



THE UNIVERSITY
of ADELAIDE



The University of Adelaide

Aboriginal and Torres Strait Islander Employment Strategy

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The University of Adelaide acknowledges the Kaurna people as the original inhabitants of the land where our first campus was built. We recognise that the colonisation of Australia has led to the dispossession, alienation and impoverishment of its Indigenous peoples. The University of Adelaide is committed to reconciliation and to the elimination of injustice and disadvantage in respect of the rights of Australia's Indigenous peoples and their opportunity for self determination within the life of the nation.



A message from the Deputy Vice-Chancellor
& Vice-President (Academic)

Professor Pascale Quester

The University of Adelaide is one of South Australia's largest employers and its activities span across 4 campuses; North Terrace, Thebarton, Roseworthy and Waite, located on the traditional land of the Kaurna people. We recognise the University's responsibility to develop its own employment and career development opportunities for Aboriginal and Torres Strait Islander people and embraces the principles of self-determination and empowerment for Aboriginal and Torres Strait Islanders.

We also acknowledge that social, educational and economic disadvantage are still experienced by many Aboriginal and Torres Strait Islander people today. This disadvantage is particularly apparent in the continuing under-representation of Aboriginal and Torres Strait Islander people across the higher education sector.

The University of Adelaide Aboriginal and Torres Strait Islander Employment Strategy reflects the goals of our Integrated Aboriginal and Torres Strait Islander Education Strategy, Tirkkarri Tirka, and aligns with the University's Strategy Plan 2013 – 2023, *Beacon of Enlightenment*. It also reflects the Australian Government's national priority of 'Closing the Gap' on Aboriginal and Torres Strait Islander peoples' disadvantage.

Together with our Reconciliation Statement, the University of Adelaide Aboriginal and Torres Strait Islander Employment Strategy has steadily increased our staffing numbers. However, participation continues to remain at unacceptable low levels across the higher education sector. We are committed to addressing this challenge.

Our aim is to achieve a 2% Aboriginal and Torres Strait Islander staff workforce within the next ten years; we are already half-way there and will work towards achieving and even exceeding this target. In order to do this, the University will continue to work with Aboriginal and Torres Strait Islander staff and communities, external organisations and agencies to deliver and monitor Aboriginal and Torres Strait Islander employment within the University.

I am very pleased to fully endorse this Aboriginal and Torres Strait Islander Employment Strategy.

Professor Pascale Quester

Deputy Vice-Chancellor and Vice-President (Academic)

Background

Through its Reconciliation Statement (2003) the University of Adelaide affirms a commitment to an informed respect for Aboriginal and Torres Strait Islander peoples of Australia, the richness and diversity of cultures and the unique importance of land and waters to Aboriginal and Torres Strait Islander communities.

In recognising that Australian Indigenous peoples continue to face social and economic disadvantage, the University is committed to redressing this disadvantage through employment and education, and embraces the continued development and implementation of its Aboriginal and Torres Strait Islander Employment Strategy. The strategy has a specific focus on access to employment, recruitment, retention, and career development for Aboriginal and Torres Strait Islander peoples.

Underpinning the strategy is the University's commitment to reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians, through strategies aimed at increasing participation of Aboriginal and Torres Strait Islander peoples as students and staff in the full range of University activities. The Reconciliation Statement reflects one of the University's initiatives towards equitable learning, teaching and employment opportunities for Aboriginal and Torres Strait Islander peoples. As a responsibility to the wider community and to reflect and value intellectual diversity, the University places high regard on Aboriginal and Torres Strait Islander people's knowledges and cultures as demonstrated in its inclusivity of Aboriginal and Torres Strait Islander paradigms and perspectives in curriculum content.

The University recognises that ongoing employment is fundamental to a sustainable higher education workforce and that Aboriginal and Torres Strait Islander peoples still face challenges of access and equal opportunity in employment and education¹. Through the Aboriginal and Torres Strait Islander Employment Strategy a commitment has been made by the University to increase the participation of Aboriginal and Torres Strait Islander peoples in both academic and professional employment capacities.

The University of Adelaide's Aboriginal and Torres Strait Islander Employment Strategy works within and alongside the Integrated Aboriginal and Torres Strait Islander Education Strategy the University's Strategic Plan and the Enterprise Agreement. These documents highlight the University's commitment to the continued development and implementation of its Aboriginal and Torres Strait Islander Employment Strategy by providing sustainable and effective employment opportunities for Aboriginal and Torres Strait Islander staff and students.

