

YANNONEIT EMPLOYMENT STRATEGY (YES)

SEPTEMBER 2006



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Elders, families and forebears of the Wurundjeri tribe of the Kulin Nation who were the custodians of University land for many centuries. We acknowledge that the land on which we meet was the place of age old ceremonies of celebration, initiation and renewal and that the Kulin nation people's living culture had and has a unique role in the life of this region.

ABOUT THE NAME

To honour the Wurundjeri and to help keep alive their Woiwurrung language the name 'Yannoneit' - meaning 'to walk' or 'come walk' - was chosen for the Indigenous Employment and Career Development Strategy.

In our usage of Yannoneit we are symbolically inviting Indigenous people to walk with us on our path to: transform the lives of individuals and develop the capacities of industry and communities within the western Melbourne region and beyond through the power of vocational and higher education. (Mission Statement, VU Strategic Plan 2004-2008)

Elders of the Wurundjeri Council were consulted for permission to use the name.

ABOUT THE ARTWORK

The artwork was designed and painted by Paola Morabito. It was commissioned by Moondani Balluk the University's Indigenous Academic Unit and the design has been adopted as representative of the University's engagement with Indigenous people. The painting represents the relationship between Victoria University and Moondani Balluk and the meaning of 'embracing people' — being embraced by the University. The overall design represents the landscape and waterways of the western metropolitan region. The shape of the main section of the design has dual meanings — the outside lines represent boomerangs, showing the return of knowledge both to the community from VU and from the community to VU. It also reflects the shape of an eel — a plentiful food source of the Woiwurrung (Wurundjeri) and Boonwurrung peoples. The line designs contained within the main section represent the land, culture, law and connection of these people. The two 'bora ring' shapes represent Indigenous knowledge and show the context of imaginative inquiry, excellence and equality, which are values of the University and reflect the vision of the Moondani Balluk Indigenous Academic Unit: access, respect and justice and our relationship to land, culture, Elders and lore.



FOREWORD

Transforming the lives of individuals through the power of vocational and higher education is a driving ambition of our great University. The Yannoneit Employment Strategy (YES!) aims to achieve this ambition by providing better access to employment at the University for Indigenous Australians.

'Yannoneit' — meaning 'to walk' or 'come walk' - comes from the Woiwurrung language group spoken by the local Wurundjeri people who were the custodians of University land for many centuries.

YES! reaffirms our commitment to reconciliation and partnership with Indigenous Australians as articulated in the Reconciliation Statement, the Strategic Plan 2004-2008, the Staff Functional Plan, and the Victoria University (Academic and General Staff) Enterprise Bargaining Agreement 2005.

Democratic societies demand equity and justice for all citizens. Indigenous Australians — the first Australians — are the last Australians in all economic and social indicators. This disadvantage urgently needs redressing.

The University is strongly committed to improving participation rates of Indigenous Australians in employment and study.

YES! aims to increase the number of Indigenous employees in the University workforce, accelerate the employment of Indigenous people across the full spectrum of positions at the University, and establish the University as a supportive, culturally sensitive, and significant employer of Indigenous people.

Thank you to everyone who contributed to the development of the strategy. It is up to us now to collectively say YES! to Indigenous employment.

Professor Elizabeth Harman
Vice-Chancellor and President
December 2006

INTRODUCTION

Victoria University is the largest education provider and employer in the western suburbs of Melbourne and exemplifies diversity through a rich mix of staff and students from a range of cultural backgrounds.

It is committed to the employment of indigenous staff and has identified this as one of its key tasks in the Staff Functional Plan flowing from the Victoria University Strategic Plan 2004 – 2008. The Yanneit Employment Strategy (YES) 2006 aims to increase the number of indigenous staff employed in the University and is a primary outcome of this commitment.

The first iteration of this strategy was developed in July 2003 by a Victoria University Indigenous Employment and Career Development Working Party with the assistance of Susan Inglis from Inglis Consulting. Since then a number of initiatives have been put in place including the establishment of an Indigenous Employment Co-ordinator.

This update of the strategy and the actions described herein represent an extension and further implementation of the 2003 plan.

CONTACT DETAILS

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YES IMPLEMENTATION RESPONSIBILITY INDEX

Responsible Person	Recommendation
Committee for Postgraduate Studies.	11
Deputy Leader. Deputy Vice-Chancellor (Education Programs) and Director of TAFE.	4,9
Staff College	13,14,15,16
Director, Human Resources.	5
Director, Moondani Balluk.	2,7,9,10,11,12,15
Director, Office for Industry Region and Research.	2
Director, Postgraduate Research Unit – Postgraduate scholarships.	11
Executive Deans.	1,2,4
Executive Deans and Associate Directors (TAFE) and Directors.	1
Deputy Vice-Chancellor Capital and Management Services.	19
Head of School of Human Movement, Recreation and Performance.	7
Human Resources Advisors.	16,17,18
Indigenous Community Liaison Officer.	3,8
Indigenous Employment Coordinator.	1,2,3,4,6,10,13,14,15,16,17,18,19
Vice Chancellor.	2

