



MACQUARIE
University

Aboriginal and Torres Strait Islander Workforce Plan 2018-2021

WARANARA DJURALI: TO SEEK AND GROW



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Welcome to Country

On behalf of the Darug people, I welcome you to this country of the Wattamattagal clan of the Darug Aboriginal Nation. “Quai bidja, jumna paialla janwai - Come here, we speak together.”

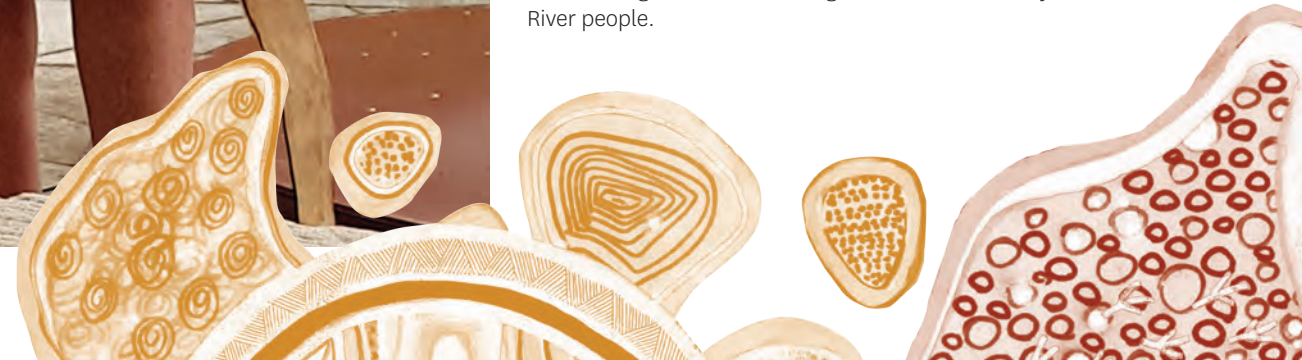
I pay my respects to the local Aboriginal Elders past and present and to the ancestors of the land, the knowledge and the culture. We welcome peoples of all nations and all faiths.

We celebrate with you our ongoing attachment to and custodianship of this country. Help us to respect the Aboriginal history and to protect the fragile environment.



The artwork 'Circles of the Sun' has been created by Dharug woman and Macquarie University alumni, Professor Liz Cameron. The artwork is a representation of warmth and healing within Dharug Country. The sun rising illustrates a new day to our cyclic seasonal calendar – its rays of light reflecting on the eucalyptus trees over the water, which brings about a cascade of oils that reflect many colours of the rainbow.

Aunty Julie Janson delivering the Welcome to Country and smoking ceremony. Aunty Julie is of the Burruberongal clan of the Darug Nation – Hawkesbury River people.



Foreword

The *Aboriginal and Torres Strait Islander Workforce Plan 2018–2021* is an integral step in Macquarie University's commitment to Aboriginal and Torres Strait Islander communities. The University commits to Aboriginal and Torres Strait Islander success through a transformative and strategic framework that aligns with the *Indigenous Strategy 2016–2025* and the *Reconciliation Action Plan 2017–2018*. This framework will create a workforce culture and environment that is culturally relevant and responsive to Aboriginal and Torres Strait Islander staff, where they choose to stay and further their careers.

The University currently boasts the highest number of Aboriginal and Torres Strait Islander staff in our history. We will build on this momentous achievement to further increase the number of Aboriginal and Torres Strait Islander staff across the campus; within faculties, departments and offices.

The future direction of the University will see a strong focus on the attraction, retention and success of our Aboriginal and Torres Strait Islander workforce but to achieve this, a whole-of-university partnership is required.

We urge all staff to read this document and engage with our Aboriginal and Torres Strait Islander Student Engagement and Strategy Office, Walanga Muru, to help realise our vision for Aboriginal and Torres Strait Islander success at our University.

Professor Kevin Jameson
Deputy Vice-Chancellor (Academic)

Dr Leanne Holt
Director, Indigenous Strategy



Our commitment to Aboriginal and Torres Strait Islander employment

Macquarie University’s commitment to Aboriginal and Torres Strait Islander workforce development extends to all facets of our operations. We value and respect Aboriginal and Torres Strait Islander knowledges, history and culture, and recognise our significant role in creating opportunities for their success.

