

2021-25 Aboriginal and Torres Strait Islander Workforce Strategy



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**RESPECT.
NOW.
ALWAYS.**

James Cook University values and celebrates the diversity of our community, and is committed to ensuring our learning and working environment is safe and welcoming.

JCU is proud to be part of the Respect. Now. Always. campaign – a national initiative led by Universities Australia to highlight our determination to ensure our students and staff are safe from discrimination and sexual harassment. Further information about the campaign and free services available for students can be found at jcu.edu.au/safety-and-wellbeing



Our commitment to Australian Aboriginal and Torres Strait Islander peoples

James Cook University is committed to building strong and mutually beneficial partnerships that work towards closing the employment, health, and education gap for Australian Aboriginal and Torres Strait Islander peoples. Our students come from many backgrounds, promoting rich cultural and experiential diversity on campus.

We acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters where we operate our business. We honour the unique cultural and spiritual relationship to the land, waters and seas of First Australian peoples and their continuing and rich contribution to JCU and Australian society. We also pay respect to ancestors and Elders past, present and future.



Kassandra Savage (JCU Alumni),
'Coming Together and Respecting Difference',
acrylic on canvas, 2014, 90cm x 90cm.

Acknowledgement of Country



JCU acknowledges, honours and respects the Elders, Traditional Owners and Historical People¹ in the communities where our campuses and study centres are located, who share their cultural insights, wisdom and knowledge with the University on a daily basis.

We pay our respect to the Elders, past, present and emerging of the Bindal People on whose lands our Bebegu Yumba campus lies, and the Wulgurukaba Peoples of the Townsville region. We also acknowledge the Yirrganydji Peoples where our Nguma-bada campus in Cairns is based and the other First Peoples of the region the Djabugay, Gunggandji and Yidinji Peoples. We also respectfully

acknowledge the Yuibera Peoples of the Mackay region, the Muralag, Kala Lagaw Ya, Kalaw Kawaw Ya and Meriam Mir Peoples of the Torres Strait and the Kalkadoon Peoples of the lands around Mount Isa.

The University acknowledges the Indigenous Peoples of Australia as the longest continuous surviving cultures on the planet and is grateful for the contributions that Indigenous staff and communities have made to the diverse and inclusive environment of the University.

1 Historical people is a term used by Australian Aboriginal and Torres Strait Islander peoples to describe other Aboriginal and Torres Strait Islander peoples who live on land where they are not Traditional Owners. Through no fault of their own under Government legislation, Historical People were sent away from their communities. Some Historical People have played a major role in the areas where they live. It is important that these people who have contributed to self-determination also be given the courtesy and respect they deserve. It is usually the Traditional Owners who have been involved in their communities at the grass roots level, who would know which Historical People should be engaged.

Introduction / Background

The Aboriginal and Torres Strait Islander Workforce Strategy has been developed in the context of James Cook University continually seeking to enhance its relationship with the Aboriginal and Torres Strait Islander community.

Both the JCU Statement of Strategic Intent and University Plan (2018-2022) (extracts below) express the University's commitment to achieving genuine reconciliation with Aboriginal and Torres Strait Islander peoples.

James Cook University aims to have a strong workforce of Aboriginal and Torres Strait Islander people at all levels of our organisation. We will provide career growth opportunities, competitive pay and benefits, and a safe work environment for all Aboriginal and Torres Strait Islander employees. Central to the Aboriginal and Torres Strait Islander Workforce Strategy is the goal of having 4.68% of our staff being individuals who identify as having Aboriginal and/or Torres Strait Islander heritage by December 2025.

The Aboriginal and Torres Strait Islander Workforce Strategy has been developed in the context of James Cook University continually seeking to enhance its relationship with the Aboriginal and Torres Strait Islander community.

Both the JCU Statement of Strategic Intent and University Plan (2018-2022) share a commitment to achieving genuine reconciliation with Aboriginal and Torres Strait Islander peoples and increasing the employment of Aboriginal and Torres Strait Islander staff. The Statement of Strategic Intent and the University Plan also affirm the University's commitment to a work environment that is culturally supportive and values diversity.

Our Determination to do great things

Our mission is to have an Indigenous workforce at James Cook University made up of people:

- Who have a strong work ethic and a willingness to work hard and smart;
- Who have a positive disposition and strong self-confidence;
- Who are keen learners and motivated to grow; and
- Who will proactively seek out areas of work that best fit their interests.

James Cook University (JCU) Statement of Strategic Intent

Diversity and reconciliation

Embracing the diversity of the communities we serve in two countries, we work with them to create opportunities and enduring benefits for our region and beyond. Acknowledging the First Peoples of the world, their rich cultures and their knowledge of the natural environment, we pay particular respect to Aboriginal and Torres Strait Islander peoples, the traditional custodians of the lands and waters of Australia. We are pledged to achieve genuine and sustainable reconciliation between the Aboriginal and Torres Strait Islander peoples and the wider community.

University Plan (2018-2022)

People and place

We want James Cook University to be an employer of choice for staff and a University of choice for students. We are committed to building an environment that makes excellence possible, that promotes performance and productivity, values equity and diversity, and fosters community spirit and personal wellbeing. We are enriched by our connections to Aboriginal and Torres Strait Islander communities throughout Northern Australia and the Torres Strait and those who choose to work or study at JCU. We support and develop staff throughout the employment lifecycle, understanding that in doing so we are developing the leaders of the future. By nurturing our people, we enable them to fulfil their ambitions and make a difference to tropical societies.

Overarching Principles

The principles used in the development of this workforce strategy are:

- mutual respect and understanding of the important place of the First Peoples of Australia;
- our shared history unites us in our collective responsibilities to right the wrongs of the past; and
- what we do together, and for each other, enhances our collective cultural awareness as an educational institution.



Message from the Vice Chancellor and President

I am proud to present our *Australian Aboriginal and Torres Strait Islander Workforce Strategy 2021 – 2025*.

Since our foundation, JCU has provided education, research, and employment opportunities for Aboriginal and Torres Strait Islander people in our region. We continue today on a shared path towards reconciliation through a visible recognition and acknowledgement of the First Peoples on whose countries our campuses stand. We encourage adoption of their knowledge and traditions in our teaching and research practice, as well as in our landscape and building designs on our campuses.

While we have contributed to improvements in opportunities for members of our Aboriginal and Torres Strait Islander communities, there remains a long way to go and considerable work to do. In our region, communities, organisations, families, and individuals are not just overcoming the economic, social, and educational legacy of the past; some now face existential challenges to their futures due to climate change.

