



**AFP**  
AUSTRALIAN FEDERAL POLICE

# Workforce Diversity Plan

Recognising and encouraging diversity within the AFP



# Message from the Commissioner

The Australian Federal Police is an equal opportunity employer. Diversity in the AFP goes beyond cultural and linguistical diversity, to incorporate gender, sexual orientation, age and the way in which these differences contribute to effective policing.

High performing organisations need to be able to access, develop and retain skills and abilities of all Australians. All Australians should have the opportunity to compete for careers in the AFP without being disadvantaged by gender, race, ethnicity, disability or other difference. We need to ensure a rich workforce mix that better reflects the Australian community.

Diversity contributes to the AFP being an employer of choice:

- a diverse organisation operates more effectively in Australia's multicultural community; and
- diversity improves communication with international law enforcement partners through understanding and respect for varied cultures.

I am pleased to present the AFP Workforce Diversity Plan 2010 – 12. The plan builds on the good work that is currently taking place in the AFP to promote diversity. The AFP's commitment to diversity is reflected in our workforce planning, recruitment and retention strategies that recognise the need to promote difference in the workplace.

I encourage all AFP members to be familiar with the content of the plan and to play your part in helping the AFP to become a culturally diverse and culturally appreciative workplace.

T.W. Negus APM  
Commissioner

October 2010

## Introduction

The Australian Federal Police (AFP) is committed to supporting workforce diversity. Diversity is about recognising and valuing the different knowledge, skills, backgrounds and perspectives that people bring to their work – regardless of whether those differences are based on age, gender, ethnicity, sexual orientation, social background or other factors.

Workforce diversity builds organisational capability – people bring to the workplace different perspectives that can support innovation, creativity, and overall productivity.

The AFP is committed to seven strategic themes. In order to achieve outcomes against these themes it is important to consider the role that workforce diversity can play. In particular the theme of One AFP, One Corporate will assist in raising the profile of workforce diversity and the contribution that all members can bring to a culturally diverse workplace.

The **AFP People Plan** established in early 2010 provides strategic direction and guidance to AFP personnel on HR principles and priorities for the organisation. Guiding principles in the People Plan include a focus on diversity:

***We recruit, develop and support a diverse workforce that reflects the community and responds to its need for effective law enforcement.***

The people of AFP are encouraged to consistently uphold the abiding values that guide the organisation's work. Those values are set out clearly in the AFP Strategic Plan and are integral for the development and successful implementation of all workforce strategies.

The AFP Values are integrity, accountability, trust, excellence, commitment and fairness. These values ensure that all AFP members are responsible and responsive for the work that we do. Recognition of diversity is implicit in our values.

## WORKPLACE DIVERSITY IN AFP

AFP has a strong commitment to increasing the representation of Aboriginal and Torres Strait Islander (A&TSI) Australians, women and people from Cultural and Linguistically Diverse Backgrounds (CALD). In addition AFP continues to support broader diversity principles across the full range of diverse groups – people with disabilities (PwD); gay, lesbian, bisexual, transgender and intersex (GLBTI) community; mature aged people; and religious and spiritually diverse groups.

As an organization, AFP is committed to creating a supportive, flexible and fair work environment where difference among employees is respected. The aim is to provide a workplace that is free from all forms of discrimination and harassment and where all employees are given equal opportunities. '

## WORKFORCE DIVERSITY PLAN

This plan draws on an audit of diversity in the AFP undertaken in 2009 by the Diversity Council of Australia and market research conducted in 2009 to test the AFP employment brand amongst the community. It draws on key principles underpinning AFP workforce planning that identifies the need to ensure a viable workforce mix in the organisation through increasing the number of women, A&TSI Australians and CALD groups.

The Workforce Diversity Plan is designed to:

- address the findings in the Diversity Audit – the audit provided positive feedback on the AFP’s commitment to diversity but highlighted the need for stronger governance arrangements and a planning framework
- build on current workforce planning, recruitment and diversity initiatives
- build on initiatives by AFP diversity groups (Women’s Network, Gay and Lesbian Liaison Officer Network – GLLO and the Malunggang Indigenous Officer Network – MION)
- generate more awareness within the organisation of the benefits of workplace diversity
- profile diversity initiatives across the AFP more effectively.

