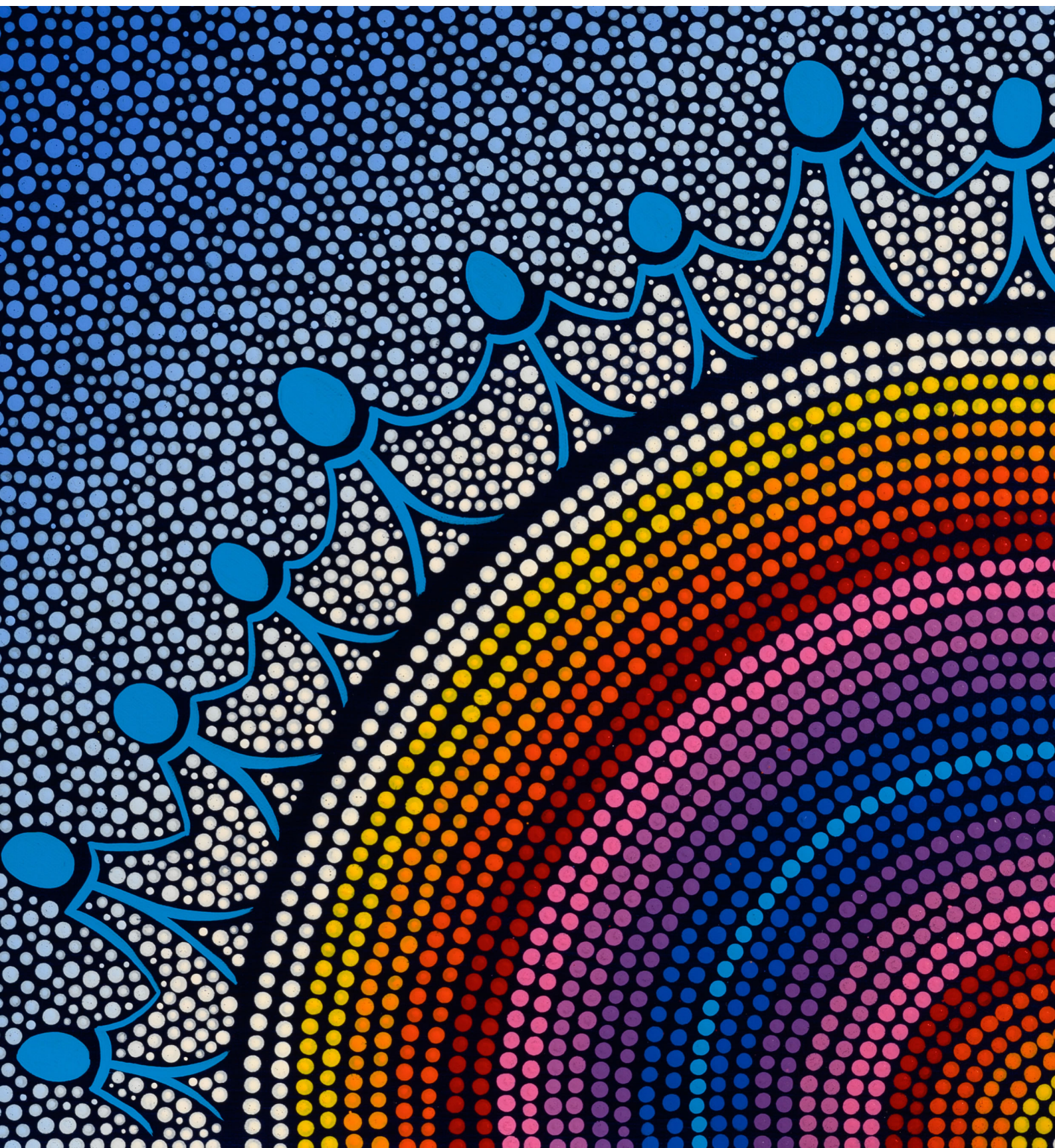


Indigenous Australians Employment Strategy 2018 - 2021





Acknowledgement

The Queensland University of Technology (QUT) acknowledges the Turrbal and Yugara, as the First Nations owners of the lands where QUT now stands. We pay respect to their Elders, lores, customs and creation spirits. We recognise that these lands have always been places of teaching, research and learning.

