POLICE WORKFORCE
COMPENDIUM
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MESSAGE FROM THE CEO

The Police Workforce: Compendium is a document that draws together over two years of ANZPAA research and analysis on a range of topics and challenges facing the policing workforce. This document is intended to build the foundations for understanding key issues for the most important policing resource, its people.

Since 2017, the Police Commissioners across Australia and New Zealand, serving in their role as the ANZPAA Board have identified the police workforce as a strategic priority area, acknowledging the impacts of an increasingly complex operational environment has on the expectations and pressures on their people. As such, ANZPAA undertook work in a number of areas relating to the police workforce, including workforce optimisation, diversity and inclusion, talent management and examining what requirements will be placed on the future police workforce. In undertaking this work, ANZPAA identified that many of the challenges and strategic considerations raised in one piece of work was often common other focus areas.

In combining the work into this compendium ANZPAA has been able to not only collate a large body of work in key areas for ease of access across policing, but also identify and compile key themes important to future strategic decisions relating to the police workforce.

This document follows a sequence, starting with building a foundational knowledge that includes work conducted on:

- Workforce Planning Principles
- Police Workforce: Trends
- Workforce Optimisation

Following from the foundational knowledge, this document includes work conducted on key challenges in police workforce development, including:

- Barriers to a Diverse Workforce
- Approaches to Talent Management
- Capability Surge Arrangements.

Finally, this document contains research and analysis conducted on the challenges and opportunities in developing the future police workforce that includes:

- Future workforce
- Future skills and qualities.

This document can be used as a reference tool as each chapter is self-contained detailing the research and findings pertaining to each specific topic. The full report can also be used to inform strategic discussions leveraging from the Summary and Key Themes chapters.

Ultimately, this compendium is aimed to empower police leaders, officers and staff through delivering a collective piece that may inform their own research, discussions and initiatives for developing a highly skilled, diverse and future ready police workforce.

It should be acknowledged that this compendium focuses on the work relating to workforce capability and deployment conducted by ANZPAA. There is however a link between this compendium and other work focused on workforce health, safety and wellbeing conducted by ANZPAA, police jurisdictions, the Police Federation of Australia and the New Zealand Police Association (through their involvement as Council members of the Australia New Zealand Council of the Police Profession), on workforce health and wellbeing. Much of that work is ongoing at the time of this release so is not included at this time.
SUMMARY OF WORK

The table below summarises the various projects included in the ANZPAA Police Workforce: Compendium:

- **Workforce Planning Principles**: This work establishes common workforce planning principles for policing. This includes four core principles: Representation, Service, Leadership and Flexibility.

- **Police Workforce: Trends**: This work identifies the general nature and potential challenges associated with the career cycle of a police officer. It further identifies limitations of current structures and operational practices.

- **Workforce Optimisation**: This work develops a common understanding of workforce optimisation. It identifies a number of factors that impact workforce optimisation models.

- **Approaches to Talent Management**: This work recognises that, while police recruit broad talent within their workforce, this may be further supported by specific talent management approaches.

- **Barriers to attracting a diverse workforce**: This work highlighted the need to focus on diversity of thought as opposed to the optics of diversity. A shift to diversity of thought supports greater demographic diversity and adds value to strategic planning, generating new ideas and innovation.

- **Capability surge arrangements**: This work explores the feasibility of arrangements to fill short term capability demands. A capability surge model aimed at responding to changing service demands may support policing through intra-jurisdictional, inter-jurisdictional and extra-jurisdictional movement.

- **Future workforce**: This work recognises trends in the broader socio-economic environment that impact the development of the policing workforce and present opportunities for deployment and engagement. This work provides insights on the ever-changing police workforce environment.

- **Future skills and qualities**: This work finds that, while the nature of demands on the police workforce is changing, so are the skills and qualities required to meet those demands. It identifies analytical, strategic and critical reasoning along with digital literacy as skills and qualities needed to meet future policing demands.
WORKFORCE PLANNING PRINCIPLES

The ANZPAA Workforce Planning Principles represent the first stage for police strategic capability building and development. They have been developed as a strategic, outcomes-based set of principles.

The policing environment requires a flexible and professional workforce with the skills, knowledge and resources to meet the growing and changing demand for services, supported by the best possible systems and processes. Policing should develop the best mix of people and other resources for maximum effect through representation, leadership, service and flexibility.

The term 'capability' has different meanings in an organisational sense. Since the development of the ANZPAA Workforce Planning Principles, ANZPAA has developed the concept of 'capability' within the consistent definition for 'Workforce Optimisation' (refer to Workforce Optimisation – p.10)

The aims of the ANZPAA Workforce Planning Principles is to support policing to:

- plan effectively
- provide more certainty to, and confidence in, investment to support the roles and functions of policing
- shift emphasis from capacity growth to capability building
- develop greater opportunities for police to explore core capabilities and how best to utilise them.

AUSTRALIA NEW ZEALAND POLICE WORKFORCE PLANNING PRINCIPLES

DIRECTION

The policing environment requires a flexible and professional workforce with the skills, knowledge and resources to meet the growing and changing demand for services, supported by the best possible systems and processes. Policing organisations should develop the best mix of people and other resources for maximum effect.

ELEMENT

REPRESENTATION
Promoting a workforce that reflects the community police serve

LEADERSHIP
Developing leadership capabilities at all levels

SERVICE
Adopting strategies that make the best use and deployment of people

FLEXIBILITY
Promoting flexibility in people policies

APPROACHES

Understand the demographics that impact on the police workforce

Find practical solutions to attract and recruit diverse talents and people

Foster an organisational ethos that respects cultural diversity in policing and the community

Encourage organisational and personal commitment to ethical conduct

Implement strategies which enhance professionalism

Promote continuous professional development

Ensure responsiveness to meet community demand for services

Understand and analyse service data

Support the professionalisation of policing and transferability of skills

Increase capability through identification of cross-jurisdictional Training opportunities

Every Australian and New Zealand jurisdiction has its specific laws and police organisation policy and this chart does not take precedence over these
POLICE WORKFORCE: TRENDS

In 2017, ANZPAA undertook a quantitative examination of the current workforce environment to illustrate trends within police workforce demographics and progression. Understanding these trends supports understanding of the current and potential future composition of police workforces within existing structures.

RANK
As of 2017, the majority of sworn police officers in Australia and New Zealand were, on average, at the Constable or Senior Constable ranks. These ranks constituted 64.8% of police officers at an aggregate level. 69% of individuals deciding to leave policing also did so at these ranks (41% at Constable and 28% at Senior Constable).

Police officers that remain in policing throughout their career spent on average 39 years within policing before retiring at a Commissioned rank (any rank above Senior Sergeant). Police officers spent an average of 23 years in policing before being promoted into a Commissioned rank, with an additional 16 years within Commissioned ranks before leaving policing.

A major consideration for policing has been balancing career opportunities through rank progression with the retention of experienced officers. The low rates of attrition (4% on average), especially at Senior and Commissioned ranks, reduces promotional opportunities for lower ranked members.

GENDER
As of 2017, female police officers made up nearly a third of all police officers at an aggregate level. However, recruitment strategies were starting to achieving greater gender equity.

In 2017, females made up 43% of recruits or Probationary Constables (Enrolled Police Officers). This aligned with jurisdictional targets aiming to achieve 50% female recruitment.

An additional important consideration beyond recruitment of female officers relates to retention. Female police officers have previously accounted for up 23% of annual attrition. Of those, the majority left at the rank of Constable (48%) or Senior Constable (33%). This leaves policing with smaller cohorts of female officers available for promotion. At 2017, female police officers made up approximately 23% of police officers at Sergeant rank and above.
AGE

Police has an ageing workforce. While the Median age of police recruits in 2017 was 30, the overall average age was 37. This has downstream effect, as the higher average recruitment age, combined with low attrition rates, will result in an increasingly aging workforce at the senior ranks.

At an aggregate level, the Median age of Commissioned Officers is 53 years and the overall average age is 60. This aging workforce tracks the aging populations of Australia and New Zealand and, given this demographic trend, it could be argued that police are a reflection of the communities they serve.

As an employer, jurisdictions face a number of challenges that will result from an increasingly older workforce. Policing may have to consider the impact on workplace health and safety (with potentially greater levels of workplace injury), how training may be effected, how best to deploy their resources and ultimately the impact on police retirement age.

STRATEGIC CONSIDERATIONS

Rank progression, gender equity and an aging workforce creates opportunities for policing, but if left unchecked, can also be challenging.

Forecasting beyond 2017 identified that achieving some of their workforce priorities requires adjustments to a number of factors, not just changes to recruitment practices.

For example, with some adjustments to turnover and attrition rates, policing can achieve a greater level of gender equity. However this will still take time (over 20 years).1

Further considerations relate to rank progression within a police officer’s career cycle. The changing expectations of those entering the future workforce may be discouraged from joining policing due to its rigid and lengthy rank progression structure. Police should consider the current career cycle of police officers and whether it will provide the workforce of the future if left unchanged.

Key questions for policing in relation to the future workforce and their career cycles may include:

- do police need to examine alternative approaches to talent identification, fast-tracking and recruitment streams?
- what structural restrictions (such as legislation and government policy) are placed on policing with regard to workforce composition?
- what can police consider in relation to flexible work arrangements to support greater gender diversity across all ranks?
- what can policing learn from other professions to balance operational needs and a shift based work environment with the personal needs of employees?

NOTE: It should be acknowledged that these trends were drawn from data provided in the 2017-18 financial year. This work acknowledges that since this analysis, Jurisdictions have implemented a number of initiatives that have likely impacted on the workforce gender proportions.

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1 This assumes natural organisational growth in line with population growth.
WORKFORCE OPTIMISATION

This section details a consistent descriptor for police workforce optimisation (developed in consultation with the ANZPAA Capability Network) as well as the impacting factors that represent the challenges and opportunities for policing in achieving greater workforce optimisation.

DEFINING WORKFORCE OPTIMISATION

ANZPAA has identified the following as the descriptor and components of workforce optimisation, as it relates to the policing context:

**DESCRIPTOR**

Workforce optimisation within policing is a process for strategically positioning the workforce, using organisational resources, capacity and capabilities to address current and future challenges.

**COMPONENTS OF WORKFORCE OPTIMISATION**

**Resources** are the police workforce and other assets available to facilitate policing activities. Resources may include but are not limited to:

- time (e.g. amount of time spent in issuing intervention orders)
- equipment (e.g. vehicles, ammunition)
- finances (e.g. budgets)
- infrastructure (e.g. property infrastructure, technological infrastructure).

**Capacity** refers to the extent to which resources are available and functionally deployable for policing.

**Capabilities** refers to the ability to develop and utilise available resources.

**Current and future challenges** refers to the decisions jurisdictions make (in relation to resources, capacity and capability) to address the needs of the community and political decision makers. These challenges arise from a number of external and internal factors (including political and community expectations) which influence policing operations.

**IMPACTING FACTORS**

Impacting factors to workforce optimisation for policing are separated into seven broad categories for purposes of clarity, with a number of subcategories detailing specific impacting factors.

The structure of the categories and subcategories are detailed in the table below:

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<th>CATEGORY</th>
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<td>Work environment</td>
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It should be acknowledged these categories may overlap.

**CRIME FACTORS**

**CRIME TYPES**

Police will continue to respond to traditional types of crime, including volume crime (burglary, vehicle theft) and crimes that can have a disproportionate impact upon the public’s fear of crime. However, increasing technological advancement and globalisation is resulting in emerging crime trends, such as cybercrime and, financial crime and illicit activities carried out on the darknet.

Police are also seeking to address the emergence of fast-growing crimes that will impact resources and capability. For example, human trafficking is currently considered the world’s fastest-growing crime.¹

Specific crime types will also continue to be the focus of commissions and inquiries or highlighted as government priorities. Recent inquiries include those relating to elder abuse and domestic violence.
FUTURE IMPLICATIONS

Responding to new and emerging criminal trends may require police to gain additional skills in areas that police have not traditionally focussed on. This may enable jurisdictions to consider how best to utilise the mix of operational (sworn) and non-operational (unsworn) employees. Competition for recruiting high skilled employees is also likely to increase in future.

Jurisdictions may also need to consider outsourcing options to non-policing organisations or short term contractors to support with particular complex challenges that may be a skills gaps for policing. Alternatively, jurisdictions may also consider strategic collaborative partnerships with non-policing organisations to respond to new and emerging crime types. For example, police could look at technology companies to support their efforts in disrupting cybercrime.

With criminals using rapidly developing technology to commit crimes, police organisations may require additional technological infrastructure to be able to keep up and respond to emerging crime types. Responding to inquiries, commissions and government priorities may also have implications for the police workforce. For example, new police units may be recommended to respond to particular crime types. There may also be recommendations relating to ongoing police education and training to ensure relevant staff develop the required specialised skills.

LOCATION OF CRIMES

Police are required to respond to crime across urban and rural/remote areas. However, responding to crime in urban areas poses different challenges to that of crime in rural/remote areas. Urban areas have larger populations, and in rural areas, challenges include remoteness, terrain, visibility and accessibility. Changes in urban areas, for example, gentrification of poorer communities, increased levels of high density living, communities with growing populations and rates of home ownership within a community may further impact crime rates and the requirement of police responses in future.

Crime is becoming more global as criminals are able to easily move around nationally and internationally. The presence of the internet also means that crime can be committed at a distance.

FUTURE IMPLICATIONS

Distance will continue to raise challenges for policing. Jurisdictions and partner agencies will need to ensure that their resources remain highly mobile to deal with the geographical spread of crime. Technology could be used to provide support from urban areas to rural and remote areas.

Demand modelling will be an important tool in ensuring that deployment matches crime rates and types, rather than based on historical measures such as population size. There will be an increased emphasis on establishing the level of harm rather than the raw count of incidents.

This demand is likely to change over time for a variety of reasons, including wealth levels, developments in public infrastructure (e.g. lights, CCTV) and changes occurring in neighbouring communities.

To respond to the increased national and international mobility of crime, police may increase co-operation with other police and public-sector organisations to assist with intelligence-gathering and investigations. However, the investigation of cross-border crime is complex and working collaboratively with other jurisdictions may increase time commitments per case for police (the same would be true for increases in complex crime). Interoperable systems between jurisdictions may require increased investment.

CRIME TOOLS

There are a variety of tools that are being used by police to assist with reporting, prioritisation and investigation of offences, as well as community engagement. These tools include online reporting social media and mobile technologies. (e.g. the Australian Cyber Security Centre’s online reporting system). Online reporting makes it easier and more convenient for the public. Some jurisdictions offer smartphone apps that enable the public to report emergencies and information to the police, as well as providing administrative functions such as the ability to track crime reports.
Information available online (e.g. social media) or stored on devices may also be used by police in support of their operations. Furthermore, jurisdictions have a significant social media presence that can be used to disseminate information, appeals for information and to advertise recruitment.

Police are also using mobile technologies and devices to enable frontline staff to complete more tasks at-the-scene rather than back at the station, including uploading video/still images to support investigations and performing administrative tasks.

**FUTURE IMPLICATIONS**

The movement towards the use of self-service reporting portals and applications enables jurisdictions to prioritise investigations, save time and minimise costs.

Members of the public can seek and report information without involving police staff. As online reporting becomes a feature for non-emergency crime/activities by the public, increased investment in data security will be required to ensure privacy and confidentiality.

As the public continues to be more connected, the increased use of social media to disseminate information quickly and widely, particularly in emergencies, may also result in time savings for police. Enhanced training regarding the use of social media may be required as more police staff may be required to use social media to interact with their communities.

The use of mobile technologies may further reduce policing’s administrative burdens and reduce potential error’s such as duplication.

**CRIME AND REPORTING RATES**

The overall number of offenders has decreased in most jurisdictions in Australia. Furthermore, in 2018, the rates of victimisation for unlawful entry (burglary offences) decreased to a nine year low. Conversely, in 2018, the overall number of victims recorded in Australia increased for sexual assault for the seventh year consecutively, while victimisation rates for robbery also increased.

One in 10 Australian households (11%) experienced household crime in 2017-18 and 5% of Australians experienced personal crime in 2017-2018. In general, a higher proportion of household crime is reported to police than personal crimes.

For example, only 20% of persons aged 18 years and over who experienced sexual assault had their most recent incident reported to police in 2017-18, while 95% of households that experienced motor vehicle theft had their most recent incident reported to police.

In New Zealand, the number of victimisations for the 12 months ending 30 April 2019 decreased by 0.6% from the previous 12 months. Burglary victimisations decreased by 2.5%, while theft victimisations increased by 0.1% and assault victimisations increased by 0.5%.

Thirty two per one hundred households experienced crime in 2018-2019, including 17 burglary offences per 100 households, 8 households per 100 experiencing harassment and threatening behaviour and 7 households per 100 experiencing fraud and deception offences. 575,000 adults experienced one or more personal offences.

In general, 34% of households in New Zealand reported household crime to police in comparison to personal offences with 17% reporting to the police.

**FUTURE IMPLICATIONS**

Police responses to changes to criminal activity and the way it is reported will likely result in demand on police services fluctuating. This is likely to mean that rostering will be required to remain as flexible as possible to respond to times of increased and decreased criminal activity.

It is possible that the distribution of police staff may also be required to be allocated based on new measures, including crime rates and the likely future need for policing in specific areas, rather than other historic measures such as population size.

Increased motivation of victims to report offending behaviours, for example, sexual assaults, abuse of children and fraud, will lead to increased demand on police resources in those specific areas.

Predictive analysis and forecasting using reported and detected offences may further assist with proactively identifying crime hot-spots, high-risk offenders and high-priority victims. Further investment in predictive analysis capabilities may be required to inform workforce allocation in future.

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2 Defined as “one person experiencing one type of crime”.

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SOCIAL FACTORS

URBANISATION AND URBAN SPRAWL

The populations of Australia and New Zealand are growing. Between 2011 and 2016 the Australian population increased by 8.8% and the New Zealand population by 7%. By far the largest proportion of this population growth can be seen in the cities.\(^\text{13,14}\)

The proportion of Australians and New Zealanders choosing to live in cities also continues to grow. A large majority of Australians (90%) and New Zealanders (86%) live in urban areas. Although the overall rate of population growth is likely to slow, the proportion of the population living in urban areas is expected to continue growing.