YANNONEIT EMPLOYMENT STRATEGY (YES)

<p>OBJECTIVES</p>	<ul style="list-style-type: none"> ● Increase the number of Indigenous Employees in the University workforce; ● Accelerate the employment and development of Indigenous people across the full spectrum of positions of the University; ● Establish Victoria University as a supportive, culturally sensitive and significant employer of Indigenous people. 					
<p>STRATEGIC LINKS</p>	<table border="0"> <tr> <td data-bbox="352 1523 638 1921"> <p>2004-2008 STRATEGIC PLAN</p> <p>2.1 Develop Mechanisms to attract, retain and reward staff with a view to ensuring a dynamic and diverse staff profile that allows the University to continually expand its capacity and respond creatively in managing its future.</p> <p>2.6 Continue to develop Equal Employment Opportunity and other programs which recognise the diverse career and management development needs of groups that are under-represented among the University's staff and leaders.</p> </td> <td data-bbox="352 1120 638 1523"> <p>THE STAFF FUNCTIONAL PLAN</p> <ul style="list-style-type: none"> ● Develop and implement the YES ● Identify appropriate mentoring and support for Indigenous students who could be encouraged to become staff members. ● Develop or revise HR policies and revise recruitment processes to build diversity into the staff profile. </td> <td data-bbox="352 716 638 1120"> <p>THE TEACHING AND LEARNING SUPPORT FUNCTIONAL PLAN</p> <ul style="list-style-type: none"> ● Promoting cross-cultural understanding. ● Providing and encouraging staff professional and career development. </td> <td data-bbox="352 378 638 716"> <p>VICTORIA UNIVERSITY EBA 2005</p> <p>Clause 29</p> </td> </tr> </table>	<p>2004-2008 STRATEGIC PLAN</p> <p>2.1 Develop Mechanisms to attract, retain and reward staff with a view to ensuring a dynamic and diverse staff profile that allows the University to continually expand its capacity and respond creatively in managing its future.</p> <p>2.6 Continue to develop Equal Employment Opportunity and other programs which recognise the diverse career and management development needs of groups that are under-represented among the University's staff and leaders.</p>	<p>THE STAFF FUNCTIONAL PLAN</p> <ul style="list-style-type: none"> ● Develop and implement the YES ● Identify appropriate mentoring and support for Indigenous students who could be encouraged to become staff members. ● Develop or revise HR policies and revise recruitment processes to build diversity into the staff profile. 	<p>THE TEACHING AND LEARNING SUPPORT FUNCTIONAL PLAN</p> <ul style="list-style-type: none"> ● Promoting cross-cultural understanding. ● Providing and encouraging staff professional and career development. 	<p>VICTORIA UNIVERSITY EBA 2005</p> <p>Clause 29</p>	
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YES RECOMMENDATIONS

STRATEGY 1	STRATEGY 2	STRATEGY 3	STRATEGY 4	STRATEGY 5
<ol style="list-style-type: none"> 1. Increase Indigenous employees to 2% of the total staff population, within seven years i.e by the end of 2013. 2. Senior University Staff to actively promote the Strategy internally and externally. 3. Support current Indigenous employees to actively promote the University as an employer. 	<ol style="list-style-type: none"> 4. Establish Academic appointments for an Indigenous Australian/s. 5. Appoint an Indigenous Employment Coordinator. 6. Appoint an Indigenous Community Liaison Officer. 7. Review the staffing of Indigenous specific programs. 8. Develop a database of Indigenous people interested in working within the University. 9. Promote an Indigenous Visiting Fellow Scheme. 	<ol style="list-style-type: none"> 10. Provide opportunities for Indigenous people to gain experience in and an understanding of the University. 11. Nurture Indigenous students to pursue academic careers within the University. 12. Foster Indigenous researchers and Indigenous related/focused research projects and courses/ subjects. 13. Develop an induction strategy for Indigenous employees. 14. Review career development opportunities for existing Indigenous employees. 15. Enhance support networks for Indigenous employees. 	<ol style="list-style-type: none"> 16. Review recruitment and selection policies and practices. 17. Promote Indigenous leave provisions. 18. Promote flexible employment arrangements. 	<ol style="list-style-type: none"> 19. Establish a Steering Committee.

STRATEGY 1: OVERALL TARGET.

Objective: To increase the number of Indigenous Australian employees at the University proportionate to the Australian Indigenous population.