QUT acknowledges the important role Aboriginal and Torres Strait Islander people play within the QUT community.

Artwork

Artist: Jhana Gray - Jirrbal/Kuku Yalanji Woman
Former QUT student, Bachelor of Nursing

About the strategy

QUT has adopted the definition of Aboriginal and/or Torres Strait Islander from the Commonwealth's Report on a Review of the Administration of the Working Definition of Aboriginal and Torres Strait Islanders (Canberra, 1981) to mean:

“An Aboriginal or Torres Strait Islander is a person of Aboriginal or Torres Strait Islander descent who identifies as an Aboriginal or Torres Strait Islander and is accepted as such by the community in which he or she is associated.”

Throughout this document the term Indigenous Australian or Indigenous refers to Aboriginal and Torres Strait Islander peoples.

QUT's Indigenous Australians Employment Strategy (IAES) outlines the university's approach and commitment to increasing employment and development opportunities for Aboriginal and Torres Strait Islander peoples. The IAES builds on the people focused considerations in the Blueprint and it aims for Aboriginal and Torres Strait Islander staff representation to be at least three per cent of the total university workforce. It also provides for the employment of at least one Indigenous person as a senior executive employee at the level of Pro Vice-Chancellor or Deputy Vice-Chancellor, or equivalent level. The IAES promotes staff to have a sufficient understanding and knowledge of Indigenous perspectives and to significantly increase community engagement and involvement in decision making with Aboriginal and Torres Strait Islander peoples. The IAES also builds on the strategic intent and actions outlined within QUT's Aboriginal and Torres Strait Islander Action Plan. The IAES has a focus on increasing participation of Aboriginal and Torres Strait Islander peoples at all levels of the university and outlines a framework to support and develop existing Aboriginal and Torres Strait Islander employees.

Guiding principles

The guiding principles in the development and implementation of this strategy are as follows:

- Respect for and consideration of the unique and diverse cultural, social and spiritual belief systems practiced by Aboriginal and Torres Strait Islander peoples.
- Acknowledgement of the wealth of cultural knowledge and perspectives, skills and experiences that Aboriginal and Torres Strait Islander peoples bring to the workplace and the value created when Indigenous knowledges are embedded into all facets of university life.
- Recognition that Aboriginal and Torres Strait Islander employees are fully engaged and contributing staff members of the university.
- Implementation of policies and workplace practices that enable Aboriginal and Torres Strait Islander employees to achieve their full potential.
- Creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples across the full range of academic, research, professional and senior positions across the university.
- Employment practices that enable Aboriginal and Torres Strait Islander people to achieve equitable outcomes in recruitment, retention and career development.

Objectives

The intention of QUT's IAES is to build a high performing and sustainable cohort of Aboriginal and Torres Strait Islander academics, researchers, professional staff and senior staff through a multi-faceted and coordinated approach. To achieve this QUT will invest in resources and strategies to attract, retain, support and develop Aboriginal and Torres Strait Islander talent. This will be fortified by a workplace culture which understands, values and respects Aboriginal and Torres Strait Islander people and culture.

The four key objectives of QUT's IAES are focused on:

- 1. Recruitment** - Building meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander people across all organisational areas of the university in academic, research, professional and senior positions. Providing effective engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations in support of the attraction and recruitment of Indigenous talent.
- 2. Retention** – Ensuring workplace practices provide a supportive and flexible environment which enables Aboriginal and Torres Strait Islander employees to meet professional and cultural obligations.
- 3. Development** - Enhanced career pathways for existing Aboriginal and Torres Strait Islander employees through targeted professional development and training programs.
- 4. Workplace Culture** - Commitment to creating a culturally safe and inclusive working environment for Aboriginal and Torres Strait Islander peoples. Demonstrated respect for and recognition of the unique cultural, social and spiritual Knowledges and experiences that Aboriginal and Torres Strait Islander employees bring to QUT.

