



Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020

Respect and recognition



Acknowledgement

ACU acknowledges Aboriginal and Torres Strait Islander Peoples culture and heritage and the traditional custodianship of the lands on which the University is situated.

Our Mission

As a Catholic university, ACU's Mission is central to the University, and informs all that we do, for our staff our students and our communities by integrating the dignity of the human person, advancing the common good, and embedding ethical and social justice considerations into our core activities of student learning and teaching, research and engagement with the communities we work in.

Our commitment

Inspired by our mission and values as a Catholic university, ACU has a critical role to play in achieving a just Australia in which Aboriginal and Torres Strait Islander Peoples' rights as First Peoples are recognised, respected, celebrated and enjoyed. Our key principal is to retain and continue to expand our Aboriginal and Torres Strait Islander workforce and reach the national parity rate of 3% employment.

Our strategy for employment and development will build on the positive work of previous Strategies by continuing to create quality and sustainable work opportunities for Aboriginal and Torres Strait Islander People.

Our strategic initiatives



1.

Culture

A welcoming and safe workplace.

2.

Retain and build

Retain and invest in growing our Aboriginal and Torres Strait Islander workforce.

3.

Investing in our people

Supporting development, participation and involvement of Aboriginal and Torres Strait Islander staff.



Our culture

We are a welcoming and safe workplace for Aboriginal and Torres Strait Islander people that is grounded in the University's Catholic Mission and Values, where the dignity of all people is paramount and we are an employer of choice for Aboriginal and or Torres Strait Islander staff.

To achieve this we will;

- deliver high quality professional educational material that facilitates learnings that are culturally safe and inclusive
- develop a Cultural Capability Framework
- provide an annual program of Cultural Awareness Workshops
- create campus environments that are welcoming and inclusive of prominently displaying of local nation(s), language, art and landscapes



Retain and build our own

We will achieve 3% Aboriginal and Torres Strait Islander staff employment.

To achieve this we will;

- Develop, implement and facilitate annual employment and engagement plans
- Explore collaborations and non traditional partnerships that facilitate ACU Aboriginal and Torres Strait Islander student transition to an ACU employee
- Develop a suite of resources that supports managers to reach competence in cultural understanding, and, how to actively engage and support employment opportunities for Aboriginal and Torres Strait Islander people

Investing in our people

We will develop and implement strategies that support workforce and individual development, participation and involvement of Aboriginal and Torres Strait Islander staff

This will be achieved by;

- Working with Aboriginal and Torres Strait Islander staff and supervisors to increase engagement through development conversations
- Investing in opportunities such as Aboriginal and or Torres Strait Islander Perspectives Information Sessions and ACU's Aboriginal and Torres Strait Islander Week that provide a focus for engagement and inclusion of all
- Promote and share the stories of our Aboriginal and Torres Strait Islander staff
- Promote and celebrate the achievements of our Aboriginal and Torres Strait Islander staff through a range of University internal communication media



Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020

Action Plan

The successful implementation of the Aboriginal and Torres Strait Islander Peoples Employment Strategy requires the support of all levels of the University.

Australian Catholic University (ACU) has a strong and visible commitment to serve and engage Aboriginal and Torres Strait Islander Communities towards achieving a more equitable and inclusive future for Aboriginal and Torres Strait Islander Peoples. As a Catholic University, we are proud to promote and celebrate the cultural identity of our Peoples across the nation by living and expressing in all its endeavours the vibrancy of cultures of Aboriginal and Torres Strait Islander Peoples and the contributions they bring to the university community.

The implementation of this strategy will require strong direction by Senior Executive and Executive teams to lead our University through this exciting, challenging and ambitious period. In partnership with the Senior Executive, Executive, Faculty and Directorate staff, the Strategy will further the success of Aboriginal and Torres Strait Islander peoples.