In our next phase of reconciliation, we are determined to shape our contributions in a way that supports and enables Aboriginal and Torres Strait Islander peoples to achieve their goals for self-determination in a way that improves their wellbeing and future.

This Australian Aboriginal and Torres Strait Islander Workforce Strategy draws on best practice from across the higher education sector and gives a sense of purpose to our ambition of a culturally diverse and welcoming environment for all staff. The Strategy has been developed in consultation with a range of partners – most especially our Aboriginal and Torres Strait Islander colleagues.

As a university, we have a responsibility to fully harness the value of Indigenous Knowledge and build a workforce that genuinely reflects the communities we serve.

This next chapter for the University is about doing the right things the right way for Indigenous peoples.

I look forward to reporting our progress in the coming years.



Professor Simon Biggs

Vice Chancellor and President



Domain 1 - Opportunity

Objective

To become a workplace of choice for Aboriginal and Torres Strait Islander people by 2025.

Goal A

Attracting and Selecting Outstanding People

JCU's strategic intent to engage outstanding people aligns with the recently updated RAP. To transform JCU's perception as a workplace and employer of choice for Indigenous people, we will adopt best-practice talent attraction and selection methodologies tailored to best support Indigenous people to join the University. This will be delivered across all stages of the employment lifecycle.

- i) Preparing for Employment
 - a. The University will nominate a range of positions of varying types and levels to be identified for Indigenous staff
 - b. We will develop an employee value proposition (EVP) to attract Indigenous staff that highlights benefits and rewards and develop tailored branding and marketing materials
 - c. We will introduce an expression of interest portal for Indigenous candidates to register for future employment opportunities and promote this to existing staff to encourage referrals via personal and professional networks.
- ii) Attracting and Selecting
 - a. We will promote our EVP and job opportunities through; Indigenous Career Expos, Indigenous job boards and advertising mediums; networking forums and community connections to attain and attract suitability qualified and experienced recruits for existing or potential positions within JCU
 - b. Engage with new staff to continuously monitor and improve recruitment and selection processes to remove any barriers to success
 - c. Provide managers with cultural awareness and unconscious bias training

- d. Update HR reporting systems to capture data to generate a pool of quality potential candidates from the application process.

iii) Onboarding and Inducting

- a. Ensure all onboarding and induction processes clearly demonstrate the University's commitment to a culturally inclusive workplace and our commitments under the Reconciliation Action Plan and this strategy
- b. Support managers to prepare for the arrival of new staff and their transition into JCU including an introduction to the JCU Indigenous network
- c. Support all new staff by assigning a buddy from the Indigenous network to liaise with until the successful completion of their probation.

Goal B

Developing and Retaining Talent

- i) Growing our own talent
 - a. Using industry best-practice methodologies and the identified positions from Goal A, we will develop an entry pathway for students and graduates through the introduction of programs including;
 - i. Work experience / Work Integrated Learning (WIL) placement
 - ii. Traineeships
 - iii. Internships
 - iv. Cadetships
 - v. Graduate placements.
- ii) Developing and retaining our talent
 - a. We will support early and mid-career Indigenous staff to develop short and long-term career pathways through;
 - i. Identification of future role opportunities
 - ii. Training, education, development and leadership requirements
 - iii. Mentoring, sponsorship and/or job shadowing
 - iv. Higher duties and secondment opportunities
 - v. Pathways to academic promotion
 - vi. Succession plans for identified role.

iii) Building Indigenous leadership

- a. We will increase both the number of Indigenous leaders and leadership capability across the University through;
 - i. The identification of future leaders using succession and career planning activities
 - ii. Nurturing leaders through professional development, support and mentoring programs
 - iii. Develop opportunities for Indigenous leaders to coach and mentor early and mid-career employees
 - iv. Targeted retention strategies including supported study assistance and succession management

Goal C

Rewarding and Recognising Contributions and Success

i) Rewarding and recognising contributions

- a. Provision of a funding pool for Postgraduate study for Aboriginal and Torres Strait Islander staff. Funding available for courses at JCU and other providers.
- b. Targeted research grants / funding for Indigenous themed study areas or for study being undertaken by Aboriginal and Torres Strait Islander staff.
- c. Acknowledge where employees have referred a new staff member who progresses successfully through probation.

ii) Implement changes to the Awards for Excellence to recognise significant achievement from Indigenous staff.

- iii) Based on the Spirit Awards developed by the IERC, develop a category within the Awards for Excellence to recognise the significant contribution of a non-Indigenous staff member.



Domain 2 – Creating an Environment that is Respectful of Indigenous Culture

Objective:

JCU is a workplace that works hard to create an environment free of racism and discrimination and that celebrates the valuable contribution of Australian Aboriginal and Torres Strait Islander cultures to our University.

Goal D

Ensure mechanisms are in place to support senior leaders in delivering outcomes relating to Aboriginal and Torres Strait Islander strategic documents.

i) Leadership Commitment

- a. Senior leaders will commit to the workforce planning and targets outlined in the Indigenous Workforce Strategy, Reconciliation Action Plan and other associated policies and procedures of the University.
- b. JCU will create an environment based on the core values of the University, which provides a welcoming and inclusive workplace for Aboriginal and Torres Strait Islander staff.
- c. The Indigenous Action Group (IAG) will monitor and report on the progress of deliverables associated with the Reconciliation Action Plan and the Indigenous Workforce Strategy.

Goal E

Creating an environment in which Culturally significant events such as NAIDOC Week are celebrated.

i) Observation of Culturally significant days

- a. The University will actively promote Culturally significant days and work to improve knowledge and understanding across the University of Aboriginal and Torres Strait Islander cultures.
- b. Raising awareness in the JCU community about the history of Aboriginal and Torres Strait Islander Peoples, especially amongst supervisors in the University.

Goal F

Creating an environment that celebrates the contributions Aboriginal and Torres Strait Islander staff and communities make to JCU.

i) Culturally welcoming/inclusive environment on campus

- a. Observance of Cultural Protocols
 - i. Maintain guidelines for staff around Cultural Protocols for University events
- b. Acknowledging significant days for Aboriginal and Torres Strait Islander Peoples.
- c. Creating an inclusive environment for Indigenous staff
 - i. Prominent displays of Indigenous language, art historical displays and landscapes in collaboration with local Indigenous communities.
- d. Cultural Awareness training and development opportunities for staff.

Domain 3 – Community

Objective:

To respectfully engage with Traditional Owners, Historical Peoples, state and national Indigenous-focused bodies so that Indigenous perspectives are taken into consideration in JCU's activities where appropriate.