The vision of our inaugural *Aboriginal and Torres Strait Islander Workforce Plan 2018–2021* (the Workforce Plan) is to develop and implement a whole-of-University long-term strategy, which will significantly improve employment and career outcomes for Aboriginal and Torres Strait Islander staff and enhance their opportunities to contribute to all aspects of the University, thereby contributing directly to the aspiration of excellence at our University.

We are committed to creating a campus where the culture, knowledges and values of Aboriginal and Torres Strait Islander staff are acknowledged and respected, and where their career goals and aspirations are identified, promoted and achieved.

The implementation of this Workforce plan will require a whole-of-university partnership, starting with Aboriginal community consultation through Wattamattagal Bunyuwal – our University’s Aboriginal Advisory Committee, current Aboriginal staff, Human Resources – the Patyegarang Indigenous Strategic Committee and other stakeholders.



DELIVERABLES AND TARGETS

DELIVERABLE	TARGET
Increase the number of Aboriginal and Torres Strait Islander staff at the University.*	By 2021, 1.8 per cent (or 58 headcount) of the University’s full-time equivalent fixed-term and continuing staff will be Aboriginal or Torres Strait Islander. (The progressive target is three per cent by 2025.)
Provide cultural safety training for staff employed at the University and at other entities.	By 2021, 60 per cent of all staff will have participated in cultural safety training.
Employ graduate Aboriginal and Torres Strait Islander students at the University.	By 2021, a total of 15 Aboriginal and Torres Strait Islander Macquarie graduates will be employed in academic and professional roles.
Facilitate career and leadership development for Aboriginal and Torres Strait Islander staff who aspire to leadership roles at the senior executive level.	By 2021, at least one Aboriginal and Torres Strait Islander person will be employed in a senior executive role at either the Pro Vice-Chancellor level or Deputy Vice-Chancellor level.
Increase the number of appointments to non-identified positions.^	By 2021, a total of nine Aboriginal and Torres Strait Islander staff will be employed in non-identified positions.
Increase the participation of Aboriginal and Torres Strait Islander staff on boards and committees.	By 2021, at least one Aboriginal and Torres Strait Islander staff will be appointed to key committees.
Encourage the personal growth and career development of Aboriginal and Torres Strait Islander staff through mentoring, professional development programs and skills training.	By 2021, Aboriginal and Torres Strait Islander staff will have participated in at least one professional development opportunity each year.

*Targets are aligned to the Indigenous Student Success Program guidelines and Universities Australia *Indigenous Strategy 2017–2020*.

^Non-identified positions are positions where the University does not identify that a position is to be filled only by an Aboriginal and/or Torres Strait Islander person.

Background

The Australian Government is committed to the advancement of Aboriginal and Torres Strait Islander peoples through education and employment.

In 2011, the Indigenous Higher Education Advisory Council (IHEAC), in collaboration with Universities Australia, developed the *National Indigenous Higher Education Workforce Strategy* (NIHEWS). The NIHEWS called for universities in Australia to increase the number of Indigenous employees within and throughout the higher education sector to align with population parity by 2021.

Nationally, Macquarie University has comparatively low numbers of Aboriginal and Torres Strait Islander staff. However, we have committed to growing and retaining our Aboriginal and Torres Strait Islander staff through the *Indigenous Strategy 2016–2025* and the *Reconciliation Action Plan 2017–2018*. Since the release in 2015 of the first Indigenous Strategy Green Paper for Indigenous access and participation, the University has achieved the highest number of Aboriginal and Torres Strait Islander staff in its history. To continue to build on this positive performance, the Workforce Plan will provide a framework for success for Aboriginal and Torres Strait Islander peoples at the University.

Strategic alignment

A range of internal and external strategies and initiatives align to and augment the Workforce Plan. The following strategic alignments provide support and advocacy that underpin and validate the need for building workforce opportunities for Aboriginal and Torres Strait Islander staff.

