



Indigenous Employment – Attraction and Retention – Strategy

No: 6.3.01

Version: 1.00

Approved: Vice-Chancellor

Date: March 2008

Administered: Governance

Next Review: March 2009

INDIGENOUS EMPLOYMENT – ATTRACTION AND RETENTION STRATEGY 2006-2009

Charles Darwin University

CONTENTS

VICE CHANCELLOR’S FOREWORD	5
AIM OF THE STRATEGY	7
OBJECTIVES	7
FRAMEWORK FOR FUTURE ACTION	7
OUTCOME 1: To increase the number of Indigenous staff at Charles Darwin University across all levels in both general and academic classifications	7
OUTCOME 2: To provide appropriate development opportunities for Indigenous staff.	7
OUTCOME 3: To develop practices and processes within Charles Darwin University that demonstrates an inclusive and welcoming environment for Indigenous people as staff members.	7
OUTCOME 4: Effective evaluation and reporting systems developed to assist in the implementation of the Strategy	7

VICE CHANCELLOR'S FOREWORD

Charles Darwin University is a key element of the economic and social infrastructure in the Northern Territory, with the dual functions of educator, as the largest RTO and only university in the Territory, as well as being the fifth largest employer.

The key factors to CDU's success will be market knowledge, responsiveness, flexibility, teaching and learning excellence and innovation, technology adoption and the development of highly skilled and committed employees and partners. However, the Northern Territory is facing a skills and labour shortage as critical as in any jurisdiction in the country. Where possible, the University must act as the bridge between the needs of the Northern Territory's current skills shortages and prosperity. CDU must become a critical partner in this journey to prosperity and this must be done in the context of our demographic reality that Aboriginal and Torres Strait Islander people make up 28% of the Northern Territory population.

This reality and the skills shortage that we are facing make it an economic and business imperative that the University play a more proactive role in building the employability of Indigenous people and then competing for them as employees by being an attractive employer to this group.

To achieve this, the University must make a radical shift in our focus as an employer as well as an educator and bring these two functions together to complement each other. In order to do this we have developed this Strategy with two main foci:

1. To develop a pool of employable Indigenous people across all levels of employment and;
2. To become an employer of choice for Indigenous people.

To this end the Indigenous Employment – Attraction and Retention Strategy 2006 -07 reflects a renewed commitment and sets a new direction for the University to follow whilst improving the economic, political, social and cultural position of Aboriginal and Torres Strait Islander people in the Territory.

I fully support this Strategy and will work with senior leaders at the University in achieving positive and tangible outcomes.

PROFESSOR HELEN GARNETT
VICE CHANCELLOR

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 3 of 12

RELATED DOCUMENTS

The *Indigenous Employment – Attraction and Retention Strategy* supports and is supported by other key documents which describe the strategy and direction of Charles Darwin University. These are:

- The Indigenous Peoples Policy
- The CDU Futures Framework
- The Community and Access Operational Priorities Plan
- People Management and Development Strategic Priorities 2007 - 09
- The CDU Workforce Planning Framework

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 4 of 12

AIM OF THE STRATEGY

The overall aim of the Strategy is to foster within the University the imperative to improve the economic position of Indigenous people in the Northern Territory by building a pool of trained and educated Indigenous people ready for employment in the Northern Territory, elsewhere and at CDU. The aim of this strategy therefore is to build sustainable diversity at Charles Darwin University to address the interrelated issues of both the skills shortage being faced by this and all other NT organisations and the economic development of the Indigenous population. The overall goal of the Strategy is to facilitate the creation of an educated and culturally grounded cadre of Indigenous employees who can act as a valued resource for the University on matters concerning indigenous cultural issues.

OBJECTIVES

The intended objectives of the Strategy are:

Objective 1. To create a pool of job-ready Indigenous people across all levels

Objective 2. To become an employer of choice for Indigenous people

The key outcomes of achieving these objectives would be:

- To increase the number of Indigenous employees at Charles Darwin University across all levels in both general and academic classifications;
- To provide appropriate development opportunities for Indigenous employees;
- To develop practices and processes within Charles Darwin University that demonstrates an inclusive and welcoming environment for Indigenous and prospective Indigenous employees;
- To establish reporting and evaluative mechanisms for the Indigenous Attraction and Retention Strategy.

In order to ensure that the Strategy is meeting its stated objectives, a progress review will be conducted every 12 months. Such a review was conducted in March 2007 by a high level review group chaired by the Dean of Indigenous Research and Education.