Goal G

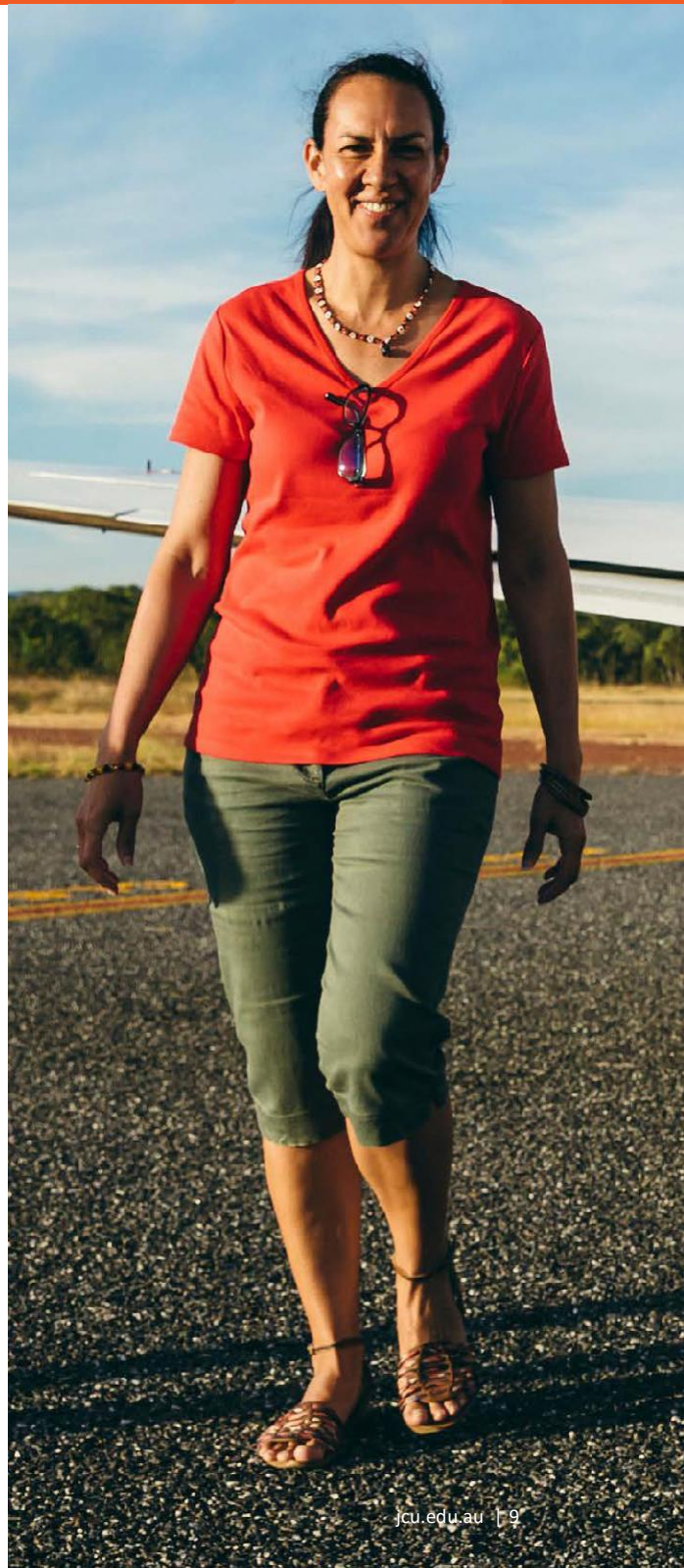
Engagement with local Indigenous communities

- i) All leaders within the University are responsible for incorporating consideration of Indigenous perspectives in their activities where appropriate.
- ii) Senior leaders to undertake On Country experience to enhance their understanding of Aboriginal and Torres Strait Islanders' connection to Country,
- iii) Development of a 2 day on campus event to showcase JCU's partnerships and contribution to Aboriginal and Torres Strait Islander communities.

Goal H

Developing relationships with external bodies

- i) Senior leadership of the University is appropriately engaged with local, state and national Indigenous-focused forums that impact on the communities in which we work.
- ii) Indigenous staff are encouraged to contribute to the work of Indigenous community organisations.



Domain 4—Governance and Reporting

Objective:

To ensure the University meets its external and internal reporting requirement and to develop effective data collection to support employment and professional development of Indigenous staff.

Goal I

Governance and Reporting

i) Internal and external reporting

- a. Government reporting requirements
- b. Enterprise Agreement commitments
- c. Policies and procedures
- d. Regular reporting and analysis
- e. Data collection (recruitment).

ii) Research and analysis

- a. Undertake research across the University to identify where Indigenous people are under or over-represented. Including but not limited to:
 - i. Recruitment - applicant numbers through the recruitment process
 - ii. Promotion incorporating Indigenous perspectives.
 - iii. Awarding of research grants
 - iv. Staff study assistance or SSP
 - v. Training attendance
 - vi. Parental Leave
 - vii. Indigenous kinship frameworks
 - viii. Cultural Leave
 - ix. Committee representation
 - x. Insecure workforce participation
 - xi. Outreach event participation
 - xii. Exit interview data
 - xiii. Retention rates for Indigenous staff
 - xiv. Analysis of where Indigenous staff work across the University.
 - xv. Complaints / code of conduct / bullying-harassment-discrimination.

Action Plan

2021-2025 Aboriginal and Torres Strait Islander Workforce Strategy



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Our commitment to Australian Aboriginal and Torres Strait Islander peoples

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We acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters where we operate our business. We honour the unique cultural and spiritual relationship to the land, waters and seas of First Australian peoples and their continuing and rich contribution to JCU and Australian society. We also pay respect to ancestors and Elders past, present and future.



Kassandra Savage (JCU Alumni),
‘Coming Together and Respecting Difference’,
acrylic on canvas, 2014, 90cm x 90cm.

Introduction

As part of JCU's Statement of Strategic Intent to improve life in the Tropics, the University has an obligation and duty to improve the lives of First Nations persons, especially the Aboriginal and Torres Strait Islander persons living in our tropical locations of Far North Queensland, North Queensland, and North-West Queensland. As a University, JCU can improve lives through direct employment (leading to financial security and other opportunities), education (leading to future employment), research (leading to discoveries that improve lives), and engagement (leading to stronger communities and improving reconciliation). This Action Plan is aimed at creating real and sustainable change by implementing and embedding *JCU's Aboriginal and Torres Strait Islander Workforce Strategy 2021-2025*.

