



Let's See It Through: Aboriginal Employment Strategy

2011 - 2015

Version 1

Aboriginal Service Development & Delivery
Ageing, Disability and Home Care, Department of Family and Community Services
April 2011

Final



**Family &
Community Services**
Ageing, Disability & Home Care

Document approval

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Foreword

Ageing, Disability and Home Care (ADHC) acknowledges the traditional custodians of New South Wales. We recognise and celebrate the diversity of cultures, language groups and traditions of the Aboriginal people of New South Wales. ADHC is committed to improving Aboriginal employment outcomes, recognising that employment has a real and lasting impact on improving the lives of Aboriginal people, their families and communities.

ADHC's Let's See It Through: Aboriginal Employment Strategy 2011 – 2015 builds upon the agency's achievements under the *Aboriginal Employment and Capabilities Framework (AECF) Action Plan* which assisted the Agency to achieve an increase to 5% Aboriginal employment in 2010.

This strategy commits the agency to working towards a new target of 10 percent, representation of Aboriginal employees across the ADHC workforce by 2015 and to ensuring Aboriginal staff in ADHC is more equitably represented across all grades, regions and directorates. It sets out the strategies we will undertake to employ additional Aboriginal staff, retain our staff and support their career development and strive towards becoming an employer of choice for Aboriginal people.

The AES is a crucial element in ADHC's new directions which are articulated in our *Aboriginal Cultural Inclusion Framework 2011 – 2015 (ACIF)*. The Framework outlines the strategic directions for the agency in working to achieve improved access and culturally competent and inclusive services for older Aboriginal people, Aboriginal people with a disability and their carers.

I am committing ADHC to 'see it through' on these achievements, to ensure Aboriginal people are an integral part of our diversified workforce and our services are more responsive and culturally inclusive for Aboriginal people and communities. The capabilities of our Aboriginal staff enrich the agency and enhance the services we provide for older people, people with a disability and their families and carers.

Jim Moore
Chief Executive

Background

In 2008 ADHC launched the *Building Pride Through Opportunities: Aboriginal Employment and Capabilities Framework Action Plan 2008-2010 (AECF)*. The AECF Action Plan aimed to assist Aboriginal people to gain employment, support the career development and retention of Aboriginal staff and broaden the diversity of our workforce to reflect the people we serve. It also aimed to make ADHC an employer of choice for Aboriginal people. The Action Plan committed the agency to achieving an increase from 3.5% percent to 5 percent representation of Aboriginal employees across the ADHC workforce. This target was achieved in 2010.

A critical element in developing a new Aboriginal Employment Strategy (AES) has been a review of the strategies implemented under the AECF Action Plan. ADHC will continue to build on some of the major achievements under the AECF which have included:

- providing ninety Aboriginal people, each year, the opportunity to have full-time employment for twelve months and undertake formal study in a Certificate III in Disability or Aged Care Work. Ninety one Aboriginal people have already been given this opportunity;
- providing support for Aboriginal employees through Aboriginal cultural mentors and cultural camps;
- offering traineeships through Aboriginal Home Care to assist Aboriginal people to gain qualifications, experience and a driver's licence to enter the community services workforce;
- the employment of Aboriginal cadets, initially in the Metropolitan South Region, with cadets studying in fields such as social work, speech pathology and physiotherapy; and
- creating new permanent Aboriginal Identified positions within the Aboriginal Service Development and Delivery Directorate, offering new opportunities for Aboriginal staff to work at a senior level.

1. Aboriginal Workforce Profile

This section provides information on our current Aboriginal workforce, and identifies gaps in our agency workforce profile and areas where the ADHC Aboriginal workforce can be optimised.

ADHC's Aboriginal staff representation (excluding casual staff) has increased from 3.1 percent at June 2007, to 3.2 percent at June 2008, 3.5 percent at June 2009 and 5.2 percent at June 2010. At 30 June 2010:

- 311 staff had identified as Aboriginal or Torres Strait Islander in EEO data; and
- 171 staff had not identified, but occupied Aboriginal identified or targeted positions.