OUR UNIVERSITY: A FRAMING OF FUTURES

- Improving those aspects of our support services to realise our aspiration and vision

INDIGENOUS STRATEGY 2016–2025

- Support sustainable increases in Aboriginal and Torres Strait Islander employment to complement existing and future enterprise agreements
- Support professional development and engagement opportunities for our current and emerging Indigenous workforce
- Create tailored pathways for Indigenous students and staff through capacity building initiatives and programs

RECONCILIATION ACTION PLAN 2017–2019

- Investigate Aboriginal and Torres Strait Islander cultural learning and development
- Investigate Aboriginal and Torres Strait Islander employment:
 - Develop a ‘grow your own’ model for Aboriginal and Torres Strait Islander workforce development.
 - Develop an Aboriginal and Torres Strait Islander Employment Strategy.
 - Develop a plan to increase Aboriginal and Torres Strait Islander staff across the University.

- Investigate a culturally appropriate recruitment process.
- Consider how the Indigenous Cadetship Program impacts Aboriginal and Torres Strait Islander student success and employability.
- Invite current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.
- Support recruitment and development goals identified in current staff enterprise agreements.
- Investigate an Aboriginal and Torres Strait Islander mentoring network.
- Investigating opportunities for Aboriginal and Torres Strait Islander research and to increase numbers of Aboriginal and Torres Strait Islander researchers.
- Build the Aboriginal and Torres Strait Islander voice and leadership.

NATIONAL INDIGENOUS HIGHER EDUCATION WORKFORCE STRATEGY

- Enhance employment pathways for existing Indigenous employees
- Increase new employment opportunities for Indigenous people
- Development of a working environment appropriate to the needs of Indigenous people
- Community engagement and outreach
- Effective implementation of the NIHEWS

UNIVERSITIES AUSTRALIA, INDIGENOUS STRATEGY 2017–2020

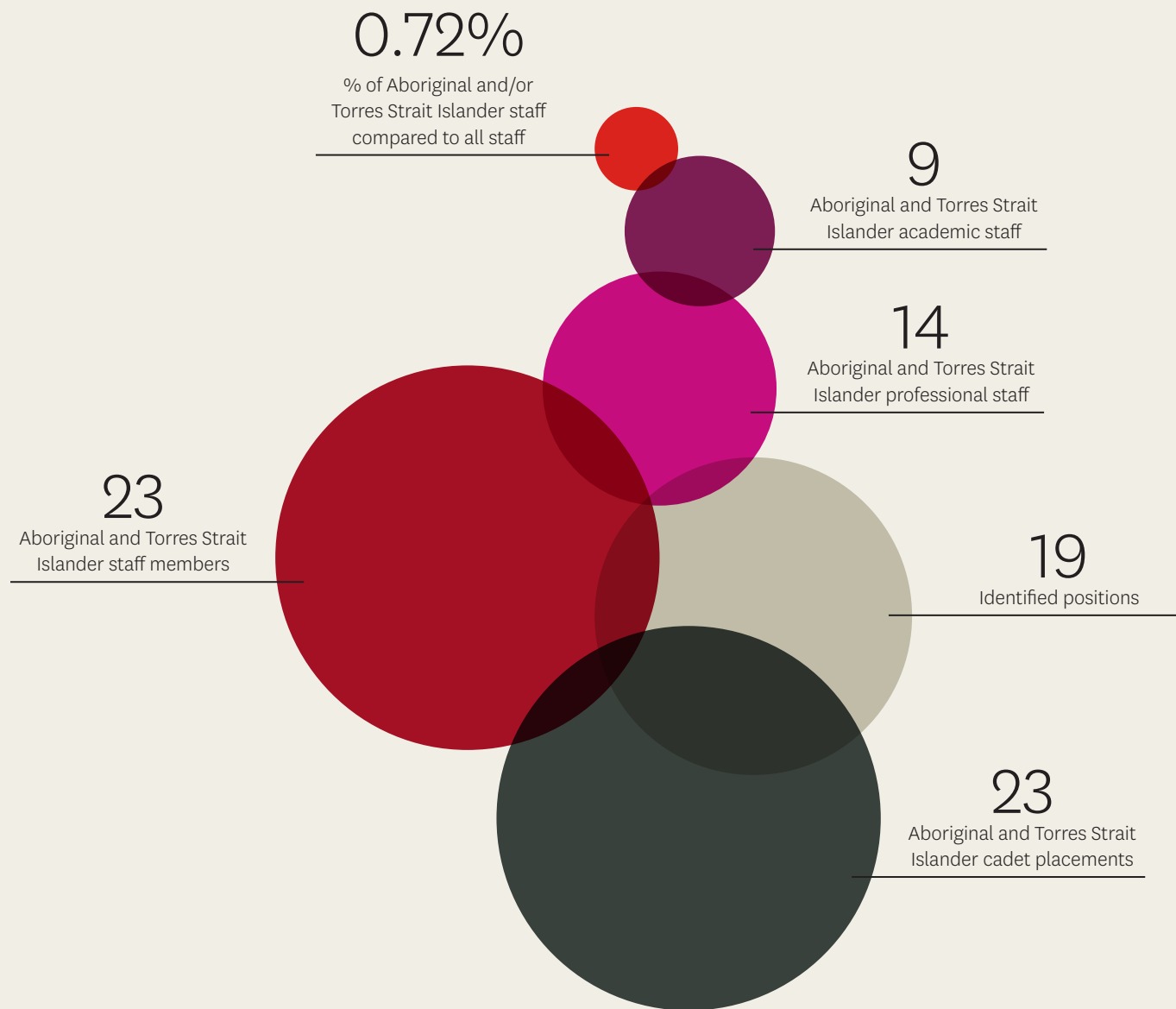
- Universities Australia urges its members to plan to increase their Indigenous workforces to reflect their overall staff balance.
- Universities commit to ensure that, where additional workload is expected of Aboriginal and Torres Strait Islander staff, this is recognised in workload planning and that such workload is considered in a non-prejudicial way in performance assessments and promotions processes.
- Universities commit to have current executive staff and all new senior staff complete cross-cultural training programs from 2018.

