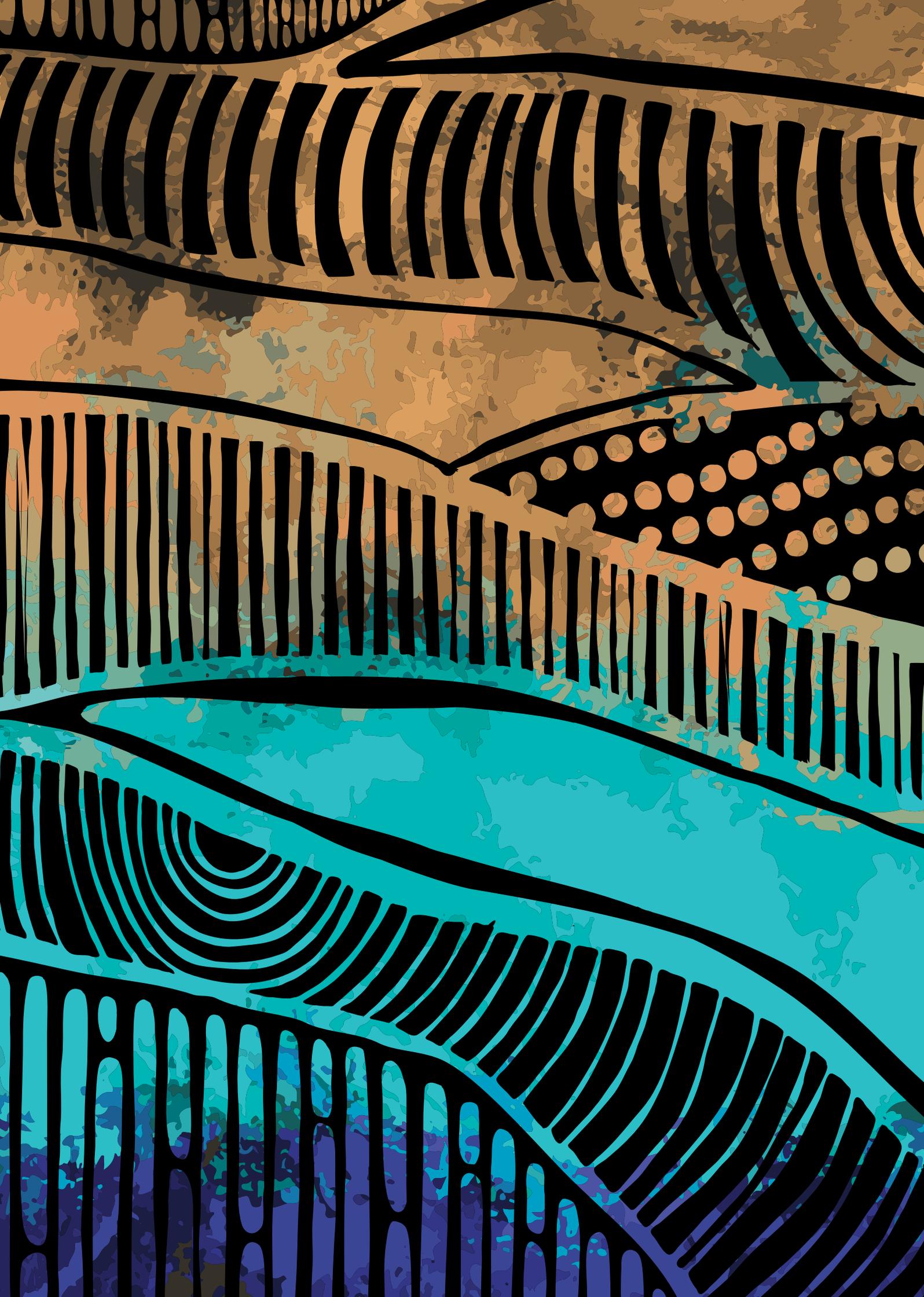


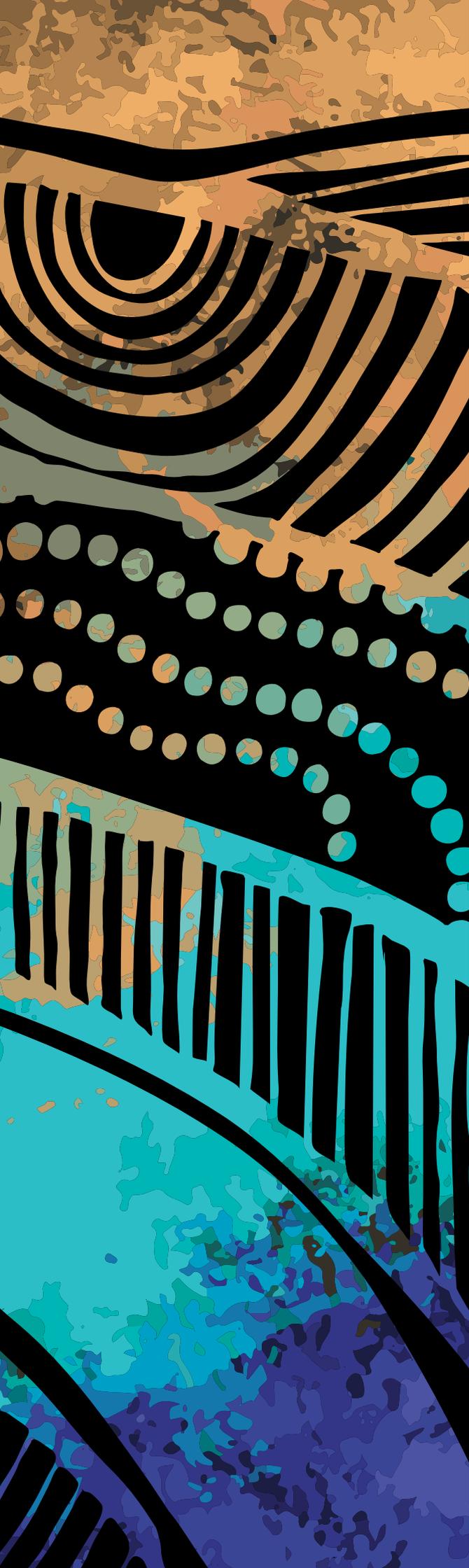
2022-25

**Indigenous
Workforce
Strategy**



**Flinders
University**





Flinders University acknowledges the Traditional Owners of the lands on which its campuses are located, these are the Traditional Lands of the Arrernte, Dagoman, First Nations of the Southeast, First Peoples of the River Murray and Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders and Custodians past, present and emerging.

We also acknowledge and pay respect to the Aboriginal and/or Torres Strait Islander nations from which our students, staff and community are from.

Flinders University uses the term 'Indigenous' when referring to programs and strategies and 'Aboriginal and/or Torres Strait Islander' when referring to peoples.

Artwork credit

Elizabeth Yanyi Close
Pitjantjatjara/Yankunytjatjara, 2020

The artwork both explores Connection to Country and speaks to the Landscape around Flinders University, but it also deeply explores and speaks to the concept of many Aboriginal and Torres Strait Islander people travelling to undertake their studies bringing with them knowledge, wisdom and understanding of their own Language Groups and standing together as one.

Introduction

Flinders University's Strategic Plan *Making a Difference: The 2025 Agenda* outlines the University's commitment "to progress Indigenous advancement in education, research, employment and wellbeing".

The 2019-2022 Enterprise Agreement commits the University to use its best endeavours to achieve 3% employment of Aboriginal and/or Torres Strait Islander people. The *Indigenous Workforce Strategy 2022-2025* is evidence of this commitment.

The *Indigenous Workforce Strategy 2022-2025* aligns with the 2025 Agenda and demonstrates Flinders' commitment to increasing the employment of Aboriginal and/or Torres Strait Islander peoples, and promotes equity, inclusion, and social responsibility.

The *Indigenous Workforce Strategy 2022-2025* builds on the University's 2017-2020 *Indigenous Workforce Strategy* and its earlier *Employment Strategy for Indigenous Australians*. It extends the work of these past strategies and focuses on broader engagement and commitment for long term Indigenous employment success and sustainability.

The Strategy also aligns with Flinders University's *Innovate Reconciliation Action Plan 2020-2022* the University's commitments under the *Indigenous Student Success Program* administered by the National Indigenous Australians Agency, and Flinders University's 2019-2022 Enterprise Agreement.

It also aligns with the *Universities Australia Indigenous Strategy 2022-2025* which prioritises Indigenous Staff Success and advancement.