![Urban population as a percent of total population](Source: UN World Urbanisation Prospects 2018)

Compared to many European cities, the cities of Australia and New Zealand are not densely populated.\(^\text{15}\) Urban sprawl remains a feature of most Australian and New Zealand cities, a trend likely to continue given the growth of urban populations and in the absence of changes to metropolitan land-use decisions.

FUTURE IMPLICATIONS

A rising population may result in increasing resource demands on police in order to maintain the ratio of police resources to residents.

The efficiency of resource deployment is likely to be impacted by the areas in which the rising population choose to live. Urban areas should be able to support a larger base of police officers and resources at lower cost per unit than sparsely populated rural and remote areas. The continued growth of urban areas is likely to result in an increase in police capacity and capability within those areas.

The density of urban development may also prove an important driver of levels of crime. Urban areas typically increase inter-personal anonymity, which may encourage crime by reducing the risk of being identified, as well as reducing the efficacy of informal social controls. The parallel trends of urban sprawl and inner city residential redevelopment may result in different policing resource and capability requirements within cities.

The low population density and slow population growth in remote areas will potential mean that these areas will continue to cost more to police than urban areas, on a per capita basis.

AGEING POPULATION

The populations of Australia and New Zealand are getting older. Between 2011 and 2016 the proportion of the population aged 65+ increased by 22% in Australia and 20% in New Zealand. Fifteen per cent of Australians and New Zealanders are now aged 65+.

The median age of Australians rose from 37 to 38 between 2011 and 2016. The median age of New Zealanders has remained steady, at around 37 since 2011, the lack of an increase largely a result of immigration.\(^\text{16}\)

FUTURE IMPLICATIONS

The ageing population is likely to be increasingly reflected in the police workforce, particularly in higher ranks that tend to reflect accumulated experience. This may negatively impact upon the extent to which sworn officers are functionally deployable for certain kinds of police work, especially work that would normally require high levels of physical fitness.

Crime statistics suggest that there is a strong connection between offending and age. Individual offending tends to peak in the late teens and then drop after that. It can be anticipated that a change in the proportion of people in younger age cohorts and a rise of the proportion of older people, will result in lower total offence rates among the population.\(^\text{17}\)

However, an elderly population may have particular vulnerabilities, which would impact on police resources. Elderly people may be vulnerable to certain crime types and forms of abuse, and policing these would require an increasing level of resourcing. Older road users also have a higher risk of death in vehicle accidents than any other age group (by distanced travelled),\(^\text{18}\) which would have resourcing implications for road policing commands.
CULTURAL AND LINGUISTIC DIVERSITY

A quarter of all New Zealanders were born overseas in 2013. In Australia, in 2016, 28% of Australian residents were born overseas, the highest proportion in a century.

Australia has seen particular growth, in both absolute numbers and percentage change, of populations from Asian countries. For example, people citing Pakistan as country of birth rose by 105% (31,692 people) and China by 60% (190,586 people) between 2011 and 2016.

In New Zealand, 32% of those born overseas were from Asian countries, particularly China, while 27% were born in the United Kingdom or Ireland. In Australia, of the population were born overseas, the highest number were born in England, followed by China and India.

The diverse origins of many Australians and New Zealanders is also being increasingly reflected in the range of languages spoken. In Australia, the number of people who spoke a language other than English at home rose from 16% in 2006 to 21% in 2016.

There was significant growth in languages from Asia and the Middle East between 2011 and 2016. For example, the number of Urdu speakers rose by 88% (32,457 people) and the number of Mandarin speakers rose by 77% (260,301).

In New Zealand the proportion of multi-lingual people is increasing, having risen from 16% in 2001 to 19% in 2013. The most common language other than English spoken in New Zealand is te reo Māori, spoken by 3.7% of the population. Te reo Māori is an official language of New Zealand.

FUTURE IMPLICATIONS

Australian and New Zealand police will likely be required to work with increasingly culturally and linguistically diverse communities. For this reason jurisdictions may seek to ensure that their staff reflect the communities that they serve which may require recruitment strategies to focus on attracting people from diverse communities.

A culturally and linguistically diverse police service does not necessarily translate into appropriate interaction with members of the public from diverse backgrounds. Shared training and socialisation may still result in a more homogenised police workforce.

Diversity training and skills development for staff from all backgrounds may ensure readily available and usable human resources within jurisdictions. However, this will require additional education and training resources.

CHANGING ATTITUDES AND PERCEPTIONS

Australians are becoming increasingly pessimistic about the future. The Scanlon Foundation report Mapping Social Cohesion 2018 shows that 14% of Australians think the country will be much worse in three or four years, up from 11% who thought this in 2010.

Pessimism about the future is manifested in declining trust in government. For example, the Australian Election Study shows the proportion of people who think that "people in government can be trusted" was at its lowest recorded level in 2016.

Diminishing trust in government is replicated in diminishing levels of satisfaction with democracy, especially among younger citizens. Only 40% of young Australians and 30% of young New Zealanders consider it essential to live in a democracy.

Diminishing levels of trust in government, and dissatisfaction with democracy, are not so clearly mirrored in people’s perceptions of community safety and inter-personal trust. Data from the Scanlon Foundation shows that only about half of Australians feel that "most people can be trusted", although there has been little change over the last decade.

There has been some decline in perception of neighbourhood safety in New Zealand with data from Statistics New Zealand showing that 60% of New Zealanders feel safe walking in their neighbourhood at night, down from 67% in 2012.

Police in Australia and New Zealand enjoy relatively high levels of public trust and confidence. The majority of Australians (85%) and New Zealanders (84%) report positive level of satisfaction after recent interactions with the police.

Degree of trust in government
Australia, 1969 to 2016
Source: Australian Election Study, 2016

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FUTURE IMPLICATIONS

High levels of generalised trust facilitates social collaboration, promotes acceptance and tolerance, and reduces tensions resulting from cultural diversity. Low trust societies, typically characterised by low levels of social capital, or poor inter-personal networks, will be less able to solve their own problems. This may result in the requirement for external agencies, such as police, to uphold social order.

Diminishing levels of trust in government and dissatisfaction with democracy may reflect an increasingly uncertain world with diminished perceptions of safety. Evidence suggests that in uncertain times, voters tend to prefer leaders who project assertion, control and decisiveness.

As an agent of social order, police may be increasingly called upon, by government and the public, to ensure safety in the face of emerging and developing crime types such as cybercrime and terrorism. This may require police to expend additional resources or develop new resources, capacity and capability to meet these demands.

TECHNOLOGY FACTORS

BIG DATA

There has been a shift towards a more knowledge-driven and digital services economy, driven by exponential increases in hyperconnectivity, growth in computing power and the availability of a wide range of new technologies. These developments are changing the structure of how the community, businesses and governments operate.

Large amounts of data are becoming more available and affordable to analyse, on the back of increasing globalisation and advances in technology. Recent advances have made it possible to analyse unstructured data from untapped resources leading to the potential for improved decision-making and associated experiences.

FUTURE IMPLICATIONS

Used in the right way, big data is likely to assist in more efficient use of resources and employment demands. It can facilitate intelligence-led policing, where officers are deployed proactively to help prevent and detect crime and make the most of critical resources.

The continuous volume of data being generated is likely to require policing to take measures to be equipped with the right skills and resources in order to benefit from these changes.

The increasing usage and availability of big data is also likely to impact the demand for cybersecurity and monitoring activities, drawing on policing resources such as people and equipment.

AUTOMATION AND ARTIFICIAL INTELLIGENCE

Rapid advances in technology such as artificial intelligence (AI), robotics and machine learning, have made it possible to automate routine and to a certain extent, more cognitively complex tasks.

Recent studies have identified that roles requiring creativity, social intelligence and manipulation as part of their regular functions were less likely to be automated. Traditional police roles, including frontline supervisors and detectives (0.44%) and police patrol officers (9.8%), had a lower chance of being automated than other job roles such as security guards (84%).

FUTURE IMPLICATIONS

Automating some repetitive resource-intensive aspects of police work is likely to free up resources (people, equipment and infrastructure) and increase capacity. Introducing an approach that automates manual work processes and optimises resources can facilitate more efficient police services and also enable police staff to operate from different locations.

The introduction of automated vehicles has the potential to lead to new road safety considerations such as vehicle hacking, which could increase the demand for police responses. This is likely to see an increase in demand for police resources such as people, time and equipment for cybercrime operations.

Conversely, automated vehicles may reduce risks of road safety incidents caused by human error and depending on the legislative framework, offences associated with driving under the influence of alcohol and drugs. This could reduce the demand for road side testing and road policing resources and could free up capacity for police to reallocate such resources.
The use of AI in cognitively complex tasks such as big data analytics, predictive policing, language translation and tactical support, are likely to help address data gaps, overcome language barriers, prevent crime and promote workforce safety. However, the implementation of automated tasks and AI technology is likely to pose some challenges. This could affect overall performance by impacting on workforce attitudes and perceptions of inequality.

In order to benefit and keep up with advances in automation, measures taken to upskill employees and build organisational capability may include training programs and increased collaboration through partnerships.

Although adopting automation and AI is likely to have short-term cost implications, it is likely to result in cost reductions and efficiencies in the medium and long term. For instance, digitising repetitive tasks is likely to help maintain services and streamline processes, thereby cutting costs.

**HYPERCONNECTIVITY**

Interconnectivity between individuals, and connectivity between ordinary devices has been increasing through recent technological innovations. Society is moving towards an increasingly virtual world, using online platforms and internet-enabled devices to connect, deliver and access services. Furthermore, exponential growth in digital media has enabled people to establish more connections.

In 2018, the volume of data downloaded was 3.8 million terabytes, a 7% increase in downloads compared to 2017. Data downloaded via fixed line broadband accounted for 96.8% of internet downloads by 30 June 2018. Data from New Zealand suggests that in 2017 approximately 93% of the population are internet users. This has increased from 85% in 2014 and 72% in 2008.

The growing interconnection between ordinary devices (the Internet of Things) such as cameras, cars, door locks and other electronic appliances has made it possible to collect, exchange and analyse data on individuals.

**FUTURE IMPLICATIONS**

Privacy and security concerns are likely to increase from the growing usage of social media. The public will be increasingly exposed to prevailing and emerging crimes, and risky behaviours, including hacking, stalking and emotional abuse. This is likely to give rise to increased demand for policing to monitor and respond to such incidents.

This may place upward pressure on police to develop the skills and knowledge to address these challenges, and downward pressure on capacity for other responses.

Increased connectivity between devices, with the combination of analytics technology, can aid policing in analysing data from victims, suspects and offenders when investigating a crime, patterns in crime or continuous offences. The strategic acquisition of analytics technology to equip police to develop insights will assist with strengthening capabilities and police responses in the future.

Social media is being increasingly adopted by policing as a tool to engage with community and strengthen relationships. As individuals grow more interconnected in the near term, opportunities are likely to continue presenting themselves for visible, accessible and familiar policing using social media. This is likely to support organisational capability from a community trust and confidence perspective and may help to address future challenges arising from changing community expectations and behaviour.

**DIGITAL MARKETS**

Cryptocurrencies have experienced a surge in price growth and popularity. Cryptocurrencies use ‘blockchain’ databases and complex mathematical functions to maintain decentralised digital ledgers that contain all transactions associated with that currency. This allows cryptocurrencies to provide greater levels of accountability than traditional currencies.

A drawback for cryptocurrency is its potential vulnerability to cyberattacks such as thefts from digital wallets and other manipulations that disrupt the system.

There has also been an emergence of online cryptomarkets, located in the darknet, being used as a platform to facilitate many individual and organised crimes including illicit drug supply, illegal weapon sales, theft, pornography, human trafficking and various forms of abuse.

**FUTURE IMPLICATIONS**

The increased use of cryptocurrencies and their vulnerability to cyberattacks is likely to see an increased demand for policing capabilities and resources to respond to cryptocurrency crime.

Cryptomarkets are expected to continue being used as a platform for crime, given their proven resilience to law enforcement efforts and marketplace scams, and the encrypted nature of the darknet.
However, policing organisations across the globe have been actively targeting the use of cryptomarkets for criminal activity. In addition, strong private sector demand for individuals with advanced technological skills will continue to be a challenge to the ability of policing to attract, develop and retain staff to investigate cybercrime.

EQUIPMENT AND MANUFACTURING TECHNOLOGY

Equipment and manufacturing technologies including virtual reality, three-dimensional printing (3D printing), drug testing and adaptive/assistive technologies (e.g. bionics) are becoming increasingly commonplace.

Technological advances mean that 3D printing can now be used for a range of applications within policing, such as the production of weapons and ballistic vests, manufacturing robots for traffic policing and reconstructing scale models of crime scenes.\(^\text{50}\)

There also has been an increasing use of augmented and virtual reality, for business purposes and in workplaces across various industries.\(^\text{51}\)

Advances in virtual reality (VR) and augmented reality (AR) technology have made it possible to conduct cost-effective training using visual simulations and overlays.\(^\text{52}\) Some training simulations include critical response situations, emergency management, logistics, security assessments, re-enacting past or future scenarios, reconstructions and combat training.\(^\text{53}\)

Adaptive and assistive technologies including bionics, prosthetics and assistive communication software, are becoming more commercially available.\(^\text{54}\) Although the costs vary, the widespread use and expanding production of these technologies is likely to result in cost reductions in the future.

FUTURE IMPLICATIONS

While limitations to the technology have meant that the current threat of 3D printed firearms is assessed to be low, the Australian Criminal Intelligence Commission has noted that improvements to 3D printing technology is likely to increase this threat in future.\(^\text{55}\) This is likely to increase the demand on policing resources and capabilities in undertaking both preventative and reactive measures to respond to illicit 3D printing activities.

Assistive technologies such as bionics are becoming more prevalent, and less expensive. Such technologies may allow physically incapacitated police officer the ability to perform some regular work functions.

Policing could make increasing use of VR technology in the future, for purposes such as creating realistic education and training scenarios. Although initial resources will be required to develop and purchase this technology, it could reduce the need for selected physical training resources and therefore reduce training costs.

ECONOMIC FACTORS

LABOUR FORCE

With the rapidly changing economic environment, the nature and types of jobs that are available in the market have continued to evolve. Although aggregate employment growth in Australia and New Zealand is steady, there has been a shift from full time jobs towards part time jobs over the long term.

In Australia, employment growth has increased by 2.5% since 2017.\(^\text{56}\) The highest increase has been in full-time work currently at 62.60%.\(^\text{57}\) The employment rate in New Zealand is currently at 67.5%.\(^\text{58}\)

The increasing applications of automation and artificial intelligence are likely to create significant disruptions to future employment. The demand for less complex, repetitive roles is expected to wane, while more cognitively complex roles requiring perception, creativity and social intelligence were least likely to be automated.\(^\text{59}\)

There has been further public discourse around the prominence of the ‘gig’ economy in which people look to fill employment gaps through service sharing platforms like Uber, AirBnB, Deliveroo and Freelancer.

While these platforms may allow people to monetise otherwise idle skills, time or household resources, some suggest these platforms are indicative of a weakening of unions’ bargaining power in the broader economy and may eventually drive the likelihood of increased pressure on domestic welfare systems.\(^\text{60}\)
FUTURE IMPLICATIONS

Changing workforce dynamics such as the shift towards more part time or gig type employment, are likely to result in an increase in demand for more flexible working arrangements and roles.

Both current and emerging policing activities will increasingly be under threat from cheaper alternatives and industries offering more attractive pay conditions, particularly in the private sector. Policing may need to consider opportunities to demonstrate value for money as well as being able to attract and retain talent to policing agencies.

Conversely, the use of automation and artificial intelligence in introducing efficiencies and overcoming operational challenges may free up resources and capacity to focus on other priority areas within policing, supporting a value for money proposition. This will likely require evaluating the trade-off between cost and benefits regarding technological investments.

COST OF BUSINESS AND GOVERNMENT FUNDING

Economic growth has remained soft across Australia and New Zealand since the Global Financial Crisis (GFC). According to the International Monetary Fund (IMF) this trend is likely to continue in the near future. However, the Australian Strategic Policy Institute has observed a tendency for the IMF to overestimate global and regional growth.

While economic growth has been soft, government funding budgets have expanded for additional police officers for some jurisdictions in Australia and New Zealand. However, should economic conditions deteriorate over the next five years this is likely to limit further funding increases.

Inflation has been lower recently in Australia and New Zealand, on the back of softer prices for fuel and other commodities. However, inflation is forecast to return to target levels (2-3 %) and inflationary pressures such as dwelling costs, utility prices and transport costs have continued to mount, particularly in Australia.

Rising vehicle registration costs and the loss of the automotive vehicle manufacturing in Australia, is likely to place upward pressure on car prices, given taxes and other on-road costs. Recently, the number of vehicle sales in Australia decreased seven per cent the lowest amount recorded in the past nine years.

Issues relating to energy generation and shortfalls in gas supply are likely to continue to place upward pressure on currently elevated utility costs to consumers and businesses.

Electricity costs have been at an all-time high and this trend is likely to continue, given rising network costs, higher retail costs and margin. In particular, costs increase in summer to meet the demand of rising temperatures.

Gas affordability in Australia has been an ongoing challenge due to shortfalls in supply, compounded by greater demand from gas-powered electricity generators, regulatory uncertainty and demand from international LNG export markets.

FUTURE IMPLICATIONS

Identifying areas where potential cost pressures are likely to arise may help in anticipating limitations to resource and capacity in the future. The combined effect of slow economic growth and rising costs is likely to constrain government budgets, with downstream impacts on policing. This may restrict the ability to acquire new resources.

Meeting community and political expectations within tighter budgets will require careful prioritisation of policing resources and capabilities.

Automating some policing tasks may help in accruing cost savings in the future by introducing efficiencies and freeing up resources for other priority areas.

ECONOMIC STRESSORS

Since the GFC, income and wealth inequality has remained high for Australia and New Zealand. This has given rise to negative attitudes with a significant proportion of individuals believing that the economy is rigged for the rich.