The building of an Aboriginal and Torres Strait Islander workforce has been long recognised as a key enabler of broader improvements in higher education outcomes for Aboriginal and Torres Strait Islander Peoples (ATSIHEAC 2015). Having a visible presence of Aboriginal and Torres Strait Islander academics as both teaching and research staff of a university across disciplines is essential. It reflects back to Aboriginal and Torres Strait Islander under-graduate and post-graduate students that the institution recognises and values Aboriginal and Torres Strait Islander knowledges and high quality Aboriginal and Torres Strait Islander teaching and learning content.

Having a visible presence of Aboriginal and Torres Strait Islander People as professional staff, in 'mainstream' and identified positions is valuable. It identifies to students and Aboriginal and Torres Strait Islander Peoples and the wider university staff that the University is inclusive and responsive to the need for the diversity of staff members to reflect the diversity of the community it serves.

ACU's longstanding commitment

ACU has a long commitment to, and involvement in the education and employment of Aboriginal and Torres Strait Islander Peoples. This commitment, which is borne out of ACU's Catholic mission recognises the fundamental dignity of all people, this commitment was first expressed by the University's Senate in 1998 in its Statement of Commitment to Reconciliation.

The core of this statement is acknowledged as follows;

- Indigenous Peoples of Australia are the original inhabitants of this country
- The imposition of Non-Indigenous settlement has had and continues to have a devastating impact on the lives and cultures of Indigenous Peoples
- The effects of dispossession and loss of their cultures are ongoing and significant

Although the Statement of Commitment to Reconciliation is 20 years old it is always in play across all of the University's endeavours, including the recruitment and development of its workforce.

ACU's plan for Aboriginal and Torres Strait Islander employment and development (2018-2020), will build on the positive work of previous Strategies by continuing to create quality and sustainable work opportunities for Aboriginal and Torres Strait Islander Peoples. This Strategy is informed by the learnings and achievements of the Indigenous Employment Framework of 2012-2014 and the Aboriginal and Torres Strait Islander Peoples

Employment Strategy of 2015-2017. The developments include goals and aspirations as expressed by the University's Aboriginal and Torres Strait Islander staff, communities from where our campuses are located, and by the former Aboriginal and Torres Strait Islander Education and Student Engagement Committee (ATSIESEC) and the former Aboriginal and Torres Strait Islander Employment Reference Group (Reference Group).

The Aboriginal and Torres Strait Islander Peoples Employment Strategy 2018-2020 sets out principles and actions to guide our path to becoming the university of choice for Aboriginal and Torres Strait Islander Peoples.

The goodwill shown towards ACU's employment and engagement agenda has grown and is tangible, we acknowledge the many ACU staff both Aboriginal and Torres Strait Islander and non-Aboriginal and non Torres Strait Islander who have contributed to our growth. We urge all ACU staff to enact this new strategy, and invite students, alumni and partners to help ensure its success.



Our principles

ACU has a role to play in achieving a just Australia in which Aboriginal and Torres Strait Islander Peoples' rights as First Peoples are recognised, respected and enjoyed. Our key principle is to keep and grow ACU's Aboriginal and Torres Strait Islander workforce to reach the national parity rate of 3% employment.

This will be achieved by;

- Ensuring a co-ordinated whole of University approach to maintain a welcoming and culturally safe space for Aboriginal and Torres Strait Islander staff and students and support student success
- Committing to increasing participation in employment as a

recognised part of 'closing the gap' in Aboriginal and Torres Strait Islander disadvantage

- Recognising Aboriginal and Torres Strait Islander staff and their cultural knowledge are important contributors to the scholarship of the University

Strategic alignment

Our Strategy recognises the national context that influences employment in the Indigenous Higher Education space. One influence is the Australian Department of Education and Training data that details that in 2017 there were 440 (full time and fractional full time) or 392 (FTE) Aboriginal and Torres Strait Islander academics within Australia's 43 universities.

Another influence is the Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People final report 2012. This has given all universities clear directions and priorities, and will guide our initiatives to address disparities in Indigenous higher education outcomes.

