

Munganin — Gadhaba *‘Achieve Together’*

DELWP Aboriginal Employment Plan 2016-2020





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Our vision for Aboriginal inclusion

Working in partnership with Aboriginal Victorians across landscapes, communities and natural resources, growing liveable, sustainable and inclusive communities, and sustainable natural environments.

Acknowledgment of Aboriginal Victorians

The Department of Environment, Land, Water and Planning (DELWP) proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respects to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples, and as the Traditional Owners and custodians of the land on which we work and live. We recognise the strength of Aboriginal people despite the negative inter-generational impacts of past practices and policies, some of which continue to be experienced today.

We support the need for reconciliation and genuine partnerships to address the negative impacts of the past.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life, and how this enriches us all.

We recognise that Aboriginal cultures and communities are diverse, and the value we gain in celebrating these cultures and communities. We acknowledge that the land is of spiritual, cultural and economic importance to Aboriginal people. We also recognise the intrinsic connection of Traditional Owners to Country and acknowledge their contribution in the management of land, water, the natural landscape and our built environments.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

We have distinct legislative obligations to Traditional Land Owner groups that are paramount in our responsibilities in managing Victoria's resources.

Explanation of the use of terms

Throughout this document, Aboriginal is used to refer to both Aboriginal and Torres Strait Islander people. Use of Koori, Koorie and Indigenous are retained in the names of programs and initiatives, and, unless noted otherwise, include both Aboriginal and Torres Strait Islander peoples.

The title *Munganin – Gadhaba* is a Taungurung phrase meaning 'Achieve Together'. We gratefully use this with the permission of the Taungurung Clans Aboriginal Corporation representing Taungurung language speaking Traditional Owners. The assistance of the Victorian Aboriginal Language Corporation is also acknowledged.



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Executive summary

The Department of Environment, Land, Water and Planning recognises the need to build and strengthen its relationship with the Traditional Land Owners in Victoria and to work with Aboriginal communities across the State to provide employment, training and business opportunities to all Aboriginal people living in Victoria.

Our Aboriginal Employment Plan sets out how we will do this while achieving lasting change and sustainable jobs for Aboriginal people.

The plan is a key commitment under *Munganin – Gadhaba*, the department’s Aboriginal Inclusion Plan 2016-2020. At the core of the inclusion plan is a vision for the department to work in partnership with Victoria’s Aboriginal community in achieving shared goals.

The plan aims to increase the overall employment and participation of Aboriginal people in DELWP workplaces and the broader community.

These efforts will build on the department’s existing effort and programs that have already seen DELWP meet an Aboriginal employment target of 1 per cent, established under *Karreeta Yirramboi*, the Victorian Government’s Aboriginal Employment Action Plan.

The plan is centred on four key objectives:

- DELWP attracts and recruits talented Aboriginal people.
- Aboriginal people have rewarding careers in DELWP.
- Aboriginal people feel culturally safe within DELWP workplaces.
- DELWP implements a place-based approach to close the participation gap.

Each objective is supported by actions underpinned by strengthened internal governance arrangements to monitor the plan’s implementation.

These include:

- Achieving a department Aboriginal employment target of 3 per cent by 2020.
- Developing and implementing divisional and regional Aboriginal Employment Plans.
- Developing key performance measures.

Each year of the Plan’s operation an Annual Work Plan will be produced outlining goals for each objective, the actions to be taken, by performance measures and including accountabilities.



Lasting change, sustainable jobs and partnerships

The DELWP Aboriginal Employment Plan

Lasting change, sustainable jobs for Aboriginal people and productive working partnerships are the focus of the *DELWP Aboriginal Employment Plan 2016-2020*.

The plan recognises the need to build and strengthen our relationships with the Traditional Owners and to work with Aboriginal communities across the state to provide employment, training and business opportunities to all Aboriginal people living in Victoria.

The plan is guided by these principles:

- As far as possible, our emphasis will always be on lasting change and sustainable jobs for Aboriginal people rather than achieving short term placements.
- Appropriate, relevant education, training and accredited qualifications will be an integral part of the employment opportunity.
- We will build long-term, strategic partnerships with key community organisations in order to maximise participation and engagement in all our projects.
- We will take every opportunity to build and embed cultural awareness within our workplace.
- We will measure and report on our progress on a regular basis as agreed by the *Munganin – Gadhaba* Steering Committee.