Financial pressures from the increasing cost of utilities and other household costs have continued to rise, in addition to mounting household debt. According to the Reserve Bank of Australia, debt-burdened households are more vulnerable to economic shocks. In addition, wage growth has not kept up with these pressures and is significantly low.
While the unemployment rate remained steady in Australia and New Zealand have remained relatively steady around 5.1% in Australia and 4.2% in New Zealand), a significant number of people have been long term unemployed.

Data from the Australian Council of Social Services shows that in 2014 there were 2.99 million people living below the poverty line, representing 13.3% of the total population. Of these, 731,000 were children, representing a child poverty rate of 17.4%. Analysis in New Zealand indicates a child poverty rate of 28%, although it must be noted that different poverty measures were used and the two figures are not comparable.

Home ownership has been at a constant state of decline, particularly among younger people. Ownership is at a three-decade long slump in Australia and a 66-year record low for New Zealand. According to the latest SGS Economics and Planning rental affordability index report, most capital cities across Australia experienced declines or relatively small changes in rental affordability in recent years. Currently, 44 per cent of low income households are experiencing housing stress, increasing from 35 per cent in 2008.

Housing and financial conditions have contributed significantly to housing assistance requests and homelessness on an aggregate level in Australia and New Zealand, although the extent varies between regions in Australia and New Zealand, although to varied extents across different regions.

Data from the Australian Institute of Health and Welfare indicates that 41% of those seeking specialist homeless services had experienced family violence. 4 out of 10 seeking the service were homeless at referral to a specialist homeless service.

FUTURE IMPLICATIONS

Growing inequality, diminished access to adequate housing and the looming threat of technological disruption all appear to be creating conditions in which larger numbers of people could come into contact with policing in the future. Increasing income inequality has the potential to inflame negative attitudes towards overseas migration and the ageing population, potentially impacting social cohesion.

Understanding economic drivers influencing public discourse and community interactions can support policing to better predict where their resources may be needed in the future, whether it is by responding to localised changes in crime trends fuelled by increasing inequality and growing poverty, or public order responses.

People who are financially stressed or homeless experience an increased risk of drug and alcohol abuse, mental health challenges, and becoming victims or perpetrators of crime.

Mounting financial stress is also likely to affect children, which may have an impact effect on youth crime in the future, while also increasing the possibility of family and domestic violence. At the same time, the growing number of youth who are not in education, employment or training could have implications on limiting the capabilities of the future recruitment pool for policing.

These economic pressures are likely to result in increased demand on policing resources and responses. This may in turn increase the pressure on policing to formulate appropriate responses involving unique circumstances (e.g. decision-making on use of force for individuals with mental health conditions).

POLITICAL FACTORS

CHANGING GOVERNMENT PRIORITIES

Police in Australia and New Zealand are responsible for upholding the rule of law and are as a result, independent of the government of the day. However certain policy and budgeting decisions by sitting governments influence police and police budgets through relevant Ministerial portfolios, including the Minister of Police (or jurisdictional equivalent).

Government policy is not static. A change of government can result in a new set of policy decisions to which police need to adapt. In particular, modifications to large-scale infrastructure can have significant impacts on police workforce strategy and operations. When changes are proposed or implemented, police are typically required to make operational adaptations to their workforce.

FUTURE IMPLICATIONS

Government decisions about budgets and spending priorities can affect policing priorities and as a result, workforce recruitment and allocation.

This may result in opportunities for jurisdictions, especially if these decisions are reflected in the provision of additional resources and capability for police. But challenges also exist, for example, funding for additional police recruits may put pressure on existing training and education facilities.

Political decisions about budgets may affect police even when police resources are not immediately impacted. For example, political pressure to address transport, housing and other challenges may result in new challenges for police workforces.
The resources allocated by governments to jurisdictions may result in the need to move existing personnel from one priority area to another, for example from community engagement activities to cybercrime.

**POLITICAL SHIFTS**

Broad political shifts resulting from a change of government, major incidents and emerging issues or priorities can affect police resources, capacity and capability. For example, recently governments in Victoria, New South Wales and New Zealand all committed to increasing frontline police numbers as part of their justice policies.

Police may also find themselves involved in public inquiries or governments established multi-agency task forces (international or local) for specific issues or in response to a major incident.

Political factors are broader than governments. Shifts in political mood among the general population, growing distrust of politicians and the polarisation of political opinion can all affect police resources, capabilities and capacity.

**FUTURE IMPLICATIONS**

Ongoing or future public inquiries and Royal Commissions, may result in recommendations that have implications for police resources and capability.

For example the Royal Commission into Family Violence provided recommendations to police and the current fourth action plan 2019-2022 of the National Plan to Reduce Violence against Women and Children which specifically includes police as part of the overall aims.

Should similar incidents be brought to light across other jurisdictions in the future, the likelihood of a national inquiry may increase, which will potentially affect the allocation of police resources and draw on resources such as people, time and skills.

Not only do these inquiries have implications for resources, they also impact on developing future capability. Findings from public inquiries such as coronial inquests may also result in recommendations being made in relation to policing approaches, deployment and training, which influence how police build capabilities and capacity in the future.

Multi-agency taskforces may also draw upon police resources, capacity and capability while also giving rise to communication or implementation challenges when forming integrated responses.

However, such taskforces also present opportunities for police, especially if police can leverage off the capabilities, knowledge and expertise of other agencies.

At the same time, integrated training across agencies may also help mitigate the risk of implementation challenges. Both public inquiries and multi-agency taskforces are likely to require the re-allocation of existing police resources to build relevant capability.

Broader political uncertainty may have an impact upon the ability of police to plan for the future. The prospect of changed political priorities and community expectations requires police to remain flexible.

**LEGISLATIVE CHANGES**

As police uphold and enforce the law, they can be particularly affected by changes in legislation. Such changes can grant police additional powers or create challenges by imposing additional obligations.

Some legislative changes arise from a need to bring a particular policy area up to date. For instance, there have been significant legislative proposals in the justice portfolio concerning bail in response to high profile cases that resulted in extensive media coverage and public concern.

Furthermore, there have been recent moves across jurisdictions to ‘expand’ police powers, policies and procedures in response to political and public perceptions of increased threats for acts of terrorism. Such legislative amendments may build on existing police powers and provide police with additional legal parameters in the use of lethal force in prescribed circumstances such as acts of terror.

Changes to legislated definitions of crimes can also pose challenges. For example, recent legislative changes to family violence in the UK ruled engaging in controlling and coercing behaviour as a new offense. However, this has proven challenging to enforce and a lack of charges by police has led to media scrutiny and criticism.

Outdated legislation can pose a further challenge. This is particularly so in the case of technology, where legislation does not always reflect advances in technology and the ways in which it can be used, which has implications for investigating policing technology facilitated crime.

**FUTURE IMPLICATIONS**

Legislative changes may require jurisdictions to update the education and training offered to members of staff to ensure ongoing currency.
This raises the prospect of skills gaps among existing members of staff, although this can be mitigated by the provision of up-to-date, online training materials.

Implementing legislative changes can also require additional police resources. These legislative changes may be quite broad. For example, moves in Canada to legalise cannabis use have had implications for road policing, which must adapt to test for a certain level of driver impairment. Such legislative changes cannot be ruled out in Australia or New Zealand.

Expansions in definitions of crime are likely to have implications for workforce capability in responding to such incidents and may require developing additional skills and training to overcome implementation challenges and keep track of changes. This may also result in greater demand and changing prioritisation of resources.

While it is important to gain the skills and knowledge necessary in responding to technology facilitated crime, policing may continue to face legal constraints in carrying out investigations. This is likely to limit the capability in responding to such crime. At the same time, a number of technology companies based in overseas jurisdictions. Differences in legislation and limited international agreements are likely to inhibit access to information when carrying out investigations.

OPERATIONAL FACTORS

WORKFORCE

Policing has evolved over time in line with the needs of an increasingly diverse and growing community. In order to improve service delivery and instil community confidence, jurisdictions already undertake a range of strategic initiatives to create a diverse and inclusive workforce.

Police still face a number of challenges in relation to their health and wellbeing, including Post-Traumatic Stress Disorder (PTSD) and injury because of the physical, intellectual and emotional demands of their work. The likelihood of a member of the workforce being exposed to stressful situations, and the frequency of such exposures, will increase with each year a police officer spends in their role, particularly in frontline roles.

A rapidly ageing workforce poses a number of recruitment and skills challenges in relation to jobs across all sectors, including police. There has also been a flow of new recruits into the workforce. The combination of two vastly different age cohorts in the workforce is likely to give rise to differences in attitudes, opinions and perceptions.

Over time, generational shifts and changing community expectations of workplaces, mean that the workforce of the future will have different values and expectations to their predecessors. Younger generations, particularly millennials, place significant value on positive work culture, recognition, social responsibility, shared responsibility and work-life balance.

As the number of younger employees joining the workforce grows, overarching attitudes within the existing workplace may shift to reflect those of the new recruits. Organisations and businesses around the globe have been reviewing recruiting and training to address the needs and expectations of younger generations.

Aside from generational differences, there may be resistance to other factors such as new technologies, diversity initiatives, flexible work options, or other structural or cultural changes in the work environment which may occur as a result of public inquiries or investigations.

Attitudes and perceptions among the workforce towards community, the organisation and leadership greatly influence their behaviour and interactions. These attitudes can also be greatly influenced by expectations and perceptions across the broader community.

FUTURE IMPLICATIONS

The combined effect of capacity constraints, low attrition rates or negative workforce attitudes may create implementation challenges for targeted recruitment drives, such as workforce diversity initiatives. Perceptual, cultural and language barriers may present a challenge to the successful implementation of diversity programs.
It is possible that communication challenges arising from these barriers will result in confusion and low morale amongst the workforce and their interactions with the community. This may affect capability and performance. Training and capability building is likely to remain a key means of ensuring that police continue to be able to work with and within an increasingly diverse environment.

Negative employee attitudes and resistance to cultural or organisational change can influence behaviour and reduce workplace cohesion, to the detriment of workforce capacity and capability. It may become increasingly important to not only manage processes but also the attitudes of staff in relation to the changing social, technological and cultural dynamics of the workplace.106 In order to benefit from workplace diversity, it is likely that policing will need to continue to build knowledge and organisational capabilities through means including research and employee assessments.

Increasingly diverse workforces may result in challenges including discrimination, lack of cultural awareness and resistance to change. This will likely require a strategy to review management practices in order to develop innovative ways to manage people and create a culture of diversity across the organisation, from the top down. In addition to differing perceptions, the combination of an ageing workforce and new, considerably younger recruits, may also create attrition and retention challenges that could affect capacity.

Managing expectations, caused by generational shifts, may be addressed by promoting greater awareness of differing attitudes to workplace culture, additional training and changes to policies, across different hierarchies. As younger generations place greater value on work-life balance, there may also be a shift in preferences towards more flexible work options and contract opportunities. At the same time, keeping employees engaged through education and training opportunities, that may enable future career transitions, may help retain new recruits.

The wellbeing of staff affects workforce performance and the capability of the organisation as a whole. Recruiting for more flexible positions may assist in factoring workforce wellbeing into rostering decisions. Partnering with external training organisations to provide additional education and training opportunities may also help ensure a smoother transition into different roles for staff, should the need arise.

In addition, working with appropriate partners and regularly engaging with the workforce to gain insight into their wellbeing may help to address challenges to workforce capability and future pressures on the distribution of staff.

**PLANNING AND RESPONSES**

The police operational environment has been experiencing changes over time, due to the changing social, economic, technological, environmental and political environment.107 The changes both influence how police operate and the nature of crime and how policing responds in the future. Some jurisdictions are in the process of undertaking transformation strategies to shift resource allocation from the traditional population-based operational model to a demand-driven model, which is adaptable to future challenges.108 This transformation also includes an increase in community policing activity and engagement.109

As such, strategies continue to take effect through service delivery priorities and key performance indicators (KPIs), policing is likely to face planning challenges in setting short, medium and long term goals for resource allocation, in order to keep up with rapidly growing demands from the changing external environment.110

Traditional police operating models focus on known and relatively stable categories of offences and offenders, and on traditional, reactive responses to them. New challenges evolve rapidly, depend on a broad range of political, social, technological and economic factors and require new skills and innovative and flexible responses.111

**FUTURE IMPLICATIONS**

The adoption of new approaches to policing will likely have implications for recruitment, particularly for non-sworn staff or contractors. This may require adjusting or using existing capacity across other functions of the police force, such as using non-sworn staff for roles such as intelligence analysis.

At the same time, to build the capabilities required, training will be required not only for these new functions, but also to prepare the workforce for future changes and responses.

Capitalising on available technological tools and updating infrastructure for automating repetitive tasks, big data analytics and risk assessments are likely to help with predictive or intelligence-led policing.

In order to anticipate changes in the external environment, organisational capability requires the incorporation of future challenges into service delivery priorities at a strategic level.
However, it is unlikely to prove sufficient to do this at a strategic level alone. It will also likely require taking such changes into consideration on an operational level to prepare the workforce for future challenges.

**COLLABORATION**

Police are often required to co-ordinate with other bodies and organisations to formulate response strategies during an emergency.

Given growing political, economic, social and environmental uncertainty there has been an increasing trend for collaboration between agencies, which has created positive outcomes, opportunities and challenges.

In delivering an emergency response strategy, challenges to multi-agency collaboration include:

- Communication challenges emerging from technical problems, knowledge gaps in the use of rescue channels causing hindrances to radio traffic and knowledge gaps in language and terminology between agencies.
- Establishing and maintaining shared situational awareness due to the lack of a common platform for sharing information across agencies.
- Lack of sufficient understanding of responsibilities, needs, plans and tactics across other partner agencies, which have independent processes.

Social problems such as family violence, homelessness and alcohol abuse occupy an increasing amount of police time and resources. Such problems cannot be addressed by police alone, and require integrated responses from police, healthcare services and other organisations both from government and non-government.

Police are also required to collaborate with the wider criminal justice system and other organisations such as private security firms, corrections and courts. Regulating or vetting security organisations that police partner with are likely to pose many challenges.

**FUTURE IMPLICATIONS**

Training and building the inter-organisational knowledge involved in emergency responses may help to overcome challenges. This is likely to result in increased demand for training resources such as equipment, people and time.

Overcoming communication challenges may be addressed by building capability through investments in smart devices that can communicate across organisational platforms.

Collaboration with welfare agencies and programs is likely to relieve pressure on police resources when formulating future responses. Partnering with intervention/prevention focused welfare agencies, during or prior to investigations, could aid policing capabilities from a predictive and intelligence-led policing perspective.

Apart from increased demand on resources, vetting or regulating security organisations within the broader criminal justice system and welfare agencies, is also likely to create challenges in implementing policies and their interactions with policing.

**STRUCTURAL FACTORS**

**GOVERNANCE**

Governance provides the legal framework and process for making decisions, setting directions and accountability and enabling the day-to-day operations of jurisdictions.

Governance systems and processes within jurisdictions are key to ensuring that other external and internal impacting factors can be addressed within policing.

However, as police jurisdictions are institutions of government, their structures and systems will be required to maintain certain levels of bureaucracy and oversight to ensure their accountability.

Industrial arrangements can also impede the ability for jurisdictions to make alterations to terms and conditions of employment agreements in response to a changing external and internal environment.

**FUTURE IMPLICATIONS**

As future challenges continue to arise from a number of external factors, police are likely to be required to balance their service delivery priorities between the expectations of the government and the community.

Meeting government expectations and following set processes is likely limit the speed and flexibility with which jurisdictions can adopt new equipment, systems and approaches, as these must be done in line with government procurement requirements.

This may restrict the ability for policing to meet varying future demands or opportunities that technological, economic and social changes present. Industrial arrangements may continue to limit the efficient movement and allocation of resources, as well as the ability to reflect service demand in rostering.
WORK ENVIRONMENT

The police work environment is complex due to a myriad of expectations and competing challenges and opportunities.

As a consequence of expectations, challenges and opportunities, the work environment is susceptible to workforce attrition and high turnover rates. Conversely, the perception that policing is a long-term stable career can also result in issues of high retention rates and challenges with an ageing workforce.

The policing work environment is also hazardous, due to the nature of the job. While jurisdictions must still adhere to the same occupational health and safety legislative requirements as other government departments, the operational nature of policing results in higher injury risks to their workforce.

FUTURE IMPLICATIONS

The hazardous nature of the majority of operational policing roles will continue to pose risks for workforce safety and wellbeing. Adapting new technologies to automate tasks in dangerous environments and continuing to provide education and training in situational awareness and safety, may help mitigate the risks associated with these roles.

Recruiting for more flexible roles may have a flow-on effect in determining rostering and resource allocation decisions to accommodate employee wellbeing.

Providing education and training opportunities for easier transitions to different roles within or outside policing is likely to help address challenges from the ageing workforce and employee wellbeing.
IMPACTING FACTORS: CONSIDERATIONS

The graphic below summarises the research and analysis above and identifies the challenges as they align within policing’s spheres of control, influence and concern. Noting these, this section further identifies a key strategic considerations for policing to enhance future workforce optimisation.
APPROACHES TO TALENT MANAGEMENT

“The term ‘war for talent’ was coined by McKinsey’s Steven Hankin in 1997 and popularised by the book of that name in 2001. It refers to the increasingly fierce competition to attract and retain employees at a time when too few workers are available to replace the baby boomers now departing the workforce in advanced economies.”

INTRODUCTION

Australia and New Zealand police jurisdictions are focused on identifying and developing talent within their workforces to ensure they have the relevant capability and skills required to meet future challenges. Attracting and retaining talent is becoming increasingly important as employing talent increases productivity. Talent Management should be viewed as not only identifying and developing talent but also deploying the best talent at the right time, in the right role and at the right location.

CONTEXT

There are many views regarding the terms used to describe talent (e.g. in some jurisdictions, the term ‘talent’ is not used and is replaced with other descriptors). For the purposes of this report:

- ‘talent’ is used to refer to individuals with high potential that would generally be expected to exceed performance expectations within an organisation
- ‘high potential’ is used to refer to the combination of an individual’s aspiration, engagement and ability.

Furthermore, this report distinguishes between Talent Management and Performance Management as follows:

- ‘Talent Management’ is used as a broader term that supports organisations to recruit, retain, develop and reward their workforce. Talent Management includes both talent identification and talent development.
- ‘Performance Management’ is used as a more defined term that supports human resource departments to measure the performance of the workforce based on metrics and feedback.

