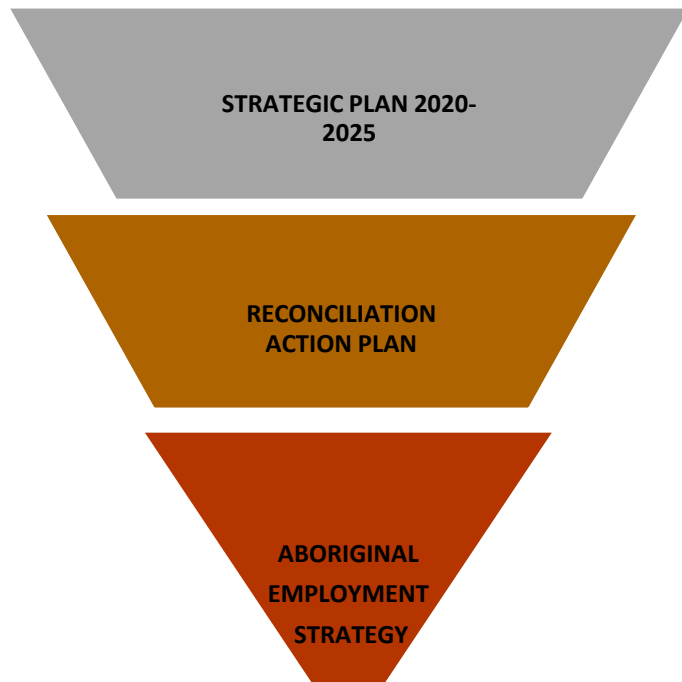




UNIVERSITY OF WOLLONGONG

ABORIGINAL EMPLOYMENT ENABLING STRATEGY 2020-2025

The University of Wollongong (UOW) aspires to be an employer of choice for Aboriginal and Torres Strait Islander people¹. 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 UA 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%.



The aspiration for UOW to be an employer of choice for Aboriginal people is reinforced and underpinned by: The UOW Strategic Plan 2020-2025 which sets the standard for inclusiveness, diversity and equity.

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.

UOW is committed to achieving its target of 3% Aboriginal employment by 2025, a requirement under UOW Enterprise Agreements and the Indigenous Student Success Programme (ISSP). The purpose of the UOW Aboriginal Employment Enabling 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 the **recruitment, retention, promotion and development** of Aboriginal staff.

¹ When 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.

Word/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. 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. <i>Please refer to UOW Aboriginal Recruitment Guidelines.</i>
AEES – 'Lead' and 'Support'	The AEES refers to: (1) 'Lead', those responsible for implementing activities; (2) '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 and engagement with specific individuals and groups will take place as required.
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 and those employed by UOW Pulse and UOW Global Enterprises.

KEY	ALL STAFF
	PROFESSIONAL SERVICES STAFF
	ACADEMIC STAFF

ABORIGINAL EMPLOYMENT ENABLING STRATEGY – KEY PRIORITY AREAS and ACTIVITIES

1. KEY PRIORITY AREA - RECRUITMENT: Increase Aboriginal staff representation across a wide range of positions.

Objective - Attract and recruit Aboriginal applicants to UOW positions.				
Target Group	Activities	Lead and support	Our success will be measured by	Timeframe
All Staff	1.1 Establish and maintain a UOW Aboriginal Workforce Development Group that oversees UOW Aboriginal Employment Enabling Strategy.	Lead: Senior Executive/ Executive Dean (TBC) Support: Aboriginal Employment Strategy Officer, Aboriginal Academic Staff Representative, Human Resources	<ul style="list-style-type: none"> - UOW Aboriginal Workforce Development Group (AWDG) and Terms of Reference are established. - UOW AWDG is the conduit for sharing information on projects/ opportunities/ partnerships etc aimed at reaching 3% Aboriginal workforce at UOW by 2025. 	2020 - 2025
	1.2 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 published, implemented and utilised. - HR teams are using guidelines to create academic/professional staff pipelines for Aboriginal people. - Aboriginal candidate pools/networks created 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 and Unit Leaders. Support: Aboriginal Employment Strategy Officer Human Resources	<ul style="list-style-type: none"> - Specific number of 'targeted' and/or 'identified' positions included in Faculty/Division Plans. - Faculties/Divisions are targeting vacancies for Aboriginal candidates. - Each Faculty/Division have specific Aboriginal workforce planning in place for future positions. 	2021-annually
	1.4 Develop a tailored communication plan aimed to promote UOW as an 'Employer of Choice' for Aboriginal people.	Lead: Strategic Communication and Marketing Unit 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. 	2020-ongoing

