



Charles Sturt
University

Indigenous Australian Employment Strategy 2018 - 2022

Division of Human Resources
Charles Sturt University

Introduction

Charles Sturt University is a university located in regional Australia with campuses on Wiradjuri/Wiradyuri, Gandangara, Birapai/Birapi and Ngunnawal land. There is higher representation of Indigenous Australians in the regions serviced by the University than at state or national level. Building effective relationships with Indigenous communities in Australia, making higher education accessible to Indigenous people and fostering appreciation of Indigenous cultures and knowledge have been, and continue to be important goals for Charles Sturt University and are embedded in our values and strategic objectives. This is articulated in our ethos, our Reconciliation Statement, the University Strategy 2022, and our Indigenous Education Strategy. The University recognises that employment of Indigenous Australians in a diversity of roles will significantly contribute to our success as an educational institution and as a community leader.

In 2005 the University introduced its first Indigenous Australian Employment Strategy. Since then the Strategy has been regularly reviewed and updated to take account of achievements, renew its focus and ensure ongoing relevance. From 2018-2022 the Australian Indigenous Employment Strategy will focus on:

- achieving at least 3% representation of Indigenous Australians employed at Charles Sturt University and embed strategies that will ensure we maintain this into the future;
- supporting the appointment of Indigenous people across a diversity of occupational and discipline groups, levels and work areas;
- reviewing and enhancing existing strategies and policies to support the appointment and development of Indigenous Australian staff;
- providing opportunities for Indigenous Australian students studying with us to gain hands on experience within relevant professional areas of the University with an aim of 'growing our own' pool of potential future staff.

Contents

Policy context	4
Achievements and challenges	6
Achievements.....	6
Challenges	8
Strategy Objectives and Action Plan	9
Objective 1: Recruitment = Impactful	9
Objective 2: Career Development = Impactful, Inclusive	12
Objective 3: Retention = Inclusive, Impactful, Inspiring	15
Objective 4: Workplace Culture = Inclusive, Insightful.....	17

Policy context

This strategy has been developed within the context of the University's ethos, the Wiradjuri phrase 'yindyamarra winhanganaha', the wisdom of respectfully knowing how to live well in a world worth living in. Our ethos is underpinned by four values: Insightful, Inclusive, Impactful and Inspiring. Our ethos and values will guide us in working effectively with Indigenous communities to increase participation of Indigenous people in higher education as employees and students. The Strategy is informed by the following policy and planning documents:

University Strategy 2018-2022

Identifies the University's strategic focus areas as 'our students, our communities and our internal capability'.

The University Strategy 2018-2022 is located: <https://www.csu.edu.au/division/strategic-planning/university-strategy>.

Charles Sturt University Reconciliation Statement

Asserts "the significance of the University's role in the reconciliation process in building an informed and mature society which acknowledges the past, understands the quintessential connection between the past and present and is committed to social justice, ethical action and human rights."

The Charles Sturt University Reconciliation Statement is located: <https://arts-ed.csu.edu.au/schools/indigenous-aust-studies/indigenous-australian-subjects-and-content-in-csu-courses>.

Charles Sturt University Indigenous Education Strategy

Recognises the need for an equitable and diverse workforce; a workforce that is culturally aware and safe for Indigenous staff and students; strengthened partnerships and connected communities; and, Indigenous staff retention, satisfaction and equitable employment. The implementation of both the Indigenous Australian Employment and Education Strategy will enhance Charles Sturt University's reputation as a preferred employer for Indigenous Australians resulting in increased staff numbers. This will flow on to have a positive impact on Indigenous Education and Indigenous student numbers.

The Charles Sturt University Indigenous Education Strategy is located: https://cdn.csu.edu.au/_data/assets/pdf_file/0018/144414/csu-indigenous-education-strategy.pdf.

Charles Sturt University Enterprise Agreement 2018-2021

Commits the University to use its best endeavours to ensure the current figure of 2.5% EFT Indigenous Australian staff is increased during the life of the Agreement.

The Charles Sturt University Enterprise Agreement 2018-2021 is located:

<https://www.csu.edu.au/division/hr/current-staff/my-employment/enterprise-agreement>.

Reconciliation Action Plan

'Our Charles Sturt RAP' is currently in development with a plan to launch in the first half of 2019. This document will be outward facing and will report both internally and to external parties, including Reconciliation Australia and our internal and external Communities. 'Our CSU RAP' will reflect the aims of the Indigenous Employment Strategy, Indigenous Education Strategy; the Reconciliation Statement and the broader University Strategy 2018 - 2022.