Targets

The *Indigenous Workforce Strategy 2022-2025 (IWS)* sets a target of 3% Full Time Equivalent (FTE) Aboriginal and/or Torres Strait Islander employment by 2025.

Australian Bureau of Statistics data (2016) reports a national rate of 3.3% Aboriginal and/or Torres Strait Islander people amongst the population in Australia, with South Australia having a 2.5% population rate, and the Northern Territory a 30.3% population rate.

Flinders University has increased its percentage of Aboriginal and/or Torres Strait Islander staff employed in recent years but is still below the SA population parity and its own target of 3% FTE employment.

As reported to the Department of Education, Skills and Employment in 2020, Flinders University had 1.7% FTE Aboriginal and/or Torres Strait Islander (36.0 FTE). These numbers will be confirmed in 2022.

Table 1 shows confirmed employment data from 2019 and 2020, and provisional data in 2021 as of 31 March of each year, and projected targets towards 3% FTE from 2022-2025.

Based on 2020 staff numbers, the University would need to employ **61.9** Full Time Equivalent (FTE) staff to reach the 3% Indigenous employment target rate. This is an increase of **25.8** FTE.

There continues to be a disparity between the number of Indigenous Academic staff and Indigenous Professional staff. According to a Flinders University Planning and Analytical Services report produced in August 2021, the gap between Academic and Professional staff numbers has decreased (51% (24) Academic and 49% (23) Professional). Notably, as a continuing trend across the sector, there is a significant disparity between Aboriginal and/or Torres Strait Islander male and female employees (Female = 28, Male = 8).

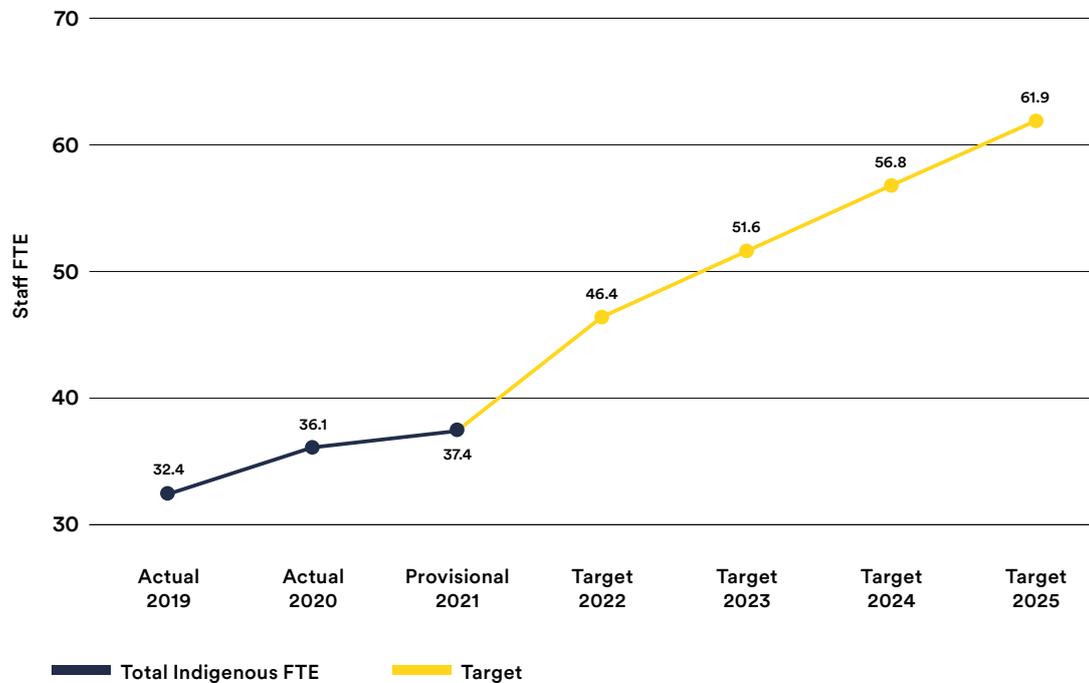


Table 1: Flinders University Aboriginal and/or Torres Strait Islander employment data (FTE) and projected employment targets towards 2025

