











The state of gender equality in Victoria Police in 2018

This document sets out the results of the Commission's analysis of the state of gender equality in Victoria Police in 2018 using the outcome monitoring framework.

The outcome monitoring framework sets out 10 key areas of focus, also known as domains, that are essential for achieving gender equality in Victoria Police by 2030.

The framework identifies:

- outcomes under each domain that describe what success looks like
- indicators that identify whether the outcomes are being achieved
- outcome measures that detail how we will know if Victoria Police is making progress towards gender equality informed by key data sources.

Leadership 	Women's voices 	Values 	Representation and equal pay 	Flexibility 
Leadership drives a culture of inclusion and respect	The voices of women are elevated across the organisation	The values of safety, respect and inclusion drive employee behaviour	Women are paid and represented equally across all ranks and roles	All employees are supported to work flexibly
Pregnant employees, and parents and carers 	Promotion and progression 	Safety and victim-centricity 	Complaints and discipline 	Data collection and reporting 
Pregnant employees, and parents and carers are supported	Promotion and progression processes are fair and accessible to all employees	Workplace harm is addressed consistently and confidentially, and responses put the victim/survivor at the centre	The complaints and discipline systems are fair, timely, accessible and victim-centric	Data collection and reporting drive accountability and continuous improvement

Goals

- Senior leaders continuously champion and are accountable for achieving organisational gender equality
- Senior leaders are held to account for their behaviour and the culture of their workplaces

What are we looking for?

- Senior leaders consistently champion the organisational case for gender equality
- Senior leaders show their commitment to helping the organisation heal from historical harm by participating in reflective listening and restorative engagement processes
- Senior leaders are held accountable in professional development plans for their ability to create and maintain safe and respectful workplaces
- Victoria Police holds senior leaders to account for their inappropriate behaviour
- Recruitment and promotion of senior leaders are connected to their performance in creating and maintaining safe and respectful workplaces
- Senior leaders are held to account on relevant measures in the outcome monitoring framework



Current successes

- Assistant Commissioner Luke Cornelius publicly communicated the impact of gender inequality, including its link to gender-based violence
- Executive officer performance plan tracks whether leaders demonstrate integrity and values and promote a culture of safety and wellbeing

Current challenges

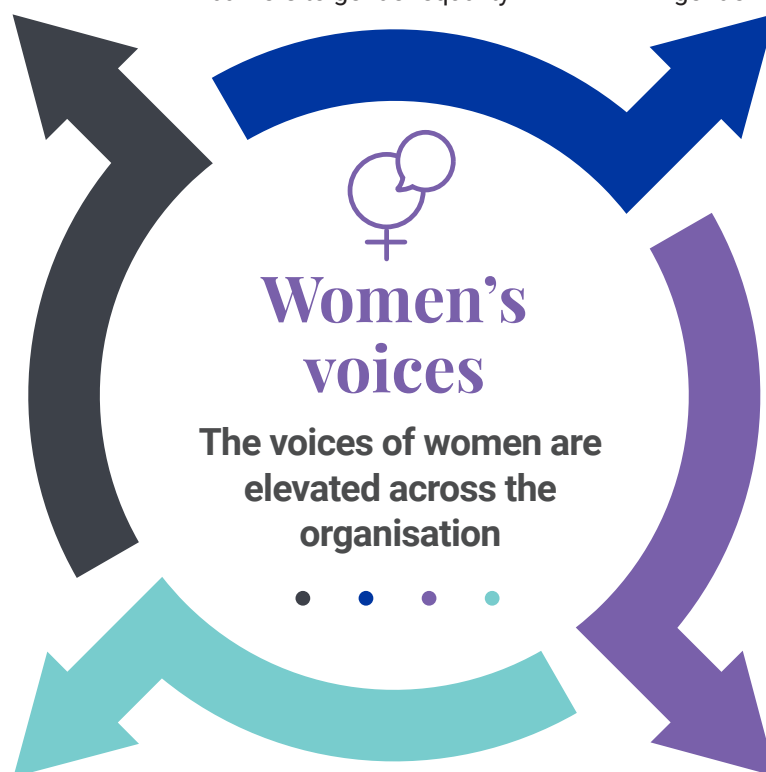
- Holding senior leaders to account for providing measurable and objective evidence of their commitment to gender equality reform
- Ensuring all senior leaders publicly communicate the impact of gender inequality
- Transparently holding senior leaders to account for inappropriate behaviour
- Proactively managing leaders for inappropriate behaviour or expressing attitudes that point to a risk of engaging in those behaviours
- Of the 4654 survey respondents, just over half (2462) said they thought senior leaders were not at all, or only somewhat or moderately accountable for sex discrimination
- Of the 4625 survey respondents, just over half (2380) said they thought that senior leaders were not at all, or only somewhat or moderately accountable for sexual harassment