This Plan incorporates four sub-plans that target diversity groups identified as having lower than average workforce participation rates in the AFP, therefore representing an under utilised group. The diversity groups, targeted are:

- Aboriginal and Torres Strait Islander Australians
- women
- people with disabilities
- people from culturally and linguistically diverse backgrounds
- gay, lesbian, bisexual, transgender and intersex people.

The plan will be reviewed annually to ensure currency and effectiveness. The results against milestones will be presented to the Senior Leadership Group.

While each sub-plan will address specific issues relating to individual workplace communities, listed below are more general initiatives to encourage a stronger culture of diversity in the AFP.

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
<p>1. Establish governance arrangements:</p> <ul style="list-style-type: none"> <li>• Create an AFP Diversity Council chaired by the Chief Operating Officer with representatives from each diversity group in the organisation (example GLLO, Women's Networks, MION). The Council will create a useful forum for information exchange and improved synergies across diversity groups.</li> </ul>	October 2010	Diversity Council to be established to the agreed timeframe and with the appropriate representation. Meetings to be held every quarter.
<p>2. Provide funding for diversity groups to implement organisation specific activities. As part of this process ensure that MION, GLLO and Women's networks have adequate funding for agreed corporate activities.</p>	Ongoing	Funding contributes to meeting objectives and goals of the AFP diversity plan.
<p>3. Establish targeted recruitment systems and processes to ensure that the specific needs of diversity groups are met. For example:</p> <ul style="list-style-type: none"> <li>• Recruitment and other organisational information systems to allow individuals to self identify.</li> <li>• Business systems to be able to report on these communities.</li> </ul>	June 2011	AFP recruitment systems and processes are redesigned to meet specific needs of the diversity plan.
<p>4. Investigate targeted development opportunities for people from diverse backgrounds and/ or with disabilities – example professional development and higher duties.</p>	Ongoing commencing in early 2011	Program of targeted development opportunities established by June 2011. Input obtained from all diversity groups.
<p>5. Increase the knowledge and understanding of diversity issues across the AFP through senior executive forums.</p>	Ongoing (Include as an agenda item at SES forums)	Improved awareness of cultural diversity amongst senior executives.
<p>6. Include diversity as a requirement in learning and leadership development programs.</p>	Ongoing	Improved awareness of benefits of diversity amongst AFP staff. Feedback will be determined through the annual cultural awareness survey.
<p>7. Provide training and skilling to empower people from diverse backgrounds to be proactive in ensuring that they are treated fairly and equitably.</p>	Ongoing	Relevant learning and development programs are defined by July 2011.

## STRATEGY FOR THE EMPLOYMENT OF Aboriginal and Torres Strait Islander Australians

### CONTEXT

The AFP is committed to increasing employment opportunities for A&TSI Australians in both sworn and unsworn roles. The AFP is also committed to meeting the Indigenous employment target (2.7% across the Australia Public sector by 2015) established by the Council of Australian Governments **National Partnership Agreement on Indigenous Economic Participation**.

In December 2009, the AFP became the first government agency to sign the **Australian Employment Covenant**. The Australian Employment Covenant is an initiative aimed at securing 50,000 sustainable jobs for A&TSI groups. The AFP has committed to a total of 200 “real” jobs by 2015 equating to forty new jobs for Indigenous Australians each year.

As at May 2010, forty four employees self identified as an Aboriginal and/or Torres Strait Islander. This represents 0.70% of the AFP population, however does not reflect the actual numbers of Indigenous employees as many employees in this group choose not to disclose their origin.

Further work is being undertaken to encourage employees to self disclose and update their diversity status. A function will be soon be provided in “Insight!” to allow employees to self manage this information.

Many of the initiatives mentioned in this plan are also part of the AFP’s Reconciliation Action Plan, which was developed in July 2007 and demonstrates the AFP’s commitment to reconciliation. This strategy will be reviewed annually in conjunction with this Workforce Diversity Plan.



## OBJECTIVE

The AFP will ensure that its workforce reflects the community in which we live and work. Commitment by AFP to increase employment pathways for A&TSI Australians is a positive move toward promoting the organisation as an employer of choice for A&TSI Australians.

## STRATEGIES

The development of innovative strategies will provide the AFP with unique opportunities to attract, retain and develop A&TSI people.