RECOMMENDATION 1:	IMPLEMENTATION	EY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Increase Indigenous employees to 2% of the total staff population, within seven years i.e. by the end of 2013. At current staffing levels of 2452 this would mean a total Indigenous staff of 49.</p> <p>INTRODUCTION:</p> <p>As an indicator, the University should aspire to appoint at least 5 FTE Indigenous staff a year (this does not include casual and sessional staff as the DEST reporting requirements are based on full-time and fractional full-time fixed term and ongoing staff only).</p> <p>In order to maximise employment opportunities for Indigenous employees across the sector a great deal of co-ordination and collaborative effort is called for from each Faculty, School, Centre and Administrative Department.</p>	<ul style="list-style-type: none"> The University to aim at an annual incremental increase of Indigenous employees of at least: <ul style="list-style-type: none"> 5 in 2007, 6 in 2008 and 2009, 8 in 2010 – 2013 totalling 49 Indigenous staff by 2013. These targets to be reviewed and adjusted on an annual basis. Each Faculty, School, Centre and Administrative Division within Higher Education and TAFE will identify in their Annual Operational Plan their strategies for proactively recruiting and retaining Indigenous Australians, and will have key performance indicators to measure effort towards increasing pathways for Indigenous employment. Deans Advisory Committee to consider how Indigenous appointments could be explored when vacancies arise, actively seeking ways to promote positions to Indigenous communities. Appointments will be made across all levels within the University and across all areas, including Higher Education and TAFE, academic (teaching and research) and general staff, noting that a success factor is to design positions that cater for interested Indigenous job applicants. The Indigenous Employment Coordinator will regularly monitor and report progress towards the target to ensure appropriate representation of Indigenous Australians across a range of work areas and employment levels. 	<ul style="list-style-type: none"> Total number of Indigenous staff. Number of engagements on an annual basis. Number of separations/terminations. Academic/departmental operational plans that include an Indigenous Employment strategy. Number of Indigenous staff in each Academic/department unit. Plan and strategy for Indigenous appointments developed. Number of appointments to specific levels Departments and Faculties. Quarterly reports. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator. Steering Committee. Executive Deans and Associate Directors (TAFE) and Directors. Executive Deans. Executive Deans and Associate Directors (TAFE) and Directors. Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Immediate and ongoing. End of 2013. Sept/Oct. Annually. Immediate and ongoing. Immediate and ongoing. Quarterly per annum.

RECOMMENDATION 2:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
Senior University Staff to actively promote the Strategy internally and externally.	<ul style="list-style-type: none"> The University to publicly launch the Strategy once ratified. 	<ul style="list-style-type: none"> Launch by Vice Chancellor. 	<ul style="list-style-type: none"> Vice Chancellor. 	<ul style="list-style-type: none"> Dec. 2006.
<p>INTRODUCTION:</p> <p>In order for the Strategy to be achieved, senior University staff members need to champion and lead other staff in promoting opportunities for Indigenous people within the University.</p>	<ul style="list-style-type: none"> The Director of Moondani Balluk and the Indigenous Employment Coordinator to give an introductory presentation to VCAC (Services) post July on Indigenous matters to engender understanding and active support of the Strategy. Indigenous Employment Coordinator to explain and promote the Strategy to all Executive Deans, Associate Directors TAFE and Directors. As a means of expressing the University's commitment to Indigenous affairs, consideration be given to conferring honorary titles to local Indigenous elders. This is a way of formalising promotion of the University within the local Indigenous community and beyond, and increasing the visibility of Indigenous leaders in the University. These individuals could be invited to graduation ceremonies and have an ongoing advisory role. 	<ul style="list-style-type: none"> Presentation and feedback. Regular meetings and forums. Feedback. Criteria for award established. Title conferred. 	<ul style="list-style-type: none"> Director, Moondani Balluk and Indigenous Employment Coordinator. Indigenous Employment Coordinator. Director, Moondani Balluk and Executive Deans. 	<ul style="list-style-type: none"> Sept. 2006. Immediately and ongoing. Annually.
	<ul style="list-style-type: none"> The Vice Chancellor to consider sponsorship of an annual lecture by an Indigenous Australian. The lecture series could be named after a prominent local Indigenous Australian. Encourage Executive Deans to invite Indigenous Australians to give lectures as part of the Executive Deans' lecture series. 	<ul style="list-style-type: none"> Lecture series established. Lectures given by Indigenous Australians. 	<ul style="list-style-type: none"> Director, Moondani Balluk. Director, Moondani Balluk and Executive Deans. 	<ul style="list-style-type: none"> Annually. Annually.

