

## Introduction

Federation University Australia acknowledges the Wotjobaluk, Wergaia, Jupagalk, Jadawadjali, Jaadwa, Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Wurundjeri and Gunai Kurnai, Barkindji, Mutthi Mutthi, Turrbal, Jagera and Kureindji peoples as the Traditional Custodians of the lands and waters where its main campuses, centres and field stations are located and pay our respects to Elders past and present and extend our respect to all Aboriginal and Torres Strait Islander and First Nations Peoples. The University has set in place measures to address the disadvantage experienced by Aboriginal and Torres Strait Islander people in education, employment and opportunity. It has also formalised this commitment in diverse policies, procedures and actions as well as a preferred employer of choice for Indigenous staff and students affirmed in the *Transforming Lives and Enhancing Communities Strategic Plan 2018-2022*.

The University shares the vision of Reconciliation Australia in affirming the special place and cultures of Aboriginal and Torres Strait Islander peoples as the First Australians.

The effect on Aboriginal and Torres Strait Islander lives, lore, languages, cultures, customs and traditions caused by the non-Indigenous settlement of Australia continue to be sustained by racism, racial discrimination, injustice and oppression experienced by many Aboriginal and Torres Strait Islander people. Only by acknowledging the past, understanding the present, and building a future based on equality, respect and genuine opportunity will reconciliation truly be achieved.

Federation University Australia is unequivocally committed to this process.

## Our History

Federation University Australia was established on 1 January 2014 through the coming together of the University of Ballarat and the Gippsland campus of Monash University.

It is a new generation Australian University, which is regional in focus, national in scope and international in reach.

The University is unique: it is based on a federated network of campuses in regional Victoria, partner-provider institutions across Australia and overseas, and national and international research collaborations. It offers excellence and quality in vocational education and training, higher education and research, with its programs spanning the full array of the Australian Qualifications Framework.

We are an open access University with a reputation for teaching quality that is unmatched by our competitors, having been awarded five stars for teaching quality by the Good Universities Guide seven years running.

Accessibility, inclusiveness and provision of a supportive learning and research environment are at the heart of Federation University Australia.

## Legal Context

Federation University Australia is established by authority of the *Federation University Australia Act 2010*.

The legal objects of the Act (Section 5) commit the University

- (f) *to use its expertise and resources to involve Aboriginal and Torres Strait Islander people of Australia in its teaching, learning, research and advancement of knowledge activities and therefore contribute to —*
  - (i) *realising Aboriginal and Torres Strait Islander aspirations; and*
  - (ii) *the safeguarding of the ancient and rich Aboriginal and Torres Strait Islander cultural heritage.*

The Act also sanctions the University's determination 'to improve the participation of Aboriginal and Torres Strait Islander peoples in tertiary education'.

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## Purpose of the Workforce Strategy

Our aim under the *Aboriginal and Torres Strait Islander Workforce Strategy* (Workforce Strategy) is to establish the University's priorities and plans for recruiting and retaining Aboriginal and Torres Strait Islander staff at all levels of the University by aligning with the Reconciliation Action Plan (RAP), our commitments in the *Federation University Australia Union Collective Agreement 2015 – 2018*, *Victorian TAFE Teaching Staff Multi-Business Agreement 2009* and other relevant frameworks, listed below;

- *Barring Djinang: The Victorian Government's five year strategy to improve public sector employment outcomes for Aboriginal Victorians.*
- *Closing the Gap Report 2018*
- *Federation University Australia Reconciliation Action Plan 2018 - 2020*
- *Higher Education Support Act 2003*
- *Indigenous Student Support Assistance Grants Guidelines 2017*
- *Marrung Aboriginal Education Plan 2016-2026*
- *National Best Practice framework for Indigenous Cultural Competency in Australian Universities 2011.*
- *National Indigenous Higher Education Framework and workforce strategy.*
- *Reconciliation Australia 2017 – 2022*
- *Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People 2012.*
- *Universities Australia Indigenous Strategy 2017 - 2020*
- *Wurreker Strategy*

## Our Guiding Principles

The Workforce Strategy has been guided by the following principles;

- Recognise and acknowledge the contribution, expertise and vital role Aboriginal and Torres Strait Islander people bring to the University, academia and scholarship in general.
- Respect Aboriginal and Torres Strait Islander knowledge systems.
- Recognising life experiences, prior learning and transferable skills.
- Exercise affirmative action and positive discrimination:

We acknowledge that Aboriginal and Torres Strait Islander people are amongst the most disadvantaged in Australia and that improved employment outcomes are paramount. We recognise the need for different approaches to overcome the practical effects of disadvantage and discrimination. The University will utilise and promote Special Measures, section 12 of the *Equal Opportunity Act 2010* and take appropriate affirmative action measures in recruitment, selection, retention and staff development in both mainstream and designated careers to achieve equality for Aboriginal and Torres Strait Islander peoples.