Goals

- Women are represented in the strategic leadership of gender equality reforms
- Women's perspectives and experiences are elevated across the organisation

What are we looking for?

- Increased reliance on internal and external gender equality expertise to inform gender equality reform
- Establishment of Women in Policing Local Committees across every division, Command and department
- Reliance by a stand-alone unit to deliver gender equality reforms on the Women in Policing Local Committees for strategic information
- Increased education and training to build further awareness of the barriers to gender equality
- Increased communications promoting the achievements of female employees
- Increased local management support to participate in Women in Policing Local Committees
- Adequate resources to enable the committees to carry out local initiatives and provide strategic advice
- Increased organisational understanding of the impacts of gender inequality



Current successes

- As at June 2018, Victoria Police had 300 members across 37 Women in Policing Local Committees
- The committees report quarterly to the Workforce Diversity and Inclusion Unit, who then report to the Women in Policing Advisory Group
- Gender equality experts are represented on some organisational governance committees
- Positive reports of receiving support, guidance and mentorship from fellow committee members
- Women in Policing Local Committees have led to the implementation of grassroots initiatives to embed gender equality

Current challenges

- Underuse of the Women in Policing Advisory Group to provide advice regarding gender equality reforms
- The Women in Policing Committee and Advisory Group structures are not used to advise on gender equality reforms or to inform local action plans
- Underuse of gender equality experts in driving gender equality reforms
- Ongoing backlash and derogatory comments for participating in committees
- Inadequate management support, including through rostering, and hostile management attitudes towards participation in committees
- The committees do not have dedicated local resourcing; it is up to individual committees to seek the support of their work area to carry out their strategic function

Goals

- Increased employee recognition of the problem of gender inequality and the need for reform
- Employees behave respectfully towards each other

What are we looking for?

- Employees understand why gender equality is important
- Employees support work to embed gender equality
- Employees behave in line with organisational values
- Clear and consistent training and messaging about behavioural expectations
- Employees feel confident they can identify inappropriate workplace behaviour and act accordingly



Current successes

- Many employees report experiencing the benefits of gender equality reforms in the workplace
- Some employees report a positive shift in respectful behaviour in the workplace and decreased tolerance of inappropriate behaviour
- Some employees told us they feel confident they can identify inappropriate workplace behaviour and raise concerns
- Reports of increased awareness of behaviours that constitute discrimination or harassment
- Reports of increased confidence in, and awareness of, behavioural expectations

