

Aboriginal Employment Enabler Strategy

2020-2025



W



UNIVERSITY
OF WOLLONGONG
AUSTRALIA



ARTIST INFORMATION AND ARTWORK STORY

Harry Pitt is a local Indigenous artist that has been a part of a few projects around the Illawarra with involvement with the Woolyungah Indigenous Centre. He is of Torres Strait Islander and Fijian descent on his mother's father side who originated from Darnley Island on the Torres Strait.

The image - the hawk is the proudest and self-ruled animal that soars high above the creatures that crawl and swim in this world. With its eyes looming over all those that move below, the hawk is the master of its own rule. But even still, they must fly with caution because it doesn't take much to bring them down and pin them to the ground.

That being, it is best to remember that we are also the master of our own device. We control whether to be apart or separate from others, but unlike the hawk we can always pick ourselves up and try again. Failure is never the end, do your best and understand that you have control of your own life.

ACKNOWLEDGEMENT

We Acknowledge that Country for Aboriginal peoples is an interconnected set of ancient and sophisticated relationships.

The University of Wollongong spreads across many interrelated Aboriginal Countries that are bound by this sacred landscape, and intimate relationship with that landscape since creation.

From Sydney to the Southern Highlands, to the South Coast. From fresh water to bitter water to salt. From City to Urban to Rural.

The University of Wollongong Acknowledges the Custodianship of the Aboriginal peoples of this place and space that has kept alive the relationships between all living things.

The University Acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.

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The University of Wollongong (UOW) aspires to be an employer of choice for Aboriginal and Torres Strait Islander people.

In 2017, Universities Australia (UA) launched the Indigenous Strategy (2017-2020), developed in consultation with the National Aboriginal and Torres Strait Islander Higher Education Consortium (NATSIHEC). The Strategy is a demonstration of the sector's commitment, and pledges UA and its 39 members, including UOW, to amplify their efforts to deliver on targets for Aboriginal student participation, success and employment in Universities. The Strategy pledges Universities to an Aboriginal employment target of 3%.

Our strategy

Strategic Plan 2020-2025

The aspiration for UOW to be an Employer of choice for Aboriginal people is reinforced and underpinned by the UOW Strategic Plan 2020-2025 sets the standard for inclusiveness, diversity and equity. UOW welcomes – and benefits from – the diversity of our communities within Australia and internationally. We will continue to champion Aboriginal and Torres Strait Islander Reconciliation.

Reconciliation Action Plan

The UOW Reconciliation Action Plan (RAP) provides the framework to create and deliver new opportunities for Aboriginal and Torres Strait Islander staff, students, communities and businesses to connect, participate and grow through genuine productive relationships.

Aboriginal Employment Enabler Strategy

UOW is committed to achieving its target of 3% Aboriginal employment. The purpose of the UOW Aboriginal Employment Enabler Strategy 2020-2025 (AEES) is to design strategies and assist each Faculty and Division to reach and maintain 3% Aboriginal staff representation with specific focus on recruitment, retention, promotion and development of Aboriginal staff.

¹When referring to 'Aboriginal' or 'Indigenous' peoples throughout this document (excluding Definitions table) please note that this is respectfully used to include 'Torres Strait Islander' people.

