

**NSW POLICE FORCE**  
INCLUSION & DIVERSITY STRATEGY  
2020-2023

# Growing our diversity: connecting in our uniqueness.

THE PLAN TO MAKE IT A REALITY.

An inclusive  
and progressive  
organisation  
**that reflects,  
respects and  
values the diversity  
of all our people.**



## **Acknowledgment of traditional owners**

The New South Wales Police Force pay our respects to the traditional owners of the lands on which we live and work and pay respects to the Elders both past and present.

## **In this document**

The Term 'Aboriginal' is intended inclusively, to refer to both Aboriginal and Torres Strait Islander peoples of Australia. We recognise that people of Torres Strait Islander origin may not also be of Aboriginal descent. We respectfully acknowledge Torres Strait Islanders as Australia's First Peoples. We acknowledge their separate culture, belief systems and identities.



# Contents.

Executive sponsorship. **4**

Why this matters. **6**

We've made progress but there's still a lot to do. **8**

Our culture must align with the community we serve. **10**

How we are doing it. **12**

We're focused on getting results where it matters most. **14**

Workforce. **15**

Workplace. **16**

Leadership. **17**

Our priorities in action. **18**



# Capitalising diversity to embed inclusion, belonging and connection.



## MESSAGE FROM THE COMMISSIONER

As our society changes and broadens it is important that we continue to build a high performing workforce that is representative of the NSW community. At the NSW Police Force, we are committed to creating an environment where:

- All employees feel valued, respected and supported;
- PRIDE in policing is developed irrelevant of an employees race, ethnicity, gender, age, sexual orientation, religion, disability or any other unique attribute;
- Everyone is able to bring their authentic self to work each day and can contribute to their personal best in every encounter; and
- Our leaders build agile workplaces to drive innovation and increase organisational performance.

As an organisation, we will promote and capitalise on workforce diversity. We will be deliberate in our approaches to embed a diverse workplace where people of all walks of life can build a rewarding career and achieve their full potential. Creating and maintaining a culture of inclusion is the responsibility of all of us.

I am committed to working with you in bringing this strategy to life.

**M J Fuller APM**

Commissioner of Police

The Inclusion & Diversity Strategy is a critical part of the HR Commands strategic agenda towards developing a high performing NSW Police Force. Along with four other interrelated strategies the initiatives presented in this document outline how we will continue to embed inclusion, belonging and connection for our diverse workforce.



## MESSAGE FROM ASSISTANT COMMISSIONER, HUMAN RESOURCES

The NSW Police Force is a proud organisation with over 158 years of tradition and culture. The state of NSW is populous and diverse in nature which provides an opportunity for the NSW Police Force to increase talent, drive innovation and promote diversity of thought.

As a large organisation we are continually seeking contemporary approaches and finding solutions to some of the toughest challenges in policing in NSW. As Commander, Human Resources it is my responsibility to support commands by creating a diverse workforce and an inclusive workplace, where individual differences are valued and respected, and where everyone feels a sense of belonging and connection.

