

section four **PEOPLE**

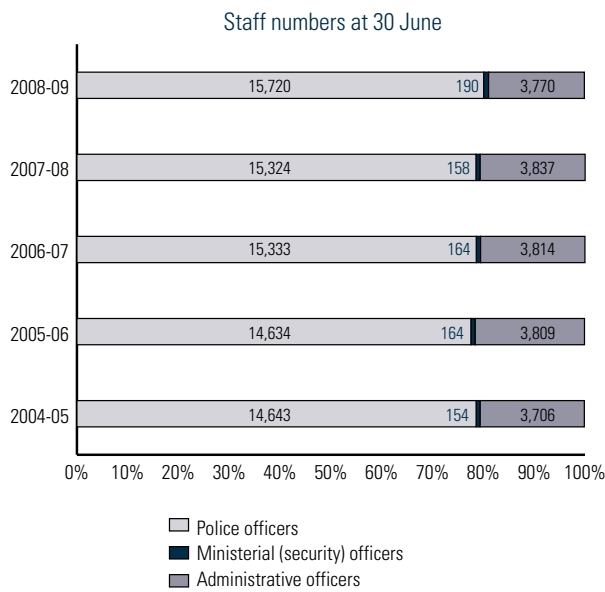
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PEOPLE and THE STATE PLAN

To promote State Plan strategies and methodologies among police, the State Plan Coordination Unit developed an effective communication program designed towards NSW Police Force frontline and support personnel. It consisted of tailored presentations and a user friendly intranet website and education package.



Source: HR Appendix 3

WHAT WE WANT TO ACHIEVE

TARGETS:

- Maintain mandatory police training
- Development/learning days for civilian staff
- Reduce hours lost (sick, work and non-work related)
- Reduce police turnover

CORE STRATEGIES EMPLOYED IN 2008-09:

- Building organisation capabilities
- Promoting and developing a safe and supportive workplace

PERFORMANCE AND RESULTS

The actual number of police officers has been maintained at a level near our authorised strength.

Turnover – resignation and retirement – of police fell slightly during the year, from 5.1% in 2007-08 to 4.2% in 2008-09.



Under the State Plan enabling strategies, the NSW Police Force is focussing on flexible working arrangements, professional staff development and workplace diversity.

We support flexible working arrangements

We continue to implement a range of strategies to help our employees achieve a work life balance. During this reporting period the NSW Police Force delivered training to senior managers on the policy, legislative and industrial framework supporting flexible work arrangements and effective management practices. NSW Police Force is also undertaking a review of policies and procedures relating to flexible work practices to ensure that they are contemporary and adopt good practices.

We're delivering ongoing professional development of our staff

This reporting year we have attested 1,007 probationary constables

As at 30 June 2009, 649 officers have completed their Associate Degree in Policing Practice with Charles Sturt University and have been confirmed as constables. As at 30 June 2009 there are **1,319 probationary constables** attached to local area commands throughout the state.

To guide and mentor these officers, there are 80 full time education and development officers (EDOs) throughout the state with an additional 40 trained 'back up' EDOs. In addition, 433 officers were trained as field training officers (FTOs) this reporting year to provide field based teaching and support to probationary constables.

We're committed to leadership and management training

The Centre for Management & Leadership Development within the Education & Training Command has provided training and development opportunities for 1,467 middle and senior level police managers this reporting year. The NSW Police Leadership Centre, which was officially opened on 16 March 2009, operates independently within the grounds of the University of Western Sydney's Hawkesbury Campus. Students include officers at or above the rank of inspector, and equivalent grade administrative officers.

A scholarship winner studied ways to enhance behavioural investigative advice in criminal investigations

The Michael O'Brien Memorial Scholarship is sponsored by the Commissioner of Police and perpetuates the memory of Detective Superintendent Michael O'Brien, who died in August 1989. The scholarship provides overseas study opportunities in major criminal investigation or investigative support activities for members of the NSW Police Force up to and including the rank of inspector or equivalent.

Detective Sergeant Kirsty Hales of the State Crime Command's Joint Investigation Response Squad, won this year's Scholarship. Detective Sergeant Hale's research project involved the study and application of behavioural investigative advice in criminal investigations, including training, service provision, methodology and best practice. During her study tour she travelled to The Netherlands and the United Kingdom.

Our senior forensic psychologist was awarded a Churchill Fellowship

Manager of the Behavioural Science Team, Senior Forensic Psychologist Sarah Yule was awarded a **Churchill Fellowship**. This award enabled Sarah to visit behavioural investigative advisors in the UK's National Policing Improvement Agency, the Dutch National Police, and work with USA and Canadian profilers to explore the psychological techniques they apply specifically to missing persons cases, for the benefit of New South Wales and interstate police organisations.