Our Charles Sturt RAP website is located: <https://www.csu.edu.au/division/deputyvc/rdi/reconciliation-action-plan>

Universities Australia Indigenous Strategy 2017 – 2020

In this Strategy 'challenges the sector to redouble its efforts' and 'fulfil its potential – both for the nation's first peoples, and for all Australians – to be the very best it can be. This Strategy seeks to increase the number of Aboriginal and Torres Strait Islander people participating in higher education as students, graduates and as academic and research staff; increase the engagement of non-Indigenous people with Indigenous knowledge and improve the university environment for Aboriginal and Torres Strait Islander people.

The Universities Australia Indigenous Strategy 2017-2020 is located:

<https://www.universitiesaustralia.edu.au/policy-submissions/diversity-equity/universities-australias-indigenous-strategy-2017-2020/>

Department of Prime Minister and Cabinet (PM & C) - Indigenous Student Success Program (ISSP) funding

Provides supplementary funding to universities to help Aboriginal and Torres Strait Islander students to participate in and succeed at university. Funding is received based on enrolments, unit success rates and course completions. A requirement of this funding is that the university must have in place various documents and strategies including a current Indigenous Employment Strategy.

Achievements and challenges

There has been a decline in Indigenous Australian staff numbers between March 2017 and March 2018.

Year	Percentage of total staff	Percentage of academic staff	Percentage of professional/general staff
2017	2.5% (54 staff)	1.6% (12 staff)	3.3% (42 staff)
2018	2.3% (50 staff)	1.3% (10 staff)	2.8% (40 staff)
Variance	-0.2% (4 staff)	-0.3% (2 staff)	-0.5% (2 staff)

Table 1: Indigenous Australian staff statistics as at 31 March

Achievements

Increased representation of Indigenous Australian Staff

Since 2005 the University has increased the representation of Indigenous staff from 0.9% to 2.3%. As at 30 March 2018, the University employed 50 Indigenous staff in continuing or fixed term positions, comprising 38 general staff, 10 academic staff and two senior staff. While this highlights a significant overall increase over the longer term, we have seen a downward trend emerging over the last three to four years with our percentage of Indigenous staff falling from 2.7% in March 2015 to 2.3% in 2018.

Traineeships

Since 2007, the University has partnered with Department of Prime Minister and Cabinet to deliver programs which support the appointment of Indigenous trainees. These programs have resulted in the appointment of 40 trainees between 2007 and 2015. These trainees have been appointed in general staff positions across all campuses and most Faculties and Divisions. They have achieved a completion success rate of 77% (31 completions). Unfortunately a number of these trainees have not been retained long term. Currently there are limited opportunities to appoint trainees and the appointment of trainees now requires a shift from focussing on additional appointments to substantive appointments with a goal to consider succession planning on a long term basis.

Indigenous Australian Employment Register

The Indigenous Australian Employment Register, implemented in August 2018, provides an avenue for Indigenous Australians to identify and register for employment opportunities at Charles Sturt University. We aim to identify potential future casual, contract and ongoing employees. This is supported by the Indigenous Employment Coordinator.

Inclusion of Indigenous Australian Community members on interview panels

The inclusion of Indigenous Australian Community members on interview panels for identified positions has provided cultural knowledge and input directly from Community and thus helping determine the suitability of an applicant. This was implemented in 2017 and 2018 and involved engagement with Indigenous Australian Community. The process has been embedded into the broader recruitment process with responsibilities incorporated into the broader HR responsibilities.

Indigenous Staff Study Support Scheme

This scheme provides funding to Indigenous academic and professional/general staff members to cover costs associated with study for a qualification.

Indigenous Academic Leadership Development Scheme

This scheme provides financial support to Indigenous academic staff to undertake a professional activity that will foster development of leadership skills.

Indigenous Academic Cadetship Program

This is a pilot program which commenced in 2015 with one Indigenous Academic Cadet. The cadetship was completed in 2016 and provided a student in the second year of their undergraduate degree with the opportunity to undertake paid work involving exposure to academic and professional based activities within their School. This equated to 420 hours of paid employment per year over the two years of the program and resulted in the student securing various work experience placements with marketing agencies in metropolitan areas, however, the student did not progress with post-graduate studies. The student is now working for a cadetship organisation.