- Active identification and promotion of employment opportunities for Aboriginal and Torres Strait Islander people and communities.
- Encourage and foster respectful relationships in a supportive work environment that is inclusive to participation, tolerant and open to diversity and culture; and will ensure relevant cultural awareness training is available for staff.
- Ensure Aboriginal and Torres Strait Islander employment outcomes are a whole-of-University responsibility and Aboriginal and Torres Strait Islander peoples need to have a presence across the academic and professional workforce, and be able to aspire to, and achieve positive employment outcomes based on ability and passion.

# Aboriginal and Torres Strait Islander Workforce Strategy 2018–2020

## Our Objectives:

Our key objective of the Workforce Strategy is to contribute towards substantive equality for Aboriginal and Torres Strait Islander people in employment outcomes spanning classification types in a variety of areas and in a diverse range of occupations across the University and to ensure that there are opportunities for career development and progression. The University's aim is to reach national parity for employment of Aboriginal and Torres Strait Islander people which currently sits at 3%.

### Objective 1. Our Targets and Governance

The University recognises Aboriginal and Torres Strait Islander employment outcomes are a whole-of-University responsibility and Aboriginal and Torres Strait Islander peoples need to have a presence across the academic and professional workforce, and be able to aspire to, and achieve positive employment outcomes based on ability and passion.

The University will establish a 3% based workforce employment target to contribute to Closing the Gap for Aboriginal and Torres Strait Islander people spanning across all levels working towards national population parity and ensure an appropriate governance structure is implemented and maintained. To achieve this and to ensure employment spanning all classification types and levels across University campuses, the 3% target will be split with an aim of 2.5% professional staff and an aim of 0.5% academic staff.

Key Result and Priority Areas	Responsibility	Timeline	Key Performance Indicator
Increase the number of Aboriginal and Torres Strait Islander people spanning across all levels and professional classification types across the university campuses by 2.5%.	VC/Director, HR	Ongoing	<ul style="list-style-type: none"> <li>General/Professional positions are increased by 2.5% by 2023.</li> <li>Aspire to recruit at least one Aboriginal and/or Torres Strait Islander person as a senior executive employee, or equivalent.</li> </ul>
Increase the number of Aboriginal and Torres Strait Islander people in academic and/or research positions by 0.5%.	VC/Director, HR	Ongoing	<ul style="list-style-type: none"> <li>Academic/Research positions are increased by 0.5% by 2023.</li> </ul>
Develop, implement, review and maintain an Aboriginal and Torres Strait Islander Employment, Policy and Procedure.	Director, HR	Ongoing	<ul style="list-style-type: none"> <li>2018 – Develop and Implement Aboriginal and Torres Strait Islander Employment Strategy, Policy and Procedure.</li> <li>2019 – Implement and review Aboriginal and Torres Strait Islander Employment Strategy, Policy and Procedure.</li> <li>2020 – Review and Evaluate Aboriginal and Torres Strait Islander Employment Strategy, Policy and Procedure.</li> </ul>
Promote the Aboriginal and Torres Strait Islander Employment Strategy (Policy and Procedure).	Director, HR	Ongoing	<ul style="list-style-type: none"> <li>The University will promote the Aboriginal and Torres Strait Islander Workforce Strategy both internally and across all campuses to Schools/Portfolios/Directorates, as well as externally within the communities in which it operates.</li> </ul>