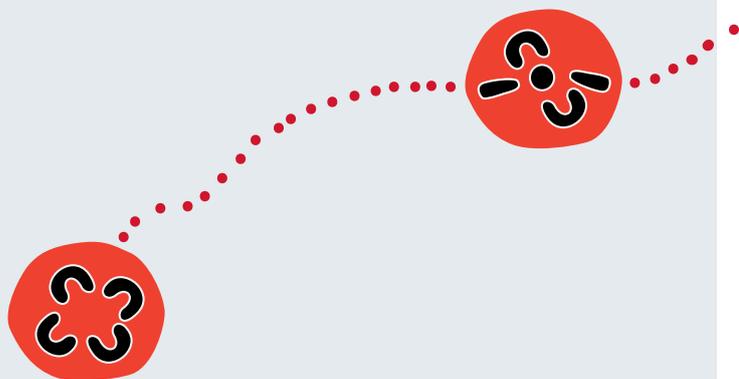
Our Aboriginal employment target

We have set a target of 3 per cent Aboriginal employment by 2020.

This target is based on:

- Having surpassed the Victorian Public Sector target of 1 per cent Aboriginal employment (as at June 2015).
- Strong synergies between the department's focus on land and environmental management and the role of Traditional Owner groups.
- Our ability to create employment opportunities on Country that recognise and value traditional land management knowledge and skills.
- The urgent need for all Australian governments to do more in 'Closing the Gap' – particularly as it relates to employment outcomes.

Based on current staffing levels, this target would translate into an increase of around 60 additional Aboriginal people employed in DELWP by 30 June 2020.



Aboriginal inclusion and employment in DELWP

The DELWP Aboriginal Employment Plan 2016-2020 complements the Aboriginal Inclusion Plan *Munganin – Gadhaba ‘Achieve Together’* 2016-2020 which sets out these goals and outcomes:

Goals

- *Building collaborative relationships and working partnerships with Victorian Traditional Land Owner Groups* - increasing the involvement of Traditional Owner groups in the management of country to better achieve our mandate and mission.
- *Delivering opportunities to Aboriginal Victorians* - contributing to closing the economic gap between Aboriginal and non-Aboriginal people by creating employment and business participation opportunities across the department.
- *Creating a culturally competent DELWP* - developing a culturally safe, inclusive and diverse workplace.

Outcomes

1. *Recognition and respect* - recognition and respect for Aboriginal peoples’ rights, cultural and customary interests incorporated into DELWP’s integrated planning and management for land, water and the built environment.
2. *Opportunity and prosperity* - improved access for Aboriginal people to employment and capability building opportunities and strengthened Aboriginal prosperity through improved economic participation.
3. *Participation and collaboration* - increased participation of Aboriginal communities in the planning and delivery of DELWP policies, services and projects and improved and collaboration with DELWP’s external service providers in creating new opportunities for participation.

A high performing organisation

Our Aboriginal Employment Plan will be delivered in the context of the department’s workplace culture and corporate objectives, especially the department’s goals of becoming a diverse and inclusive high performing organisation and our focus on developing the capabilities of our leaders and managers.

OUR COMMITMENT	OUTCOMES
1. Delivering for government	Clarity about what we are delivering, how we deliver it, and how it is advancing the government’s agenda.
2. Positive culture and leadership	A positive culture that drives high performance through strong leadership, diversity, innovation and developing our people.
3. Partnerships and service excellence	Service excellence through strong relationships with stakeholders and the community, and successful collaboration with each other and other departments and organisations.



Governance and monitoring

The DELWP *Munganin – Gadhaba* Aboriginal Inclusion Plan Steering Committee is driving implementation of the Aboriginal Employment Plan.

The committee will drive and monitor the plan at a whole of department level and report on outcomes to the Secretary and Senior Executive Team.

This will include developing a process of governance, monitoring and reporting. These processes will need to incorporate monitoring of development and implementation of group Aboriginal employment plans in collaboration with local Aboriginal communities and Traditional Owner groups.

Victoria's Aboriginal population

More than 51,000 Aboriginal people live in Victoria, representing 0.9 per cent of the state's population (according to the most recent Australian Bureau of Statistics estimates from 2014).

Victoria's Aboriginal population continues to grow at a faster rate than Victoria's overall population, increasing 26 per cent between the 2006 and 2011 census. The rise is due to higher birth rates, and the work undertaken at the community level to increase the number of people identifying as Aboriginal (Australian Bureau of Statistics 2012).

Just over half of Aboriginal Victorians live in regional and rural areas and just under half in metropolitan areas.

The Aboriginal population is much younger than the non-Aboriginal population. The average age of Victoria's Aboriginal population is 22 years, compared with an average age of 37 years among the non-Aboriginal population.

Almost 60 per cent of Victoria's Aboriginal population is aged 25 or younger, compared with 32 per cent of Victoria's non-Aboriginal population. A life expectancy estimate is not available for Victorian Aboriginal people from the Australian Bureau of Statistics. The national gap in estimated life expectancy is 10.6 years for men and 9.6 years for women.

Aboriginal workforce potential

In 2012, 23,000 of Victoria's Aboriginal population were of working age (between 15 and 64 years).

More young Aboriginal students are staying in schools longer, completing Year 12 studies and accessing a broader range of training and career opportunities in the Vocational Education and Training (VET) and higher education sectors.

