

Indigenous Employment Strategy 2012-2015

Section 1 - Introduction

(1) Charles Sturt University (the University) is a regional university with its national campuses located on Wiradjuri, Gandangara and Ngunnawal land. Indigenous Australians have a higher representation in the region served by the University than at the state or national level. Building effective relationships with Indigenous communities in Australia, making higher education accessible to Indigenous people and fostering appreciation of Indigenous cultures and knowledge have been, and continue to be, significant goals for the University, as articulated by the University Reconciliation Statement, the University Strategy 2011-2015 and the University Indigenous Education Strategy. The University recognises that employment of Indigenous Australians in a diversity of positions and roles is central to achieving these goals.

(2) In 2005 the University introduced its first Australian Indigenous Employment Strategy. Since then the Strategy has regularly been reviewed and updated to take account of achievements and renew its focus.

(3) From 2012-2015 the Australian Indigenous Employment Strategy will focus on:

- a. achieving and maintaining a representation of Indigenous Australians employed at the University of at least 3 percent;
- b. supporting the appointment of Indigenous people across a diversity of occupational groups, levels and work areas within the University;
- c. introducing specific strategies to support the appointment and development of Indigenous academic staff; and
- d. supporting the career development and progression of existing Indigenous staff.

Section 2 - Policy Context

(4) This Strategy has been developed within the context of the University commitment to social justice and reconciliation and its aim to work effectively with Indigenous communities to increase participation of Indigenous people in higher education. The Strategy is informed by the following policy and planning documents:

- a. University Strategy 2011-2015 - in which key activities include participating successfully in Indigenous communities, fostering good citizenship in the University students (including an increased awareness of cultural knowledge and differences) and developing cultural competence in the University staff.
- b. University Reconciliation Statement - which asserts "the significance of the University's role in the reconciliation process in building an informed and mature society which acknowledges the past, understands the quintessential connection between the past and present and is committed to social justice, ethical action and human rights"
- c. University Indigenous Education Strategy - which recognises that having a strong Indigenous presence in the University workforce is a critical factor both in creating a University culture that is inclusive of Indigenous issues, and in achieving successful educational outcomes for Indigenous students.
- d. University Employment Equity Plan - which provides a framework to support employment equity and diversity, including specific strategies pertaining to Indigenous employment; and

- e. University Enterprise Agreement 2010-2012 - which commits the University to implementing and maintaining the University Australian Indigenous Employment Strategy and any successor strategy during the life of the agreement.

Section 3 - Achievements and Challenges

(5) Since 2005 the University has increased the representation of Indigenous staff from 0.8 percent to 2.7 percent. As at 30th August 2011, the University employed 54 Indigenous staff in continuing or fixed term positions, comprising 42 general staff and 12 academic staff. Following the 2008 Strategy focus on facilitating continuing employment, the proportion of Indigenous staff employed on a continuing basis has increased from 51 percent to 63 percent (compared to 78 percent in the total staff population).

(6) Indigenous staff members are now employed across a more diverse range of work locations. Two thirds of Indigenous general staff are located outside areas of specific Indigenous focus (Indigenous Student Services and the School of Indigenous Australian Studies). Indigenous general staff are now employed across eleven Divisions and Faculties in areas such as dental health, library support, laboratory support, information technology, finance, graphic design, record management, School and office administration, student administration, training support, help desks, and contact centres.

(7) Since 2007 the University has partnered with DEEWR in programmes to support the appointment of Indigenous trainees. The University has appointed 26 Indigenous trainees in general staff positions across all campuses and most Faculties and Divisions, and achieved a completion success rate of 75 percent. Of those who have completed, all but two have been offered further employment.

(8) While much has been achieved, there is still some way to go to realise and embed University goals pertaining to Indigenous employment. Current challenges for the strategy include:

- a. recruiting Indigenous academics to mainstream Faculty positions, especially in discipline areas which are the preferred areas of study for Indigenous students; and
- b. addressing security of employment and increasing the retention of Indigenous staff to maintain staffing numbers.

Section 4 - Funding Assistance

(9) The following internal schemes will be used to support the objectives of the revised Strategy:

- a. Indigenous Employment Incentive Scheme - this scheme provides for 50% of the salary for the first year of an appointment of an Indigenous staff member in a general staff position at Level 3 - 8.
- b. Indigenous Staff Study Support Scheme - this scheme provides funding to Indigenous academic and general staff members to cover costs associated with study for a qualification.
- c. Indigenous Academic Leadership Development Scheme - this scheme provides financial support to Indigenous academic staff to undertake a professional activity that will foster development of leadership skills
- d. Indigenous Staff HDR Pathways - a program that offers partial buy out of academic staff members to facilitate fast- tracked completion of Graduate Certificate in Research Methods/Honours programs as a pathway into PhD studies.
- e. Indigenous Staff PhD Release Scheme - funding of \$50,000 p.a. to support full time equivalent release from teaching for eligible staff to facilitate PhD completion
- f. Indigenous Academic Internship Program - a program that provides a living wage for eligible Indigenous PhD candidates and assists in developing potential to enter an academic career.

