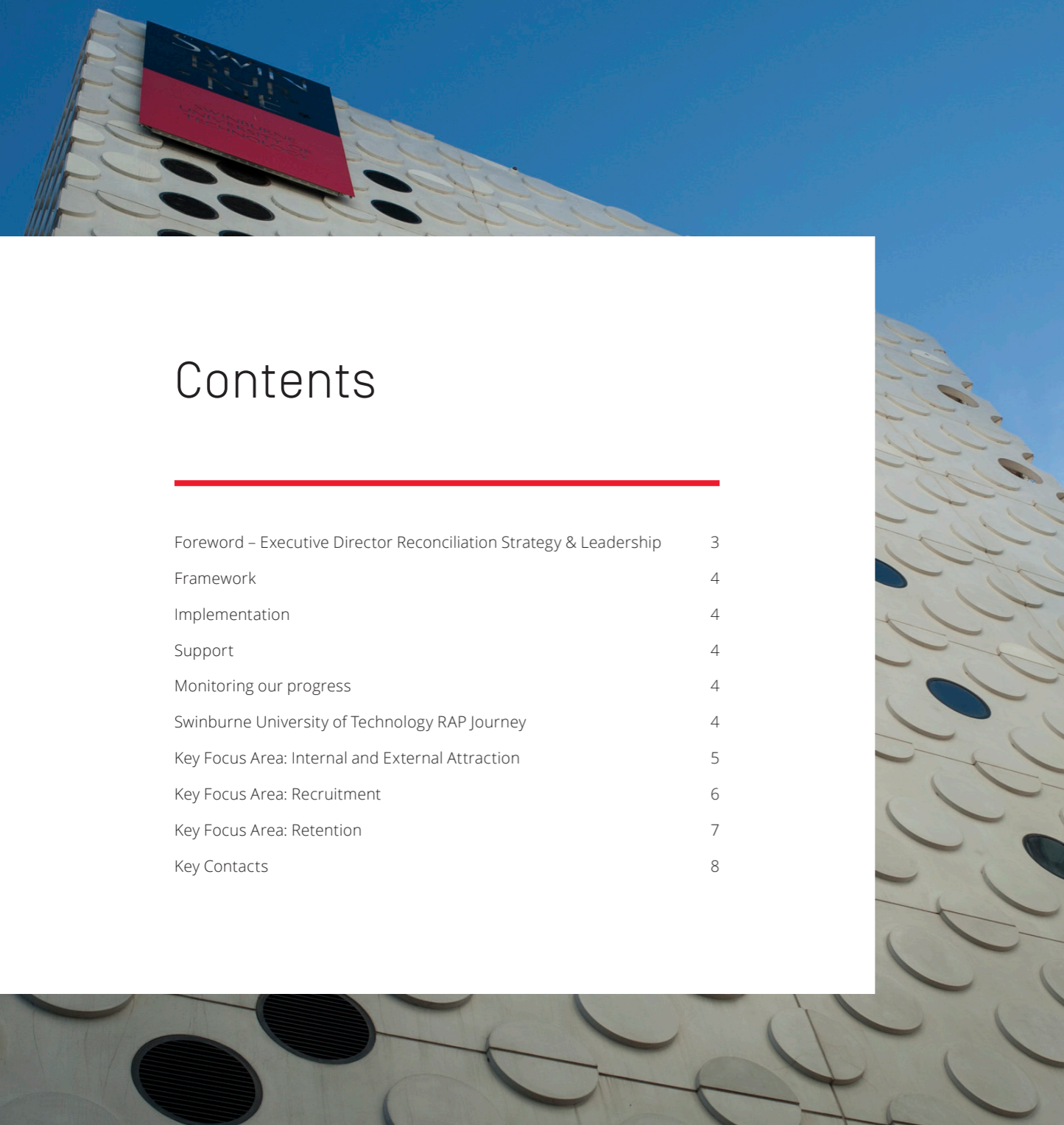




# Aboriginal and Torres Strait Islander Workforce Strategy

2020-2023



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## Acknowledgement of Country

We respectfully acknowledge the Wurundjeri People of the Kulin Nation, who are the Traditional Owners of the land on which Swinburne's Australian campuses are located in Melbourne's east and outer-east, and pay our respect to their Elders past, present and emerging.

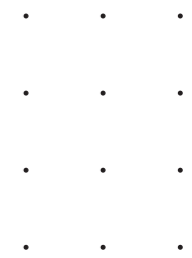
We are honoured to recognise our connection to Wurundjeri Country, history, culture, and spirituality through these locations and strive to ensure that we operate in a manner that respects and honours the Elders and Ancestors of these lands.