Financial Budget

A dedicated resource will be allocated within JCU's Human Resources Directorate. The remaining work involved to implement and support the new *JCU Aboriginal and Torres Strait Islander Workforce Strategy 2021-2025* will be undertaken using existing resourcing. Further and ongoing consultation and community engagement will be required (as mentioned within the Action Plan).

Plan Technique

The Action Plan is structured using a three-tier approach to help ensure very specific outcomes are identified and achieved, thus aiming to maximise success. At the top level, **Domains** are themes or high-level groupings which contain collections of **Actions** (i.e. Actions that logically/naturally relate to that Domain). Each Action contains a number of detailed low-level/specific **Deliverables** which can be articulated, undertaken and accomplished.

NB: *JCU's Aboriginal and Torres Strait Islander Workforce Strategy 2021-2025* also lists **Goals** as special sub-heading titles. These Goal sub-headings titles are aimed to further help divide and express the broader Domain titles.



Risk Management

These are the identifiable risks associated with this project / initiative / undertaking:

#	Risks	Mitigation
1	Reputational risk if JCU is not a visible leader and contributor for Indigenous employment and reconciliation within our regions and communities.	Mitigated by implementation of the Indigenous Workforce Strategy (IWS), the Reconciliation Action Plan (RAP), and other initiatives.
2	Limited diversity within our workplace culture and organisation.	Specific and targeted actions within the IWS Action Plan are aimed to mitigate this risk.
3	Failure to attract and retain Indigenous staff.	
4	Failure to act with authenticity and sensitivity.	
5	Not finding suitable candidates, including the hiring of inexperienced new staff.	Back our organisational abilities to "hire for talent and train for experience".

Indicator Legend

Deliverables Progress:

Indicator			
Description	Not Started	In-progress*	Completed

* If the deliverable is identified as 'In-Progress', then type a percentage number towards completion. NB: Assume 0% for 'Not started' and 100% for 'Completed'. If a Deliverable does not have a specified end date, and is deemed as "Ongoing", then the indicator should be deleted, and the completion % marked as "N/A".

Domain 1: Opportunity

Goal A: Attracting and Selecting Outstanding People

Action 1.1: Preparing for Employment

Action Name:

Preparing for Employment

Action Description (What):

Preparing the University to improve Indigenous employment

Action Purpose (Why):




- Decreasing number of Indigenous employees since 2017.
- Identified positions are all located within the Indigenous Education and Research Centre.

Accountable Executive Role(s):

- All DVCs
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director of Human Resources.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	% roles of all types/levels, within the University, to be identified for Indigenous staff (annual review)	1/7/2021	30/9/2023		30%
2	Establish an Employee Value Proposition (EVP) to attract Indigenous staff to the University, including the development of branding and marketing materials. (Branding finalised and approved by June 2022.)	1/7/2021	31/12/2023		75%
3	Establish an expression of interest (EOI) and an incentivised referral process for Indigenous candidates to register for upcoming temporary and long-term opportunities and establish order of merit and eligibility candidate talent pools	1/7/2021	30/6/2024		0%
Measures of success:		Academy = 4.0 FTE positions; Research = 0.5 FTE positions; Education = 1.0 FTE positions; Services and Resources = 2.5 FTE positions; Chancellery (incl IERC) = 1.25 FTE positions.			

Action 1.2: Attracting and Selecting

Action Name:

Attracting and Selecting.

Action Description (What):

Attracting and selecting new Indigenous staff.

Action Purpose (Why):



- As a leading employer in North Queensland, JCU wants to establish itself as an employer of choice for Indigenous candidates.
- Effective promotion of the opportunities that employment with JCU offer is central to attracting and selecting the best candidates.

Accountable Executive Role(s):

- All DVCs
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director of Human Resources.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Promote the Employee Value Proposition (EVP) and job opportunities through: <ul style="list-style-type: none"> - Indigenous Career Expos - Indigenous job boards and advertising mediums - Networking forums - Community connections 	1/1/2022	Ongoing		N/A
2	Engage with recent new starters to review and continuously monitor JCUs recruitment and selection process including application processes, interview techniques and position descriptions to remove any barriers to success.	1/1/2022	Ongoing		N/A
3	Provide selection panel chairs with cultural awareness training to support Indigenous candidates and address unconscious bias during selection processes. Yearly targets for completion of Cultural Awareness and Unconscious Bias training for hiring managers. Target completion rates: <ul style="list-style-type: none"> - Dec 2022 50 % - Dec 2023 75% - Dec 2024 100% 	1/7/2021	31/12/2025		25%
4	Amend existing HR systems to capture recruitment data to identify Indigenous candidates through the selection process - aim to provide support and track progress. Upgrade the recruitment portal to incorporate data on Indigenous heritage during the recruitment process.	1/7/2021	31/12/2023		40%
Measures of success:	1. EVP identified as central component of JCU's employment outreach programs. By the end of this Strategy, surveys of new starters show a satisfaction rate of 80% or higher with the recruitment and onboarding processes.				

Action 1.3: Onboarding and Inducting

Action Name:

Onboarding and Inducting

Action Description (What):

Implement improved onboarding and induction of new Indigenous staff.

Action Purpose (Why):





- Efficient onboarding sets the expectations for new employees and equips them to contribute to the success of JCU.

Accountable Executive Role(s):

- All DVCs
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director of Human Resources.
- Support provided by HR Directorate staff

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Update JCU onboarding and induction processes to demonstrate the University's commitment to a culturally inclusive workplace for all staff and our commitments under the RAP and IWS. This includes revised induction documentation includes culturally inclusive elements and reference to JCU's RAP and IWS.	1/7/2021	31/12/2021		0%
2	Establish an Indigenous Staff Network to support Aboriginal and Torres Strait Islander staff. The network will be a resource available to new staff as part of the induction process and operate as ongoing support for Indigenous staff across the University.	1/1/2022	30/06/2022		0%
3	Support the hiring manager to prepare for the new-starter's arrival including notifying the internal JCU Indigenous Network, arranging meetings and assigning a buddy. This means the process must be in place for liaising with hiring managers for the induction of new Indigenous staff.	1/7/2021	31/12/2023		0%
4	Support the new starter and their buddy throughout the induction and probationary period.	1/7/2021	31/12/2023		0%
Measures of success:		1. By the end of this Strategy, surveys of new starters show a satisfaction rate of 80% or higher with the recruitment and onboarding processes.			

Goal B: Developing and Retaining Talent

Action 1.4: Attracting and Selecting

Action Name:

Growing our own talent.

