UNIVERSITY OF CANBERRA

Aboriginal and Torres Strait Islander Employment

Strategy

UC 2012 – Building Australia’s Capital University

Strategy 1 – Strengthen the Foundations

Step 9: Aspire to create a great workplace which attracts, motivates and retains high quality, diverse staff committed to higher education

Strategy 2 – Increase Student Enrolments by 5% per annum over 5 years

Step 14: Aspire to provide a great student experience, appropriate to the age and stage of the student

Step 23: Develop and implement an ambitious student equity agenda

Strategy 5 – Prepare for the Longer Term

Step 37: Strengthen our links with cultural communities

“INDIGENOUS EMPLOYMENT

D10.1 The University is committed to furthering the employment of Indigenous Australians. The University will support employment opportunities for Indigenous Australians through the continuing work of the Indigenous Employment Strategy Consultative Committee.

D10.2 The University will support the work of the Indigenous Employment Strategy in setting and working toward achieving particular targets in relation to increasing employment and development opportunities for Indigenous Australians.”

(University of Canberra Academic, General and UCELI Staff Agreement 2006-2008: A Union Collective Agreement.)
Introduction

Aboriginal people and Torres Strait Islander people in the tertiary education sector contribute significantly to social, cultural and academic development through skills and knowledge that ensure establishment of a culture that acknowledges and celebrates diversity. The Aboriginal and Torres Strait Islander Employment Strategy represents a commitment by the University of Canberra to work collaboratively with the Aboriginal and Torres Strait Islander communities and staff to encourage and provide opportunities for members of the community to contribute to the work of the University while enhancing the knowledge and skills base of Aboriginal and Torres Strait Islander staff to ensure their access to a wide range of positions within the University and facilitate career development.

The Strategy is developed through the Aboriginal and Torres Strait Islander Advisory Committee** and under the auspices of the University’s Enterprise Agreement 2006 to 2008 (Clause D10). The Group is responsible for reviewing the Strategy and monitoring the implementation and outcomes of the Strategy.

Aboriginal people and Torres Strait Islander people in Australian Capital Territory and Australian Capital region (Estimation)

<table>
<thead>
<tr>
<th>Number of residents in ACT only (7 August 2001)</th>
<th>ACT &amp; Australian Capital Region, including South coast</th>
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<tbody>
<tr>
<td>Australian Capital Territory and Australian Capital Region</td>
<td>3,548 (1.1%)*</td>
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(* Source: Australian Bureau of Statistics)

University staff members of Aboriginal or Torres Strait Islander origin

<table>
<thead>
<tr>
<th>Academic</th>
<th>Female</th>
<th>Male</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2</td>
<td>1</td>
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</table>

| General | Female | |
|---------|--------|
|         | 1      |

(Note: Staff at the University have not previously been asked to identify themselves as Aboriginal or Torres Strait Islander as part of the recruitment or induction process. Data shown above reflects the staff members who have self-identified or are known to the Human Resources Unit.)

** Vice-Chancellor’s Step One Expert Reference Group from May 2008
OBJECTIVES OF THE STRATEGY

The University of Canberra Aboriginal and Torres Strait Islander Employment Strategy is built on five key components:

- Building Relationships
- Recruitment
- Career Development
- Retention
- Support Mechanisms

Building Relationships

The Aboriginal and Torres Strait Islander Employment Strategy shall strive to build a network of relationships with Aboriginal and Torres Strait Islander communities and community partners to encourage Aboriginal and Torres Strait Islander Australians to apply for positions at the University and to promote the University as a culturally supportive employer.

Recruitment

To increase the number of Aboriginal and Torres Strait Islander employees at all levels of employment, in academic and general staff roles at the University, to reflect the demographics in the Australian Capital Territory and the Australian Capital Region.

Career Development

To provide career development opportunities for existing and newly recruited Aboriginal and Torres Strait Islander staff through the Performance Development and Review process and related mechanisms.