- g. Indigenous Research/Researchers Seed Funding - funding to support seeding projects and /or small groups.
- h. Double funding model for subjects with Indigenous specific curricula - one aim of this mechanism is to increase funding to free up additional positions for employment of Indigenous academic staff. The mechanism is also being used by Faculties to employ indigenous academics across all Faculties and disciplines.
- i. External funding will also be sought to support traineeships and cadetships.

Section 5 - Strategy Implementation and Evaluation

(10) Deans, Executive Directors and Budget Centre Managers are responsible for implementing the strategy within their respective Faculties, Divisions and Budget Centres.

(11) The Indigenous Employment Coordinator will continue to promote the Strategy and provide support for its implementation.

(12) The Indigenous Employment Strategy Advisory Committee (a sub-committee of the University's Equal Opportunity/Affirmative Action Committee) is responsible for overseeing the development and implementation of the Strategy, making recommendations on any issues that arise out of its implementation and monitoring and evaluating its effectiveness.

(13) Periodic reports on the progress of the Strategy will be made to the Equal Opportunity/Affirmative Action Committee and the Indigenous Education Strategy Co-ordinating Groups.

Section 6 - Strategy Objectives

Objective 1: Recruitment

(14) To increase the number of Indigenous Australian employees in continuing positions across all levels and occupations at the University

- a. Key Performance Indicators
 - i. Indigenous staff represent 3 percent of the University total staff population (continuing and fixed term).
 - ii. At least 2 percent of Academic staff positions across all Faculties are filled with Indigenous Australians.
 - iii. An increase in the number of applications that directly address selection criteria from Indigenous applicants.
 - iv. Managers refer to the Indigenous employment register for filling casual/fixed term positions (in line with the University guidelines and Enterprise Agreement).
 - v. Mainstream continuing positions are made available for the Strategy.
 - vi. Pathways are developed for Indigenous students to transition into employment at the University.
 - vii. Indigenous Academic Internships are used as a pathway to academic appointments.
 - viii. By December 2015 all Faculty and Division annual operational plans include strategies that further the objectives of the Indigenous Australian Employment Strategy and foster a strong Indigenous presence in the University workforce.

Actions	Responsibility
1.1 Promote relevant vacant positions to community organisations and Indigenous media.	- Indigenous Employment Coordinator

1.2 Provide opportunities to learn about recruitment processes used at the University via workshops, small group presentations or individual conversations where opportunities arise (e.g., to schools, employment service providers, community groups, RTO's etc.)	- Indigenous Employment Coordinator
1.3 Create an employment register for Indigenous people who are interested in full time, part time or casual employment at the University and encourage applications for vacant positions.	- Indigenous Employment Coordinator - HR Liaison Teams
1.4 Identify, access, and participate in Indigenous employment programs offered by commonwealth and state agencies.	- Indigenous Employment Coordinator
1.5 Work with Faculties and Divisions to encourage identification of designated or targeted positions for Indigenous staff and implement appropriate recruitment strategies	- Indigenous Employment Coordinator - Deans/Head of School - Executive Directors/managers
1.6 Identify opportunities for Indigenous traineeships to be offered across all Faculties and Divisions	- Indigenous Employment Coordinator - managers/P:FTS:41 :Head of School
1.7 Develop pathways for Indigenous postgraduate students to transition into academic positions utilising programs such as the Indigenous Academic Internship Program	- Deans/Head of School - Office of Research and Graduate Training - Indigenous Employment Coordinator - Indigenous Student Services
1.8 Consider strategies to attract Indigenous professionals to an academic career (for example utilising Indigenous Staff HDR Pathways program and Indigenous Staff PhD release Scheme).	- Deans/Head of School - Office of Research and Graduate Training
1.9 Build a partnership with Indigenous Student Services to promote employment opportunities to the University Indigenous students and graduates - for example to pilot cadetships	- Indigenous Employment Coordinator - Indigenous Student Services - managers/P:FTS:41 :Head of School
1.10 Continue to provide financial incentives to support Indigenous recruitment at the University through current and new initiatives.	- Senior Executive Committee
1.11 Refer to the University Guidelines on recruiting Indigenous staff and seek the advice and support of the Indigenous Employment Coordinator throughout the recruitment process.	- managers/P:FTS:41 :Head of School - HR Liaison teams - Indigenous Employment Coordinator