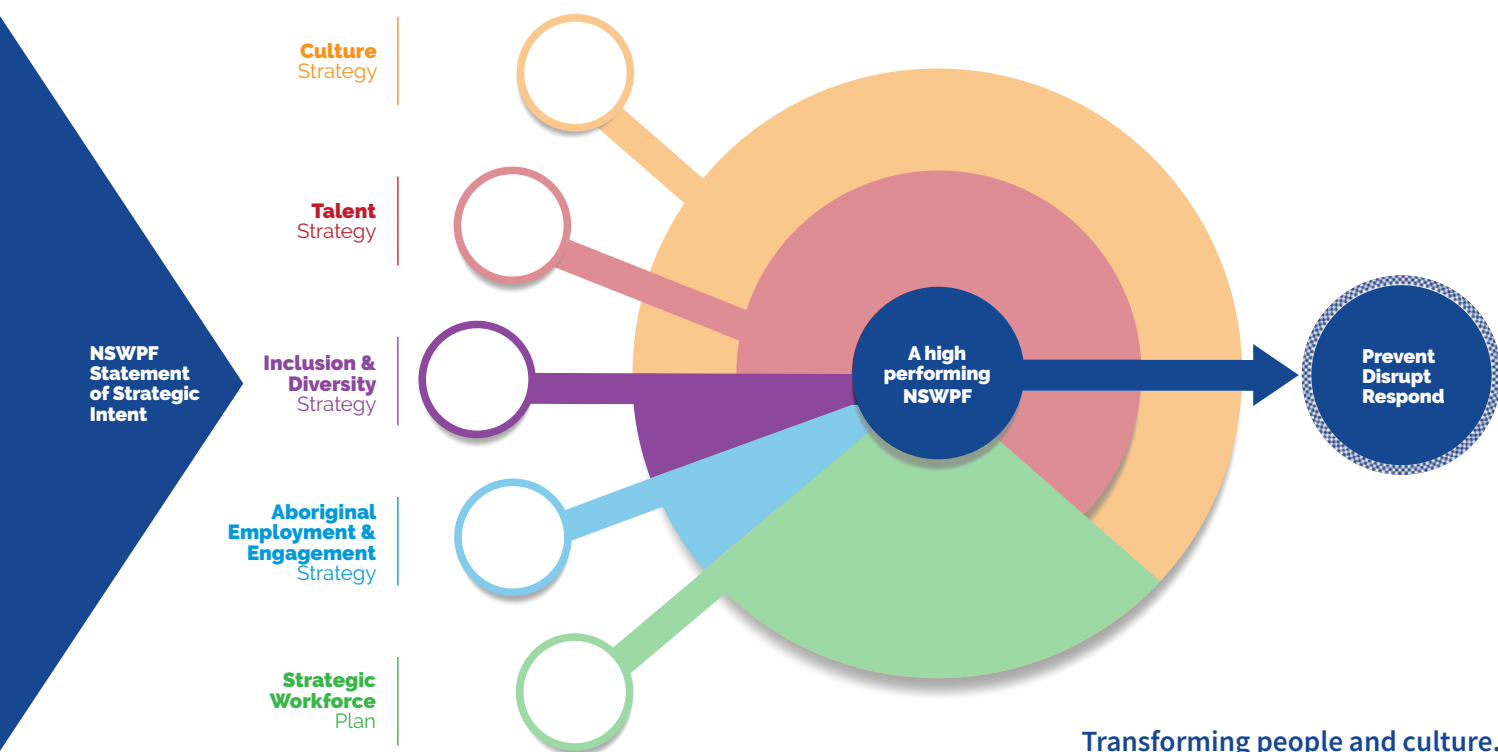
The NSW Police Force aspires to be an employer of choice by leveraging diversity and inclusion to empower our people, deliver a quality service to the communities we serve, and make a meaningful difference in our own workplaces. This strategy, while providing an overall roadmap for inclusion and diversity in the workplace, may also be influenced by other internal and external factors such as:

- NSW Government Premier's Priorities; and
- NSW Police Force HR Strategies, such as the Culture Strategy, Talent Strategy, Aboriginal Employment & Engagement Strategy and Strategic Workforce Plan.

I look forward to my Command working with the Inclusion & Diversity Council to progress this strategy and underpinning Action Plans. Outcomes of these actions will be evaluated and reported to the Council on a quarterly basis.

**Leanne McCusker APM**

Assistant Commissioner, Human Resources



# Why this matters.

**In today's complex environment, organisations that value and promote diversity and inclusion are more successful in achieving their objectives.\***

When we all work together to make this strategy a reality it will help us find solutions to some of the toughest challenges in policing in NSW.

**We'll notice this in three ways:**

- 1 When we reflect the diversity of the community we serve, we're more aligned with their needs, and this enhances effectiveness.
- 2 Valuing differences can drive innovation and promote diversity of thought and help us deliver contemporary, innovative solutions.
- 3 Inclusive workplace cultures provide better experiences for people and lead to high-performing teams.

**This strategy is forward-thinking because it goes beyond the traditional principles of diversity.**

As a proud organisation with over 158 years of tradition and culture, the NSWPF has both experienced and proactively responded as society changes and evolves. The diversity of our workforce – incorporating both police and administrative employees – enables proactive policing partnerships in local communities.

In the NSWPF we acknowledge the value of diversity, and why it matters. We know that we must go further and continue to build a culture that is inclusive – where all people feel a sense of belonging and connection.

**Inclusion and diversity will build and strengthen our future capability.**

Belonging and connection are what makes a culture of innovation, participation, creativity and collaboration a reality.