This section of the report will focus on Talent Management and not Performance Management, acknowledging that it is challenging to separate and clearly distinguish between these concepts.

TALENT IDENTIFICATION AND DEVELOPMENT

Talent identification and talent development share common principles. These principles apply to all phases of attracting and retaining talent, including:

- **Pre-recruitment:** This phase aims to create a pool of high potential applicants that may be prepared and developed to be ready for recruitment consideration.
- **Recruitment:** This phase aims to enlarge the pool of talent, increase sample size and enhance the quality of the talent pool for an organisation. It also improves the probability for high potential talent to be selected.
- **Post-recruitment:** This phase applies to progression and promotion (for both ‘early-in-career’ and ‘late-in-career’ employees).

It should be acknowledged that progression and promotion processes are managed within jurisdictions.

Furthermore, support for development of talent, vested in institutions of learning such as the Australian Institute of Police Management (AIPM).

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ii Pool refers to the total number of individuals that are both eligible and available for selection consideration; sample size refers to the number of individuals that are shortlisted and being considered for selection.
Talent retention is separate from talent identification and development. It is generally regarded as an outcome of enhancing attraction and development of talent, alongside any workplace arrangements already in place (e.g. flexible work arrangements).

TALENT IDENTIFICATION

Talent identification recognises high potential. It allows skills and qualities to be ‘nurtured’ to maturity (and become available for talent selection) and identifies, mentors and develops individuals early to prevent them from becoming disengaged.

The New Zealand State Service Commission 2016 Guide and the Australian Public Service Talent Management Guide explore talent identification for the wider public service. These Guides focus on the concept of high potential when identifying talent. The Guides further illustrate how high potential could be identified through a mix of three attributes:

- **Ability**: Whether the individual demonstrates potential and ability beyond their current role and whether they are ready to take on more responsibility.

- **Engagement**: Whether the individual agrees with and supports the organisational objectives, whether these objectives are aligned to their current role, and whether they are clear on how they contribute to achieving the organisational objectives.

- **Aspiration**: What the individual is aspiring to in the short and long-term and how this aligns to the strategic objective of the organisation.

PRE-RECRUITMENT

Talent identification in the pre-recruitment phase could deliver higher quality talent pools as it allows organisations to select high potential individuals. Talent identification also bridges the talent maturity gap between individuals who are ready, and those who require support, to enter the workforce.

Jurisdictions currently have various qualifying programs that underpin talent identification in the pre-recruitment phase.

Individuals could be assessed as to whether they require preparation (within the pre-recruitment stage) or whether reasonable adjustments are required (within the recruitment stage), in order to develop a pool of high potential talent.

The talent identification matrix below could support jurisdictions to undertake such assessments (where it is not already being used).

![Talent Identification Matrix](source: Adapted from Australian Public Service Talent Management Guide Part A: Principles)

POST-RECRUITMENT

Once individuals are recruited, talent identification is still important to ensure individuals meet their full potential, and are subsequently promoted/progressed.

Talent identification in the post-recruitment phase is often evident at higher-level roles/ranks. Those assessed as high performers are generally identified for possible promotion/progression. In some organisations this depends on Performance Management structures rather than through post-recruitment talent identification.

Post-recruitment talent identification generally includes the use of Performance Management structures as a means for monitoring the progression of individuals towards becoming top talent. It also links to talent development as it builds a high potential talent pool for organisations to draw from.

Research has established that only 15% of high potential individuals become high performers. This underscores the need to have a high potential talent pool.
TALENT DEVELOPMENT

TALENT SELECTION

Talent selection refers to the selection of individuals from a talent pool to fill positions or perform defined roles. Screening of individuals is generally undertaken by matching them against defined criteria in a series of objectively established assessments or qualifying programs.\(^{121}\)

Jurisdictions already use talent selection methods (e.g. qualifying programs) within their current recruitment and career progression processes. Such programs are well suited for the selection and progression of individuals who are ready to join policing. Focusing only on individuals who are identified as ready for selection leaves open an untapped pool of individuals who could evolve into effective police leaders.

Talent selection may be challenging due to traditional police structures that require the majority of the workforce to progress through recruit training, probationary periods and general duties assignments (bottom up approach) prior to moving into any role specific pathway. The civilianisation of some police roles over the years (e.g. forensics or intelligence in some jurisdictions) has mitigated this.

Jurisdictions may wish to consider how individuals could be drawn from high potential talent pools to move directly into role specific or specialist areas through direct recruitment.

TALENT DEVELOPMENT

Talent development is a critical next step for organisations after high potential individuals are identified and recruited. It is often linked to progression and promotion structures. Refining talent development further supports organisations in retaining top talent, as it indicates to individuals that an organisation is willing to invest in seeking out and developing high potential.

Talent development further allows an organisation to identify an individual's career maturity and aspirations. Those individuals who are 'natural leaders' tend to self-select as part of their career planning and progression.

This may be reinforced if an organisation’s culture expects those individuals to become leaders. Others who require support to achieve their full potential often become disengaged when organisations fail to identify and develop them as leaders. As a result they may leave organisations early. Talent development allows organisations to nurture non-self-identifying employees who may need others to identify and promote the potential they have.

High potential talent may also require time to mature before they deliver benefits to an organisation. It will require targeted investment in development programs to build capacity and capability for individuals to perform in future roles.\(^ {122}\) In policing, individuals’ skills, capabilities and qualities are often developed on the job. This is true of most public safety-related industries such as fire, emergency services and defence.

Many formal development opportunities and programs are now aligned to maximise the value of work experience through learning models such as 70:20:10.\(^ {123}\)

Talent development is further bolstered by opportunities such as secondments, inter-team/division collaboration, inter-agency collaborations and cross-jurisdictional mobility.

MITIGATING BARRIERS

Talented individuals face different barriers depending on their backgrounds, career aspirations and personal lives. Organisations have limited influence on some barriers. However, those barriers that organisations can influence are outlined in the below table.

<table>
<thead>
<tr>
<th>BARRIER</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration</td>
<td>Police cannot compete with salaries offered by the private sector.</td>
</tr>
<tr>
<td>Organisational progression or promotion structures</td>
<td>Current progression or promotion structures are generally based on ‘time served’, rotation and qualifying programs. This can limit the ability to ‘recognise’ or ‘use’ talent sooner than what structures allow.</td>
</tr>
<tr>
<td>Recruitment processes</td>
<td>Recruitment processes are applied to all applicants equally. ‘Reasonable adjustments’ (focus on equity and fairness) are made only in exceptional circumstances, not as a matter of course.</td>
</tr>
<tr>
<td>Generalist nature of policing roles</td>
<td>Talented individuals often prefer to work in specialist roles and may not be willing to progress to such roles through general duties or lower rank roles.</td>
</tr>
</tbody>
</table>
This section has not examined mitigation strategies to address remuneration as a barrier due to the different industrial arrangements within jurisdictions.

**ORGANISATIONAL PROGRESSION OR PROMOTION STRUCTURES**

Jurisdictions have well established progression or promotion structures geared toward delivering high quality police services. These structures have been developed in an environment that demands high levels of accountability and regulatory oversight. They are also designed to support equality.

As a result, enhancing the approach to Talent Management is challenging. Organisational structures that could be adapted to encourage talent attraction and retention should be carefully considered over time.

The following ‘reasonable adjustments’ could be taken into account when mitigating this barrier:

- **Using untapped potential:** Investing in the development of Talent Management strategies that facilitate identification of untapped potential and support that untapped potential (that may often not self-identify).

- **Fast tracking potential:** Providing opportunities for identified potential to develop and become leaders (e.g. through secondments, inter-team/division collaborations, inter-jurisdictional collaboration and mobility).

**RECRUITMENT PROCESSES AND GENERALIST ROLES**

Recruitment streams and the possibility of lateral entry may mitigate barriers associated with recruitment processes and generalist roles:

- **Recruitment streams:** supporting the ability of jurisdictions to directly select high potential individuals for specialist and leadership roles, adapting the traditional bottom-up approach.

- **Lateral entry:** allowing for recognition of previous experience and performance from talented individuals.
NEW APPROACHES: CASE STUDIES

The following Case Studies have been examined to identify potential new approaches to enhancing Talent Management for jurisdictions to consider.

ASSOCIATION FOOTBALL RECRUITMENT

The world of sport has been at the forefront of Talent Management for a long time. Evidenced-based approaches have been used successfully in sport to target and nurture talent. Association football (‘soccer’) is a useful case study as most players go through a basic training phase at academies, often run by future employers (football clubs). This acts as a ‘gateway’ between potential players and the profession. Some players display excellent spontaneous skills, with most other players displaying a range of similar baseline skills.

<table>
<thead>
<tr>
<th>INDIVIDUALISED DEVELOPMENT APPROACH</th>
<th>TALENT SCOUTING APPROACH</th>
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<tbody>
<tr>
<td>Through mentoring and training at the academies, each player develops into more specialised on-field roles within the team. Furthermore, through target training each player is also exposed to all three 'talent management' stages: identification, development and selection. Reliable talent identification methods are crucial for professional football clubs as it permits clubs to focus their expenditure on developing a smaller number of players with specific roles in the team, representing more effective management of their resources.</td>
<td>A successful approach to identify top talent is the use of 'talent scouts'. Such scouts attempt to match a variety of performance characteristics, which may be innate or responsive to learning or training, to the requirements of the game and its various roles. Potential players are identified based on key characteristic criteria that the individual has, which have the potential to benefit from a systematic program of support and training. The characteristics include physiological, psychological and sociological attributes, as well as technical abilities. Potential players who closely match the characteristic criteria are offered spots in trial games. Observations at these trial games act as a second gate toward a professional career.</td>
</tr>
</tbody>
</table>

TALENT MANAGEMENT IN THE PUBLIC SECTOR (UK)

The Office of the Prime Minister (UK) commissioned Ashridge Consulting to develop a talent framework. The UK’s Public Sector Programme Management Approach (PSPMA) recognised that “talent management is about developing pools of skills, giving employees the opportunity to widen the scope of their expertise while at the same time providing organisations with talents they need to grow and evolve.”

<table>
<thead>
<tr>
<th>TALENT-LED APPROACH</th>
<th>COLLABORATIVE APPROACH</th>
</tr>
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<tbody>
<tr>
<td>The framework was underpinned by the following three guiding principles:</td>
<td>For example, the Office of the Deputy Prime Minister released a report urging local governments to:</td>
</tr>
<tr>
<td><strong>Defining talent</strong>: outlining the size of the talent pool, entry criteria, decision processes, permanency of definition, recruitment as a source of talent and transparency.</td>
<td>• recruit from the widest possible pool of talent</td>
</tr>
<tr>
<td><strong>Developing talent</strong>: looking at development paths, development focus, support, influence on career, connected conversations about talent, organisational values and risk.</td>
<td>• recruit more graduates</td>
</tr>
<tr>
<td><strong>Structures and systems</strong>: describing performance management, talent management processes, the use of technology, systems flexibility and ownership of talent.</td>
<td>• better manage the careers of high fliers</td>
</tr>
<tr>
<td></td>
<td>• facilitate movement of talent staff across the public sector</td>
</tr>
<tr>
<td></td>
<td>• participate in joint leadership development with other public sector organisations.</td>
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</tbody>
</table>
WEST YORKSHIRE POLICE (UK)

In order for West Yorkshire Police (WYP) to become a world-class police service, which will deliver the highest levels of performance and public confidence, it was agreed they "must ensure that it is able to attract, retain, develop, and deploy the best workforce available." This approach supported the identification of talent, development and support of officers and staff on the scheme, monitoring and assessing for results, and a scheme exit.127

THE LEARNING APPROACH

The WYP developed and adopted a model-based scheme that:

- encouraged an active learning environment
- supported and assisted self-development
- helped employees focus on developing careers instead of a job
- assisted individuals to achieve their maximum potential.

The model comprised three bands, which:

- provided developmental access for every employee
- highlighted an access level for identified under-represented groups, offering additional resources to support development
- identified a small select pool of officers and staff with potential leadership talents when measured against the ‘College of Policing’ talent indicators.
Police organisations across Australia and New Zealand are focused on creating diverse and inclusive workforces, to ensure they have the relevant capability and skills required to meet current and future challenges in the dynamic and complex policing environment. The achievement of workplace diversity and inclusion is impacted by a number of barriers, internal and external to the organisation. Ensuring an awareness of these to be able to eliminate or mitigate barriers will allow jurisdictions to further progress diversity and inclusion across their workforces.

INTRODUCTION
Police jurisdictions across Australia and New Zealand are focused on creating diverse and inclusive workforces. This is consistent with contemporary research indicating that organisations with greater workforce diversity generally perform better than those organisations with less diverse workforces.

WORKFORCE DIVERSITY
Workplace culture can have significant influence over individuals, with flow-on benefits for society. Research suggests that respectful, inclusive and equitable workplaces enhance staff morale, performance and commitment. They are also more likely to attract and retain the best talent, innovate and adapt to the changing environment and contribute diverse ideas leading to better decision-making.

Consequently, a new benchmark for those seeking to measure organisational value, reputation and strength or ‘going-concern’ (ongoing viability) now focuses on whether organisational workforces are diverse and foster inclusive cultures. Traditionally, the main areas of diversity sought by policing include:

This report seeks to build on the traditionally priority areas for diversity toward the concept of ‘diversity of thought’.

Overall, this will not only support greater diversity in the areas identified above, but also acknowledge that individuals may experience intersections of diversity (i.e. that individuals may belong to more than one diversity grouping).

INTERNAL BARRIERS
Diversity of thought primarily focuses on the genuine use of different perspectives to foster innovation and address complex challenges. It has important benefits for policing, including:

- realising diversity through organic evolution (while also achieving optics of diversity)
- mitigating group think and allowing for challenges to be explored in different ways
- fostering innovation and creativity that allows for organisational systems to be streamlined
- Countering stagnation and allowing for continuous improvement of business practices and greater organisational responsiveness.
Research and consultations undertaken identified four barriers that affect most organisations when seeking to attract diverse workforces:

- a focus on the optics of diversity
- organisational systems
- individuals’ behaviours
- generational change.

These barriers not only represent challenges for police in retaining diversity in their workforce but also act as barriers to attracting diversity to policing. They also reinforce an incorrect narrative that policing is a homogenous workplace, uninterested in supporting diversity.

OPTICS OF DIVERSITY

A common challenge organisations face when seeking to grow their workforce diversity is the focus on ‘optics of diversity’, rather than ‘diversity of thought’. Optics of diversity refers to the targeting of particular groups who are thought to be ‘different’ to the majority of an existing workforce. This ‘difference’ is often narrowly interpreted as being from various cultures, ethnicities, religions and genders.

The intent of recruitment for diversity is positive. However, the outcome may not result in a workforce that (through their differences) bring about diversity of thought.

Organisational systems require all staff, regardless of background, to conform and assimilate to set systems and structures in the workplace. Organisations that focus on targeting diversity may not see that this approach could impact diversity of thought. This results in organisations burying new ideas into existing cognitive structures without acknowledging the merits of such new ideas.

The command and control environment of operational policing contexts may amplify the pressure for individuals to assimilate. In operational contexts, and particularly in high risk situations, police are required to adhere to a chain of command. In these contexts, the questioning of authority that comes with diversity of thought may have serious consequences. Conversely, diversity of thought could hold greater value in strategic planning, where new ideas can foster innovation, assisting with continual improvement in service delivery.

ORGANISATIONAL SYSTEMS

Changing recruitment practices to include diversity has limited benefit if organisational systems are not modified to support diversity of thought.

Often the focus on diversity rests only in recruitment and not in ensuring an inclusive organisational culture that results in retention of diversity. This can impact on diversity of thought as those individuals seeking to inject new ideas and perspectives may find themselves ‘in conflict’ with organisational systems.

This may result in individuals leaving (as they cannot adapt to the normed organisational thinking) or conforming, thereby impacting their value as diverse thinkers and resulting in disengagement.

Organisational investments that will counter this focus on:

- achieving widespread cultural change across all levels (with a focus on middle management)
- delivering ongoing training across all levels
- continually monitoring and adapting appropriate key performance indicators.

It is acknowledged jurisdictions have developed and improved their diversity and inclusion strategies. As this investment has already been made, a focus on promoting or enhancing the inclusiveness of the culture could now provide increased benefit for jurisdictions.

This could be progressed through monitoring diversity and inclusion strategies to focus on diversity of thought and make immediate changes to start a cultural shift. Any shift in culture requires time.

INDIVIDUALS’ BEHAVIOUR

Of the identified internal barriers, an individual’s behaviour has proven to be the most challenging for organisations to overcome. It is common for individuals to relate and associate with others who think in a similar way to oneself, often unintentionally excluding those who think differently. Individuals who demonstrate diversity of thought are at times regarded by others as:

<table>
<thead>
<tr>
<th>Circumventing organisational rules</th>
<th>Not understanding the business</th>
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</thead>
<tbody>
<tr>
<td>Being obstinate</td>
<td>Under performing</td>
</tr>
<tr>
<td>Being insensitive to others</td>
<td>Deviating from the status quo</td>
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</table>

4 Smaller jurisdictions might experience challenges in recruiting top talent when the pool of talent is unavoidably small. ANZPAA encourages that smaller jurisdictions collaborate with bigger jurisdictions to enhance outcomes.
This barrier is challenging, as it exists outside the sphere of control of organisations. Organisations may make adjustments to address the previous two barriers, yet may not be able to influence who staff associate with within the workplace. This barrier poses risks to organisations as it often results in stagnation through:

- supporting groupthink
- requiring and promoting consensus within decision-making
- stifling innovation.

Organisations could consider:

- consulting widely and inviting input on subjects from individuals across diverse backgrounds
- promoting feedback
- focusing on group success, not solely the success of individuals
- promoting task cohesion through high frequency communication at planning and execution stages of tasks.

GENERATIONAL CHANGE

As more millennials join the workforce there are indications that generational mix may create tensions due to differences in career preferences and aspirations. Younger generations in the workforce expect different levels and types of support from employers. For example, millennials place significant value on positive work environments. Additionally, millennials tend to change jobs and careers more often, deviating from the traditional 30-year career timeline of current police.