Nguluway

Nguluway has been a successful Indigenous Staff Development Conference which has played a critical role in the Indigenous Employment Strategy. It has run ten times since its introduction in 2005. This will continue to be a critical pillar in the new strategy. It will continue to run on a bi-annual basis with the aim to enhance it by creating more networking opportunities for staff on a smaller scale.

Exit interview process

Exit interviews conducted when staff leave the University provide Indigenous Australian Staff with the opportunity to share feedback on their employment experience with HR Business Partners or the Indigenous Employment Coordinator.

Inclusion of Indigenous Australian Community on Indigenous Employment Committee

Input from the community is integral to the Indigenous Employment Committee, to provide information and feedback from the perspective and needs of the Communities in which we service. Representation from the Wiradjuri Council of Elders and Indigenous Australians in Professional areas now forms part of the Terms of Reference for the IESAC.

Challenges

While much has been achieved, there is still some way to go to realise and embed University goals pertaining to Indigenous employment. Some of the challenges include:

- recruiting Indigenous academics to mainstream Faculty positions, especially in discipline areas which are the preferred areas of study for Indigenous students; and
- addressing security of employment and increasing the retention of Indigenous staff to maintain staffing numbers; and,
- looking at positions through the process of succession planning that will likely provide long term employment solutions for Indigenous Australians in positions at CSU;
- Reporting lines for the Indigenous Employment Strategy Advisory Committee (IESAC) have also been altered with the changes with the Equal Opportunity Committee, this has resulted in difficulty in reporting to the VCLT on progress, activities and outcomes.

Strategy Objectives and Action Plan

Objective 1: Recruitment = Impactful

INCREASE THE NUMBER OF INDIGENOUS AUSTRALIAN STAFF AT CSU ACROSS ALL LEVELS AND OCCUPATIONS

Key Performance Indicators

- Indigenous staff represent 3% of CSU's total staff population (continuing & fixed term).
- At least 2% of Academic staff positions across all Faculties are filled with Indigenous Australians.

Actions	Responsibility	Recommendations/Measures	Timeline
<p>1.1 Increase Employment Opportunities</p> <ul style="list-style-type: none"> • Mainstream continuing positions are made available for the Strategy. These positions will be targeted for Indigenous Australians. (Reflected in the Recruitment Form by asking 'why the position has not been selected for targeted advertising') 	<ul style="list-style-type: none"> • Indigenous Employment Coordinator • HR Recruitment Team 	<ul style="list-style-type: none"> • VCLT will set targets for targeted Indigenous Australian positions for each portfolio to reach by 2022 • 3% of salary budget quarantined for Indigenous Australian positions within each budget centre • Updated form used and discussions with areas increase around targeting roles. 	<ul style="list-style-type: none"> • September 2019 - Targets set • Monitored for the life of the Strategy • June 2019 - Recruitment form updated

1.2 Build consultation with the Indigenous Employment Coordinator into recruitment process

- Ensure all identified/targeted positions include consultation with the Indigenous Employment Coordinator as part of the recruitment strategy.

- Indigenous Employment Coordinator
- HR Recruitment Team

- Review HR Processes to ensure consultation with Indigenous Employment Coordinator takes place.
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- June 2019 – Changes to process implemented
- Ongoing review of process

1.3 Create employment opportunities for Indigenous Australian students – Growing Our Own

- Investigate opportunities for Indigenous Australian Students to undertake cadetships within professional areas within the University, relevant to their area of study.

- Indigenous Employment Co-ordinator
- Indigenous Cadetship Project Officer
- Manager, Indigenous Student Centre

- Implement an internally funded Indigenous Australian Cadetship Program
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- Australian Cadets commenced in Professional areas by 2020.

1.4 Opportunities to grow Indigenous Australian Academics

- Based on review of Indigenous Academic Fellowship (IAF's) program, develop and implement a

- Indigenous Employment Co-ordinator
- PVC Indigenous Education

- Report produced with development of proposed framework.

- Report completed by Sep 2019 and Framework developed by Dec 2019.

framework to support the recruitment of future IAF's or similar

1.5 Indigenous Australian Traineeships & Succession Planning

- Identify opportunities for Indigenous traineeships to be offered across all Faculties and Divisions, with long term succession planning built into and a focus for the appointment of trainees.
- Indigenous Employment Co-ordinator
- Managers/Heads of School
- Manager, Workforce Planning & Strategic Recruitment
- Promote entry level positions as traineeships
- Look to develop 'in-house' traineeships at higher levels and grow staff into higher level positions (general succession planning)
- Ongoing for the life of the Strategy and reported against annually.

