ACKNOWLEDGEMENT OF COUNTRY

The University of New England wishes to acknowledge the custodians of the many lands on which it conducts its business. In doing so UNE also acknowledges the elders of those lands past, present and future as knowledge holders and as key stakeholders in the education and employment of Aboriginal and Torres Strait Islander peoples.
INTRODUCTION

In developing and implementing the UNE Aboriginal Torres Strait Islander Employment Strategy 2013-2018, the University of New England continues its commitment to making UNE a leader in the education and employment of Aboriginal and Torres Strait Islander peoples. This new strategy will focus on strengthening relationships between UNE and the Aboriginal and Torres Strait Islander community; building meaningful career paths for Aboriginal and Torres Strait Islander staff; building understanding and appreciation of Aboriginal and Torres Strait Islander culture and appropriate workforce management practices; and increasing meaningful employment options for Aboriginal and Torres Strait Islander peoples.

In line with the UNE Strategic Plan 2011-2015, learning without limits, UNE aims to create a workplace that empowers our staff, strengthens management’s accountability to staff and fosters the conditions in which staff at all levels of the organisation can achieve their career aspirations. These aims extend to the workplace that we create for our current and future Aboriginal and Torres Strait Islander staff and herein we recognise the complex cultural considerations that doing so entails.

The success of this strategy will require commitment and action from all schools and directorates across the organisation. This demonstrated commitment starts at a senior staff level with myself as Vice-Chancellor and CEO also with the Deputy Vice-Chancellor who chairs the inaugural UNE Aboriginal Torres Strait Islander Employment Strategy Governance Committee. The governance committee will oversee the implementation and reporting of the strategy during its 5 year term.

In closing, I look forward to what will be a fruitful time for the University of New England with regard to the recruitment, employment and career development of our Aboriginal and Torres Strait Islander communities.

Professor James Barber
Vice-Chancellor and CEO
PURPOSE

The Aboriginal and Torres Strait Islander Employment Strategy will provide a platform for increasing employment of Aboriginal and Torres Strait Islander Peoples within UNE with a strong focus on recruitment, employment retention and career development for current and future staff of UNE. The Aboriginal and Torres Strait Islander Employment Strategy will also guide the development of strategies that target appropriate workplace culture and practices, employment opportunities, career development plans and academic career paths, for both staff and students.

The strategy identifies objectives and initiatives aimed at increasing Aboriginal and Torres Strait Islander employment across all UNE Schools and Directorates.

CURRENT STAFF

As at the 9th of September 2013 there were 20 Aboriginal and Torres Strait Islander staff members at UNE at varying levels and in a broad range of schools and directorates. The highest concentration of staff (7) was at the Oorala Aboriginal Centre which is an externally funded student support centre for Aboriginal and/or Torres Strait Islander students of UNE.

There were 3 identified academic staff members, 16 professional staff members and 1 professional senior staff member. Of the professional staff the majority were below HEO7 with only 1 staff member above that level being the Director of the Oorala Aboriginal Centre.

Current numbers of Aboriginal and/or Torres Strait Islander casual staff members were unavailable at the time of developing this strategy. These numbers of casual staff have not been collected in the past for various reasons and as such a focus of this strategy will look ways to better gather data on Aboriginal and/or Torres Strait Islander peoples applying for and being employed in positions at UNE in all capacities.
INFLUENCING FACTORS

There are many factors that directly and indirectly impact upon the development and direction of the Aboriginal and Torres Strait Islander Employment Strategy.

The diagram below sets out some of the major influencing factors in the development of this strategy.
POPLULATION PROFILE

At the last census (2011) there were 1513 Aboriginal and/or Torres Strait Islander people within the Local Government Area (LGA) of Armidale Dumaresq Council

- 699 male and 849 female
- Aboriginal Torres Strait Islander Peoples made up 6.3% of total Armidale population up from 5.7% in 2006
- Median age of 20 compared to 36 NAP
- 735 total growth in population for Armidale Dumaresq Council LGA between 2006 – 2011 census of which 241 or 32.7% of growth was Aboriginal and/or Torres Strait Islander Peoples
- 2.23% growth in NAP populations 15.9% growth in Aboriginal and/or Torres Strait Islander population
- 60% of Aboriginal and/or Torres Strait Islander people were under 25 yo
- Aboriginal and/or Torres Strait Islander people over 65 yrs numbered only 53 or 3.5%
- Aboriginal and/or Torres Strait Islander homes with no internet connection – 32.4% down from 60% in 2006

ABORIGINAL TORRES STRAIT ISLANDER POPULATION AGE BREAKDOWN
CHALLENGES

Mobility

As a regional university UNE faces particular challenges in recruiting staff into all academic and professional positions. The University endeavors to attract applicants more broadly from across Australia and overseas to meet its workforce needs and this can result in positions needing to be advertised more than once. There are other delays in filling positions such as the need to relocate individuals and often their entire families. This quite often presents a problem in the recruitment of Aboriginal and Torres Strait Islander peoples as connection to country or homeland plays an integral part of Aboriginal and Torres Strait Islander cultures. Moving entire families off country can be problematic and may be an unattractive option for many Aboriginal and Torres Strait Islander peoples.

