

Aboriginal Retention and Employment Strategy

2017-2020

Creating a mobile and diverse workplace

CHIEF EXECUTIVE'S FOREWORD

As a result of AGD's commitment to the previous Aboriginal Retention and Employment Strategy 2014-2017, Aboriginal representation in AGD has increased from 1.4% to 1.9%.

We are close to meeting the 2% target set out in South Australia's State Strategic Plan, but I want to aim even higher and I have committed to doubling this target.

Our goal is to increase Aboriginal employment to 4% and to maintain or better those levels through to 2020. Our aim is to promote diversity and equal opportunity and develop a culturally safe and inclusive workplace that recognises and respects the values, cultures and traditions of Aboriginal people.

We recognise the value Aboriginal people bring to the workplace and understand that employment of Aboriginal people means a richer environment for all our employees.

The focus of AGD's Aboriginal Employment and Retention Strategy will be to:



- create and provide employment opportunities for all Aboriginal people with a focus on Aboriginal youth;
- develop the knowledge and skills of our existing Aboriginal employees with the aim of career progression; and
- ensure that the workplace is respectful, safe and inclusive.

I am confident this can be achieved and look forward to working with you all to increase the diversity of our workforce.

Ingrid Haythorpe
CHIEF EXECUTIVE

STAFF PROFILE

As of 30 June 2017, AGD had 1794 employees and, of those, 34 employees declared as being of Aboriginal or Torres Strait Islander descent, equating to 1.9% of the total workforce.

ACHIEVEMENTS

It is pleasing to note that a number of highlights were achieved during the previous AGD Aboriginal Retention and Employment Strategy 2015-2017 including:

- More than half of trainee positions appointed through the Premier's Jobs4Youth program were provided to people of Aboriginal descent.
- Two Aboriginal undergraduates undertook a summer clerk placement in the Crown Solicitor's Office (CSO).
- Attendance at the Power Cup Careers and Health Expo to showcase employment opportunities with the AGD.
- Engagement with universities and employment networks to promote employment opportunities with the AGD.
- Relevant roles advertised in the Koori Mail and vacancies submitted to the Aboriginal Employment Register.
- Promotion of cultural events and reconciliation activities, including Reconciliation Week, Apology Day Breakfast, and NAIDOC, and the use of special leave with pay provisions for Aboriginal employees to attend.
- Tailored counselling support provided, on request, through AGD's Employee Assistance Program for all Aboriginal employees and their managers.
- Development of AGD's Career Pathway into Law program for Aboriginal and Torres Strait Islander people. Three Aboriginal employees are undertaking this program.
- Supported five Aboriginal employees to participate in the AGD's Leadership Development Programs.
- Identification of three Aboriginal mentors who are able to provide support on request.
- Review of AGD's Aboriginal Cultural Awareness training , mandated for all new employees.
- Promotion of the Recognise Campaign.
- Active participation by Aboriginal employees in the ARES to inform actions and future strategies.

AGD ABORIGINAL EMPLOYMENT and RETENTION STRATEGY 2017-2020

The Attorney General's Department acknowledges this land as the traditional lands of the Kaurna people and respects their spiritual relationship with their country. We also acknowledge the Kaurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still as important to the Kaurna people today.



AIM:

- Develop an *Aboriginal Employment and Retention Strategy* to assist in increasing the employment, across all classifications, of Aboriginal and Torres Strait Islander people in the Attorney-General's Department (AGD) to 4% by the end of the 2019-2020 financial year.
- Provide diverse employment opportunities for Aboriginal and Torres Strait Islander people to support increasing economic and social participation.
- Ensure all existing and new policies are culturally appropriate
- Attain cultural competency across the AGD workforce.
- Acknowledge and respect the positive impact that increasing the number of Aboriginal and Torres Strait Islander people employed will have on the work environment across the AGD and also in expanding the cultural knowledge and world view of staff.
- Improve engagement with the Aboriginal community to AGD services through increasing Aboriginal representation in the AGD workforce.