<p>Support current Indigenous employees to actively promote the University as an employer.</p> <p>INTRODUCTION:</p> <p>The critical role of Indigenous employees in promoting the University as an employer to the local Indigenous community cannot be over-estimated. This requires face-to-face contact with Indigenous people and an ongoing presence in community forums to reinforce the message that Victoria University is serious about employing Indigenous people and values their cultural heritage.</p>	<p>The Indigenous Employment Coordinator to develop a process and a proposed budget to support the promotion of the University by Indigenous employees.</p> <p>It is expected the process will include:</p> <p>a) Identify relevant Indigenous community forums and support attendance by current Indigenous employees at such forums to promote the University as an employer. This might include supporting Indigenous employees to speak at events or attend as a University representative, either explicitly promoting the University as an employer or by implication through their presence.</p> <p>b) Approach current and future Indigenous employees who are prepared to be identified to promote their story in Indigenous media (such as the Koori mail, Koori radio programs), through University media, as well as other media as a way of personalising Indigenous employment at Victoria University.</p> <p>c) Regularly present information about the University at Indigenous community-based forums.</p> <p>d) Use willingness to promote the University as a criterion for selecting Indigenous employees.</p>	<ul style="list-style-type: none"> ● Development and implementation of a marketing and promotional strategy. 	<ul style="list-style-type: none"> ● Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> ● Annually.
		<ul style="list-style-type: none"> ● Number of forums attended. ● Presentations given. ● Feedback from the Indigenous Community. 	<ul style="list-style-type: none"> ● Indigenous Employment Coordinator and Indigenous Community Liaison Officer. 	<ul style="list-style-type: none"> ● Immediate and ongoing.
		<ul style="list-style-type: none"> ● Number of Indigenous employees participating. ● Feedback and response to the stories. 		<ul style="list-style-type: none"> ● Immediate and ongoing.
		<ul style="list-style-type: none"> ● Number of presentations given. ● Feedback from the Indigenous Community. ● Number of Indigenous employees participating. 		<ul style="list-style-type: none"> ● Immediate and ongoing. ● Immediate and ongoing.

STRATEGY 2: SPECIFIC APPOINTMENTS.

Objective: To appoint Indigenous Australians to positions within the University that are identified Indigenous specific.

RECOMMENDATION 4:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Establish Academic appointments for an Indigenous Australian/s.</p> <p>Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC.).</p>	<ul style="list-style-type: none"> Deputy-Vice-Chancellor (Education Programs) and Director TAFE to determine the nature and number of the appointment/s, in conjunction with the Deans. Create relevant position description/s. Develop a recruitment strategy. Seek VCAT exemption. Advertise the position/s. Recruit suitable Indigenous employees. 	<ul style="list-style-type: none"> Number and nature of Academic appointments established. Position Descriptions designed. Recruitment Strategy developed. Exemption granted. Positions advertised. Recruitment to the position. 	<ul style="list-style-type: none"> Deputy-Vice-Chancellor (Education programs) and Director of TAFE. Executive Deans or nominees in conjunction with the Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Immediate and ongoing. Immediate and ongoing.
<p>RECOMMENDATION 5:</p> <p>Appoint an Indigenous Employment Coordinator.</p> <p>INTRODUCTION:</p> <p>An Indigenous Employment Coordinator to be appointed to facilitate the development, implementation and monitoring of the Indigenous Employment and Career Development Strategy. The person will be an Indigenous Australian. Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC.).</p>	<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> Gain approval for the position. Develop recruitment strategy. Seek VCAT exemption. Advertise the position. Recruit a suitable Indigenous employee. 	<p>KEY PERFORMANCE INDICATOR</p> <ul style="list-style-type: none"> Position approved. Strategy developed. Exemption granted. Position advertised. Recruitment to the position. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> Director, Human Resources 	<p>TIME FRAME</p> <ul style="list-style-type: none"> Immediate.

RECOMMENDATION 6:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Appoint an Indigenous Community Liaison Officer.</p> <p>INTRODUCTION:</p> <p>A critical aspect of the success of the Strategy is liaising with relevant Indigenous communities to identify people with the skills, knowledge and interest to fill vacant University positions. This requires promoting the University by actively circulating in communities to build on the existing links at a local and state level, generate national interest in the University, and an understanding of where matches can be made. This person will be an Indigenous Australian. Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC).</p>	<ul style="list-style-type: none"> Gain approval for the position. Develop recruitment strategy. Seek VCAT exemption. Advertise the position. Recruit a suitable Indigenous employee. 	<ul style="list-style-type: none"> Position approved. Strategy developed. Exemption granted. Position advertised. Recruitment to the position. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Dec. 2006.
<p>RECOMMENDATION 7:</p> <p>Review the staffing of Indigenous specific programs.</p> <p>Introduction:</p> <p>Currently the only Indigenous specific program is offered by the Moondani Balluk Academic Unit in the School of Human Movement Recreation and Performance.</p>	<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> Review the staffing of Indigenous-specific programs to ensure there are sufficient Indigenous staff members to effectively deliver the requirements. Consider ways to ensure the programs have appropriate infrastructure to support and sustain Indigenous enrolments. Consider ways to ensure these programs have ongoing funding, are supported by the University and are attached to core DEST-funded places. 	<p>KEY PERFORMANCE INDICATOR</p> <ul style="list-style-type: none"> Completion of review on an annual basis. Number of Indigenous enrolments. Appropriate support infrastructure in place. Sufficient funding in place. Level of University support. Core DEST funding received. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> Director, Moondani Balluk in conjunction with the Head of School of Human Movement, Recreation and Performance. 	<p>TIME FRAME</p> <ul style="list-style-type: none"> Annually.