	Actual 2019	Actual 2020	Provisional 2021	Target 2022	Target 2023	Target 2024	Target 2025
Total Indigenous FTE*	32.4	36.1	37.4	46.4	51.6	56.8	61.9
Academic FTE	22.8	22.3	21.0				31.0
Professional FTE	9.6	13.8	16.4				30.9
Total Uni FTE	1983.2	2064.3	1976.7	2064.3	2064.3	2064.3	2064.3
% Indigenous	1.6%	1.7%	1.9%	2.2%	2.5%	2.7%	3.0%

*FTE includes continuing and fixed term staff and excludes casual staff

Chart 1: Aboriginal and/or Torres Strait Islander staff FTE data and projected target towards 2025



Priority areas

Flinders will achieve its 3% FTE target for Aboriginal and Torres Strait Islander employment through four priority areas:

1. **Attraction and Recruitment**

Flinders University will work towards becoming a preferred employer for Aboriginal and/or Torres Strait Islander peoples amongst universities to achieve employment parity for Aboriginal and/or Torres Strait Islander peoples.

2. **Culture and Retention**

Flinders University will foster a work environment which is inclusive, culturally affirming, and safe to support the retention of Aboriginal and/or Torres Strait Islander staff.

3. **Development and Advancement**

Flinders University will foster an environment which supports the aspirations of Aboriginal and/or Torres Strait Islander staff to achieve individual success and to contribute to the success of their communities.

4. **Governance and Leadership**

Flinders University will demonstrate leadership and commitment to progressing Indigenous employment and capacity building of Aboriginal and/or Torres Strait Islander peoples through its governance processes.

The four priorities are supported by objectives and initiatives, with timelines and responsibilities outlined in this document.



Priority 1: Attraction and Recruitment

Flinders University will work towards becoming a preferred employer for Aboriginal and/or Torres Strait Islander peoples amongst universities to achieve employment parity for Aboriginal and/or Torres Strait Islander peoples.

Item 1.1

Each College and Portfolio contributes to collective goal of 3% Indigenous employment at Flinders University by 2025.

Initiatives	Due date	Responsibilities
Each College and Portfolio to develop Indigenous workforce action plans for 2023-2025 with annual targets to increase Aboriginal and/or Torres Strait Islander employment to achieve 3% FTE representation by 2025. Plans to include targets for senior positions (Level C-E, and HEO9 and above).	Plans developed and sent to IWS Committee by June 2023	VPEDs and Portfolio Heads
Each College and Portfolio to provide an end of year report to the Indigenous Workforce Strategy Committee against progressive targets.	Annually in September	Director, People & Culture, VPEDs and Portfolio Heads
Utilise special measures clauses provided in section 65 of the South Australian EEO Act, 1984 to identify positions identified for Aboriginal and/or Torres Strait Islander people only.	Ongoing	All and Indigenous Employment Coordinator
Employ an Indigenous Employment Coordinator which is identified for an Aboriginal and/or Torres Strait Islander person only.	October 2022	Director, People & Culture
Work with P&C to investigate whether the Recruitment Policy can permit consideration of Aboriginal and Torres Strait Islander job seekers for internal vacancies through curation and maintenance of a talent pool of available candidates.	December 2022	Director, People & Culture

Item 1.2

Actively promote Indigenous employment opportunities at Flinders University.

Initiatives	Due date	Responsibilities
Develop a webpage and other resources that promotes Indigenous employment at Flinders University.	April 2023 and ongoing	Indigenous Employment Coordinator and Office of Communication Marketing and Engagement
Develop a campaign that encourages staff to identify as Aboriginal and/or Torres Strait Islander on the Workday system.	Annually	Indigenous Employment Coordinator
Promote and communicate current vacancies to staff (including casuals) who identify as Aboriginal and/or Torres Strait Islander.	Ongoing	Indigenous Employment Coordinator
Promote employment vacancies at Flinders University through Indigenous employment and community email and social media distribution lists, and key stakeholders.	Ongoing	Indigenous Employment Coordinator
Promote Indigenous employment opportunities at Flinders University at Community, Careers and Employment Expos.	Ongoing	Indigenous Employment Coordinator and Manager, Careers and Employability Service

Item 1.3

Identify barriers for Aboriginal and/or Torres Strait Islander applicants applying for jobs.