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 5 of 12

FRAMEWORK FOR FUTURE ACTION

OUTCOME 1: To increase the number of Indigenous staff at Charles Darwin University across all levels in both general and academic classifications

Focus: Indigenous recruitment – attracting new entrants

STRATEGY	ACTION	RESPONSIBILITY	TIME LINE
1.1 Convert existing remote area students into successful entrants to CDU employment <ul style="list-style-type: none"> Identify cost effective recruitment policy for remote areas Demonstrate that CDU is a culturally safe employer 	<ul style="list-style-type: none"> Conduct a workforce planning analysis for employment of remote area students Schools and administration to prepare remote area staffing profiles Specify how remote areas are conducting activities to engage more Indigenous people. Encourage Indigenous people to apply for vacant positions 	<ul style="list-style-type: none"> Campus leaders HoS where courses are taught PMD 	Annual, at time of course allocation Annual – Jan. Ongoing
1.2 Establish and maintain a range of entry level programs targeted specifically at Aboriginal & Torres Strait Islander people including: <ul style="list-style-type: none"> Cadetships Traineeships Work experience programs Scholarships 	<ul style="list-style-type: none"> Consult with Indigenous organisations, DEET and appropriate NT schools to develop appropriate programs. Market opportunities through job and youth expos and appropriate media channels. Manage and coordinate program intakes. Identify suitable placements and commit to minimum annual intakes. 	PMD Corporate Communications PMD PMD in conjunction with Dean IRE	Ongoing 3rd & 4th quarters of each year Cadetship, Traineeship, Work Experience Programmes established with annual intakes.
1.3 Focus on attracting new entrants to CDU.	<ul style="list-style-type: none"> Prepare an active recruitment policy targeting especially urban – Darwin, ASP Indigenous people as training assistants, tutors, research assistants etc. Extend Taste of Uni to staffing. Prepare an open day for potential Indigenous entrants along similar lines to years 10 and 12. Ensure Indigenous people are represented on interview panels where possible. Work with Alumni to bring awareness of employment at 	HoS, Section heads, Careers Counsellors, PMD PMD Whole of CDU Existing Indigenous employees,	Each semester. Ongoing Ongoing

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 6 of 12

	CDU for Indigenous people through Indigenous career expo including e.g. NTG ADF, Businesses	Dean IRE, PMD, Alumni office	Annual – Sept.
1.4 Focus on existing Indigenous students at CDU <ul style="list-style-type: none"> Develop the Learning Advisor programme in each faculty with Indigenous student focus Offer Career Counselling Offer Indigenous students PT employment. 	<ul style="list-style-type: none"> Identify existing Indigenous students who have recently or who are about to graduate. Provide students with pathways/careers options within CDU. Offer each student participation in a program where they are linked to a staff learning advisor Prepare individual progression/study plans Provide appropriate training to mentees about role and function of learning advisors Link Students to professional bodies such as Institute of Engineers, CPA etc. Prepare work rotations in faculties for Indigenous students as training assistants ,tutors, research assistants. Consider Indigenous students as first cohort for PT employment in breaks. 	<p>Student Services Theme Leaders Indigenous Support Unit</p> <p>Deans to prepare a faculty –wide mentoring program. Staff member assigned to student under Learning Advisor programme.</p> <p>HoS, Researchers, BDO</p> <p>HoS, section heads, career counsellors. ITAS Coordinator and IASU PMD</p>	<p>Each semester</p> <p>Annual Jan-March</p> <p>Semester breaks</p> <p>Every three months</p>
1.5 Create Linkages with existing businesses and schools including BIITE Linkage with key employment agencies including welfare linked employment agencies, MAXX, job Networks, CRS	<ul style="list-style-type: none"> Develop specific training programmes in line with CDU remote staffing plans Develop partnerships with schools and businesses Review development linkages with BIITE in relation to Indigenous recruitment through MOU. 	<p>Campus leaders HoS where courses are taught PMD Corp Comms (marketing) BDO</p>	Ongoing
1.6 Market the Indigenous Employment – Attraction and Retention Strategy	<ul style="list-style-type: none"> Develop a marketing plan, including marketing material for both internal and external communication and targeted promotion with external Indigenous organisations. 	PMD Comms	June 2007

OUTCOME 2: To provide appropriate development opportunities for Indigenous staff.