RECOMMENDATION 8:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Develop a database of Indigenous people interested in working within the University.</p>	<p>The Indigenous Community Liaison Officer to develop a database of Indigenous people interested in working within the University and to advertise the register to Faculties and Corporate Units to encourage selection as either casuals, sessional staff or in full or part-time positions. The Register would include the skills, knowledge, qualifications and interest areas of each person, together with their availability, and would need to be updated six-monthly.</p>	<ul style="list-style-type: none"> Database developed and maintained. 	<ul style="list-style-type: none"> Indigenous Community Liaison Officer. 	<ul style="list-style-type: none"> Jan. 2007 and ongoing.
<p>RECOMMENDATION 9: Promote an Indigenous Visiting Fellow Scheme.</p> <p>INTRODUCTION: We know that current Indigenous academics have come to the University via a variety of pathways. This scheme will provide an entr�ee to the University for Indigenous professionals who may come from industry or academia and will serve to build a base of Indigenous people familiar and interested in the University who may later convert to full-time positions. It is anticipated that individuals would work on a specific project/s that may involve joint research and/or teaching.</p> <p>Consideration should also be given for remuneration to assist with general and specific costs while working at Victoria University. Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC.).</p>	<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> Gain approval for the scheme. Develop recruitment strategy. Seek VCAT exemption. Advertise the scheme. 	<p>KEY PERFORMANCE INDICATOR</p> <ul style="list-style-type: none"> Scheme approved. Strategy developed. Exemption granted. Scheme advertised. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> Deputy Vice-Chancellor (Education Programs) & Director TAFE. Director, Moondani Bailuk. 	<p>TIME FRAME</p> <ul style="list-style-type: none"> Annually from 2007.

STRATEGY 3: PATHWAYS TO CONTINUING EMPLOYMENT.

Objective: To provide opportunities for Indigenous Australians to gain continuing employment through vocational training and education.

RECOMMENDATION 10:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Provide opportunities for Indigenous people to gain experience in and an understanding of the University.</p> <p>INTRODUCTION:</p> <p>In order to increase the pool of people with experience working in the University, explore the provision of schemes such as secondments, exchanges, traineeships and apprenticeships to both train Indigenous people and utilise existing skills. In addition, enhance opportunities for sessional employment, casual and part-time work, and encourage work experience programs. These programs may have a flow-on effect of either leading to full-time employment or by communicating a positive experience of working in the University to others and consequently lead to increased interest in working in the University among other Indigenous people.</p> <p>Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC).</p>	<ul style="list-style-type: none"> Investigate the development of a secondment scheme, exchange and/or partnership program for Indigenous employees with relevant capabilities from other organisations to be employed for up to a 12-month period. Advertise the policy to relevant organisations Explore the availability of traineeships and apprenticeships, including government-funded programs, with a view to providing long-term employment for Indigenous people. Encourage the use of Indigenous people as sessional staff, casuals and in part-time positions in order to facilitate skill development as a pathway to continuing employment. Instigate work experience programs for Indigenous students, both studying within the University and those in secondary schools. Explore ways for academic and other staff to identify Indigenous individuals with potential to work within the University and ways to offer intellectual, financial, or pastoral support. Initiate traineeships for prospective Indigenous employees to acquire appropriate skills and work experience in readiness to apply for continuing employment when relevant positions in the University become available. 	<ul style="list-style-type: none"> Policy and procedures established. Scheme advertised. Number of Indigenous employees engaged. Programs sourced and funding applications submitted. Funding approvals. Number of Indigenous employees appointed. Number of Indigenous people engaged on a sessional, casual and part-time basis. Number obtaining full-time employment. Number of Indigenous students participating in work experience programs. Indigenous individuals identified and recruited to the University. Traineeship program developed and offered. Number of participants. Number of participants obtaining on-going employment. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator. Indigenous Employment Coordinator in conjunction with Director, Moondani Balluk. 	<ul style="list-style-type: none"> Ongoing from 2007. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Ongoing from 2007.

RECOMMENDATION 11:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Nurture Indigenous students to pursue academic careers within the University.</p> <p>INTRODUCTION: As well as formal scholarships to encourage Indigenous students to continue to postgraduate study and then into academia, encourage staff to support individual Indigenous students with potential to pursue a career within the University, perhaps through a mentoring program.</p> <p>Application to the Victorian Civil And Administrative Appeals Tribunal (VCAT) is required for exemption under section 83 of the Equal Opportunity Act 1995 (VIC).</p>	<ul style="list-style-type: none"> One-year scholarship to cover HECS fees for an honours student who intends to later proceed to postgraduate studies. Two annual Postgraduate Scholarships per year to sponsor Indigenous students to continue to postgraduate studies or further their postgraduate studies at Graduate Diploma or Masters Level (for those not eligible for Commonwealth Government research scholarship). Two annual PhD Scholarships for Indigenous people. Increase awareness of Commonwealth scholarships available, e.g. ARC Scholarship, which have not been taken up at the University to date. Develop specific policies to encourage higher degrees by research for Indigenous students. Explore the possibility of developing a position of Indigenous Postgraduate Officer to promote postgraduate opportunities, support postgraduate students, promote Indigenous knowledge and source and advertise funding. Utilise sessional positions to employ Indigenous postgraduate students (i.e. as tutors, sessional lecturers), drawing on a fund set aside for Faculties to be subsidised for making such appointments. Explore the possibility of providing funded teaching appointments for Indigenous postgraduate students to both assist them develop teaching experience plus support them financially to complete their studies. 	<ul style="list-style-type: none"> Scholarship developed and offered. Completion of scholarship by recipient. Scholarships developed and offered. Completion of scholarships by recipients. Scholarships developed and offered. Completion of scholarships by recipients Advertise scholarship availability. Number of enquiries and applications from Indigenous students. Policies developed and implemented. Position approved. Strategy developed. VCAT exemption. Position advertised. Funds allocated. Sessional positions allocated. Indigenous postgraduate students engaged. Funds allocated. Teaching positions allocated. Indigenous postgraduate students engaged. Funds allocated. 	<ul style="list-style-type: none"> Committee for Postgraduate Studies, Director Postgraduate Research Unit – postgraduate scholarships. Director, Moondani Balluk 	<ul style="list-style-type: none"> Ongoing from 2007. Ongoing from 2007. Ongoing from 2007. Immediate and ongoing. 2007. 2007. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing.