We continue to foster workforce diversity to reflect our community

Our new Aboriginal Employment Strategy was endorsed in October 2008

We now have a total of 306 Aboriginal people in our workforce. Our aim is to have 4% of our employees being of Aboriginal descent. The strategy has three key goals involving pre-recruitment, recruitment and retention.

Pre-recruitment: We have developed partnerships with the Department of Education & Training to support school based traineeships (Murra Project) and flexible learning (IPROWD - NSWTAFF) for Aboriginal people choosing policing as a career. The Murra Project is a pilot with 17 students engaged in the project at Lake Illawarra. Murra has been successful

in providing Aboriginal students with work experience at police stations and with police mentors. All IPROWD (Indigenous Policing Out West Delivery Project) participants successfully graduated from the program, with six going on to enrol as student police.

Recruitment: We developed new marketing material for Aboriginal recruitment which includes the development of an Aboriginal recruitment DVD.

Retention: Our Aboriginal Employee's Network has been revitalised with meetings being held across New South Wales. Through the network, Aboriginal employees are provided peer support, training and development, mentoring and a forum to discuss issues important to them as both employees and Aboriginal people.

To ensure the success of our Aboriginal Employment Strategy we have negotiated a new Structured Training & Employment Projects contract with the Commonwealth government. Our organisation has established an Aboriginal Employment Programs Unit which will drive the implementation of the Aboriginal Employment Strategy across all commands.

While the number of women in the NSW Police Force exceeds the public sector target of 20% for representation of women in non-traditional occupations, the NSW Police Force's progress is ultimately benchmarked against the representation of groups in the community we serve.

We have an Aboriginal issues component of the Associate Diploma in Policing Practice

Students undertake lectures in policing and public order; society and law in practice; and vulnerable populations as they relate to Aboriginal people and communities. All recently attested probationary constables have undertaken the **Policing Aboriginal Communities Workshop** and received certificates of completion, which has been noted on their personnel file.

We're helping make the public sector work better for women

Making the Public Sector Work Better for Women is a sector-wide women's employment and development strategy that aims to support and develop women who are establishing their careers, and increase the proportion of women in non-traditional occupations such as policing. In particular, to increase women's representation and improve their experiences of work, their right to work in a harassment and discrimination free workplace, their professional networks, their career paths and their opportunities to work flexibly.

Trends in the representation and distribution of EEO target groups

Percentage of total staff ^{1,2}

EEO TARGET GROUP	Benchmark or target	2004	2005	2006	2007	2008	2009
Women	50.0%	33.0%	33.0%	34.0%	34.0%	34.0%	34.0%
Aboriginal people & Torres Strait Islanders	2.0%	1.5%	1.9%	2.0%	2.1%	2.1%	2.2%
People whose first language was not English	20.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%
People with a disability	12.0%	2.0%	2.0%	2.0%	1.0%	1.0%	1.0%
People with a disability requiring work related adjustment	7.0%	0.7%	0.6%	0.6%	0.5%	0.5%	0.4%

Distribution index ³

EEO TARGET GROUP	Benchmark or target	2004	2005	2006	2007	2008	2009
Women	100	86	88	88	90	91	93
Aboriginal people & Torres Strait Islanders	100	89	94	96	96	97	98
People whose first language was not English	100	76	84	85	84	85	85
People with a disability	100	114	112	112	113	112	112
People with a disability requiring work related adjustment	100	113	111	109	111	111	111

Source: NSW Premier's Department, Public Sector Workforce Profile

Notes: 1. Staff numbers are as at 30 June. 2. Excludes casual staff. 3. A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

As a major priority, the NSW Police Force is aiming to have injured police return to the work place as soon as practicable. Regular contact with injured staff maintains a sense of connectedness to the workplace.

Our Workplace Equity Unit oversees and coordinates all workplace equity matters. Its ongoing activities are aimed at eliminating discrimination in employment and promoting equal employment opportunity.

Major planned activities for the next reporting year focus on the development and implementation of a new Workforce Diversity Plan to strengthen a workplace culture that values fair and inclusive practices. The major focus areas will be around:

- leadership and accountability to improve diversity in our workforce
- creating a workplace culture that is a fair and inclusive
- developing capabilities and retaining staff from under-represented groups.

Some of our workplace equity achievements this reporting year

- Proactive steps to both reduce the risk of and better manage complaints of harassment, sexual harassment, discrimination and bullying including:
 - consolidating the Workplace Equity Unit, a specific area within Corporate Human Resources responsible for overseeing and coordinating these matters. Within the unit a dedicated officer has been allocated to each region and specialist command
 - requiring all NSW Police Force employees to undertake online training on harassment, sexual harassment, discrimination and bullying
 - strengthening Workplace Equity Resolution Procedures to ensure matters are appropriately managed.