Demographics

Whilst to date UNE has attracted three Aboriginal and Torres Strait Islander academic staff, which is on par with other major universities, this continues to present challenges for UNE. The demographic information for the Aboriginal and Torres Strait Islander population in the local government area suggest that the age group most eligible to be employed at UNE makes up approximately 37% of the local Aboriginal and Torres Strait Islander population.

Australian Bureau of Statistics 2011 Census of Population and Housing - I15 NON-SCHOOL QUALIFICATION: LEVEL OF EDUCATION (a) shows a total number of Aboriginal and Torres Strait Islander postgraduates in Australia of 3827. This low number coupled with an increasing desire by Universities Australia wide to employ more Aboriginal and Torres Strait Islander peoples seriously limits the talent pool from which to draw quality senior academics. Limited talent pools and relocation issues are only two of a myriad of factors that present challenges for UNE in its employment of Aboriginal and Torres Strait Islander peoples.

Employment Conditions

Addressing these challenges will require innovation and flexibility in employment mechanisms and conditions for UNE. In the long term it will be contingent upon the broader education community working collaboratively to make engagement and employment within the higher education sector more accessible to Aboriginal and Torres Strait Islander peoples.
PUTTING THE STRATEGY INTO ACTION

The principles of the strategy are:

• Responsibility for implementation of the strategy is shared across UNE and promotes mutual accountability.

• The strategy will be integrated into the business plans of each School and Directorate.

• The strategy aligns with the National Indigenous Higher Education Workforce Strategy.

• The strategy links to our corporate direction and is aligned to the UNE Strategic Plan.

Senior management including Heads of School, Executive Directors and Directors are responsible for implementing the strategy within their respective business area.

The strategy will be used to support Schools and Directorates planning through providing direction on actions for individual areas to undertake. It also indicates the actions of Human Resource Services during the life of the strategy.
GOVERNANCE

This will occur through establishment of a governance structure responsible for overseeing implementation of the strategy, providing cross organisational communication, driving key messages, and resolving problems arising as part of implementation.

The governance structure will consist of representation from:

- Deputy Vice-Chancellor
- Director Oorala
- UNE School representatives
- Aboriginal Employment Officer
- Director Human Resource Services
- A representative from the CPSU (preferably an Aboriginal or Torres Strait Islander staff member)
- A representative from the NTEU (preferably an Aboriginal or Torres Strait Islander staff member)

In a consultative capacity, local Aboriginal community representatives will be engaged through the Armidale Aboriginal Interagency Committee to support the governance committee in the implementation of the UNE Aboriginal Employment Strategy. The Aboriginal Employment Officer is a member of the Armidale Aboriginal Interagency Committee. The committee is made up of representatives from:

- Local Council
- Local area Police Command
- NSW Attorney-General's Department
- New England Medicare Local
- NSW Aboriginal Lands Council
- Armidale Local Aboriginal Land Councils
- Aboriginal Medical Services
- Department of Education School representatives
- Armidale and surrounds employment providers
- Armidale Aboriginal community members and Elders
UNE interests are progressed by the Aboriginal Employment Officer through proactively placing items on the agenda of these committees to provide feedback, awareness and input to ensure effective engagement and collaboration.

The UNE Aboriginal Employment Officer sits on a number of community, private sector and joint government Committees representing UNE interests as an employer of Aboriginal and Torres Strait Islander people and as such the role specifically is to:

- Engage with the members of these committees about the activities of UNE in attracting and recruiting Aboriginal and Torres Strait Islander people.
- Consult with members and elicit feedback on employment opportunities and activities at UNE.
- Explore with members and the organisations they represent on how we can work more effectively together to promote employment opportunities at UNE.

**Resources**

The resources available within UNE to facilitate implementation of the strategy will require augmenting to ensure effective implementation. In particular funding of design, development and delivery of the career development program initiative will be required.