There are still challenges to be overcome in terms of attrition and completion rates, particularly at transition points such as when students leave the support of the school system and begin further study.



Aboriginal employee profile

DELWP currently employs 32 Aboriginal staff within our overall workforce of approximately 3100 employees. This employment ratio meets the Victorian Government's *Karreeta Yirramboi* Aboriginal employment target of 1 per cent.

A significant number of our Aboriginal staff are under the age of 45 (with a majority in the 20-29 age bracket). The gender split is more balanced - currently 45 per cent female and 55 per cent male - compared with the VPS Aboriginal employee gender ratio which is 61 per cent female and 39 per cent male (see Figure 1: Gender ratio).

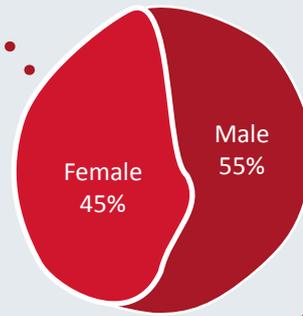
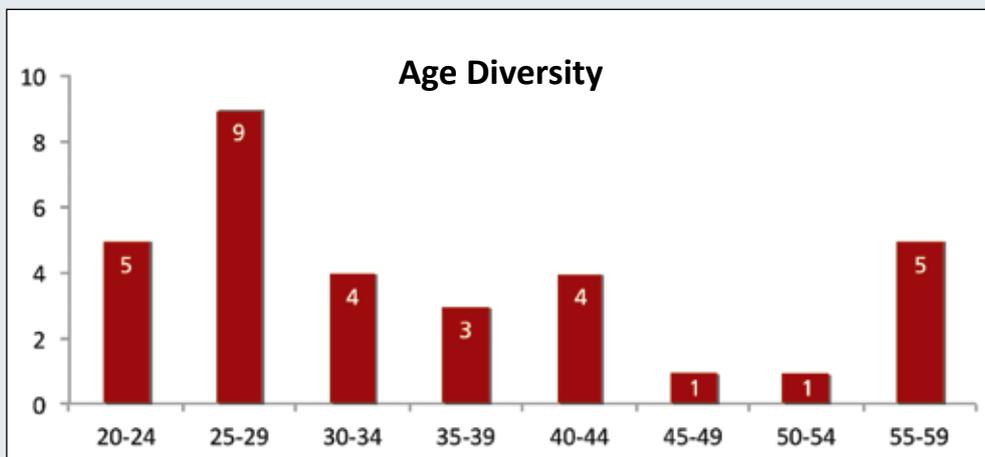


Figure 1: Gender ratio



Graph 1: DELWP Aboriginal employees

While all of DELWP's groups have Aboriginal staff, around two-thirds are employed in regions in the Forest, Fire and Regions Group.

The Planning Group has five Aboriginal staff, Corporate Services has four Aboriginal staff, Local Infrastructure has two Aboriginal staff and Environment and Climate Change has one Aboriginal staff member (figures as at March 2016).

Aboriginal employment initiatives

DELWP operates several specific Aboriginal employment initiatives to underpin relationships with Traditional Owner Groups and Aboriginal communities and support our Aboriginal employees.

Team Leader, Indigenous Partnerships

DELWP employs five Team Leaders for Indigenous Partnerships. This is an important role in our new structure announced in March 2016 that will enable a new and integrated way of working with the community. Among other responsibilities these roles support recruitment, training and provide staff support for Aboriginal Employees engaged in the Project Firefighter Program (see below). The Team Leaders also play an important role in establishing and maintaining effective relationships and working closely with Traditional Owners and local Aboriginal communities.

Identified and designated positions

DELWP uses Aboriginal identified and designated positions to attract suitable candidates for jobs that involve significant engagement with Aboriginal communities and require a deep understanding of Aboriginal culture (for designated positions the incumbent must be an Aboriginal person). Identified and designated positions help to effectively develop and deliver policies and programs affecting Aboriginal people and provide an important source of recruitment for members of Victoria's Aboriginal community.

Project Firefighters

This annual program assigns 18 first-year Project Firefighter positions as designated to support Aboriginal people to gain initial entry level employment into DELWP. Project Firefighters are employed during the fire season from October to April to support DELWP's emergency preparedness and response capability and to help suppress bushfires and assist in prevention works. The allocation of 18 Project Firefighter positions as designated supports employment, education and training for Aboriginal persons in local Aboriginal communities. DELWP is reviewing recruitment processes to further improve the program.

Aboriginal *Munganin* – *Gadhaba* Steering Committee

An Aboriginal Inclusion Plan Steering Committee is supporting implementation of *Munganin* – *Gadhaba* and helping to strengthen the department's engagement with Aboriginal communities.