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
<p>Attract:</p> <ul style="list-style-type: none"> <li>Consistently promote the AFP as an employer of choice through appropriate marketing and promotion.</li> <li>Ensure that potential applicants are provided targeted information on how to apply for positions in the AFP.</li> <li>Maintain effective networks to ensure word of mouth promotion of AFP as an employer of choice.</li> </ul>	<p>To commence in February 2011</p>	<p>Recruitment strategy/marketing and promotion plan developed.</p> <p>Annual increase in the number of A&amp;TSI Australians applying for AFP positions.</p>
<p>Recruit:</p> <ul style="list-style-type: none"> <li>Annually recruit agreed numbers of recruits to AFP A&amp;TSI trainee, cadet and graduate programs.</li> <li>Ensure that entry level and base sworn recruitment processes take into account specific needs of A&amp;TSI Australians.</li> </ul>	<p>Ongoing</p> <p>By February 2011</p>	<p>Agreed numbers recruited annually.</p> <p>Flexible recruitment processes established</p>
<p>Development and Retain:</p> <ul style="list-style-type: none"> <li>Investigate and provide appropriate targeted development, leadership and career management opportunities.</li> </ul>	<p>Plan established by March 2011</p>	<p>Appropriate leadership and career management opportunities identified.</p> <p>Increase in the percentage of employees promoted during the year.</p>
<p>Creating the right environment:</p> <ul style="list-style-type: none"> <li>Increase the knowledge and understanding of A&amp;TSI issues across the AFP through the development and delivery of an appropriate Cultural Appreciation Program.</li> </ul>	<p>Commencing September 2010</p>	<p>Increased awareness. Feedback obtained through AFP cultural and other surveys.</p>

## STRATEGY FOR THE EMPLOYMENT OF Women

### CONTEXT

Equal employment opportunity and diversity programs for women can contribute to improved employee effectiveness, attracting and retaining the best talent and improved morale. The purpose of this plan is to ensure that AFP has strategies in place to ensure that it is an employer of choice for women. This requires a consistent focus on attraction, recruitment, development and retention strategies taking into account the diverse requirements of women.

In comparison to other public sector agencies the percentage of females, particularly in the sworn AFP and PSO workforce is low. In September 2010, 33.38% of the total AFP workforce were female in comparison with a 55.7% benchmark for the Australian Public Sector (APS). Only 21.98% of AFP sworn members are female. The percentage of females in Senior Executive Service (SES) positions is currently 18.42% of the total AFP SES, marginally lower than the percentage for the APS which is 25.2%.

For the AFP to increase both the candidate pool in sworn, PSO and unsworn roles, affirmative action and other diversity programs need to be established and implemented. Specific strategies also include increasing the number of women in middle management (Coordinator and Team Leader) and in SES positions.

### OBJECTIVE

Increasing the number of women in the workforce and providing career management and development is a priority articulated in the AFP Workforce Plan and Recruitment Strategy. In addition, the importance of providing opportunities such as part time work and flexible working arrangements need to be more consistently understood and implemented across the organisation. Flexible working arrangements could be powerful as strategies for attracting, developing and retaining high performing women.





## STRATEGIES

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
<p>Attract:</p> <ul style="list-style-type: none"> <li>As part of the AFP Recruitment Strategy, develop targeted themes and messages to profile the AFP effectively to women.</li> <li>Establish effective networks with women's groups across Australia to profile the AFP.</li> </ul>	Commence in February 2011	Percentage increase in the number of women applying for AFP positions.
<p>Recruit:</p> <ul style="list-style-type: none"> <li>Set aspirational targets of female employees for each category of the AFP workforce – sworn, PSO and unsworn.</li> <li>Ensure that all selection panels include a female member of staff.</li> </ul>	Commence in February 2011	Percentage increase in the number of women recruited annually.
<p>Develop – Create an appropriate work environment:</p> <ul style="list-style-type: none"> <li>Actively promote policies on part time work and other flexible work practices to senior executives, managers and supervisors.</li> <li>Profile areas in the organisation that have effective strategies and frameworks for flexible work arrangements.</li> <li>Provide coaching and other support required for women returning from maternity and other long term leave.</li> <li>Ensure that work practices don't actively discriminate against women – example, holding important meetings before or after core hours.</li> <li>Ensure that the workplace is female friendly with programs and strategies that provide women with the opportunity to balance their work and family commitments.</li> <li>Ensure appropriate facilities to support women in the workplace – example carers rooms.</li> </ul>	Ongoing commencing in October 2010	<p>Flexible work practices and facilities are established.</p> <p>Work practices are reviewed to eliminate systemic discrimination against women.</p> <p>Increased satisfaction of women in the workplace – to be determined through cultural and other annual surveys.</p>
<p>Retain:</p> <ul style="list-style-type: none"> <li>Provide targeted career management, skilling, coaching and mentoring to ensure a higher number of women in supervisory, management and senior executive roles.</li> <li>Actively encourage women to apply for senior positions in the organisation.</li> </ul>	Ongoing commencing October 2010	Percentage increase annually in numbers of women in management, and senior executive roles.