Focus: Existing Indigenous Employees

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
2.1 Increase the number of Aboriginal & Torres Strait Islander people progressing through middle and senior levels within CDU through professional development.	<ul style="list-style-type: none"> • Establish personal learning and development plans for each Indigenous employee including career paths and career enhancement measures. • Participate in work exchange and mobility programs for Indigenous employees. • Promote participation by Indigenous employees in Tertiary study assistance programs offered by Territory and Federal governments. • Provide appropriate development for high potential Indigenous employees for management positions. 	<p>Faculty/Division management Agencies, PMD</p> <p>Faculty/Division management in conjunction with PMD</p> <p>Faculty/Division management in conjunction with PMD</p> <p>Faculty/Division management in conjunction with PMD</p>	<p>Annually- Jan</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Ongoing</p>
2.2 Establish relevant career pathways that facilitate the advancement of Indigenous employees into decision making roles.	<ul style="list-style-type: none"> • Identify areas of CDU where participation of Indigenous employees will enhance policy and service delivery outcomes. • Provide appropriate career counselling to Indigenous employees. • Proactively consider Indigenous employees for the CDU Succession Management Programme. • CDU Performance and Development Review System (PDRS) conducted to ensure performance expectations clear and support mechanisms available • 	<p>Faculty/Division management</p> <p>Faculty/Division management in conjunction with PMD</p> <p>Faculty/Division management in conjunction with PMD</p> <p>PMD in liaison with existing Indigenous employees</p> <p>Faculty/Division management in conjunction with PMD</p> <p>PMD</p>	<p>Ongoing</p>
2.4 Celebrate and reward successes of individuals and groups that promote Indigenous employment prospects at CDU	<ul style="list-style-type: none"> • Measure the current Indigenous employment activity at CDU including number of years of service and career progression in order to monitor our progress. • Provide benchmarks for measurement of success at school and sectional levels. 	<p>PMD, HoS, heads of sections</p>	<p>Graduation days and faculty award ceremonies</p>

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 8 of 12

Indigenous Employment – Attraction and Retention – Strategy	Version 1.0
General Manager, People Management and Development	Page 9 of 12

OUTCOME 3: To develop practices and processes within Charles Darwin University that demonstrates an inclusive and welcoming environment for Indigenous people as staff members.

Focus: Attraction and retention of Indigenous employees.

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
3.1 Promote understanding of Indigenous culture and heritage within the University	<ul style="list-style-type: none"> Ensure all staff attend Indigenous Cultural Competence programme. Develop awareness programs that will assist faculties/divisions to identify opportunities to benefit from increased Indigenous employment levels. Develop workshops for PMD practitioners and managers on good practice in employing and retaining Indigenous people. Erect a notice at every CDU campus which recognises Aboriginal land on which the University is built. 	<p>Faculties/divisions, SAIKS, Dean IRE</p> <p>PMD in liaison with existing Indigenous employees</p> <p>PMD in liaison with existing Indigenous employees</p> <p>Director FAS/CFO</p>	<p>Ongoing</p> <p>June 2007</p> <p>June 2007</p>
3.2 Promote understanding by Indigenous employees of procedures and processes within the University.	<ul style="list-style-type: none"> Effective induction and orientation programs. Ensure all Aboriginal and Torres Strait Islander employees have access to these programs. 	<p>Faculties/divisions and PMD</p> <p>Faculties/divisions and PMD</p>	Ongoing
3.3 Improve People Management and Development practices at CDU	<ul style="list-style-type: none"> Review people management processes to identify processes which act as impediments to attraction and retention of Indigenous people 	PMD	Ongoing
3.4.3 Increase retention rates of Aboriginal & Torres Strait Islander employees through fostering appropriate peer support mechanisms.	<ul style="list-style-type: none"> Establish an "Indigenous Network" that meets regularly for development and networking purposes. Maintain electronic "Indigenous Network" for Indigenous employees. Access existing (and develop as necessary) short courses, skills development and management programs targeting Indigenous employees at CDU Proactively nominate Indigenous employees for CDU Mentoring Programme. 	<p>PMD</p> <p>PMD</p> <p>PMD</p>	<p>Quarterly</p> <p>As required</p> <p>As required</p>

OUTCOME 4: Effective evaluation and reporting systems developed to assist in the implementation of the Strategy

Focus: Accountability

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
4.1 Establish effective mechanisms to monitor and evaluate the success of the strategy in improving employment and career development outcomes for Indigenous people.	<ul style="list-style-type: none"> • Review data collection systems to enable the collation and analysis of data related to Indigenous employment and career development. • Conduct 12 month reviews of the Strategy 	PMD PMD/ Dean IRE	HRIS reviewed and updated. Annual - March
4.2 Incorporate Indigenous employment outcomes in faculty/business unit strategic plans	<ul style="list-style-type: none"> • Update strategic plans to address the strategy. • Report progress and outcomes in annual report. 	Faculties/divisions Corp Services	Annually Annually

Document History and Version Control Record

Name of Document: Indigenous Employment - Attraction and Retention Strategy 2006 -2009
Author: General Manager, People Management and Development
Authorised Officer: Dean, Indigenous Research and Education
Description of Content: The Charles Darwin University Indigenous Employment strategy
Approved by: Vice-Chancellor's Management Group

Version	Date	Authorised Officer	Details
1.0	February 2006	VCMG	Original working document
2.0	March 2008	VCMG	Amended document posted to web