The 10 mechanisms for significant causes of accidents or incidents this year

CAUSE	2005-06	2006-07	2007-08	2008-09	Difference 07/08 and 08/09
Body stressing	3.09	4.09	2.99	5.42	2.43
Being hit by moving objects	4.28	4.06	3.83	3.62	-0.21
Falls, trips and slips	2.36	2.52	1.75	2.41	0.66
Mental stress	2.07	2.26	2.28	3.14	0.86
Other and unspecified mechanisms	1.48	1.82	2.21	2.92	0.71
Biological factors	0.65	1.26	1.03	0.66	-0.37
Chemicals and other substances	0.36	0.31	0.32	0.26	-0.06
Heat, radiation & electricity	0.06	0.09	0.05	0.05	0.00
Sound and pressure	0.06	0.05	0.04	0.06	0.02
Hitting objects with a part of body	0.82	0.77	0.58	0.68	0.10

Note: We have reported on those incidents that resulted in an injury that were reported to our insurer, Allianz. The data presented is per 100 employees.

There were no WorkCover prosecutions during this reporting year.

Workers' compensation for sworn staff who commenced employment post 1988 and administrative staff

Claim type	2005-06	2006-07	2007-08	2008-09	Difference	Percentage
Significant	1,890	1,598	1,686	1,976	290	17.20
Non-significant	1,072	1,033	1,156	1,226	70	6.06
Total claims	2,962	2,631	2,842	3,202	360	12.67

Note: A significant injury is where an officer is defined in the Workplace Injury Management & Workers Compensation Act 1998 as a workplace injury that is likely to result in the worker being incapacitated for work for a continuous period of more than seven days, whether or not any of those days are work days and whether or not the incapacity is total or partial or a combination of both.



- Our industrial awards and policies continue to provide a range of leave provisions to assist employees to achieve greater work life balance.
- Our Ethnic Community Liaison Officer program employs 33 officers from diverse cultural, linguistic and religious backgrounds to strengthen communication and relationships between police and all local communities. An important part of this is building the capability of our staff to work more effectively with diverse communities in the course of their core business, which includes appropriate and quality customer service. In July 2009 the title of this program was changed to Multicultural Liaison Officer Program.
- 118 employees are accredited to assist customers in 27 languages.
- We promoted the *E-mentoring Program for Women* coordinated by the Department of Premier & Cabinet, with 13 of a possible 45 places allocated to women in the NSW Police Force.
- The NSW Police Force continues to benefit from a robust Spokeswomen's Network, which proactively organises local development days for women in various regions. The number of women attending these sessions has led to an increased knowledge in flexible work arrangements and opportunities for career development.

We progressed a culture of workplace safety

We're performing better than average in returning injured staff to work

The online incident notification initiative has resulted in an 85% increase in the number of incidents reported to our insurer within 48 hours of the injury occurring.

In March 2009, to assess our capability to manage injury and disability issues we participated in a **Consensus Based Disability Management Audit**, administered by Suncorp on behalf of the Treasury Managed Fund. We achieved a score of 75.5%, well exceeding the Australian average of 65.6%.

The audit's key findings

- We were commended for the establishment of the Safety Command and the comprehensive recruitment process we use for injury management staff to ensure injury management advisors have the appropriate skills, capability and knowledge.
- We consistently provide modifications to the job or workplace to allow an injured officer to perform tasks safely and with increased independence.
- The *NSW Police Force Corporate Plan 2008-12* and the *Safety Command Strategic Direction 2007-10* were commended for providing a comprehensive set of key performance indicators, objectives, strategies and timeframes for implementation.

Workplace safety is an organisational priority

We completed our delivery of the two day **Safety Science** courses to existing senior police managers this reporting year.

To reinforce key safety messages, an internal **Annual Safety Award** now recognises excellence in developing and implementing solutions to identified health and safety issues.

We continue to focus management attention on sick leave

The NSW Police Force aims to have injured police return to the work place as soon as practicable. **Injury Management Panels**

continue to coordinate and oversee the management of injured officers ensuring welfare contacts, regular medical advice and supervision of ongoing absences.

We continue to concentrate management attention on long term sick by focusing command controls via COMPASS (Command Performance Accountability System). These reviews draw command attention to measuring and managing the overall sick leave challenge which filters down to individual results.

Those officers that are unable to return to pre-injury duties are reviewed for placement in roles within the organisation that facilitate a return to work and ongoing employment.

Drug and alcohol testing supports a safe workplace

We conducted 13,330 **random alcohol tests** of which three were positive. Eleven **targeted alcohol tests** were also conducted with four officers returning a positive result.