This collaboration drives a high performing NSWPF to **Prevent, Disrupt, and Respond** to the needs of the community.



*"As a young officer I was fortunate to be able to participate in the commands leadership program to influence up and acquire new skills and tools to be a future leader within the NSWPF."* NSWPF employee.

\* Delivering through diversity, McKinsey & Company, 2018. Why Diversity and Inclusion Has Become a Business Priority, Bersin by Deloitte, 2015.

## DIVERSITY

Recognising all the differences between our people and how they identify.

## INCLUSION

Actively bringing together and benefiting from the perspectives of our diverse workforce. We value and respect what makes you unique.

## BELONGING & CONNECTION

Bringing your authentic self to work through the commitment to building a safe environment of belonging & connection, where the richness of your unique differences creates organisational value.

### Why DIVERSITY?

Diversity is about our individual differences and acknowledging the unique blend of knowledge, skills and perspectives people bring to the workplace. It is central to innovation because it brings out new ways of doing things, helps us align with the diverse community we serve, and enhances the effectiveness of our engagement with our people, teams and leaders.

In addition to characteristics such as cultural background and ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education, diversity also includes characteristics such as professional skills, working style, location, and life experiences.

### Why INCLUSION?

Inclusion is capitalising on diversity to create a working environment where everyone feels valued, respected and empowered.

Everyone has an important role and is encouraged to participate and contribute their talents, perspectives, and diversity of thought to drive high performing teams and increasing innovation.

### Why BELONGING AND CONNECTION?

The sense of belonging and connection is fundamental to us all. In the workplace it means that everyone can bring their full self to work, and not feel like they're a different person than they are at home.

This collective feeling of being able to express opinions and ideas without judgement creates trust and mutual respect – which leads to more open communication, engagement and collaboration.

**Benefits** We will see many benefits through the life of this strategy in our Workforce, Workplace, and in our Leadership.



#### Workforce

Improves performance, productivity and efficiency.

Drives innovation and creativity.

Builds effective systems to support decision-making.



#### Workplace

Supports a sense of belonging and connection.

Employees feel valued, supported and respected.

Creates higher levels of commitment and satisfaction.



#### Leadership

Develops capable and resilient people.

Enhances leadership to positively influence organisational cultural change.

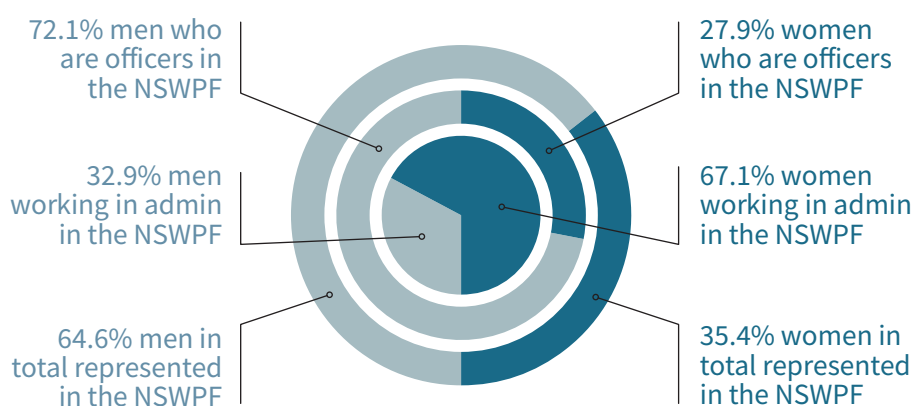


# We've made progress, **but there's still a lot to do.**

**In the past 10 years the NSW Police Force has made significant progress towards workforce diversity.**

The data highlighted below shows a positive increase in the diverse make-up of our employees. However there is more we can do to build a workforce that represents and reflects the diversity of the community we serve. This strategy is a key indicator of our organisational commitment to diversity in our workforce.

## Gender representation in the NSWPF.



 **16.4%**

### Senior Police Officers are women.

Currently women represent 16.4% of commissioned officer positions and while we have made progress in the last 10 years, the advancement of women into leadership roles remains a priority for our organisation. Through increasing gender representation in leadership roles, we will see higher levels of collective leadership and decision making across all areas.

