Brazzel (Eds.), *The NTL handbook of organizational development and change* (2nd ed., pp.517-534). Wiley.
- ii Diversity Council Australia (O'Leary, J., Russell, G. and Tilly, J.). (2015). *Building Inclusion: An Evidence-Based Model of Inclusive Leadership* https://www.dca.org.au/sites/default/files/dca_il_synopsis_online.pdf
- iii Myers, V. (2020) "*The Verna Myers Company*" <https://www.vernamyers.com/>
- iv Workplace Gender Equality Agency, Commonwealth Government of Australia (2020) "*Australia's Gender Pay Gap Statistics 2020*" <https://www.wgea.gov.au/data/fact-sheets/australias-gender-pay-gap-statistics-2020>
- v O'Leary, J. and Groutsis D., Diversity Council Australia (26 June 2020) "*DCA's Cultural Diversity Definition*" <https://www.dca.org.au/topics/culture-faith/how-dca-defines-cultural-diversity>
- vi Department of the Prime Minister and Cabinet, Commonwealth of Australia, (2020). "*Closing the Gap Targets and Outcomes*" <https://www.closingthegap.gov.au/targets>