The University has established a population parity target of 2% by 2023 for Aboriginal and Torres Strait Islander employment, and aligns with the University of Adelaide Strategic Plan 2013 – 2023 *Beacon of Enlightenment* and also responds to recommendations from the Australian Government's *Review of Access and Outcomes for Aboriginal and Torres Strait Islander peoples* and will benchmark its performance against the Group of Eight universities.

Definitions:

For the purpose of this document:

The terms "Indigenous" and "Aboriginal and Torres Strait Islander" are defined as any person who:

1. is of Australian Aboriginal and/or Torres Strait Islander descent
2. identifies as an Australian Aboriginal and/or Torres Strait Islander person and
3. is recognised by the Australian Aboriginal and/or Torres Strait Islander community in which he or she lives or has lived.

¹ The 2011 census indicates that 22% of Aboriginal and Torres Strait Islander peoples living in South Australia ages 15 years and over had completed year 12 compared to 46.4% of non Aboriginal and Torres Strait Islander South Australians. Source: ABS Census of Housing and Population 2011.

The Guiding Principles:

- > recognition and value of the diversity of Aboriginal and Torres Strait Islander cultures, knowledges, experiences, histories and geographical locations
- > recognition and inclusion of prior learning and life experiences relating to the transfer of skills relevant to specific positions
- > respect for Aboriginal and Torres Strait Islander knowledge systems and processes and recognition of the significant contribution of this knowledge to the University
- > equity of access for recruitment, retention, selection and promotion, in both mainstream and designated career pathways
- > a workplace free of racism, sexism, and ethnocentrism with a formalised process of dealing with these matters.

Implementation:

In 2009, the University of Adelaide developed an Investment Strategy to complement its Aboriginal and Torres Strait Islander Employment Strategy. The Investment Strategy encourages and supports the continuing employment of academic and professional staff and includes a funding model to strengthen retention and sustainability of Aboriginal and Torres Strait Islander employment.

The model consists of the following:

- > 100% salary funding to the faculty/division in the first year
- > 66% in the second year
- > 33% in the third year, with the faculty/division funding the position on a continuing basis from the fourth year and onwards.

The implementation of this model brought immediate success with Aboriginal and Torres Strait Islander staff numbers increasing by 56.25% from 16 to 25 staff between 2009 and 2012.

Current Profile

The University of Adelaide reported to the Australian Government Department of Education Employment and Workforce Relations (DEEWR) on 31 March 2012 the following data:

- > 25 Aboriginal and Torres Strait Islander staff (headcount)
- > 0.71% continuing and fixed term Aboriginal and Torres Strait Islander staff of the total University workforce;
- > 17 professional staff and 8 academic staff.

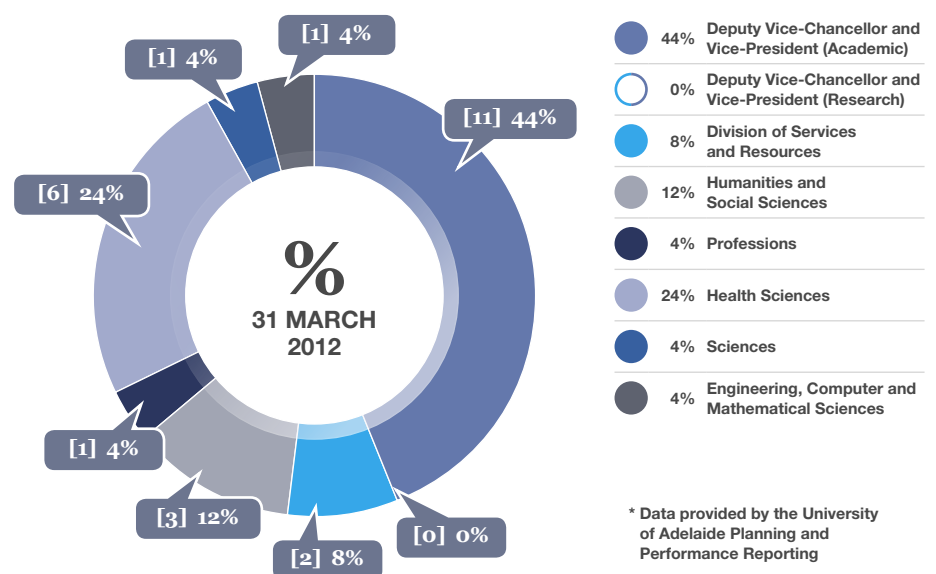
The chart shows that the Division of the Deputy Vice-Chancellor and Vice-President (Academic) is the largest employer of Aboriginal and Torres Strait Islander staff at the University of Adelaide including both professional and academic staff. The Faculty of Health Sciences also employs a significant number of Aboriginal and Torres Strait Islander staff. However there are still low numbers of employment across a number of the faculties and divisions.