1.1. Aboriginal Staff Representation by Region/Central Office

Figure 1 shows the representation of Aboriginal staff in Central Office and each Region as a proportion of all Aboriginal staff in ADHC. It shows that Central Office has the highest proportion of Aboriginal staff, and the Large Residences the lowest. This is due to a high number of identified positions in the Aboriginal Service Development and Delivery directorate. Of the Regions, Metro North has the lowest representation, and Western region the highest.

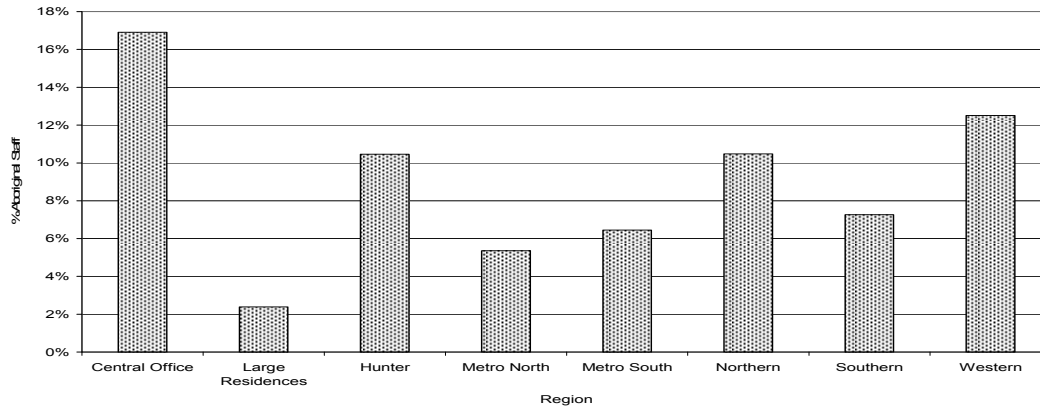
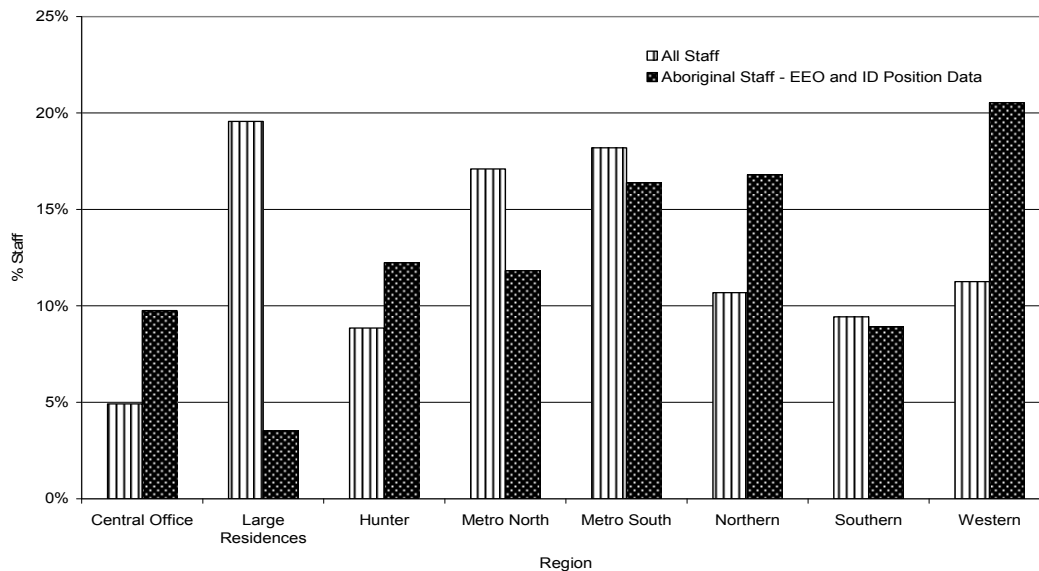
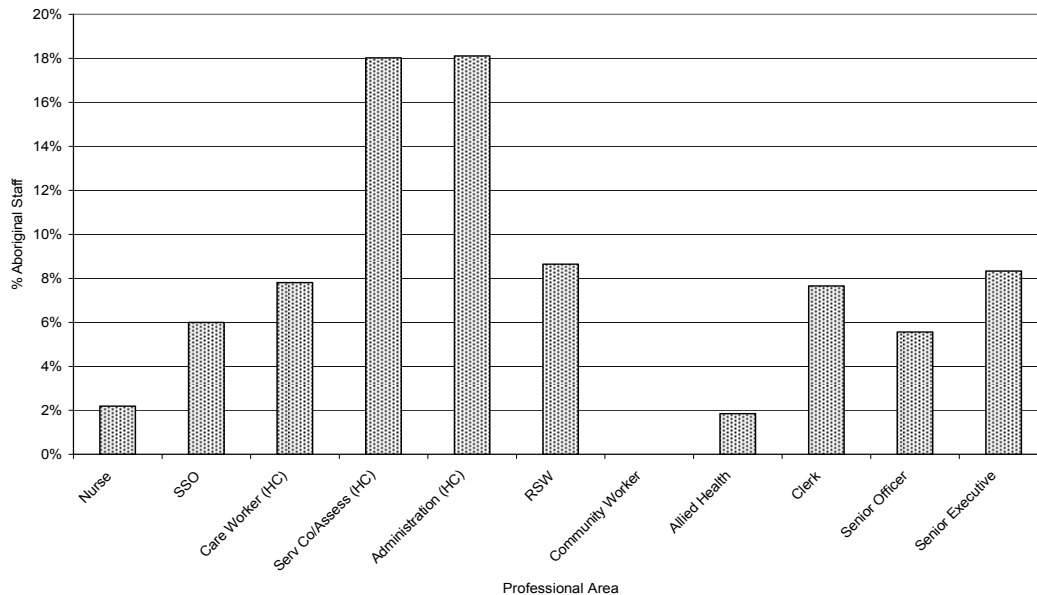


