	Title: Charles Sturt University Australian Indigenous Employment Strategy 2008-2011	
	Version: 2.0	Approved: Vice-Chancellor 1 July 2008
	Administered: Human Resources	Next Review: January 2011

Introduction

Indigenous Australians are the most socially and economically disadvantaged group in Australia. Providing employment opportunities for Indigenous people is critical to Charles Sturt University's commitment both to social justice and to its mission to enhance its communities, which include Indigenous Australians, as stated in its Strategic Plan (2007-2011).

Building a relationship with Indigenous communities and fostering appreciation of Indigenous cultures and knowledge have been significant goals for CSU. The University recognises that employment of Indigenous people in a diversity of positions and roles on campus is central to achieving these goals as well as supporting its Indigenous Education Strategy. In its Equity Employment Plan 2007-2011, the University undertakes to support and resource strategies aimed at the recruitment and career development of Indigenous staff

Indigenous people comprise 1.9% of the NSW population. However they are generally more highly represented in the University's region and in the localities of its campuses, comprising 9% of the population in Dubbo, nearly 4% in Orange, over 3% in Bathurst and Wagga Wagga and 1.8% in Albury

In 2005 the University introduced its first Indigenous Employment Strategy to promote the recruitment and career development of Indigenous people in mainstream University positions. At that time Indigenous staff represented 0.8% of the University's workforce and the majority were employed in identified positions. The strategy aimed to increase the number of Indigenous staff in mainstream positions and the proportion of Indigenous staff to 2% by 2007. Both these objectives have been achieved. However, Indigenous staff remain disproportionately represented in short-term positions and the majority of appointments to mainstream positions have been in the form of traineeships. The Strategy has been amended for 2007-2011 with a focus on increasing the proportion of Indigenous staff in continuing positions and the overall representation of Indigenous staff to 3%

OBJECTIVE 1: TO PROVIDE A WORK ENVIRONMENT WHICH ACKNOWLEDGES VALUES AND RESPECTS THE CULTURE, KNOWLEDGE AND DIVERSITY OF AUSTRALIAN INDIGENOUS PEOPLE

ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
HR recruitment procedures to reflect the priorities of National Reconciliation in the recruitment of Australian Indigenous academic and general staff	Senior Management, including Heads of School and Directors HR Recruitment Staff Indigenous Employment Coordinator	Ongoing	Proactive recruitment strategies in the employment of Indigenous staff and the assistance of the Indigenous Employment Coordinator
<p>The university acknowledges Australian Indigenous Knowledge and Heritage by identifying those positions responsible for teaching Australian Indigenous Studies.</p> <p>Where a position requires the teaching of Australian Indigenous perspectives within the professions, it is strongly preferred that an Australian Indigenous person is recruited to that position. However, if suitable applicants are not available, then a suitably qualified non Indigenous person may be recruited for a maximum of three years.</p>	Deans, Heads of School and the Indigenous Employment Coordinator	Ongoing	Indigenous academics are recruited to teach Australian Indigenous Studies
Provide cross cultural awareness training to staff of CSU, especially targeting areas where Indigenous staff are being employed for the first time.	Indigenous Employment Coordinator	Ongoing	<p>Cross cultural awareness training is provided in the workplace before an Indigenous employee commences.</p> <p>Supervisors of Indigenous staff participate in cross cultural awareness training</p>
Ensure selection committee members recruiting Indigenous staff have participated in cross cultural awareness training	Indigenous Employment Coordinator and HR Recruitment staff	Prior to the selection of Indigenous staff for interview	The majority of members in selection committees have attended training
Ensure standards and behaviour of all employees are consistent with zero tolerance of racism, and	Supervisors	Ongoing	No complaints of racial discrimination

all managers actively intervene to prevent and address racial harassment.			are made. Grievances are resolved quickly and effectively.
Provide opportunities for Indigenous Elders and community leaders to participate in the life of the university, e.g. employment expos, Staff Conferences and other on campus activities	Indigenous Employment Coordinator Event Organisers	Ongoing	Feedback from local Elders groups
Ensure Indigenous community representatives are included on the IES Steering committee	Chair of the Indigenous Employment Strategy Steering Committee	Ongoing	Membership of Indigenous people on the steering committee