Objective 2: Career Development

(15) To provide and support career development for Indigenous Australian employees.

a. Key Performance Indicators

- i. Indigenous employees participate in job rotation (as part of traineeships/internships), secondment and training.
- ii. Indigenous employees utilise Charles Sturt University schemes to support formal study (e.g. study leave, SSP, scholarship and time release schemes etc.).
- iii. Indigenous academics are undertaking leadership related professional development.
- iv. Indigenous employees are represented among those applying for higher level positions/promotion.

Actions	Responsibility
2.1 Provide information to Indigenous staff on career development opportunities within and external to the University and the financial support available.	- Indigenous Employment Coordinator
2.2 Address career development options through performance management and support Indigenous staff to consider opportunities, such as job rotation, secondment, and participation in training or formal study.	- managers/P:FTS:41:Head of School
2.3 Facilitate the use of study leave, SSP and funded schemes, among Indigenous employees who wish to develop their careers.	- managers/P:FTS:41:Head of School - Indigenous Employment Coordinator
2.4 Encourage and support Indigenous academic staff to undertake higher degree study utilising SSP, Indigenous Staff PhD Release Scheme and other support schemes provided by the University.	- Deans/P:FTS:41:Head of School - Deputy Vice-Chancellor (Research, Development and Industry)
2.5 Make sure that any time release is practically achievable, by developing creative solutions where it is not possible to back fill Indigenous academic staff.	- Deans/Head of School
2.6 Encourage and support Indigenous staff to undertake leadership development through participation in internal and external leadership programs (for example, the Indigenous Academic Leadership Development Scheme).	- managers/P:FTS:41:Head of School - Indigenous Employment Coordinator
2.7 Engage mentors to assist Indigenous employees with managing their roles and/or career development/progression. Ensure mentors are appropriately briefed and trained.	- managers/P:FTS:41:Head of School - Indigenous Employment Coordinator
2.8 Provide assistance with writing job applications and resumes to Indigenous employees applying for positions within and outside the University.	- Indigenous Employment Coordinator
2.9 Support Indigenous staff to attend the Indigenous Staff Conference (Nguluway).	- supervisors - Indigenous Employment Coordinator

Objective 3: Retention

(16) Develop a framework that maximises the retention of Indigenous Australian Employees.

a. Key Performance Indicators

- i. Indigenous employees are provided with opportunities to meet / interact regularly through a range of networks, across campuses.
- ii. Reasons for Indigenous staff resigning are monitored and issues are addressed if needed.
- iii. Retention rates are the same for Indigenous employees as for all employees.

Actions	Responsibility
3.1 Maintain Indigenous staff networks and networks for trainees (utilising videoconference meetings, staff conferences, newsletters etc.).	- Indigenous Employment Coordinator
3.2 Implement mentoring support for on boarding of Indigenous staff through the induction process.	- supervisors

3.3 Provide advice and support to supervisors to address performance issues in a culturally sensitive manner.	- Deans/Executive Directors - Indigenous Employment Coordinator
3.4 Ensure support systems provide Indigenous staff with culturally sensitive avenues to raise and address needs and concerns.	- Indigenous Employment Coordinator - managers/P:FTS:41 :Head of School
3.6 Utilise Indigenous staff networks and the staff conference to promote greater awareness and understanding of University policies and procedures among Indigenous staff	- Indigenous Employment Coordinator
3.7 Utilise the Indigenous Employment Incentive Scheme to support retention of Indigenous staff in short term or limited employment.	- managers/P:FTS:41 :Head of School
3.8 Review the current Exit Interview process and questions to allow more flexibility with providing responses to assist in identifying and addressing potential workplace barriers.	- Division of Human Resources - Indigenous Employment Coordinator
3.9 Advise the Indigenous Employment Coordinator whenever a resignation from an Indigenous employee is received and provide Indigenous staff with the option of undertaking the Exit Interview with the IEC (if they choose to do so).	- HR Service Centre - managers/P:FTS:41 :Head of School

Objective 4: Work Place Culture

(17) To provide a work environment which acknowledges, values and respects the culture, knowledge and diversity of Indigenous Australian people.

a. Key Performance Indicators:

- i. Proactive recruitment strategies ensure Indigenous input into teaching programmes.
- ii. Indigenous staff are acknowledged for their cultural knowledge and expertise.
- iii. Indigenous Cultural Competence training is rolled out progressively across the University.
- iv. Complaints are handled quickly and effectively, limiting the need for recourse to external complaint handling bodies.
- v. Presence of Indigenous Elders at a range of University events.
- vi. Indigenous artwork is incorporated in a broad range of University documentation relating to Indigenous and non Indigenous matters.
- vii. Indigenous community relationships and cultural obligations are acknowledged, understood and appropriately managed.