## STRATEGY FOR THE EMPLOYMENT OF People with Disabilities

### CONTEXT

There are several groups which despite the tight labour market are under utilised in the Australian workforce. One such group comprises people with a disability. AFP recognises that people with disability bring valuable skills to the workforce. It also recognises that in order to meet future workforce demands it must have a strategy in place to attract, recruit and retain people with disability as they make up a growing proportion of the Australian labour market.

The objective of the strategy is to remove barriers to, and encourage the participation of, people with disability in the AFP workforce.

### WHAT IS DISABILITY?

As part of a process of developing effective strategies, it is important to define disability in a modern context as there are several definitions of the term. One that is more widely applied is the definition of disability by the United Nations Standard Rules on the Equalization of Opportunities for Persons with Disabilities. Based on this definition, the term disability 'summarizes a great number of different functional limitations occurring in any population in any country of the world. People may be disabled by physical, intellectual or sensory impairment, medical conditions or mental illness. Such impairments, conditions or illnesses may be permanent or transitory in nature.'



In accordance with the recommendations of the Management Advisory Committee (MAC) Report 6, the AFP will adopt the **Disability Discrimination Act 1992** definition which defines disability, in relation to a person, as:

- total or partial loss of the person’s bodily or mental functions total or partial loss of a part of the body;
- the presence in the body of organisms causing disease or illness;
- the presence in the body of organisms capable of causing disease or illness;
- the malfunction, malformation or disfigurement of a part of the person’s body;
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; and/or
- a disorder, illness or disease that affects a person’s thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour and includes a disability that:
  - presently exists
  - previously existed but no longer exists
  - may exist in the future
  - is imputed to a person.

The AFP also adopts the definition from the Australian Bureau of Statistics 2003 Disability, Ageing and Carers Survey for data collection purposes. The adoption of these two definitions is recommended by the MAC Report 6 to provide a consistent framework for defining disability.

## STRATEGIES

By providing a workplace that is welcoming to People with Disability through increasing knowledge and understanding of disability consistently across the AFP.

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
Attract: <ul style="list-style-type: none"> <li>• Inclusion of disability friendly statements in all recruitment and attraction information.</li> <li>• Identify specific positions in the organization that are suitable for people with disabilities.</li> </ul>	December 2010 February 2011	Attraction and recruitment information includes disability friendly statements.  Suitable positions for people with disabilities are identified.
Creating the Right Environment: <ul style="list-style-type: none"> <li>• Provide all AFP members with practical information on disability and supporting people with disability.</li> <li>• Educate all managers as to their responsibilities in employing people with disabilities.</li> <li>• Ensure that the building and facilities don’t disadvantage disabled employees.</li> </ul>	June 2011	Programs in place and endorsed by the Senior Leadership Group.  Building and facilities are appropriate.

## STRATEGY FOR THE EMPLOYMENT OF

# People from Culturally and Linguistically Diverse Backgrounds

## CONTEXT

The AFP is committed to increasing the number of employees of CALD backgrounds as part of its commitment to cultural diversity. The aim is to create a supportive, flexible and fair work environment where cultural and linguistic diversity is respected and viewed as an organisational asset.

## OBJECTIVE

The commitment by AFP to increase employment pathways for people of CALD backgrounds is a positive move toward promoting the AFP as an employer of choice and a workplace that is culturally appreciative and where diversity is valued and promoted.