Action Description (What):

Growing our own talent is an essential component to achieving long-term sustainability of the Strategy.

Action Purpose (Why):


- Providing opportunities for development throughout the different stages of the employment cycle allows the University to retain organisational knowledge and assists JCU in managing talent pipelines for the University.

Accountable Executive Role(s):

- All DVCs

Responsible Operational Role(s):

- All Deans and Directors
- Director of Human Resources.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Using industry best-practice methodologies develop a graduate placement program for JCU students to participate in: (1) work experience / WIL placements; (2) traineeships; (3) internships; (4) cadetships; and (5) graduate placements.	1/1/2022	31/12/2024		10%
Measures of success:	1. Program developed and approved by VCAC by March 2022. 2 program commencements by June 2022. 5 program completions by Dec 2022. 8 program completions by Dec 2023. 10 program completions by Dec 2024.				

Action 1.5: Developing and retaining our talent

Action Name:

Developing and retaining our talent

Action Description (What):

JCU will be required to develop and retain our talent base, because new staff may not come with the required skills to meet the specific role they are hired for, and we wish to keep that talent (being a considerable investment from JCU and the staff member).

Action Purpose (Why):


- Identifying career pathways for existing staff that supports the approach that JCU is focused on the longer-term careers development of its staff. This positions the University well in a competitive environment for Academic, Research and Professional/Technical staff.

Accountable Executive Role(s):

- All DVCs
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director, Human Resources
- Support provided by HR Directorate staff.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Support early and mid-career Indigenous employees to develop short and longer-term career pathways through: (1) identification of future role opportunities; (2) training, education, development and leadership requirements; (3) mentoring / sponsorship or job shadowing; (4) acting / higher duties / secondments; (5) pathways to academic promotion; and (6) succession plans for identified roles.	1/7/2021	31/12/2023		80%
Measures of success:	1. Yearly review of PDPs for Indigenous staff to monitor the identification of opportunities and provision of support in achieving developmental goals.				

Action 1.6: Building Indigenous leadership

Action Name:

Building Indigenous leadership.

Action Description (What):

JCU needs to create sustainable and enduring change to improve Indigenous employment, and one of the key components to success will require JCU to build Indigenous leadership.

Action Purpose (Why):

- JCU has an important role to play in North Queensland where our region has a statistically high population of Aboriginal and Torres Strait Islander residents.
- JCU is uniquely placed to be able to grow the leadership potential of Indigenous community members.

Accountable Executive Role(s):

- All DVCs

Responsible Operational Role(s):

- All Deans and Directors
- Support provided by HR Directorate staff

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Increase Indigenous leadership across the University by: <ul style="list-style-type: none"> - identifying future leaders through succession and career planning activities; - nurturing leaders through professional development, support and mentoring programs; - developing opportunities for Indigenous leaders to coach and mentor early and mid-career Indigenous employees; and - implementing targeted retention strategies including supported study assistance and succession management. 	1/7/2021	30/6/2024	<div></div>	10%
Measures of success:	1. Reporting mechanisms to include data on Indigenous leadership development at JCU.				

Goal C: Rewarding and Recognising Contributions and Success

Action 1.7: Rewarding and recognising contributions

Action Name:

Rewarding and recognising contributions.

- The initiative also provides a platform for lifting the profile of the University and its activities in Indigenous communities in North Queensland.

Action Description (What):

Reward and Recognition are key components to create sustainable change.

Action Purpose (Why):




- Support for Indigenous staff to undertake Postgraduate study is central to providing a long-term career pathway and building leadership capabilities in Indigenous communities.
- Support for Indigenous staff to undertake research is central to providing a long-term career pathway and building leadership capabilities in Indigenous communities.
- This initiative will draw on the important links of family and community in Aboriginal and Torres Strait Islander Peoples and lift the profile of JCU as an Employer of Choice.

Accountable Executive Role(s):

- Vice Chancellor
- All DVCs

Responsible Operational Role(s):

- All Deans and Directors
- Support provided by HR Directorate staff

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Postgraduate study funding via the (1) Provision of dedicated funding stream to support Postgraduate studies by Indigenous staff; and (2) Provision of dedicated funding stream to support Research undertaken by Indigenous staff.	1/1/2022	31/12/2024		0%
2	Implement an employee referral program to encourage existing employees to refer a new staff member who then progresses successfully through probation.	1/1/2022	31/12/2023		0%
3	Implement changes to the Awards for Excellence to recognise significant achievement from Indigenous staff. Based on the Spirit Awards developed by the IERC, develop a category within the Awards for Excellence to recognise the significant contribution of a non-Indigenous staff member.	1/1/2022	30/6/2024		0%
Measures of success:	1. Provision of dedicated Postgraduate and Research funding undertaken by Indigenous staff. 2. Develop and implement hiring referral program including acknowledging referrals. 3. Inclusion of additional awards categories in the Awards for Excellence Program by 2023.				

DOMAIN 2: Creating an Environment That is Respectful of Indigenous Culture

Goal D: Leadership Commitment

Action 2.1: Commitment and ownership at Divisional and College levels to the objectives of the Indigenous Workforce Strategy so that the strategy is viewed as 'everybody's business' for the JCU community

Action Name:

Commitment and ownership at Divisional and College levels to the objectives of the Indigenous Workforce Strategy so that the strategy is viewed as 'everybody's business' for the JCU community.

Action Description (What):

Solidify the Strategy into the everyday normal culture of JCU.

Action Purpose (Why):

- High level endorsement and promotion of the Strategy is key to the success of implementing the IWS.


- Senior leaders of JCU need to be shown to support the approach of growing-your-own through encouraging managers to provide clear pathways for Indigenous staff.