Glossary of terms

TERM	DEFINITION
Aboriginal and Torres Strait Islander	A person of Australian Aboriginal or Torres Strait Islander descent who identifies as Aboriginal or Torres Strait Islander and is accepted as such by the community with which they are associated.
Indigenous or Indigenous Australians	Indigenous or Indigenous Australians is extensively used throughout Australia when referring to the Aboriginal and/or Torres Strait Islander peoples of Australia, and related topics.
Universities Australia Indigenous Strategy (UA Strategy)	The UA Strategy 2017-2020 is a sector-wide strategy with 39 member universities (including UOW) committed to improving Aboriginal and Torres Strait Islander participation, retention and success in universities. The actions pledged under the strategy seek to: <ul style="list-style-type: none"> – improve enrolments and performance in students, academics/researchers and staff; – increase the engagement of non-Indigenous people with Indigenous knowledge, culture and educational approaches; and – improve the university environment for Aboriginal and Torres Strait Islander people.
Aboriginal 'Identified' position	Pursuant to Section 14(d) of the Anti-Discrimination Act 1977 (NSW) , such a position has a genuine occupational requirement for an Aboriginal and/or Torres Strait Islander person to fill the role. i.e. being an Australian Aboriginal and/or Torres Strait Islander person is an inherent requirement.
Aboriginal 'Targeted' (affirmative measures) position	Under the provisions of Section 126 of the Anti-Discrimination Act 1977(NSW), an exemption is granted from sections 8 and 51 until 2025 to enable UOW to put in place affirmative action measures by selecting any vacancies open only to Aboriginal and/or Torres Strait Islander applicants. This is used to increase the Aboriginal and Torres Strait Islander workforce at UOW.
Confirmation of Aboriginality (COA)	For vacancies advertised as Identified (Sec 14 (d) Anti-Discrimination Act 1977 NSW) and/or Targeted (affirmative measures, Sec 126 Anti-Discrimination Act 1977 NSW), eligible applicants are persons: <ul style="list-style-type: none"> – of Aboriginal and/or Torres Strait Islander descent; and – who identify as Aboriginal and/or Torres Strait Islander; and – who are accepted by their community as being Aboriginal and/or Torres Strait Islander. <p>These positions will require applicants to address selection criteria regarding their Aboriginality, and as part of the recruitment/ on boarding process a COA is required. Please refer to UOW Aboriginal Recruitment Guidelines.</p>
AES – 'Lead' and 'Support'	The AES refers to 'Lead', those responsible for implementing activities. 'Support', those responsible for relevant support on activities. Activities that require Aboriginal cultural knowledges in order to achieve measurable outcomes, will be guided by relevant consultation.
Culturally safe environment	A culturally safe environment is the outcome of interactions where individuals can openly experience their cultural identity (and ways of being) as having been respected, or at least not challenged or harmed in any way.
UOW Reconciliation Action Plan (RAP)	UOW's RAP is the framework leading institutional, systemic and cultural change through a process of learning, exchange and growth.
3% of the UOW workforce are Aboriginal and/ or Torres Strait Islander Australians	Those Aboriginal and/or Torres Strait Islander staff who make up the % towards the 3% UOW target include: <ul style="list-style-type: none"> – Aboriginal and/or Torres Strait Islander staff who are in paid employment with UOW in continuing, permanent or fixed term, apprenticeships or traineeships AND who identify through HR systems that they are Aboriginal and/or Torres Strait Islander. – Individuals not captured in the % are school-based trainees, casuals & those employed by UOW Pulse & UOW Global Enterprises.

KEY PRIORITY AREA

Recruitment

OBJECTIVE

Attract and recruit Aboriginal applicants to UOW positions.

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
1.1 Establish and maintain a UOW Aboriginal Workforce Development Committee that oversees and actions new and existing opportunities in Aboriginal Employment.	Lead HR Director Support Aboriginal Employment Strategy Officer Human Resources PVCIO	<ul style="list-style-type: none"> - UOW Aboriginal Workforce Development Committee (AWDC) and Terms of Reference are established. - UOW AWDC is proactive and utilised. 	2020
1.2 Establish guidelines associated with affirmative action recruitment measures aimed at attracting and increasing the number of Aboriginal staff employed at UOW.	Lead Aboriginal Employment Strategy Officer Support Human Resources	<ul style="list-style-type: none"> - HR Aboriginal employment guide is established, implemented and utilised. - HR teams are using guidelines to create academic/professional staff pipelines for Aboriginal people. - Aboriginal candidate pools/ networks are established and utilised to promote opportunities. 	2020 ongoing
1.3 Utilise and promote a range of employment options aimed at increasing the UOW Aboriginal workforce.	Lead Executive Deans & Divisional Directors. Support Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - Specific number of 'targeted' and/ or 'identified' positions are in Faculty/ Division Operational Plans. - Faculties/Divisions are targeting vacancies for Aboriginal candidates. - Each Faculty/Division have specific Aboriginal workforce planning in place for future positions. 	2021-annually By 2022 By 2022
1.4 Develop a tailored communication plan aimed to promote UOW as an 'Employer of choice' for Aboriginal people.	Lead Strategic Communication & Marketing Division Support Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - Regular good news articles (internal and external) - Promotional material established - UOW careers site/advertising toolkit inclusive of Aboriginal employment. - Various advertising platforms are used, including social media. - Increase number of applications for 'identified' and 'targeted' positions 	2020 ongoing
1.5 Explore opportunities to establish new positions that support UOW strategies and services partnered with Aboriginal communities.	Lead Aboriginal Employment Strategy Officer & RAP Manager Support DVC's & Education, Research & Innovation, Faculties/ Schools/Divisions/Units	<ul style="list-style-type: none"> - Newly established opportunities (where applicable) are aligned/partnered and include local Aboriginal communities. 	2020-2025
1.6 Source and apply for funding that supports the long-term increase in Aboriginal employment in Faculties/ Schools/ Divisions & Units across UOW.	Lead Aboriginal Employment Strategy Officer Support Faculties/Schools/Divisions	<ul style="list-style-type: none"> - Funding model is established - Financial incentive scheme to Faculties/ Divisions/Schools/Units where continuing, fixed term or permanent positions are filled by Aboriginal people. 	2020 2021-Ongoing