CONSIDERATIONS

The following considerations have been identified in relation to addressing internal barriers:

- **Identifying balance**: Ensuring a focus on ‘diversity of thought’ requires careful consideration. How could this be balanced with policing’s operational context?
- **Adjusting over time**: It is not feasible to identify and adjust all policies, procedures and processes in a single attempt. Would a phased approach better support change, allowing all staff to adapt to and promote the change envisioned?
- **Promoting innovation**: Discouraging groupthink and promoting inclusivity within policing. Would this result in organisational innovation that would be useful to policing?

EXTERNAL BARRIERS

There are also a range of external barriers to attracting a diverse and inclusive workforce. Many of these external barriers are also detailed in the Workforce Optimisation section (refer to Impacting Factors). However, the most important external barriers included in relation to diverse workforces are:

- Political views – relating to police recruitment and workforce composition. Focus around ‘sworn numbers’ rather than police capability has the potential to be a barrier to police in being able to target, attract and retain the specialist capability and skills required.
- Community Attitudes and Expectations – this can be influenced by current events, major incidents, the media, etc., can influence public perceptions of policing in terms of:
  - their role in crime and crime prevention (e.g. community engagement versus a tough on crime, ‘force’ approach)
  - whether police able to provide a safe and inclusive environment for workers.

MITIGATING BARRIERS

Two approaches have been identified to mitigate barriers to diversity:

- **Strategic planning**: placing increased focus on integrating diversity and inclusion in strategic planning.
- **Reasonable adjustments**: identifying and recognising areas where adjustments could be made.

STRATEGIC PLANNING

Building on work being undertaken by jurisdictions further investment could be made in:

- continually assessing and identifying whether any organisational systems hold systemic conscious and unconscious bias
- promoting a responsive culture that recognises and invites diversity of thought
- supporting the workforce using a safe, recourse-free reporting system regarding workplace harm (acknowledging that all jurisdictions have well developed systems in this regard).

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5 For example, an innovation hub for ideas from across the workforce to be considered.
Jurisdictions could consider the Inclusion Continuum and the Diversity, Inclusion and Equity Transformation (DIET) Continuum.

**INCLUSION CONTINUUM**

The Inclusion Continuum was adapted by Dr Angela Workman-Stark from earlier work done by Jackson and Halvino and used for strategically identifying where organisations are on their transformation path to inclusion. Most jurisdictions have referred to this Continuum in developing their strategies. It provides a useful benchmark for assessing where an organisation is now and how much further they have to advance to achieve inclusivity.

**DIET CONTINUUM**

The DIET Continuum was developed by ‘All Aces, Inc.’ It outlines phases that organisations generally transition through to achieve the desired outcome of inclusiveness. It provides a roadmap of phases an organisation may transition through for each activity they undertake to further develop and promote a diverse and inclusive culture.
REASONABLE ADJUSTMENTS

Reasonable adjustment (‘equity enhanced equality’) focuses on fairness as opposed to everyone receiving an equal share. It identifies the need to evaluate individuals starting points (individual unique needs) and what they may need to reach equity as opposed to equality.

Reasonable adjustments to policies, procedures and processes provide employees with the opportunity to perform to the best of their ability and be as effective as possible in their role, while acknowledging diversity and differences.

Using the principle of equity and applying reasonable adjustments to accommodate a diverse workforce should be applied to the extent that they do not compromise standards, public safety. Reasonable adjustments that have practical applicability are generally targeted at the following areas:

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**JOB DESCRIPTIONS**

- Redesigning job descriptions can improve the diversity of recruitment pools
- Adapting language that may resonate with diverse groups can encourage applications
- Using inclusive and non-stereotyped terms can improve application rates

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**INTERVIEWS**

- Establishing a Diverse Talent-Acquisition Team to identify high potential talent that could be developed for further recruitment
- Using a blind resume screening process to counter unconscious bias in the short-listing process
- Including interview panel members from diverse backgrounds could mitigate groupthink within an interview panel
- Using work-sample tests, structured interviews and comparative evaluation can eliminate unconscious biases

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**ADVERTISING**

- Reframing of recruitment messages can significantly increase the number of diverse applicants, without compromising the overall quality of applicants
- Targeting the advertisement outlet to appeal to a wider group than those police would traditionally use may attract a more diverse pool of candidates

Practical examples on how these have been actioned in other organisations may provide useful benchmarks or examples for consideration (Appendix A).
APPENDIX A: BENCHMARKS/PRACTICAL EXAMPLE

JOB DESCRIPTIONS

Avoiding gendered undertones and pronouns.
One study found that job descriptions with masculine or feminine language could dissuade applicants of the other gender. Typically, extreme modifiers and overly technical language discourage female applicants.

Johnson & Johnson saw a 9% increase in female applicants through rewording job descriptions.

Limiting pre-requisites to essentials.
According to one study, male job seekers feel encouraged to apply if they meet 60% of the requirements while female job seekers only tend to apply when they meet 100% of the requirements. Potential candidates may be discouraged from applying, if skills that are not strictly required are listed on the job application.

Highlighting benefits such as flexible work, (family) leave entitlements.
Family-friendly workplaces encourage primary carers to apply.

Including a statement on the importance of diversity and inclusivity, including elements that may attract diverse candidates.
Diverse candidates are not a homogenous group. What appeals to one group, may deter those from another group. Tailored recruitment messaging or issuing different versions of a job advertisement may address this. This could be supported by research on what attracts target groups and requesting input from potential applicants, candidates, new hires and departing staff.

Recognising the value of the skills that diverse people may bring.
These skills may include familiarity with diverse communities and languages. This demonstrates that potential applicants’ diversity could be a benefit, not a barrier.

INTERVIEWS

Prioritising skills required and agreeing to selection criteria before interviews enables fair and effective evaluation.

The Resource Council of Canada suggests the following to support effective interviews and candidate selection:

Selecting an interview team that reduces individual bias.
Include members of diverse backgrounds or employees with an understanding of cultural issues to provide insight on culturally diverse responses.

Ensuring all interview candidates are asked the same questions and scoring responses on a grid to promote consistency.
All questions should relate to the job description. Include behavioural questions that focus on ‘how’ an applicant will apply their skills and ‘how’ they would handle a particular situation.

Avoiding generalisations based on race or ethnicity.
Do not assume that a person’s appearance defines their nationality or cultural background.

Avoiding assumptions around verbal and non-verbal communication.
Use vocabulary carefully in order to avoid or rephrase words that could have different meanings in other cultures or languages. Be aware of culturally influenced behaviours and communication patterns that may impact perceptions of a candidate during an interview. For example:

- **silence** is not necessarily a sign of disrespect or lack of knowledge, it may indicate that the candidate requires a moment to process the question and formulate an answer. Language pace and rhythm can vary greatly between cultures.

- **minimal eye contact** may not represent a lack of confidence or certainty but may be a sign of respect for authority figures.

- **modesty and humbleness** when discussing personal accomplishments may depict a cultural orientation rather than a lack of achievements.

- Being aware of ‘days of significance’ of different religious and faith groups to avoid scheduling interviews at those times.

Case Study: Durham Regional Police Service (DRPS)
A review of job descriptions in the DRPS found they did not address specific competencies required to work in diverse regions or give sufficient credit to education and training. These competencies included the ability to connect with communities and to communicate effectively and respectfully. The DPRS resolved to modify job descriptions and selection criteria.

https://members.drps.ca/upload_files/20172019DiversityStrategicPlan.pdf
ADVERTISING

- Using gender neutral language and targeted advertising to reach specific groups.

**Case study: Recruiting a Diverse Police Force in Chattanooga**

‘Public service’ messaging is common in police advertising. A study sent four variations of a postcard to 10,000 recipients and tested the response rate. People who received ‘public service’ messaging responded at the same rate as those who received no postcard. Those who received messages focusing on the career prospects or the challenge of joining the police responded at triple the rate. This effect was larger for women and people of colour. Further research showed that applicants were accepted at the same rate as other applicants. This showed that the applicant pool was not negatively impacted by increased diversity. 147

- Ensuring advertising reflects diversity.

- Advertising in both standard and non-standard locations.

**Case study: USA Department of Justice (DOJ)**

Proactive and targeted community outreach efforts can help encourage people from diverse groups to consider careers in policing. Building partnerships with educational institutions and providing young people with internship programs creates a robust pipeline of potential applicants. This also helps to address historically negative perceptions or experiences diverse communities have had with police.

The effective and innovative use of technology and social media is critical to communicate and connect with all members of the community. 148

**Case Study: Slack Study**

In this study, people evaluating candidates for police chiefs were asked whether education or experience were more important for the job. When the male candidate had more education, they said education was more important. When the female candidate had more education, they preferred experience. A team at Slack rebuilt the interview process. For each role, the team determined what characteristics and skills a successful candidate should have such as communication skills or capacity for teamwork. Then they defined what information they needed to assess those skills. They then devised a list of behavioural questions aimed at exploring that information. Questions like “Tell me about a stressful situation, and how did it go?” or “Tell me about a change to your code base.”


**Case Study: Metropolitan Police (the Met)**

The Met has increased minority representation by:

- Introducing London Residency Criteria, increasing Black and Minority Ethnic (BME) recruitment by 27%.
- Running a recruitment campaign for officers who speak languages commonly found in London, resulting in 5,000 applications.
- Allowing people to join the police service at senior ranks. Of the 10 superintendents initially recruited, three were BME and six were female.


**Case Study: Firefighter. It means so much more.**

The London Fire Brigade’s recruitment video prominently features women of colour and highlights benefits related to flexibility, pay, career progression and specialisations. The video shows community interaction and community safety work. It describes firefighters as ‘fire preventers’, ‘fire protectors’ and ‘fire educators.’

CAPABILITY SURGE ARRANGEMENTS

This section assesses current and alternative arrangements that support sharing resources to meet surge demands and capability deficiencies within and across jurisdictions.

OVERVIEW

Police agencies have well defined emergency management protocols to allow for rapid response and surge in the event of:

- emergency events
- counter-terrorism incidents
- planned events (e.g. commonwealth games)
- specialist needs (e.g. the Australian Disaster Victim Identification [DVI] response plan).

As jurisdictions have well established mechanisms in the event of a critical event, these arrangements have been treated as ‘out of scope’.

The focus instead is on exploring surge and capability sharing arrangements to support jurisdictions to:

- fill short term capability gaps
- adapt to changing service demands
- address short term skills shortages where police have to compete with other industries.

CURRENT ENVIRONMENT

Jurisdictional consultation was undertaken to gauge the variety of arrangements currently in place to support capacity and capability surge in relation to day to day service demand. Overall, feedback indicated a small range of localised agreements or arrangements exist.

CAPABILITY SURGE

The 2018 Accenture Report, Reimagining the Police Workforce – Vision for the Future, notes that:

“police agencies will need to develop a more agile workforce and rely on an increasing expanded ecosystem of partners – to both provide traditional reactive policing services and accelerate the shift to a more preventative policing model.”

The sentiments contained in this report align with the need identified by police commissioners to explore alternative arrangements for sharing jurisdictional workforce capacity and capability, and shaping future workforce models.

Arrangements and opportunities for capability surge are aimed at supporting jurisdictions to seamlessly ensure they have the right number of people with the right skills at the right times.

This may be to fill a particular skill gap short term while staff are being trained, or to deploy staff with the right capabilities into new roles, or to enhance responsiveness and agility as police service demand changes.

Examples of current localised arrangements:

- agreements to support joint work with allied agencies such as the Australian Border Force, Australian Criminal Intelligence Commission or Australian Federal Police
- the Inter-jurisdictional Mobility Agreement between Victoria Police and Northern Territory Police
- the Inter-Service Agreement between New South Wales Police Force and Tasmania Police
- the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) - Anangu Pitjantjatjara Yankunytjatjara (APY) Lands Cross-Border Region Memorandum of Understanding between Western Australia, South Australia and the Northern Territory
- the Australian Federal Police (AFP) Capability Delivery Model
- ad hoc arrangements in regard to meeting with other state based police agencies.

These protocols extend to providing assistance to other police agencies within Australia and New Zealand and are administered by established inter-governmental agreements such as the Police Assistance in Neighbouring State/Territories (PANS) MoU and the Inter-Jurisdictional Police Assistance during International Emergencies Agreement.

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6 A model used by the AFP to identify capability gaps applying a coordinated partnership culture.
MODEL

Short term capability surge arrangements for policing have the potential to support jurisdictions, so that they are dynamic and responsive to their complex operating environment, while also ensuring maintenance of quality service delivery outputs.

A capability surge model would provide jurisdictions with the ability to leverage human resources from other organisations (both within and external to policing) when required, thereby establishing trusted collaborative partnerships. A potential surge capability model could consist of three levels:

- **INTRA-JURISDICTIONAL**: Leveraging skills and capabilities of staff from within a jurisdiction and deploying them to areas needing short term assistance.
- **INTER-JURISDICTIONAL**: Leveraging from a pool of identified critical skills and capabilities across the whole policing industry to fill or supplement an identified workforce deficiency.
- **EXTRA-JURISDICTIONAL**: Utilising skills and capabilities not available within policing to support the development of skills, fill short term needs or supplement available resources.

The three elements of capability surge within the model are related as follows:

**BENEFITS**

Capability surge arrangements have the potential to derive a range of benefit for policing, as demonstrated below.

**ENSURING POLICE CAN DELIVER SEAMLESS SERVICES**

- Allowing jurisdictions to identify and anticipate capability gaps and fill them in the short term
- Being applied as a temporary measure while action is taken to ensure capability gaps can either be filled through internal capability development, or arrangements can be made for long-term contracted services.
- Supporting jurisdictions to deliver services within their responsibility.

**ENHANCING BUSINESS CONTINUITY AND AGILITY**

- Could be integrated into business continuity plans to ensure jurisdictions can continue to deliver policing services in times of serious disruption.
- Supports agility and future workforce design.

**SUPPORTING PROFESSIONAL DEVELOPMENT OPPORTUNITIES AND TALENT MANAGEMENT**

- Providing jurisdictions with additional opportunities for staff professional development.
- Providing short-term deployment into opportunities into different units or jurisdictions which supports capability development through police staff.

**PROMOTING DIVERSITY OF THOUGHT AND GROWS KNOWLEDGE WITHIN POLICING**

- Ability to back-fill capability gaps will allow individual contribution from a wide range of backgrounds and experiences.
- Supports diversity of thought through injecting not only individuals with the capabilities needed, but also exposing individuals to other skills, experiences and thoughts that they may not have previously had the opportunity experience.

**CHALLENGES**

Capability surge arrangements also have the potential to create a range of development and adoption challenges for policing, as demonstrated below.

**LEGISLATIVE AND POLICY FRAMEWORKS**

- Legislative barriers may manifest in many ways, including clauses in jurisdictional governing legislation that sets strict parameters over recruitment and deployment of police staff, to policy instruments that would result in administrative burdens to facilitate staff movements.

**STAFFING LIMITATIONS**

- Future models would need to consider the number of staff that could be made available at any one time.
- Model may be ineffective if multiple capability gaps are identified where there are existing skills shortages.
- Jurisdictions may incur an opportunity cost as a result of providing staff to a different area, at the detriment of the area from which staff are drawn.
ENTERPRISE BARGAINING ARRANGEMENTS AND EMPLOYMENT CONTRACTS

- Any arrangements that allow for movement of staff across jurisdictions, or from non-policing organisations, may have implications for employment arrangements.

ORGANISATIONAL CULTURES AND PERCEPTIONS

- Could lead to perception that policing is becoming more civilianised, especially in relation to Extra-jurisdictional surge arrangements.
- Negative reactions within the workplace, if non-sworn staff are bought in to fill capability gaps in traditionally operational areas within policing.

Appendix A provides further detail of the benefits and challenges identified above.

KEY CONSIDERATIONS

To facilitate arrangements for capability surge, three key considerations are identified. These considerations would need to be addressed prior to progressing with the establishment of a capability surge model:

- Understanding policing skills and capabilities: Establishing a baseline on the current depth and distribution of skills across policing.
- Setting timeframes: Ensuring that timeframe arrangements are in place to support capability surge over a short-term period i.e. maximum 12 months.
- Developing flexible arrangements: Ensuring capability surge arrangements allow for skills to be bought into jurisdictions regardless of employment status.

SKILLS AND CAPABILITIES

A key consideration for facilitating capability surge is for jurisdictions to develop a comprehensive understanding of the skills and capabilities of their organisations.

This would include the depth of skills currently employed within policing across all employment categories (what skills and capabilities individual police staff have) and the distribution of those skills (where those skills are located within each jurisdiction’s structures).

Having a comprehensive understanding of the depth and distribution of skills and capabilities will allow jurisdictions to:

- identify long term skills gaps for workforce planning
- locate skills and capabilities from within the jurisdiction to use for capability surge for backfilling skills shortages over a short-term timeframe
- identify skills and capabilities that jurisdictions may have in excess that could be made available to other jurisdictions for capability surge purposes
- identify skills shortages in emerging areas where police may have to look to industries outside policing for support.

TIMEFRAMES

To assist collective workforce planning and forecasting, it would be critical that agreed timeframes are put in place (the Inter-jurisdictional Mobility Agreement between Victoria Police and Northern Territory Police is a good example).

The development of any surge model should focus on short-term solutions and timeframes (e.g. fewer than 12 months. If this is not explicit, the model may undermine jurisdictional workplace relations, including industrial relations agreements. In particular, a surge model that led to permanency in staff arrangements would be counter-productive, and would go defeat the purpose of a surge model.

FLEXIBILITY

Policing workforces have traditionally distinguished between sworn staff, who perform operational roles; and unsworn staff, who perform non-operational roles. As service delivery models within policing become increasingly complex, there may be increasing capacity for unsworn staff to perform some job functions of operational roles. For example, unsworn staff could perform some intelligence collection and analysis, particularly in the online environment, freeing up sworn staff for other frontline duties.