Each of these objectives has been developed in consideration of key recommendations contained in the National Indigenous Higher Education Workforce Strategy (NIHEWS, 2011) and the Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People (2012). This strategy outlines specific actions, performance indicators and accountabilities. Many of the required actions will be completed at a university or organisational unit level. However, supporting and increasing QUT's Indigenous workforce is core responsibility for all faculties, divisions and institutes and this will be reflected in their targets and in strategic workforce plans. Adopting this approach will enable QUT to appropriately consider and respond to the variety of challenges and opportunities that exist throughout the university.

Objective 1 - Recruitment

Building meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander people across all organisational areas of the university in academic, research, professional and senior positions. Providing effective engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations in support of the attraction and recruitment of Aboriginal and Torres Strait Islander talent.

	Actions/items	Key performance indicator	Responsibility
Strategy: For Aboriginal and Torres Strait Islander staff to be at least 3 per cent of the workforce.			
1	Each faculty, institute and division across the university to develop an internal target and intentional strategy within their strategic workforce plans, with a focus on increasing and improving Indigenous employment rates and move towards the university target.	Achievement of or significant progression towards target.	All faculties, divisions and institutes in partnership with Human Resources
2	Establish, promote and actively manage an Aboriginal and Torres Strait Islander Talent Pool, as part of the QUT talent pool.	Number of Aboriginal and Torres Strait Islander candidates registered. Appointments resulting from Aboriginal and Torres Strait Islander Talent Pool search.	Human Resources led by the Indigenous Employment Coordinator
3	Increased promotion of QUT as an employer of choice within Aboriginal and Torres Strait Islander communities and organisations.	Establish Indigenous Employment Communication and Engagement Strategy with members of the external community.	Human Resources led by the Indigenous Employment Coordinator
4	Encourage Aboriginal and Torres Strait Islander peoples to apply for positions within QUT.	Establish Indigenous Employment Communication and Engagement Strategy to engage with members of the external community. Increased number of Aboriginal and Torres Strait Islander applicants.	Human Resources led by the Indigenous Employment Coordinator
5	Enhanced recruitment and selection processes to ensure the inclusion of an Aboriginal and/or Torres Strait Islander staff member on all selection panel when an Aboriginal and/or Torres Strait Islander candidate applies.	Inclusion of an Aboriginal and/or Torres Strait Islander selection panel member for advertised vacancies which Aboriginal and Torres Strait Islander candidates apply.	All faculties, divisions and institutes in partnership with Human Resources
6	Resume Writing and Selection Criteria workshops delivered for potential Aboriginal and/or Torres Strait Islander candidates three times per year.	Three workshops delivered annually. Number of workshop participants.	Human Resources led by the Indigenous Employment Coordinator
7	Undertake an intensive review of the Indigenous Australians Employment Strategy to increase the rate of progress being achieved and align it with other university strategies including STEMM and SAGE Athena Swan Program.	Development of a 2021+ Indigenous Australians Employment Strategy.	Human Resources, led by the Indigenous Employment Coordinator and the Pro Vice-Chancellor (Indigenous Strategy)

	Actions/items	Key performance indicator	Responsibility
Strategy: Increase the number of Aboriginal and Torres Strait Islanders in academic positions.			
8	Promotion of QUT's academic development programs to Aboriginal and Torres Strait Islander academic staff.	Promotion via the Indigenous Staff Network 'Indigenous News' bulletin/ email.	Human Resources led by the Indigenous Employment Coordinator
9	Aboriginal and Torres Strait Islander students and alumni information program to develop a broader understanding of working in the university sector.	One workshop delivered annually. Workshop participation rate.	Human Resources, led by the Indigenous Employment Coordinator, and in partnership with Oodgeroo Unit and Indigenous Research and Engagement Unit (IREU)
10	Develop a framework to provide academic career support for QUT Aboriginal and Torres Strait Islanders.	Framework available in 2019.	Human Resources, led by the Indigenous Employment Coordinator, and in partnership with Oodgeroo Unit and IREU
Strategy: Entry level professional positions for Aboriginal and Torres Strait Islander peoples.			
11	Promote recruitment of Indigenous applicants to identified and non-identified Indigenous positions.	Application numbers and appointment of Aboriginal and Torres Strait Islanders.	Human Resources led by the Indigenous Employment Coordinator
12	Explore a graduate/traineeship program and implement (pending approval).	Development of a graduate/ traineeship program proposal in 2019.	Human Resources led by the Indigenous Employment Coordinator
Strategy: Position for senior executive employee at the level of Pro Vice-Chancellor or Deputy Vice-Chancellor, or equivalent level.			
13	Recruit for senior executive employee at the level of Pro Vice-Chancellor or Deputy Vice-Chancellor, or equivalent level.	Appointment of senior executive employee at the level of Pro Vice-Chancellor or Deputy Vice-Chancellor, or equivalent level.	Chancellery

