

Aboriginal and
Torres Strait Islander Peoples
Workforce Strategy
2022-2025



Acknowledgement

Federation University Australia acknowledges the Wotjobaluk, Wergaia, Jupagalk, Jadawadjali, Jaadwa, Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Boonwurrung 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. We extend our respect to all Aboriginal and Torres Strait Islander peoples.

Federation University seeks to provide a learning and working environment that promotes values of diversity and offers equality of access and opportunity. This commitment to Aboriginal and Torres Strait Islander peoples is embedded in policy, strategy and the University's 'living' values.

Seated in the practicalities of teaching, learning, research and community engagement that comprise the daily business of Federation, we are proud to work closely with all Aboriginal and Torres Strait Islander communities in supporting the continuation of knowledge and learning that is central to their peoples, cultures, lands and histories. Respecting and understanding the longest continuous cultures on earth is crucial in realising who we are as a nation, our role as a university, what we have done and where we are going.

Federation has built strong partnerships with local Aboriginal and Torres Strait Islander communities to support the development of cultural inclusivity and immersion of Aboriginal and Torres Strait Islander cultures, history and knowledge systems into the whole of university environment. This has included investing in naming of various buildings and rooms, the acquisition of Aboriginal and Torres Strait Islander art pieces and signage totems at each campus.

We are committed to meeting or exceeding a 3% Aboriginal and Torres Strait Islander workforce, and to achieve a balance across both professional and academic positions, to renew and strengthen our *Aboriginal and Torres Strait Islander Peoples Workforce Strategy*. We will do this through developing our targeted and identified recruitment campaigns, academic and professional recruitment strategy, cadetships, graduate programs and traineeships.





Vice-Chancellor's foreword

In the spirit of our values of empowerment, inclusion and excellence, Federation recognises the special place and culture of Aboriginal and Torres Strait Islander peoples as the First Australians.

Our new *Aboriginal and Torres Strait Islander Peoples Workforce Strategy* reflects a strong commitment to becoming a first-choice employer for Aboriginal and Torres Strait Islander peoples, to ensure that our institution's leadership and strategy is energised through a diversity of ideas and life experiences, and our Aboriginal and Torres Strait Islander students have strong mentors to inspire them.

Federation started its journey on the path of reconciliation more than 12 years ago, and I am proud of the progress we have made, but this *Aboriginal and Torres Strait Islander Peoples Workforce Strategy* provides us with the guiding principles and actions to become an exemplar in our regional communities. These achievements to date include:

- the appointment and recruitment of new leadership positions of Associate Deputy Vice-Chancellor, Reconciliation and Associate Deputy Vice-Chancellor, Indigenous
- Aboriginal and Torres Strait Islander peoples workforce of 1.64%, which exceeds the national average of 1.4% at the end of 2021 (source Universities Australia report – May 2022)
- retention of Aboriginal and Torres Strait Islander staff remained high even during the COVID-19 pandemic
- Aboriginal and Torres Strait Islander peoples traineeship program has been successful with many trainees still employed at Federation after completion of their traineeship.

We have also been taking action on cultural immersion across our campuses and educational offerings through the introduction of traditional place names, artworks and 'Places of Belonging' by incorporating global and Indigenous perspectives in our programs, through online cultural awareness training for staff, and the establishment of Indigenous Alumni Chapters.

Join us on our path of reconciliation, empowerment and inclusion by helping us to realise the aspirations of our *Aboriginal and Torres Strait Islander Peoples Workforce Strategy*.

Professor Duncan Bentley
Vice-Chancellor and President
Federation University Australia

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 – regional in focus, national in scope and international in reach.

Our University is unique. 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 research, higher education, and vocational education and training, with programs spanning the full array of the Australian Qualifications Framework.

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

Purpose of the workforce strategy

Our aim under the *Aboriginal and Torres Strait Islander Peoples 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)* and our commitments in the *Federation University Australia Union Enterprise Agreement (2019–2021)* and the *Universities Australia Strategy (2022–2025)*.