We also respectfully acknowledge Swinburne's Aboriginal and Torres Strait Islander staff, students, alumni, partners and visitors.

We also acknowledge and respect the Traditional Owners of lands across Australia, their Elders, Ancestors, cultures, and heritage, and recognise the continuing sovereignties of all Aboriginal and Torres Strait Islander Nations.



# Foreword from the Executive Director Reconciliation Strategy and Leadership Professor Andrew Gunstone



I respectfully acknowledge the Wurundjeri People of the Kulin Nation, who are the Traditional Owners of the lands on which Swinburne's campuses are located, and pay my respects to their Elders, past, present and emerging. I also acknowledge the continuing and unceded sovereignties of all Aboriginal and Torres Strait Islander Nations.

The Aboriginal and Torres Strait Islander Workforce Strategy 2020-23 reinforces our commitment to a culturally safe work environment, in which Aboriginal and Torres Strait Islander staff's cultures, knowledge, beliefs and values are acknowledged, respected, valued, and in which the career goals and aims of Aboriginal and Torres Strait Islander staff are identified, promoted and achieved.

Swinburne's Aboriginal and Torres Strait Islander Workforce Strategy 2020-23 contains several initiatives to assist the university in addressing our commitments outlined in our 2020-23 Reconciliation Action Plan (RAP) regarding recruiting and retaining Aboriginal and Torres Strait Islander staff. Some of the key RAP targets include:

I congratulate Tim Werner, Aboriginal and Torres Strait Islander Employment Coordinator, for being the Project Lead and author of the Aboriginal and Torres Strait Islander Workforce Strategy 2020-23.

- Increase the employment of Aboriginal and Torres Strait Islander staff to at least:
  - 30 general staff across all Swinburne areas;
  - 11 higher education academics across all Schools; and
  - 4 vocational education teachers across Vocational Education and Training.
- Increase the employment, through external recruitment and internal promotion, of Aboriginal and Torres Strait Islander general staff at a manager level or higher to at least 4, and of Aboriginal and Torres Strait Islander senior academics to at least 3.
- Maintain at least an 85% retention rate for Aboriginal and Torres Strait Islander staff, which is the current retention rate for all Swinburne staff.

The Aboriginal and Torres Strait Islander Workforce Strategy 2020-23 also recognises our 2020-23 RAP key priorities – Aboriginal and Torres Strait Islander self-determination, cultural safety, and Aboriginal and Torres Strait Islander knowledges – and addresses our 2020-23 RAP's Vision for Reconciliation:

Swinburne will be a place where reconciliation is core to our culture. We will ensure Aboriginal and Torres Strait Islander peoples are culturally safe and Aboriginal and Torres Strait Islander self-determination and knowledges are embedded across the university. We will find ways to express this through our strategic priorities of future-ready learners, research with impact, and innovative enterprise. It will shape the way we govern, how we work and employ our staff, our external partnerships, how we engage with students and develop their experience and learning, and the way we research and innovate. We will continue to develop our national thought leadership in reconciliation.



Gathering Knowledge by Arbur Ash Peters\*

\* This painting, depicts the continuous cycle of footprints on a never-ending journey travelling around Swinburne's campuses, which are located on Wurundjeri land. The painting also shows meetings or gatherings that involve many people and Elders from Aboriginal and Torres Strait Islander communities. The colours used in the painting are aligned to the corporate colours of Swinburne. The use of earthy ochre in the background, as well as yellow and black throughout gives a sense of the culture of Wurundjeri people while also reflecting the Aboriginal flag. Arbur Ash Peters is a Wurundjeri/Taungurong Man, local artist and direct descendant of Coranderrk.

## Framework

This Strategy has been developed within the framework provided in Swinburne Horizon 2025 Strategic Plan:

- Moon shot 1: Every Swinburne Learner gets a work experience
- Moon Shot 2: Every Swinburne Graduate Gets a job
- Moon shot 3: Every Swinburne partner gets a tech solution
- Moon shot 4: Swinburne is the prototype of global best practice

And our 2020-23 Reconciliation Action Plan (RAP):

- Swinburne University of Technology is committed to increasing the employment and retention of Aboriginal and Torres Strait Islander Academic and Professional staff through various talent strategies, including affirmative action practices, broadening the range of positions, and prioritising the cultural safety of Aboriginal and Torres Strait Islander staff.
- Increase Professional staff from 17 to 30 (2% of all Swinburne general staff) across all EG areas;
- Increase continuing and fixed-term HE academics from 7 to 11 (1% of all Swinburne HE academics) across all the six Schools;
- Increase continuing and fixed-term VE teachers from 0 to 4 (1% of all Swinburne VE teachers) across VET.