Figure 1a shows the proportion of Aboriginal staff in each region compared with the proportion of all ADHC staff. A higher proportion of Aboriginal staff are in Central Office and Western region compared to the overall distribution of staff which has higher proportions in the Large Residences and Metropolitan regions.



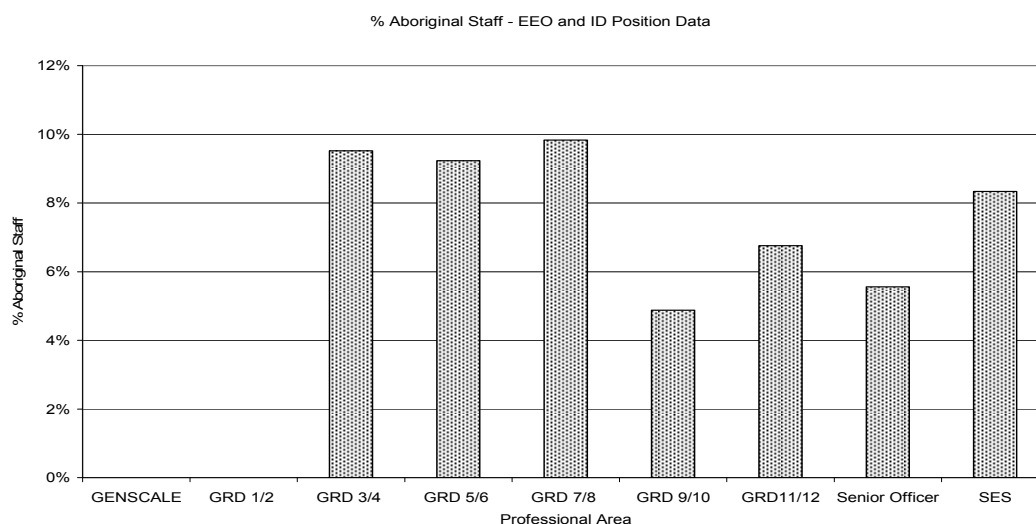
1.2. Aboriginal Staff Representation by Professional Area

Figure 2 shows that the Aboriginal representation is relatively low in areas that require professional qualifications. Particularly in the nursing field, including registered and enrolled, as well as allied health professions such as psychology, speech pathology, physiotherapy and occupational therapy. There is no Aboriginal representation in the community worker and community support worker roles which are based in ADHC's Large Residences. The highest representation of Aboriginal staff is in Home Care Administration and Service Coordinators/Assessors positions. Over 50 percent of Aboriginal staff are in Home Care (compared with around a third of all ADHC staff).