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
1.7 Guide/support UOW to develop sustainable workforce planning initiatives aimed at increasing Aboriginal identified and targeted positions.	Lead Faculties/Schools/Divisions/Units Support Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - A minimum of three (3) targeted positions are filled per year. - A minimum of two (2) identified positions are filled per year. - An increase of at least 5 positions are filled by Aboriginal people per year. 	Annually from 2021 At least 50 Aboriginal PSS at UOW by 2025
1.8 Develop and implement entry level employment programs across UOW.	Lead Faculties/Schools/Divisions/ Units Support Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - Apprenticeships targeted to Aboriginal staff are recruited for and supported. - One (1) UOW Management Cadetship position targeted and filled by an Aboriginal student. 	2020 ongoing Recruit within AES timeframe

Academic staff

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
1.9 Develop an Early Career Aboriginal Academic Employment Program.	Lead All Faculties and Australian Institute of Innovation Materials (AIIM), Deputy Vice-Chancellor (Research & Innovation) Support Aboriginal Employment Strategy Officer RAP Manager Human Resources	An established 'Early Career Aboriginal Academic Employment Program' that includes: <ul style="list-style-type: none"> - Successful models for academic pathways i.e. Internships/Graduate Programs etc. - One (1) Postdoctoral Fellowship position targeted to an Aboriginal Early Career/ Research Academic. 	2021-ongoing Within AES timeframe
1.10 Align and support opportunities with prospective Aboriginal academics to increase the number of academic positions in each Faculty.	Lead All Faculties and Australian Institute of Innovation Materials (AIIM), Deputy Vice-Chancellor (Research & Innovation) Support Human Resources Aboriginal Employment Strategy Officer RAP Manager Human Resources	<ul style="list-style-type: none"> - HR Aboriginal employment guide is established, implemented and utilised. - HR teams are using guidelines to create academic/professional staff pipelines for Aboriginal people. - Aboriginal candidate pools/ networks are established and utilised to promote opportunities. 	2020 ongoing
1.11 Establish a Talent Pool of existing and future Aboriginal Academics	Lead Aboriginal Employment Strategy Officer & RAP Manager Support Faculties & Schools Human Resources - Human Capital Management (HCM) system	<ul style="list-style-type: none"> - Conducting Academic Career Workshop/panel discussion tailored to UOW Aboriginal students/staff. - Utilising an established candidate pool for filling suitable academic positions. - Increased number of fixed term/ continuing Aboriginal Academics employed in each Faculty. 	2021-ongoing At least 20 Aboriginal Academics at UOW by 2025

KEY PRIORITY AREA

Retention

OBJECTIVE

Retain Aboriginal and Torres Strait Islander staff employed with UOW.

