



NSW Police Force

# Aboriginal Employment and Engagement Strategy



NSW Police Force





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## Acknowledgment of Country

The NSW Police Force acknowledges the Traditional Custodians of all Countries throughout NSW and pay our respects to Elders past and present. We recognise the strength and resilience of First Nations People and are deeply appreciative of the contributions of all Aboriginal Peoples.

*Please note that the use of the term 'Aboriginal' throughout this document is used to respectfully represent all Aboriginal and Torres Strait Islander persons.*



Aboriginal Fire Pit and Yarning Circle located at the New South Wales Police Force Academy.



## Commissioner of Police

The NSW Police Force continuously strives towards a workforce that is reflective of the community we serve. New South Wales is a large and geographically diverse state that is home to approximately one third of the Australian Aboriginal population. As such, NSW Police Force must continue to work towards meaningful and sustainable initiatives that focus on the attraction, recruitment, retention and engagement of Aboriginal Peoples within our workforce.

To this end, as the Commissioner of NSW Police, I am pleased to launch the NSW Police Force Aboriginal Employment & Engagement Strategy. This strategy will see us continue to build upon the successes of work already undertaken through previous strategies and initiatives, while leveraging off new opportunities as we continue to seek improvements in areas where we still have work to do.

I am confident this strategy will enable NSW Police Force to not only provide a working environment that celebrates Aboriginal culture, cultivates networks, uplifts our Aboriginal employees and educates our non Aboriginal workforce, but also to provide us with a platform for meaningful partnerships with Aboriginal communities and key agencies to create pathways into the NSW Police Force for Aboriginal peoples.

We are committed to supporting Aboriginal People in building their careers, acknowledging the contribution Aboriginal People bring to our workplaces each and every day through their unique diversity, enduring resilience and strong sense of self. Working together, I am confident we can deliver the outcomes of this strategy in a manner that is meaningful to all.

**Karen Webb, APM Commissioner of Police**



## Commander of People & Capability

It is with great pride I present the NSW Police Force Aboriginal Employment and Engagement Strategy. This Strategy will guide the NSW Police Force towards improved outcomes in Aboriginal employment, retention and engagement. It will help us to grow understanding and embed initiatives that support our goal of being an employer where Aboriginal people want to join the NSW Police Force and feel proud in the great work that is done for our communities.

To achieve our aims, the strategy outlines clear actions for success that are aligned to the pillars of the People Strategy, being Leadership, Culture, Talent and Health and Wellbeing. These will be monitored and supported through the NSWPF People Committee the NSWPF Inclusion and Diversity Council.

All NSWPF employees understand their responsibilities for a respectful workplace. As an organisation we are committed to creating an inclusive and respectful workplace where the unique skills, knowledge and capabilities of our Aboriginal employees are highly valued. This commitment is a commitment from us all, to lead the way by role modelling the values of the NSW Police Force, instilling trust and optimism in our teams, colleagues and networks. We will continue to invest in the development of our Aboriginal employees to ensure they are ready to lead through uncertainty and complexity with Aboriginal Leadership across all areas and all levels of NSWPF.

The People & Capability Command aims to place all our people first through services that are relevant, efficient and timely. Through the NSWPF Aboriginal Employment and Engagement Strategy, I am confident we will ensure these services are culturally safe and provide opportunities to build rewarding careers, participate fully to the success of the NSWPF and build environments where all people thrive.

**Brett Greentree APM Assistant Commissioner  
People & Capability Command**

# Aboriginal Employment and Engagement Strategy Vision

**To be an employer of choice for Aboriginal people by providing culturally safe workplaces that enable Aboriginal employees to build rewarding careers, reach their full potential and contribute to the success of the NSW Police Force.**



Aboriginal Cultures measure time in the circular; from Creation, the Dreaming and never ending. Circles can represent a meeting place, fireplace, campsite, waterhole, coming together, a sacred or ceremonial site, Aboriginal Peoples' lifecycles and the interdependence of all forms of life and community. Everything and everyone is interconnected.

Through putting People at the centre and the wrapping the strong pillars of Aboriginal Leadership, Cultural Health & Wellbeing, Aboriginal Cultural Safety, and Growing Aboriginal Talent in connection, we build and maintain a unique environment that allows us to all come together with understanding and flourish.