Accountable Executive Role(s):

- All DVCs
- Vice Chancellor

Responsible Operational Role(s):

- All Deans and Directors

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Identify members of governing bodies and senior University leadership to actively champion and advocate for the Indigenous Workforce Strategy.	1/1/2022	30/6/2022		0%
2	Ensure leaders at all levels across the University are informed, aware and equipped to advocate on behalf of Aboriginal staff and are informed and aware of the broader aspirations of the Indigenous Workforce Strategy.	1/1/2022	31/12/2023		25%
3	Ensure a process for consideration of Indigenous employment issues at University Council, UE and other senior committees of the University.	1/1/2022	31/12/2023		0%
4	Engage non-Aboriginal and Torres Strait Islander leaders across the University to show support and mentorship for increasing and furthering Aboriginal and Torres Strait Islander leadership.	1/1/2022	31/12/2023		25%
5	Continue to build the grow-your-own program for Aboriginal and Torres Strait Islander students to become staff members and for existing staff to develop by nurturing leadership potential and capabilities.	1/1/2022	30/6/2024		0%

6	Establish a Career Development Fund for Aboriginal and Torres Strait Islander staff to provide assistance with professional development.	1/1/2022	31/12/2024		0%
7	Promote the establishment of a Career Development Fund for Aboriginal and Torres Strait Islander staff.	1/1/2022	31/12/2024		0%
Measures of success:		<ol style="list-style-type: none"> 1. Senior leaders visible in communications and attendance at Indigenous events. 2. By Dec 2025, staff survey results report satisfaction rates of 80% or greater on the topic of how staff view their leaders' awareness of the IWS. 3. Annual review of agenda items for Senior Executive meetings shows standing item for Indigenous Employment. 4. From 2023, annual reporting to include numbers on mentoring opportunities within JCU. 5. From 2023, annual reporting on Indigenous employment to provide data on internal progression of Indigenous staff. <p>New and existing Aboriginal and Torres Strait Islander staff are aware of the Career Development Fund and the policy and procedure for accessing the fund.</p>			

Goal E: Observance of Culturally Significant Days

Action 2.2: Cultural Leave as detailed in the Enterprise Agreement

Action Name:

Cultural Leave as detailed in the Enterprise Agreement.

Action Description (What):

Inform Indigenous staff of their leave entitlements, and provide information to supervisors on supporting leave requests.

Action Purpose (Why):


- Building awareness of Cultural Leave amongst Indigenous staff and their supervisors will build JCU's reputation as an employer who values its Indigenous staff and the importance of Cultural activities to the broader Indigenous communities.

Accountable Executive Role(s):

- All DVCs

Responsible Operational Role(s):

- Supervisors.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Support Indigenous staff to apply for and be granted Cultural Leave in appropriate circumstances, including leave for community obligations.	1/7/2021	31/03/2022		0%
Measures of success:		<ol style="list-style-type: none"> 1. By 31 March 2020 induction for Indigenous staff to be developed with information on Cultural Leave entitlements. Internal communication to existing Indigenous staff and managers of Indigenous staff regarding Cultural Leave entitlements. 			

Goal F: Creating a Culturally Welcoming and Inclusive Environment on Campus

Action 2.3: Observance of Cultural Protocols

Action Name:

Observance of Cultural Protocols.

Action Description (What):

Improve reconciliation and community relationships.

Action Purpose (Why):

- Actively demonstrating JCU's commitment to our Indigenous staff and fostering respectful relationships with the Indigenous communities of North Queensland is a foundation of the University's Reconciliation Action Plan (RAP).

Accountable Executive Role(s):

- All DVCs
- Vice Chancellor
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director, Marketing
- Director, Human Resources
- Indigenous Education and Research Centre (IERC) staff.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Induct new staff towards an awareness and understanding of the JCU Reconciliation Action Plan, Indigenous Workforce Strategy and Guide to Cultural Protocols.	1/1/2022	31/12/2023		50%
2	Ensure that at any major University events an Aboriginal and Torres Strait Islander Elder is present to provide a Welcome to Country. If an Elder is not available to provide a welcome the event will be started with an Acknowledgment of Country.	Ongoing	Ongoing		N/A
3	Review current Induction program to tailor a specific induction for Indigenous staff which incorporates information on Cultural Leave, Indigenous support networks and an introduction to the work of the IERC.	1/1/2022	31/12/2023		0%
4	Deliver University events that respect, acknowledge, and celebrate significant Aboriginal and Torres Strait Islander days/weeks of the year, paying particular attention to NAIDOC week, Reconciliation Week and Sorry Day.	1/1/2022	Ongoing		N/A
5	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC week. Survey of Indigenous staff to include reference to any potential barriers to participation in significant events including NAIDOC Week.	1/1/2022	31/12/2023		0%
6	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.	1/1/2022	31/3/2022		0%
7	Ensure that Indigenous staff and their supervisors are aware of the Indigenous Leave provisions in the Enterprise Agreement and identify and recognise workload implications to accommodate Indigenous staff adhering to community and cultural protocols.	1/1/2022	30/9/2023		50%
8	All staff to undertake a Cultural Awareness program. Progressive increase in % of completion rates over life of Strategy to 2025	1/1/2022	31/12/2025		15%

9	Create campus environments which share Aboriginal and Torres Strait Islander Peoples knowledges and cultures that are welcoming and inclusive of things such as prominent displays of nations, languages, art and landscapes.	Ongoing	Ongoing		N/A
10	Encourage staff to self-identify their Aboriginal and Torres Strait Islander heritage on the Human Resources Information System (HRIS) to enable more accurate data on true representation.	Ongoing	Ongoing		N/A
Measures of success:		1. Increase in utilisation of Cultural Leave and reduction in queries from supervisors about Cultural Leave and knowledge and understanding increases. 2. Progressive increase in completion of Cultural Awareness training. Targets: 2021 = 10%; 2022 = 20%; 2023 = 30%; 2024 = 40%; 2025 = 50% 3. By Dec 2021 communication process for self-identification to existing JCU staff.			

Action 2.4: JCU's structures, policies, and procedures

Action Name:

JCU's structures, policies, and procedures.

Action Description (What):

Review and update JCU's structures, policies, and procedures.

Action Purpose (Why):





- Our structures, policies, and procedures require constant review and updating to ensure they can support the intended deliverables of the IWS.

Accountable Executive Role(s):

- Vice Chancellor
- All DVCs
- DVC Services and Resources
- The Secretariat.

Responsible Operational Role(s):