OBJECTIVE 2: TO PROMOTE AND MARKET CSU'S AUSTRALIAN INDIGENOUS EMPLOYMENT STRATEGY

ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
Promote the Indigenous Employment Strategy in local Indigenous communities and regional, state and national job networks.	Indigenous Employment Coordinator Media Office	Quarterly within CSU Annually in the Indigenous community Annually in the job networks	Publicity about the Indigenous Employment Strategy is circulated within CSU on a quarterly basis.
Enlist the active support of senior managers, by profiling the benefits of the IES and the various employment programs available under the strategy to the University.	Indigenous Employment Coordinator Presiding Officer, EO/AA Committee	Regular communications	Faculty and Division workforce &/or operational plans include commitments that reflect the Indigenous Employment Strategy.
Promote the University's Indigenous Employment Incentive Scheme to Managers and Heads of School	Indigenous Employment Coordinator	From Jan 2008 Review in September 2008	Faculties and Divisions target continuing positions under the IES.
Publicise achievements in the employment and retention of Indigenous people at CSU to the University and wider community using regular updates in `What's New?', CSU Times, CSU Billboard and community based media outlets.	Indigenous Employment Coordinator Media Office	Ongoing	Formal and informal networks are strengthened between CSU and local Indigenous communities, as well as relevant public and private sector organisations.
Develop the Indigenous Employment Strategy website profiling Indigenous employment initiatives at CSU.	Indigenous Employment Coordinator Division of Information Technology	December 2008	The website includes best practice examples of Indigenous employment at CSU.
Develop opportunities for Indigenous students to gain information and/or contact re the IEC on employment opportunities at CSU	Indigenous Employment Coordinator Manager, Indigenous Support Unit	Commence 2008	Number of enquiries from students

Assist managers in establishing a work experience program for Indigenous TAFE and high school students.	Indigenous Employment Coordinator	March 2009	Increased understanding of positions available at CSU, translating into increased applications for vacancies.
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OBJECTIVE 3: TO INCREASE THE NUMBER OF AUSTRALIAN INDIGENOUS EMPLOYEES IN CONTINUING POSITIONS ACROSS ALL LEVELS AND OCCUPATIONS AT CSU

ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
Continue to circulate information about vacant positions to community organisations and Indigenous media.	Indigenous Employment Coordinator	Ongoing	Information about vacant positions at CSU is circulated widely in Indigenous communities.
Continue to keep an employment register for Indigenous people who are interested in obtaining full-time and/or part-time employment at CSU.	Indigenous Employment Coordinator	Ongoing	Potential Indigenous recruits are invited to apply for vacant positions at CSU.
Identify, access and, where appropriate, participate in Indigenous employment programs offered by federal and state funding agencies.	Indigenous Employment Coordinator Managers	Ongoing	Potential Indigenous recruits gain the experience necessary to compete for mainstream positions at the University.
During the life of the current strategy, continue to provide financial incentives to support Indigenous employment at the University – such as the Indigenous Employment Incentive Scheme.	Senior Executive Group	Ongoing	Mainstream continuing positions are made available for the Strategy
Target continuing positions to be filled by Indigenous recruits - where appropriate, participating in the University's Indigenous Employment Incentive Scheme.	Managers	Ongoing	By 2011, at least 3% of CSU's workforce is of Aboriginal and/or Torres Strait Island descent and Indigenous staff are proportionately represented in continuing positions.
Set up a casual employment register of Indigenous participants and encourage managers to use it when seeking casual staff.	Co-ordinator with HR Director, Recruitment	Ongoing	Indigenous people are recruited to casual positions on a regular basis.