			<ul style="list-style-type: none"> - Social media advertising platforms are used - Increase number of applications received for 'identified' and 'targeted' positions 	
	1.5 Explore opportunities to establish new positions that support UOW strategies and services partnered with Aboriginal communities.	Lead: Aboriginal Employment Strategy Officer and RAP Manager Support: DVC Education and DVC Research and Innovation portfolios, Faculties/Schools/Divisions/Units	<ul style="list-style-type: none"> - Newly established opportunities (where applicable) are aligned/partnered and include regional and local Aboriginal communities. 	2021-2025
	1.6 Source and apply for funding to support the long-term increase in Aboriginal employment in Faculties/ Schools/ Divisions/ Units and regional campuses.	Lead: Aboriginal Employment Strategy Officer Support: Faculties/schools/divisions/ campuses	<ul style="list-style-type: none"> - Funding model is established - Financial incentive scheme for faculties/divisions/schools/units/campuses where continuing, fixed term or permanent positions are filled by Aboriginal people. 	2020 2021 -Ongoing
Objective - Attract and recruit Aboriginal applicants to a range of UOW positions.				
Target Group	Activities	Lead and support	Our success will be measured by	Timeframe
Professional Services Staff	1.7 Guide/support UOW to develop sustainable workforce planning initiatives aimed at increasing Aboriginal identified and targeted positions (including existing 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. 	Annually from 2021
			<ul style="list-style-type: none"> - 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. 	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"> - Targeted apprenticeships recruited for and supported. 	2021-ongoing
	<ul style="list-style-type: none"> - One (1) UOW Management Cadetship position targeted and filled by an Aboriginal student. 		Recruit within AES timeframe	
	<ul style="list-style-type: none"> - One (1) UOW mainstream traineeship position - Design and implement UOW Aboriginal Traineeship Program with at least two (2) traineeships established positions per year. 		Annually from 2022 Annually from 2021	

Objective - Attract and recruit Aboriginal applicants to a range of UOW positions.				
Target Group	Activities	Lead and support	Our success will be measured by	Timeframe
Academic Staff	1.9 Launch an Early Career Aboriginal Academic Employment Program.	<p>Lead: All faculties and Australian Institute of Innovation Materials (AIIM), Deputy Vice-Chancellor (Research and Innovation)</p> <p>Support: Aboriginal Employment Strategy Officer RAP Manager Human Resources</p>	<p>An established 'Early Career Aboriginal Academic Employment Program' that includes:</p> <ul style="list-style-type: none"> - Successful models for academic pathways i.e. Internships/Graduate Programs/ Teaching scholars etc. - One (1) Postdoctoral Fellowship position targeted to an Aboriginal Early Career/Research Academic. 	<p>2021-ongoing</p> <p>Within AES timeframe</p>
	1.10 Align and support opportunities with prospective Aboriginal academics to increase the number of academic positions in each Faculty.	<p>Lead: All Faculties and AIIM Deputy Vice-Chancellor (Research and Innovation)</p> <p>Support: Aboriginal Employment Strategy Officer RAP Manager Human Resources</p>	<ul style="list-style-type: none"> - At least two (2) targeted or identified Aboriginal Academic positions are filled each year at UOW. - Career Development Fellows and/or Scholarly Teaching Fellows are targeted to and filled by Aboriginal Academics. - An increase of at least 1 academic position per year is filled by an Aboriginal person. 	<p>2020-ongoing</p> <p>At least 20 Aboriginal Academics at UOW by 2025</p>
	1.11. Establish a talent pool of existing and future Aboriginal academics	<p>Lead: Aboriginal Employment Strategy Officer and RAP Manager</p> <p>Support: WIC Faculties and Schools Human Resources – through Unified system</p>	<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. 	<p>2021-ongoing</p> <p>At least 20 Aboriginal Academics at UOW by 2025</p>