MACQUARIE UNIVERSITY ENTERPRISE AGREEMENTS

A clause in enterprise agreements supports our ongoing commitment to improving structures and resources that strengthen and retain a skilled Aboriginal and Torres Strait Islander workforce.

Snapshot

(DECEMBER 2017)

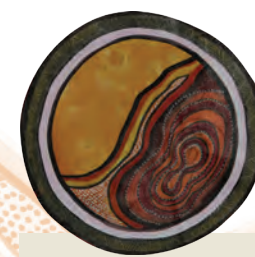


Priority areas

The aim of the Workforce Plan is to build a sustainable cohort of Aboriginal and Torres Strait Islander academics, researchers, professional staff and senior staff through a multifaceted and coordinated approach. To achieve this we will invest in resources and strategies to attract, retain, support and develop Aboriginal and Torres Strait Islander talent. This will be strengthened by a workplace environment that values and respects Aboriginal and Torres Strait Islander peoples and culture.

THE FIVE PRIORITY AREAS FOR ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE DEVELOPMENT INCLUDE:

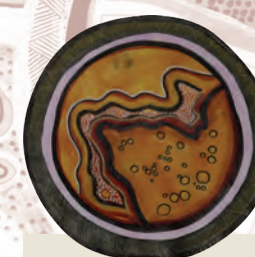
- 1 WORKPLACE ENVIRONMENT AND WELLBEING:** Creating a culturally safe and inclusive working environment for Aboriginal and Torres Strait Islander people, including demonstrating respect for and celebrating the cultural contributions that Aboriginal and Torres Strait Islander staff bring to our University.
- 2 ATTRACTION AND RECRUITMENT:** Building meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander people across our University, including academic, research, professional and senior positions.
- 3 RETENTION AND PROGRESSION:** Building on the skills of Aboriginal and Torres Strait Islander staff, and providing opportunities for career advancement to foster longevity and positive futures for our current and future Aboriginal and Torres Strait Islander staff.
- 4 LEADERSHIP AND ABORIGINAL AND TORRES STRAIT ISLANDER VOICES:** Providing enhanced and targeted opportunities for Aboriginal and Torres Strait Islander leadership across the University, and raising the profile and structures for an Aboriginal and Torres Strait Islander influence in decision-making processes.
- 5 GOVERNANCE, SYSTEMS AND STRUCTURES:** Improving systems to support the career goals and aspirations of our current and future Aboriginal and Torres Strait Islander staff, including governance structures for a sustainable approach to workforce growth.