Initiatives	Due date	Responsibilities
Review current processes for Aboriginal and/or Torres Strait Islander applicants to ensure these are streamlined and align with national and sector best practice.	March 2023	Director, People & Culture
Investigate and embed cultural competency training for selection panel chairs and members.	March 2023	Senior Professional Development Consultant, Professional Development Unit
Investigate whether the recruitment module in Workday can record Indigenous status.	December 2022	Director, People & Culture and Indigenous Employment Coordinator
Investigate models of affirmative action.	Ongoing	Director, People & Culture and Indigenous Employment Coordinator
Consider representation of Aboriginal and/or Torres Strait Islander staff member on interview panels with Aboriginal and/or Torres Strait Islander candidates.	Ongoing	Chairs of Selection Panels

Item 1.4

Develop pathways to employment for Aboriginal and/or Torres Strait Islander students and graduates.

Initiatives	Due date	Responsibilities
Investigate an Indigenous internship program.	December 2023	Indigenous Employment Coordinator, Portfolio Heads and VPEDs
Create and pilot an Indigenous cadetship program which provides paid work placement opportunities for Aboriginal and/or Torres Strait Islander students.	December 2023	Indigenous Employment Coordinator, Portfolio Heads and VPEDs



Priority 2: Culture and Retention

Flinders University will foster a work environment which is inclusive, culturally affirming and safe, to support the retention of Aboriginal and/or Torres Strait Islander staff.

Item 2.1

Provide a culturally safe environment for Aboriginal and/or Torres Strait Islander staff.

Initiatives	Due date	Responsibilities
Promote cultural safety training and opportunities for staff.	Ongoing	Pro Vice-Chancellor (Indigenous) and Deans (P&R), Director, College Services and Directors
Employ a Project Officer at HEO7 (identified position) to support the implementation and reporting of the RAP deliverables and support the development of Indigenous strategies across the University.	Ongoing	Pro Vice-Chancellor (Indigenous)
Embed cultural training in Supervisor Training modules.	July 2023	Senior Professional Development Consultant, PDU
Employ Elders on campuses to provide leadership to the University.	Ongoing	Pro Vice-Chancellor (Indigenous) and VPED CMPH
Develop an Indigenous staff network group and mentoring program.	December 2023	Indigenous Employment Coordinator
Investigate models of an Indigenous mentoring program.	December 2024	Indigenous Employment Coordinator
Develop an Indigenous Researcher Network Group.	December 2022	Deputy Vice-Chancellor (Research)
Develop a university anti-racism statement and promote to all staff and students.	December 2023	Pro Vice-Chancellor (Indigenous) and VP&PVC International

Item 2.2

Provide a culturally inclusive induction process and work environment for Aboriginal and/or Torres Strait Islander staff.

Initiatives	Due date	Responsibilities
Ensure new Aboriginal and/or Torres Strait Islander staff are introduced to PVC Indigenous, IEC and Indigenous services areas and programs.	Ongoing	Pro Vice-Chancellor (Indigenous) and Indigenous Employment Coordinator
Ensure that Aboriginal and/or Torres Strait Islander staff are aware of cultural leave entitlements and flexible work arrangements.	Ongoing	Director, People & Culture and Indigenous Employment Coordinator
Examine the Universities Australia Indigenous Strategy 2022 - 2025 priority to recognise the cultural load of Aboriginal and/or Torres Strait Islander cultural loads.	June 2024	Director, People & Culture and Pro Vice Chancellor (Indigenous)
Explicitly recognise cultural contributions and expertise of Academic Aboriginal and/or Torres Strait Islander staff within Academic Workload models.	February 2024	VPEDs, Deans (P&R)
Ensure that Aboriginal and/or Torres Strait Islander staff are aware of language loading.	Ongoing	Director, People & Culture and Indigenous Employment Coordinator

Priority 3: Development and Advancement

Flinders University will foster an environment which supports the aspirations of Aboriginal and/or Torres Strait Islander staff to achieve individual success and to contribute to the success of their communities.

Item 3.1

Support Aboriginal and/or Torres Strait Islander staff's cultural agency, self-determination, and sovereignty.

Initiatives	Due date	Responsibilities
Foster peer to peer cultural relationships and to discuss matters relevant to employment.	December 2023	Indigenous Employment Coordinator, Pro Vice-Chancellor (Indigenous) and Elders on Campus

Item 3.2

Enhance development and advancement opportunities for Aboriginal and/or Torres Strait Islander staff.