A capability surge model that encompasses flexibility of movement (within, across, in and out) will allow policing to develop appropriate pipelines that will give them access to the right capability at the right time. It will also support access to limited specialist skills (such as advanced technology skills), for which there exists an extremely competitive market, within and external to policing.
A core element of a capability surge model is that it would enable staff with appropriate security clearances to be made available in a compressed timeframe, regardless of where they are obtained from. Within the policing environment this would not be too difficult, however, the model would need to consider requirements for staff obtained from external sources.

A simple solution could be the development of a pool of extra-jurisdictional experts that have appropriate clearances that are called upon as needed.

While the primary intent of a capability surge model is organisational needs, the model provides a related benefit in that it can support workforce strategies in respect to flexible working arrangement within policing.

**CONCLUSIONS**

Consultation with jurisdictions has highlighted that, while a number of arrangement are in place to support capacity imperatives, these arrangements are specific in nature in regard to scope and location.

The development of a capability surge model to respond to changing service demand has merit, and could provide support through the application of one or a combination of the three tiers: intra-jurisdictional, inter-jurisdictional and extra-jurisdictional.
APPENDIX A – BENEFITS AND CHALLENGES OF CAPABILITY SURGE ARRANGEMENTS: MATRIX

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>INTRA-JURISDICTIONAL</th>
<th>INTER-JURISDICTIONAL</th>
<th>EXTRA-JURISDICTIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BENEFITS</td>
<td>Development of a Policing Capability Profile and appropriate internal capability surge arrangements can allow jurisdictions to pro-actively identify and fill capability gaps using existing internal resources. Intra-jurisdictional capability surge arrangements provide alternative mechanisms for police employees to seek out for developing experience in multiple areas across policing while utilising their expertise and experiences to the benefit of the jurisdiction.</td>
<td>Capability surge arrangements can allow policing to leverage from their collective resources to ensure all jurisdictions have skills and capabilities rapidly available when needed. Capability surge can facilitate short-term movement between jurisdictions for staff to gain greater knowledge and experiences across policing contexts in Australia and New Zealand. Capability surge arrangements can support greater contributions in diversity of thought across jurisdictions.</td>
<td>Capability surge arrangements could support police to develop a network of extra-jurisdictional experts to call upon to: &gt; fill identified capability gaps &gt; support the development of capabilities in emerging areas &gt; provide a specific support capability for police that may not be identified as needed over a long-term.</td>
</tr>
<tr>
<td>CHALLENGES</td>
<td>Intra-jurisdictional surge arrangements will need to consider employment contract requirements when re-deploying staff within the jurisdiction. Further consideration relating to workforce optimisation would be required to ensure any staff re-deployment for surge purposes does not adversely impact the substantive areas staff are being moved from.</td>
<td>Inter-jurisdictional capability surge arrangements would be required to consider the legislative and policy frameworks jurisdictions operate within to ensure staff can move across boarders easily. Employment contracts and awards would also need to be considered as to whether staff moving between jurisdictions retain their home jurisdictions pay and awards structures. Minimum staffing requirements may need to be considered to ensure staff moving between jurisdictions for surge purposes does not adversely impact their home jurisdictions.</td>
<td>Extra-jurisdictional capability surge arrangements would be required to consider the legislative, policy and employment contract structures (as per inter-jurisdictional capability surge) of jurisdictions and the organisations they surge-in staff from to ensure processes allow for capability surge arrangements. Extra-jurisdictional capability surge arrangements may further be required to counter any potential negative reactions of perceptions driven by organisational culture that does not accept experts from outside policing operating in the policing environment.</td>
</tr>
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</table>
FUTURE WORKFORCE

In order to meet current and future challenges, police jurisdictions are seeking to attract and retain a workforce capability that will be able to adapt, learn and evolve with the changing environment. There is also a greater public expectation on ensuring an inclusive, safe workplaces and on promoting and achieving gender equality.

INTRODUCTION

There are a range of external and internal factors that are driving the need to ensure police have diverse and inclusive workforces. Australia and New Zealand’s populations have changed significantly over the past few decades.

While populations in Australia and New Zealand are ageing and becoming more ethnically diverse, the changes are unevenly distributed across geographic areas, presenting greater challenges for police in attracting, recruiting and deploying the workforce of the future.

Across Australia and New Zealand, there is a high degree of connectivity between people and things. This presents both significant opportunities and challenges for how our workforce is deployed, and how we engage with the community.

At the same time, there is a greater public expectation on ensuring an inclusive and safe workplace and on promoting and achieving gender equality.

A number of barriers impact on the understanding, acceptance and attainment of diversity in policing workforces.

Some of these barriers relate to legislation, policies and procedures. Other barriers are linked to organisational culture – people’s attitudes and behaviours – which are difficult to change, particularly over the short term. Ensuring a safe environment that supports the wellbeing of staff, as well as attracting talented individuals to policing from all demographic groups, will require police to explore and offer a range of flexible work conditions.

This will need to go beyond the basic level of amended hours and days, to exploring alternative workforce options and using technological advancements to allowing greater mobility in working away from the office.
DRIVING TRENDS

Australian and New Zealand populations continue to transform and diversify; populations are ageing and becoming more ethnically diverse, although trends differ between urban and rural settings. Many technologies continue to develop rapidly, changing the way people work, communicate and connect. These trends present significant opportunities for how the workforce is deployed and engages with the community.

A range of impacting factors and future implications for the policing workforce was identified earlier (refer to Workforce Optimisation: Impacting Factors – p.11).

DEMOGRAPHIC CHANGES

<table>
<thead>
<tr>
<th>KEY CONSIDERATIONS</th>
<th>IMPLICATIONS FOR THE POLICE WORKFORCE OF THE FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing ethnic diversity</td>
<td>Social cohesion: Social cohesion will continue to be a major focus for police, particularly in urban centres. Where and how people live will continue to have a significant bearing on recruitment and workforce allocation.</td>
</tr>
<tr>
<td>Ageing population</td>
<td>Diverse workforce: Just as the community continues to diversify and transform, policing will need to ensure its workforce remains representative and build effective relationships across all sectors of the people they serve.</td>
</tr>
<tr>
<td>Urbanisation</td>
<td>Attraction and retention: Policing human resource practices will need to increasingly attract and retain a diverse section of the population to ensure police build and maintain effective relationships with the community.</td>
</tr>
<tr>
<td></td>
<td>Ageing workforce: As the population ages, while life expectancy and costs of living increase, people are looking to work longer. Current legislation across some jurisdictions has age restrictions for police officers, which may need to be re-examined given these changes. Alternative modes of work may also need to be considered to retain older employees that may not be able to physically perform full-time or frontline duties.</td>
</tr>
<tr>
<td></td>
<td>Flexible work patterns: The ageing population may lead to increasing numbers of employees seeking access to flexible work options in order to provide care for elderly parents, rather than the traditional notion of flexible work for young families, particularly women.</td>
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</table>

COMMUNITY ATTITUDES

<table>
<thead>
<tr>
<th>KEY CONSIDERATIONS</th>
<th>IMPLICATIONS FOR THE POLICE WORKFORCE OF THE FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing attitudes and perceptions</td>
<td>Community fear of crime: Police continue to enjoy high levels of trust. There may be flow on implications from falling levels of trust in government and perceptions around the government’s role in crime issues.</td>
</tr>
<tr>
<td>Online interactions</td>
<td>Diversity and Inclusivity: Community expectations for policing to ensure a safe, diverse and inclusive workforce has been compounded by the range of publicly-released review findings and public announcements of strategies and/or targets, which has occurred across all Australian and New Zealand jurisdictions to some degree.</td>
</tr>
<tr>
<td>Public accountability</td>
<td>Flexible work spaces: While community expectations for online and frictionless transactions are increasing, this has had limited influence over the traditional government and community view of policing. There are still government and community expectations around front-line policing and the presence of physical police stations. This does not necessarily reflect the future workforce requirements and will require some effort to change the focus to be on police interacting in different ways and in different spaces.</td>
</tr>
</tbody>
</table>

7 For more details on these driving trends, refer Workforce Optimisation; Impacting Factors (p.11) as follows: demographic changes and community attitudes included in Social factors; economic conditions included in Economic factors; technological advances included in Technology factors; changing work preferences included in Operational factors.
## ECONOMIC CONDITIONS

### KEY CONSIDERATIONS
- Labour force changes
- Cost of business
- Government funding
- Economic stressors

### IMPLICATIONS FOR THE POLICE WORKFORCE OF THE FUTURE

**Turnover**: Subdued economic and wage growth tends to reduce people’s risk appetite for seeking new employment, contributing to low turnover rates and potentially leading to organisational stagnation.

**Increased contact with police**: Ongoing economic shifts are unlikely to have short term direct impacts on police. However, growing inequality, diminished access to adequate housing, rising instances of unmet housing needs and the threat of technological disruption all appear to be creating conditions in which larger numbers of people could come into contact with police.

**Cost effectiveness**: Both current and emerging policing activities will increasingly be under threat from cheaper alternatives and industries offering more attractive pay conditions. In order to protect what is core to policing, seeking opportunities to outsource peripheral capabilities will demonstrate value for money as well as being able to attract and retain talent.

## TECHNOLOGICAL ADVANCES

### KEY CONSIDERATIONS
- Automation
- Connectivity – people and things
- Virtual markets – cybersecurity risks
- Big data

### IMPLICATIONS FOR THE POLICE WORKFORCE OF THE FUTURE

**Data management**: Increasing technological capability to extract value and insight from data present significant opportunities for police but also an increasing need to attract and retain suitable capability.

**Cybersecurity**: With rapidly increasing hyperconnectivity comes mounting exposure to global cybersecurity threats and privacy issues. An increasing number of social media platforms are providing end-to-end encryption for clients’ conversations, making it more difficult for police to access information relevant for investigations or intelligence in the process. It also places an imperative for police to explore new forms of engagement with the public through those platforms and with social media companies.

**Technical skills**: As automation technologies advance and become cheaper, there will be mounting economic incentives to explore automation to replace some routine aspects of police work to reduce costs. Much depends on whether police can attract, develop and retain individuals with the right capabilities to implement these technologies.

**Digital skills**: The increased use of cryptocurrencies and the encrypted nature of criminal transactions are likely to see an increased demand for policing capabilities and resources for responding to related crime. The demand for people and skills to investigate digital crime from the private sector is also likely to be a challenge for police when developing capabilities and retaining staff.

**Automation**: Automation may provide both opportunity and challenge for police in the changing economic environment. While a large scale disruption of the labour market due to automation could see a lot of people out of work and at higher risk of crime or social instability, the ‘automation-resistant’ nature of front-line police work could mean that policing becomes an even more attractive employment opportunity.

## CHANGING WORK PREFERENCES

### KEY CONSIDERATIONS
- Millennial work preferences
- Work/life balance
- Higher education and continuous learning

### IMPLICATIONS FOR THE POLICE WORKFORCE OF THE FUTURE

**Cultural change**: Australian and New Zealand police jurisdictions have recognised the need for diversity, inclusion and workplace flexibility to support their workforces through published strategies and targets. Many have announced ‘flex by default’ policies. However, the traditional police structure struggles with the concept of balancing part-time and flexible working arrangements with 24/7 response requirements. Often the strategic intent of diversity strategies and targets are perceived to be difficult to enact at the operational level. This will increasingly become a focus as the need for diversity and flexibility becomes the driving need to be able to recruit and retain the right people for the changing policing environment.
WORKFORCE OF THE FUTURE

The driving trends in the broader socio-economic environment are impacting in numerous and interconnecting ways on the future workforce of policing. While the policing environment is constantly changing, core policing requirements will also continue and expectations for community safety will be unchanged. The type of capability required and how we attract, retain and deploy resources will need to continually evolve. Our traditional models of recruitment, retention and deployment will need to evolve to meet these needs.

WHAT DOES THE WORKFORCE OF THE FUTURE LOOK LIKE?

Across developed nations, there has been a shift from jobs organised on a permanent and full-time basis to less standard, flexible and part-time employment. Apart from giving employers the ability to adjust to demands on resources (essential for policing), the trend towards more flexible work conditions has been driven by the workforce and employees’ need to balance paid work with other (unpaid) activities.

While the demand is being driven from employees, employers increasingly need to ensure they are offering such conditions in order to attract and retain the best talent to the organisation. This is occurring in a broader environment characterised by an ageing population, policy initiatives to increase female participation in the workforce and the increasing proliferation of new technology.

CHANGING DEMAND ON POLICE RESOURCES

Many driving trends will impact the demand on police resources, some within the sphere of influence and control of police and some with less ability to control, including population growth and economic pressures such as the rising cost of living.

Technological developments are driving not only opportunities for police but for criminals to exploit, creating new crime types and methodologies. However, traditional crime types such as property offences and illicit drug offences are not expected to disappear in the near future.

For example the most recent data from the ABS identified that offenders of illicit drug offences and Acts intended to cause injury remained the largest number of offenders.

Capitalising on technological advances to automate repetitive tasks and/or introduce efficiencies, may free up resources and capacity. Reconsidering how police are deployed, respond and interact with the community and each other may present efficiency opportunities, such as virtual taskforces that remove reliance on resources in one location at one time.

Community expectations are changing in how they want to engage with services and access information. Many organisations are increasingly seeking to leverage technologies to improve customer or client access to services and reduce costs. However, such measures can alienate some segments of the community, who may have higher needs of these services.

The workplace culture has generally viewed visibility as going hand in hand with productivity. Although research indicates that flexible work options can enhance productivity, attitudes toward employees who are not present during ordinary office hours can be difficult to change.

Policing responses will need varied methods to meet community needs and expectations and ensure resources can keep up with the demand of policing both traditional and emerging crime types.

CHANGING CAPABILITY REQUIREMENTS

Growth in big data and technological advances will impact on the type of capability police need to attract and develop in existing staff. At the same time, an ageing workforce will likely need to develop different skills.

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* Such as how and where we deploy resources and capability enhancements to allow police to work in different ways from different locations.
Greater diversity across the community will also drive a need for same across policing. Changing workforce dynamics are likely to increase the demand for more flexible working arrangements.

Policing has traditionally valued ‘hard’ skills for recruitment and promotion and have not necessarily recognised ‘softer’ skills acquired from previous roles or life experiences but not overtly demonstrated in the workplace. Currently emphasis has been demonstrated through the job and progressed linearly through levels, which may impede the advancement of some members, despite potentially possessing the relevant skills.

Research suggests that the skills set required for employment is rapidly changing. Emerging technologies such as artificial intelligence, automation and robotics require rethinking the nature of work and the skills employees will likely need in the future.\textsuperscript{153}

The World Economic Forum’s Human Capital Report argues that creativity, critical thinking and emotional intelligence will be increasingly important for employment in the broader economy in 2020. While there is likely to be some opportunities for police to leverage these skills in coming years, the report notes that these skills are seldom the focus of today’s education systems.\textsuperscript{154}

\textbf{GOVERNMENT PRIORITIES AND EXPECTATIONS}

Understanding future trends and where police need to be positioned should be balanced with the short-term focus of election cycles. Police capability decisions can be affected by political announcements focused on sworn numbers and ‘bricks and mortar’ of police stations.

This restriction can be compounded by key performance indicators jurisdictions are regularly held to, particularly sworn police numbers and hours (either tied to election commitments or as part of the Budget process).

The focus on the traditional ‘sworn’ officer numbers and physical structures can be an impediment to both building the future police workforce with the required capability as well as being able to deploy resources in different ways and different locations, including flexibly and virtually, to meet the needs of the changing environment.

\begin{quote}
Changing the traditional political view of a ‘police officer’ is essential to ensuring police can meet the needs of the future environment, including attracting, retaining and deploying capability in the most effective way.
\end{quote}

\textbf{WELLBEING AND PERFORMANCE}

Promoting good work/life balance provides far-reaching benefits for the wellbeing of individuals as well as performance and outcomes for the organisation.\textsuperscript{155}

\begin{itemize}
\item A good work/life balance can enable employees to feel more in control of their working life, and lead to:
\begin{itemize}
\item increased productivity
\item lower absenteeism
\item better physical and mental health
\item a more positive perception of the employer
\item improved job satisfaction
\item a reduction in staff turnover and recruitment costs.
\end{itemize}
\item A good work/life balance can assist the organisation in reacting to the changing environment, resulting in:
\begin{itemize}
\item broader talent pool available
\item improved performance – greater productivity and innovation
\item meeting seasonal peaks
\item positioning the organisation as an employer of choice.
\end{itemize}
\end{itemize}

Ensuring a safe environment that supports the wellbeing of staff and attracting the best talent from all demographic groups will require police to explore and offer a range of flexible work conditions. This needs to go beyond the basic level of amended hours and days, to exploring alternative workforce deployment options and using technological advancements to allowing greater mobility in working away from the office.

\begin{quote}
Exploring alternative workforce deployment options and using technology advancements to allow greater mobility will be essential to attract and retain the best staff.
\end{quote}
WHAT BARRIERS ARE IN PLACE TO ATTRACTING AND RETAINING THE WORKFORCE OF THE FUTURE?

Although changing strategies, policies and procedures can be relatively simple, other barriers are more difficult to change. For instance, the long-standing culture of an organisation can result in members pushing to maintain the status quo, for fear of change. Other barriers to creating a more flexible work structure in policing include:

- **Political views** around how and where policing services are delivered (structured largely around sworn police numbers and physical police station structures)
- The gap between organisational strategic intent and operational practice and attitudes. These can not only impact on assessment of applications made also effect what benefits on offer employees use. The willingness to access work/life provisions is impacted by the consideration of managerial support, career consequences, time expectations, gendered perceptions and co-worker support.\(^\text{156}\)
- The gap between organisational strategic intent and the supporting systems and processes. For example, if systems and processes put up barriers around the ability to remotely access systems preventing the application of ‘work from home’ provisions.
- **Culture** within organisations. This is in relation to the ability to conceive different ways of delivering outcomes, as opposed to merely filling a roster, and the ability for police to work alongside unions and associations to make changes.
- **Limitations of Enterprise Agreements** and legislative structure in relation to the types of employment available to jurisdictions in ensuring the delivery of services to the community is maintained at expected levels. Existing arrangements limit opportunities to supplement front-line policing with support police roles.
- **Skills valued** in policing are generally those demonstrated in an operational environment. There is little acknowledgement or conversion of other ‘soft skills’.
- Low turnover rates across policing jurisdictions exacerbates the challenge of cultural reform. Increasing access to flexible work options, despite other organisational benefits, will likely reduce turn over even further, leading to other cultural issues for policing agencies in promoting and managing change more broadly.