The committee is chaired by the Deputy Secretary, Corporate Services and includes Deputy Secretaries or their senior nominees from each DELWP group.

Indigenous Cultural Awareness Program (ICAP)

Aboriginal Cultural Awareness is a mandatory cross cultural DELWP training program supported by the Team Leaders Indigenous Partnerships.

As part of its regular evaluation of training programs, People and Culture commissioned a review in 2015 to evaluate the delivery and impact of the ICAP. The report found there was much to recommend the current ICAP which brings staff into contact with Traditional Owners and is highly valued by staff. The evaluation report identified refinements to strengthen the program for staff and senior managers.

Aboriginal Staff Network

An Aboriginal Staff Network provides a supportive environment for Aboriginal staff across DELWP and a place to identify common issues and provide peer support. The program also provides professional development for those who may feel isolated in their work locations.

Aboriginal employment within a diversity and inclusion strategy

Our diversity strategy contributes to improving the workplace and inclusion culture and, in doing so, reinforces and supports the department's Aboriginal inclusion and employment plans.

The department's diversity vision is:

'A culture that embraces individual differences in all forms and fosters innovation and inclusion to build a vibrant workplace.'

The strategy's objectives are:

1. Achieve sustained change in attitudes and practice by promoting inclusion and participation.
2. Improve service delivery through supportive leadership and capacity building.
3. Reduce barriers to obtaining and maintaining employment with DELWP by actively supporting diversity in all its forms.



Next steps - challenges and issues

The Aboriginal Employment Plan addresses several strategic challenges vital to achieving our goals and targets.

Supporting Victorian Aboriginal Employment

The department's current Aboriginal employment profile includes a significant percentage of Aboriginal employees from other states and territories.

While this is not a problem from an Aboriginal employment perspective, it is important that DELWP works to provide employment opportunities for Victorian Aboriginal people, particularly meeting the needs of Victorian Traditional Owner Groups and partnership agreements in our core business.

Confirmation of Aboriginality

There are inconsistencies in the processes used by state government departments to identify, confirm and/or validate a recruit's Aboriginality. DELWP only requires a confirmation of Aboriginality for recruitment to identified positions such as the Project Firefighter positions.

We will work with Traditional Owners, Aboriginal communities and the new VPSC Aboriginal Employment Group to clarify and introduce procedures consistent with VPS-wide policy standards.

Identified and designated positions

The department's *Munganin – Gadhaba* Steering Committee will examine the criteria for identified and designated positions to remove any barriers that may discourage suitable Aboriginal candidates applying and to explore all opportunities to ensure Aboriginal people are employed in these positions.

Within DELWP some identified positions allocated for Aboriginal people have previously been filled by non-Aboriginal people because no suitable Aboriginal candidate was found during the recruitment process. In addition, there was a lack of awareness on the requirements and differences between identified and designated positions, as well as the processes to support recruitment to these positions.

Clarification of the role of Team Leader Indigenous Partnerships

The Team Leader Indigenous Partnerships roles are an important link between the department and Aboriginal communities. The skills and connections they have are critical to developing strong relationships and achieving successful outcomes.

These positions now have a variety of new responsibilities associated with implementing both the new *Munganin – Gadhaba* DELWP Aboriginal Inclusion Plan and elements of this Aboriginal Employment Plan.

It is important that the department:

- Implements a support structure and induction for these roles that is specific to each region's Traditional Owners and communities.
- Ensures that Team Leaders Indigenous Partnerships are informed about all projects across their region.
- Clarifies the level of input and engagement processes that projects require from them.

A focus on place

We have a strong regional presence and many groups have strong working relationships with Traditional Owners and communities across Victoria. Our groups are also responsible for important job design and employment decisions, and play an important role in creating Aboriginal employment opportunities.

This plan will ensure that our groups are engaged and supported in working with their local Aboriginal communities to implement this plan and achieve its targets.

Our objectives for Aboriginal employment

OBJECTIVE 1

DELWP attracts and recruits talented Aboriginal people

We will focus on improving our external branding, recruitment procedures and strategies to ensure they are culturally appropriate and designed to attract and support Aboriginal people becoming DELWP employees.

GOALS

- Establish and recruit an ongoing senior dedicated resource to drive and provide technical support for the delivery of the Aboriginal Employment Plan 2016-2020.
- Increase the number of Aboriginal people employed within DELWP to 3 per cent by 2020.
- Increase the number of Aboriginal people employed through the graduate and Project Firefighter Programs.
- Increase the rate of Aboriginal people applying for all advertised positions in DELWP by identifying DELWP as an employer of choice and removing barriers to the recruitment of Aboriginal people.
- Establish the Aboriginal Employment Plan governance and reporting arrangements.
- DELWP supports recruitment of Aboriginal people by broadening recruitment advertising to include Aboriginal Community networks.
- A cadetship program for Aboriginal people, developed through the VPSC.