1.3. Aboriginal Staff Representation by Clerical, Administration and Management Roles

Figure 3 shows that Aboriginal staff are under-represented in the general scale and clerk grade 1/2. It also shows that representation at the grade 9/10 level is relatively low. 80% of the Aboriginal workforce is at the grade 7/8 and below level, compared to 55% of the ADHC workforce at grade 7/8 and below.



2. Opportunities to Build the Diversity of the Aboriginal Workforce

ADHC has achieved significant growth in Aboriginal recruitment into entry level positions. Analysis of the data shows that investment is required not only in entry level positions but also in career development opportunities to create an upward movement of staff to more senior management positions and professional areas. The following actions will achieve a gradual shift in the Aboriginal workforce profile:

- Develop strategies for the recruitment of Aboriginal staff at the entry level administrative and clerical positions to provide opportunities for Aboriginal people to commence careers within the NSW Public Service;
- supporting Aboriginal people to undertake tertiary education in professions with high demand within ADHC such as nursing, occupational therapists, physiotherapists, psychologists and speech pathologists. The Indigenous Cadetship Program is one strategy to address this opportunity;
- implementing initiatives to recruit Aboriginal staff into Large Residential Centres, such as the Trainee Assistant in Nursing Program;
- providing additional opportunities and initiatives to recruit Aboriginal staff into service support officer, community worker and community support worker's roles; and
- developing innovative programs to assist existing Aboriginal staff to progress their careers and move into positions in management, administrative and clerical grade 9/10 and above.

3. Let's See It Through

The *Let's See It Through: Aboriginal Employment Strategy 2011 – 2015 (AES)* acknowledges and addresses agency responsibilities under *Making It Our Business – The NSW Aboriginal Employment Action Plan – 2009-2012* and complements the Department of *Family and Community Services, Aboriginal Employment and Development Framework*.

The objectives of *Let's See It Through* are:

- to incorporate Aboriginal people's skills, knowledge and experience into all aspects of ADHC's business to ensure our services and programs meet clients' needs and expectations
- for ADHC to become an employer of choice for Aboriginal people in NSW; and
- to equip and enable ADHC's managers and other staff to develop Aboriginal employment and capability.

To achieve our objectives ADHC will implement strategies across three key result areas with the following targets:

Recruitment of Aboriginal staff

- Aboriginal staff numbers increased by 120 people per annum
- Increase the representation of Aboriginal staff in the workplace to 7.5 percent by 2013 and 10 percent by 2015

Skills acquisition and career development for Aboriginal staff

- Aboriginal representation across all grades reflects the whole of agency workforce profile
- Management and career development programs are customised for Aboriginal staff and offered annually

Retention of Aboriginal staff

- Aboriginal representation across permanent and temporary employment reflects the agency's targeted profile
- All Central Office staff and line managers have undertaken face to face cultural competency training by 2013

These areas reflect three of the five key result areas in *Making It Our Business – The NSW Aboriginal Employment Action Plan – 2009-2012*. Community engagement and cultural education are also recognised as integral to achieving improved access for Aboriginal people and culturally competent and inclusive services. Comprehensive strategies in these areas are outlined in *ADHC's Aboriginal Cultural Inclusion Framework 2011 – 2015 (ACIF)*.

In the first three years of the AES, ADHC will focus on providing entry level recruitment opportunities through targeted programs for disability workers, assistants in nursing, home care front line workers and cadetships in professional fields. Aboriginal staff taking up these opportunities will be supported to build their skills, resilience and confidence to enable them to take up further opportunities for career development. At the same time investment will be made in developing innovative programs to assist existing staff to progress their careers.