Retention

To maximise retention of Aboriginal and Torres Strait Islander employees by offering a culturally sensitive, supportive and rewarding work environment; position design to maximise work satisfaction; and ensuring the University meets the legitimate work environment performance expectations of employees.

Support Mechanisms

To support and foster support networks and strategies for Aboriginal and Torres Strait Islander employees.
STRATEGIES

1.0 BUILDING RELATIONSHIPS

The Aboriginal and Torres Strait Islander Employment Strategy shall strive:
To build a network of relationships with Aboriginal and Torres Strait Islander communities and community partners to encourage Aboriginal and Torres Strait Islander Australians to apply for positions at the University and to promote the University as a culturally supportive employer.

1.1 Develop and disseminate information to external agencies, in particular Aboriginal and Torres Strait Islander community organisations and governmental departments and agencies, explaining the Aboriginal people and Torres Strait Islander Employment Strategy as it relates to them;

1.2 Develop or participate in existing consultative forums on the promotion of employment opportunities for local Aboriginal people and Torres Strait Islander people;

1.3 Through the Aboriginal and Torres Strait Islander Advisory Committee** build a network of Aboriginal people and Torres Strait Islander people to sit as community representatives on relevant selection panels, actively seek and encourage potential applicants to apply for positions, and participate in ongoing monitoring of the Strategy;

1.4 Establish opportunities for interactions between the University and the local Aboriginal and Torres Strait Islander community by developing a program of joint activities to promote understanding of the objectives of the Aboriginal and Torres Strait Islander Employment Strategy; and

1.5 Develop relationships with other employers that will facilitate employment and training opportunities for local Aboriginal people and Torres Strait Islander people. (For example: joint positions, cross-institutional career progression and transition programs, joint training programs).

2.0 RECRUITMENT

To increase the number of Aboriginal and Torres Strait Islander employees at all levels of employment in academic and general staff roles at the University to reflect the population demographics in the Australian Capital Territory and the Australian Capital Region.

2.1 Include reference to the University’s Aboriginal and Torres Strait Islander Employment Strategy in all job advertisements and relevant sites on UC online;

2.2 Prepare information in various forms and media for Aboriginal and Torres Strait Islander applicants on the recruitment process at the University and, to facilitate communication, ask Aboriginal and Torres Strait Islander applicants to self-identify (optional) on the application cover sheet;

**Vice-Chancellor’s Step One Expert Reference Group from May 2008
2.3 Within the University’s standard recruitment process, advertise appropriately framed job vacancies so as to attract the attention of Aboriginal and Torres Strait Islander people, for example in Aboriginal and Torres Strait Islander newspapers and through Aboriginal and Torres Strait Islander community organisations and other Aboriginal and Torres Strait Islander networks as appropriate;

2.4 Promote sessional and casual employment opportunities at the University in the local Aboriginal and Torres Strait Islander community;

2.5 Develop attraction and retention strategies to promote and encourage recruitment of Aboriginal and Torres Strait Islander people to academic, general and other positions at the University including:

- Work Integrated Learning, which might include traineeships, work placements and cadetships
- Scholarships
- In service training, including management training
- Job rotation/exchange programs both internally and with community partners;

2.6 Provide information to Aboriginal and Torres Strait Islander students from Years 10-12 and University students about the Aboriginal and Torres Strait Islander Employment Strategy as it relates to them;

2.7 Include appropriate Aboriginal and Torres Strait Islander employees or community representatives on targeted selection panels where there are identified Aboriginal and Torres Strait Islander applicants;

2.8 Ensure Aboriginal and Torres Strait Islander people are on selection panels for positions involving Aboriginal and Torres Strait Islander knowledge, for example, Aboriginal and Torres Strait Islander Studies;

2.9 Include cross-cultural awareness training for non-Aboriginal and Torres Strait Islander members of selection panels in selection techniques training programs and ensure all panel chairs are familiar with this policy;

2.10 Through negotiations with accredited training providers, identify relevant courses to help Aboriginal and Torres Strait Islander people apply for positions at the University, eg job application training; and

2.11 Promote existing professional benefits to potential applicants, including:

- Academic professional development
- Outside Studies Program (OSP)
- Study leave and time
- Staff development
3.0 CAREER DEVELOPMENT

To provide career development opportunities for existing and newly recruited Aboriginal and Torres Strait Islander staff through the Performance Development and Review process and related mechanisms.