Our Strategy and its Action Plan are further influenced and informed by the principles and intent set out in the University's wider strategies, which include;

- ACU's Strategic Plan 2015-2020 (KRA 4.2 the University has a sustainable staffing profile that meets the changing needs of the University's operations. The University continues to cultivate the knowledge, capabilities and

skills of its staff to align with the strategic directions and priorities.)

- ACU's Enterprise Agreement 2013-2017, (and its successor) (Section 6.2 Indigenous Employment)
- Universities Australia Indigenous Strategy 2017-2020
- ACU's Reconciliation Action Plan 2018-2020
- ACU's Indigenous Education Strategy and the Indigenous Student Success Program Guidelines 2017 (ISSP)
- ACU's Research Intensification Strategy
- Higher Education Standards Framework 2015 (Part A, Section 2.2, Diversity and Equity)

Our learnings and challenges

The University had in place an Aboriginal and Torres Strait Islander Employment Reference Group (ATSIERG) Chaired by the University's Chief Operating Officer. ATSIERG brought together the functional leads of significantly large units to discuss and advance actions that could result in increasing Aboriginal and Torres Strait Islander employment. Between the Peoples and Culture Advisory Committee and ATSIERG additional measures were put in place by the University, but little progress was made within functional lines.

An alternative approach directly engaged with Senior Executive and Executive and discussed how together significant changes in outcomes for Aboriginal and Torres Strait Islander Peoples would be achieved; keeping in line with commitments made by the University. The Senior Executive and Executive acknowledge that the student population and workforce needs to be representative of the diversity of the population. Acknowledging that there is an investment in increasing Aboriginal and Torres Strait Islander employment, it is understood that growth could be accommodated within Portfolio budgets and identified strategies and programs that have been successful and those that had not.

Our greatest challenge is to meet the Aboriginal and Torres Strait Islander population parity rate and the employment target set by the ISSP funding for universities of 3%. Given that there is small pool of 'ready-made' Aboriginal and Torres Strait Islander academics, the Executives conversations became a platform to explore how to 'grow our own' as a whole university that would include activities in both traditional and non-traditional partnerships across the University. Examples included how research institutes can grow the post-graduate cohort for faculties to consider employment and development of early career academics.

Our roles and responsibilities

Faculties and Directorates will;

- Acknowledge and incorporate Aboriginal and Torres Strait Islander knowledges in teaching and learning, research and core business at ACU
- Identify and manage matters related to the implementation of the Aboriginal and/ or Torres Strait Islander Peoples Employment Strategy
- Support career development of Aboriginal and Torres Strait Islander staff through utilising professional development initiatives
- Embed cultural capabilities opportunities for all their staff including senior staff

Human Resources (HR) will work in partnership with senior leaders and supervisors and managers to:

- Offer strategic support in the development and implementation of Aboriginal and Torres Strait Islander Peoples participation activities
- Provide relevant reports on Aboriginal and Torres Strait Islander Peoples participation and engagement
- Develop resources and training to support knowledge and skill development to progress Aboriginal and Torres Strait Islander Peoples initiatives

First Peoples and Equity Pathways (FPEP) Directorate will;

- Collaboratively deliver the

Aboriginal and Torres Strait Islander Cultural Awareness Workshops

- Provide cultural guidance and support for the University
- Collaborate to identify, support and guide on the provision of cultural capabilities for ACU staff to engage and retain Aboriginal and Torres Strait Islander Students

Aboriginal and Torres Strait Islander Staff Network will;

- Provide cultural guidance and support for the University
- Collaborate to identify, support and guide the provision of cultural capabilities to engage and retain Aboriginal and Torres Strait Islander staff and students

1 To meet the requirements of these Guidelines, the Indigenous Workforce Strategy must:

(a) include key performance indicators; and

(b) prioritise the following matters:

(i) increasing the number of academic employees engaged by the provider who are Indigenous persons; and

(ii) the professional development and career advancement of academic employees engaged by the provider who are Indigenous persons; and

(c) for the 2018 grant year and subsequent grant years, include a plan agreed by an administering officer in writing that:

(i) increases the number of employees engaged by the provider who are Indigenous persons to at least 3 per cent of all employees of the provider; and

(ii) 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.