Actions	Responsibility
4.1 Ensure actions to address Indigenous issues reflect the priorities of National Reconciliation.	- Senior Management, HOS, Directors - HR Directorates - Indigenous Employment Coordinator

<p>4.2 Show respect for Indigenous Australian Knowledge and Heritage by: 1. designating for Indigenous staff those positions responsible for teaching Indigenous Studies; 2. aiming to employ Indigenous staff in positions which require teaching of Indigenous Australian perspectives within the professions (only where suitable Indigenous applicants are not available should a suitably qualified non-Indigenous applicant be appointed, for a maximum of 3 years).</p>	<p>- Deans, Head of School - Indigenous Employment Coordinator</p>
<p>4.3 Provide Indigenous Cultural Competence training to staff, with ongoing support as required, particularly for those areas recruiting Indigenous staff for the first time.</p>	<p>- University Training - School of Indigenous Australian Studies - Indigenous Employment Coordinator</p>
<p>4.4 Work towards requiring staff who chair selection committees to undertake Indigenous Cultural Competence training as the program is rolled out.</p>	<p>- HR Liaison Staff - Head of School, managers - Indigenous Employment Coordinator</p>
<p>4.5 Make sure that standards and behaviour of all staff are consistent with a zero tolerance of racism in the workplace and actively intervene to prevent and address racial harassment following the University's Policy on Prevention of Harassment and Bullying.</p>	<p>- supervisors and managers/P:FTS:41 :Head of School</p>
<p>4.6 Provide opportunities for Indigenous Elders and community leaders to participate in the life of the University, e.g., guest lectures, expos, staff conferences and cultural activities.</p>	<p>- managers/Head of School - Indigenous Employment Coordinator - Indigenous Student Services - School of Indigenous Australian Studies - Event Organisers</p>
<p>4.7 Support Indigenous staff to apply for and be granted cultural leave in appropriate circumstances, including leave for community obligations.</p>	<p>- supervisors/Head of School - Indigenous Employment Coordinator</p>
<p>4.8 Include Indigenous community representatives on the Indigenous Employment Strategy Advisory Committee.</p>	<p>- Chair, Indigenous Employment Strategy Advisory Committee (Chair, IESAC)</p>
<p>4.9 Incorporate Indigenous artwork into University corporate documents, promotional material and facilities, e.g., advertising templates, campus signage etc., where possible. (Thus acknowledging the significance and importance of Indigenous culture in everyday University life).</p>	<p>- SEC - Division of Marketing and Communication - Indigenous Employment Coordinator</p>

Objective 5: Promotion and Community Networking

(18) To promote and market Charles Sturt University's Indigenous Employment Strategy.

a. Key Performance Indicators

- i. Publicity about the Indigenous Employment Strategy is circulated within the University and in external media.
- ii. Faculties and Divisions workforce and/or operational plans include commitments that support Indigenous employment targets.
- iii. Updated website officially launched, providing a range of information on the Indigenous Employment Strategy.
- iv. Indigenous students are engaged in work experience placements and enquire about employment / tertiary study opportunities at the University.

Actions	Responsibility
5.1 Build partnerships with local Indigenous community groups and regional, state and national employment service providers to support recruitment under the Strategy	- Indigenous Employment Coordinator
5.2 Publicise achievements in employment and career progression of Indigenous staff to the University and wider community (including Indigenous media where possible), using University online publicity and community based media outlets.	- Indigenous Employment Coordinator - Division of Marketing and Communication
5.3 Enlist the active support of senior managers by profiling the benefits of the Indigenous Employment Strategy and the various programs to support Indigenous employment at the University such as: - Traineeships - Cadetships - Indigenous Employment Incentive Scheme - Indigenous staff PhD release Scheme - Indigenous Academic Internship Program	- Indigenous Employment Coordinator
5.4 Further develop the Indigenous Employment Strategy website , profiling Indigenous employment initiatives at the University.	- Indigenous Employment Coordinator
5.5 Participate in and develop opportunities for Indigenous students to gain information on employment opportunities at the University and for TAFE and high school students to participate in work experience placements.	- Indigenous Employment Coordinator - Schools and Divisions - Indigenous Student Services

Status and Details

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