<p>RECOMMENDATION 12: Foster Indigenous researchers and Indigenous related/focused research projects and courses/subjects.</p> <p>Introduction: The University has under-utilised existing Commonwealth programs to advance Indigenous researchers and promote Indigenous research. In addition, there is a need to increase understanding of Indigenous knowledge in the University in a formal way.</p>	<ul style="list-style-type: none"> ● Explore other ways for academic and other staff to identify Indigenous individuals with potential to continue their studies and ways to offer intellectual, financial, or pastoral support. ● Develop a support network for Indigenous postgraduate students amongst Indigenous academic staff who elect to participate. ● Encourage Indigenous postgraduate students to present and publish papers, recognising that this is a key pathway to academic employment. 	<ul style="list-style-type: none"> ● Nominations from academic and other staff. ● Number of successful nominees. ● Type of support provided. ● Support network in place. ● Participation from Indigenous academic staff. ● Academic papers published. 	<ul style="list-style-type: none"> ● Immediate and ongoing. ● Immediate and ongoing. ● Immediate and ongoing.
<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> ● Create a central register of Indigenous related/focused research projects. ● Promote understanding of Indigenous knowledge as a distinct body of knowledge in its own right. ● Encourage University staff to utilise the knowledge of Indigenous Services and Programs in designing the content and delivery of subjects with an Indigenous focus. ● Promote Australian Research Council Discovery Indigenous Researchers Development Cadetship which provide up to two-year salary, equivalent to an Australian Postdoctoral Fellowship. ● Promote Australian Research Council Discovery Indigenous Researchers Development grants which support researchers and postgraduate students. 	<p>KEY PERFORMANCE INDICATOR</p> <ul style="list-style-type: none"> ● Central register created and maintained. ● Academic papers presented. ● Forums and seminars held. ● Forums and seminars held. ● Briefings and meetings. ● Number of subjects developed. ● Advertise support for and availability of Cadetship. ● Number of Cadetships awarded. ● Advertise support for and availability of grants. ● Number of grants awarded. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> ● Director, Moondani Balluk. ● Director, Office for Industry Region and Research. <p>TIME FRAME</p> <ul style="list-style-type: none"> ● Immediate and ongoing. ● Immediate and ongoing. ● Immediate and ongoing. ● Immediate and ongoing. ● Immediate and ongoing. 	

RECOMMENDATION 13:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Develop an induction strategy for Indigenous employees.</p> <p>INTRODUCTION: Success in employment often can be influenced by the initial introduction to the position, people and processes. The aim of the Induction Strategy for Indigenous Employees is to provide a positive initial experience of the University, by ensuring there is a clear job description and training in the job, structured introductions to relevant staff and others, and a welcoming start. This will be incorporated into the review of induction processes across the University.</p>	<ul style="list-style-type: none"> Review the existing induction program for suitability for Indigenous employees and determine if additional activities are required and, if so, develop and implement these activities. Develop an introduction to other Indigenous staff as part of their orientation process. 	<ul style="list-style-type: none"> Induction program reviewed as required for Indigenous employees. Introduction program developed. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator in conjunction with the Staff College. 	<ul style="list-style-type: none"> Jan. 2007.
<p>RECOMMENDATION 14: Review career development opportunities for existing Indigenous employees.</p> <p>INTRODUCTION: Whilst the focus of much of the Strategy is on employing new Indigenous people, of equal importance is retaining and developing existing Indigenous staff. To this end, avenues for assisting Indigenous employees to progress and advance within the University are to be explored, drawing on the expertise within the Staff College. The provision of study leave to advance educational qualifications also needs to be promoted and supported to assist in progressing the careers of Indigenous staff. It is important to recognise that for some Indigenous staff, education may take the form of exploring their Aboriginality.</p>	<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> Investigate and develop promotion and career development opportunities for Indigenous employees. Panels assessing existing Indigenous employees for promotion to comprise, where practical, 50% Indigenous employees or at least one Indigenous employee. Encourage the use of study leave amongst Indigenous employees to further their careers. Promote the National Indigenous Staff Scholarship Scheme, which provides funding to take one year of leave to undertake full-time higher education study. 	<p>KEY PERFORMANCE INDICATOR</p> <ul style="list-style-type: none"> Promotion and career development opportunities developed. Policy and procedures for promotion of Indigenous employees developed. Study Leave provisions promoted to Indigenous employees. Number of Indigenous employees accessing Study Leave. Inform Indigenous employees of the availability of Scholarship. Number of Scholarships awarded. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> Indigenous Employment Coordinator in conjunction with the Staff College. 	<p>TIME FRAME</p> <ul style="list-style-type: none"> Jan. 2007. Immediate and ongoing. Immediate and ongoing.