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 peoples 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
- recognise that our Aboriginal and Torres Strait Islander students are the Indigenous workforce of the future
- 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 peoples and communities
- the university highly values the wisdom and knowledge of Aboriginal and Torres Strait Islander Elders
- encourage and foster respectful relationships in a supportive work environment that is accessible and open to diversity and culture, ensuring relevant cultural awareness training is available for staff
- ensure Aboriginal and Torres Strait Islander peoples have presence across the academic and professional workforce, with equitable opportunity to aspire to, and achieve positive employment outcomes.

Senior Consultant, Indigenous Workforce

The Senior Consultant, Indigenous Workforce (SCIW) drives the *Aboriginal and Torres Strait Islander Peoples Workforce Strategy* through the development, implementation and management of Aboriginal and Torres Strait Islander peoples employment programs encompassing academic and professional service roles and retention.

As part of the People and Culture team, the SCIW works closely with all areas of University to provide a range of services including recruitment initiatives. The SCIW provides a single point of contact for Indigenous applicants, from assistance with submitting their application through to post-interview and onboarding support.

The SCIW also oversees the Indigenous Trainee program. Federation University understands the importance of creating career pathways for early career entry positions or re-entry into the workforce. Traineeships provide an opportunity for our trainees to study a nationally recognised qualification and earn money at the same time. The SCIW has established an Indigenous Trainee Network which meets on a regular basis and provides an excellent opportunity for our trainees to catch up for a yarn.

Cultural safety and retention of Indigenous staff is also at the forefront of the support provided by the SCIW. The SCIW also facilitates an Indigenous Workforce Network to provide support and prevent isolation which could be experienced by some Aboriginal and Torres Strait Islander staff, especially at the smaller regional campuses.



Living our values

Our 'living' values will:

serve as the cornerstones of our organisational culture

unite us to support our transformational strategy

build on our passion, goodwill and collective vision

guide our actions and empower us to succeed, and

lead to a professional standard of excellence on which we and our stakeholders can rely.

 <p>Inclusion</p>	 <p>Innovation</p>	 <p>Excellence</p>	 <p>Empowerment</p>	 <p>Collaboration</p>
<p>We champion access and inclusion for all</p> <p>We celebrate our diversity, particularly valuing Aboriginal and Torres Strait Islander cultural heritage, knowledge and perspectives</p>	<p>We innovate to transform</p> <p>We are agile and responsive to emerging opportunities</p>	<p>We excel in all that we do</p> <p>We act with integrity and take responsibility for achieving high standards</p>	<p>We respect and trust our people</p> <p>We create a supportive environment to take informed risks in pursuit of success</p>	<p>We are stronger together</p> <p>We establish genuine partnerships built on shared goals</p>
<p>provide a respectful, safe and fair working environment</p> <p>ensure all voices are heard, listening with an open mind to consider different points of view</p> <p>embed respectfully Aboriginal and Torres Strait Islander cultural heritage, knowledge and perspectives into our University life</p> <p>champion inclusive practices to ensure equity, access and equal opportunity</p>	<p>lead innovative and impactful solutions to address stakeholder needs</p> <p>think creatively and pursue relevant opportunities</p> <p>challenge the status quo to inspire better ways of doing things</p> <p>adapt and be flexible when dealing with complexity, uncertainty and change</p>	<p>create engaging environments where passion for learning can thrive</p> <p>support and challenge each other to meet and exceed expectations</p> <p>make decisions in a principled, strategic and consultative manner</p> <p>pursue continuous improvement to deliver exceptional stakeholder experience</p>	<p>provide our people opportunities to flourish and shape our future success</p> <p>trust our people to find solutions through listening, learning and bold action</p> <p>build confidence in our people to make decisions that deliver exceptional results</p> <p>enable a sense of purpose in our work by taking responsibility for our performance and behaviour</p>	<p>foster strong, productive and mutually beneficial partnerships that generate positive outcomes</p> <p>work together to adapt, evolve and address complex challenges</p> <p>build cross-functional relationships through mutual respect, transparency and accountability</p> <p>share knowledge and work together to build a strong sense of community</p>

OUR OBJECTIVES

Our vision for Aboriginal and Torres Strait Islander peoples employment outcomes at Federation University Australia is substantive equality; with Aboriginal and Torres Strait Islander peoples employed across all areas of the University and TAFE, in a diverse range of occupations and classification types. To do this, our objective is to reach national parity for employment of Aboriginal and Torres Strait Islander peoples by 2025, which is currently 3.0%. As part of this vision, we will ensure Aboriginal and Torres Strait Islander peoples have career development and progression opportunities.