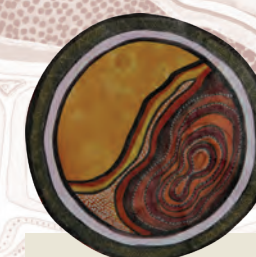
WORKPLACE ENVIRONMENT AND WELLBEING



ATTRACTION AND RECRUITMENT



RETENTION AND PROGRESSION



LEADERSHIP AND ABORIGINAL AND TORRES STRAIT ISLANDER VOICES



GOVERNANCE, SYSTEMS AND STRUCTURES

Workforce environment and wellbeing

Creating a culturally safe and inclusive working environment for Aboriginal and Torres Strait Islander peoples, including demonstrating respect for and celebrating the cultural contributions that Aboriginal and Torres Strait Islander staff bring to our University.

ACTIONS

- Recognise the unique contribution of knowledges and lived experiences by Aboriginal and Torres Strait Islander peoples to our environment as important to the intellectual and social capital of the University.
- Provide opportunities for the University to be a culturally safe workplace through the implementation of cultural safety training for staff across the University.
- Provide opportunities for a Welcome to or Acknowledgement of Country to be delivered at events on campus and that adhere to the University's *Welcome to Country and other Indigenous Ceremonies* policy.
- Continue to support the deliverables of current and future reconciliation action plans.
- Display physical and visual literature and signage within our environment to demonstrate the connection to the Darug people and the history of the land on which the University is situated.
- Action and promote anti-racism and discrimination policies across the University.
- Provide a safe environment and process for discussions in relation to grievances concerning racism and discrimination in the workplace.
- Encourage and facilitate community engagement for both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff to engage with Aboriginal Communities.
- Celebrate days of significance for Aboriginal and Torres Strait Islander peoples, including NAIDOC and National Reconciliation Week.
- Provide opportunities for effective processes for accessing cultural leave.
- Encourage access to cultural mentorship and advice.





Attraction and recruitment

Building meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples across our University, including academic, research, professional and senior positions.

ACTIONS

- Attract and retain high-quality Aboriginal and Torres Strait Islander staff, inclusive of senior roles, who contribute to and build on our Aboriginal and Torres Strait Islander workforce.
- Develop a grow-your-own model in the context of both academic and professional positions through the following initiatives:
 - higher degree research intern program
 - graduate positions across faculties, departments and offices
 - cadetship program
 - postdoctoral positions
 - fellowship opportunities.
- Develop a range of targeted recruitment initiatives, including academic internships, traineeships and work experience programs.
- Develop formal strategies to engage Aboriginal and Torres Strait Islander alumni as potential employees.
- Provide targeted recruitment and selection processes, using a preferred candidate list, for vacant positions.
- Deliver specialised workforce programs within faculties to attract Aboriginal and Torres Strait Islander staff into non-traditional area, with further consideration to gender equity, such as Aboriginal women in STEM.
- Review advertising, recruitment and selection policies and procedures to ensure they encourage Aboriginal and Torres Strait Islander applicants and reflect their needs.
- Provide opportunities for the onboarding process to reflect an inclusive and positive experience for Aboriginal and Torres Strait Islander staff.
- Target identified roles across the University where Indigeneity/Aboriginality is a selection criteria.
- Provide opportunities for Aboriginal and Torres Strait Islander staff to be engaged at all levels of decision making across the University.
- Showcase and promote the University as an Aboriginal and Torres Strait Islander employer of choice and as an equitable and culturally safe workplace through Aboriginal and Torres Strait Islander employment and community networks.