 **3.1%**

### Aboriginal and Torres Strait Islander representation.

Aboriginal representation is currently 3.1% of our total workforce. We continue to cultivate a culture that recognises and celebrates Aboriginal and Torres Strait Islander participation and contribution in the NSW Police Force. We know that the representation of Aboriginal peoples in our workforce is essential to strengthening connections within our communities in NSW.

 **11.6%**

### Culturally & Linguistically Diverse.

Our organisation is rich in cultural diversity. 11.6% of our workforce identify as culturally and linguistically diverse. This gives us a unique opportunity to benefit from diversity of thought and create high levels of participation and engagement within the workplace. Through increasing CALD representation we will continue to reflect the community we serve.





*“Diversity is having a seat at the table, inclusion is having a voice at the table, and belonging is having that voice be heard”*  
Lizz Fosslien.



We are committed to building a workforce that is inclusive where employees are empowered with a sense of belonging and connection. Our engagement of employees across the state in the NSWPF GLLO network is evidence of our commitment. Our culture of inclusion ensures LGBTIQ employees can bring their authentic self to work.

Currently our data does not capture identification of LGBTIQ employees. We are seeking to enhance the capability of our internal systems to address this.



While the inherent requirements of a police officer may create challenges for people with disability, increasing the representation of people with disability in our workforce continues to be a priority, given the diversity in roles available for both police officers and administrative employees. Currently 0.6% of employees identify as having disability. Accessibility in our organisation is about fostering a workplace where everyone can participate and contribute fully without barriers.



#### Multi-Generational employees.

Currently we have five generations working in the NSWPF, with the largest representation between the ages of 35-39. With 37.2% of our workforce 45 years of age or over, we seek to harness the skills and knowledge of our most experienced employees to drive an environment of collaboration and innovation.

\* Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning (LGBTIQ).

# Our culture must align **with the community we serve.**

The NSW Police Force Inclusion & Diversity Strategy is for all employees. It will focus on the groups called out in The Inclusion Circle, (shown right) as we recognise they often face additional challenges and barriers to success.

## The Inclusion Circle

Gender Equality

LGBTIQ

Aboriginal & Torres  
Strait Islander

Disability &  
Accessibility

Culturally &  
Linguistically  
Diverse

Multi-generational  
(Age Diversity)

At the same time, we recognise that people may identify with more than one social identity across a range of diversity groups.

As an organisation we are here to serve the community and do so with a quality service that's effective now and in the future. In NSW our community is diverse and includes people of varying social identities, and so it makes sense that this diversity is also reflected in our workforce. This strategy of inclusion and diversity will make a meaningful difference in our workplace, to our people, and to the community we serve.

In both the NSW Police Force and NSW Public Sector, there are additional supporting strategies and plans that work together with this strategy. These are highlighted in the NSW Police Force Inclusion and Diversity Framework, which is on page 12.

If you are interested in further detail or information, please contact #HRDIVERSITY