Objective 1 | Our targets and governance

The University recognises Aboriginal and Torres Strait Islander peoples 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 3.0% based workforce employment target 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.

KEY RESULT AND PRIORITY AREAS	RESPONSIBILITY	TIMELINE	KEY PERFORMANCE INDICATOR(S)
Increase the number of Aboriginal and Torres Strait Islander peoples spanning across all levels and professional classification types across University campuses	Vice-Chancellor Director, People and Culture	Ongoing	<ul style="list-style-type: none"> General/professional positions are increased to: <ul style="list-style-type: none"> – 2.0% by 2023 (1.5% FedUni and 0.5% FedTAFE) – 3.0% by 2025 (2.0% FedUni and 1.0% FedTAFE). Aspire to recruit at least one Aboriginal and/or Torres Strait Islander person as a senior executive employee, or equivalent.
Increase the number of Aboriginal and Torres Strait Islander peoples in academic and/or research positions to 1%	Vice-Chancellor Director, People and Culture	Ongoing	<ul style="list-style-type: none"> Academic/research positions are increased to 1% by 2025 Aboriginal and Torres Strait Islander peoples Representative on the Academic Board.
Review and maintain an <i>Aboriginal and Torres Strait Islander Peoples Workforce Strategy</i>	Director, People and Culture	Ongoing	Review and implement continuous improvement strategies to the <i>Aboriginal and Torres Strait Islander Peoples Workforce Strategy</i> and recruitment policy and procedures on a yearly basis.
Promote the <i>Aboriginal and Torres Strait Islander Peoples Workforce Strategy</i>	Director, People and Culture	Ongoing	The University will promote the <i>Aboriginal and Torres Strait Islander Peoples Workforce Strategy</i> both internally and across all campuses to portfolios/institutes/schools/directorates as well as externally within the communities in which it operates.
Ensure all organisational areas are embedding Aboriginal and Torres Strait Islander peoples employment objectives and targets into their annual plans	Vice-Chancellor RAP Working Group	Ongoing	<ul style="list-style-type: none"> Executive Deans/Directors have embedded Aboriginal and Torres Strait Islander peoples employment objectives and targets into their annual plans and are accountable for the recruitment and retention of Aboriginal and Torres Strait Islander employees. Quarterly reports are to be presented to the RAP Working Group.

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(S)
In accordance with the Federation University RAP Working Group, RAP Research, develop, implement and review <i>Aboriginal and Torres Strait Islander Cultural Inclusion and Safety Strategy</i> including training	People and Culture RAP Working Group	Ongoing	<ul style="list-style-type: none"> Continue to provide all staff compulsory cultural awareness training – training to be updated every two years. All RAP Working Group members, senior executives, managers and supervisors to undertake cultural awareness training. Key performance indicators are embedded into supervisor, manager and senior executive staff performance plans. 80% of all new staff to complete online cultural awareness training. 80% of all staff to renew cultural awareness training every two years. All staff are trained and supported to call out racism and cultural insensitivity.
Celebrate all important Aboriginal and Torres Strait Islander peoples events across University campuses and provide opportunity for all staff including Aboriginal and Torres Strait Islander employees to participate	People and Culture Institutes/Schools/ Directorates	As required	<ul style="list-style-type: none"> Dates of significance to be promoted and celebrated through all areas of Federation. Activities undertaken are reported to People and Culture and RAP Working Group. Aboriginal and Torres Strait Islander staff are to be supported to attend significant cultural events.
Develop, provide and maintain annual internal professional development training sessions for all Aboriginal and Torres Strait Islander employees	People and Culture	Ongoing	<ul style="list-style-type: none"> Develop and provide four internal Indigenous Staff Network meetings annually and provide support for all Aboriginal and Torres Strait Islander employees annually to increase cultural safety and professional development. At least one of these sessions to be a cultural professional development workshop. Evaluation to be completed and reported back to Director, People and Culture and RAP Working Group.
Promote leave provisions available for Aboriginal and Torres Strait Islander employees to participate in cultural activities and obligations	People and Culture Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Leave provisions to be promoted for cultural activities and obligations to new and existing Aboriginal and Torres Strait Islander employees, and other leave entitlements.
Be inclusive when conducting research in the areas of Aboriginal and Torres Strait Islander peoples	Research areas	Ongoing	<ul style="list-style-type: none"> “Nothing About Us Without Us” Ensuring Aboriginal and Torres Strait Islander people are included in any research activities when conducting culturally sensitive research. Internal and external stakeholders to be involved and localised protocols adhered to. Ethical research practices will be conducted within the AIATSIS guidelines as a minimum. Respect for the collaboration and empowerment of Aboriginal and Torres Strait Islander researchers and the skills knowledge systems and lived experience they can bring to the area of research.