Current challenges

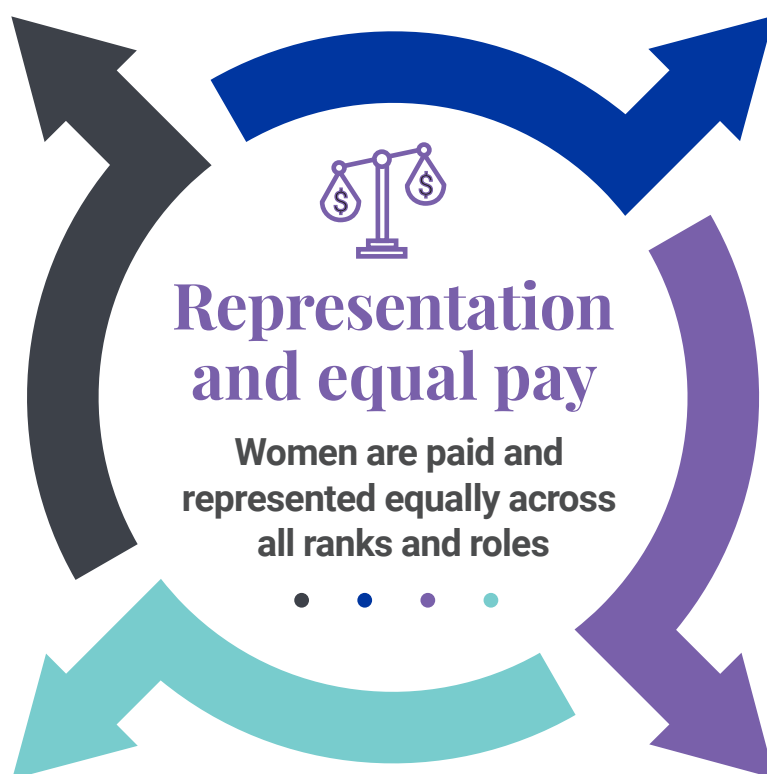
- Continued belief among some employees that the gender equality reforms are not necessary
- Male survey respondents who answered the question were less likely (46.8%) than female respondents (72%) to believe that there is a high need for gender equality reform
- Continued backlash against gender equality initiatives, particularly from male employees
- Confusion about 'everyday sexism', with persistent beliefs that it is harmless banter or 'letting off steam'
- More than 30% of survey respondents were unsure of whether they would be protected from negative consequences if they reported sex discrimination or sexual harassment

Goals

- Increased representation of women across the workforce
- Equal pay and superannuation for all employees

What are we looking for?

- An increase in the representation of female police members and PSO recruits
- An increase in the representation of women in senior leadership positions
- An increase in the number of women in Command positions
- A reduction in the gender pay gap
- Annual reporting of gender pay gap for all ranks and levels
- A reduction in the drivers of the gender pay gap, sex discrimination and barriers to promotion for women
- An increase in access to flexible work arrangements



Current successes

- Women's representation at the ranks of constable, sergeant, senior sergeant, inspector and superintendent has increased from 2015 to 2018
- A small increase in the proportion of female PSO recruits from 2015 (14%) to 2018 (18.8%)
- Between December 2015 and August 2018, women comprised 40% and men comprised 60% of all new Command appointments
- A reduction in the gender pay gap from 9.5% in 2016 to 7.6% in 2018
- Commitment to publicly report the gender pay gap every two years

Current challenges

- Failure to meet 50/50 recruitment target between 2016 and 2018 (for example, in 2018, 30% of police recruits and 18.8% of PSO recruits were women)
- Under-representation of women in most of the senior, police member leadership positions (for example, women comprised 28.3% of the overall workforce, but only 19.3% of inspectors, 14.3% of superintendents and 18.8% of Assistant Commissioners)
- There is an over representation of women in the lower VPS grades relative to men, which is a continuing driver of gendered income inequality in Victoria Police (in 2018, 66.9% of all female VPS employees were at grades 1 to 3, with 33.1% at grade 4 or higher, while the equivalent figures for male VPS employees were 50.8% and 49.2%)
- Key drivers of the gender pay gap include limited access to flexible work, gendered barriers to promotion and progression and workplace harm
- Income inequality for female police members and PSOs in superannuation is due to the lack of structural changes to Emergency Services and State Super, meaning women continue to retire with smaller benefits than their male colleagues

Goals

- Increased uptake of flexible work for women and men
- Increased uptake of part-time work by men
- Increased positive organisational attitudes to flexible work
- Managers are supported to enable flexible work in their workplaces

What are we looking for?

- More women and men work flexibly
- More senior leaders and managers work flexibly
- Managers and supervisors have the infrastructure to enable flexibility and maintain service delivery
- More employees are confident to access flexible work
- Employees working flexibly are confident to apply for promotions and that they will not face barriers to progression
- Flexibility is not a barrier to career success
- No stigma around working part-time
- Employees see flexible work as a means to support healthier and happier careers