The Strategy, therefore, focuses on 3 key areas to support achieving the employment targets set out in the 2020-23 Reconciliation Action Plan:

- Internal and External Attraction
- Recruitment
- Retention

## Implementation

The Aboriginal and Torres Strait Islander Employment Coordinator (AEC) is responsible for the day-to-day monitoring and implementation of the Indigenous Workforce Strategy.

All Executive Group members and Swinburne business areas are responsible for supporting the implementation of the Indigenous Workforce Strategy.

The Executive Director of Reconciliation Strategy and Leadership (ED RSL) is responsible for implementing the 2020-23 RAP, including the RAP Indigenous workforce targets.

The Executive Director of Reconciliation Strategy and Leadership is the sponsor and champion of the Indigenous Workforce Strategy. When appointed, the PVC Indigenous Engagement will become the sponsor and champion.

## Support

Swinburne University's P&C Team employs a dedicated position known as the Aboriginal and Torres Strait Islander Employment Coordinator. The university also receives support from the Moondani Toombadool Centre and the Executive Director Reconciliation Strategy and Leadership, who will

advise on how best to engage with the initiatives included in the Reconciliation Action Plan and the Aboriginal and Torres Strait Islander Workforce Strategy.

To support Aboriginal and Torres Strait Islander staff with their career at the university, the Aboriginal and Torres Strait Islander Employment Coordinator offers advice and guidance to staff and their Managers throughout the employment lifecycle at Swinburne.

### Support for Aboriginal and Torres Strait Islander staff:

- Act as a confidential point of contact to discuss employment matters that staff are facing.
- Coordinate the Aboriginal and Torres Strait Islander staff network meetings.
- Advise on career development within Swinburne, including advice and support for internal and external applicants.

### Support for managers and supervisors:

- Provide guidance in identifying positions that can be advertised for Aboriginal and Torres Strait Islander candidates only.
- Provide advice and panel support about interviewing Aboriginal and Torres Strait Islander candidates.
- Facilitate foundation level cultural awareness sessions at planning and team development forums.
- Provide general advice in supervising Aboriginal and Torres Strait Islander staff members

## Monitoring our Progress

The Aboriginal and Torres Strait Islander Employment Coordinator will report on progress made against the Indigenous Workforce Strategy to the RAP Working Group on a quarterly basis and the Indigenous Governance Committee biennially.

This report will include data on; recruitment, job offers, promotions, exit data and conversions from fixed to permanent, relevant career development and training information, and pathway data from Swinburne students to Swinburne staff members and Cultural Competency Training Targets.

## Swinburne University of Technology RAP Journey

Swinburne has built significant relationships for more than thirty years with Aboriginal and Torres Strait Islander peoples and communities. We have a demonstrated long-standing commitment to genuinely engaging with communities and organisations to increase higher education and vocational education access, participation, and achievement for Aboriginal and Torres Strait Islander peoples. Our courses have enabled hundreds of Aboriginal and Torres Strait Islander students to improve their own skill base and have provided a range of career opportunities.

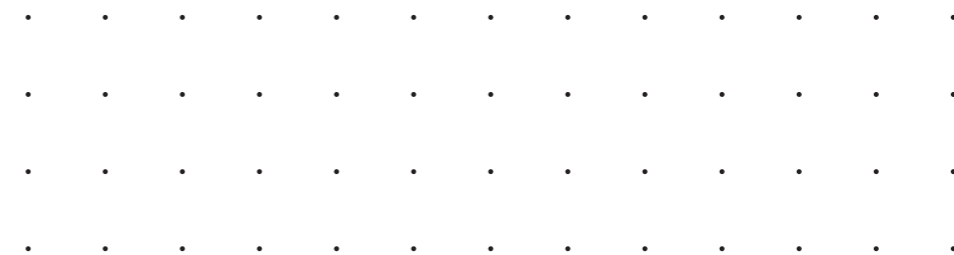
You can learn more about our RAP journey, and our commitment and engagement with Aboriginal and Torres Strait Islander Peoples in our 2020-23 Elevate Reconciliation Action Plan (RAP).