Our culture

ACU will build a welcoming and safe workplace grounded in the University's Catholic Mission and Values.

INITIATIVES	OUTCOME	ACTIVITY	OPERATIONAL AREA	TIMELINE
ACU will ensure a welcoming and safe workplace for Aboriginal and Torres Strait Islander staff that is grounded in the University's Mission and Values.	Aboriginal and Torres Strait Islander students and staff feel that ACU is a welcoming and culturally safe place	Develop by July 2018, then socialise a Cultural Capability Framework, that includes all executive staff and all new senior staff complete a Cultural Capability training program	FP&EP and HR Senior Executive and Executive	July 2018 and ongoing
	Faculty staff to facilitate opportunities for all students to engage with Aboriginal and Torres Strait to their courses of study	Learning and Teaching Centre (LTC) develops by June 2018, then socialises training for curriculum and assessment design in relation to Indigenous knowings, perspectives and pedagogical practice all Faculty staff (academic and professional)	LTC and Faculties	June 2018 and ongoing
ACU is an employer of choice for Aboriginal and Torres Strait Islander Peoples.	Staff participation in Cultural Awareness Workshop has increased by 10% in each year of the Strategy	All new staff complete a Cultural Awareness Workshop as a component of their induction	FP&EP and HR	Ongoing
		Provide annual program as well as offer tailored Cultural Awareness Workshops	FP&EP and HR	Ongoing
	ACU staff are encouraged to participate in organised engagement activities	By February each year provide an annual program of information sessions and activities such as the Aboriginal and Torres Strait Islander Perspectives information sessions and ACU's Aboriginal and Torres Strait Islander Week	FP&EP and HR	February each year
	Resources are developed in collaboration with Aboriginal and Torres Strait Islander staff about appropriate protocols and terminology and are available on ACU's web sites	Develop by June 2018, then maintain Aboriginal and Torres Strait Islander web based resources that include protocols and terminology in collaboration with Aboriginal and Torres Strait Islander staff and communities which are then accessed for implementation into work practices such as Learning and Teaching	HR and LTC	June 2018 and ongoing
	ACU's Faculties and Institutes identify and build a supportive workplace culture to grow early career academics and researchers and ARC candidates	ACU's Faculties and Institutes develop engagement plans by December 2018 to participate in ACU's Cultural Capability Framework to assist build a workplace culture that is culturally safe	Deputy Vice Chancellor Research, ACU Institutes, FP&EP & HR	December 2018 and ongoing
Campus environments have Aboriginal and Torres Strait Islander knowledges and culture as prominent displays of nations, languages, art and landscapes are developed in collaboration with Aboriginal and Torres Strait Islander staff and communities	By June 2019 create campus environments which share Aboriginal and Torres Strait Islander Peoples knowledges and cultures that are welcoming and inclusive of things such as prominent displays of nations, languages, art and landscapes	HR, FP&EP, Associate Vice Chancellor, Campus Deans and Properties and Facilities	June 2019 and ongoing	

Retain and build

ACU will ensure its staff profile is flexible and adaptable to deliver on the University's strategic objectives.

