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STATEMENT OF COMMITMENT TO INDIGENOUS EMPLOYMENT

The University of Western Australia’s commitment to equal opportunity and diversity extends across all spheres of the University’s operations. The University accepts and appreciates the importance of Indigenous knowledge, history and culture, respects and values the diversity of Indigenous peoples\(^1\), and recognises the many challenges facing Indigenous peoples and communities.

The goal of the Indigenous Employment Strategy is to develop and implement an active and responsive long-term strategy, which will significantly improve Indigenous employment within the University, and enhance opportunities for Indigenous peoples to contribute to all aspects of campus life, thereby contributing directly to the aspiration of excellence at this University.

The University is committed to creating a work environment in which Indigenous peoples’ cultures, beliefs and values are acknowledged and respected, and in which the individual career goals and personal aims of Indigenous staff are identified, promoted and achieved.

\(^1\)Note: Indigenous Peoples refers to Aboriginal Peoples and Torres Strait Islanders

Acknowledgement of Nyoongar people and land

The University of Western Australia acknowledges that it is situated on Nyoongar land. Nyoongar people remain the spiritual and cultural custodians of their land and continue to practice their values, languages, beliefs and knowledge.
Background

The Indigenous Employment Strategy is designed to further the University’s strategic goals and mission to provide a world-class education, research and community engagement for the advancement of the prosperity and welfare of our communities.

The Indigenous Employment Strategy is supported by and should be viewed in the context of:

- The Indigenous Education Statement/Strategy, which is a University wide management plan that includes a commitment to achieving ‘equity in employment’ for Indigenous peoples as part of its overall objectives in relation to Indigenous students, teaching and learning, research and community development.
- The Professional and General Staff, and the Academic Staff Agreements 2014, which includes the following objectives:
  - Maximising staff development and career planning opportunities by promoting the transfer of job skills and information in order to increase Indigenous staff’s knowledge, independence, remuneration, job security and self-sufficiency.
  - Increasing the employment of Indigenous Australians by actively fostering their employment and participation in all levels of work within the University.
- The National Indigenous Higher Education Workforce Strategy (NIHEWS) 2011 which outlines 5 key objectives:
  - Enhance employment pathways for existing Indigenous employees.
  - Increase new employment opportunities for Indigenous people.
  - Development of a working environment appropriate to the needs of Indigenous people.
  - Community engagement and outreach.
  - Effective implementation of the NIHEWS.

- The University of Western Australia’s UWA 2020 Vision: Strategic Plan 2014–2020.

UWA 2020 Vision is critical in providing the link between broad strategic and detailed operational planning by specifying the particular limited set of objectives that are to be afforded the highest priority during the specified period of the Plan. Accordingly the Indigenous Employment Strategy is directly linked to the objectives of the Plan through the following values and key capabilities:

- Equity and merit as the fundamental principles for the achievement of the full potential of all staff and students.
- The achievement of Aboriginal peoples’ rights, aspirations and potential, and the recognition of Indigenous knowledge, culture and values.
- World-class staff that requires an active approach to encouraging and fostering diversity in all aspects, so that positions at UWA have the widest possible appeal, and the University can attract and retain staff of the highest quality.

The executive responsibility for the above rests with the Director, Human Resources; the Dean, School of Indigenous Studies; and the Senior Deputy Vice Chancellor.
Background

Objectives

The objectives of the Strategy are to:

• Increase the number of Indigenous people employed at the University of Western Australia at all levels
• Ensure that policies, programs, services and operational practices are relevant to the needs of existing and prospective Indigenous staff
• Achieve an equitable work environment that values the contribution and positive difference that Indigenous staff make to the workplace
• Have UWA seen as an employer of choice amongst Indigenous people
• Maximise staff and career development opportunities in order to increase Indigenous staffs’ knowledge, independence, remuneration, job security and self-sufficiency.

Guiding principles

The guiding principles in the development of this strategy are as follows:

• Indigenous people have a diverse and unique range of knowledge, skills and experiences that they bring to the workplace
• Indigenous staff can significantly contribute to the University, achieving better outcomes when opportunities are created to broaden and expand Indigenous inputs into all facets of University life, and when Indigenous staff are empowered and allowed to work in an Indigenous way
• Policies and workplace practices facilitate Indigenous staff achieving their full potential
• Indigenous people will be represented across a range of work areas, employment levels and types of employment
• The merit principle must be broadly and flexibly applied, to enable Indigenous people to achieve equitable outcomes in recruitment, retention and career development
• The University will tangibly extend its social responsibility in the areas of human rights, diversity and anti-racism particularly as they relate to Indigenous Australians.
Current profile

Key achievements
• Indigenous Academic staff appointed across all levels including at professional level
• Indigenous professional staff appointed across a range of levels including policy and planning levels
• Retention of high quality Indigenous staff
• Majority of Indigenous staff in ongoing or tenured positions
• Increased opportunities for Indigenous student engagement in sessional, part-time and vacation work.