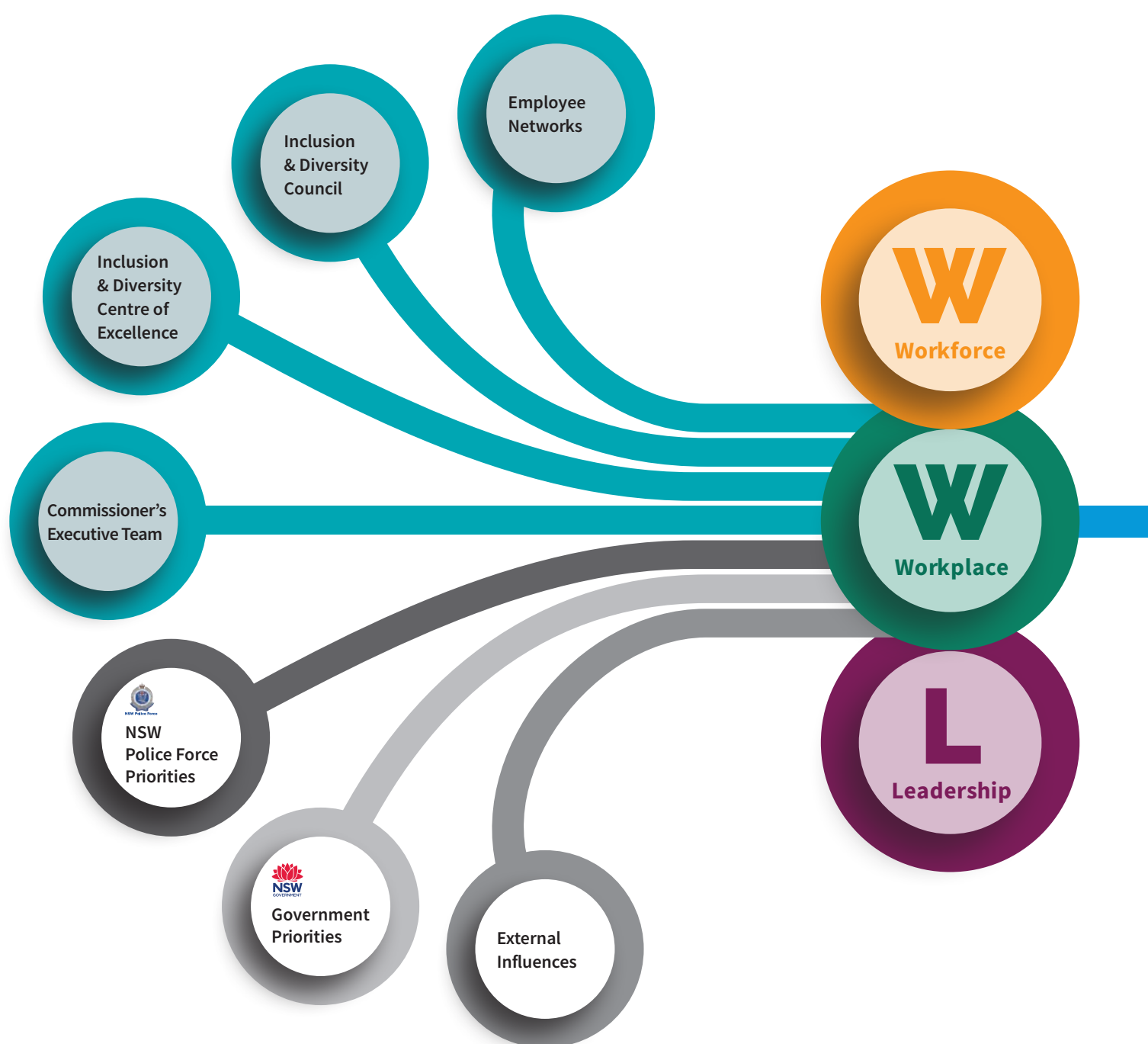


*“Strength lies in differences not in similarities.”*  
Stephen R. Covey.

*“We are humans. This is just a uniform. I’m still someone outside of work, and still a gay male. But that’s a small part, there’s more to me, but it’s a strong thing to me as well. Seeing that, being a part of an organisation that does support our community is a really good thing.”* NSWPF employee.

# How we are doing it.

## Our Inclusion & Diversity Framework.





## It all fits together to drive deliberate change.

This diagram is the NSW Police Force Inclusion & Diversity Framework. It shows how the critical elements of our strategy come together in a purposeful way to deliver results that matter.

The strategy is aligned to the NSWPF key objectives to PREVENT, DISRUPT and RESPOND, and will drive organisational outcomes and benefits aimed to increase diversity in our WORKFORCE, build an

inclusive WORKPLACE, and cultivate principles of inclusive LEADERSHIP.

Further, the diversity and inclusion priorities set by the NSW Government have been considered in the development of this strategy.



DIVERSITY  
INCLUSION  
BELONGING & CONNECTION

## Progress and Governance – a connected responsibility.



The **Commissioner** is the Sponsor of the NSWPF Inclusion & Diversity Council.



The **Inclusion & Diversity Council** is responsible for driving the direction of the strategy, identifying and addressing barriers, monitoring progress and will meet quarterly.



The **Inclusion & Diversity Centre of Excellence** is responsible for implementing and reporting on the strategy. Annual progress reports will be made available on the intranet.



**Employee networks** will have the opportunity to provide input on new initiatives and programs to drive continuous improvement for diversity and inclusion.

# We're focused on **getting results where it matters most.**

**Our objectives are the catalyst for an inclusive & diverse culture at NSWPF.**

Actions speak louder than words.