Initiatives	Due date	Responsibilities
Identify Aboriginal and/or Torres Strait Islander staff with eligibility to convert to more secure employment conditions and assess case for conversion under relevant clauses in the EA.	Ongoing and as per EA cycle	People & Culture Business Partners, Deans (P&R), Directors, College Services and Directors
When appointing Indigenous Academic staff (Levels A-C) preference a Balanced role to support research profile and pipeline.	Ongoing	Deans (P&R)
Include an appropriately qualified Aboriginal and/or Torres Strait Islander person as an observer or a member on Academic Promotion panels when assessing applications from Indigenous academic staff.	Ongoing	Secretaries to Academic promotion panels
Explore job-shadowing opportunities for Aboriginal and/or Torres Strait Islander Academic and Professional staff into higher level positions.	June 2024	Deans (P&R), Directors, College Services and Directors

Item 3.3

Celebrate and recognise the successes and achievements of Aboriginal and/or Torres Strait Islander staff and alumni.

Initiatives	Due date	Responsibilities
Develop an Aboriginal and/or Torres Strait Islander staff award to recognise, celebrate, and reward outstanding contributions of Aboriginal and/or Torres Strait Islander staff.	May 2023	OCME
Develop an Indigenous Alumni award to recognise, celebrate, and reward Indigenous alumni.	June 2024	Chair, Alumni Awards Selection Committee

Item 3.4

Develop and sustain an Aboriginal and/or Torres Strait Islander Academic and Professional workforce.

Initiatives	Due date	Responsibilities
Promote Flinders University's Professional Staff Development Fund.	Ongoing	Indigenous Employment Coordinator
Promote professional development opportunities to Indigenous Academic staff.	Ongoing	PVC Innovation Teaching and Learning, Deans (P&R)
Offer exit interviews to Aboriginal and/or Torres Strait Islander staff who cease employment with the University.	Ongoing	Indigenous Employment Coordinator

Item 3.5

Support cross cultural exchanges and opportunities with other Indigenous University programs, internally, locally, nationally, and internationally.

Initiatives	Due date	Responsibilities
Support staff to attend relevant Indigenous conferences, forums, events and other networking opportunities to share Indigenous Knowledges.	Ongoing	Portfolio Heads and VPEDs





Priority 4: Governance and Leadership

Flinders University will demonstrate leadership and commitment to progressing Indigenous employment and capacity building of Aboriginal and/or Torres Strait Islander peoples through its governance processes.

Item 4.1

Ensure ongoing commitment to the employment of a senior executive employee at PVC or equivalent level and ensure adequate resourcing to support Aboriginal and/or Torres Strait Islander advancement.

Initiatives	Due date	Responsibilities
An ongoing Aboriginal and/or Torres Strait Islander senior executive employee appointment at PVC Indigenous level or above.	Ongoing	Deputy Vice-Chancellor (Students)
Resource an organisational structure through the employment of an Aboriginal and/or Torres Strait Islander leadership team to work with the PVC Indigenous to lead Indigenous engagement across the University and ensure succession planning.	December 2022	Deputy Vice-Chancellor (Students), Pro Vice-Chancellor (Indigenous) and Vice President Corporate Services

Item 4.2

Indigenous employment is seen as a commitment of the University.

Initiatives	Due date	Responsibilities
A commitment to developing an Indigenous Workforce Strategy is retained in the University's Enterprise Agreement.	Current, and in renegotiation due 2022	Director, People & Culture
A member of the University's Senior Executive Team or nominee chairs the University's Indigenous Workforce Strategy Committee.	Ongoing	President and Vice-Chancellor

Item 4.3

Monitor success of Indigenous Workforce Strategy.

Initiatives	Due date	Responsibilities
Benchmark Aboriginal and/or Torres Strait Islander employment outcomes against IRU and national outcomes.	Ongoing	Indigenous Employment Coordinator
The Indigenous Workforce Strategy Committee provides an annual report to the Senior Executive Team on progress against objectives and targets relating to Aboriginal and/or Torres Strait Islander employment.	December 2022, and annually	Chair, Indigenous Workforce Strategy Committee
Colleges and Portfolios report progress towards outcomes and targets to the IWSC and as part of the APAC process.	Annually October	VPEDs and Portfolio Heads



Governance framework

The Indigenous Workforce Strategy is underpinned by with broader University frameworks and strategies, policies, and documents and aims to embed the principles of reconciliation into all aspects of business. A summary of these governance instruments is provided below:

Indigenous Workforce Strategy Committee – An internal committee comprising of stakeholders that oversee the implementation of the Indigenous Workforce Strategy.

