Indigenous Employment Plan
2012-2016

Introduction

UNSW Australia has a strong commitment to the employment of Indigenous people and their ongoing career development opportunities across all areas of the University.

This commitment has been restated in the University’s 2014-16 Mission-based Compact with the Australian Government and projects our Aboriginal and Torres Strait Islander employment targets in both professional and academic areas. Our B2B Blueprint to Beyond Strategic Intent document forms the enduring and overarching strategy for UNSW Australia. A key part of the UNSW Australia Strategic priorities and objectives is to continually improve underlying leadership and operational capabilities of staff.

Indigenous employment targets - 2014-16 Mission-based Compact

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<tr>
<th>Principal Performance Indicators</th>
<th>Baseline 2012</th>
<th>Target 2016</th>
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<tbody>
<tr>
<td>Number of all Aboriginal and Torres Strait Islander professional/general staff</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>Number of all Aboriginal and Torres Strait Islander academic staff</td>
<td>13</td>
<td>23</td>
</tr>
<tr>
<td>Number of staff employed at senior staffing levels (Associate Professor and above)</td>
<td>3</td>
<td>6</td>
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The Indigenous Employment Plan is guided by the Indigenous leadership in the University and with a key intent to strive for higher employment numbers through a merit-based process. Our approach in the University is to also pursue and recruit Aboriginal and Torres Strait Islander people who will continually develop their professional capacities and contribute fully to the life and work of the University.


Key Objectives

The Indigenous Employment Plan aims to:

1. Increase the number of Indigenous\(^3\) staff at all levels, and across all Divisions and Faculties within UNSW\(^4\);

2. Develop Indigenous staff capacity through professional development and encouraging further studies;

3. Support Indigenous students with their employment needs and future career goals;

4. Strengthen UNSW’s relationship with the Indigenous communities on which our campuses are located and Industry to leverage employment opportunities.

\(^3\) See Readers Note at the end of the document

\(^4\) Nura Gili Strategic Plan 2011-2015 p4

### Operational Elements

**OBJECTIVE 1:** Increase the number of INDIGENOUS STAFF at all levels, and across all Divisions and Faculties within UNSW

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<tr>
<th>Strategies</th>
<th>Outcomes</th>
<th>Responsibility</th>
<th>Progress Indicators</th>
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| **Establish and promote** UNSW Indigenous staff Network                    | • Enhance communication and encouraged collaboration between UNSW Indigenous Staff  
  • Increases support and professional development opportunities for all UNSW Indigenous staff                                      | Nura Gili                              | Established Indigenous Staff Network                                                 |
| **Establish** collaborative partnerships with Faculties and Divisions to actively identify, create and promote Indigenous employment opportunities | • Number of Indigenous people applying for positions at UNSW  
  • Increased marketing of available positions at UNSW through Indigenous networks                                                  | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Number of Indigenous staff employed across UNSW                                     |
| **Establish** collaborative partnerships with UNSW Australia Faculties to actively identify, create and promote Indigenous academic opportunities | • Increased number of Indigenous academics applying for positions at UNSW  
  • Increased marketing of available academic positions at UNSW through Indigenous networks                                         | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Number of Indigenous academic staff employed across UNSW                             |
| **Develop** employment marketing and promotional strategies that will attract potential Indigenous candidates to apply to UNSW | • Increased percentage of Indigenous candidates, especially graduates and alumni, applying for positions at UNSW  
  • Increased community awareness of opportunities available for Aboriginal and Torres Strait Islander people at UNSW  
  • Stronger communication between potential Indigenous employees, Indigenous networks and UNSW  
  • Increased number of Indigenous Staff employed at UNSW | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Increased number of applicants to positions via advertising and UNSW Networks         |
| **Develop** focused employment programs targeting Indigenous employment at UNSW | • Increase workforce diversity  
  • Increase in Indigenous Staff employed at UNSW Australia  
  • Established Indigenous employment pathways                                                                            | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Increase in numbers of current students utilising opportunities including Indigenous Cadetships |
| **Explore** opportunities to embed best practice principles within UNSW Australia recruitment and selection process | • Indigenous representation on selection panels  
  • Training packages/program for staff on selection panels                                                              | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Numbers of Indigenous people representing on selection panels                         |
| **Establish and implement** Indigenous staff entry and exit processes to capture vital transitional information | • Increased awareness of new and existing staff attraction and retention factors  
  • Greater awareness of career and professional development drivers  
  • Increased awareness of exit triggers                                                                                   | Nura Gili Management team                | Number of sessions successfully conducted                                             |
**OBJECTIVE 2: DEVELOP INDIGENOUS STAFF CAPACITY THROUGH PROFESSIONAL DEVELOPMENT AND ENCOURAGING FURTHER STUDIES**

<table>
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<th>Progress Indicators</th>
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<tbody>
<tr>
<td><strong>Develop and implement processes to facilitate professional development planning across Nura Gili</strong></td>
<td>Monthly meetings between staff and supervisors</td>
<td>Nura Gili Management team</td>
<td>Defined work plans and career development plans</td>
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<td>Individual professional development plans created</td>
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<td>Improved planning and communication between staff and management</td>
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<td>Regular and consistent feedback processes</td>
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<td><strong>Develop and enhance financial resources to support and promote professional development programs for Indigenous staff</strong></td>
<td>Increased number of staff in professional development programs and/or studies</td>
<td>Human Resources, Nura Gili, Faculties, Schools and Divisional Units</td>
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<td>Increased support and encouragement for staff to continue further education</td>
<td>Utilisation of professional development budget</td>
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<td>Increased support for staff to present and attend work related conferences</td>
<td>Improved capacities of Indigenous staff</td>
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<td>Implementation of flexible work arrangements for study and professional development activities where appropriate</td>
<td>Promotion of Indigenous staff</td>
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<td><strong>Explore existing communication, marketing and promotional tools to increase awareness of Indigenous staff activities and achievements on campus and in the community</strong></td>
<td>Improved communications mechanisms and activities to improve information across campus and to external audiences</td>
<td>Nura Gili Management team</td>
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<td>Greater awareness of Indigenous Staff, projects and achievements</td>
<td>Communications established and distributed through the University</td>
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### OBJECTIVE 3: SUPPORT INDIGENOUS STUDENTS WITH THEIR EMPLOYMENT NEEDS AND FUTURE CAREER GOALS