Between 2011 and 2013 ADHC will:

- establish six permanent identified regional positions to build regional capacity to employ and develop Aboriginal staff and promote improved access and culturally competent and inclusive services;
- provide ninety Aboriginal people, each year, the opportunity to have full-time employment for twelve months and undertake formal study in a Certificate IV in Disability, Certificate III Aged Care and Assistant in Nursing;
- offer 20 traineeships each year, through Aboriginal Home Care to assist Aboriginal people to gain qualifications in Certificate III in Aged Care, work experience and a driver's licence to enter the community care workforce;
- provide career paths into a range of professional areas relevant to ADHC's work by offering Aboriginal cadetships each year;
- set a target of five cadet positions each year in Central Office;
- provide support for Aboriginal employees through Aboriginal cultural mentors and Aboriginal cultural camps;
- offer tailored professional development programs including targeted higher duties opportunities for Aboriginal staff to assist them to make the transition to more senior roles within the agency;
- provide strategic forums for Aboriginal staff through a bi-annual Aboriginal staff conference and regional Aboriginal staff forums;
- establish a state-wide Aboriginal Staff Reference Group;
- progressively increase to 10 percent, Aboriginal identified or targeted positions working in case management, as positions become vacant, and link this to training and skills development for Aboriginal staff;
- develop strategies to identify or target a proportion of new positions funded under *Stronger Together 2*;
- identify all new positions linked to the expansion of Aboriginal specific services; and
- deliver cultural competence training to equip and enable staff and managers to promote a culturally competent and supportive working environment.

The Strategy will be reviewed in 2013 and will incorporate a shift in focus to career progression, including implementation of the new programs designed to develop the leadership skills and professional capabilities of Aboriginal staff.

4. “LET’S SEE IT THROUGH” Action Plan 2011–13

4.1 Recruitment of Aboriginal People

STRATEGY	ACTIONS	RESPONSIBILITY
<i>Increase the representation of Aboriginal people employed by ADHC</i>	Establish six permanent Identified regional positions to build regional capacity to employ and develop Aboriginal staff and promote improved access and culturally competent and inclusive services	Lead: Aboriginal Service Development and Delivery Directorate (ASDDD), Partners: Regional Directors
	Appoint Aboriginal people engaged through targeted employment programs to permanent positions wherever permanent positions are available	Lead: Strategic Human Resources (SHR) Partners: Regional Directors, Businesslink, ASDDD
	Implement strategies to encourage Aboriginal employees to complete Equal Employment Opportunity forms for reporting purposes	Lead: SHR Partners: ASDDD
	Engage Aboriginal employment providers when seeking staff through recruitment agencies and, when using mainstream providers, specifically request that eligible Aboriginal candidates be put forward	Lead: SHR Partners: Regional Directors, all Managers
	Develop and implement strategies to identify or target a proportion of new positions funded under <i>Stronger Together 2</i>	Lead: SHR Partners: Regional Directors, Executive Directors, ASDDD
	Identify all new positions linked to the expansion of Aboriginal specific services	Lead: ASDDD Partners: SHR, Regional Directors, Executive Directors
<i>Provide better information to Aboriginal applicants about the recruitment process and employment opportunities in ADHC</i>	Participate in job/career expos to engage the community and share information about ADHC employment opportunities and pathways.	Lead: SHR Partners: Regions, Regional Aboriginal staff, Corporate Communications (Corp Comms), ASDDD
	Host information sessions for targeted employment programs to maximise opportunities for Aboriginal people to find out about ADHC employment opportunities	Lead: ASDDD Partners: Regional Aboriginal staff, Regions, SHR
	Implement strategies designed to attract Aboriginal applicants including advertising in Aboriginal media, utilising Aboriginal networks and promoting the success stories of Aboriginal staff	Lead: ASDDD & SHR Partners: Corp Comms