Our commitment to this important strategy is clear – to build an inclusive and progressive organisation that reflects, respects and values the diversity of all of our people. There are detailed and specific action plans for

each aspect of the strategy. These actions focus on the three key areas where there will be definite and measurable benefits – Workforce, Workplace and Leadership; and are the catalyst to achieving the results we want to see.

We can all look forward to and participate in new ways of thinking and working. These will make a tangible difference to all our people as we act on our commitment to becoming a high-performing

organisation with a culture of inclusion & diversity, that we can all be proud of.

These actions have been developed to benefit all employees and the organisation.





# Workforce

**Attract, recruit, develop, promote and retain a workforce that is representative of the NSW community.**

What we'll do	How we'll do it	How we'll know
<ul style="list-style-type: none"> <li>Attract and recruit diverse candidates to work with the NSWPF.</li> </ul>	<ul style="list-style-type: none"> <li>Develop tailored inclusive recruitment collateral for promoting, advertising and hiring diverse talent including women.</li> </ul>	<ul style="list-style-type: none"> <li>Increased diversity of candidates applying to work with the NSWPF.</li> </ul>
<ul style="list-style-type: none"> <li>Increase representation of diversity in administrative roles.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce best practice approaches to sourcing and recruitment solutions for administrative positions including a Disability Graduate Program.</li> </ul>	<ul style="list-style-type: none"> <li>Increase of diverse candidates entering the NSWPF through alternative career pathways.</li> </ul>
<ul style="list-style-type: none"> <li>Address unconscious bias in the recruitment, promotions and retention processes.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement unconscious bias tools and resources and address potential blind spots for police officer and administrative employee hiring managers.</li> </ul>	<ul style="list-style-type: none"> <li>Fair and consistent recruitment, promotion and retention practices are adopted.</li> </ul>
<ul style="list-style-type: none"> <li>Implement a new promotions system incorporating the principles of inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor potential trends and remove barriers within the promotions process to ensure that decision making is aligned to the capability framework.</li> </ul>	<ul style="list-style-type: none"> <li>Increase of diversity in leadership roles.</li> </ul>
<ul style="list-style-type: none"> <li>Develop leadership capabilities of high performing diverse employees.</li> </ul>	<ul style="list-style-type: none"> <li>Co-develop targeted mentoring and leadership programs for identified diversity groups.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened diversity in the talent pipeline.</li> </ul>



# Workplace

**Build an inclusive workplace culture where our people feel a sense of belonging and connection.**

What we'll do	How we'll do it	How we'll know
<ul style="list-style-type: none"> <li>Revamp and launch internal employee networks.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a contemporary framework and launch employee networks for all diversity portfolios.</li> </ul>	<ul style="list-style-type: none"> <li>Employees are engaged and contributing in networks.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to build a workplace culture of belonging and connection.</li> </ul>	<ul style="list-style-type: none"> <li>Co-develop employee and leadership conscious inclusion initiatives within teams and commands such as the NSWPF Values Charter and Employee Diversity Storyboarding.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace culture metrics and employee stories of belonging and connection are promoted and shared.</li> </ul>
<ul style="list-style-type: none"> <li>Recognise and celebrate diversity in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Explore and implement new ways of building employee engagement in diversity related events and activities, including 'Day of Inclusion'.</li> </ul>	<ul style="list-style-type: none"> <li>Employees and leaders are participating in corporate and local diversity related events.</li> </ul>
<ul style="list-style-type: none"> <li>Implement programs and benchmarking to drive best practice for inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with diverse-friendly organisations to benchmark and identify trends in diversity, enhancing decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Results of benchmarking drive future strategies and actions.</li> </ul>
<ul style="list-style-type: none"> <li>Promote the voice of inclusion and diversity in the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a regular communications channel to promote best practice and shared experiences for all diversity groups.</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility of inclusion and diversity to foster a sense of belonging in the workplace.</li> </ul>





# Leadership

Cultivate and role model inclusive leadership principles.