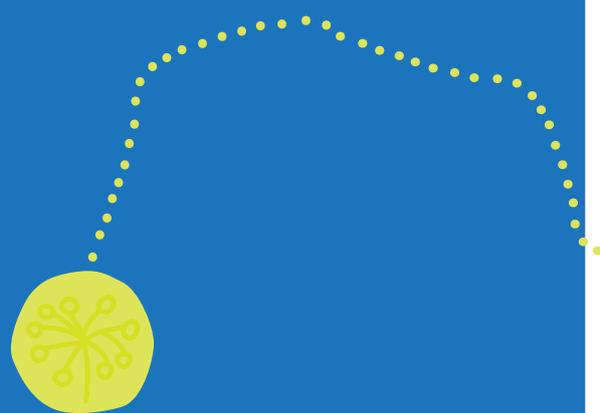
ACTIONS

2016

- Establish an ongoing Aboriginal Employment Programs Coordinator position within People and Culture to provide technical advice and coordinate the delivery of the Aboriginal Employment Plan.
- Establish clear governance, consultation arrangements and reporting framework for the Aboriginal Employment Plan.
- Demonstrate DELWP's support for Aboriginal inclusion by placing the Aboriginal Employment Plan on DELWP's external website.
- Review and modify policies, procedures and processes to identify and remove barriers to recruitment of Aboriginal employees including identified and designated Aboriginal positions.
- Review the media outlets and networks DELWP uses for all positions and broaden the recruitment process to include the VPSC and Aurora Foundation, Aboriginal Affairs Victoria, university hubs and group training organisations with specific Aboriginal networks.
- Investigate, review and apply options for confirmation of Aboriginality.
- Ensure all persons involved in interview panels undertake appropriate cultural awareness training.
- Establish periodic reviews of selection panel members from the recruitment selection reports.
- Work with the VPSC and DELWP Groups to identify potential roles to be filled by Aboriginal graduates through the GRADS program.

2017

- Work with the VPSC to establish a process to offer cadetships to Aboriginal people.
- Review and implement the recommendations arising from the Evaluation of the 2014 and 2015 Victorian Project Firefighter Recruitment Campaigns relevant to Aboriginal recruitment.



DELWP attracts and recruits talented Aboriginal people

KEY PERFORMANCE MEASURES

- Increase the number of Aboriginal people within DELWP to 2 per cent by December 2018 with an overall target of 3 per cent by 2020.
- 100 per cent increase in the number of applications from Aboriginal people for DELWP positions by December 2020.
- Aboriginal Employment Programs and Diversity Coordinator recruited by 30 June 2016.
- Arrangements for governance for the Aboriginal Employment Plan are established and articulated within a Terms of Reference of the *Munganin – Gadhaba* Steering Committee.
- Number of designated and identified positions established.
- Process for confirmation of Aboriginality reviewed and modifications made to recruitment policies and procedures.
- Increase the number of new starters and percentage of new starters who are identified as Aboriginal.
- 95 per cent of selection panel members have completed appropriate cultural awareness training.
- Increase in percentage and number of graduates identified as Aboriginal.
- Number of designated and identified Aboriginal Project Firefighter positions filled by Aboriginal people.
- Percentage of Project Firefighter positions identified as Aboriginal.
- Number of cadetships offered by DELWP and accepted by Aboriginal persons.

Additional information will be given in the Annual Work Plan on the delivery of the goals under each objective, the actions to be taken, key performance measures including accountabilities.

Our objectives for Aboriginal employment

OBJECTIVE 2

Aboriginal people have rewarding careers in DELWP

Providing our current Aboriginal employees with new opportunities to build on their capabilities and to apply them in different roles across DELWP will be a key focus for this plan. This will include a strong focus on career progression and ensuring Aboriginal staff are supported to develop their educational qualifications and seek vacancies and promotions to more senior positions within the department.

GOALS

- Programs and support available to increase the retention of employees identified as Aboriginal.
- Provide support for Aboriginal employees and their managers to establish career and professional development programs and plans in line with DELWP's capability priorities and DELWP systems.
- Increased number of Aboriginal people in middle, senior and executive positions within DELWP.
- Career pathways and mobility programs supporting the development of all Aboriginal employees including those in roles not classified as designated or identified.
- DELWP program to assist the development of professional and tertiary qualifications to support Aboriginal communities.

ACTIONS

2016

- Evaluate current arrangements to support DELWP Aboriginal employees and Aboriginal communities to undertake further tertiary and other studies are aligned with DELWP's priority areas. Review and respond to recommendations.