# Our Aboriginal Workforce

(As of May, 2024)

3.3%



**NSW Police Force**

**Aboriginal people represented in the NSW Police Force**

3.4%



**Aboriginal people represented across NSW**

(Australian Bureau of Statistics 2021 Census)

523



**Number of Aboriginal sworn employees**

162



**Number of Aboriginal administrative officers**

3.7%



**Rate of attraction for Aboriginal sworn employees**

1.4%



**Rate of attraction for Aboriginal administrative officers**

9.5%



**Rate of separation for Aboriginal sworn employees**

8.7%



**Overall rate of separation for sworn employees**

17.3%



**Rate of separation for Aboriginal administrative officers**

14.1%

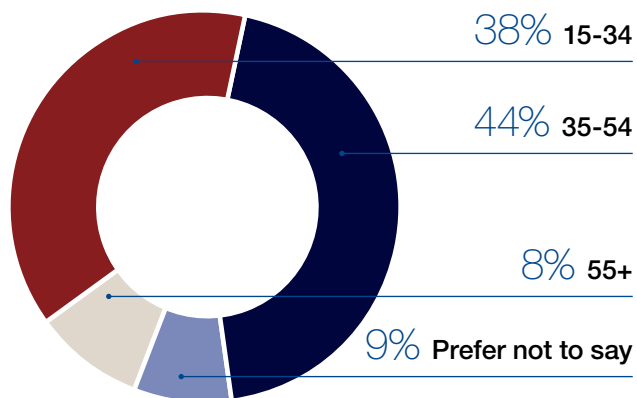


**Overall Rate of separation for administrative officers**

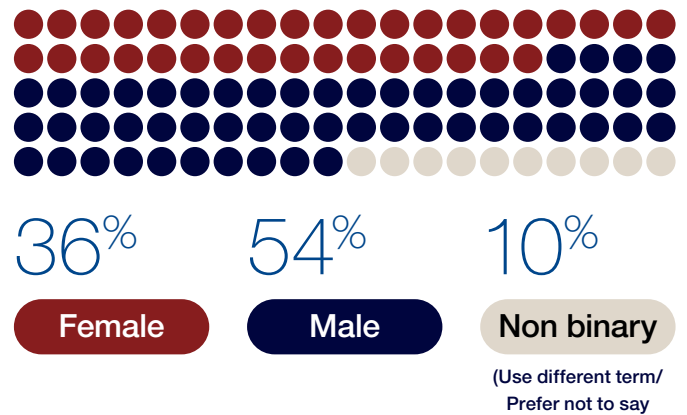
Source: NSWPF SAP data.