ACTION:

Creating Opportunities

- Identify and create appropriate and accessible employment opportunities for Aboriginal and Torres Strait Islander people across the AGD.
- Consult existing Aboriginal and Torres Strait Islander staff within the AGD, Aboriginal leaders across government, and community members around culturally appropriate employment policies to inform the Strategy.

Respect and Develop

- Embed cultural competency and cultural protocols across the Attorney General's Department to aid in the retention of Aboriginal and Torres Strait Islander staff and increase the knowledge of non-Aboriginal staff.
- Engage and build relationships with Aboriginal and Torres Strait Islander people to strengthen the capacity of the AGD to work collaboratively towards improved outcomes.
- Identify and create appropriate development and leadership opportunities for Aboriginal and Torres Strait Islander people across the AGD.
- Develop staff understanding of Aboriginal and Torres Strait Islander culture to position the AGD as an employer of choice for Aboriginal and Torres Strait Islander candidates; reduce cultural risks within the workplace; change the attitudes and behaviours of the workforce; increase engagement; and successfully attract and retain staff.

- Train staff to a foundation level of cultural competence within the AGD to provide culturally appropriate and effective systems and service delivery, resulting in better outcomes for Aboriginal and Torres Strait Islander peoples. For non-Indigenous and Indigenous employees alike it will result in increased capabilities and learning outcomes.

KEY TO SUCCESS:

- *Aboriginal Employment and Retention Strategy* to be led by a senior Aboriginal and Torres Strait Islander employee.
- Cultural Competency principles to be addressed in performance and behavioural expectations across the Attorney General's Department.

GOVERNMENT PRINCIPLES:

South Australia's Strategic Plan

Target 6: Aboriginal wellbeing: Improve the overall wellbeing of Aboriginal South Australians.

Target 28: Aboriginal leadership: Increase the number of Aboriginal South Australians participating in community leadership and in community leadership development programs.

Target 51: Aboriginal unemployment: Halve the gap between Aboriginal and non-Aboriginal unemployment rates by 2018.

Target 53: Aboriginal employees: Increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2014 and maintain or better those levels through to 2020.

AGD Strategic Plan

Goal 3 - South Australians have contemporary, inclusive and efficient civil, criminal and administrative justice systems

Goal 4 - We support our staff and strive to constantly improve our business.

Better Together Principles of Engagement

The South Australian Government is committed to supporting a culture of high-quality and effective stakeholder and community engagement. Good engagement helps create better decisions by bringing the voices of citizens and stakeholders into the issues that are relevant to them.

Better Together is centered on the following six engagement principles to provide a consistent approach across government and to guide best practice:

1. We know why we are engaging
2. We know who to engage
3. We know the history
4. We start together
5. We are genuine
6. We are relevant and engaging

1.5	Promote job opportunities and AGD as employer of choice	<p>Work with PAFC to create a short video promoting AGD as an Employer of Choice and promote through PAFC media channels.</p> <p>Develop promotional material to highlight varied employment opportunities at AGD, specifically targeting the Aboriginal community.</p> <p>Attend various career expos to promote AGD job opportunities to the Aboriginal community.</p> <p>Promote all Graduate positions to the Big 3 Universities and, where appropriate, other Aboriginal employment networks.</p>	<p>Video created and promoted through PAFC media channels</p> <p>AGD to attend at least 2 career expos targeting Aboriginal community</p> <p>Advertisements for all Graduate roles to be sent to the 3 Big Universities</p>	<p>PAFC</p> <p>AGD HR</p> <p>AGD HR</p>
1.6	Traineeships	Ensure AGD traineeships are promoted to the Aboriginal community/job networks	100% of Traineeships appoint an Aboriginal and/or Torres Strait Islander person - unless no suitable candidates are available	Business Unit Heads
1.7	Legal Cadetship	Sponsor law students through AGD's Career pathway into Law program	<p>Sponsorship provided for 3 cadets per year</p> <p>Ongoing employment provided to graduates upon completion of cadetship program</p>	<p>Crown Solicitor's Office (CSO)</p> <p>CSO</p>
1.8	Cadetship	Sponsor university students (other than Law) through a cadetship program.	<p>Sponsorship provided for 3 cadets per year</p> <p>Ongoing employment provided to graduates upon completion of cadetship program</p>	EMG
1.9	Inclusive selection panels	<p>Introduce inclusive selection panels.</p> <p>An Aboriginal and/or Torres Strait Islander employee – internal to AGD or from across government – to be on selection panels where it is identified that an Aboriginal and/or Torres Strait Islander person has applied.</p> <p>Provide selection panel training to Aboriginal employees.</p>	<p>2018</p> <p>50% of all selection panels will include an Aboriginal and/or Torres Strait Islander panel member if it has been identified that an Aboriginal and/or Torres Strait Islander person has applied.</p> <p>2020</p> <p>100% of all selection panels will</p>	<p>Business Unit Heads</p> <p>Business Unit Heads</p>