2017

- Review current induction and orientation program to ensure it is inclusive for all DELWP employees.
- Develop a program specifically for non-Aboriginal managers and supervisors (for example the Koori Heritage Trust Program) to increase the awareness of managers and supervisors of the potential capability gaps.
- Partner with the Institute of Public Administration Australia to establish a mentoring program for Aboriginal employees and managers and supervisors of Aboriginal employees.
- Leverage from the Aboriginal staff network to establish a place-based support and mentoring program to induct and support new and existing Aboriginal employees.

2018

- Establish a process to support all Aboriginal employees and their managers to gain skills in accordance with DELWP's capability priorities. This would be included in performance plans for staff in regional and remote locations who may have fewer development options.
- Review selection process for current departmental leadership programs to ascertain whether any barriers may exclude Aboriginal employees from being identified and selected.
- Explore opportunities to partner across the VPS and in collaboration with the VPSC to establish mobility programs.
- Develop and deliver a department-wide mobility program to provide opportunities to Aboriginal employees to gain experience in different groups and portfolio agencies, while giving DELWP groups opportunities to benefit from the diverse capabilities of Aboriginal employees.

2019

- Work with the VPSC to examine options for setting up DELWP secondary school, university or VET sector scholarships to support Aboriginal students accepted into education institutions.



Aboriginal people have rewarding careers in DELWP

KEY PERFORMANCE MEASURES

- Current arrangements for tertiary study support programs evaluated and other recommendations reviewed and are responded to.
- Increase in the length of service for DELWP employees identified as Aboriginal.
- Mentoring program for Aboriginal employees and non-Aboriginal managers and supervisors of Aboriginal employees established.
- Increased number and percentage of Aboriginal employees participating in the mentoring program and increased number and percentage of managers and supervisors participating in the mentoring program.
- Capability gap awareness program for non-Aboriginal managers and supervisors developed, piloted, evaluated and implemented.
- Percentage of managers and supervisors of Aboriginal employees complete capability gap awareness program.
- Increase in the number of Aboriginal employees employed by a range of classification levels.
- Increased number of Aboriginal employees participating in DELWP leadership programs.
- Increase in the number of Aboriginal employees participating in secondments.

Additional information will be given in the Annual Work Plan on the delivery of the goals under each objective, the actions to be taken, key performance measures including accountabilities.

Our objectives for Aboriginal employment

OBJECTIVE 3

Aboriginal people feel culturally safe within DELWP workplaces

Cultural safety in an organisational context means that the workplace is equipped to provide a culturally safe atmosphere where a person's cultural identity is respected.

Cultural Safety is an environment, which is safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning together with dignity, and truly listening.

In line with DELWP's approach to workplace culture and values, the department is committed to providing such a workplace.

GOALS

- DELWP workplaces understand, respect and celebrate Aboriginal cultures and accommodate cultural differences.
- DELWP workplaces are where Aboriginal people want to work and where Aboriginal staff feel they are understood and respected.

ACTIONS

2016

- Respond to the review of the Indigenous Cultural Awareness Program (ICAP) and re-launch the program.
- Review the DELWP Aboriginal Staff Network to enhance and extend the network to include Aboriginal people in DELWP's public entities.
- Establish an events committee to assist in the planning and staging of key events in the Aboriginal community calendar such as Reconciliation Week, NAIDOC week, Mabo Day, and Sorry Day.
- Amend the department's Diversity and Inclusion Strategy to incorporate key outcomes in supporting Aboriginal culture in Victoria.
- Establish a program (including guest speakers, information sessions, online and face to face training) to assist groups to increase their level of knowledge and understanding about contemporary Aboriginal issues within a DELWP service delivery and legislative compliance context.

2017

- Develop and deliver an Aboriginal cultural awareness program for DELWP executives addressing current Aboriginal issues, policy and strategic approaches.
- Develop and deliver a cultural awareness program for People and Culture within DELWP addressing current Aboriginal and issues, current approaches, the role of the Aboriginal Employment Plan and cultural awareness.
- Develop and deliver a cultural awareness program, in addition to ICAP, to equip key staff including Procurement and Contracts, Community and Stakeholder Engagement, Heritage Officers, People and Culture to interact more effectively with Aboriginal and other stakeholders who are ethnically diverse.

2019

- Establish a framework for cultural competence, considering integration into DELWP's capability framework and inclusion within the planning and performance management system.



Aboriginal people feel culturally safe within DELWP workplaces

KEY PERFORMANCE MEASURES

- People Matter and OCI results. DELWP's People Matter Survey includes questions related to diversity and inclusion. Strong OCI results in constructive humanistic and encouraging and affiliated styles.
- Increase in the length of service for DELWP employees identified as Aboriginal.
- Percentage attendance of DELWP Executive Officers at Executive Cultural Awareness Program.
- Percentage attendance of DELWP People and Culture staff at Cultural Awareness Programs.
- Number and percentage of staff who have undertaken cultural awareness training.
- Recommendations from the evaluation of ICAP reviewed and responded to and result in relaunch of the ICAP program.
- Percentage attendance of DELWP group staff at ICAP.
- Framework for cultural competence established, integrated with DELWP's capability priorities and planning and performance management.
- Number of Aboriginal Staff Network members and members from DELWP entities.
- Number and description of staff network events and programs.
- Number of Aboriginal cultural events and awareness initiatives facilitated by DELWP and number of staff attending and participating in programs.
- DELWP's Diversity Strategic Plan incorporates the Aboriginal Employment Plan and Aboriginal Inclusion Plan.