# Aboriginal and Torres Strait Islander Workforce Strategy 2018–2020

Ensure Schools/Directorates are embedding Aboriginal and Torres Strait Islander employment objectives and targets in their annual plans.	VC	Ongoing	<ul style="list-style-type: none"> <li>Deans/Executive Directors/Directors of the Schools/Directorates have embedded Aboriginal and Torres Strait Islander employment objectives and targets in their annual plans and are accountable for the recruitment and retention of Aboriginal and Torres Strait Islander employees. Progress reports are to be presented to the Aboriginal and/or Torres Strait Islander Workforce Advisory committee.</li> </ul>
Establish and maintain the University's Aboriginal and Torres Strait Islander Workforce Advisory Committee (ATSIWAC) to contribute to the University's Aboriginal and Torres Strait Islander Workforce Strategy, Policy and Procedure and review what actions may assist to achieve or exceed national parity and ensure Aboriginal and Torres Strait Islander stakeholders are represented.	Director, HR	Ongoing	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander Workforce Advisory Committee (ATSIWAC) is established and meets quarterly.</li> <li>Aboriginal and Torres Strait Islander stakeholders includes staff, students and communities are represented, consulted and contribute to the planning, implementation, review and evaluation of the Workforce Strategy to meet or exceed national parity.</li> </ul>

## Objective 2. Cultural Inclusion and Safety

Ensure that the University is a supportive, culturally safe, sensitive and inclusive environment for Aboriginal and Torres Strait Islander employees that creates a sense of community and promotes the University as an employer of choice for Aboriginal and Torres Strait Islander people.

Key Result and Priority Areas	Responsibility	Timeline	Key Performance Indicator
In accordance with RAP 2018-2020 Research, develop, implement and review Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy including training.	HR	Ongoing	<ul style="list-style-type: none"> <li>2018 – Research and Develop Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy including training.</li> <li>2019 – Implement and review Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy including training.</li> <li>2020 – Review and Evaluate Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy including training.</li> <li>Review and Evaluate Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy including Training.</li> <li>Face to face cultural awareness training sessions offered to all staff:               <ul style="list-style-type: none"> <li>2018 – Two sessions</li> <li>2019 – Three sessions</li> <li>2020 – Four sessions</li> </ul> </li> <li>Develop and implement online cultural awareness training.</li> </ul>

# Aboriginal and Torres Strait Islander Workforce Strategy 2018–2020

			<ul style="list-style-type: none"> <li>All RAP committee members, senior executives, managers and supervisors to undertake face to face cultural awareness training.</li> <li>Key performance indicators are embedded in supervisors, managers and senior executive staff performance plans.</li> <li>80% of all new staff to complete online cultural awareness training.</li> <li>80% of all staff to renew cultural awareness training every three years.</li> </ul>
Celebrate all important Aboriginal and Torres Strait Islander events across the University and its campuses and provide opportunity for all staff including Aboriginal and Torres Strait Islander employees to participate.	HR/Schools/Directorates	As required	<ul style="list-style-type: none"> <li>Dates of significance to be promoted and celebrated through all areas of FedUni.</li> <li>Activities undertaken are reported to HR and RAP Committee.</li> </ul>
Develop, provide and maintain internal professional development training sessions for all Aboriginal and Torres Strait Islander employees per year.	HR	Ongoing	<ul style="list-style-type: none"> <li>Develop and provide four internal training sessions and provide support for all Aboriginal and Torres Strait Islander employees annually to increase cultural safety and professional development. Evaluation to be completed and reported back to Director, HR and ATSIEAC.</li> </ul>
Promote leave provisions available for Aboriginal and Torres Strait Islander employees to participate in cultural and ceremonial activities and obligations.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Leave provisions to be promoted for Cultural and Ceremonial activities and obligations to new and existing Aboriginal and Torres Strait Islander employees, and other leave entitlements.</li> </ul>

## Objective 3. Community Engagement and Outreach

The University will continue to ensure that Aboriginal and Torres Strait Islander staff are able to participate fully in the life and affairs of the University. This can only be achieved through building and maintaining strong relationships between Aboriginal and Torres Strait Islander peoples and the whole of community. In addition, shared projects and initiatives that benefit the whole community, are to be jointly and collaboratively governed and communicated through deeply engaged partnerships which are paramount to Federation University Australia and our daily practice.