RAP Oversight Committee

An internal committee comprising of stakeholders that oversee the implementation of the University's RAP.

Tarrkarri-ana Committee

An internal committee comprising of priority areas stakeholders to oversee the implementation of ISSP funds.

Athena SWAN Charter

To advance gender equality across academia with a focus on STEM

flinders.edu.au/about/athenaswan

Diversity and Inclusion Committee

An internal committee to advance diversity and inclusion for staff and students

staff.flinders.edu.au/colleges-and-services/people-and-culture/equal-opportunity-diversity

Flinders University Enterprise Agreement

staff.flinders.edu.au/content/dam/staff/pc/enterprise-agreement/enterprise-agreement-2019-2022.pdf

Closing the Gap National Agreement

Priority 8 Strong economic participation and development of people and their communities of the National socio-economic targets across areas that have impact on the life outcomes for Aboriginal and Torres Strait islander peoples.

closingthegap.gov.au/targets

Governance and Aboriginal and Torres Strait Islander Participation in Australian Universities

On Stony Ground, 2011

eprints.qut.edu.au/66280/1/66280.pdf

National Indigenous Higher Education Workforce Strategy (NIHEWS) 2011

dese.gov.au/download/3390/national-indigenous-higher-education-workforce-strategy/4923/document/docx

Review of Access and Outcomes for Aboriginal and Torres Strait Islander People in Higher Education, 2012

dese.gov.au/aboriginal-and-torres-strait-islander-higher-education/review-higher-education-access-and-outcomes-aboriginal-and-torres-strait-islander-people

Universities Australia Indigenous Strategy, 2022-2025

universitiesaustralia.edu.au/publication/indigenous-strategy-2022-25/

Flinders University Making a Difference, The 2025 Agenda

The University's Strategy Plan

flinders.edu.au/content/dam/documents/about/strategic-plan/Flinders-University-2025-Agenda.pdf

Flinders University Innovate Reconciliation Action Plan May 2020 to May 2022

The University's first RAP

flinders.edu.au/reconciliation-action-plan

Flinders University Indigenous Student Success Program

Commonwealth funding guidelines

legislation.gov.au/Details/F2018C00933

Flinders University Enterprise Agreement 2019-2022

staff.flinders.edu.au/content/dam/staff/pc/enterprise-agreement/enterprise-agreement-2019-2022.pdf

Flinders University, Indigenous Workforce Strategy 2019 (update)

flinders.edu.au/content/dam/documents/jobs/indigenous-workforce-strategy.pdf

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2. Indigenous Student Success Program (2017), Part 3 – Eligibility to receive ISSP grants, pg12 Indigenous Workforce Strategy. legislation.gov.au/Details/F2018C00933
3. Universities Australia Indigenous Strategy 2017-2020. Available at universitiesaustralia.edu.au/publication/indigenous-strategy-2017-2020/
4. Behrendt, L., Larkin, S., Griew, R., & Kelly, P. (2012). *Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People: Final Report*. Canberra Government. Available at education.gov.au/aboriginal-and-torres-strait-islander-higher-education/review-higher-education-access-and-outcomes-aboriginal-and-torres-strait-islander-people
5. Australian Government, Department of Education, Skills and Employment. *Selected Higher Education Statistics – 2019 staff data*, viewed 10 August 2020 education.gov.au/selected-higher-education-statistics-2019-staff-data

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Glossary of terms

CILT	Centre for Innovation in Learning and Teaching	NATSIHEC	National Aboriginal and Torres Strait Islander Higher Education Consortium
Deans (P&R)	Dean (People & Resources)	OCME	Office of Communications, Marketing and Engagement
EA	Enterprise Agreement 2019-2022	P&C	People and Culture
ED	Executive Director	PVC	Pro Vice Chancellor
ICLS	Indigenous Cultural Learning Strategy	RAP	Reconciliation Action Plan
IEC	Indigenous Employment Coordinator	SET	Senior Executive Team
IRU	Innovative Research Universities	UA	Universities Australia
ISSP	Indigenous Student Success Program	VPED	Vice President and Executive Dean
IWS	Indigenous Workforce Strategy		

Indigenous Workforce Strategy 2022-25

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