**Evaluation**

Human Resource Services will monitor the implementation of the strategy and evaluate the progress of each activity. This will include reporting by Schools through representatives on the governance committee. A report will be provided annually providing feedback and data where available.
STRATEGY

The strategy will focus on:

- **Community Partnerships** – strengthening relationships between the community and UNE.
- **Career Development** – building meaningful career paths for Aboriginal and Torres Strait Islander staff.
- **Becoming a Good Employer** – building understanding and appreciation of Aboriginal and Torres Strait Islander culture and appropriate workforce management practices.
- **Attracting and Retaining** – increasing meaningful employment options for Aboriginal and Torres Strait Islander peoples.

Key objectives are:

- Achieving ongoing representation of Aboriginal and Torres Strait Islander people at UNE.
- Identifying and introducing specific strategies to support the attraction of Aboriginal and Torres Strait Islander professional and academic staff.
- Identifying and introducing specific strategies to support the retention of Aboriginal and Torres Strait Islander professional and academic staff.
- Establishing and promoting career development options for Aboriginal and Torres Strait Islander employees.
## Key Result Areas

<table>
<thead>
<tr>
<th>Objective</th>
<th>Outcome</th>
<th>Activities</th>
<th>Performance Indicator</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Partnerships</strong></td>
<td>UNE’s relationships with Aboriginal and Torres Strait Islander communities and organisations will be strengthened.</td>
<td>Build links and relationships with employment and training networks and education providers. Engage with and represent the interests of UNE on community and organisational boards and committees. Build awareness of UNE as an employer through education around the recruitment process.</td>
<td>Enhanced UNE profile as a potential employer. Organisations refer potential employees to UNE. Participation by potential employees in education activities on recruitment processes.</td>
<td>Human Resource Services Senior Executives</td>
</tr>
<tr>
<td><strong>Career Development</strong></td>
<td>Aboriginal and Torres Strait Islander participation in leadership roles within UNE will be increased.</td>
<td>Design a career development program for Aboriginal and Torres Strait Islander employees.</td>
<td>Participation in career development program by UNE Aboriginal and Torres Strait Islander staff. Cohort of senior staff is established to mentor participants as part of their development.</td>
<td>Human Resource Services Senior Executives</td>
</tr>
<tr>
<td><strong>Becoming a Good Employer</strong></td>
<td>UNE will have a workplace culture that understands and appreciates the rich and diverse culture of Aboriginal and Torres Strait Islander peoples.</td>
<td>Design and deliver Aboriginal and Torres Strait Islander cultural education program.</td>
<td>Lower turnover of Aboriginal and Torres Strait Islander employees. High level of satisfaction with UNE as an employer is reported by Aboriginal and Torres Strait Islander employees. One Aboriginal Cultural Education Program is delivered per month.</td>
<td>Human Resource Services Senior Executives Schools/Directorates</td>
</tr>
<tr>
<td><strong>Attracting and Retaining</strong></td>
<td>Increasing employment opportunities for Aboriginal and Torres Strait Islander people across UNE.</td>
<td>Flexible employment options established for Aboriginal and Torres Strait Islander academic staff. Work Study Strategy is endorsed and implemented. Promote traineeship opportunities to Schools and Directorates. Work collaboratively with Schools and Directorates to identify positions to be targeted for Aboriginal Torres Strait Islander applicants. Promote employment opportunities with Aboriginal and Torres Strait Islander organisations, job networks, training providers and Aboriginal Torres Strait Islander print media. Develop a register of potential applicants. Encourage Aboriginal and Torres Strait Islander employees to participate in promoting their career pathway in UNE on websites and Indigenous media.</td>
<td>Increase in Aboriginal and Torres Strait Islander applicants. Schools and Directorates incorporate into workforce plans recruitment strategies targeting. Pilot traineeship program within at least one of the schools to be conducted.</td>
<td>Human Resource Services Senior Executives Schools/Directorates</td>
</tr>
</tbody>
</table>
TARGETS
The following represents UNE’s aspiration to increase Aboriginal and Torres Strait Islander employees in continuing positions:

<table>
<thead>
<tr>
<th>WORKFORCE CATEGORY</th>
<th>PROGRESSIVE TARGET 2013</th>
<th>PROGRESSIVE TARGET 2014</th>
<th>PROGRESSIVE TARGET 2015</th>
<th>TARGET 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional/General staff</td>
<td>18</td>
<td>20</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Academic staff</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>10</td>
</tr>
</tbody>
</table>

* Refers to number by headcount

REFERENCES

- National Indigenous Higher Education Workforce Strategy
- AUSTRALIAN BUREAU OF STATISTICS 2011 Census of Population and Housing
- Local Government Area (LGA) of Armidale Dumaresq Council. - Aboriginal and Torres Strait Islander Peoples (Indigenous) Profile (Catalogue number 2002.0).