

Aboriginal and Torres Strait Islander Employment Strategy 2014-2016

Building organisational capability and culture



Vision

The purpose of the Indigenous Employment Strategy is that: IBA's services are better received by its clients if they are delivered by appropriately qualified and capable Aboriginal and Torres Strait Islander (A&TSI) staff:

- through increased employment and representation at all levels, A&TSI staff make an even greater contribution to achieving IBA's vision and purpose
- A&TSI staff and networks will enable IBA to develop and maintain a culturally capable workforce that is a role model for other employers both Government and non-Government.

Future state workforce

- The majority of client engagement is with an Aboriginal or Torres Strait Islander employee. Clients recognise non-Indigenous employees will also demonstrate high levels of cultural capability.
- The majority of executive and senior management staff are Aboriginal and Torres Strait Islander employees:
 - IBA is located in proximity to skilled professional Aboriginal and Torres Strait Islander peoples and customers.
 - IBA offers workplace flexibility (place, skills, job sharing, etc.).
 - IBA engages Aboriginal and Torres Strait Islander regional and remote delivery agents.
 - IBA strategy distributes roles appropriately across locations.
 - IBA is recognised as an employer-of-choice for A&TSI people.
 - IBA employees depart IBA better off professionally and culturally, and are advocates.
 - IBA works effectively and collaboratively across programs and locations and with its partners.

	Principle	Activities	Indicator	Comparison
Attract	<ul style="list-style-type: none"> Clear Employee Value Proposition underpinning a strong brand including: <ul style="list-style-type: none"> flexible and contemporary work practices relationships and reputation within Indigenous networks to convey EVP by word of mouth. 	<ul style="list-style-type: none"> Marketing Strategy (includes career and employment), consisting of: <ul style="list-style-type: none"> look and feel of advertisements use of Indigenous recruitment agencies and Indigenous media to communicate that we are recruiting and employing all positions greater than 6 months are advertised in Indigenous media and networks. Establish an Alumni to stay connected with: <ul style="list-style-type: none"> shortlisted but unsuccessful applicants valued staff who have left IBA. 	Indigenous applicants/total interviewees (reported quarterly)	Ratio increasing over time
			Percentage of Indigenous candidates	Increasing trend over time
Employ	<ul style="list-style-type: none"> Merit based selection, including cultural awareness as a minimum mandatory requirement - attributes required dependent on the role Workforce planning having regard for the Future State Workforce to identify and prioritise IBA needs, skills and talent. 	<ul style="list-style-type: none"> Refresh IBA recruitment and selection policy, practice and procedures, including: <ul style="list-style-type: none"> greater use of Identified and Special Measure roles at all levels, in particular in client facing roles update position descriptions and selection criteria as the basis for proper job design, reflecting IBA's capability framework which includes cultural appreciation Indigenous person on selection panels (establish network of external Indigenous recruitment people to assist, e.g. scholarship recipients, universities, DSS, PM&C, or Indigenous affairs agencies, ICV) guidance on behaviourally based interview questions training for recruitment panel members, and IBA staff on job seeking/interview skills psychometric testing for relevant roles. Indigenous entry level employment programs (incorporating interns, graduates, trainees and/or cadets) Workforce planning to incorporate: <ul style="list-style-type: none"> Special Measures and Identified positions proactive succession planning to target roles for identified Indigenous people include detail down to the program, location, level and skill where practicable. 	Progressive targets	Year 1: 25% Year 2: 30% Year 3: 35%
			Reflecting a preferred future state – increasing representation of Indigenous staff distributed through programs, locations and levels	A majority of regional office/client facing positions in regions Senior level targets = 35% by year 3
Develop	<ul style="list-style-type: none"> Relevant development initiatives that consider the Future State Workforce and: <ul style="list-style-type: none"> are reflected in Performance Management that clearly outline relevant development options include budding for all new staff; mentoring and coaching options be founded on contemporary and targeted position statements identifying IBA capabilities, skill sets and location specific development options be based on an understanding of staff skills and capabilities. 	<ul style="list-style-type: none"> PMA's to clearly outline individual development plans including skills required to undertake current roles and for career progression. Development support to include: <ul style="list-style-type: none"> guidelines for effective budding practices to be developed, and on the job training aligning aspirations with realistic opportunities support, including coaching to help managers monitor performance and identify areas of development consistent capability requirements for roles/job types at different levels, particularly client facing. 	Indigenous staff taking up learning and development opportunities:	Increasing percentages of Indigenous staff against benchmarks
	<ul style="list-style-type: none"> A Culturally capable workplace that is inclusive and supportive of Aboriginal and Torres Strait Islander employees. 	<ul style="list-style-type: none"> Ongoing implementation of the Cultural Capability and Engagement and Education Framework All Galambany Staff Network staff outside and inside the office discuss issues faced in community, family and work), complemented by resilience training. 	Coaching, mentoring and budding introduced and promoted	
Retain	<ul style="list-style-type: none"> The skills and capabilities of staff are understood. 	<ul style="list-style-type: none"> Skills audit, or assessment at individual level through PMA's for all staff: <ul style="list-style-type: none"> complemented by a qualifications and experience data base. 	Study assistance; increased participation, and targeting business needs	
	<ul style="list-style-type: none"> On boarding for new starters to ensure connection with the Galambany Staff Network. 	<ul style="list-style-type: none"> Develop a new recruit welcome plan for new staff, including: <ul style="list-style-type: none"> Email all Galambany Staff Network members advising of new A&TSI starters who's who email on distribution list. 	Secondments to and from external organisations, including other Indigenous affairs organisations, for Indigenous and non Indigenous staff, to build employee and partner capability	
	<ul style="list-style-type: none"> Build a valued culture and promote an even more culturally inclusive workplace. 	<ul style="list-style-type: none"> Provide adequate training and support for managers to build and maintain cultural capability Performance expectations reinforce desired behaviours through clear and concise expectations. 	Perceptions of staff on commencement during employment, and on exit	Increasing percentage of positive responses/trends (including in comparison with non-Indigenous staff).
	<ul style="list-style-type: none"> On boarding for new starters to ensure connection with the Galambany Staff Network. 	<ul style="list-style-type: none"> Ongoing implementation of the Cultural Engagement and Education Framework which includes, among other things: <ul style="list-style-type: none"> recognition by all IBA staff communicate the Framework/Indigenous Employment Strategy staff complete cultural awareness training and annual refresher implementation of IBA's RAP PMA focus on cultural attitudes and behaviours and link current A&TSI staff to language or "Where do I belong" map. 	Staff retained for greater than 24 months A&TSI staff turnover trends reducing	
			Improved cultural capability	Indicators include: <ul style="list-style-type: none"> Increased representation of Indigenous employees Declining turnover Preparedness to recommend IBA as a good place to work