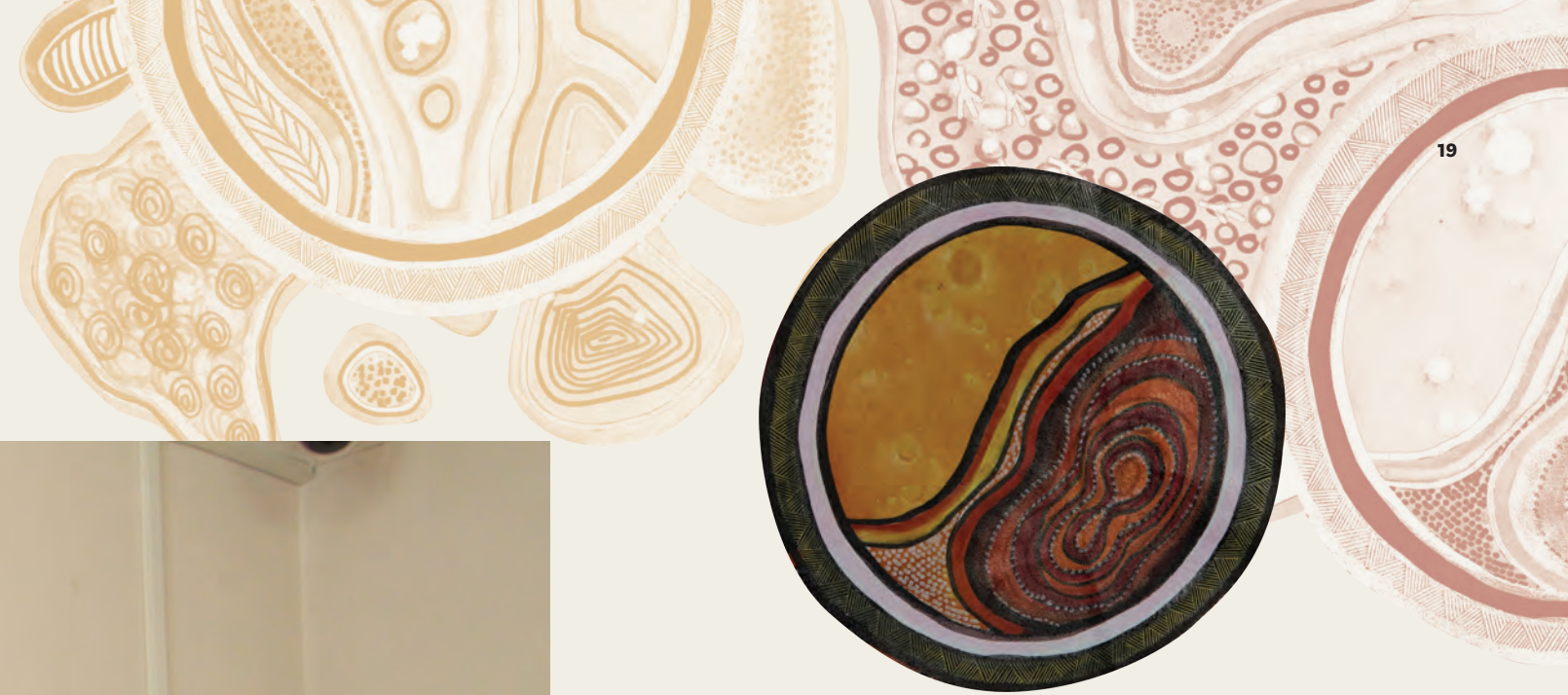
Retention and progression

Growing the professional skills of Aboriginal and Torres Strait Islander staff and providing opportunities for career advancement to foster longevity and positive futures for our current and future Aboriginal and Torres Strait Islander staff.

ACTIONS

- Provide cultural and professional training and networking opportunities for Aboriginal and Torres Strait Islander staff.
- Provide opportunities for Aboriginal and Torres Strait Islander staff scholarships and research fellowships.
- Develop systems and appropriate procedures for Aboriginal and Torres Strait Islander succession planning and academic promotions processes.
- Offer secondment and exchange opportunities for Aboriginal and Torres Strait Islander staff.
- Develop an academic mentoring and development program for Aboriginal and Torres Strait Islander academics, inclusive of early- and mid-career mentoring.
- Appoint Aboriginal and Torres Strait Islander conjoint staff as a provision of expertise and mentorship.
- Align performance development plans for Aboriginal and Torres Strait Islander academic staff to academic promotion criteria.
- Provide opportunities for managers and supervisors to attend cultural safety training to improve cultural understanding and sensitivity.
- Develop and support an Aboriginal and Torres Strait Islander staff network.
- Continue to develop and maintain the University's relationships with the local Aboriginal Community.
- Provide Aboriginal and Torres Strait Islander staff with access to cultural advice, guidance and connection.