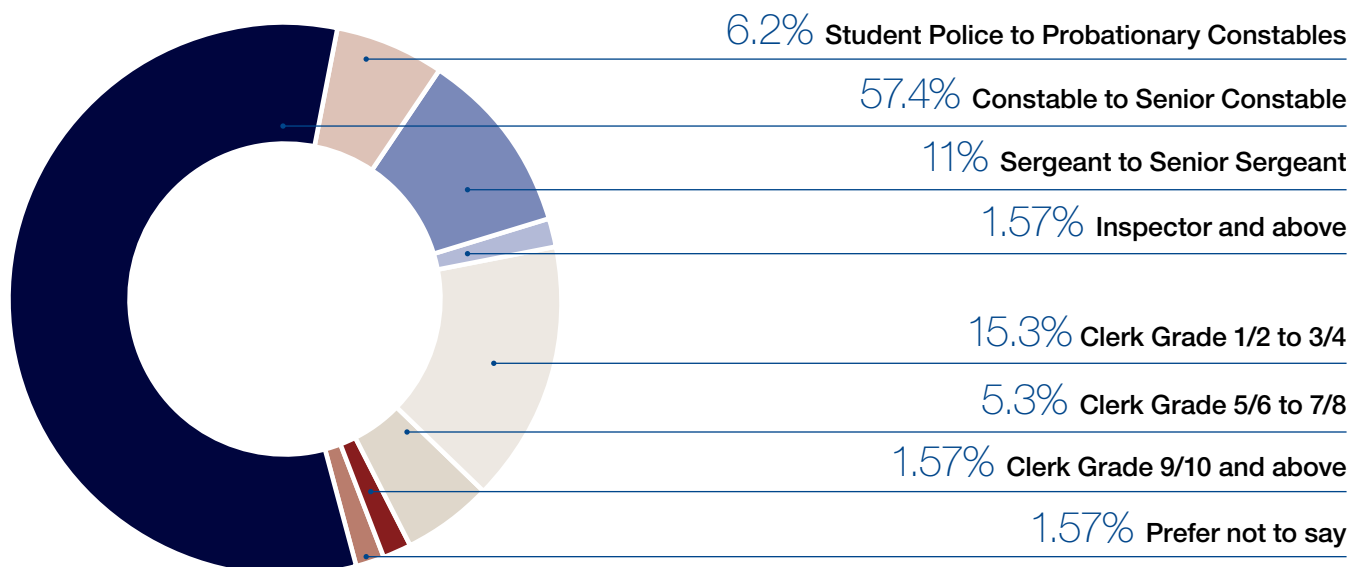
## Age



## Gender



## Position



Data obtained from the NSW Police Force SAP system is recognised as incomplete and not reflective of the true nature of the workforce. One of the actions will be to rectify the data discrepancy.

# People Matters Employee Survey (PMES) Scores 2023

## Overall NSW Police Force Employees Score

56%

with 11808 responses

**PMES Participation Rate**

70%

**Personal background is  
not a barrier to participation  
in my organisation**

60%

**I feel that I belong in  
my organisation**

50.8%

**I feel a strong personal  
attachment to my organisation**

50.8%

**There are effective resources  
in my organisation to support  
employee wellbeing**

## NSW Police Force Aboriginal employee Score

52%

with 354 responses

**PMES Participation Rate**

65%

**Personal background is  
not a barrier to participation  
in my organisation**

51%

**I feel that I belong in  
my organisation**

48.2%

**I feel a strong personal  
attachment to my organisation**

45.8%

**There are effective resources  
in my organisation to support  
employee wellbeing**



# Aboriginal Cultural Safety

## Objective

The NSW Police Force recognise and value the perspective of lived experience and work to create inclusive, respectful, safe workplaces in which Aboriginal people share their knowledge, skills and culture.

## What Success Looks Like

- Build Aboriginal cultural awareness to drive cultural safety, understanding and respect of our rich Aboriginal history, culture and community.
- Programs allow for honesty, healing and a shared future.
- Promoting participation in local Aboriginal events and culturally significant dates.
- Increasing Aboriginal Cultural awareness for all employees to enable them to appreciate cultural differences and actively promote respectful workplace behaviours and inclusive practices.
- More Aboriginal employees participate in the Aboriginal Employee Network and Aboriginal cultural and engagement activities.
- More Aboriginal employees feeling culturally safe to record their Aboriginal identity on the NSWPF personnel system.

## Actions For Success

- ✓ Supporting the delivery of Cultural Immersion programs across the state.
- ✓ Review the Capability Development Programs to ensure they include Aboriginal Cultural Safety at all levels.
- ✓ Develop an Aboriginal Employment Network (AEN) Handbook to drive strong localised engagement practices, provide cultural advice and guidance when working in community, on Country and when participating in Aboriginal Cultural events.
- ✓ Exploring opportunities to recognise the work of Aboriginal people in delivering positive outcomes for the NSW Police Force.
- ✓ Continue to meet, and exceed, NSW and Commonwealth anti-discrimination laws through our inclusive and contemporary policies and procedures.





# Aboriginal Cultural Health & Wellbeing

## Objective

Grow understanding and foster environments that enable Aboriginal health and wellbeing to thrive. For Aboriginal people this encompasses a whole of life view of social, emotional, spiritual, environmental, and cultural wellbeing of the whole community.

## What Success Looks Like

- Harnessing the strength and diversity of the AEN to bring together Aboriginal employees recognising connection is important to the health and wellbeing.
- Creating a culturally safe environment for Aboriginal employees recognising connection and peer support fosters health and wellbeing.
- Build awareness and understanding of the importance of returning to Country to reconnect with country, family and community in strengthen wellbeing and build resilience.

