

## Introduction

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

This commitment has been restated in the University's 2014-16 Mission-based Compact with the Australian Government and projects our Aboriginal and Torres Strait Islander employment targets in both professional and academic areas. Our *B2B Blueprint to Beyond Strategic Intent*<sup>1</sup> document forms the enduring and overarching strategy for UNSW Australia. A key part of the UNSW Australia Strategic priorities and objectives is to continually improve underlying leadership and operational capabilities of staff.

### Indigenous employment targets - 2014-16 Mission-based Compact<sup>2</sup>

Principal Performance Indicators	Baseline 2012	Target 2016
Number of all Aboriginal and Torres Strait Islander professional/general staff	22	32
Number of all Aboriginal and Torres Strait Islander academic staff	13	23
Number of staff employed at senior staffing levels (Associate Professor and above)	3	6

The Indigenous Employment Plan is guided by the Indigenous leadership in the University and with a key intent to strive for higher employment numbers through a merit-based process. Our approach in the University is to also pursue and recruit Aboriginal and Torres Strait Islander people who will continually develop their professional capacities and contribute fully to the life and work of the University.

<sup>1</sup> [http://www.UNSW Australia.edu.au/sites/default/files/documents/UNSW AUSTRALIA3268\\_B2B\\_Design\\_AW3.pdf](http://www.UNSW Australia.edu.au/sites/default/files/documents/UNSW AUSTRALIA3268_B2B_Design_AW3.pdf)

<sup>2</sup> <http://docs.education.gov.au/documents/2014-16-mission-based-compact-university-new-south-wales>

# Key Objectives

The Indigenous Employment Plan aims to:

1. Increase the number of Indigenous<sup>3</sup> staff at all levels, and across all Divisions and Faculties within UNSW<sup>4</sup>;
2. Develop Indigenous staff capacity through professional development and encouraging further studies;
3. Support Indigenous students with their employment needs and future career goals;
4. Strengthen UNSW's relationship with the Indigenous communities on which our campuses are located and Industry to leverage employment opportunities

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<sup>3</sup> See Readers Note at the end of the document

<sup>4</sup> Nura Gili Strategic Plan 2011-2015 p4

<http://www.nuragili.unsw.edu.au/sites/default/files/NG%20Strategic%20Plans%202011-2015%20.pdf>

# Operational Elements

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

Strategies	Outcomes	Responsibility	Progress Indicators
<b>Establish and promote</b> UNSW Indigenous staff Network	<ul style="list-style-type: none"> <li>Enhance communication and encouraged collaboration between UNSW Indigenous Staff</li> <li>Increases support and professional development opportunities for all UNSW Indigenous staff</li> </ul>	Nura Gili	Established Indigenous Staff Network
<b>Establish</b> collaborative partnerships with Faculties and Divisions to actively identify, create and promote Indigenous employment opportunities	<ul style="list-style-type: none"> <li>Number of Indigenous people applying for positions at UNSW</li> <li>Increased marketing of available positions at UNSW through Indigenous networks</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Number of Indigenous staff employed across UNSW
<b>Establish</b> collaborative partnerships with UNSW Australia Faculties to actively identify, create and promote Indigenous <i>academic</i> opportunities	<ul style="list-style-type: none"> <li>Increased number of Indigenous academics applying for positions at UNSW</li> <li>Increased marketing of available academic positions at UNSW through Indigenous networks</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Number of Indigenous academic staff employed across UNSW
<b>Develop</b> employment marketing and promotional strategies that will attract potential Indigenous candidates to apply to UNSW	<ul style="list-style-type: none"> <li>Increased percentage of Indigenous candidates, especially graduates and alumni, applying for positions at UNSW</li> <li>Increased community awareness of opportunities available for Aboriginal and Torres Strait Islander people at UNSW</li> <li>Stronger communication between potential Indigenous employees, Indigenous networks and UNSW</li> <li>Increased number of Indigenous Staff employed at UNSW</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Increased number of applicants to positions via advertising and UNSW Networks
<b>Develop</b> focused employment programs targeting Indigenous employment at UNSW	<ul style="list-style-type: none"> <li>Increase workforce diversity</li> <li>Increase in Indigenous Staff employed at UNSW Australia</li> <li>Established Indigenous employment pathways</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Increase in numbers of current students utilising opportunities including Indigenous Cadetships
<b>Explore</b> opportunities to embed best practice principles within UNSW Australia recruitment and selection process	<ul style="list-style-type: none"> <li>Indigenous representation on selection panels</li> <li>Training packages/program for staff on selection panels</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Numbers of Indigenous people representing on selection panels
<b>Establish and implement</b> Indigenous staff entry and exit processes to capture vital transitional information	<ul style="list-style-type: none"> <li>Increased awareness of new and existing staff attraction and retention factors</li> <li>Greater awareness of career and professional development drivers</li> <li>Increased awareness of exit triggers</li> </ul>	Nura Gili Management team	Number of sessions successfully conducted