[Reconciliation Action Plan | Swinburne](#)

# Key Focus Area: Internal and External Attraction

**Swinburne University of Technology is committed to engaging with local Wurundjeri communities, State and National Aboriginal and Torres Strait Islander communities, and Indigenous Businesses and Professionals to find and attract Indigenous talent to the university across Professional and Academic roles.**

Initiative	Target	Timeline	Responsibility
Internal and External Attraction Strategy	1.0 Design, Develop and Implement Internal Attraction Strategy.	Approved by August 2021	AEC
	1.1 Design Develop and Implement External Attraction Strategy.	Approved by August 2021	AEC
	1.2 Design Social media strategy as part of External Attraction Strategy.	Draft by August 2021	AEC
	1.3 Encourage hiring managers to actively promote academic and professional career opportunities through Aboriginal and Torres Strait Islander media and networks.	Ongoing	AEC, Recruitment
	1.4 Create a supportive process that encourages Indigenous applicants to apply for all roles and include a link to our RAP.	July 2021	AEC, Head of Recruitment
	1.5 Formally engage with Aboriginal and Torres Strait Islander cultural and community centres in the Greater Melbourne and Victorian region, working to create ongoing partnerships to enable Swinburne to advertise employment vacancies within their networks.	Ongoing	AEC, MTC
	1.6 Create partnerships with local secondary schools and the Melbourne Indigenous Transition School, providing Aboriginal and Torres Strait Islander students access to work experience programs at Swinburne. Linked to the Schools, this will work to create interest among Aboriginal and Torres Strait Islander students to choose Swinburne as their destination for higher education or employment.	Launch 2022	AEC, MTC
	1.7 Create Internship positions and an Intern development program for Swinburne students within schools and Portfolios as part of the "Grow your Own" initiative at Swinburne.	Launch 2022	AEC, MTC
	1.8 Deliver university events that respect, acknowledge and celebrate significant Aboriginal and Torres Strait Islander days/weeks of the year, paying particular attention to NAIDOC Week, Reconciliation Week and Sorry Day. Events to be run centrally for the whole University with Schools and Portfolios encouraged to hold local events and extend invitations out to Indigenous organisations, community members, and professionals that Swinburne is partnering with.	Ongoing	AEC, MTC, ELG
1.9 Participate and attend events focused around Indigenous employment and engagement, Aboriginal professional development/networks and Aboriginal Academia.	Ongoing	AEC, MTC	



# Key Focus Area: Recruitment

## The RAP targets we are working towards regarding recruitment include:

- Employ at least 30 Aboriginal and Torres Strait Islander professional staff (2% of all Swinburne general staff) across all Executive Group areas.
- Employ at least 11 Aboriginal and Torres Strait Islander continuing and fixed-term HE academics and 4 Aboriginal and Torres Strait Islander continuing and fixed-term VE teachers (1% of all Swinburne continuing and fixed-term HE academics and VE teachers) across all Schools and VET.
- Employ, through external recruitment and internal promotion, at least four Aboriginal and Torres Strait Islander professional staff at a manager level or higher and at least three Aboriginal and Torres Strait Islander senior academics.

Action	Target	Timeline	Responsibility
<b>Aboriginal and Torres Strait Islander talent pool</b>	2.0 Further develop the pathway for the Aboriginal and Torres Strait Islander employment talent pool engagement strategies and applicant job matching.	Talent Pool created by Sept 2021	AEC, Recruitment
	2.1 Tailored support for Indigenous job seekers ensuring the greatest opportunity to be successful in gaining employment with Swinburne University of Technology.	Ongoing	AEC
	2.2 Ongoing engagement with Talent pool through personal contact, marketing and events to maintain the relationship with prospective candidates.	Ongoing	AEC, Marketing
<b>Targeted Vacancies</b>	2.3 Enable Swinburne Schools and Portfolios to identify positions for Aboriginal and Torres Strait Islander candidates within their teams.	Ongoing	AEC, Recruitment
	2.4 Encourage hiring managers to actively promote academic and professional career opportunities through Aboriginal and Torres Strait Islander job boards and networks.	Ongoing	AEC, Recruitment, P&C
	2.5 Templates for all vacancies across the university to encourage Indigenous applicants and have a link to our RAP.	In progress	AEC, Recruitment
	2.6 Indigenous Recruiter to be on Recruitment Panels to help with Senior appointments in both the Professional and Academic spaces.	In Progress	AEC, Recruitment
	2.7 Recruit a newly created Indigenous Engagement PVC position.	In Progress	ED RSL, MTC, Recruitment, AEC
	2.8 Prioritise and target Indigenous Academics for leadership and research development programs. Award one annual Aboriginal and Torres Strait Islander Research Fellowship through Swinburne Research.	Annually	MTC, DVC Research
2.9 Recognition of Cultural workload for promotions, academic workloads and advancement within the university.	Ongoing	SDVC A, ED RSL, Hiring Managers	