- All Deans and Directors
- Director, Human Resources
- Director, Estate.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Provide online and face-to-face cultural awareness programs to enable all staff at JCU to be culturally equipped to provide a welcoming place for study and work for Aboriginal and Torres Strait Islander people.	1/1/2022	31/12/2024		15%
2	Cultural awareness training to be provided in different modes and at varying skill set levels to cater for staff wishing to enhance their understanding of Aboriginal and Torres Strait Islander cultures.	1/1/2022	31/12/2024		10%
3	Acting as a reference point for human resource information and provide advice to Aboriginal and Torres Strait Islander staff on employee rights and obligations.	1/1/2022	31/12/2022		0%
4	Facilitate programs and organise events that support cultural inclusion as well as anti-discrimination and anti-racism initiatives.	Ongoing	Ongoing		N/A
5	Support the membership of Aboriginal and Torres Strait Islander staff to participate on significant committees and contribute to decision-making processes across the University.	1/1/2022	31/12/2023		0%
6	All selection panel members to receive information on culturally appropriate conduct of interviews with Indigenous applicants.	1/1/2022	31/6/2024		0%
7	At least one Indigenous staff member to be a full member of all selection panels where an applicant has identified themselves as Aboriginal and/or Torres Strait Islander. Where an Indigenous staff member is not available, then the Chair of the selection panel is required to have undertaken Aboriginal and Torres Strait Islander cultural awareness training and/or have a HR member present on the panel.	Ongoing	Ongoing		N/A
8	At least 50% of the selection panel is made up of Indigenous staff where the vacancy is for an Identified position open only to applicants of Aboriginal and Torres Strait Islander heritage.	Ongoing	Ongoing		N/A
9	Actively promote the Aboriginal and Torres Strait Islander Employment Strategy and Indigenous Action Group (IAG) to staff via web, induction process and other regular communications.	1/1/2022	31/3/2022		0%
10	Develop an orientation program specifically for new starters who identify and Aboriginal and/or Torres Strait Islander, which incorporates a 'hands on' discussion with an existing Indigenous member of staff.	1/1/2022	31/12/2023		0%
11	Develop and facilitate Aboriginal and Torres Strait Islander staff networking, ensuring new starters who identify, are linked into existing networks, information, and support.	1/1/2022	30/6/2022		0%
12	Engage with other programs such as "Racism It Stops With Me" as part of the University's promotion of a respectful and inclusive environment.	Ongoing	Ongoing		N/A
13	Develop a program for supervisors with new Aboriginal and Torres Strait Islander staff to build their capacity to manage Indigenous staff in a Culturally appropriate framework.	1/1/2022	31/12/2023		0%
Measures of success:		1. Annual reporting on RAP and IWS to incorporate information on key events marked on the University's calendar and how the University has engaged with these programs. Rollout of a program for supervisors of Indigenous staff.			

Action 2.5: Development

Action Name:

Development.

Action Description (What):

Developing our Indigenous staff talent will be a key focus of the longer-term success of the Strategy.

Action Purpose (Why):





- Understanding the current experience of existing Indigenous staff and gaining an understanding of their aspirations and what they see as supportive in achieving an effective work/life balance is an important basis for JCU to develop initiatives that specifically respond to these.

Accountable Executive Role(s):

- Vice Chancellor
- All DVCs

Responsible Operational Role(s):

- All Deans and Directors
- Director, Human Resources
- Assistance from IERC staff.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Offer funding provision for Aboriginal and Torres Strait Islander staff to engage in leadership opportunities and to attend conferences to further progress career pathways.	1/1/2022	31/12/2024		25%
2	Develop and maintain 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.	Ongoing	Ongoing		N/A
3	Develop a better understanding of Indigenous staff experiences and aspirations at JCU through specific Indigenous staff surveys and engagement activities.	1/1/2022	31/12/2023		50%
4	Undertake a 'Learning and Development Needs Analysis' with all Aboriginal and Torres Strait Islander staff.	1/1/2022	31/12/2024		0%
5	Raise awareness and aspirations of JCU careers within the Aboriginal and Torres Strait Islander community through role modelling and showcasing staff within media, communications and marketing channels.	1/1/2022	30/6/2024		25%
Measures of success:	1. Provision of dedicated funding stream to support Indigenous Leadership Development. 2. Embedding personal contact into the onboarding, PDP and Indigenous Staff Network processes into overall support for Indigenous staff at JCU. 3. Launch first Indigenous staff survey to provide benchmark data on Indigenous staff views on employment at JCU. Production of profiles of Indigenous employees highlighting the diversity of careers available especially in under-represented areas of STEMM.				

Domain 3: Community

Goal G: Engagement with Local Indigenous Communities

Action 3.1: Organisational culture

Action Name:

Organisational culture.

Action Description (What):

Evolving our organisational culture is critical to sustainable and meaningful change.

Action Purpose (Why):

- Acknowledging the importance of involvement with local Indigenous communities, state-based Reconciliation forums and National Indigenous networks is important because it respects the wide-ranging relationships with Indigenous families and communities.






- JCU has an opportunity to provide expertise and practical support to facilitate network connections and to use our position as a leading employer and purchaser of goods and services, to enhance business opportunities for Indigenous-owned organisations.



Accountable Executive Role(s):

- Vice Chancellor
- All DVCs.

Responsible Operational Role(s):

- All Deans and Directors
- Director, Human Resources
- Assistance from IERC staff.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Incorporate KPIs for community services, and conference/workshop opportunities for Aboriginal and Torres Strait Islander staff to further their scholarship and knowledge.	1/1/2022	31/12/2024		0%
2	Provide staff working with Aboriginal and Torres Strait Islander programs with access to professional networks and advice on leading strategies and learning on advancing the understanding of Aboriginal and Torres Strait Islander employment.	1/1/2022	31/12/2024		25%
3	Providing information and access to funding for Indigenous staff study schemes through the Queensland Government or external bodies to undertake training external to the University.	1/1/2022	31/12/2023		0%
4	The Cultural Awareness Training Alumni will be maintained as a basis to build support for further initiatives in this area.	1/1/2022	30/6/2023		0%
5	Investigate options to provide flexible employment arrangements to allow Aboriginal and Torres Strait Islander staff to meet cultural responsibilities. (other than just Cultural Leave).	1/1/2022	30/6/2024		10%