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 communities, 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(S)
Develop relationships and continue to build links and engage with Aboriginal and Torres Strait Islander Communities	People and Culture Senior Consultant, Indigenous Workforce Institutes/schools/ directorates	Ongoing	<ul style="list-style-type: none"> Recognise the importance of Elders in the communities and the cultural mentoring support they provide to Aboriginal and Torres Strait Islander staff and students.
In accordance with RAP engage and participate in Aboriginal and Torres Strait Islander community events	Senior Consultant, Indigenous Workforce People and Culture Institutes/schools/ directorates	Ongoing	<ul style="list-style-type: none"> All staff are encouraged to participate in significant community events. The Aboriginal and Torres Strait Islander communities are welcomed to attend cultural events held at each campus.
Engage with and represent the interests of the University on relevant community boards, committees and consultative groups	Senior Consultant, Indigenous Workforce Aboriginal Education Centre	Ongoing	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employees are encouraged to engage and represent the interests of the University on relevant committees and consultative groups. The cultural load of staff attending these meetings needs to be considered.
Strengthen links and relationships with employment, education and training networks	Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> 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.
Engage with other universities in relation to Aboriginal and Torres Strait Islander employment initiatives	People and Culture Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Senior Consultant, Indigenous Workforce to participate in relevant meetings which include professional development, attendance at conferences and networking events.
In accordance with RAP ensure community representation on the University's Aboriginal and Torres Strait Islander Workforce Advisory Committee	Senior Consultant, Indigenous Workforce People and Culture	Ongoing	<ul style="list-style-type: none"> Composition of Aboriginal and Torres Strait Islander Workforce Advisory Committee to include reasonable attempts to ensure at least 50% of committee members are Aboriginal and Torres Strait Islander peoples, with a balance of genders.
Promote the University as culturally supportive and raise awareness of employment opportunities	Senior Consultant, Indigenous Workforce People and Culture	Ongoing	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander stakeholders including staff, students and communities are represented, consulted and contribute to the planning, implementation, review and evaluation of the <i>Aboriginal and Torres Strait Islander Peoples Workforce Strategy</i> to meet or exceed national parity. Promotional material to feature Aboriginal and Torres Strait Islander peoples in academic and professional positions. Federation University understands that Aboriginal and Torres Strait Islander staff have cultural loads and responsibilities outside of the workplace which may require flexible working arrangements.
Procurement from Aboriginal and Torres Strait Islander businesses	Federation University	Ongoing	<ul style="list-style-type: none"> Support of Aboriginal and Torres Strait Islander businesses which can supply the University with goods and services. Building supplier relationships with organisations that employ Aboriginal and Torres Strait Islander peoples. Delivery against <i>Reconciliation Action Plan</i> targets. Providers of Indigenous procurement to be members of Supply Nation or Kinaway Aboriginal Chamber of Commerce.