**OBJECTIVE 2: DEVELOP INDIGENOUS STAFF CAPACITY THROUGH PROFESSIONAL DEVELOPMENT AND ENCOURAGING FURTHER STUDIES**

Strategies	Outcome	Responsibility	Progress Indicators
<p><b>Develop and implement</b> processes to facilitate professional development planning across Nura Gili</p>	<ul style="list-style-type: none"> <li>• Monthly meetings between staff and supervisors</li> <li>• Individual professional development plans created</li> <li>• Improved planning and communication between staff and management</li> <li>• Regular and consistent feedback processes</li> </ul>	<p>Nura Gili Management team</p>	<p>Defined work plans and career development plans</p>
<p><b>Develop and enhance</b> financial resources to support and promote professional development programs for Indigenous staff</p>	<ul style="list-style-type: none"> <li>• Increased number of staff in professional development programs and/or studies</li> <li>• Increased support and encouragement for staff to continue further education</li> <li>• Increased support for staff to present and attend work related conferences</li> <li>• Implementation of flexible work arrangements for study and professional development activities where appropriate</li> <li>•</li> </ul>	<p>Human Resources, Nura Gili, Faculties, Schools and Divisional Units</p>	<p>Utilisation of professional development budget Improved capacities of Indigenous staff Promotion of Indigenous staff</p>
<p><b>Explore</b> existing communication, marketing and promotional tools to increase awareness of Indigenous staff activities and achievements on campus and in the community</p>	<ul style="list-style-type: none"> <li>• Improved communications mechanisms and activities to improve information across campus and to external audiences</li> <li>• Greater awareness of Indigenous Staff, projects and achievements</li> </ul>	<p>Nura Gili Management team</p>	<p>Communications established and distributed through the University</p>