Additional information will be given in the Annual Work Plan on the delivery of the goals under each objective, the actions to be taken, key performance measures including accountabilities.



Our objectives for Aboriginal employment

OBJECTIVE 4

DELWP implements a place-based approach to close the participation gap

DELWP's groups will provide a range of employment and training opportunities for Traditional Owner groups and local Aboriginal communities. DELWP will work with these groups to identify opportunities in our projects for employment and training via traineeships, cadetships, scholarships and casual and full time employment.

The level and success of that engagement will be influenced by the relationships we establish and how we partner with each community. We will build our reputation by:

- Demonstrating our knowledge and understanding of Aboriginal issues and our willingness to collaborate.
- Actively engaging with local stakeholders to determine opportunities and priorities.
- Building relationships with local recruitment and training agencies specialising in Aboriginal placements.
- Becoming recognised locally as an organisation where Aboriginal people can compete successfully for jobs.

DELWP's on-the-ground strategy will be developed in partnership with Aboriginal organisations and tailored to local needs. This will involve extensive local engagement and be guided across all groups by our place-based approach. The delivery model aims to consider regional and local differences and complexities.

GOALS

- All groups integrate and apply the goals and strategies of the Aboriginal Employment Plan into their workforce planning processes through divisional and regional Aboriginal employment plans.
- Provide a mechanism to support the delivery of DELWP and group employment plans.

ACTIONS

2017

- Develop a guide to aid the development of divisional and regional Aboriginal employment plans.
- Develop group Aboriginal employment plans, including targets, in partnership with Traditional Owner Groups and local Aboriginal communities.

2018

- People and Culture working with groups to support the development of group Aboriginal employment plans.
- Establish in each group DELWP Aboriginal employment planning groups to support place-based approach initiatives at the group level.

KEY PERFORMANCE MEASURES

- Group Aboriginal employment plan development guide completed.
- Group employment plans implemented with evidence-based results.
- Number of group Aboriginal employment plans developed in partnership with Traditional Owner Groups and local Aboriginal Communities, including local employment targets and signed off by executive and regional directors.
- Number of local employment and training initiatives developed in partnership with Traditional Owner Groups and local Aboriginal communities

Additional information will be given in the Annual Work Plan on the delivery of the goals under each objective, the actions to be taken, key performance measures including accountabilities.

Aboriginal employment within a government context

In 2008, the Council of Australian Governments (COAG) committed to six targets to address the disadvantage faced by Aboriginal Australians in life expectancy, child mortality, education and employment.

The targets are set out in the National Indigenous Reform Agreement (NIRA) which commits the Commonwealth, States and Territories to unprecedented levels of investment to close the gap in Indigenous disadvantage.

The COAG Framework provides a national focus and policy framework for engaging national and state and territory governments in creating and supporting employment opportunities for Aboriginal people.

The Victorian Aboriginal Affairs Framework 2013-2018

In support of NIRA, the Victorian Aboriginal Affairs Framework (VAAF) aims to bring together government and Aboriginal community commitments and efforts to create a better future for Victoria's Aboriginal population.

The VAAF is a uniquely bipartisan Victorian policy that recognises the value of Aboriginal culture, and aims to integrate Government efforts in partnering with Aboriginal people to help develop strong social, cultural and economic foundations for current and future generations.

The VAAF commits to these outcomes through six focused and integrated Strategic Action Areas, with headline indicators, public sector-wide governance arrangements, and achievable targets and measures of progress. These included:

- New engagement arrangements between Government and Aboriginal Victorians through Ministerial roundtables and sub-regional forums.
- A requirement for all departments to develop Aboriginal Inclusion Plans.
- The Victorian Government Secretaries' Leadership Group on Aboriginal Affairs.
- A new performance management and reporting architecture for Aboriginal affairs, including two key employment targets:

HEADLINE INDICATOR 6: INCREASE ABORIGINAL LABOUR FORCE PARTICIPATION

Target

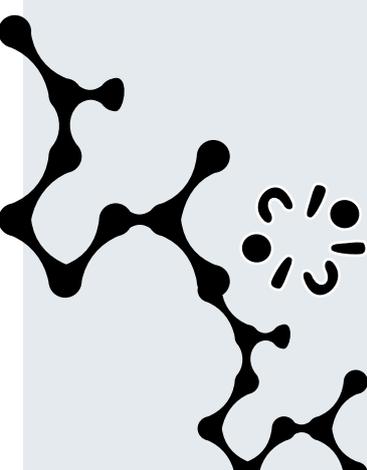
By 2018, halve the gap in employment outcomes between Aboriginal and non-Aboriginal Victorians, as measured by:

- Employment to population ratio, for 15 to 64 year olds.
- Unemployment rate.
- Labour force participation rate.

