



SWINBURNE UNIVERSITY OF TECHNOLOGY

ABORIGINAL AND TORRES STRAIT ISLANDER
EMPLOYMENT STRATEGIC ACTION PLAN



Introduction

In May 2014, Swinburne University of Technology ('Swinburne') launched its first Reconciliation Action Plan (RAP) 2014–2016. Within the comprehensive set of actions within the RAP, Swinburne commits to increasing recruitment and retention of Aboriginal and Torres Strait Islander employees at Swinburne in accordance with the organisational People Strategy.

To achieve this, Swinburne sets the following targets:

- Innovative recruitment strategies developed and implemented to boost the percentage of Aboriginal and Torres Strait Islander employees in Swinburne's complement of ongoing/contract staff.
- Recommendations on Swinburne's potential to act as an 'employment enabler' through innovative industry employment-training partnerships considered by the Reconciliation Steering Group, and follow-up action initiated as appropriate.

These commitments sit within a broader organisational HR context and planning framework.

Context and Swinburne's HR Strategic Planning Framework

Swinburne has established its 2020 vision – to become Australia's leading university in science, technology and innovation. To achieve this, Swinburne will:

- Embrace a university-wide commitment to growth through excellence
- Engage our students through quality, personalised education
- Produce outstanding research that is relevant and internationally recognised
- Be the partner of choice for the industries and communities we serve.

To achieve Swinburne's 2020 vision, within the context of *the University's 2020 Plan*, the *Culture & Capability Strategy* is focused on establishing and nurturing an optimal organisational culture characterised by the values identified and on building organisation capability. The Strategy sets out four key objectives for the years to 2020 which are:

1. An organisational culture that values innovation, integrity, accountability, inclusion and teamwork and that excels in high performance and continuous improvement
2. A socially inclusive and diverse culture that values staff and students and ensures their safety and wellbeing
3. Managed positive social, environmental and sustainable growth
4. Outstanding technology, infrastructure and facilities, and highly efficient business systems.

The *Culture & Capability Strategy* will be operationalized with appropriate accountabilities through business unit plans in accordance with Swinburne's planning framework. One key component of the Culture & Capability Strategy is Swinburne University's People Strategy 2014 to 2020.

Swinburne University's People Strategy 2014 to 2020 is intended to assist in enabling the Learning and Teaching, Research and Development and Engagement Strategies in order to deliver on the Swinburne University 2020 Plan. The People Strategy is the formal commitment to a workplace culture that builds respect,

fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all Swinburne employees. The People Strategy focuses on the major themes of:

- Culture
- Capability
- Employee relations
- Diversity
- Well-being and safety

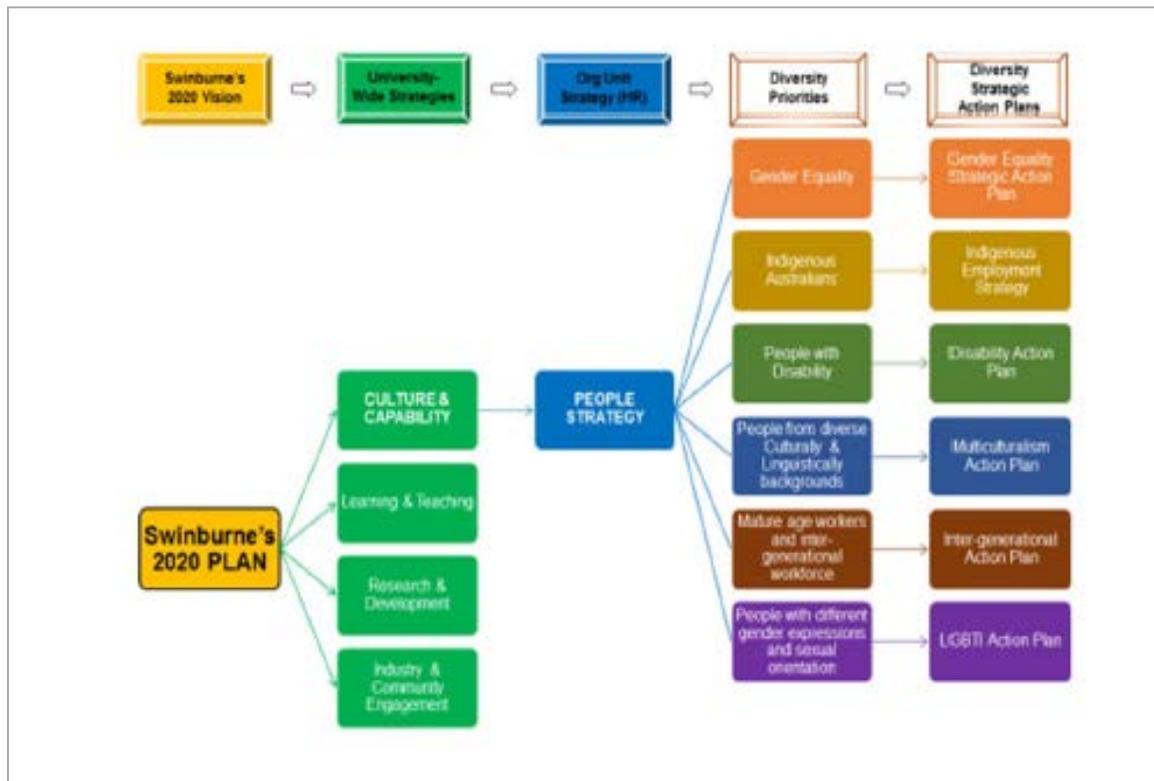
Attracting, engaging, developing and retaining high-performing and high-potential employees are essential sub-themes in the People Strategy. Importantly, the University celebrates and respects the strength that difference creates and acknowledges that diversity in the workforce encompasses gender, age, and race, place of birth, gender expression, cultural or religious background, physical ability, sexual orientation, language or experience. Swinburne acknowledges and embraces diversity and has prioritised the following diversity areas:

- Gender equality
- Indigenous Australians
- People with Disability
- People from diverse culturally and linguistically backgrounds
- Mature age workers and inter-generational workforce
- People with different gender expressions and sexual orientation (LGBTI)

Swinburne recognises the value in enabling the development of the skills and talents of all members of the community. The University recognises that diversity increases the effectiveness of teams and the capacity for innovation. Diversity is valued and promoted across all University processes and activities, including recruitment, learning and development and talent management.

One of the key components of Swinburne's People Strategy are the "Diversity Priorities". Swinburne will deliver on the key diversity priorities through the relevant strategic action plans. The picture below depicts the correlation between Swinburne's University wide strategies and the HR strategy, diversity priorities and the corresponding strategic action plans. This is referred to as Swinburne University's Human Resources (HR) Strategic Planning Framework.

Strategic Planning Framework



Aboriginal and Torres Strait Islander Employment Strategic Action Plan

Swinburne's Aboriginal and Torres Strait Islander Employment Strategic Action Plan can be incorporated into the University's business strategy and planning process. Through the commitments in the RAP, Swinburne is committed to Aboriginal and Torres Strait Islander employment (recruitment and retention) as a strategic priority for the organisation. To this end, within the 2020 People Strategy Framework, Swinburne is committed to developing and implementing an Aboriginal and Torres Strait Islander Employment Strategic Action Plan to be reviewed on a yearly basis.

The draft objectives and actions are set out in the plan below. However, the identified objectives that build successful recruitment and retention are:

- Provide a supportive and culturally inclusive work environment
- Attract and recruit Aboriginal and Torres Strait Islander people through providing culturally appropriate and flexible recruitment and selection processes
- Foster support mechanisms and provide flexible working arrangements and career development opportunities
- Effectively resource the strategy/action plan to ensure its sustainability and success.

Objective 1: Workplace environment and cultural competency	Aim: To provide a supportive and culturally inclusive work environment for Aboriginal and Torres Strait Islander employees, free from discrimination, where all staff demonstrate a high degree of cultural awareness and sensitivity		
Actions	Responsibility	Timeframe	Indicator
<p>Staff education</p> <ul style="list-style-type: none"> • Develop and implement ATSI Cultural Awareness Training • Develop frequently asked questions and answers about working with/supervising Aboriginal staff 	Human Resources Director	June 2016	<ul style="list-style-type: none"> • Increased staff understanding and support for the Aboriginal and Torres Strait Islander Employment Strategic Action Plan, demonstrated through 50% staff participation in ATSI Cultural Awareness Training.
<p>Staff induction</p> <ul style="list-style-type: none"> • Expand the information in staff induction processes (online and/or face-to-face) to promote and raise awareness of Swinburne’s commitment to being a fair, welcoming and inclusive workplace and community for Aboriginal and Torres Strait Islander people 	Human Resources Director	October 2016	<ul style="list-style-type: none"> • Information included in new online and/or face-to-face staff induction materials
<p>Staff participation in culturally significant events</p> <ul style="list-style-type: none"> • Promote stronger staff understanding of and involvement in Swinburne’s National Sorry Day and Reconciliation Week events. 	Human Resources Director	June 2016	<ul style="list-style-type: none"> • Information distributed to staff about events. • Managers communicating with and encouraging teams to engage in events.