We conducted 2,284 **random drug tests**, three of which were positive, two for cannabis and one for MDMA (ecstasy). 20 **targeted drug tests** were conducted, with one officer returning a positive result for cannabis. We conducted five **target tests for steroid use** during the past year, with one positive result. We also conducted 28 mandatory testing incidents involving the testing of 90 officers, with nil positive results.

We continued our program of **random alcohol testing of students** and this year conducted 1,825 tests. Of these tests, six were positive. We conducted 153 **random drug tests for students** with no students testing positive.

Any police officer who tests **positive to the presence of a prohibited drug** is liable to dismissal. The Commissioner can apply the provisions of a S.181D order under the

Short term professional counselling for any matter is available to all staff 24 hours a day through the Employee Assistance Program.

Police Act 1990, unless that officer has had that positive drug test declared as accidental exposure by a commander or branch manager. If an officer is permitted to remain in employment following a positive test, they will be subject to unscheduled testing for five years. The officer will also be monitored by an approved counsellor and will be expected to comply with any rehabilitation program developed for them.

Officers who return a positive alcohol test are subject to appropriate management action, including referral for an assessment by a drug and alcohol counsellor, and then ongoing monitoring for a three years.

We now have an Aviation Drug & Alcohol Management Plan

In line with the *Civil Aviation Safety Regulations 1998 (CASR)*, we developed and implemented a drug and alcohol management plan covering anyone who performs a safety sensitive aviation activity. The plan and training package have been completed and implemented to conform to the CASA requirements.

We continue to support our people

We improved pay and conditions for our staff

A new *Crown Employees (Police Officers – 2008) Award* was made providing all police with salary increases of 2% from 1 July 2008 and a further 2% from 1 January 2009.

A new *Crown Employees (NSW Police Administrative Officers & Temporary Employees – Salaries 2009) Award* provided an increase of 4% to the majority of administrative officers from 1 July 2008.

Other groups such as medical officers and special constables (security) were provided with similar increases in pay following variations to their industrial awards.

Following a memorandum of understanding entered into between the NSW Government and the Public Service Association of NSW, a new *Crown Employees (NSW Police Force Administrative Officers & Temporary Employees Conditions of Employment) Award 2008* was made. This award provided enhancements to employment conditions for administrative staff.

We continued to provide counselling services to our staff and their families

The **Employee Assistance Program (EAP)** helps staff and their immediate families with problems such as emotional stress, marital or family issues, workplace conflict or anxiety and depression. It also provides managers with advice in managing a range of workplace situations. This reporting year 1,253 employees and 287 family members used the EAP counselling services.

When officers are involved in a traumatic event we provide them with the opportunity to discuss it with a qualified psychologist. A **dedicated trauma team** also follows up on how the event impacts on those officers in the following weeks. During the year this external group responded to 434 requests for debriefing as a result of attendance at a traumatic incident.

We reviewed our WellCheck program for relevance, both in content and delivery.

WellCheck forms part of the **psychological screening** process for employees working in high risk areas. It helps to identify and reduce the risk of psychological harm before issues escalate. As at 30 June 2009, 1,164 sworn and administrative officers were enrolled in the program. This reporting year we began conducting our WellCheck program in house. We now have two dedicated psychologists working to deliver the program.



There are approximately 1,010 trained **peer support officers** who continue to provide support for their colleagues in the workplace. **Police chaplains** also provide counselling and pastoral care, including support to police at emergency situations.

We're reinforcing individual accountability and ethics at all levels

All our staff understand the standard of professional conduct expected of them

The *Statement of Values* and the *Code of Conduct & Ethics*, issued in 2006, have been acknowledged by all employees. Together they help our employees understand the standards of professional conduct expected of them. They are fully explained in the *Standards of Professional Conduct* booklet available to all staff on the intranet site.

Our customer service program is driving significant change throughout the organisation

Refer to page 7, 8 and 9 for information our new *NSW Police Force Customer Service Charter* and how to provide feedback on our performance. Our staff have received training, while selected officers at middle manager level are trained as customer service champions. Many of our systems have also undergone improvements with a renewed customer service focus.

We tested our customer service levels by introducing a mystery shopper program in February 2009 and **we achieved exceptional results**. An independent provider rated some police stations as achieving a score of 100% on their customer service measures, while the overall average was 87%.

Outlook for 2009-10

- Support and advance flexibility within the workplace
- Continue to deliver ongoing professional development of our staff
- Continue to foster workforce diversity to reflect our community
- Continue to build a culture of workplace safety
- Continue to support our people
- Further reinforce individual accountability and ethics at all levels.