2. KEY PRIORITY AREA - RETENTION: Retain Aboriginal and Torres Strait Islander staff employed with UOW.

Objective – Establish and promote a range of retention strategies to support existing Aboriginal staff.								
Target Group	Activities	Lead and support	Our success will be measured by	Timeframe				
All Staff and Professional Services Staff	2.1 Promote cultural safety in the workplace, including protocols, induction training and position requirements.	Lead: All Faculties/Schools Divisions/Units Support: Aboriginal Employment Strategy Officer Human Resources	<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 and 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 retention strategies and internal and external services to support the ongoing employment of Aboriginal staff.	Lead: Aboriginal Employment Strategy Officer Support: PVCIO/RAP Manager Human Resources	<ul style="list-style-type: none"> - Partnerships established and culturally appropriate support services are promoted and accessed by Aboriginal staff. E.g. mentoring. 	2020-ongoing
					2.3 Support Faculties/divisions/schools and Units to establish and maintain a culturally inclusive workplace environment.	Lead: Aboriginal Employment Strategy Officer Support: WIC PVCIO/RAP Manager Human Resources	<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 consultation with UOW Aboriginal Advisory Committee/ PVCIO). 	2021-ongoing

	2.4 Offer exit interviews with all Aboriginal staff leaving UOW to better inform the AEES.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources	- Feedback through informal/formal exit processes are used to inform the AEES and continuous improvements.	2020-ongoing
	2.5 Explore and establish UOW Aboriginal staff support mechanism.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources	- An established 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.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources	- 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

Objective - Establish and promote retention strategies to support existing Aboriginal Academic staff

Target Group	Activities	Lead and support	Our success will be measured by	Timeframe
Academic Staff	2.7 Revise existing UOW Academic staff initiatives/programs and identify barriers to participation that limit Aboriginal staff from advancing in their academic career.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources PVCOI/ DVCR&I	- Culturally appropriate programs developed to support new Aboriginal academics through probation. - Increase in number of applications received from Aboriginal candidates - vacancies, promotions/career development opportunities.	2021-ongoing
	2.8 Explore opportunities to create new initiatives to establish/support academic pathways for Aboriginal people.	Lead: Aboriginal Employment Strategy Officer Support: PVCOI / RAP Manager and WIC Human Resources	- Increase in number of Aboriginal people entering/transitioning into academic positions. - Develop and pilot a Cultural Support and Supervision Program (in consultation with UOW Aboriginal Academics).	2022-ongoing

	2.9 Establish/promote targeted Scholarships/Fellowships to Aboriginal Academic staff.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources	<ul style="list-style-type: none"> - Tailored initiatives developed to improve opportunities and accessibility to entry level academic positions and promotion. - Increase in number of Aboriginal staff applying for Scholarships/Fellowships. 	2020-ongoing
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3. KEY PRIORITY AREA - CAREER DEVELOPMENT – Provide career and professional development for Aboriginal staff

Objective - Provide opportunities that support the professional development of Aboriginal staff.								
Target Group	Activities	Lead and support	Our success is measured by	Timeframe				
All Staff	3.1 Undertake a 'Learning and Development 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 and Development 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.				
Professional Services Staff								
					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. - Career planning support/training is offered to supervisors to better support career planning for Aboriginal staff. 	2020-ongoing annually 2021-ongoing
	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	- Reporting on numbers/trends that profile and identify success amongst UOW Aboriginal staff who are accessing promotional opportunities within UOW.	2021-ongoing
Objective - Provide opportunities that support the professional development of Aboriginal staff.				
Target Group	Activities	Lead and support	Our success is measured by	Timeframe
Academic Staff	3.6 Tailor new and existing learning and development opportunities specifically for Aboriginal academic staff.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources All Faculties/Schools/Divisions/Units	- 'Learning and Development Needs Analysis' completed and used to determine future learning needs of Aboriginal academic staff. - Tailored learning and development opportunities is 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	- 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 (eg, VC Fellowships).	Lead: Aboriginal Employment Strategy Officer Support: Human Resources All Faculties/Schools/Divisions/Units	- Available financial provisions are promoted and accessed by Aboriginal academic staff, including sponsorship to complete further studies.	2022-ongoing
	3.9 Identify potential partnership/s (industry and/or government) to seek and utilise externally and internally funded academic positions.	Lead: Aboriginal Employment Strategy Officer Support: Human Resources All Faculties/Schools/Divisions/Units	- Pilot program established and trialed aimed at supporting 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.	2021 2022-2023