## STRATEGIES

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
<p>Attract</p> <ul style="list-style-type: none"> <li>• Develop promotional themes and messages to profile the AFP as an employer of choice to people from CALD communities.</li> <li>• Work through established networks to encourage applications from people from CALD communities.</li> <li>• Continue to work through community liaison teams to develop closer networks with culturally diverse communities.</li> </ul>	<p>February 2011 (Community liaison initiative is ongoing)</p>	<p>Promotional themes and messages are developed.</p> <p>Higher percentage of applications from people belonging to CALD communities.</p>
<p>Recruit</p> <ul style="list-style-type: none"> <li>• Ensure that recruitment practices and processes encourage rather than disadvantage people from CALD communities</li> <li>• Profile AFP CALD appointees in order to as a strategy for targeting people from diverse communities to the AFP.</li> </ul>	<p>Ongoing</p> <p>June 2011</p>	<p>Recruitment practices are reviewed and adjusted.</p> <p>Strategy targeting CALD groups is developed as part of the AFP Recruitment Strategy.</p>
<p>Develop – create the right work environment:</p> <ul style="list-style-type: none"> <li>• Provide targeted development opportunities including leadership and career management to people from CALD communities.</li> <li>• Provide facilities to support CALD staff members such as prayer and reflection rooms</li> <li>• Through the Language and Culture Centre deliver cross cultural training for AFP staff to ensure a stronger awareness of different cultures</li> <li>• Increase knowledge and understanding of CALD issues across the AFP through the development and delivery of an appropriate Cultural Information Programs.</li> </ul>	<p>Ongoing</p> <p>From February 2011</p>	<p>Stronger awareness of cultural diversity.</p> <p>Facilities established and maintained</p> <p>Programs developed.</p>

## STRATEGY FOR THE EMPLOYMENT OF

# Gay, Lesbian, Bisexual, Transgender and Intersex people

## CONTEXT

In 1986 the AFP began the creation of a supportive work environment through the GLLO network which has the unique dual purpose of internal employee support and external community focus:

***Through professional excellence we progress human rights, welfare, advocacy and diversity services within the AFP and the communities we serve.***

Employers all around the world are reaping the benefits of equal opportunity for GLBTI people in the workplace through Diversity network programs increasing employee effectiveness, attracting and retaining the best talent, improved morale and increased consumer and market responsiveness.

## OBJECTIVE

The opportunities for GLBTI employees and recruitment have been recently enhanced by the AFP becoming a foundation member of the GLBTI employer equity program, ***Pride in Diversity***. Through the AFP Workforce Plan and GLLO network strategy the AFP will improve GLBTI recruitment and retention strategies.



## STRATEGIES

INITIATIVES	MILESTONE BY WHEN	PERFORMANCE INDICATOR
<p>Attract</p> <ul style="list-style-type: none"> <li>• As part of the AFP GLLO Strategy, develop targeted themes and messages to profile the AFP effectively to the GLBTI community.</li> <li>• Increase networks with GLBTI groups to ensure effective profiling of the AFP.</li> <li>• Continue to work through community liaison to promote the AFP as an employer of choice.</li> </ul>	<p>Ongoing</p> <p>Commencing in January 2011</p>	<p>Percentage increase in the number of GLBTI persons applying for AFP positions.</p> <p>Pride in Diversity Recruitment handbook and employee profiles.</p>
<p>Recruit</p> <ul style="list-style-type: none"> <li>• Ensure that recruitment practices and processes encourage people from GLBTI communities.</li> </ul>	<p>Ongoing</p> <p>Commencing in March 2011</p>	<p>Increase in the number of GLBTI recruits.</p>
<p>Develop – create the right work environment:</p> <ul style="list-style-type: none"> <li>• Provide development opportunities including leadership and career management to GLBTI employees.</li> <li>• Provide greater access to GLLO training courses, including refresher training.</li> <li>• Ensure work practices actively promote knowledge and understanding of the diversity of GLBTI employees.</li> <li>• Ensure that workplace programs and strategies recognise and provide GLBTI employees with opportunity to balance work and family commitments.</li> <li>• Increase the knowledge and understanding of GLBTI issues across the AFP through the delivery of appropriate diversity programs.</li> </ul>	<p>Ongoing</p>	<p>Improved awareness of sexual and gender diversity.</p> <p>Eliminate discrimination or bullying against GLBTI employees.</p> <p>Increased satisfaction of GLBTI employees in the workplace – to be determined through Pride in Diversity Employee Equity Index.</p>



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