Objective 2 - Retention

Ensuring workplace practices provide a supportive and flexible environment which enables Aboriginal and Torres Strait Islander employees to meet professional and cultural obligations.

	Actions/items	Key performance indicator	Responsibility
Strategy: Promoting work practices that enable Aboriginal and/or Torres Strait Islander employees to meet their cultural obligations.			
1	Increased awareness of the cultural and ceremonial leave provisions for Aboriginal and/or Torres Strait Islander employees.	Publish on QUT website and include within Indigenous Staff Network 'Indigenous News' bulletin/email.	All faculties, divisions and institutes in partnership with Human Resources
Strategy: Understand the reasons for Aboriginal and Torres Strait Islander employees leaving and their experience of working with QUT to inform improvement.			
2	Conduct exit interviews with Aboriginal and Torres Strait Islander employees that are leaving QUT from 2018.	Number of exit interviews conducted with Aboriginal and Torres Strait Islander employees. Development of an Aboriginal and Torres Strait Islander employee retention strategy in 2019.	Human Resources, led by the Indigenous Employment Coordinator
Strategy: Internal support, networking and mentoring of Aboriginal and Torres Strait Islander employees.			
3	Promote the QUT Indigenous Staff Network to provide professional networking and support opportunities among Aboriginal and Torres Strait Islander employees.	Four luncheons held annually and number of attendees. Quarterly Indigenous Staff Network 'Indigenous News' bulletin/email.	Human Resources, led by the Indigenous Employment Coordinator and PVC (IS) Office
4	Framework developed to enable Aboriginal and Torres Strait Islander staff career progression including access to career mentoring, Leader as Coach program, etc. Development of an annual QUT Aboriginal and Torres Strait Islander Staff Forum to promote sharing of knowledge, experiences, innovation and professional best practice among Aboriginal and Torres Strait Islander employees.	Framework/resources/support available from 2018.	Human Resources led by the Indigenous Employment Coordinator

Objective 3 - Development

Enhanced career pathways for existing Aboriginal and Torres Strait Islander employees through targeted professional development and training programs.

	Actions/items	Key performance indicator	Responsibility
Strategy: Enhanced career pathways and development progression for Aboriginal and Torres Strait Islander employees.			
1	Career development and capacity building workshops for Aboriginal and Torres Strait Islander employees delivered three times per year.	Three workshops delivered annually. Workshop participation rate.	Human Resources led by the Indigenous Employment Coordinator
Strategy: Supporting current Aboriginal and Torres Strait Islander employees to gain qualifications and participate in professional development opportunities.			
2	Improve promotion of QUT internal development programs to Aboriginal and Torres Strait Islander employees.	Inclusion in Indigenous Staff Network 'Indigenous News' bulletin/email.	Human Resources, led by the Indigenous Employment Coordinator
3	Establish a range of short capabilities development sessions focused for Aboriginal and Torres Strait Islander employees offered twice annually.	Two 'lunchbox sessions' offered annually. Workshop participation rate.	Human Resources, led by the Indigenous Employment Coordinator
4	Aboriginal and Torres Strait Islander targeted and led professional development sessions.	Two workshops held annually. Workshop participation rate.	Human Resources, led by the Indigenous Employment Coordinator
Strategy: Increase awareness and understanding of QUT's recruitment and selection policy and process by Aboriginal and Torres Strait Islander employees.			
5	Recruitment and selection training workshops delivered to Aboriginal and Torres Strait Islander employees.	Three workshops held annually. Workshop participation rate. Increased number of trained Aboriginal and Torres Strait Islander selection panel members.	Human Resources, led by the Indigenous Employment Coordinator
Strategy: Supporting current Aboriginal and Torres Strait Islander employees to apply for internal vacancies.			
6	Resume writing and selection criteria workshops delivered for Aboriginal and Torres Strait Islander employees.	Three workshops held annually. Workshop participation rate.	Human Resources led by the Indigenous Employment Coordinator.