All & Professional services staff

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
2.1 Promote cultural safety in the workplace.	<p>Lead All Faculties/Schools Divisions/Units</p> <p>Support Aboriginal Employment Strategy Officer Human Resources</p>	<ul style="list-style-type: none"> - The standardised practice using Aboriginal cultural protocols is used across UOW. - Aboriginal culturally specific information contained in Enterprise Agreements is established and promoted across UOW. - UOW Aboriginal cultural events/activities are promoted. - Cultural competency/ awareness & relevant training across UOW is promoted (in consultation with UOW Aboriginal Advisory Committee/ PVCIO). - Culturally safe work environments are included in UOW Manager's Induction. - The inclusion of UOW's commitment to Reconciliation are in Senior roles' PD's. 	2020-ongoing
2.2 Establish and promote internal and external retention strategies and services to support the ongoing employment of Aboriginal staff.	<p>Lead Aboriginal Employment Strategy Officer</p> <p>Support PVCIO/RAP Manager Human Resources</p>	<ul style="list-style-type: none"> - Partnerships established and culturally appropriate support services are promoted and accessed by Aboriginal staff. 	2020-ongoing
2.3 Support Faculties/ Divisions/Schools and Units to establish and maintain a culturally inclusive workplace environment.	<p>Lead Aboriginal Employment Strategy Officer</p> <p>Support PVCIO/RAP Manager Human Resources</p>	<ul style="list-style-type: none"> - Aboriginal cultural specific events/ activities on campus are promoted. - Faculties/Divisions/Schools participate in cultural awareness/relevant training (in 	2021-ongoing
2.4 Offer exit interviews with all Aboriginal staff leaving UOW to better inform the AES.	<p>Lead Aboriginal Employment Strategy Officer</p> <p>Support Human Resources</p>	<ul style="list-style-type: none"> - Feedback through informal/formal exit processes are used to inform the AES. 	2020-ongoing
2.5 Explore and establish UOW Aboriginal support mechanism.	<p>Lead Aboriginal Employment Strategy Officer</p> <p>Support Human Resources</p>	<ul style="list-style-type: none"> - An established formal or informal support group for UOW Aboriginal staff. - Tailored mentoring program is established and utilised by Aboriginal staff. 	2021
2.6 Support Aboriginal staff to access opportunities that advance their career prospects.	<p>Lead Aboriginal Employment Strategy Officer</p> <p>Support Human Resources</p>	<ul style="list-style-type: none"> - Increase in number of Aboriginal staff undertaking internal professional development learning. - Increase in Aboriginal staff accessing 'study time' entitlements under the Enterprise Agreement. - Eligible casual/contract Aboriginal staff are applying and successful in conversions to permanent/fixed term employment. 	2020-ongoing

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KEY PRIORITY AREA

Career Development

OBJECTIVE

Provide career and professional development for Aboriginal staff.

All & Professional services staff

Academic staff

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
3.1 Undertake a 'Learning Needs Analysis' with all Aboriginal staff	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - 'Learning Needs Analysis' completed and used to determine learning needs of Aboriginal staff. - Tailored learning is established and accessed by Aboriginal staff. 	2021-ongoing minimum of one (1) training session annually.
3.2 Promote existing professional development opportunities to Aboriginal staff.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Targeted communications to Aboriginal staff to promote learning and development opportunities. - Increase in Aboriginal staff undertaking learning and development. - Aboriginal staff are taking up available secondment opportunities. 	2020-ongoing
3.3 Support Supervisors/ Managers to ensure training and development opportunities are in annual career planning with Aboriginal staff.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Supervisors of Aboriginal staff are undertaking career planning and supporting staff in their training and development. 	2021-ongoing Annually
3.4 Promote relevant study time provisions to all Aboriginal staff and their supervisors.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Aboriginal staff are aware of and accessing their 'study time' entitlements. 	2020-ongoing
3.5 Explore/promote opportunities to develop capability of Aboriginal staff to improve their UOW employment advancement i.e. secondments/higher duties etc.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Reporting on numbers/trends that profile and identify success amongst UOW Aboriginal staff who are accessing promotional opportunities within UOW. 	2021-ongoing

ACTIVITIES	LEAD & SUPPORT	OUR SUCCESS WILL BE MEASURED BY	TIMEFRAME
3.6 Tailor new and existing learning specifically for Aboriginal Academic staff.	Lead All Faculties/Schools Divisions/Units Support Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - 'Learning Needs Analysis' completed and used to determine future learning needs of Aboriginal academic staff. - Tailored learning is established and supported by UOW and accessed by Aboriginal academic staff. 	2021-ongoing
3.7 Promote relevant academic provisions/ opportunities to support Aboriginal Academic staff and relevant Schools/ Faculties.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Time release or buy back guidelines promoted and supported for staff undertaking PhDs. - Flexible study-leave provisions supported and promoted. 	2020-ongoing
3.8 Establish and promote targeted Scholarships/ Postdoctoral Fellowships to Aboriginal Academic staff.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Financial support provisions available and accessed by Aboriginal academic staff, including sponsorship to complete further studies. 	2020-ongoing
3.9 Pilot a partnership with industry and government to seek and utilise externally & internally funded academic positions.	Lead Aboriginal Employment Strategy Officer Support Human Resources All Faculties/Schools/ Divisions/Units	<ul style="list-style-type: none"> - Pilot program established and trialled aimed to support academic pathways to positions within UOW. - Explore and develop a partnership model with other universities to develop concepts that support a national pooled approach to academic opportunities for Aboriginal people. 	2020 2022-2023



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