National Centre for Reconciliation, Truth and Justice

Our National Centre for Reconciliation, Truth and Justice provides national and regional leadership in academic and industry understandings and engagements in reconciliation, through a rich program of teaching, research, outreach, and engagement activities.

The University launched the new centre in March 2023 as a driver of 'transformational change' through research, education programs, advocacy work and outreach for community and business.

The National Centre for Reconciliation, Truth and Justice, is led by the Associate Deputy Vice-Chancellor, Reconciliation who will be developing a new *Reconciliation Action Plan* for the University.

Left: 'Taur-a' (place of belonging), Mt Helen Campus, Wadawurrung Local Artist Billy Blackall and Whipps Design

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, apprenticeships, graduate academic and teaching programs.

KEY RESULT AND PRIORITY AREAS	RESPONSIBILITY	TIMELINE	KEY PERFORMANCE INDICATOR(S)
<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 peoples are apprenticeships identified as Aboriginal or Torres Strait Islander positions.</p> <p>The University will utilise Special Measures, section 12 of the Equal Opportunity Act 2010 in which only Aboriginal and Torres Strait Islander peoples can apply</p>	People and Culture	Ongoing	<ul style="list-style-type: none"> Recruit to a senior leadership position (DVCI or higher) to oversee the education and workforce strategies for Aboriginal and Torres Strait Islander students and staff by the end of 2023. The overwhelming majority of positions in the Aboriginal Education Centre shall be identified as Aboriginal or Torres Strait Islander positions. The Manager, Aboriginal Education Centre and Senior Consultant, Indigenous Workforce will remain as identified Aboriginal and Torres Strait Islander positions. Recognising the value and contribution of Elders to the university communities. Recognising culture and lived experience as a skill when recruiting to identified and targeted positions. Ensure that position descriptions are designed to attract Aboriginal and Torres Strait Islander applicants. Focus on elevating our own early career academics and researchers.
<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 including Federation TAFE</p>	Senior Consultant, Indigenous Workforce People and Culture Institutes/schools/ directorates	Ongoing	<ul style="list-style-type: none"> Institute/school-based traineeship program to be researched and a proposal developed and written for consideration. Graduate and academic program to be researched and a proposal developed and written for consideration. Report quarterly to and monitored by the RAP Working Group.
<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 peoples can apply</p>	People and Culture Institutes/schools/ directorates	Ongoing	<ul style="list-style-type: none"> Director, People and Culture to designate as appropriate targeted position(s) in which only Aboriginal and Torres Strait Islander peoples can apply. A minimum of two identified or targeted positions to be advertised every year in each organisational unit. Backfill vacated roles when an Aboriginal or Torres Strait Islander staff member is promoted or resigns with another Aboriginal or Torres Strait Islander applicant.
<p>Maintain Aboriginal and Torres Strait Islander traineeship program with a minimum of four traineeships/apprenticeships in operation at any one time. Trainees to be given preference to fill suitable vacant positions where they have the qualifications, knowledge, skills and/or experience to undertake the position</p>	Senior Consultant, Indigenous Workforce People and Culture	Ongoing	<ul style="list-style-type: none"> Four Aboriginal and Torres Strait Islander traineeship or apprenticeship positions are in operation at any one time and centrally funded by People and Culture to increase completion and retention rates of trainees. Trainees are supported throughout their traineeship to ensure they gain the relevant skills, knowledge and qualifications to undertake other positions within the University. Completed trainees are supported to gain suitable employment at the University.