Objective 4 - Workplace culture

Commitment to creating a culturally safe and inclusive working environment for Aboriginal and Torres Strait Islander peoples. Demonstrated respect for and recognition of the unique cultural, social and spiritual Knowledges and experiences that Aboriginal and Torres Strait Islander employees bring to QUT.

	Actions/items	Key performance indicator	Responsibility
Strategy: Building a culturally competent and inclusive workforce.			
1	All staff participation in 3-hour Cultural Competence Workshop.	Number of participants and percentage of staff participation.	All faculties, divisions and institutes, led by Equity Department
Strategy: Increase community engagement with Aboriginal and Torres Strait Islander peoples.			
2	Trial QUT Aboriginal and Torres Strait Islander Elders-in-Residence program to increase engagement with community Elders.	Trial program to be implemented in 2019.	Human Resources, in partnership with the PVC (IS) Office



Reporting and mentoring

A report on the number of Aboriginal and Torres Strait Islander staff and the progress on implementation of the IAES will be regularly provided to the Vice-Chancellor's Indigenous Australian Advisory Committee (IAAC); progress will also be discussed at the Aboriginal and Torres Strait Islander Staff Committee (Staff Committee) on a quarterly basis, as the Staff Committee is responsible for the provision of strategic advice and guidance on the development and implementation of the IAES.

Aboriginal and Torres Strait Islander employment data is reported annually within QUT's Indigenous Student Success Program Performance Report to the Federal Government as a requirement of the Higher Education Support Act 2003 – Indigenous Student Assistance Grants Guidelines (2017), and in support of demonstrating QUT's progress towards meeting the achievement of the National Aboriginal and Torres Strait Islander Education Policy (AEP) goals.

Aboriginal and Torres Strait Islander employment analytics are also reported in QUT's Annual Report and published on the QUT website.

Consultation and key references

Consultation with senior staff and Aboriginal and Torres Strait Islander staff has guided the development of this strategy.

Consultation on QUT's Indigenous Australian Employment Strategy (2016 release) was undertaken with Aboriginal and Torres Strait Islander Elders from the Brisbane North Metro Elders Group as part of QUT's engagement with community. The Indigenous Australian Advisory Committee (formerly known as the Indigenous Education, Research and Employment Committee) and the Aboriginal and Torres Strait Islander Staff Committee (formerly known as the Indigenous Employment Reference Group) members also worked on and were consulted in the development of the IAES (2016 release). The 2018-2021 Strategy is founded on this with a number of revisions made to reflect QUT's current strategies, actions and Key Performance Indicators. The university will continue to engage with community representatives in the development and implementation of the key strategies within the IAES.

The IAES has been informed by QUT's Enterprise Agreement (Professional Staff) 2018-2021, Enterprise Agreement (Academic Staff) 2018-2021, Cultural diversity and anti-racism policy and key recommendations contained in the National Indigenous Higher Education Workforce Strategy (NIHEWS, 2011) and the Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People (2012).

Support and contact

The Indigenous Employment Coordinator located within Human Resources is responsible for taking a lead role in identifying, developing, promoting, and implementing employment and development opportunities for Aboriginal and Torres Strait Islander peoples throughout the university. The position contributes to attraction, retention and development strategies for QUT's Aboriginal and Torres Strait Islander workforce and promotes QUT as an employer of choice throughout Aboriginal and Torres Strait Islander communities and to prospective candidates.

Indigenous Employment Coordinator

All Indigenous QUT staff and potential Indigenous job applicants are encouraged to contact the Indigenous Employment Coordinator for advice, assistance and guidance:

Address: Level 1, 88 Musk Avenue (X Block), Kelvin Grove Campus

Telephone: 07 3138 4059

Email: indigenousemployment@qut.edu.au

Web: <http://www2.qut.edu.au/jobs/indigenous-employment/>