What we'll do	How we'll do it	How we'll know
<ul style="list-style-type: none"> <li>Drive organisational step change for inclusion and diversity in the NSWPF.</li> </ul>	<ul style="list-style-type: none"> <li>Participation of leadership in consolidating data, trends and insights to inform decision making for future approaches to inclusion and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Visible engagement of the Executive and Inclusion &amp; Diversity Council members reflected in decision making for future strategies.</li> </ul>
<ul style="list-style-type: none"> <li>Engage leaders in inclusion and diversity initiatives and programs.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and partner on corporate and local initiatives such as sponsorship, mentoring and the Male Champions of Change.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders actively engage and contribute to developing an annual diversity participation plan.</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen inclusive leadership and mindset.</li> </ul>	<ul style="list-style-type: none"> <li>Co-develop and incorporate Inclusive Leadership principles in the NSWPF leadership model to recognise and value diversity, and embrace workplace connectedness.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Leadership principles and practices are adopted.</li> </ul>
<ul style="list-style-type: none"> <li>Role model respectful and inclusive behaviours and values.</li> </ul>	<ul style="list-style-type: none"> <li>Promote the Respectful Workforce Behaviours Campaign and NSWPF Values Charter.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace culture metrics demonstrate employee engagement and team inclusivity.</li> </ul>

# Our priorities in action.

**We'll commit to what matters, prioritise our actions and maintain our focus on the important benefits of an inclusive and diverse culture.**

This strategy gives us all the opportunity to set a new pathway for our organisation, increasing diversity in our leadership and teams and becoming more aligned to the communities we serve. As we act with purpose, continually

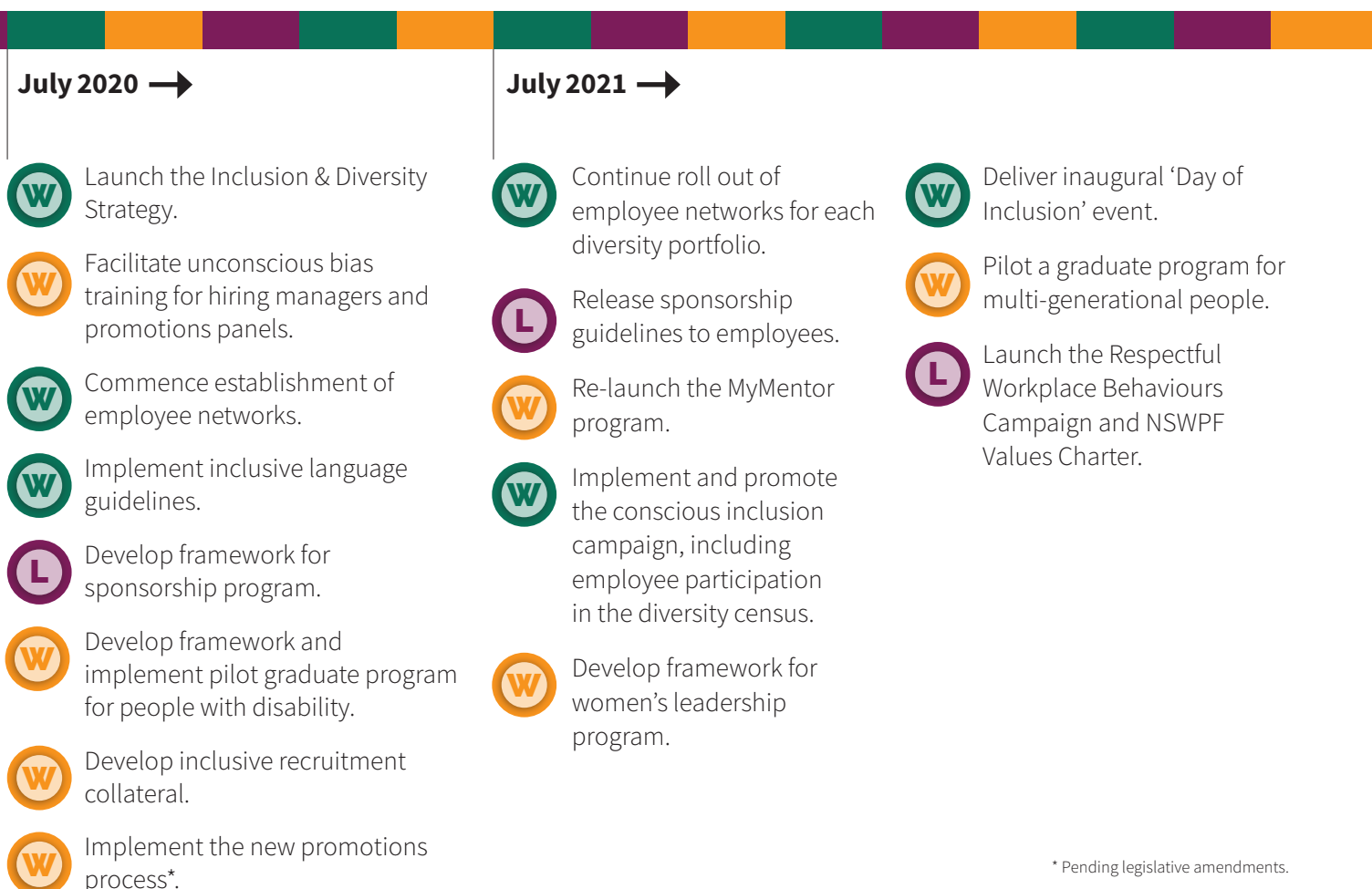
innovate and collaborate, we'll achieve a culture of inclusion that is meaningful and rewarding for us all, and enhances the effectiveness of our work with the community.