KEY RESULT AND PRIORITY AREAS	RESPONSIBILITY	TIMELINE	KEY PERFORMANCE INDICATOR(S)
Recruitment processes are researched, reviewed and implemented for both professional and academic positions across all levels	People and Culture Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> New recruitment processes to be researched, reviewed and implemented. Progress to be reported to RAP Working Group.
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 peoples against suitable vacant positions	Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Register developed for Aboriginal and Torres Strait Islander potential employees and cross-matched weekly against current employment opportunities. Senior Consultant, Indigenous Workforce to build links with suitable Aboriginal and Torres Strait Islander peoples and actively recruit and advocate for targeted positions.
Promote and advertise current employment opportunities through appropriate Aboriginal and Torres Strait Islander information platforms and community links	People and Culture Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Develop flyers with current vacant positions and promote through appropriate Aboriginal and Torres Strait Islander networks and community links. Promote all Aboriginal and Torres Strait Islander positions through Indigenous advertising platforms including social media.
Provide support to Aboriginal and Torres Strait Islander peoples who would like assistance in preparing a job application	Senior Consultant, Indigenous Workforce	As required	<ul style="list-style-type: none"> Contact details for the Senior Consultant, Indigenous Workforce to be provided on all Aboriginal and Torres Strait Islander job advertisements. Aboriginal and Torres Strait Islander peoples are supported and assisted when needed in preparing job applications.



Objective 5 | Retention and staff development

Ensure that Aboriginal and Torres Strait Islander employees are retained by providing a culturally inclusive and safe working environment, providing the necessary support, recognition and are supported through professional development and career progression strategies. The University will strive to support the advancement of Aboriginal and Torres Strait employees into academia and research opportunities.

KEY RESULT AND PRIORITY AREAS	RESPONSIBILITY	TIMELINE	KEY PERFORMANCE INDICATOR(S)
Ensure Aboriginal and Torres Strait Islander employees are provided with the necessary support to perform their required key responsibilities	Senior Consultant, Indigenous Workforce Supervisors/managers	Ongoing	<ul style="list-style-type: none"> All new Aboriginal and Torres Strait Islander employees will be offered an introduction to the Indigenous Staff Network to assist them in their transition to the University community. Senior Consultant, Indigenous Workforce to meet with new Aboriginal and Torres Strait Islander staff members and supervisors/managers to ensure a smooth transition.
Professional development plans, incorporating career progression strategies are developed and implemented for Aboriginal and Torres Strait Islander employees	People and Culture Institutes/schools/directorates	Ongoing	<ul style="list-style-type: none"> 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. Two bachelor's degree scholarships and two TAFE scholarships awarded annually to Aboriginal or Torres Strait Islander staff members in recognition of their achievements at Federation University and to support them to upskill. Mentoring of early career academics to submit publications. Career progression pathways for PhD and research students into academia. Support for academic promotions.
Recognise and celebrate the achievements of Aboriginal and Torres Strait Islander employees	Vice-Chancellor People and Culture Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Nominate outstanding Aboriginal and Torres Strait Islander staff through Vice-Chancellor Awards for Excellence, Wurreker Awards and nominate outstanding eligible staff through the Victorian Training Awards. Recognise, celebrate and promote success stories through appropriate means including print media and other appropriate social media channels.
Collate Aboriginal and Torres Strait Islander staff and supervisor/manager feedback	Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> 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 on new strategies to increase staff retention.
All Aboriginal and Torres Strait Islander employees will be provided with ongoing support within the University community and their employment generally	Senior Consultant, Indigenous Workforce	Ongoing	<ul style="list-style-type: none"> Develop and implement a mentoring program for new and existing staff, including opportunities for secondment. Meet with staff regularly via meetings and campus visits. Build relationships and ascertain staff development and other means of support.
Exit interviews to be conducted with Aboriginal and Torres Strait Islander employees and supervisors	People and Culture Senior Consultant, Indigenous Workforce	As required	<ul style="list-style-type: none"> Exit interviews to be conducted for all Aboriginal and Torres Strait Islander employees and their supervisors. Provide outcomes report containing non-indentifiable themes to the RAP Working Group.



STAFF PROFILE



Nicholas Johnson

TEAM LEADER, ABORIGINAL STUDENT SUCCESS | ABORIGINAL EDUCATION CENTRE

“ Since 2014, I began as an Aboriginal Education Liaison Officer and now hold the Team Leader, Aboriginal Student Success position at the Aboriginal Education Centre. Throughout my career, I have improved my skills, mastering University systems and processes. I’m embracing new challenges and staying informed about the latest developments in my field, which have been very important to my professional and personal growth. ”

Left: Koori mural at the Gippsland Campus, designed by Marlene Drysdale and Lynne Holt



Deadly Careers

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