INITIATIVES	OUTCOME	ACTIVITY	OPERATIONAL AREA	TIMELINE
Develop and implement strategies to achieve 3% Aboriginal and Torres Strait Islander staff participation	Each Faculty and Directorate has established a KPI of 3% Aboriginal and Torres Strait Islander employment	By December 2018 Faculties and Directorates have investigated and developed a plan for implementation to support reaching the KPI of 3% Aboriginal and Torres Strait Islander employment. Initiatives may include "Grow our Own" programs supporting student and Alumni into ACU career pathways. Current examples include the COO Portfolio Graduate Program, Faculty of Health Science Indigenous Accelerator Model, Office of the Provost's Indigenous Staff Research Scholarship.	Exec Deans, Research Institutes, Directors, FP&EP & HR	December 2018 and ongoing
	Partnerships and collaborations (including nontraditional faculty/directorate partnerships and collaborations) are developed that assist the Faculties and Directorates achieve their KPI 3% Aboriginal and Torres Strait Islander parity in both the Professional and Academic employment streams.			
	The University socializes recruitment of Aboriginal and Torres Strait Islander Peoples as a mainstream activity not as an additional activity.	Biannual conversations are held with Executive Deans of Faculties, Directors of Institutes and Directorates to assist in their development and implementation of Aboriginal and Torres Strait Islander employment plans to achieve KPI of 3% Aboriginal and Torres Strait Islander employment.	Heads of Schools, Directors & HR	May and November each year
	A suite of resources are developed that supports the range of activities to employ Aboriginal and Torres Strait Islander staff.	The Aboriginal and Torres Strait Islander Employment web site is reviewed in collaboration with the Aboriginal and Torres Strait Islander Staff Network by May 2018, then maintained and updated annually.	HR & Aboriginal and Torres Strait Islander Staff Network	May 2018
	Foundational activities enable an employment pipeline that facilitates students seeing ACU as an employer of choice.	By September 2018 develop an annual roadshow program that engages with current students, Graduates and Alumni to facilitate ACU to grow its own pool of potential employees.	Exec Deans, Research Institutes, FP&EP, HR & Office of Student Success	September 2018
	ACU provides and maintains for the employment of at least one Aboriginal and Torres Strait Islander person as a senior executive staff at the level of Pro Vice-Chancellor or Deputy Vice-Chancellor, or equivalent level.	The Directors of FPEP and HR will jointly prepare a paper for consideration Senior Executive to create a position of PVC Indigenous.	FPEP and HR	December 2018

Investing in our peoples

Valuing ACU's Workforce. ACU invests in its workforce and individual's development, participation and involvement.

INITIATIVES	OUTCOME	ACTIVITY	OPERATIONAL AREA	TIMELINE
Develop and implement strategies that support workforce and individual development, participation and involvement of Aboriginal and Torres Strait Islander staff	Supervisors and Aboriginal and Torres Strait Islander staff engage in ongoing conversations to support performance excellence, career planning and coaching to aid development of the individual.	Work with Aboriginal and Torres Strait Islander staff and supervisors to increase engagement with their PRP's.	HR	Ongoing
	Aboriginal and Torres Strait Islander staff actively participate in engagement activities	Developed in collaboration with Aboriginal and Torres Strait Islander staff an annual program of information sessions and activities such as the Aboriginal and Torres Strait Islander Perspectives information sessions and ACU's Aboriginal and Torres Strait Islander Week	HR & and Aboriginal and Torres Strait Islander Staff Network	Ongoing
	ACU staff engage with the Aboriginal and Torres Strait Islander Employment page posts on Workplace	Facilitate quarterly Aboriginal and Torres Strait Islander Staff Network meetings, providing the opportunity for Aboriginal and Torres Strait Islander staff to be aware of university policies, procedures and resource's and discuss cultural matters	HR	Ongoing
	Aboriginal and Torres Strait Islander staff achievements are acknowledged and celebrated	Develop an annual program of messages, articles and activities to share on Workplace	HR & Aboriginal and Torres Strait Islander Staff Network	Ongoing
		Utilise Workplace and the Staff Bulletin to promote and celebrate Aboriginal and Torres Strait Islander achievements	HR & Aboriginal and Torres Strait Islander Staff Network	Ongoing



MORE INFORMATION

**Shaelene Cubillo, National Manager,
Aboriginal and Torres Strait Islander
Employment**

P: 07 36237492

E: Shaelene.cubillo@acu.edu.au

W: www.acu.edu.au/289887