Key Result and Priority Areas	Responsibility	Timeline	Key Performance Indicator
Develop relationships and continue to build links and engage with Aboriginal and Torres Strait Islander Communities.	HR/Schools/Directorates	Ongoing	<ul style="list-style-type: none"> <li>All staff are encouraged to undertake face to face Cultural Awareness Training and renew knowledge every three years.</li> <li>All staff are encouraged to participate in “Rethinking Legends” lecture series.</li> <li>Aboriginal and Torres Strait Islander Representative on the Academic Board.</li> </ul>

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In accordance with RAP 2018-2020 Engage and participate in Aboriginal and Torres Strait Islander Community Events.	HR/Schools/Directorates	Ongoing	<ul style="list-style-type: none"> <li>All staff are encouraged to participate in significant community events.</li> </ul>
Engage with and represent the interests of the University on relevant community boards, committees and consultative groups.	Coordinator, ATSI Employment/AEC	Ongoing	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander employees are encouraged to engage and represent the interests of the University on relevant committees and consultative groups.</li> </ul>
Strengthen links and relationships with employment, education and training networks.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Relationships and links are to be strengthened by attending meetings and participating in discussions with employment and training providers, Wurreker Broker, Local Aboriginal Network and Government departments.</li> </ul>
Engage with other University's in relation to Aboriginal and Torres Strait Islander employment initiatives.	HR/Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Coordinator, ATSI Employment to participate in relevant meetings which include professional development.</li> </ul>
In accordance with RAP 2018-2020 Ensure community representation on the University's Aboriginal and Torres Strait Islander Workforce Advisory Committee.	HR	Ongoing	<ul style="list-style-type: none"> <li>Composition of Aboriginal and/or Torres Strait Islander Workforce Advisory Committee to include reasonable attempts to ensure at least 50% of committee members are Aboriginal and Torres Strait Islander people with a gender balance.</li> </ul>
Promote the University as culturally supportive and raise awareness of employment opportunities.	HR	Ongoing	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander stakeholders which include staff, students and communities are represented, consulted and contribute to the planning, implementation, review and evaluation of the Aboriginal and Torres Strait Islander Workforce Strategy to meet or exceed national parity.</li> <li>Promotional material to feature Aboriginal and Torres Strait Islander people in academic and professional positions.</li> </ul>

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## Objective 4. Employment Opportunities and Recruitment

The University will actively recruit Aboriginal and Torres Strait Islander peoples through a variety of culturally appropriate channels while being open to creating opportunities where appropriate by utilising Special Measures, section 12 of the Equal Opportunity Act 2010. This will include the utilisation of cadetships, traineeships, graduate academic and teaching programs.

Key Result and Priority Areas	Responsibility	Timeline	Key Performance Indicator
<p>Ensure positions in which a significant part or all of the tasks and duties are associated with the development, delivery and/or implementation of policies, projects and/or courses/programs or services relating to Aboriginal or Torres Strait Islander people are normally identified as Aboriginal or Torres Strait Islander positions.</p> <p>The University will exempt identified positions under Special Measures, section 12 of the Equal Opportunity Act 2010 in which only Aboriginal and Torres Strait Islander people can apply.</p>	HR	Ongoing	<ul style="list-style-type: none"> <li>The overwhelming majority of positions in the Aboriginal Education Centre shall be identified as Aboriginal or Torres Strait Islander positions.</li> <li>The Manager, Aboriginal Education Centre and the Coordinator, ATSI Employment will remain as identified Aboriginal and Torres Strait Islander positions.</li> </ul>
<p>Develop a range of targeted recruitment programs that increase Aboriginal and Torres Strait Islander employee representation to an overall 3.0% FTE, spanning all professional classification and academic positions across the University and its campuses.</p>	HR/Schools/Directorates	Ongoing	<ul style="list-style-type: none"> <li>Develop and pilot a Cadetship program in 2018/2019.</li> <li>School Based Traineeship Program to be researched and a proposal developed and written for consideration.</li> <li>Graduate and Academic program to be researched and a proposal developed and written for consideration.</li> <li>Report quarterly to and monitored by the ATSIEAC.</li> </ul>
<p>Target mainstream positions as appropriate by exempting positions as targeted under special measures, Section 12 of the Equal Opportunity Act 2010 in which only Aboriginal and Torres Strait Islander people can apply.</p>	HR/Schools/Directorates	Ongoing	<ul style="list-style-type: none"> <li>Director, HR to designate as appropriate targeted position/s in which only Aboriginal and Torres Strait Islander people to apply.</li> </ul>