	Build on the strategic relationships developed with TAFE and schools to further enhance participation in career information days and maximise recruitment	Lead: Regional Directors Partners: ASDDD, Regional Aboriginal staff
	Develop a generic information package for potential Aboriginal candidates that is culturally responsive to the needs of Aboriginal communities and is available both online and as a hard copy	Lead: SHR, ASDDD Partners: Corp Comms
<i>Develop consistent approaches to recruitment activities to maximise opportunities for Aboriginal people to obtain employment within ADHC</i>	Implement the Department of Premier and Cabinet risk management guidelines as part of the recruitment process with particular reference to undertaking criminal records checks	Lead: SHR Partners: DPC, all Managers
	Deliver one to one job application and interview skills assistance to applicants applying for ADHC positions	Lead: Regional Aboriginal staff Partners: SHR
	Embed in recruitment practices the consideration of life experiences, informally acquired skills and community links in decisions about an applicant's eligibility for appointment based on the DPC Guidelines	Lead: SHR Partners: ASDDD, all Managers
	Develop and implement clear guidelines for confirming Aboriginality for positions where this is an essential criterion	Lead: ASDDD Partners: SHR
	Review Selection Panel Guidelines to mandate Aboriginal representation on selection panels for all Aboriginal Identified and Targeted positions	Lead: SHR Partners: ASDDD
	Provide verbal, individual feedback to all Aboriginal unsuccessful applicants on their interview and application	Lead: SHR Partners: All convenors, Businesslink
<i>Provide entry level opportunities to enable Aboriginal people to gain skills to assist them in gaining employment</i>	Continue to offer Aboriginal cadetships, including setting a target of five positions each year in Central Office	Lead: SHR Partners: ASDDD, Executive Directors, Regional Directors
	Recruit ninety Aboriginal people, each year under the Aboriginal Disability Support Worker and Aboriginal Assistant in Nursing Programs	Lead: SHR Partners: ASDDD, Large Residential Centres (LRCs), Regional Directors, Regional Aboriginal staff

	Offer 20 traineeships each year through Aboriginal Home Care to assist Aboriginal people to gain qualifications and experience to enter the community care workforce	Lead: ASDDD Partners: Regional Directors, Aboriginal Home Care, Regional Aboriginal staff
	Continue to provide entry-level positions for candidates of all ages within Home Care and Accommodation and Respite	Lead: Aboriginal Home Care, Regional Directors Partners: SHR, ASDDD

4.2 Skills Acquisition and Career Development

STRATEGY	ACTIONS	RESPONSIBILITY
<i>Assist employees to develop their careers through career development plans and workshops</i>	Develop capabilities of managers to provide performance management, professional development and culturally appropriate support to Aboriginal staff	Lead: SHR Partners: ASDDD, Regions and Executive Directors
	Offer career development workshops to all Aboriginal staff which include Aboriginal speakers and trainers	Lead: Workforce Planning Partners: ASDDD, Regions
<i>Create employment opportunities across a range of business streams and professional fields</i>	Progressively Identify or Target 10% of positions working in case management, as positions become vacant, and link this to training and skills development for Aboriginal staff in case management practice.	Lead: SHR Partners: Regional Directors SCU
	Give consideration to targeting all positions which become vacant in Central Office	Lead: Executive Directors Partners: SHR
	Develop an options paper for an Aboriginal Scholarship program to target secondary students in rural and remote communities to encourage school retention and workforce readiness.	Lead: ASDDD & SHR
	Develop an options paper for an Aboriginal Scholarship program to target tertiary students studying in a relevant field such as disability	Lead: ASDDD & SHR
<i>Enable Aboriginal staff to acquire new skills, knowledge and experience</i>	Develop an options paper for an Aboriginal Scholarship program for existing staff to undertake and acquire professional qualifications in relevant fields to meet our workforce priorities	Lead: Strategic Capacity Development (SCD) Partners: SHR
	Target 10% of management positions to be occupied by Aboriginal staff within the Accommodation and Respite stream	Lead: SHR Partners: Regional Directors

	Sponsor three places annually, in specific Aboriginal leadership programs, such as Tranby Aboriginal Leadership program or the Aboriginal Leadership centre	Lead: SCD
	Develop options for the development of an ADHC specific Aboriginal management development program to assist existing staff to progress to the next level and more senior roles	Lead: ASDDD & SCD
	Establish cross-agency training arrangements with Human Service agencies to expand the range of training opportunities	Lead: SCD
	Conduct information sessions for Aboriginal staff to ensure awareness of the range of management and leadership development programs available	Lead: SCD Partners: ASDDD