3.1 Undertake a skills analysis of existing Aboriginal and Torres Strait Islander employees to identify any skills gaps in relation to the job they currently hold;

3.2 Provide induction to newly recruited Aboriginal and Torres Strait Islander employees introducing them to employment at the University and recognising they may have special needs in adapting to employment in a predominantly non-Aboriginal people and Torres Strait Islander institution;

3.3 Ensure that both on- and off-the-job training is available to Aboriginal and Torres Strait Islander employees through programs such as job-sharing, job rotation or exchanges, secondments, staff training courses, and TAFE and university level courses; and provide specific training as necessary;

3.4 As part of the University’s Performance Development and Review (PDR) Program, ensure supervisors conduct annual career development interviews with Aboriginal and Torres Strait Islander employees to assist them in identifying and addressing their training and promotion needs; and

3.5 Support Aboriginal and Torres Strait Islander employees through access to “readiness for promotion” programs.

4.0 RETENTION

To maximise retention of Aboriginal and Torres Strait Islander employees by offering a culturally sensitive, supportive and rewarding work environment; position design to maximise work satisfaction; and ensuring the University meets the legitimate work environment performance expectations of employees.

4.1 Ensure that all conditions of employment and service of the University are culturally sensitive, and are supportive of the needs of different cultural groups;

4.2 Ensure all employment programs offered in this Strategy provide a level of flexibility to meet different work, study and family situations (eg different combinations of full and part-time work and study and flexibility to change between different options with changed circumstances);

4.3 Develop and introduce a cultural awareness training program for all University staff to increase cultural sensitivity, promote effective work communication and enhance relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people;

4.4 Integrate components of this training program (4.3) into existing broader cross-cultural awareness training programs;
4.5 Prepare information and offer training and awareness programs for non-Aboriginal and Torres Strait Islander supervisors of Aboriginal and Torres Strait Islander staff;

4.6 Promote the Aboriginal and Torres Strait Islander Employment Strategy across the University, as general awareness raising of Aboriginal and Torres Strait Islander employment issues and to foster a supportive employment environment; and

4.7 The University’s Human Resources Unit/the Ngunnawal Centre will encourage any Aboriginal and Torres Strait Islander employee leaving the employment of the University to participate in an exit interview with a senior staff member of choice from either the Unit or Centre. The purpose of these interviews will be to understand reasons for separation and to take remedial action if required.

5.0 SUPPORT MECHANISMS

To develop and foster support networks for Aboriginal and Torres Strait Islander employees.

5.1 Develop a mentoring or buddy program for Aboriginal and Torres Strait Islander employees, in particular newly recruited staff;

5.2 Encourage regular network meetings between non-Aboriginal and Torres Strait Islander staff on campus and with tertiary and educational networks across the region;

5.3 Utilise the University’s Ngunnawal Centre as a source of support for Aboriginal and Torres Strait Islander staff employed across the University;

5.4 Promote information about the Aboriginal and Torres Strait Islander Employment Strategy across the University specifically to supervisors/managers to encourage participation in the strategy and delivery of appropriate training and support;

5.5 Provide information and training to members of the Human Resources Unit in Aboriginal and Torres Strait Islander employment issues, to ensure they are able to support managers/supervisors and employees; and

5.6 The Ngunnawal Centre and/or the Human Resources Unit will provide information and ongoing support to supervisors/managers working with Aboriginal and Torres Strait Islander employees to assist them meet the aims of this Strategy and support their employees.
IMPLEMENTATION, MONITORING AND EVALUATION

1.0 IMPLEMENTATION

1.1 Ensure adequate skilled resources are available within the Human Resources Unit to:

- Coordinate implementation of this Strategy;
- Coordinate education, awareness and training programs;
- Develop links with the Aboriginal and Torres Strait Islander Community; and
- Identify and negotiate external funding sources to support Aboriginal and Torres Strait Islander employment in the University.