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Maintain Aboriginal and Torres Strait Islander traineeship program with a minimum of four traineeships in operation at any one time. Trainees to be given preference to fill suitable vacant positions, provided they have the qualifications, knowledge, skills and/or experience to undertake the position.	HR	Ongoing	<ul style="list-style-type: none"> <li>• Four Aboriginal and Torres Strait Islander traineeships positions are in operation at any one time and centrally funded by HR to increase completion and retention rates of trainees.</li> <li>• Completed trainees are supported to gain suitable employment.</li> <li>• Trainees are supported throughout their traineeship to ensure they gain the relevant skills, knowledge and qualifications to undertake other positions within the University.</li> </ul>
Recruitment processes are researched, reviewed and implemented for both professional and academic positions across all levels.	HR	Ongoing	<ul style="list-style-type: none"> <li>• New recruitment processes to be researched, reviewed and implemented.</li> <li>• Progress to be reported to ATSIEAC.</li> </ul>
Build expressions of interest register of potential Aboriginal and Torres Strait Islander employees and actively target and match suitably qualified and/or experienced Aboriginal and Torres Strait Islander people against suitable vacant positions.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>• Register developed for Aboriginal and Torres Strait Islander potential employees and cross-matched weekly against current employment opportunities.</li> <li>• Coordinator, ATSI Employment to build links with suitable Aboriginal and Torres Strait Islander peoples and actively recruit and advocate for targeted positions.</li> </ul>
Promote and advertise current employment opportunities through appropriate Aboriginal and Torres Strait Islander information platforms and community links.	HR/Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>• Develop flyers with current vacant positions and promote through appropriate Aboriginal and Torres Strait Islander platforms and community links.</li> <li>• Promote all ATSI positions through Koori Mail, Indigenous Times and other appropriate information platforms.</li> </ul>
Provide support to Aboriginal and Torres Strait Islander people who would like assistance in preparing a job application.	Coordinator, ATSI Employment	As required	<ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander people are supported and assisted when needed in preparing job applications.</li> </ul>



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## Objective 5. Retention and Staff Development

Ensure that Aboriginal and Torres Strait Islander employees are retained by providing a cultural inclusive and safe working environment, providing the necessary support, recognition and are supported through professional development and career progression strategies.

Key Result and Priority Areas	Responsibility	Timeline	Key Performance Indicator
Ensure Aboriginal and Torres Strait Islander employees are provided with the necessary support to perform their required key responsibilities.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>All new Aboriginal and Torres Strait Islander employees will be offered a face to face induction to assist them in their transition to the University community.</li> <li>Coordinator, Aboriginal and Torres Strait Islander Employment to meet with new Aboriginal and Torres Strait Islander staff members and Supervisors/Managers to ensure a smooth transition.</li> </ul>
Professional development plans, incorporating career progression strategies are developed and implemented for Aboriginal and Torres Strait Islander employees.	HR/Schools/Directorates	Ongoing	<ul style="list-style-type: none"> <li>All Aboriginal and Torres Strait Islander employees have professional development and career progression plans and are encouraged to undertake professional development and secondment opportunities through time release and/or study leave for career mobility and enhancement of career paths.</li> </ul>
Recognise and celebrate the achievements of Aboriginal and Torres Strait Islander employees.	VC/HR/Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Nominate outstanding Aboriginal and Torres Strait Islander Staff through VC Awards annually, Wurreker Awards and nominate outstanding eligible staff through the Victorian Training Awards.</li> <li>Recognise, celebrate and promote success stories through appropriate means including print media and other appropriate channels.</li> </ul>
Develop Aboriginal and Torres Strait Islander staff and Supervisor/ Manager feedback using both qualitative and quantitative data.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Provide feedback to develop strategies to understand and address challenges experienced by Aboriginal and Torres Strait Islander employees and inform Aboriginal and Torres Strait Islander Workforce Advisory Committee to increase staff retention.</li> </ul>
All Aboriginal and Torres Strait Islander employees will be provided with ongoing support within the University community and their employment generally.	Coordinator, ATSI Employment	Ongoing	<ul style="list-style-type: none"> <li>Develop and implement a mentoring program for new and existing staff. Meet with staff regularly to build relationships and ascertain staff development and other means of support.</li> </ul>

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<p>Exit Interviews to be conducted with Aboriginal and Torres Strait Islander employees and supervisors and data analysed in order to understand and address barriers and challenges to implement strategies that increase retention.</p>	<p>Coordinator, ATSI Employment</p>	<p>As required</p>	<ul style="list-style-type: none"> <li>• Face to face exit interviews to be conducted for all Aboriginal and Torres Strait Islander employees and supervisors. Inform Aboriginal and Torres Strait Islander Workforce Advisory Committee.</li> </ul>
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