**OBJECTIVE 3: SUPPORT INDIGENOUS STUDENTS WITH THEIR EMPLOYMENT NEEDS AND FUTURE CAREER GOALS**

Strategies	Outcomes	Responsibility	Progress Indicators
<b>Develop support channels</b> for Doctor of Philosophy (PhD) and research candidates, and improve student capacity and employability	<ul style="list-style-type: none"> <li>Increased employment opportunities within Nura Gili and UNSW</li> <li>Increased completions of Indigenous PhD and research candidates</li> </ul>	Nura Gili Director and Deputy Director	Number of Indigenous PhD students utilising PhD spaces and support from Nura Gili
<b>Build</b> pathways into HDR (Higher Degree Research) studies	<ul style="list-style-type: none"> <li>Clearly defined transitional pathways into HDR studies for Indigenous students</li> <li>Increased financial incentives for Indigenous students to undertake HDR studies</li> <li>Increased HDR enrolments</li> <li>Increased retention and graduation of HDR students</li> <li>Increased graduate employment</li> </ul>	Nura Gili Management team	Increased Indigenous HDR enrolments and completions
<b>Develop</b> targeted marketing strategies to increase student employment opportunities in external markets	<ul style="list-style-type: none"> <li>Collaborative partnerships with corporates and community organisations</li> <li>Increased employment advertising networks</li> <li>Increase employment placement of Indigenous students (cadetship and internships) and graduates</li> </ul>	Indigenous Employment Coordinator	Increased external recruitment and advertising
<b>Develop</b> marketing strategies to increase employment opportunities in targeted internal markets	<ul style="list-style-type: none"> <li>Increased number of Indigenous graduates applicants for UNSW positions</li> <li>Increased Indigenous employment</li> <li>Increased number of facilitated placements</li> </ul>	Indigenous Employment Coordinator	Increased number of UNSW Indigenous graduates and students employed within the University
<b>Expand</b> training and development programs to create employment opportunities for Indigenous students	<ul style="list-style-type: none"> <li>Maintain and grow cadetship program</li> <li>Explore opportunities to align Diploma of Professional Practice with employment programs</li> <li>Utilise Indigenous students for Indigenous recruitment programs and activities and Nura Gili programs</li> <li>Develop Tutor training and development program</li> <li>Increased number of employment opportunities created</li> <li>Increased number Indigenous staff employed in programs</li> </ul>	Indigenous Employment Coordinator	Increase in numbers of current students employed
<b>Develop</b> and <b>implement</b> professional preparative programs for final stage Indigenous students	<ul style="list-style-type: none"> <li>Implementation of the Nura Gili Career preparation workshops</li> <li>Increased Indigenous graduate employment rates</li> <li>Increased Indigenous student exposure to workforce environment prior to graduation</li> </ul>	Nura Gili with UNSW Careers and Employment	Number of students undertaking workshops and placement prior to graduation

**OBJECTIVE 4: STRENGTHEN UNSW’S RELATIONSHIP WITH THE INDIGENOUS COMMUNITIES ON WHICH OUR CAMPUSES ARE LOCATED AND INDUSTRY TO LEVERAGE EMPLOYMENT OPPORTUNITIES**

Strategies	Outcomes	Responsibility	Progress Indicators
<p><b>Strengthen</b> relationships with Indigenous communities within the Greater Sydney Region</p> <p><b>Explore</b> external engagement opportunities to increase UNSW’s profile</p>	<ul style="list-style-type: none"> <li>Established networks with Aboriginal and Torres Strait Islander communities where our campuses are located</li> <li>Increased participation in social events that add value to Nura Gili and UNSW</li> <li>Increased engagement with Indigenous agencies in the promotion of UNSW initiatives</li> <li>Increased Indigenous Community participation with UNSW</li> <li>Increased opportunities to engage Indigenous Elders within UNSW Australia</li> <li>Maintaining and grow Indigenous community relationships</li> <li>Established network of community “champions”</li> <li>Increased Indigenous community engagement</li> <li>Strengthen communication networks</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	<p>Increase in knowledge of Nura Gili programs throughout the community</p> <p>Increase in representation on key Indigenous bodies within Greater Sydney Region</p>
<p><b>Develop</b> and <b>expand</b> stakeholder /industry relationships</p>	<ul style="list-style-type: none"> <li>Increased engagement with external agencies , employers and industry</li> <li>Build and strengthen relationships and communications networks</li> <li>Increased employment of students with industry partners</li> <li>Increased scholarships, cadetships and internships for Indigenous students and staff</li> <li>Increased external support for Nura Gili and UNSW Indigenous programs</li> </ul>	Nura Gili Staff	Increase in the knowledge of UNSW initiatives throughout stakeholder groups
<p><b>Establish</b> two-way community engagement initiatives</p>	<ul style="list-style-type: none"> <li>Active participation of UNSW community in Indigenous events and activities</li> <li>Increase UNSW community awareness of Indigenous community events</li> </ul>	Human Resources, Nura Gili, Faculties, Schools and Divisional Units	Increase awareness of Indigenous issues and events on campus

# Implementation & Evaluation

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

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Nura Gili

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## Readers Notes

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

## Related Documents

UNSW Australia Indigenous Education Statement

UNSW Australia B2B Blueprint to Beyond

2014-16 Mission-based Compact – University of New South Wales

Council of Australian Governments – National Indigenous Reform Agreement

UNSW Australia Anti-Racism Policy 2005

Nura Gili Strategic Plan 2011-2015

National Indigenous Higher Education Workforce Strategy