<p>Objective 2: Attraction, Recruitment & Selection</p>	<p>Aim: To proactively attract and recruit Aboriginal people through providing culturally appropriate and flexible recruitment and selection processes. We will offer a range of avenues to long-term and permanent positions (targeted recruitment, general recruitment, casual positions, scholarships, traineeships,) across a range of qualification and organisational levels. We endeavour to increase the overall representation of indigenous employees.</p>		
<p>Actions</p>	<p>Responsibility</p>	<p>Timeframe</p>	<p>Indicator</p>
<p>Human Resources Staff Capacity Building</p> <ul style="list-style-type: none"> • Provide external mentoring and/or a secondment opportunity for key HR staff, to enable greater understanding and skills development in culturally appropriate and flexible recruitment and selection processes • Provide training for key HR staff through the Victorian Equal Opportunity and Human Rights Commission to support understanding and use of ‘special measures’ 	<p>Human Resources Director</p>	<p>October 2016</p>	<ul style="list-style-type: none"> • Improved understanding within HR about culturally appropriate and flexible recruitment and selection processes • More culturally appropriate and flexible recruitment and selection processes implemented • Improved understanding of the ‘special measures’ clause and how to use it
<p>Recruitment and Selection processes</p> <ul style="list-style-type: none"> • Review and enhance recruitment and selection processes so they are culturally appropriate and flexible in order to increase the quality and number of Aboriginal people applying for and being successful in securing positions. 	<p>Human Resources Director</p>	<p>October 2016</p>	<ul style="list-style-type: none"> • Updated recruitment/selection processes implemented in relation to, for example: <ul style="list-style-type: none"> – Appropriateness of current position descriptions – Selection criteria – Realistic minimum requirements of jobs within position descriptions – Reviewing selection processes – for example having less formal interviews – Promoting jobs through Aboriginal local networks

			<ul style="list-style-type: none"> – Including statement - ‘Aboriginal and Torres Strait Islander people strongly encouraged to apply’ – in all job advertisements
<p><i>Engagement with External Partners</i></p> <ul style="list-style-type: none"> • Communicate and engage with external partners about Swinburne’s focus on proactively attracting, recruiting and retaining Aboriginal people 	Human Resources Director	June 2016	<ul style="list-style-type: none"> • Increased awareness from external partners, community members and groups (eg. Local Indigenous Network, JSA, VTEC providers) about Swinburne’s attraction, recruitment and selection processes • Communication from the Vice-Chancellor to key external partners • Meetings/briefings between staff and key external partners, including unions and local Aboriginal and Torres Strait Islander communities. • Updates to partners outlining current positions available

Objective 3: Retention and Career Development	Aim: To develop and foster support mechanisms and provide flexible working arrangements and career development opportunities to retain and develop our Aboriginal employees		
Actions	Responsibility	Timeframe	Indicator
<p>Mentoring/Buddy Program</p> <ul style="list-style-type: none"> Develop mentoring/buddy program for new and existing Aboriginal and Torres Strait Islander employees. 	Human Resources Director	October 2016	<ul style="list-style-type: none"> Mentors/buddies identified and trained
<p>Cultural Leave Policy</p> <ul style="list-style-type: none"> Develop an organisational cultural leave policy to allow Aboriginal staff members (and all staff) to meet their work, family and/or community obligations 	Human Resources Director	October 2016	<ul style="list-style-type: none"> Cultural leave policy developed and implemented with any necessary training provided to managers
<p>Career Development</p> <ul style="list-style-type: none"> Provide assistance to current and new Aboriginal and Torres Strait Islanders employees to expand their employment opportunities and career progression, through Performance Development Planning and reviews and individual support from Human Resources Consultants. 	Human Resources Director	October 2016	<ul style="list-style-type: none"> Communicate to ATSI employees the range of services available to them

Objective 4: Resources, Governance & Reporting	Aim: To adequately and effectively resource the strategy/action plan to ensure its sustainability and success. We will ensure sound governance, adequate monitoring and transparent reporting		
Actions	Responsibility	Timeframe	Indicator
<p>Aboriginal Employment Officer</p> <ul style="list-style-type: none"> • Appoint or assign an Aboriginal and Torres Strait Islander Employment Officer, within HR, to oversee the implementation of the <i>Aboriginal and Torres Strait Islander Employment Strategic Action Plan</i> and to support the needs of ATSI staff at Swinburne 	Human Resources Director	June 2016	<ul style="list-style-type: none"> • Aboriginal Employment Officer within Human Resources appointed or assigned
<p>Governance</p> <ul style="list-style-type: none"> • Swinburne’s RAP Advisory Group to oversee monitoring and reporting of Aboriginal and Torres Strait Islander employment outcomes 	Human Resources Director	October 2016	<ul style="list-style-type: none"> • Quarterly reporting to the RAP Advisory Group • External organisations of partners invited to attend and address the RAP Advisory Group
<p>Monitoring & Reporting</p> <ul style="list-style-type: none"> • Review data on make-up of Swinburne workforce to monitor progress 	Human Resources Director	October 2016	<ul style="list-style-type: none"> • Quarterly reporting to the RAP Advisory Group