HOW DO WE OVERCOME BARRIERS AND BE AN EMPLOYER OF CHOICE?

HARNESS TECHNOLOGY

Technology is both a driver and an enabler of flexibility and has dramatically reshaped workplaces. It has blurred the boundaries between work and home and allowed traditional models to be applied in new ways – such as virtual-based taskforces, with members able to contribute from any location or at any time.

Strategies and policies that promote diversity, inclusion and flexible work need to be enabled and supported by the provision of relevant communication technologies. Without this, the strategies and policies risk being seen as a ‘glossy brochure’ with no real ability for implementation. This extends to being able to access the work systems offsite, which can be hindered by established processes and practices around access and security.

With most jurisdictions having introduced portable devices such as iPads to front-line officers, there is now far greater opportunity to reconsider how (and from where) policing outcomes are met.

EVOLVE ORGANISATIONAL CULTURE

Policies do not necessarily equate to practice. Organisational culture is arguably the most critical enabler of flexibility.

Building a culture of future-focused flexibility requires a sustained strategic approach structured around business outcomes (rather than outputs), supported at the highest levels of an organisation.

Performance assessment guidelines will need to move to measuring outcomes and effectiveness (not outputs and efficiency).

Changing the culture of what organisations value in employees, for both recruitment and promotion, will assist with recognising other (transferrable) skills and becoming aware of (un)conscious biases. Many people make assumptions about flexible workers (for instance about the person’s career aspirations, interest in training and development or levels of commitment to the organisation).

Flexible work arrangements are a key capability driver in any workplace, including policing. The Victorian Public Service recently released a set of guiding principles for flexible work, which are similar to those across most jurisdictions.\(^\text{157}\)
The principles are that:

- all employees have the right to request flexibility in their role, the types of which will differ from role to role
- flexibility is enabled by organisational systems, processes and services
- flexibility is led and modelled by senior leadership

If we accept that policing needs to embrace flexible work to not only meet the challenges of the changing environment, but also being able to attract and retain the workforce of the future, which will be more ethnically, gendered and age diverse, what work do we need to do now to ensure the best talent can be attracted?

Elizabeith Broderick AO
Cultural Change: Gender Diversity and Inclusion in the Australian Federal Police

Programs that can be considered include:

- **Flex by default**, already announced by some jurisdictions, which can lead to increased staff engagement, trust, creativity and productivity, as well as broader benefits for attraction and retention (as seen by Secretary of the Victorian Department of Environment, Land, Water and Planning, Adam Fennessy).[^158]

- Moving to ‘annualised hours’ where staff can bank and annualise their hours, taking blocks of leave and equalising their monthly pay over the year in accordance with their contracted annual hours.

A culture that supports and enables flexible work should[^159]:

- acknowledge that employees with work/life balance bring significant flow-on benefits for the organisation
- change the widespread perception that visibility equates with productivity
- recognise that to be at their best, employees need to view their work as personally meaningful
- ensure formal policies are consistent with what employee actually experience. Policy provisions alone are not sufficient to ensure employees’ work/life balance.

- adopt a ‘give and take’ philosophy. Both employer and employee need to be willing to bend a little.

**WHAT ALTERNATIVE MODELS COULD SUPPORT/ENABLE FLEXIBLE WORK?**

Current flexible models offered in policing tend to focus on amended hours or start/finish times, and working from home. Alternative employment models across other industries may provide opportunities to support the police workforce and outcomes in different ways, thereby enabling greater flexibility for the existing policing workforce.

**ADJUSTING RECRUITMENT PHILOSOPHIES**

The Australian Defence Force (ADF) has been reforming its workforce and breaking down barriers to diversity and inclusion, particularly since reviews undertaken by the Human Rights Commission between 2011 and 2014.

In terms of their recruitment philosophy, the ADF focuses on five tenets:

<table>
<thead>
<tr>
<th>Candidate First</th>
<th>Diversity Always</th>
<th>Agility Trumps Process</th>
<th>Principles Before Rules</th>
<th>Service Excellence</th>
</tr>
</thead>
</table>

The ADF has implemented **specialist recruit teams** for their target groups (women and Aboriginal and Torres Strait Islander Peoples) where, for example, specialist teams of women are established to progress the recruitment of women into the ADF, ensuring an understanding of the target audience. This could similarly be applied to recruiting cyber experts, for example, where recruitment strategies may need to be adapted to the specific target of the recruit campaign.

The ADF have also implemented compulsory unconscious bias training from 2016 and actively promote a focus on mentors/coaches to get people over the line, not gate keepers - filtering in, not filtering out.

In response to the needs of the current and future workforce, new Total Workforce Model (TWM) was introduced in 2016. The TWM changes the way ADF members can serve. It maintains a predominately permanent member base and uses Reserve Members to complement members of the Permanent Force serving less than full-time hours or provide additional capability.

The TWM has been introduced to enhance recruitment and retention by offering more flexible service, enabling both permanent and reserve members to better balance their personal and work commitments.

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[^158]: "Flexible work arrangements are a key capability driver. They are a fundamental attraction and retention tool for organisations. Flexible work is increasingly becoming the norm in contemporary workplaces around the globe with many adopting an ‘all roles flex’ policy. For these organisations, flexible work arrangements make good business and operational sense."
In the Netherlands, the Government has enacted a similar ‘flex by default’ position through legislation, rather than policy. In April 2015, the Dutch Senate accepted the Flexible Work Act, allowing employees the ability to ask not only for changes to the number of hours they work but also to the times they are required to work and their work location.

The employer has to agree with a request to change the number of working hours and working times, unless there is a substantial business reason for not doing so. For requests to change the place of work, an employer has to discuss with the employee if it does not agree.

The Banking Industry has for some time been progressive in its approach to flexible work and diversity. The Westpac Group, has won a range of awards recognising best practice in the industry over recent years.

Westpac Group internal surveys showed that:

- 74% of Westpac Group employees work flexibly
- 83% of employees support flexible working in their teams
- 92% of employees believe working flexibly can effectively deliver customers’ needs
- 89% of employees would like to work flexibly
- 51% of employees wish their company offered more flexible work options
- 73% of employees who are carers work flexibly.

The Westpac Group offers a range of different flexible work options to support the needs and preferences of their employees as well as the needs of the business. These include flexible hours (flexible start and finish times); mobile working (regularly or occasionally); working part-time and job sharing. This is supplemented by a broad range of leave options.

The Diversity Council of Australia has been assisting the Westpac Group through monitoring outcomes achieved in relation to their set diversity targets. The Council’s latest report highlighted key lessons in the journey of the Westpac Group, including:

- Leveraging senior staff to embed change
- Using campaigns to grow education and understanding of the particular agendas
- Getting the right people in the right roles in the Executive Committees – match passion and skills to influence, plan and act.
- Building nuance into the governance model for specific areas (sub-groups able to focus effectively on specific issues rather than all diversity).

**CONSIDER A RESERVE PROGRAM**

The Royal Canadian Mounted Police (RCMP) have an **RCMP Reserve Program**. The Reserve Program is a tool designed to alleviate short-term pressures on operational units. Reservists are assigned primarily operational roles and supplement operational policing roles by addressing temporary human resource pressures.

Examples of temporary human resources pressures include: pressures arising from domestic responsibilities such as parental leave; operational police vacancies due to medical leave, leave with/out pay or suspensions; special events; major events; emergency situations; seasonal or temporary population increases; and spikes in crime and social disorder.

RCMP Reservists are paid and all reservist applications must have two years of Canadian policing experience.

While the duties assigned to Reservists may vary across provinces depending on their needs for general policing or specialised skills, the Reserve Program policies apply nationally.

The RCMP also provides an **Auxiliary Constable Program**, whereby trained volunteers perform a variety of authorised activities that enhance community policing and crime prevention initiatives. Auxiliary Constables are trained and authorised to perform non-enforcement activities such as:

- Community/special events
- Home and business safety checks, safety talks and activities
- Traffic and crowd control
- Disaster planning and emergency preparedness assistance
- Searches for lost persons

While they are volunteers (unpaid), they undergo a set training course and wear a badge with uniform identifying them as a police auxiliary. The Auxiliary Constables are appointed under the Police Act as a sworn peace officer after completing the relevant training and they are provided continuous learning opportunities to ensure their skills and knowledge are kept current during their appointment in the program.

Similar to the RCMP, the South African Police Service (SAPS) has a Reserve Police Service that provide volunteer services in support of the police. Reservists fall under two categories: Functional Policing and Specialised Operational Support. The recruitment of reservists is based on the operational needs, priorities and capability gaps of the SAPS.
Further, there is an emphasis on recruiting suitable former members of the South African Police Service, in order to share knowledge and experience. Voluntary service is not remunerated but is able to supplement and support the police service, enhancing capacity.

The international examples, particularly the RCMP paid Reserve Program, provide a potential model to explore at a jurisdictional and/or cross-jurisdictional level, to supplement policing capability, fill operational gaps and support and enable flexible work options for members. Being fully trained and ready to be deployed could overcome operational barriers by providing an alternate for ensuring rosters can be filled in peak demand times.

The concept of Reservists differs to the current range of 'second tier' police across jurisdictions in that they are fully trained police officers with full police powers and able to be deployed for any frontline policing role. An effective communications strategy could see the introduction of Reservists seen as a 'backup' force able to support permanent police officers and reinforce perceptions of safety for the community.

The industrial relations framework for such a model could be scoped for application within a jurisdiction or cross-jurisdictionally, supported by consistent education and training achieved through the ANZPAA Education and Training Guidelines (with a gap analysis to inform additional contextual training required). The volunteer examples are further options to be explored for ancillary police roles.

EXPAND FLEXIBLE WORK OPTIONS

As well as flexible work conditions around amended hours and days, the UK College of Policing lists ‘zero hours’ as one of the range of flexible work options staff may explore. Zero-hours is an arrangement where the member is not rostered for any hours but is available in a bank of staff on standby to backfill. In this way the arrangement is akin to a casual pool able to backfill needs as they arise. This presents an opportunity, particularly for staff on maternity or long-term leave that may want to maintain skills with occasional shifts as it fits with other commitments. New Zealand passed a bill in 2016, making the use of zero-hour contracts illegal.

The ban stated that employers must provide employees with a minimum number of hours per week and employees would be allowed to not take on extra hours without any consequences. While police officers in the UK are not able to ‘bank’ additional hours worked because of the payment terms and Police Regulations, they can elect for ‘term-time working’, where they can access unpaid or other types of leave to cover school holidays.

Police staff do not come under the requirements of the Police Regulations and bank and annualise their hours, taking blocks of leave and equalising their monthly pay over the year in accordance with their contract of employment.

CONSIDER CASUALISATION

While police have ongoing training renewal requirements for operational safety purposes, other industries similarly have strict requirements around continuing professional development (CPD) linked to registration. In particular, medical professionals have set CPD requirements that need to be met in order to maintain their accreditation and ability to practice across both Australia and New Zealand.

Casual doctors and nurses are employed across the industry in a range of environments, including frontline services in hospital emergency departments. The ability to employ both permanent and casual staff, who still meet the relevant accreditation standard, enable the flexible filling of rosters to account for short term needs (fluctuations in demand) as well as supporting and enabling greater flexibility for permanent staff.

The examples, particularly across the health sector where registered professionals are able to work on a casual basis as long as accreditation requirements are maintained, could provide a model to further supplement policing resources. As long as the members on the casual roster maintained their operational qualifications, there is the potential to build an industrial relations framework where rosters could be backfilled, or short term gaps to account for flexibility requirements can be alleviated.

CREATE VIRTUAL TEAMS AND TASKFORCES

Technological advances allow for work groups to convene, collaborate and contribute from different locations. Examples of this include teleconference, videoconferencing and screen sharing. This reduces the need for staff travel, and enhances the possibility of remote working and flexible work practices. It also enhances the possibility for inter-jurisdictional and international collaboration. This concept could be expanded to Virtual Centres of Excellence, comprising teams of specialists where there is high demand and low availability, able to be shared across jurisdictions (particularly smaller jurisdictions who may not have the breadth of available skills to recruit directly).

While such teams could be operationally or taskforce-focused, they may also be established to meet a common need across jurisdictions and avoid duplication, for example, supporting recruitment. A trial of a virtual-based team could occur across multiple jurisdictions but would need to be
supported by interoperable systems that promote the virtual workplace (in addition to police case management systems, this might include a video-conference function where you can look up and call a member in another jurisdiction).

SUPPORT CULTURE CHANGE

Research shows that flexible work practices can be a cost-effective way of meeting peaks and troughs in demand, while reducing wage costs such as overtime payments and sick leave. Increased flexibility results in a more diverse, healthy and committed workforce.

The ADF principles-based approach, highlighting diversity and agility as the key areas of focus, over process and rules, and on working to find ways to filter people into the agency, rather than gates to filter out, goes a long way to changing mindsets to focus on what people can offer, rather than where they leave gaps.

While the policies, systems and processes can change with little effort, changing the views of the general workforce in relation to what skills we value, how productivity is demonstrated (not based on hours worked) and perceptions around what it means to be a ‘good and committed worker’ are crucial to moving to a future where flexible work is encouraged by the organisational culture.
FUTURE SKILLS AND QUALITIES

This section examines the current and future police mix of skills and qualities. This work broadly aims to determine which skills and qualities are currently considered fundamental to policing, and which might become increasingly important in future.

INTRODUCTION

To identify possible trends regarding the skills and qualities of the future police workforce, the following studies were completed:

- **Present Skills and Qualities**: An examination of the current mix of police skills and qualities. This was undertaken through an analysis of the extensive list of ANZPAA Education and Training Guidelines to identify the range of skills that are prioritised by police for training purposes.

- **Future Skills and Qualities**: An exploration of the mix of future police skills and qualities. This was undertaken through a literature review of research that forecasted workforce skill and quality requirements ten years into the future.

Key findings of both studies include:

<table>
<thead>
<tr>
<th>PRESENT SKILLS</th>
<th>FUTURE SKILLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The majority of the present skills relate to:</td>
<td>Future skill requirements are largely:</td>
</tr>
<tr>
<td>- situational awareness</td>
<td>- analytic, strategic, and critically focused</td>
</tr>
<tr>
<td>- legal accountability</td>
<td>- geared toward technology</td>
</tr>
<tr>
<td>- information management (recording relevant information)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENT QUALITIES</th>
<th>FUTURE QUALITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present ‘foundational qualities’ relate to:</td>
<td>Future qualities relate to:</td>
</tr>
<tr>
<td>- communication skills</td>
<td>- community engagement and leadership</td>
</tr>
<tr>
<td>- intrapersonal and interpersonal qualities are balanced.</td>
<td>- a focus on both mental wellbeing of officers and those they interact with.</td>
</tr>
</tbody>
</table>

TRENDS

An analysis of the key findings from both studies revealed the following future workforce trends:

- **Digital Literacy**: Technology and technology-related skills are increasing in importance. These skills may not necessarily focus on the use of particular technologies. Focus is on the ability to use a variety of technologies and the skills necessary for analysing and utilising data produced by these technologies.

- **Analytical and quantitative**: Other analytical and quantitative skills that do not directly relate to digital literacy are also increasing in importance. Some of these, such as numeracy and the ability to review work, may already be considered foundational policing skills. However, others such as demonstrating forecasting and foresight skills are not currently prioritised.

- **Innovation and creative problem-solving**: These skills appear increasingly important in future predictions, and in some ways represents a shift away from the ‘command and control’ related skills currently the focus within police education and training.

- **Community Accountability**: There is less focus on strict legal accountability and a greater focus on community accountability qualities, such as trust building, community engagement, and ethics. Communication is a vital component and remains fairly unchanged from the present set of foundational qualities for policing.

- **Mental wellness**: This is likely to become increasingly important. This concept includes intrapersonal elements such as being resilient and being able to manage change, as well as interpersonal elements such as responding to mental health concerns.

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ix Interpersonal qualities concern how an individual relates to, and communicates with others while intrapersonal qualities are those which would be relevant even in a context where the individual does not have to interact with other people.
POLICE OFFICER COMPETENCY AND WORKFORCE CAPABILITY

The capabilities of a workforce are heavily influenced by the competencies of its police officers. Competence can be understood in two ways:* 

| Proficiency | Competency is causally related to measurements of how well an individual performs a particular job, role, or function and is also determined by how well an individual is able to apply their relevant skills and knowledge to the job, role, or function in question.168 |
| Disposition | Competency as a broad disposition for being able to manage tasks and challenges. More specifically it relates to the qualities and values of an individual and supports the application of an individual's skills and knowledge. |

An important distinction between proficiency and disposition is that the former concerns the evaluation of activities while the latter the evaluation of persons.

For ease of understanding, competency will be treated as encompassing both perspectives. This research focuses on skills and qualities, as both of these can serve as a proxy understanding competency.

SKILLS

This paper identifies skill in accordance with Cottrell's definition, which states "to be skilled is to be able to perform a learned activity well and at will."169 This definition has four important elements, namely that skills:

- concern the performance of a particular activity and are therefore domain specific, related to the performance of a certain task
- are learned through formal methods170
- imply competency
- generate the same outcomes when applied, so the outcome cannot be determined by luck.

A final element (not captured by Cottrell's definition) is that skills are usually quantifiable. Given that they are concerned with outcomes, they are generally measured or evaluated.

QUALITIES

The academic literature differentiates between so-called 'hard' and 'soft' skills. For the purposes of this paper, soft skills are used to describe the qualities outlined in the ANZPAA's Education and Training Products that are used to train police officers.xi According to Weber et al, qualities are interpersonal or behavioural features that allow people to "apply technical skills and knowledge in the workplace."171 Moss and Tilly give a broader definition of qualities, describing them as the "skills, abilities, and traits that pertain to personality, attitude and behaviour rather than to formal or technical knowledge."172 Similarly, Simpson views qualities as attributes which capture how people interact and coordinate with one another.173

For the purposes of the study, qualities are described as being the particular characteristics, attributes, or attitudes that an individual possess.174 These can be delineated as follows:

- **Inter-personal qualities:** These concern how an individual relates to, and communicates with, others.
- **Intra-personal qualities:** These are those qualities which would be relevant even in a context where an individual does not have direct interaction interact with other people. For example, personal resilience, flexibility, and self-awareness.