## Actions For Success

- ✓ Create resources for AEN members to promote and deliver a calendar of local and regional events and activities.
- ✓ Incorporate cultural safety in the development of NSW Police Force Health & Wellbeing Services and Programs, such as PULSE.
- ✓ Review relevant existing training modules for opportunities to promote culturally safe support services.
- ✓ Review and relaunch the NSW Police Force Back to Country Program, promoting it with tips, tools and resources for employees and leaders.



# Aboriginal Leadership

## Objective

Leaders support a workforce that enhances diversity of thought and leadership through the unique insights, skills and abilities of Aboriginal people.

## What Success Looks Like

- All leaders foster workplaces that motivate and encourage Aboriginal employees to pursue their career aspirations and are supported as they progress.
- Aboriginal leaders role model trust and optimism in our teams, colleagues and networks.
- All leaders encourage active participation in Aboriginal Employee Network meetings and events.
- Aboriginal employees are ready to lead through uncertainty and complexity.

## Actions For Success

- ✓ Review Aboriginal mentoring and reverse mentoring programs and develop an Aboriginal Mentoring Framework to drive a culture of continuous learning and reciprocity.
- ✓ Promote and support Aboriginal People to apply for and participate in capability leadership courses.
- ✓ Utilising the AEN to provide NSW Police Force leadership, cultural guidance and advice to assist in removing barriers to employment opportunities and drive leadership pathways for Aboriginal employees.





# Attracting & Growing Aboriginal Talent

## Objective

Build clear career pathways, development and mobility for a strong, responsive and sustainable Aboriginal Workforce in all Commands at all levels of the organisation.

## What Success Looks Like

- To better prepare the organisation to recruit, support and retain Aboriginal staff.
- Identify targeted training and skill development opportunities to develop capabilities to reach each person's full potential.
- Remove barriers to better support attraction and retention of Aboriginal People living in regional rural and remote communities who lack the availability of resources.
- Recognise and build local partnerships to support the recruitment and retention of Aboriginal employees and celebrate the many benefits to Aboriginal people, Aboriginal Communities and the NSW Police Force.
- Aboriginal employees within the NSW Police Force workforce reflect the NSW Community.
- Continued support for Aboriginal employees in their career development including promotion through organisational leadership levels.

## Actions For Success

- ✓ Evaluate existing and explore new targeted pathway programs for opportunity to better support Aboriginal candidates in their recruitment journey, such as IPROWD.
- ✓ Work in partnership with the NSW Police Recruitment Branch collaborating and designing targeted recruitment campaigns for Aboriginal People.
- ✓ Review current recruitment, talent pooling and vetting processes for Aboriginal candidates.
- ✓ Identify barriers and explore strategies that support the recruitment and development of Aboriginal People.
- ✓ Ensure there is guidance material for the recruitment, induction, and retention of Aboriginal People in the NSW Police Force.
- ✓ Build Partnerships with local Aboriginal service providers and partner agencies who can support NSW Police Force drive Aboriginal recruitment outcomes.



### The Artist

The artwork used in this document was supplied by Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe in Mudgee.

### The Artwork

The eagle represents protection, strength, courage and wisdom. The importance of power and balance, dignity with grace achieved through knowledge and hard work. The wings symbolise coverage out and over community connecting to country and to our people.

The dotted white area around the eagle represents Aboriginal employees in the NSW Police Force. The lined and dotted areas around the eagle represent the Aboriginal Employee Network where staff from different areas come together and gather for meetings. The white dotted pathway areas leading out from the eagle's wings represent the travel of the recruitment journey into the NSW Police Force Aboriginal communities.

The coloured dotted symbols on the outside connecting back to the foundation represent the NSW Police Force Aboriginal Employment & Engagement Strategy. The teams traveling state-wide to meet with Aboriginal staff and communities to promote the NSW Police Force as an employer of choice to Aboriginal communities.

The white circles and black dots around the painting represent going back to Country, where Aboriginal employees participate in and join local events held on their Country. These initiatives provide opportunities for employees to return to Country often as a role model and to share their career journey with community.

Finally, the hand print on the lefthand side represents the bond of the Aboriginal employees and the strength that carries them.



NSW Police Force



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