Challenges
• Recruitment and retention of high quality staff in a highly competitive employment market in Western Australia
• Developing and training an academic and professional workforce including graduate career pathways
• Increasing opportunities for community and elder engagement in employment opportunities for example as visiting scholars and elders-in-residence.

Indigenous Peoples in Western Australia
According to the 2011 Australian Bureau of Statistics Census, there were 88,270 Indigenous people in Western Australia representing 3.9% of the State’s total population. The University’s overall aim is that Indigenous people will be represented in the University workforce at a level commensurate with their representation in the overall population of Western Australia.

UWA profile
In 2015, the University employed 32 Indigenous staff which represents 0.76% of the University’s staffing profile. As can be seen in the table below the percentage of Indigenous staff at UWA has decreased over time as the total number of staff at the university has increased. However the number of Indigenous staff employed at the University has remained steady over the last five years.

The School of Indigenous Studies is the major employer of Indigenous staff including general, academic and research staff. The Centre for Aboriginal Medical and Dental Health also employs a significant number of Indigenous academic staff including Indigenous doctors. Indigenous staff are also employed in Central Administration, Arts, Law, Science, the Berndt Museum and Student Services.

The Strategy focuses on increasing the University’s Indigenous staffing profile in teaching and research positions, as well as addressing career and professional development issues.

<table>
<thead>
<tr>
<th>Year</th>
<th>Indigenous</th>
<th>Total Staff</th>
<th>% Indigenous</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>33</td>
<td>3895</td>
<td>0.85%</td>
</tr>
<tr>
<td>2010</td>
<td>34</td>
<td>4018</td>
<td>0.85%</td>
</tr>
<tr>
<td>2011</td>
<td>33</td>
<td>4105</td>
<td>0.90%</td>
</tr>
<tr>
<td>2012</td>
<td>27</td>
<td>4311</td>
<td>0.63%</td>
</tr>
<tr>
<td>2013</td>
<td>35</td>
<td>4285</td>
<td>0.82%</td>
</tr>
<tr>
<td>2014</td>
<td>32</td>
<td>4339</td>
<td>0.74%</td>
</tr>
<tr>
<td>2015</td>
<td>32</td>
<td>4216</td>
<td>0.76%</td>
</tr>
</tbody>
</table>

A partnership approach

The University of Western Australia takes a whole of university approach to ensure its core values are upheld and its national Aboriginal and Torres Strait Islander Education policy goals are advanced.

UWA’s whole of university approach is defined by:

• Indigenous education being a core activity of the university
• Partnerships and shared responsibilities within UWA leadership groups, across faculties and central services to achieve educational outcomes for Indigenous people
• Indigenous education value-adding to the teaching and learning, research and community engagement activities of the University
• A commitment to development and support of an Indigenous senior academic team to provide leadership across all areas of the University’s operations including teaching and learning, research and community engagement, and employment.

The Indigenous Employment Strategy is a joint initiative of the Human Resources Directorate and the School of Indigenous Studies. The objectives of the Strategy are to increase the numbers of Indigenous people employed at the University and to ensure that policies, programs and practices are relevant to the needs of Indigenous staff.

The School of Indigenous Studies provides input to selection and interview panels for Indigenous positions as well as advocacy and support for Indigenous staff across campus as required. The School also works with the University’s Senior Diversity Officer to develop and deliver cross-cultural training.
Monitoring and evaluation

The Indigenous Employment Strategy Steering Committee will oversee the implementation of the Indigenous Employment Strategy, monitor and report on the Strategy’s progress, and evaluate its success.