Current successes

- Victoria Police is centrally capturing some flexible work data
- Increased uptake of flexible work from 2017 to 2018 (for example, in 2018, 37.9% of female police members and 16.6% of male police members accessed flexible work arrangements, while the equivalent figures in 2017 were 27.2% and 7.9%)
- Employees report increased support from managers to access flexible work
- 61% of female police survey respondents and 69% of female PSO respondents to whom the question was applicable, said their manager had supported their access to flexible work 'a lot' or 'a great deal'
- Equivalent figures were 56% for male police members and 67% for male PSOs

Current challenges

- Gendered nature of flexible work (for example, in 2018, 50% of women working flexibly worked part-time, compared to 15% of men who worked flexibly)
- No central recording of flexible work requests and denials
- Inconsistent responses of individual managers to flexible work requests
- Reports of ongoing stigma, especially for police members and PSOs
- Inadequate communication of the benefits of a flexible workplace culture for all
- Supporting male employees through flexible work (in 2018, a higher proportion of female police members (37.9%) than male police members (16.6%) worked flexibly)
- Inadequate modelling of flexible work by senior leaders
- Lack of technology to streamline rostering for managers

Goals

- Pregnant employees are supported
- No employee experiences pregnancy discrimination
- Parenting and caring responsibilities are not barriers to promotion and progression

What are we looking for?

- Decreased reports of pregnancy discrimination
- Increased positive experiences at work throughout the pregnancy journey
- Parents and carers are not discriminated against when applying for promotions
- Increased employee confidence to balance career and family or caring responsibilities



Current successes

- Some participants told us about positive pregnancy experiences in Victoria Police
- Policies give pregnant employees greater autonomy and agency to disclose their pregnancy and determine alternate duties
- The Parental Leave Backfill Scheme is helping workplaces and individuals manage pregnancy leave vacancies
- Reports that some employees are better able and supported to balance career and family and are supported by Victoria Police
- Some participants are more confident that having caring responsibilities is less likely to impact their career progression

Current challenges

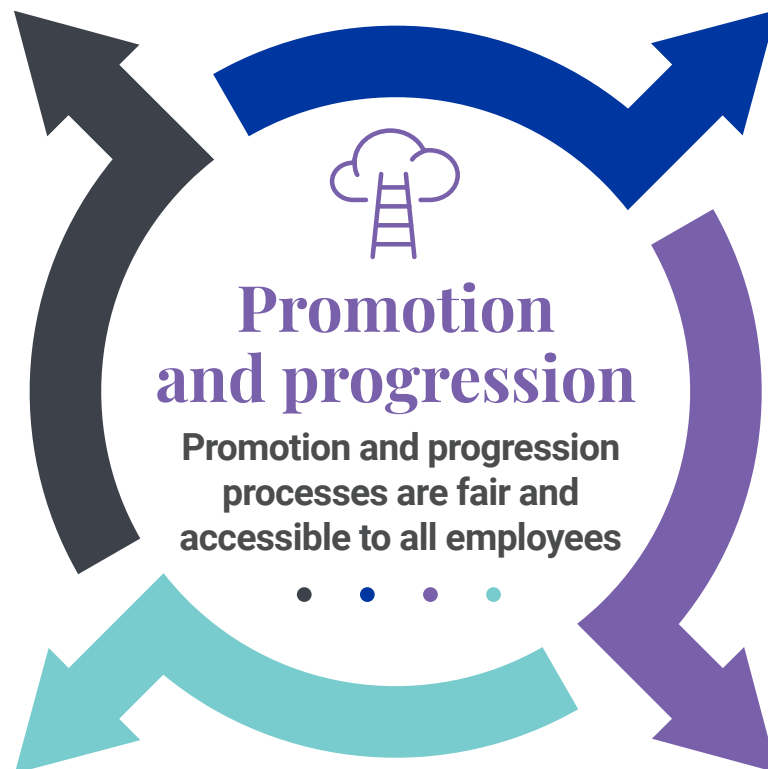
- Ongoing reports of discrimination: 271 survey participants told us that they experienced pregnancy or parent or carer status discrimination
- Reports of negative or hostile behaviours relating to pregnancy by colleagues
- Lack of support for breastfeeding police members and PSOs, particularly women with patrol duties, in stations and during training, because of a lack of appropriate breastfeeding rooms
- The Parental Leave Backfill Scheme does not cover all vacancies or alternate duties
- Reports that pregnancy and caring responsibilities are still impeding careers
- Stigma experienced by men who are seeking to balance career and family responsibility in Victoria Police

Goals

- Women have increased access to professional development and training
- Selection processes are fair and impartial, and mechanisms exist to address and reduce bias
- Women have increased access to higher duties and at-level assignment opportunities

What are we looking for?