OBJECTIVE 3: CONTINUED			
ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
Work with Faculties and Divisions to pilot an Indigenous cadetship at CSU	Indigenous Employment Coordinator Indigenous Support Unit Deans and Executive Directors	For 2009	The first Indigenous cadetship is trialled in 2009
Encourage and support Indigenous students in the pursuit of careers at CSU.	Faculties/Divisions Indigenous Support Unit	Ongoing	NICP Indigenous cadets are sponsored by CSU.
Review CSU's Staff Recruitment and Selection Policy and recommend amendment where necessary.	Indigenous Employment Coordinator in consultation with the Manager, Indigenous Support Unit and Director, Centre for Indigenous Studies. HR Director Recruitment	August 2008	Recruitment policy supports measures to increase Indigenous employment.
Ensure appropriate representation of Indigenous staff on selection panels for positions that have been 'targeted' or 'identified' under the Indigenous Employment Strategy, in accordance with CSU's Staff Recruitment and Selection policy guidelines.	Indigenous Employment Coordinator HR recruitment	Ongoing	Selection panels conform to the Staff Recruitment and Selection Policy guidelines.
Provide staff participating in selection and recruitment processes with information and guidance to assist in the recruitment, employment and retention of Indigenous people.	Indigenous Employment Coordinator HR recruitment staff	Ongoing	Selection procedures are carried out in a culturally appropriate manner.

OBJECTIVE 4: TO PROVIDE AND SUPPORT CAREER DEVELOPMENT PROGRESSION FOR AUSTRALIAN INDIGENOUS EMPLOYEES

ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
Investigate and implement career development opportunities for Indigenous employees, such as job rotation, secondment and participation in training.	Indigenous Employment Coordinator Supervisors/Managers	Ongoing	Indigenous employees participate in job rotation, secondment and training.
Promote tertiary and certificate training and encourage and facilitate the use of study leave among Indigenous employees who wish to develop their careers.	Indigenous Employment Coordinator Supervisors/Managers	Ongoing	Indigenous employees are represented amongst staff taking study leave.
Encourage and support Indigenous academic staff to undertake higher degree study. Alert staff to the options for financial support for research higher degrees available through CRGT or the Indigenous Higher Degree Scholarship.	Heads of School Deputy Vice-Chancellor, Research	June 2008 and ongoing	Indigenous academic staff undertake higher degree study.
Explore the options for funding a scholarship to support undergraduate study for Indigenous general staff.	Indigenous Employment Coordinator	June 2009	Indigenous general staff are supported to undertake degree study.
Develop mentoring programs to support new and existing staff seeking professional development.	Indigenous Employment Coordinator HR Organisational Development staff	Ongoing	Indigenous staff are represented among those applying for higher level positions.
Work with existing CSU training providers to assist the development of culturally sensitive training for Indigenous employees	Indigenous Employment Coordinator OD Staff	Commence 2008	Indigenous staff are represented among staff attending professional development provided by CSU

OBJECTIVE 5: DEVELOP A FRAMEWORK THAT MAXIMISES THE RETENTION OF AUSTRALIAN INDIGENOUS EMPLOYEES

ACTION	WHO	WHEN	KEY PERFORMANCE INDICATOR
Establish and maintain an Indigenous Staff network.	Indigenous Employment Coordinator	Ongoing	Indigenous staff networks meet regularly across the University.
Identify mentors who can act as role models to assist Indigenous employees with their employment and career progression.	Indigenous Employment Coordinator	Ongoing	A database of CSU staff and external individuals who are willing to be mentors is established.
Provide advice and support to supervisors to address performance issues in a culturally sensitive manner.	Indigenous Employment Coordinator	Ongoing	Retention rates are the same for Indigenous staff as for all staff.
Ensure support systems provide Indigenous staff with culturally sensitive avenues to raise and address concerns.	Indigenous Employment Coordinator/EO/HR/Supervisors	Ongoing	Retention rates are the same for Indigenous staff as for all staff..
Advise the Indigenous Employment Coordinator whenever a resignation from an Indigenous employee is received.	Human Resources, Administration	ongoing	Reasons for Indigenous staff resigning are monitored and any problems addressed.
Develop video conferencing network for Indigenous trainees	Indigenous Employment Coordinator	ongoing	Trainee networks meet regularly throughout the year
Establish Indigenous Staff Conference (currently dependent on STEP funding)	Indigenous Employment Coordinator/EO Manager	ongoing	Indigenous staff conference held biennially

 CHARLES STURT U N I V E R S I T Y 	Version: 2.0	Approved: 1 July 2008	
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1.0	14 December 2004	RLJ Shaw	Original issue of Strategy.
2.0	16 June 2008	M Knight	Second iteration of the Strategy 2008-2011