			include an Aboriginal and/or Torres Strait Islander panel member if it has been identified that an Aboriginal and/or Torres Strait Islander person has applied.	
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2. RESPECT - RETAIN AND DEVELOP ABORIGINAL EMPLOYEES IN THE AGD

	Priority	Action	Measure	Who
2.2	Induction	Aboriginal and/or Torres Strait Islander employees new to AGD to be greeted by the Equity and Diversity Officer/Aboriginal Liaison Officer in the first week of commencing. Induction pack developed and provided to Aboriginal and/or Torres Strait Islander employees new to AGD.	100% greeted within first 2 weeks Induction pack developed and provided to new employee within first 2 weeks of commencement	AGD HR/ ALO AGD HR/ ALO
2.3	Mentoring and peer support	Aboriginal employees to be brought together as a group and provided with networking opportunities, work shadowing opportunities, hear success stories from more senior Aboriginal employees and job skills training towards the end of formal Traineeship. AGD Aboriginal Liaison Officer and/or other identified internal or external employee to provide mentoring to AGD Aboriginal and/or Torres Strait Islander employees.	Meetings held quarterly A mentor to be offered to all Aboriginal and/or Torres Strait Islander employees	AGD HR/ ALO
2.4	Leadership programs	Aboriginal employees to be offered and actively supported to participate in AGD's Leadership Programs.	Leadership development opportunity provided to Aboriginal employees when corporate Leadership programs are run	AGD HR/ Business Unit Heads
2.5	Wellbeing support	Dedicated AGD intranet page with a focus on Aboriginal Wellbeing and health services. Ensure Aboriginal counsellors are available via AGD's Employee Assistance Program.	Dec 2017 Aboriginal Wellbeing page developed and made available on intranet	AGD HR