- Fewer barriers to participation in training, especially for parents and carers
- Equal access to development and training programs
- More women apply and are successful for promotions
- Employees are confident that selection processes are fair and merit-based
- Women are supported to take on higher duties and at-level assignments
- Development opportunities cater for parents and carers



Current successes

- Several training programs are more accessible for employees who work part-time and/or have parental or carer responsibilities
- Women value the opportunity to attend expanded women's leadership programs
- Male and female police members were about equally likely to apply for promotions for the calendar years 2016 to 2018
- In the calendar years 2016 to 2018, 10.6% female of police members (n=406) and 5.3% of male police members (n=732) who applied for promotions were successful
- Work is underway to increase understanding of merit and unconscious bias in recruitment
- Women and men received development opportunities at rates roughly proportional to their representation in the workforce in 2018
- Male and female police members are about equally likely to apply for transfers and women are more likely to be successful – over the years 2016–18, 18.9% of women and 15.2% of men who applied for transfer were successful

Current challenges

- Location, work pattern, and parental or carer responsibilities impair access to training due to resource constraints, the discriminatory attitudes of individual managers and modes of delivery
- Backlash against women who are promoted undermines their achievements and discourages other women from applying
- Women working part-time or while pregnant and women who have returned to work after parental leave are still experiencing discrimination
- Men receive more higher duty opportunities than women proportional to their representation in the workforce
- Upgrading opportunities often exclude employees working part-time, as they are not provided flexibly

Goals

- Creation of a best-practice redress and restorative engagement scheme for victims/survivors
- Decreased rates of harm across the organisation and greater victim-centricity in responses to harm
- Increased safety and respect for all recruits – from the Academy to Designated Training Workplaces

What are we looking for?

- A well-resourced, well-regarded and comprehensive redress and restorative engagement scheme that reflects the guiding principles in the phase 1 report
- High participation of senior leadership in restorative processes
- Increased employee confidence to report workplace harm
- Adequately funded and resourced and effective workplace harm model
- A best practice triage, case management and support system
- Increased recruit and trainee confidence in reporting harm early in their career
- Regular audits of Designated Training Workplaces
- Regular audits of field coaches



Current successes

- The Victorian Government is setting up a formal redress and restorative engagement scheme
- An interim scheme, operated by the Commission, has high reports of victim satisfaction
- The workplace harm model is operational and being used
- Rates of reported harm indicate some confidence in the workplace harm model
- Recruits are increasingly willing to speak up about problematic and inappropriate behaviour at the Academy

Current challenges

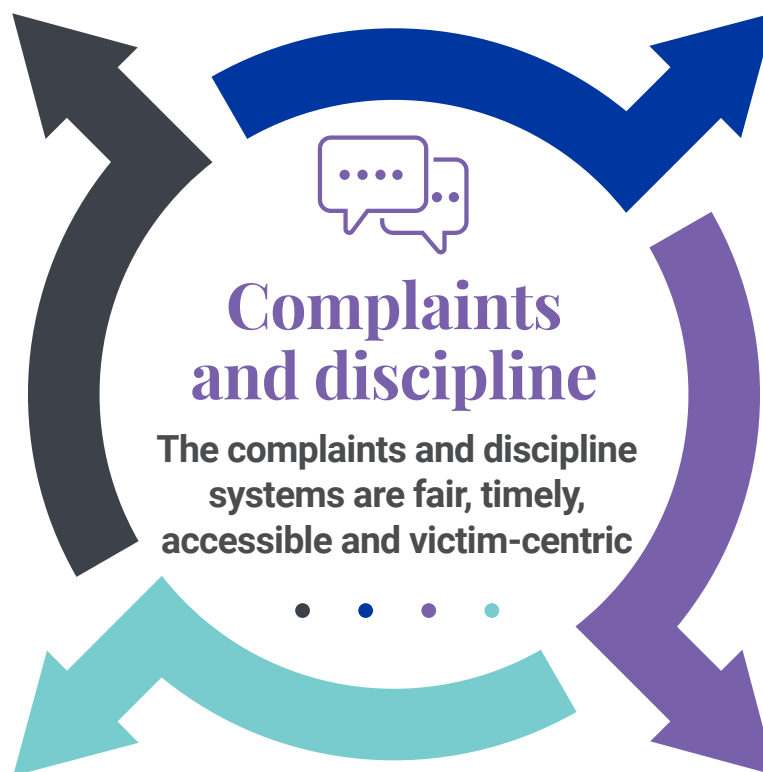
- Significant delays in the creation of the formal redress and restorative engagement scheme
- Most survey respondents who had engaged with the workplace harm model since December 2015 found it ineffective
- More than 70% reported that the model met their expectations only somewhat or not at all
- Low employee confidence in the effectiveness of the disciplinary system
- Inconsistent auditing model across learning environments