The following table and pie chart highlights Aboriginal and Torres Strait Islander employment numbers between 2002-2012 and Aboriginal and Torres Strait Islander staff by faculty/division in March 2012.

	ATSI	Total Staff	% ATSI
2002	11	2231	0.49%
2003	13	2306	0.56%
2004	12	2401	0.49%
2005	15	2528	0.59%
2006	18	2665	0.67%
2007	16	2803	0.57%
2008	22	2884	0.76%
2009	16	3047	0.52%
2010	23	3159	0.72%
2011	22	3359	0.65%
2012	25	3489	0.71%

NB: The Investment Strategy funding model was introduced in 2009 which provided increased results in 2010 figures.

Aboriginal and Torres Strait Islander Staff by Faculty* (2012)



Progressive Targets

This strategy uses the population parity rate for South Australia that indicates that the future proportion (2%) of all staff at the University of Adelaide would be expected to be Aboriginal and Torres Strait Islander.

General Staff

Of the 2,030 general staff in 2012, 17 were Aboriginal and Torres Strait Islander (0.8%). Assuming a 15% growth in general staff by 2024 (2,334), 2.0% would be 47. The 2013-2024 progressive targets to achieve this would be as follows:

Principal Performance Indicators	Baseline 2012	Progressive Target 2013	Progressive Target 2014	Progressive Target 2015	Progressive Target 2016	Target 2024
Number of ATSI general staff	17	19	22	24	27	47

Academic Staff

Of the 1,655 academic staff in 2012, 8 were Aboriginal and Torres Strait Islander (0.5%). Assuming a 15% growth in academic staff by 2024 (1,903), 2.0% would be 38.

Principal Performance Indicators	Baseline 2012	Progressive Target 2013	Progressive Target 2014	Progressive Target 2015	Progressive Target 2016	Target 2024
Number of ATSI academic staff	8	11	13	16	18	38

Objectives

The University has employed an Indigenous Employment Coordinator to ensure the following objectives are met.

OBJECTIVE 1:

provide access to employment opportunities at the University of Adelaide.

Enhance employment pathways and opportunities for Aboriginal and Torres Strait Islander peoples at the University of Adelaide.

To achieve this, actions include:

- > promoting awareness and encouraging faculties and divisions to identify employment opportunities for Aboriginal and Torres Strait Islander peoples using Special Measures Clause 65 of the Equal Employment Opportunity Act, 1985
- > negotiating funding support to faculties and divisions for ongoing employment opportunities for Aboriginal and Torres Strait Islander staff
- > developing pathways for growing an Aboriginal and Torres Strait Islander workforce from Aboriginal and Torres Strait Islander graduates
- > promoting vacancies at the University of Adelaide to the Aboriginal and Torres Strait Islander communities by utilising Aboriginal and Torres Strait Islander employment network email distribution lists, and promoting vacancies at Aboriginal and Torres Strait Islander employment network meetings
- > providing opportunities to current Aboriginal and Torres Strait Islander undergraduate students on cadetships at the University of Adelaide (*see cadetships*).

OBJECTIVE 2:

increase the number of Aboriginal and Torres Strait Islander staff to 2% at the University of Adelaide.

Employ 2% Aboriginal and Torres Strait Islander workforce at the University of Adelaide.

To achieve this, actions include:

- > developing key performance indicators and performance management policies for Aboriginal and Torres Strait Islander participation for executive deans and divisional managers
- > targeting faculties and divisions with low Aboriginal and Torres Strait Islander staff representation and provide encouragement to increase Aboriginal and Torres Strait Islander staff numbers
- > negotiating continuing employment opportunities for Aboriginal and Torres Strait Islander people at the University of Adelaide as per the three year funding model
- > providing advice and assistance to faculties and divisions and participating in all selection and interview processes where Aboriginal and Torres Strait Islander staff are interviewed, to ensure that all processes have regard for cultural sensitivities; including advice on possible barriers in the application processes and communication styles during interview
- > conducting pre-interview screening (if required) with potential employees prior to interview to support the University's human resources recruitment and selection process and enhance employment opportunities for Aboriginal and Torres Strait Islander people
- > providing advice to faculties and divisions on the development of position descriptions and job advertisements, including advice on the wording of duties and requirements for positions.