6	Conduct truth-telling activities to ensure JCU staff are provided with an accurate and multi-perspective history of Australia including via the JCU website, IERC communication channels and events.	1/1/2022	31/12/2024		0%
7	Support the engagement and participation of JCU's Aboriginal and Torres Strait Islander staff in community and national consultations on Aboriginal and Torres Strait Islander matters.	1/1/2022	31/12/2023		25%
8	Fund a research project into what constitutes an Indigenous Friendly Workplace to enhance JCU's position as an Employer of Choice for Aboriginal and Torres Strait Islanders.	1/1/2022	31/12/2024		0%
9	Identify and support social innovation projects which engage respectfully with Aboriginal and Torres Strait Islander Peoples and focus on addressing entrenched social issues.	Ongoing	Ongoing		N/A
10	Formally engage with Aboriginal and Torres Strait Islander cultural and community centres in our regions, working to create ongoing partnerships to enable JCU to advertise employment vacancies within their networks.	Ongoing	Ongoing		N/A
11	Encourage the participation of Indigenous owned business in the JCU supply chain processes through the use of services such as Supply Nation.	Ongoing	Ongoing		N/A
12	Engage with and represent the interests of the University on relevant community boards, committees and consultative groups.	Ongoing	Ongoing		N/A
13	Engage with our Aboriginal and Torres Strait Islander Alumni to raise awareness of employment opportunities.	Ongoing	Ongoing		N/A
14	A representative from the Senior Management Group to attend key Aboriginal and Torres Strait Islander interagency and community meetings.	Ongoing	Ongoing		N/A
15	Assist Aboriginal and Torres Strait Islander Entrepreneurs and Start-Up Business Owners to access resources and networking available.	1/1/2022	31/12/2025		25%
16	Hold regular gatherings with local Elders and community organisations, co-ordinated with the IERC, to keep open and frequent communication.	Ongoing	Ongoing		N/A
17	Provide staff with the opportunity to participate in 'On Country' experiential learning.	1/1/2022	31/12/2023		1%
Measures of success:		<ol style="list-style-type: none"> 1. A yearly/half yearly 'newsletter' produced highlighting networking opportunities for Indigenous staff. 2. By the completion of this strategy's timeline, JCU has prepared the foundation for assisting the community of North Queensland to undertake a 'truth telling' exercise around the histories of Aboriginal and Torres Strait Islander communities and their interactions with non-Indigenous communities. 3. Fund and launch a survey of existing Indigenous staff, Indigenous community organisations and Indigenous community as to what they value in an employer. 4. Annual reporting for RAP and IWS of above deliverables. 			

Goal H: Developing Relationships with External Bodies

Action 3.2: Broader community engagement (non-Indigenous organisations)

Action Name:

Broader community engagement (non-Indigenous organisations)

Action Description (What):

Engage in broader community engagement to raise the awareness of numerous important issues with respect to Indigenous matters

Action Purpose (Why):

- JCU is able to use its networks in the broader community to emphasise the importance of engagement with Indigenous Communities and businesses.
- From the perspective of Civic Society, JCU is positioned as a leader in the communities of the North as a champion of social movements promoting the advancement of Indigenous Peoples.




This is evident in the role the University has played in hosting the annual Mabo Lecture series.

Accountable Executive Role(s):

- Vice Chancellor
- All DVCs
- DVC Services and Resources.

Responsible Operational Role(s):

- All Deans and Directors
- Director of Human Resources
- Assistance from IERC staff.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Engage with other Universities in relation to Aboriginal and Torres Strait Islander employment initiatives through networks such as the Indigenous Employment Co-ordinators' Network.	Ongoing	Ongoing		N/A
2	Influence external partners (such as contractors that we engage with) to employ Aboriginal and Torres Strait Islander workers.	Ongoing	Ongoing		N/A
3	Engage with national initiatives such as University of Newcastle research on Frontier Wars and the Indigenous Voice To Parliament to increase JCU staff and community understanding of Indigenous histories and current social movements.	1/1/2022	31/12/2025		0%
4	Identify potential partnership/s (industry and/or government) to seek and utilise externally and internally funded academic positions.	Ongoing	Ongoing		N/A
5	Develop a coordinated approach to liaise with local Councils to promote awareness and engagement and form partnerships to strengthen the local Aboriginal and Torres Strait Islander communities as appropriate. (NB: this deliverable is specifically the accountable role of DVC Services and Resources with the responsible operational role being the Director, Human Resources).	1/1/2022	30/6/2024		50%
6	Build alliances with local Councils (Townsville City Council, Cairns Regional Council etc.) and other bodies (CSIRO) to partner with initiatives that positively impact on Aboriginal and Torres Strait Islander staff and the communities.	1/1/2022	30/6/2024		50%
Measures of success:	1. Annual reporting for RAP and IWS of above deliverables. 2. Growth in the number of industry partnerships / scholarships and research funding for Indigenous focused areas of study.				

DOMAIN 4: Oversight and Governance

Goal I: Governance and Reporting

Action 4.1: Monitoring and internal JCU reporting

Action Name:

Monitoring and internal JCU reporting.

Action Description (What):

Good governance oversight helps our organisation to have a balanced approach to all matters.

Action Purpose (Why):

- Plans of the various initiatives that strive to improve employment, economic and social environments for Aboriginal and Torres

Strait Islander staff and communities is vital to the success of this Strategy.

Accountable Executive Role(s):

- Vice Chancellor
- DVC Services and Resources.

Responsible Operational Role(s):

- Director of Human Resources.
- Indigenous Action Group

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	The Aboriginal and Torres Strait Islander Workforce Strategy will be subject to annual review.	Ongoing	Ongoing		N/A
2	Deliverables from the Indigenous Workforce Strategy to be monitored and reported on by the Indigenous Action Group (IAG).	31/3/2022	Quarterly		N/A
3	Deliverables from the Action Plan for the Reconciliation Action Plan (RAP) to be monitored and guidance provided to responsible officers on meeting targets.	31/3/2022	Quarterly		N/A
4	Annual reporting on Action Plan deliverables to be made to University Executive.	31/3/2022	Annually		N/A
5	Develop and publish annual reporting of Aboriginal and Torres Strait Islander workforce data and outcomes.	31/3/2022	Annually		N/A
6	Commit to the inclusion of topics relevant to the University's relationship with Aboriginal and Torres Strait Islander employees as part of any future staff surveys.	Ongoing	Ongoing		N/A
7	Develop an Indigenous Employment Dashboard for whole of University that can be tailored for information for Directorates, Colleges etc.	1/1/2022	31/12/2023	●	0%
8	Develop an Annual Report for UE, specifically highlighting JCU's achievements for the various initiatives undertaken in the Aboriginal and Torres Strait Islander sphere.	1/1/2022	31/12/2023	●	0%
9	Commence development of the 2026-2030 Indigenous Workforce Strategy.	1/4/2025	31/12/2025	●	0%
Measures of success:	1. Regular monitoring of Action Plan through the Indigenous Action Group and annual reporting to University Executive. 2. Successful rollout of Indigenous dashboard to Colleges and Directorates.				

Action 4.2: External statutory reporting

Action Name:

External statutory reporting.

Action Description (What):

External statutory reporting: (1) Reconciliation Australia;
(2) SAGE / Athena Swan

Action Purpose (Why):

- Reporting required to maintain accreditation from external bodies.

Accountable Executive Role(s):

- DVC Services and Resources.

Responsible Operational Role(s):

- Director, Human Resources.

#	Deliverable description (How)	Start Date	End Date	Status	% if in-progress
1	Statutory reporting to be undertaken annually	Ongoing	Annually		N/A
Measures of success:	1. Submission of annual reporting by required deadlines.				



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