The Committee comprises the following members:

• Director, Human Resources Directorate (Co-Chair)
• Dean, School of Indigenous Studies (Co-Chair)
• Diversity Officer, Equity and Diversity Office, Human Resources
• Director Student Services, School of Indigenous Studies
• Director Teaching and Learning, School of Indigenous Studies

The role of Indigenous Employment Strategy Steering Committee is to:

• Monitor, review and evaluate the progress towards achieving the outcomes specified within the Strategy and recommend targets
• Further the Indigenous Employment Strategy and dealing with issues arising from the implementation of the Strategy
• Evaluate the effectiveness of training and employment programs contained in the Strategy
• Develop future initiatives for Indigenous employment within the University
• Recommend appropriate resource allocation towards program initiatives.
## Key result areas & implementation strategies

<table>
<thead>
<tr>
<th>Indigenous Employment Strategy Areas (IES) - Key Result Areas</th>
<th>Implementation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management &amp; Leadership</strong></td>
<td></td>
</tr>
<tr>
<td>IES1.1: Proactively advance The Indigenous Employment Strategy at all levels of the University.</td>
<td>IES1.1.1: Promote the Indigenous Employment Strategy across the University</td>
</tr>
<tr>
<td>IES1.1.1:</td>
<td></td>
</tr>
<tr>
<td>IES1.1.2: Develop managers and supervisors to effectively manage diversity</td>
<td></td>
</tr>
<tr>
<td>IES1.1.3: Value and encourage Indigenous styles of leadership as a valid way to do business</td>
<td></td>
</tr>
<tr>
<td>IES1.1.4: Ensure that Indigenous employment is included in the University’s strategic and operational planning and as part of its annual review of performance in key areas.</td>
<td></td>
</tr>
<tr>
<td><strong>Workplace Culture</strong></td>
<td></td>
</tr>
<tr>
<td>IES1.2: Create an inclusive work environment and culture that values and respects Indigenous peoples and supports equity in employment for Indigenous peoples.</td>
<td>IES1.2.1: Develop staff training and cultural awareness programs across the University that promote an understanding of Aboriginal culture, values and ways of working</td>
</tr>
<tr>
<td>IES1.2.2:</td>
<td></td>
</tr>
<tr>
<td>IES1.2.2: Ensure that managers and supervisors working with Indigenous staff have a demonstrated knowledge of working effectively with a diverse workforce</td>
<td></td>
</tr>
<tr>
<td><strong>Recruitment</strong></td>
<td></td>
</tr>
<tr>
<td>IES1.3: Increase Indigenous employment at all levels and across a wide range of areas of the University by attracting qualified and professional Indigenous staff.</td>
<td>IES1.3.1: Develop a range of targeted recruitment initiatives including Cadetships and Academic Internships</td>
</tr>
<tr>
<td>IES1.3.2:</td>
<td></td>
</tr>
<tr>
<td>IES1.3.2: Promote UWA’s employment opportunities in local Indigenous communities and through regional, state and national networks</td>
<td></td>
</tr>
<tr>
<td>IES1.3.3:</td>
<td></td>
</tr>
<tr>
<td>IES1.3.3: Review advertising, recruitment and selection policies and procedures to ensure they reflect Indigenous needs and encourage Indigenous applicants</td>
<td></td>
</tr>
<tr>
<td>IES1.3.4:</td>
<td></td>
</tr>
<tr>
<td>IES1.3.4: Review relevant job documentation to include recognition of cultural knowledge, skills and experience relevant to the position</td>
<td></td>
</tr>
</tbody>
</table>
## Implementation Strategy

### Retention

<table>
<thead>
<tr>
<th>IES1.4</th>
<th>Ensure that the University’s policies, procedures and operational practices contribute to the retention of Indigenous staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IES1.4.1</td>
<td>Ensure that Indigenous staff receive appropriate induction and orientation to their workplace and the university</td>
</tr>
<tr>
<td>IES1.4.2</td>
<td>Provide opportunities for Indigenous staff to undertake secondments, higher duties, job rotation and participation in training</td>
</tr>
<tr>
<td>IES1.4.3</td>
<td>Develop an Indigenous staff network</td>
</tr>
<tr>
<td>IES1.4.4</td>
<td>Provide employment support and mentoring programs for Indigenous staff</td>
</tr>
</tbody>
</table>

### Career Development

<table>
<thead>
<tr>
<th>IES1.5</th>
<th>Support Indigenous staff to realise their full career potential.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IES1.5.1</td>
<td>Regularly review staff training and development in terms of suitability and accessibility for Indigenous staff</td>
</tr>
<tr>
<td>IES1.5.2</td>
<td>Assist Indigenous staff to develop and implement career development plan</td>
</tr>
<tr>
<td>IES1.5.3</td>
<td>Provide support for Indigenous staff to undertake undergraduate and postgraduate qualifications</td>
</tr>
<tr>
<td>IES1.5.4</td>
<td>Develop an Indigenous Staff Leadership development program</td>
</tr>
</tbody>
</table>