This is a four-year strategy which will be reviewed in 2023. Over the lifecycle of this strategy there are a number of ambitious programs and initiatives that will aim to transform our workforce, workplace and leadership.

These programs and initiatives may be continuous year on year.

The key priorities are highlighted in the timeline below. It is important to note that this is a live strategy and may be impacted by emerging NSWPF and government priorities.

## STRATEGY TIMELINE



\* Pending legislative amendments.

## WHAT THIS MEANS FOR ALL OF US.

As individuals, teams and leaders, we're all accountable and involved in the NSWPF culture. We understand and value the benefits of working in a progressive, high performing organisation that is committed to diversity and a culture of inclusion.

### What we'll notice as an individual:

A stronger sense of belonging and connection.

Greater commitment and satisfaction.

The confidence to bring your authentic self to work.

### What we'll notice as a team:

A progressive culture that fosters the values and behaviour of inclusion.

Initiatives and programs that raise awareness and celebrate our diversity.

Advocates actively working to ensure our commitments are sustainable.





### What we'll notice as leaders:

Increased diversity of thought and innovation.

Tangible, supportive workplaces to ensure individuals and teams reach their full potential.

Demonstrating commitment through role modeling flexibility at all ranks/grades.

### July 2022 →

-  Launch the Women's Leadership Program.
-  Participate in benchmarking platforms for inclusion and diversity.
-  Implement inclusive leadership training.
-  Implement and promote storyboard for role modelling inclusive leadership.

### July 2023 →

-  Embed graduate programs for people with disability and multi-generational people.
-  Review employee network charter and executive nominations.
-  Implement Executive Development Program for Women in consultation with Chief Executive Women.
-  Conduct evaluation of the Inclusion & Diversity Strategy 2020-2023.

*"My Superintendent developed a retirement pathway program where I had the option to work reduced hours, job share or work part time as I transitioned into retirement."*  
NSWPF employee.

## INCLUSION SUPPORT IS READILY AVAILABLE

### **Inclusion & Diversity Team** #HRDIVERSITY

Specialist advice and guidance on Inclusion & Diversity in the workplace.

### **Inclusion & Diversity Council** #IDC

Strategic direction for Inclusion & Diversity at NSWPF; lead and support employee networks.

### **Aboriginal Employment & Engagement Team** #HRABORIGINAL

The recruitment, retention and career development opportunities of Aboriginal employees.

### **Respectful Workplace** #HRRESPECT

Advice, support and training on respectful workplace expectations and behaviours.

### **Peer Support Officer** #PSO

Informal and confidential advice and assistance from fellow NSWPF employees. Provided through listening, understanding and appropriate referrals.

### **Employee Assistance Program** 24 hour, toll free number: 1300 667 197

Professional counselling for all NSWPF employees and their immediate families.



## **NSW POLICE FORCE** **INCLUSION & DIVERSITY STRATEGY** **2020-2023**

## FURTHER INFORMATION

### **Workplace Effectiveness & Culture, HR Command**

Curtis Cheng Centre Police Headquarters  
1 Charles Street, Parramatta NSW 2150

For feedback on the Strategy:

**E:** [HRDiversity@police.nsw.gov.au](mailto:HRDiversity@police.nsw.gov.au)

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