RECOMMENDATION 15:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Enhance support networks for Indigenous employees.</p> <p>INTRODUCTION:</p> <p>While the feedback from current Indigenous employees suggests the University is a supportive environment for staff, there is evidence from Moondani Balluk and statistics on qualification levels of Indigenous staff in Australian universities that Indigenous staff struggle in sustaining their experiences as University employees.</p> <p>A range of formal as well as informal support mechanisms need to be provided so that Indigenous staff feel supported and hence choose to aspire to higher levels of education, are able to take advantage of situated learning and are able to sustain their efforts to attain their chosen goals. This is part of the Staff College's role in building up specific networks across the University.</p>	<ul style="list-style-type: none"> ● Mentoring — identify individuals with appropriate experience and standing in the University who can act as role models and assist Indigenous employees to identify their career aspirations, be a sounding board and provide guidance where needed. ● Eldership — identify elders willing to act as mentors for Indigenous employees, and ● a regular program for Indigenous employees to gather with Elders in the community in an informal setting to learn from them and share knowledge and experiences. ● Shadowing — provide the opportunity for Indigenous employees to observe other staff in action as a way of increasing their understanding of different areas of the University and ways of working. ● Promote self-development and career development opportunities. 	<ul style="list-style-type: none"> ● Mentoring program established. ● Eldership program established. ● Programs designed on an individual basis. ● Inform Indigenous employees of opportunities available and encourage participation. 	<ul style="list-style-type: none"> ● Indigenous Employment Coordinator. ● Director, Moondani Balluk ● Project Leader Staff College. 	<ul style="list-style-type: none"> ● Feb. 2007. ● Feb. 2007. ● Immediate and ongoing. ● Immediate and ongoing.

STRATEGY 4: REVIEW HUMAN RESOURCES POLICIES AND PRACTICES.

Objective: To review HR policies and practices in support of employment and career progression for Indigenous people.

RECOMMENDATION 16:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Review recruitment and selection policies and practices.</p> <p>Introduction: All recruitment and selection processes are to be culturally sensitive as well as merit based.</p>	<ul style="list-style-type: none"> Review Position Descriptions to ensure they are clearly written and are culturally inclusive. Guidelines for advertising positions to be promoted to all hiring managers and all advertisements for Victoria University positions. Ensure those responsible for designing and advertising jobs have access to recruitment guidelines to ensure Indigenous applicants are encouraged to apply and made aware of employment opportunities. To include “Indigenous Australians are encouraged to apply”, and, where possible, recognise prior work and non-work experience including the provision “educational qualifications and/or relevant experience” (bolding the and/or) and the telephone number of the IEC. To be worded in clear English, avoiding jargon. To be placed in relevant Koori and other newspapers and posted at The Indigenous Gathering Place. 50% of selection panels for identified Indigenous positions to consist of a combination of Indigenous employees and Indigenous community members and at least one Indigenous employee and/or Indigenous community member on selection panels where the applicant has identified as Indigenous. 	<ul style="list-style-type: none"> Position Descriptions reviewed. Advertising guidelines in place. Guidelines disseminated. Recruitment guidelines established and accessible. Wording included in advertisements. Wording reviewed to avoid jargon. Advertisements placed in Indigenous media and organisations. Included in recruitment policies and procedures. 	<ul style="list-style-type: none"> HR Advisors. Indigenous Employment Coordinator. Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing. Immediate and ongoing.

IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<ul style="list-style-type: none"> Additional training component provided for selection panels who will be interviewing Indigenous candidates on questions, room set up, follow-up to candidates and incorporation of these matters into existing staff selection training programs. 	<ul style="list-style-type: none"> Incorporated in staff selection training programs. 	<ul style="list-style-type: none"> Project Leader Staff College. 	<ul style="list-style-type: none"> Immediate and ongoing.
<ul style="list-style-type: none"> For identified positions, list knowledge and understanding of Aboriginal culture and society as the first of the selection criteria 	<ul style="list-style-type: none"> Selection Criteria updated. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator. HR Advisors. 	<ul style="list-style-type: none"> Immediate and ongoing.
<ul style="list-style-type: none"> Utilise external recruitment providers with diversity specific expertise to identify suitable Indigenous candidates for positions advertised externally. 	<ul style="list-style-type: none"> External recruitment providers utilised. Performance of external recruitment providers. 		<ul style="list-style-type: none"> Immediate and ongoing.
<ul style="list-style-type: none"> Create a protocol so that when an Indigenous person is appointed to any position the Manager of that person must agree to undergo cross-cultural training, allow the new employee access to cultural leave provisions, and commit to regular professional development coaching. 	<ul style="list-style-type: none"> Protocol for cross-cultural training in place. Training sessions provided. Impact of training through feedback from staff undergoing training and Indigenous staff under their supervision. 		<ul style="list-style-type: none"> Immediate and ongoing.
<ul style="list-style-type: none"> Revise recruitment and selection of staff policy and procedures eligibility criteria for applicants for positions advertised internally only to allow Indigenous applicants applying through the YES. 	<ul style="list-style-type: none"> Policy and procedures revised. 	<ul style="list-style-type: none"> Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Immediate and ongoing.

RECOMMENDATION 17:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Promote Indigenous leave provisions.</p> <p>INTRODUCTION: Cultural leave provisions exist but feedback suggests they are not widely known about or there is a reticence to ask for leave. These provisions allow for paid leave of up to a maximum of five working days and leave without pay up to a maximum of ten working days per calendar year for the purpose of fulfilling ceremonial obligations, which might include initiation, funerals, sacred site or land ceremonies. Special paid leave up to a maximum of five working days per calendar year may be approved to prepare or attend community organisation business and cultural events.</p>	<ul style="list-style-type: none"> ● The Indigenous Employment Coordinator will initiate a strategy to raise awareness of Indigenous leave provisions by University staff in management and leadership positions and encourage their use. ● Develop processes to regularly remind identified Indigenous employees and managers of cultural leave provisions. ● Develop an information kit for prospective Indigenous employees and also for prospective managers. 	<ul style="list-style-type: none"> ● Strategy developed. ● Regular briefings and information sessions and/or email. ● Information kit developed. 	<ul style="list-style-type: none"> ● HR Advisors. ● Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> ● Feb. 2007. ● Immediate and ongoing. ● Feb 2007.
<p>RECOMMENDATION 18: Promote flexible employment arrangements.</p> <p>INTRODUCTION: The University currently has a range of flexible employment arrangements for all staff. Emphasis of these arrangements is likely to help attract Indigenous people as employees.</p>	<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> ● 48/52 employment (this provides the option for an additional unpaid 4 weeks leave a year, with the annual salary adjusted accordingly over the year). ● Job-share arrangements. ● Conversion from full-time to part-time. ● Conversion from full-time to casual or sessional employment. 	<ul style="list-style-type: none"> ● Information Kit developed. 	<p>RESPONSIBLE PERSON</p> <ul style="list-style-type: none"> ● HR Advisors ● Indigenous Employment Coordinator 	<p>TIME FRAME</p> <ul style="list-style-type: none"> ● Feb. 2007.

STRATEGY 5: ONGOING REVIEW AND MONITORING.

Objective: To provide strategic direction and advice, and to review and monitor progress, and provide a formal mechanism of reporting.

RECOMMENDATION 19:	IMPLEMENTATION	KEY PERFORMANCE INDICATOR	RESPONSIBLE PERSON	TIME FRAME
<p>Establish a Steering Committee.</p> <p>INTRODUCTION:</p> <p>Committee will provide a formal mechanism for feedback from and information flow to Indigenous employees and students and the local Indigenous community.</p> <p>Where necessary, the Committee will liaise with the Victorian Minister for Aboriginal Affairs.</p>	<ul style="list-style-type: none"> Establishment of a Steering Committee. The Committee may establish a formal agreement with The Indigenous Gathering Place as the representative of the local Indigenous community regarding ongoing development of the Strategy. The Committee will ensure that a section reporting on the achievement of the Indigenous Employment and Career Development Strategy goals and targets is written for the University Annual Report. Interim quarterly-monthly reports will be submitted to the Committee by the Indigenous Employment Coordinator to report on progress towards meeting the Strategy. Annual benchmarking against practices in other universities will be conducted by the Indigenous Employment Coordinator and reported to the Committee. A sub-set of the Steering Committee, consisting of the Director Moordani Balluk, Director Human Resources, Director of Staff Learning and Educational Development and Manager, Equity and Social Justice, would provide ongoing support and a point of reference for the Indigenous Employment Coordinator to assist with operational decisions that require consultation. 	<ul style="list-style-type: none"> Committee established. Committee meets quarterly. Agreement in place. Section included in the University Annual Report. Progress/achievement reports. Benchmarks determined. Annual benchmark reports. Sub-Committee established. Sub-Committee meets monthly or as required. 	<ul style="list-style-type: none"> Deputy Vice-Chancellor Capital and Management Services. Indigenous Employment Coordinator. 	<ul style="list-style-type: none"> Sept. 2006. Immediate and Ongoing