2.6	Engagement	<p>Forum to be held every 3 months to inform and consult with Aboriginal and/or Torres Strait Islander employees on AGD initiatives and to provide professional development opportunities.</p> <p>Guest speakers from across government and the community to be scheduled for each forum.</p> <p>Extend membership on AGD committees to Aboriginal and/or Torres Strait Islander employees.</p>	<p>Forum held quarterly</p> <p>Guest speaker invited to each forum</p> <p>100% of AGD committees invite membership</p>	<p>AGD HR/ ALO</p> <p>AGD HR/ ALO</p> <p>EMG</p>
2.7	Cultural competency	<p>In collaboration with the Aboriginal Employment Cluster, develop a whole of sector approach to cultural competency training and adopt the recommendations in AGD.</p> <p>A cultural competency Key Performance Indicator to be embedded in all staff Performance Review and Development (PR&D) plans.</p> <p>AGD Leaders are trained in cultural competency</p>	<p>Cultural competency training mandated across AGD</p> <p>Cultural competency KPI included in all J&Ps and PR&Ds</p> <p>Cultural Competency to be included as a component within AGD leadership programs</p>	<p>EMG</p> <p>AGD HR/ Business Unit Heads</p> <p>AGD HR</p>
2.8	Cultural protocols	<p>Implement cultural protocols for Welcome to Country and Acknowledgement of Country.</p> <p>Traditional Owner to be invited to provide a Welcome to Country at all publicly accessible events.</p> <p>Include written and spoken Acknowledgement of Country at the commencement of key internal meetings i.e. Executive Exchange, Corporate training sessions.</p> <p>Display Aboriginal and Torres Strait Islander flags and the AGD Reconciliation banner in all customer service areas.</p> <p>Display Aboriginal and Torres Strait Islander flags and the AGD Reconciliation banner at all external events.</p> <p>Include an Acknowledgement of Country statement and visual in all staff email signatures.</p>	<p>Dec 2017</p> <p>Publish cultural protocols on intranet</p> <p>Traditional Owner invited to provide Welcome to Country at 100% of public events</p> <p>Acknowledgement of Country is spoken at 100% of key internal meetings/training sessions</p> <p>Aboriginal and Torres Strait Islander flags and the AGD Reconciliation banner displayed in 100% of customer service areas</p> <p>Aboriginal and Torres Strait Islander flags and the AGD Reconciliation</p>	<p>AGD HR/ALO</p> <p>EMG</p> <p>Key internal - EMG Corporate training - AGD HR/ Facilitators</p> <p>EMG/ Business Units</p> <p>Strategic Communications</p>

		Increase the use of cultural design images and themes in AGD's physical accommodation, online communications and relevant publications.	<p>banner displayed at 100% of externally run events where appropriate</p> <p>Create a staff email signature block</p> <p>Cultural images and themes used in the design of the new GPO Building</p> <p>Increase the use and display of AGD's Aboriginal artwork and story in physical accommodation, online communications and relevant publications</p>	<p>Group (SCG)</p> <p>SCG</p> <p>EMG/Facilities</p> <p>Facilities/ SCG</p>
2.9	Cultural respect	<p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to develop and participate in National Reconciliation Week and NAIDOC Week events.</p> <p>Communication from AGD to all staff to encourage participation in National Reconciliation Week and NAIDOC Week events.</p> <p>Hold an internal National Reconciliation Week and NAIDOC Week event.</p> <p>Support an external National Reconciliation Week and NAIDOC Week event.</p> <p>Recognise the anniversary of various significant dates to the Aboriginal community i.e. National Sorry Day, 1967 Referendum, handing down of the Mabo decision, UN International Day of the World's Indigenous People, UN Declaration on the Rights of Indigenous People etc</p>	<p>All Aboriginal employees supported with Special Leave with Pay to attend culturally significant events</p> <p>At least 1 National Reconciliation Week activity is organised by AGD per year</p> <p>At least 1 NAIDOC week activity is organised by AGD per year</p> <p>All staff email to be sent to recognise significant dates to Aboriginal community</p>	<p>Business Units</p> <p>Reconciliation Action Committee</p> <p>Reconciliation Action Committee</p> <p>AGD HR/ALO</p>
2.10	Anti-discrimination initiatives	Provide information to develop awareness around the <i>Racism. It stops with me</i> campaign.	At least 1 Anti-racism campaign event to be run per year	AGD HR

CONSULTATIONS UNDERTAKEN TO INFORM THE STRATEGY

All of AGD's Aboriginal employees were consulted and encouraged to provide feedback during the development of the AERS 2017-2020.

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Celine Sumner-Makris	Katelyn Newchurch	Shane Augeneder
Charlene Crothers	Kelly Wilson	Shemieke Watkins
Charles Paje-Newchurch	Kimberley Shearer	Stephanie Singh
Courtney Watkins	Lauren Turner	Steve Dix
Dylan McKeown	Leah Coe	Teagan O'Brien
Ellen Sperring	Luke Horton	Tyson Larkins
Gavin Lehmann	Melanie Koolmatrie	Vanessa Thompson
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