HEADLINE INDICATOR 7: INCREASE WORKFORCE PARTICIPATION BY ABORIGINAL PEOPLE IN THE PUBLIC SECTOR

Target

By 2018, employment of Aboriginal people in the Victorian Public Sector will increase to 1 per cent of total employees.



Karreeta Yirramboi - Aboriginal employment in the VPS

The overarching goal in *Karreeta Yirramboi*, the Victorian Public Sector Aboriginal Employment Action Plan, is to increase Aboriginal participation in the Victorian public sector workforce to a 1 per cent target by 2018. To support this, the Victorian Public Sector Commission (VPSC) has developed the *Karreeta Yirramboi An Employer Toolkit to Grow Aboriginal Employment in Your Organisation*.

The toolkit identifies the importance of cultural awareness and cultural competency. It provides practical material to assist organisations to increase the numbers of Aboriginal employees in their organisation. It covers the following topics:

- Cultural awareness and competency.
- Attraction and recruitment.
- Retention – induction, mentoring and career support.
- Career development, managing performance and leadership opportunity.
- Creating an Aboriginal Employment Officer position.
- Developing an Aboriginal Employment Plan.
- Community engagement.

Traditional Owner Groups

Victoria currently has agreements with six Traditional Owner groups:

Yorta Yorta Cooperative Management Agreement, 10 June 2004.

Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Peoples Native Title Consent Determination, 13 December 2005.

Gunditjmara Native Title Consent Determination, 30 March 2007.

Gunaikurnai Native Title Consent Determination, 22 October 2010.

Gunditjmara and Eastern Maar Peoples Native Title Consent Determination, 27 July 2011.

Dja Dja Wurrung Recognition and Settlement Agreement, 28 March 2013.

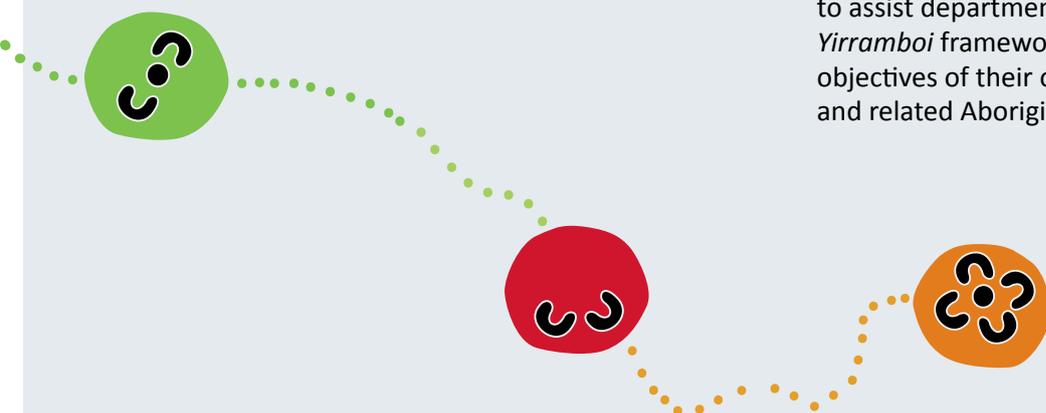
These agreements, which have resulted from or complement native title determinations, include commitments to develop employment opportunities that support Traditional Owner groups achieve economic and social outcomes.

Victorian Public Sector Commission (VPSC)

On 19 May 2015, the Secretaries' Leadership Group on Aboriginal Affairs considered proposals to strengthen Aboriginal employment and career pathways.

Secretaries agreed that the VPSC would consolidate and lead work to drive concerted efforts to increase Aboriginal employment in the Victorian Public Sector, given its broader role in public sector employment and its access across the VPS workforce.

To support this outcome it was agreed to establish an Aboriginal employment unit within the VPSC to assist departments to implement the *Karreeta Yirramboi* framework and achieve the aims and objectives of their own Aboriginal Inclusion Plans and related Aboriginal employment objectives.





2016 Significant dates

13 February Anniversary of National Apology to the Stolen Generations

24 March National Close the Gap Day

26 May National Sorry Day

27 May–3 June Reconciliation Week

3 June Mabo Day

3 July NAIDOC (National Aboriginal and Islander Day Observance Committee) Week
– The general use term for National Aboriginal Week

4 August National Aboriginal and Torres Strait Islander Children's Day

9 August United Nations International Day of the World's Indigenous People

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