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| **Develop support channels for Doctor of Philosophy (PhD) and research candidates, and improve student capacity and employability** | • Increased employment opportunities within Nura Gili and UNSW  
• Increased completions of Indigenous PhD and research candidates | Nura Gili Director and Deputy Director | Number of Indigenous PhD students utilising PhD spaces and support from Nura Gili |
| **Build pathways into HDR (Higher Degree Research) studies** | • Clearly defined transitional pathways into HDR studies for Indigenous students  
• Increased financial incentives for Indigenous students to undertake HDR studies  
• Increased HDR enrolments  
• Increased retention and graduation of HDR students  
• Increased graduate employment | Nura Gili Management team | Increased Indigenous HDR enrolments and completions |
| **Develop targeted marketing strategies to increase student employment opportunities in external markets** | • Collaborative partnerships with corporates and community organisations  
• Increased employment advertising networks  
• Increased employment placement of Indigenous students (cadetship and internships) and graduates | Indigenous Employment Coordinator | Increased external recruitment and advertising |
| **Develop marketing strategies to increase employment opportunities in targeted internal markets** | • Increased number of Indigenous graduates applicants for UNSW positions  
• Increased Indigenous employment  
• Increased number of facilitated placements | Indigenous Employment Coordinator | Increased number of UNSW Indigenous graduates and students employed within the University |
| **Expand training and development programs to create employment opportunities for Indigenous students** | • Maintain and grow cadetship program  
• Explore opportunities to align Diploma of Professional Practice with employment programs  
• Utilise Indigenous students for Indigenous recruitment programs and activities and Nura Gili programs  
• Develop Tutor training and development program  
• Increased number of employment opportunities created  
• Increased number Indigenous staff employed in programs | Indigenous Employment Coordinator | Increase in numbers of current students employed |
| **Develop and implement professional preparative programs for final stage Indigenous students** | • Implementation of the Nura Gili Career preparation workshops  
• Increased Indigenous graduate employment rates  
• Increased Indigenous student exposure to workforce environment prior to graduation | Nura Gili with UNSW Careers and Employment | Number of students undertaking workshops and placement prior to graduation |
**OBJECTIVE 4: STRENGTHEN UNSW’S RELATIONSHIP WITH THE INDIGENOUS COMMUNITIES ON WHICH OUR CAMPUSES ARE LOCATED AND INDUSTRY TO LEVERAGE EMPLOYMENT OPPORTUNITIES**

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| **Strengthen relationships with Indigenous communities within the Greater Sydney Region** | - Established networks with Aboriginal and Torres Strait Islander communities where our campuses are located  
- Increased participation in social events that add value to Nura Gili and UNSW  
- Increased engagement with Indigenous agencies in the promotion of UNSW initiatives  
- Increased Indigenous Community participation with UNSW  
- Increased opportunities to engage Indigenous Elders within UNSW Australia  
- Maintaining and grow Indigenous community relationships  
- Established network of community “champions”  
- Increased Indigenous community engagement  
- Strengthen communication networks | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Increase in knowledge of Nura Gili programs throughout the community  
Increase in representation on key Indigenous bodies within Greater Sydney Region |
| **Explore external engagement opportunities to increase UNSW’s profile** | - Increased engagement with external agencies, employers and industry  
- Build and strengthen relationships and communications networks  
- Increased employment of students with industry partners  
- Increased scholarships, cadetships and internships for Indigenous students and staff  
- Increased external support for Nura Gili and UNSW Indigenous programs | Nura Gili Staff | Increase in the knowledge of UNSW initiatives throughout stakeholder groups |
| **Develop and expand stakeholder/industry relationships** | - Active participation of UNSW community in Indigenous events and activities  
- Increase UNSW community awareness of Indigenous community events | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Increased awareness of Indigenous issues and events on campus |
| **Establish two-way community engagement initiatives** | - Active participation of UNSW community in Indigenous events and activities  
- Increase UNSW community awareness of Indigenous community events | Human Resources, Nura Gili, Faculties, Schools and Divisional Units | Increased awareness of Indigenous issues and events on campus |
Implementation & Evaluation

The implementation of the plan will be monitored by the Nura Gili Management Team. The Indigenous Employment Coordinator will provide ongoing and annual reports on the progress and achievements of the Plan to the Nura Gili Management Team as well as the Division Management Group in the University.

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02 9385 2514

Readers Notes
The term ‘Indigenous’ has been used in this employment plan to abbreviate our reference to Aboriginal and Torres Strait Islander peoples of Australia. This is done with the guidelines of the United Nations Declaration of the Rights of Indigenous People.

Related Documents
UNSW Australia Indigenous Education Statement
UNSW Australia B2B Blueprint to Beyond
2014-16 Mission-based Compact – University of New South Wales
Council of Australian Governments – National Indigenous Reform Agreement
UNSW Australia Anti-Racism Policy 2005
Nura Gili Strategic Plan 2011-2015
National Indigenous Higher Education Workforce Strategy