### Acronyms

<b>AEC</b>	Aboriginal and Torres Strait Islander Employment Coordinator	<b>MTC</b>	Moondani Toombadool Centre
<b>D&amp;I</b>	Diversity and Inclusion	<b>P&amp;C</b>	People and Culture
<b>DVC R</b>	Deputy Vice-Chancellor, Research	<b>RAP</b>	Reconciliation Action Plan
<b>ED RSL</b>	Executive Director, Reconciliation Strategy and Leadership	<b>RSG</b>	RAP Steering Group
<b>EE</b>	Employee Experience	<b>SDVC</b>	Senior Deputy Vice Chancellor
<b>EG</b>	Executive Group	<b>VE</b>	Vocational Education
<b>ELG</b>	Enterprise Leadership Group	<b>VET</b>	Vocational Education and Training
<b>HE</b>	Higher Education		

# Key Focus Area: Retention

Swinburne University of Technology is committed to increasing the employment and retention of Aboriginal and Torres Strait Islander academic and professional staff through various strategies, including affirmative action practices, broadening the range of positions, and prioritising the cultural safety of Aboriginal and Torres Strait Islander staff.

Initiative	Target	Timeline	Responsibility
<b>Retention - enable our staff to access culturally appropriate and tailored career advice and professional development that support career advancement</b>	3.0 Culturally appropriate onboarding of new staff, including a 12-month induction program that involves: <ul style="list-style-type: none"> <li>• the preparation of a professional development plan / Succession planning tailored to the new employee's unique needs and career aspirations</li> <li>• a campus tour and introductory meetings with key staff and the Indigenous employee network</li> <li>• check-in meetings at quarterly intervals</li> </ul>	Ongoing	AEC
	3.1 Mentoring – Facilitate mentoring partnerships.	Ongoing	AEC
	3.2 Maintain a watching brief on the existing staff whose fixed-term contracts are coming to an end and investigate future employment options.	Ongoing	AEC, Recruitment
	3.3 Create an Aboriginal and Torres Strait Islander Staff Network that meets quarterly to support: <ul style="list-style-type: none"> <li>• Creating a sense of community between Swinburne Aboriginal and Torres Strait Islander staff members</li> <li>• Creating a space where issues and concerns can be raised.</li> <li>• Career development opportunities and plans for current Aboriginal and Torres Strait Islander staff.</li> <li>• Retention of Aboriginal and Torres Strait Islander staff.</li> </ul>	First Catchup February 2022	AEC, MTC
	3.4 Encourage the use of flexible work arrangements for Aboriginal and Torres Strait Islander staff to participate in higher education, research, including work towards a PhD.	Ongoing	AEC, Head of P&C
	3.5 Implement Indigenous professional development funding for Aboriginal and Torres Strait Islander staff to apply for that will assist in the costs of undertaking further learning, assist with the cost of attending conferences and events.	In Progress	AEC, Manager of D&I, Head of P&C, ED RSL
	3.6 “Grow your Own” Academic and Professional development program which will allow Aboriginal and Torres Strait Islander academics to be recruited and supported in gaining higher qualifications where the university would provide support in the form of study leave and/or financial assistance (for example, through a scholarship) and offer Professional and or Academic roles within the organisation.	Ongoing	AEC, Manager of D&I, Head of P&C, ED RSL
	3.7 An Aboriginal and Torres Strait Islander academic shall sit on all academic promotion panels when there are Aboriginal and Torres Strait Islander applicants.	–	SDVC A, AEC, ED RSL
	3.8 Cultural Leave being added to the Universities enterprise Agreements.	Nov 2021	AEC, ED RSL
	3.9 Conduct exit interviews and analyse data to identify and address issues impacting retention.	Where Required	AEC

## Campuses


<b>Hawthorn</b>	John Street, Hawthorn
<b>Croydon</b>	12–50 Norton Road, Croydon
<b>Wantirna</b>	369 Stud Road, Wantirna
<b>Sarawak</b>	Kuching, Sarawak, Malaysia


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## Key contacts

### Timothy Werner

Aboriginal Employment Coordinator

 0455 506 393

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 [deadlycareers@swin.edu.au](mailto:deadlycareers@swin.edu.au)

### Professor Andrew Gunstone

Executive Director, Reconciliation Strategy and Leadership

Executive Director Moondani Toombadool Centre

Professor of Indigenous Studies


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The information contained in this course guide was correct at the time of publication, April 2022. The university reserves the right to alter or amend the material contained in this guide. For the most up-to-date course information please visit our website.

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