OBJECTIVE 5:

employ Aboriginal and Torres Strait Islander students as cadets at the University of Adelaide.

Provide cadetship opportunities for existing Aboriginal and Torres Strait Islander undergraduate students at the University of Adelaide through the Commonwealth Government's Indigenous Cadetship Support (ICS) program.

To achieve this, actions include:

- > negotiating with faculties and divisions on identifying cadetship opportunities for current Aboriginal and Torres Strait Islander undergraduate students of the University
- > promoting the Indigenous Cadetship Support program to faculties and division, and to Aboriginal and Torres Strait Islander undergraduate students
- > requiring faculties and divisions to identify opportunities for continuing employment on successful completion of cadetships through the Aboriginal and Torres Strait Islander Employment Strategy funding
- > supporting cadets during study and throughout their work placements while providing professional career guidance and pathways and mentoring
- > making efforts to offer continuing employment to cadets upon the successful completion of the cadetship.

OBJECTIVE 4:

provide access for Aboriginal and Torres Strait Islander staff to development opportunities.

Support Aboriginal and Torres Strait Islander employees to develop their knowledge and skill set towards aspiring to a wider range of positions.

To achieve this, actions include:

- > developing a Professional Development Program for Aboriginal and Torres Strait Islander staff for access to further training and development
- > providing information on access and support for training programs through the University's Information Technology Services and Professional and Continuing Education
- > providing information on access and support for training programs external to the University, for example, mentoring training through external providers
- > providing information and access to funding through the Department of Further Education, Employment, Science and Technology's (DFEEST) Aboriginal Employment Policy Unit to undertake training external to the University
- > ensuring Aboriginal and Torres Strait Islander staff are provided with information on training and support programs enabling employees to perform required duties at expected levels
- > providing advice to faculties and divisions on job shadowing opportunities for Aboriginal and Torres Strait Islander staff.

OBJECTIVE 3:

encourage networking and retention of existing Aboriginal and Torres Strait Islander staff at the University of Adelaide.

Increase retention by encouraging a culturally inclusive and supportive working environment

To achieve this, actions include:

- > developing and maintaining good working relationships and communication with all Aboriginal and Torres Strait Islander staff by providing continuous personal contact and ensuring that staff are supported in their positions
- > providing advocacy and understanding of the cultural and community obligations required by Aboriginal and Torres Strait Islander staff, and provide access to information that allow staff to fulfill those obligations
- > providing culturally appropriate mentoring and support to Aboriginal and Torres Strait Islander employees
- > acting as a reference point for human resource information and provide advice to Aboriginal and Torres Strait Islander staff on employee rights and obligations
- > celebrating the successes of Aboriginal and Torres Strait Islander staff by showcasing Aboriginal and Torres Strait Islander employment success stories in the Aboriginal and Torres Strait Islander Employment Strategy newsletter.

OBJECTIVE 6:

develop strong connections with the Aboriginal and Torres Strait Islander community in South Australia.

Develop strong connections and relationships with Aboriginal and Torres Strait Islander community groups

To achieve this, actions include:

- > establishing a community liaison network group as identified by the University of Adelaide Enterprise Agreement Clause 7.6.3.
- > developing and strengthening connections with local Aboriginal and Torres Strait Islander communities and support structures by attending community network meetings and events
- > developing and maintaining strong relationships with external service providers by attending employment network meetings, Aboriginal and Torres Strait Islander focused careers expos and functions.

Monitoring Committee

The University of Adelaide Enterprise Agreement 2010-2013 provides for the establishment of an Aboriginal and Torres Strait Islander Employment Advisory and Monitoring Committee chaired by the Deputy Vice-Chancellor and Vice-President (Academic) and including academic and administrative leaders with accountability for Indigenous education both in Wilto Yerlo and across the University.

The University is committed to the principles underpinning the Enterprise Agreement, which is under renegotiation at the time of renewal of this strategy, and commits to maintain the ATSI Employment Advisory and Monitoring Committee to support the implementation of the strategy and its ongoing review. The committee will consult with Aboriginal and Torres Strait Islander staff members, and members of a community

liaison network regarding changes to the Aboriginal and Torres Strait Islander Strategy. The committee will arrange for establishment of a community liaison network through a call for expressions of interest to Aboriginal and Torres Strait Islander community members in South Australia. All those who express an interest will be deemed to be part of the community liaison network.

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