Goals

- Increased timeliness and consistency of responses to workplace harm
- Increased employee trust in the complaints and disciplinary systems and perceptions that they provide robust and fair outcomes
- Increased intolerance for everyday sexism and discriminatory attitudes

What are we looking for?

- Reduced timeframes for resolving complaints and disciplinary matters
- Formally recording all complaints at first instance
- Consistent outcomes for harmful behaviour
- More employees report feeling comfortable to make a complaint
- More employees feel confident a complaint will not lead to reprisal
- More employees are satisfied with complaint outcomes
- All employees attend workplace harm training biannually
- All managers and supervisors attend workplace harm training annually
- More employees believe that senior leaders are held accountable for inappropriate behaviour



Current successes

- Significantly reduced timeframes for resolving complaints
- Just under half of survey respondents said they would probably or definitely report sex discrimination
- More than half said they would probably or definitely report workplace sexual harassment
- Training for employees, including managers and supervisors, has begun to be rolled out across the organisation

Current challenges

- Surveyed employees who had made a formal complaint since December 2015 did not feel that the process was effective (41% said not at all effective, 21% said somewhat effective)
- Nearly half of survey respondents who had made complaints since December 2015 said their expectations were not met at all
- Surveyed employees who had made complaints reported experiencing exclusion (22%), bullying and victimisation (19%), being denied training or promotion (13%) and other negative consequences (29%)
- Survey respondents reported low rates of confidence in protection from negative consequences after reporting
- Just over a third of employees perceived that senior leaders were very or extremely accountable for sex discrimination and sexual harassment
- Around 22% were unsure of the levels of accountability

Goals

- Increase in regular data collection, analysis and reporting with clear lines of accountability
- Increase in data analysis supported by processes to address risks and issues
- Increase in the measurement of internal and external accountability against key metrics

What are we looking for?

- More local action plans developed, maintained and reported on
- More single-point accountability for gender equality activity
- Development and uptake of standardised mechanisms to consistently review strategies, policies, processes, initiatives and mechanisms
- Uplift in data analysis to inform decision-making capability
- Increased evaluation of communications to determine effectiveness in promoting the case for change
- Annual reviews and updates to the Gender Equality Strategy and Action Plan and outcome monitoring framework



Current successes

- Distribution of a template and guidance to help develop local action plans
- Emphasis on single-point of accountability
- Some divisions are taking initiative to use localised data to understand gender inequality
- A Policy Review Project Methodology has been created to help in reviewing policies
- Creation of a Gender Impact Assessment Tool with Gender Equity Principles
- Ad hoc reviews of some communications pieces
- Update of Gender Equality Strategy and Action Plan to include gender equality baseline data

Current challenges

- Templates are not completed, and local action plans are not developed (including lack of single-point of accountability)
- Lack of follow-up on the development of local action plans
- Divisional progress is not being reported through CompStat
- No means to acquire and share good-practice across the organisation
- Uptake and effectiveness of the Policy Review Project Review and Gender Impact Assessment tool is unreported
- Effectiveness of Gender Equity Principles is unmeasured
- No consistent approach to reviews
- Reluctance to consult experts where there is an analysis-related capability gap
- Lack of a consistent process for reviewing communications