1.2 Implementation, monitoring and evaluation of the Strategy will be coordinated through the Human Resources Unit and the Ngannawal Centre but involve all divisions of the University. A joint report on the implementation of the Strategy, and progress towards achieving KPIs, will be presented by the Unit and Centre on an annual basis to the Aboriginal and Torres Strait Islander Advisory Committee.

The target Aboriginal and Torres Strait Islander staff numbers, based on the University’s staffing profile at April 2007 and a target of 2% staffing numbers, are:

- Academic staff 8
- Professional staff 11

1.3 In the main, resources for the implementation of this Strategy will be absorbed by University organisational units employing Aboriginal and Torres Strait Islander people within their staffing profiles, as is the case with all employees within the profile. Additional external funding opportunities will be sought by Aboriginal people and Torres Strait Islander people and to provide the framework for other support mechanisms.

1.4 Special training needs and resource arrangements will be negotiated with appropriate on or off campus providers.

1.5 The Aboriginal and Torres Strait Islander Advisory Committee will commission an extensive review of the Strategy after 2 years. The review will include monitoring by gender, employment patterns and occupational programs.

2.0 MONITORING

2.1 Aboriginal and Torres Strait Islander employment is monitored and reported through the annual data collection provided to DEEWR and other external agencies.
3.0 EVALUATION

3.1 A range of both qualitative and quantitative Key Performance Indicators will be used to measure the success of the Aboriginal and Torres Strait Islander Employment Strategy. While the University should fund and implement, from endorsement of the Aboriginal and Torres Strait Islander Employment Strategy, policies and practices directed towards achieving the indicators, the desired outcomes may not be evident until the next strategic cycle. The KPIs include:

2008-2012

Recruitment

- The appropriate Aboriginal and Torres Strait Islander communities/existing staff have been identified and a database developed;
- Progress towards achieving 2% of the workforce by 2012;
- The number of Aboriginal and Torres Strait Islander people commencing in Aboriginal and Torres Strait Islander Employment Strategy programs reflects annual targets; and
- Positions established in the Aboriginal and Torres Strait Islander Employment Strategy programs reflect the diversity of the occupational streams at the University.

Building Relationships

- Evidence of consultation with the local Aboriginal and Torres Strait Islander community and other community partners and support for the Strategy;
- Relevant external funding bodies have been identified and grant applications made; and
- Community perceptions of the University as an employer of choice by Aboriginal people and Torres Strait Islander people are generally positive.

Retention & Career Development

- Aboriginal and Torres Strait Islander staff are progressing towards promotion readiness through
  - Participating in career development interviews
  - Attending training linked to career development plans
  - Developing identified competencies
- Progress towards the distribution of Aboriginal people and Torres Strait Islander people across salary levels being the same as that of all employees;
- Aboriginal people and Torres Strait Islander people’s representation in key decision-making committees of the University is reflective of their representation in the EEO profile of the University;
- Separation of Aboriginal people and Torres Strait Islander people is no greater than their representation in the workforce;
• Evidence of participation in cultural awareness training by non-Aboriginal and Torres Strait Islander staff; and
• Reasons for separation (as per exit surveys) are not based on discriminatory practices.

Support Mechanism

• Increase over time in the percentage of Aboriginal people and Torres Strait Islander employees who perceive that the workplace is culturally sensitive and free of race discrimination.