Objective 2: Career Development = Impactful, Inclusive

INCREASE CAREER DEVELOPMENT OPPORTUNITIES FOR INDIGENOUS AUSTRALIAN STAFF

Key Performance Indicators

- Indigenous employees utilise University schemes to support formal study (eg study leave, academic leadership scheme, staff development scheme etc).
- Indigenous employees are represented among those applying for higher level positions/promotion.

Actions	Responsibility	Recommendations/Measures	Timeline
<p>2.1 Internal Staff Development Schemes</p> <ul style="list-style-type: none"> • Monitor and promote the use of the internal Indigenous Staff Study Support Scheme and the Indigenous Academic Leadership development scheme. • Promote to all Indigenous Australian staff and line managers. 	<ul style="list-style-type: none"> • Managers/Heads of School • Indigenous Employment Coordinator 	<ul style="list-style-type: none"> • Report on the number of Indigenous Australian Staff accessing support from these schemes on an annual basis. 	<ul style="list-style-type: none"> • Ongoing for the life of the strategy.
<p>2.2 Support for Job Applications</p> <ul style="list-style-type: none"> • Provide assistance with writing job applications and resumes to Indigenous employees applying for positions within and outside CSU 	<ul style="list-style-type: none"> • Indigenous Employment Coordinator • HR 	<ul style="list-style-type: none"> • Report people accessing group and one on one support on an annual basis and successful applications. 	<ul style="list-style-type: none"> • Ongoing for the life of the strategy

- Run information sessions 2 x per year on job applications at CSU and also follow up with individual appointments as requested.

2.3 Staff Networking

- Support Indigenous staff to attend the Indigenous Staff Conference (Nguluway).

- Supervisors
- Indigenous Employment Coordinator

- More than 70% of Indigenous Australian Staff attend Nguluway bi-annually

- To be monitored and reported after each bi-annual conference, with feedback from staff recorded to inform future planning.

2.4 Informal Staff Networking

- Investigate options for continuing professional development opportunities on a campus/location basis in between Nguluway conference years. Eg, 1 full day get together with staff.

- Indigenous Employment Coordinator

- More than 50% of staff attend location based professional development days

- Reported annually as it takes place with feedback from staff recorded to inform future planning

2.5 Job Reclassification / Academic Promotions Process

- Review the Reclassification and Promotions process to determine if it is culturally appropriate for Indigenous Australian Staff

- Indigenous Employment Coordinator (in consultation with Indigenous Australian Staff)
- Diversity & Equity Manager

- Reviewed policy to result in an increase in the number of Aboriginal staff applying for Reclassification and Promotion

- Monitor annually and report to relevant committees for ongoing review
- Seek feedback from Indigenous Applicants each year to inform

- If required, rework the policy to make it culturally appropriate
 - Academic Promotions Members
 - JCAC Committee Lead
- forward planning/review of processes.

Objective 3: Retention = Inclusive, Impactful, Inspiring

DEVELOP STRATEGIES AND POLICIES TO RETAIN INDIGENOUS AUSTRALIAN STAFF

Key Performance Indicators

- Indigenous employees are provided with opportunities to meet / interact regularly through a range of networks, across campuses
- Retention rates are the same for Indigenous employees as for all employees
- Where issues are identified that contribute to Indigenous Australian staff resigning, these are to be addressed with line managers

Actions	Responsibility	Recommendations/Measures	Timeline
<p>3.1 Maintain Indigenous Staff Networks</p> <ul style="list-style-type: none"> • Campus based face to face meetings, Nguluway and ‘groups’ of employees, eg, trainees, Fellows, Cadets • Use networks to promote greater awareness and understanding of University policies and procedures among Indigenous staff. 	<ul style="list-style-type: none"> • Indigenous Employment Coordinator 	<ul style="list-style-type: none"> • Attendance at bi-annual Nguluway and campus based meetings in alternate years. 	<ul style="list-style-type: none"> • Ongoing for the life of the strategy. Next conference due in 2019, campus based meeting in 2020 and ongoing.
<p>3.2 Staff Support – Indigenous and non-Indigenous staff</p> <ul style="list-style-type: none"> • Review on-boarding process to ensure details of support for 	<ul style="list-style-type: none"> • Executive Deans/Executive Directors • Indigenous Employment Co-ordinator • HR Recruitment Team 	<ul style="list-style-type: none"> • Increased uptake of onboarding support offered by Indigenous Employment Coordinator 	<ul style="list-style-type: none"> • On-going confidential reporting of contact with staff relevant to Indigenous Australian Employment matters at relevant meetings

Indigenous staff/employment are made available to all new staff

- Encourage line managers of Indigenous Australian staff to seek input from the Indigenous Employment Coordinator to be aware and understand support available

3.3 Identify Impacts on Retention of Staff

- Investigate methods to receive staff feedback on workplace issues which may impact on retention
- Develop a strategy to address issues contributing to staff exiting the institution and record these issues.