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* In the literature this same distinction is sometimes drawn as one between competence versus competency. See Hyland
* Some jurisdictions use Police Training Package qualifications and others use the ANZPAA Education and Training Guidelines. It has been confirmed through the ANZPAA Training and Education Advisory Group that all Australian and New Zealand police jurisdictions use these materials, at the very least for benchmarking.
METHODOLOGY

CURRENT POLICE MIX OF SKILLS AND QUALITIES

ANZPAA’s Education and Training Guidelines and Police Training Package qualifications (POLTP) (known as ANZPAA products) were used, as they were developed by police subject matter experts and approved by the Australia and New Zealand Council for the Police Profession (ANZCoPP). The ANZPAA products represent a holistic set of skills and qualities delivered through police education and training structures across Australia and New Zealand policing.

The frequency and distribution of skills and qualities listed in the ANZPAA products were used in order to create a ‘current police skills and qualities profile.’

The skills and qualities were sorted according to how frequently they appeared, and how they are distributed across the ANZPAA products (see Appendix A). This methodology determined which skills and qualities can be considered as ‘foundational’ based on whether and how often they appear across the ANZPAA Education and Training Guidelines.

FUTURE POLICE MIX OF SKILLS AND QUALITIES

In order to generate a profile of possible future ‘foundational’ skills and qualities, a literature review was undertaken. The scope of the review was restricted to research published no earlier than 2015 and that forecasted skill and quality requirements no more than 10 years into the future.xii Twenty-two studies were included in the final review.

A comprehensive list of future skills and qualities requirements was identified. They were then weighted using a credibility score.xiii A weighted short list of the top 10 future skills and qualities was generated (Attachment 2). This can be compared with the current list of foundational skills and qualities in order to understand where future skill and quality gaps may arise.

DATA LIMITATIONS

The data used to develop the current skill and quality profile for policing is based on ANZPAA’s Education and Training Guidelines and the Police Training Package Qualifications (POLTP).

The data reveals what skills and qualities are currently trained across Australia and New Zealand and identifies what jurisdictions currently prioritise within their training regimes.

This data, however, does not provide detailed information on how many police members have particular skills or qualities. Nor does the data provide detail of where in jurisdictions particular skills and qualities are concentrated.

As a result, it is difficult to determine the extent of workforce development needed to obtain the right skills and qualities for a future workforce. Without more detailed information, jurisdictions may be unaware of existing skills and qualities sitting across their organisation, potential future skills gaps and how these could be filled.

One means of overcoming the data limitation is the development of a Policing Skills and Capability Profile. This profile would provide a comprehensive summary of the total variation of skills and qualities across Australian and New Zealand policing, and where they are distributed across jurisdictions. Such data would be of significant value when determining policing numbers and allow for optimised workforce planning from a cross-jurisdictional perspective.

ATTRACTING FUTURE WORKFORCE

The possible trends identified in this paper might impact police workforces in several ways, requiring changes to workforce capability models. The skills and qualities underpinning future capabilities are becoming increasingly complex and specialised. The resources required to attract employees competent in these skills is likely to increase as the skills become more specialised and sought after. In particular:

- demand for such skills will drive competition between employers. Police will face competition from the private sector for these skills, especially those related to technology. For example, the average salary for an Information Security Specialist in the private sector is $134,047.xiv

- individuals who possess these skills may also be unwilling to complete police training and mandatory probationary periods. By contrast, the private sector may allow individuals to immediately begin working within a specialised role at a desirable level.

- police training could become more complex and take longer if all police staff were required to increase their analytical skills training over and above the current police training requirements.

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xii The 10 year time frame was chosen because it is often used as the industry forecasting standard.

xiii Results from peer-reviewed material was given the highest score, followed by government, and then trade publications.
Policing may not be able to compete with the private sector in terms of individual remuneration. However, there are smaller structural adjustments to enhance the flexibility and responsiveness of the police workforce to the changing future skills requirements, including:

**Recruitment Streams:**
This could support the deployment of specialist skills and qualities within policing and overcome some advantages enjoyed by the private sector as recruits would not need to spend time training for skills unnecessary for their desired roles within policing. There are examples of other public industries (such as medicine or defence) that encompass various occupational roles but have distinct recruitment streams for each on which police could base such a model.

**Lateral Entry:**
This could identify opportunities to attract and retain those with the desired skillsets from other industries without requiring them to go through normal stages of recruitment. The London Metropolitan Police trialled such a model in 2018, hiring university graduates to train as detectives without requiring them to have had experience as a police officer.176

**IMPACTS: PERCEPTIONS**
Perceptions of policing may have an impact on the how and when jurisdictions could seek to attract the skills and qualities needed for their future workforce. **Political, Public, and Internal Workforce** perceptions shape the composition, focus and role of policing in society and may pose challenges for police in realising their workforce development objectives:

- **Political:** Political and policy decision makers, focused on crime rates, may take a particular view on the role of police and be unsupportive of police being trained with skills and qualities that are not directly related to combating crime. Budgetary considerations might also prevent reforms necessary for future workforce requirements in policing.

- **Public:** Public perceptions often influence political perceptions and are shaped by fear of crime, media coverage of police and community experiences. Traditional notions of the police role in society can dominate public priorities for police. As an example, there is a strong belief amongst the public that more operational police would result in less crime.

This creates an incentive for politicians to attach funding to more frontline officers, even if jurisdictions may require resources in other policing areas.

- **Internal:** Policing’s view of itself, at a corporate and employee level, has a strong influence on public and political perceptions of policing. A key influencer of internal perceptions is workplace culture; if the culture focuses on notions of ‘traditional policing’ and command and control structures, it may run in conflict to more flexible workforce approaches or seeking out skills and qualities not traditionally associated with policing.

Influencing perceptions, whether it be in the public or political domain is often outside the sphere of control of police. However, police jurisdictions are in a stronger position to reshape their internal workforce culture by communicating the changing narrative of the role of policing in society today and in the future. This in turn has the potential to influence public and political perceptions.

**KEY CONSIDERATIONS**
The skills and qualities identified apply across the range of policing activities and interventions. Digital literacy is not, for example, restricted to cyber offences, but rather relates to how police will increasingly assess, report, respond to and priorities all incidents. As highlighted in recent ANZPAA Environment Scan articles, international jurisdictions are trialling the use of data analytics to prioritise which incidents are attended to, result in a prosecution and have included public order, domestic violence and other volume crime offences.

This paper identifies a potential shift for policing from skills predominately relating to legal accountability and command and control to a workforce with skills and qualities relating to digital literacy, analytical, qualitative and creative thinking, ethics and resilience.

While it is acknowledged that there will likely be a continued need for the skills and qualities policing currently prioritise, there are a number of key considerations for developing a workforce with the requisite skills and quality requirements for the future.
### APPENDIX A: PRESENT AND FUTURE SKILLS AND QUALITIES DATA

<table>
<thead>
<tr>
<th>Police Specific Skills</th>
<th>Technological Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determining resource and equipment needs</td>
<td>Using information management systems</td>
</tr>
<tr>
<td>Using, protecting and maintaining police equipment</td>
<td>Demonstrating advanced computing skills</td>
</tr>
<tr>
<td>Protecting and preserving evidence</td>
<td>Understanding, using and complying with data analytics, security, and information management principles</td>
</tr>
<tr>
<td>Training and caring for police service animals</td>
<td>Using a wide range of technology</td>
</tr>
<tr>
<td>Understanding and enacting crime prevention initiatives</td>
<td>Social Skills</td>
</tr>
<tr>
<td>Applying surveillance skills</td>
<td>Teaching, mentoring and coaching others</td>
</tr>
<tr>
<td>Applying covert skill</td>
<td>Managing police staff and projects</td>
</tr>
<tr>
<td>Demonstrating forensic specific skills</td>
<td>Interviewing and negotiating with others</td>
</tr>
<tr>
<td>Demonstrating driving skills</td>
<td>Employing conflict resolution (inc. of interest) skills</td>
</tr>
<tr>
<td>Following lines of inquiry</td>
<td>Demonstrating written communication skills</td>
</tr>
<tr>
<td>Using firearms safely and effectively</td>
<td>Perceptual Skills</td>
</tr>
<tr>
<td>Applied Skills</td>
<td>Demonstrating situational awareness skills</td>
</tr>
<tr>
<td>Complying with relevant legislation, policies, and standard operating procedures.</td>
<td>Demonstrating a keen awareness of safety</td>
</tr>
<tr>
<td>Collecting and recording relevant information</td>
<td>Demonstrating strong observation skills and attention to detail</td>
</tr>
<tr>
<td>Reviewing work and operations</td>
<td>Intrapersonal Qualities</td>
</tr>
<tr>
<td>Compiling, aggregating, and disseminating information</td>
<td>Understanding role of self, others, and policing</td>
</tr>
<tr>
<td>Implementing and adhering to lawful instruction</td>
<td>Demonstrating flexibility and responsiveness</td>
</tr>
<tr>
<td>Demonstrating research skills</td>
<td>Applying political acumen</td>
</tr>
<tr>
<td>Understanding and applying quality assurance principles</td>
<td>Managing competing priorities</td>
</tr>
<tr>
<td>Undertaking and supporting peer reviews</td>
<td>Demonstrating self-awareness and self-reflexive practices</td>
</tr>
<tr>
<td>Cognitive Skills</td>
<td>Showing initiative</td>
</tr>
<tr>
<td>Justifying findings and conclusions on the basis of evidence</td>
<td>Making decisions and solving problems</td>
</tr>
<tr>
<td>Evaluating, corroborating and assessing evidence and information</td>
<td>Demonstrating professionalism</td>
</tr>
<tr>
<td>Interpreting and analysing information</td>
<td>Formulating plans</td>
</tr>
<tr>
<td>Applying deductive reasoning skills</td>
<td>Interpersonal Qualities</td>
</tr>
<tr>
<td>Undertaking risk and hazard assessments</td>
<td>Demonstrating verbal and non-verbal communication skills</td>
</tr>
<tr>
<td>Identifying suitable techniques/approach</td>
<td>Displaying sensitivity to personal, cultural and other differences</td>
</tr>
<tr>
<td>Identifying the most appropriate response to scenarios</td>
<td>Demonstrating teamwork and collaboration</td>
</tr>
<tr>
<td>Applying numeracy skills</td>
<td>Building trust and collaboration</td>
</tr>
<tr>
<td>Demonstrating probabilistic and predictive reasoning</td>
<td>Employing leadership skills</td>
</tr>
<tr>
<td></td>
<td>Delegating where appropriate</td>
</tr>
<tr>
<td></td>
<td>Communicating with, and managing stakeholders</td>
</tr>
<tr>
<td></td>
<td>Managing stress and ensuring discipline</td>
</tr>
</tbody>
</table>
TOTAL SKILL AND PROFILE SET

- The above skills were developed primarily from the practical components in the ANZPAA Education and Training Guidelines and Performance Criteria from the POLTP qualifications. This is because these components represent the demonstrable skills aspects associated with assessment in education and training as opposed the Knowledge components that represent theory and Application of Theory and Practice which indicates associated tasks.

- These skills and qualities represent the current total set trained in police services across Australia and New Zealand to deliver policing’s various services. The skills and sets therefore exclude the skills and qualities of individual police officers.

DISTRIBUTION OF SKILL GROUPINGS

**POLICING MIX OF SKILLS BY FREQUENCY**

- Cognitive Skills: 35%
- Applied Skills: 10%
- Police Craft: 15%
- Social Skills: 10%
- Perceptual Skills: 8%
- Technological Skills: 8%

**SKILLS**

- 39 skills, grouped into 6 categories
- 17 qualities sorted into two categories
- The graphs illustrate the total distribution of skills and qualities groupings across a typical Australian or New Zealand police jurisdiction.

**POLICING MIX OF QUALITIES BY FREQUENCY**

- Intrapersonal: 54%
- Interpersonal: 46%

**QUALITIES**

- **Interpersonal qualities:** how an individual relates to, and communicates with others
- **Intrapersonal qualities:** those which would be relevant even in a context where the individual does not have to interact with other people
These represent the skills and qualities that appear the most frequently and in each of the ANZPAA Education and Training Guidelines.
The future skills and qualities will become increasingly important to policing over the next 5-10 years according to the literature review undertaken.

Each set represents – in no particular order – the top 10 skills and qualities required.

The data should not be interpreted as suggesting the skills and qualities that are currently trained will be replaced by the future skills and qualities. Instead, it could be viewed as evidence for these becoming increasingly important to policing.

### Key Future Police Skills Profile

<table>
<thead>
<tr>
<th>Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpret and analyse data</td>
</tr>
<tr>
<td>Demonstrate general digital literacy</td>
</tr>
<tr>
<td>Preserve and manage digital evidence</td>
</tr>
<tr>
<td>Ability to review work</td>
</tr>
<tr>
<td>Display critical thinking and judgement</td>
</tr>
<tr>
<td>Demonstrate social media acumen</td>
</tr>
<tr>
<td>Show numeracy skills</td>
</tr>
<tr>
<td>Use cybercrime specific skills</td>
</tr>
<tr>
<td>Justify opinions and conclusions on the basis of evidence</td>
</tr>
<tr>
<td>Demonstrate forecasting and foresight skills</td>
</tr>
</tbody>
</table>

### Key Future Police Qualities Profile

<table>
<thead>
<tr>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to collaborate and forge partnerships</td>
</tr>
<tr>
<td>Build Trust and engage with communities</td>
</tr>
<tr>
<td>Demonstrate ethics (inc. technology and data ethics)</td>
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<tr>
<td>Display consultative leadership</td>
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<tr>
<td>Communicate with clarity and purpose</td>
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<tr>
<td>Display sensitivity to personal, cultural and other difference</td>
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<tr>
<td>Innovate and display creative problem solving skills</td>
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<tr>
<td>Respond to mental health concerns</td>
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<tr>
<td>Resilience</td>
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<td>Ability to manage change</td>
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KEY THEMES

The Police Workforce: Compendium spans multiple topics and challenges. This work has reinforced the challenges police continually face, relating to the:

- complex, and often changing police operational environment
- political environment and its influence on police workforce resources
- impacts of community expectations on police workforce resources
- effects of organisational structures and internal workforce culture on police workforce resources.

In examining this work collectively, the following key themes emerged:

IMPACTING FACTORS

There are a number of enduring impacting factors on policing’s operational environment that require strategic consideration. These impacting factors include traditional policing constructs such as organisational structures and culture, the changing nature of crime and operational resource demands as well as social, economic, technological and political factors.

These impacting factors also identify a number of components that represent the increasing complexity of the policing operational environment and set the foundational understanding of the depth and breadth of evolving challenges for the police workforce. They further drive the increasing demands on the police workforce in relation to greater diversity and future ready skills. These impacting factors should be understood and considered not only in decisions that impact how police utilise their current workforce, but also as to how jurisdictions may seek to develop and deploy a future workforce.

DIVERSITY OF THOUGHT

This compendium recognises the importance of critical thinking, creativity, and innovation in current and future policing practice. Police have increasingly sought to recruit diverse and talented individuals with these skills and qualities, however, traditional practices have required recruits to conform and assimilate to existing workplace systems and structures, thereby diluting the benefits of diversity.

Ensuring a focus on ‘diversity of thought’ as opposed to the ‘optics of diversity’ is likely to produce the benefits of a diverse workforce. This focus will allow for new ideas and innovation to be welcomed and may support attracting and retaining individuals from diverse backgrounds. Diversity of thought acknowledges that individuals may experience intersections of diversity (i.e. belong to more than one diversity grouping).

Noting this, police may need to balance promoting ‘diversity of thought’ against command and control structures, to avoid negatively impacting operational contexts.

ORGANISATIONAL STRUCTURES AND CULTURE

Traditional police organisational structures that retain a ‘start at the bottom and do your time’ culture may limit the ability to recruit, retain, and develop a diverse, highly skilled and future ready workforce. Police organisations will need their existing workforces to support a change in culture to allow for changes to occur over the long term in a seamless and optimal way.

Structurally, police may benefit from new approaches, such as the recruitment streams, and introducing greater levels of lateral entry to remain fit for purpose and support new generational cohorts of police officers required to support the expanding nature of their roles.

LEVERAGING SKILLS AND QUALITIES

Traditional models for police workforce utilisation centre on each police jurisdiction undertaking its own recruitment, training and deployment. To prepare for future challenges, consideration may be given to leveraging from skills and qualities within policing’s existing talent pools and target skills external to policing when preparing for future challenges.

Understanding the breadth, depth and distribution of skills in policing workforces could allow for mechanisms such as capability surge to ensure that, in the short term, jurisdictions can mitigate skills shortages. This may also empower police to consider approaches such as recruitment streams and lateral entry to support their existing structures.
KEY THEMES IN CONTEXT

ENDURING ENVIRONMENT

OBJECTIVE: POLICING SEeks TO DEVELOP A WORKFORCE THAT IS:

- Effective and efficient
  - Related work items:
    - Workforce Planning Principles
    - Workforce Trends
    - Workforce Optimisation

- Diverse, inclusive and seeks out high potential talent
  - Related work items:
    - Approaches to Talent Management
    - Barriers to a Diverse Workforce

- Highly skilled and future ready
  - Related work items:
    - Capability Surge Arrangements
    - Future Workforce
    - Future Skills and Qualities

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<thead>
<tr>
<th>CHALLENGES</th>
<th>ENABLERS</th>
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<tr>
<td>Impacting Factors</td>
<td>Diversity of Thought</td>
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<tr>
<td>Enduring impacting factors</td>
<td>New ideas and innovation</td>
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<td>Increasing complexity</td>
<td>Promoting demographic diversity</td>
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<td>Leveraging Skills and Qualities</td>
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<td>Existing pool of skills and talent</td>
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<td>Identifying future skill and quality needs</td>
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<td>Organisational structure and culture</td>
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<td>Traditional models for recruitment and retention</td>
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<td>‘Doing your time’ culture</td>
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