4.3 Retention of Aboriginal employees

STRATEGY	ACTIONS	RESPONSIBILITY
<i>Develop support mechanisms for Aboriginal staff</i>	Develop a Statewide Cultural Mentoring Framework and toolkit which provides mentoring options for Aboriginal staff	Lead: ASDDD Partners: SCU
	Hold Aboriginal Culture Camps for all targeted recruitment programs	Lead: ASDDD Partners: Regional Aboriginal staff
	Offer entry level staff the opportunity to have an Aboriginal cultural mentor	Lead: ASDDD
	Ensure all Aboriginal staff involved in targeted recruitment programs are offered exit interviews	Lead: ASDDD Partners: SHR, Regions, LRCs
	Provide individual support to Aboriginal staff through regionally based Aboriginal Employment Officers	Lead: Regional Aboriginal staff Partners: ASDDD
<i>Build a workplace in which Aboriginal culture is valued and respected</i>	Develop and implement a Cultural Competency training framework across ADHC, initially targeting line managers and Central Office staff for training	Lead: ASDDD Partners: SCU
	Build the capacity of ADHC managers to employ, support and develop Aboriginal staff through the provision of training and advice	Lead: SCU Partners: ASDDD

	Actively promote and participate in dates of Aboriginal cultural significance including National Aboriginal and Islander Day of Celebrations (NAIDOC) week	Lead: ASDDD & Regional Directors Executive Directors, Regional Aboriginal staff
	Activate the application of Special Leave provisions for Aboriginal staff to participate in events of cultural and community significance	All managers
	Ensure ADHC offices provide a physical environment which is culturally inviting to Aboriginal staff and the Aboriginal community	Lead: SAMP Partners: All managers
<i>Establish Strategic Forums for Aboriginal staff to explore career development issues and to network with other employees</i>	Host a biannual state-wide Aboriginal staff conference	Lead: ASDDD
	Host biannual Regional and Central Office Aboriginal staff forums in alternate years to the statewide conference	Lead: Regional Directors, ASDDD Partners: Regional staff networks
	Establish a statewide Aboriginal Staff Advisory Group sponsored by the Chief Executive	Lead: ASDDD
	Support and monitor Regional and Central Office Staff Networks	Lead: Regional Directors, ASDDD

5. How We Will Measure Success

Our success will be measured in terms of the achievements made against each target of the key result areas listed on page 6. Our overall success will be the achievement of 10% Aboriginal employment and representation across the whole workforce profile.

6. Implementation and Reporting

The employment, retention and career development of Aboriginal staff is an ADHC priority, with responsibility shared across our agency. Regions and Directorates will be required to develop specific targets and actions in relation to Aboriginal employment as part of their *Aboriginal Cultural Inclusion Strategy*, ensuring that the targets and actions reflect their responsibilities under the Aboriginal Employment Strategy 2011-2015.

Monitoring of the Aboriginal Employment Strategy will form part of monitoring arrangements for *Aboriginal Cultural Inclusion Strategies* and will incorporate the following key elements:

- six monthly progress reports by Regions and Central Office to the Aboriginal Service Delivery and Development Directorate (ASDDD) and the statewide Aboriginal Advisory Committee against the targets and strategies in Aboriginal Cultural Inclusion Strategies;
- six monthly consolidated state-wide reports to the Executive, prepared by the ASDDD and Strategic Human Resources, on outcomes in relation to Regional and Central Office targets and strategies incorporated in Aboriginal Cultural Inclusion Strategies;
- incorporation of targets into Senior Executive Service (SES) Performance Agreements;
- preparation of an annual Aboriginal workforce profile report outlining the number of Aboriginal staff, grades and salary levels in comparison to the whole of ADHC workforce profile; and
- an annual review of ADHC performance in relation to actions and targets outlined in the *Let's See It Through: Aboriginal Employment Strategy Action Plan 2011-2013*.

7. Reviewing the Strategy

The *Let's See It Through: Aboriginal Employment Strategy 2011 – 2015* (AES) is a five year strategy which commits the agency to working towards a new target of 10 percent representation of Aboriginal employees across the ADHC workforce by 2015 and to ensuring Aboriginal staff in ADHC are more equitably represented across all grades, regions and directorates.

The specific actions outlined in this strategy cover the period 2011 to 2013 and have a strong focus on increasing our Aboriginal staffing levels and retaining our Aboriginal staff. In 2013 the AES will be reviewed and renewed, with a shift in focus to career progression, including implementation of innovative strategies designed to develop the leadership skills and professional capabilities of ADHC's Aboriginal staff.