- Indigenous Employment Coordinator
- PVC Indigenous Education
- HR

- Gap in retention rates for all employees and Indigenous Australian employees is significantly reduced

- Development of Strategy by end of 2019, with implementation in 2020 and ongoing annually.

3.4 Developing Cultural Knowledge, Respect and Understanding

- Encourage the uptake of Indigenous Australian Cultural training and cultural immersion programs

- Indigenous Employment Coordinator
- DLT
- RAP Coordinator

- Meet target (when determined) for completion of the Indigenous Cultural Competence Program (ICCP)
- Establishment of cultural immersion programs at each campus

- Ongoing with intake of new staff.
- By end of 2022 all major campuses to have a framework for cultural immersion programs.

Objective 4: Workplace Culture = Inclusive, Insightful

CREATE A WORK PLACE CULTURE THAT ACKNOWLEDGES, VALUES AND RESPECTS INDIGENOUS AUSTRALIANS CULTURE AND KNOWLEDGE

Key Performance Indicators

- Indigenous staff are acknowledged for their cultural knowledge and expertise
- Indigenous Community relationships and cultural obligations are acknowledged, understood and appropriately managed
- Presence of Indigenous Elders at a range of CSU events/activities

Actions	Responsibility	Recommendations/Measures	Timeline
<p>4.1 Reconciliation Action Plan</p> <ul style="list-style-type: none"> • Develop and implement 'Our CSU RAP' which supports change in culture of the University 	<ul style="list-style-type: none"> • Indigenous Employment Coordinator • RAP Project Coordinator • All Faculties and Divisions as prescribed by the RAP 	<ul style="list-style-type: none"> • RAP approved by Reconciliation Australia, with regular reporting to RA, CSU and to external communities on progress of implementation. 	<ul style="list-style-type: none"> • Ongoing for the life of the RAP (2019 – 2020)
<p>4.2 Additional Workloads of Indigenous Australian Staff</p> <ul style="list-style-type: none"> • Draft a policy around acknowledging additional workloads for Indigenous Australian Staff (as reflected in the Enterprise Agreement 2018 – 2021) 	<ul style="list-style-type: none"> • Indigenous Employment Coordinator • Manager, Equity and Diversity • HR and all line managers 	<ul style="list-style-type: none"> • Policy incorporated into the everyday life of Indigenous Australian CSU Staff • Policy known and supported by staff and community published in the policy library 	<ul style="list-style-type: none"> • Policy finalised and in Policy Library by end 2019.

(developed in consultation of staff and community)

- Promote policy to all staff to ensure awareness.

4.3 Support for Line Managers of Indigenous Australian Staff

- Provide Indigenous Cultural Competence training to staff, with ongoing support as required, particularly for those areas recruiting Indigenous staff for the first time.

- DLS – ICC online released 2015
- School of Indigenous Australian Studies
- Indigenous Employment Co-ordinator
- HR Recruitment Team

- 100% of line manager, colleagues working with/recruiting Indigenous Australian Staff have undertaken ICCP and spoken with the Indigenous Employment Coordinator.

- Ensure process for this to happen is in place by end 2019 (processes within HR to trigger both measures)

4.4 Selection Committee Requirements

- Build requirement into recruitment process to have staff who chair selection committees to have undertaken Indigenous Cultural Competence training.

- HR Liaison Staff
- Heads of School, Managers
- Indigenous Employment Co-ordinator
- Division of Learning and Teaching

- All staff chairing selection committees for identified or targeted roles have completed the ICCP online program.

- Ongoing for the life of the Strategy (monitored on a case by case basis by HR and Indigenous Employment Coordinator)

4.5 Cultural/Special Leave

- Support Indigenous staff to apply for and be granted cultural leave in

- Supervisors/Heads of School
- Indigenous Employment Co-ordinator

- Monitor cultural leave during peak periods and for areas not using cultural leave, engage the Indigenous

- Ongoing for the life of the Strategy, checked every six months.

appropriate circumstances, including
leave for community obligations.

Employment Coordinator to provide
expert advice.