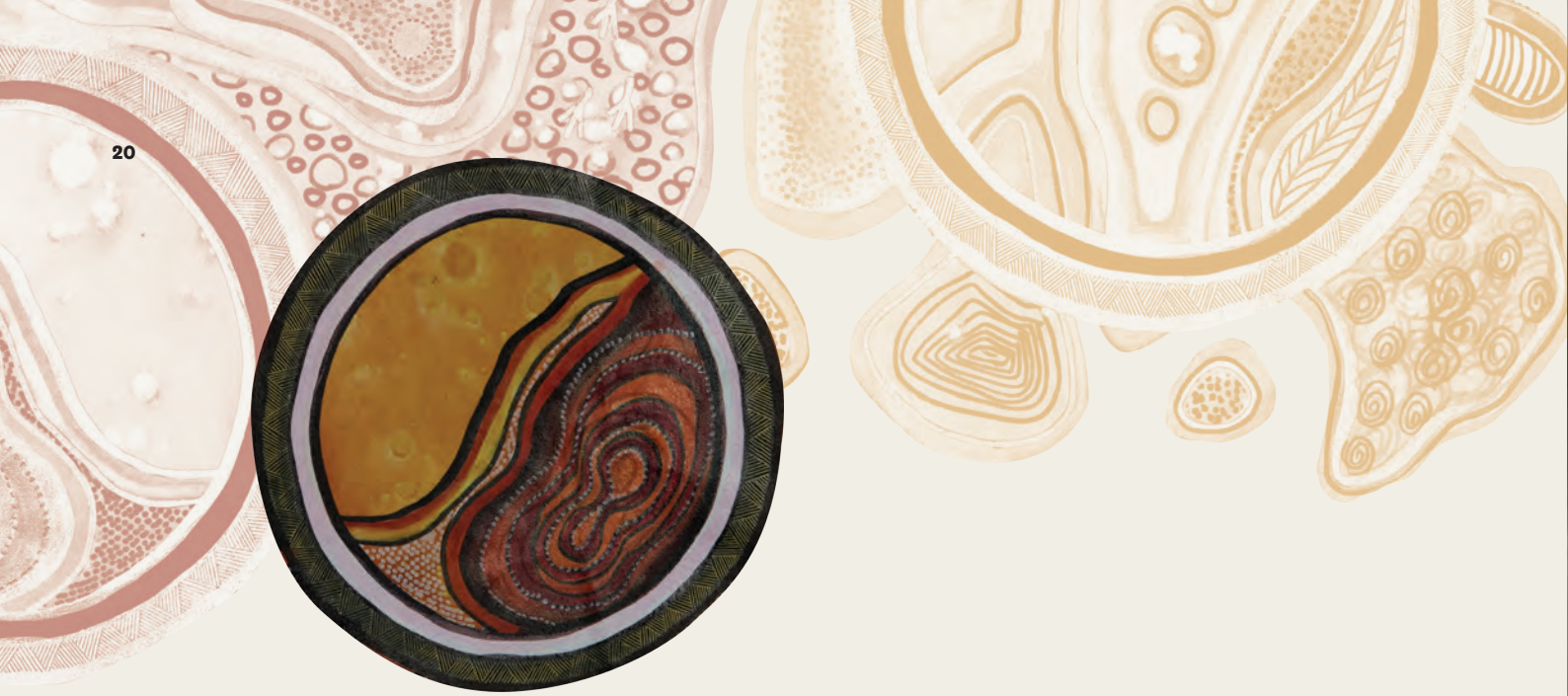


Leadership and Aboriginal and Torres Strait Islander voices

Providing enhanced and targeted opportunities for Aboriginal and Torres Strait Islander leadership across the University, and raising the profile and structures for Aboriginal and Torres Strait Islander influence in decision-making processes.

ACTIONS

- Provide leadership secondment opportunities for Aboriginal and Torres Strait Islander staff internally and externally.
- Support the membership of Aboriginal and Torres Strait Islander staff to participate on significant committees and contribute to decision-making processes across the University.
- Provide leadership training and mentoring opportunities for professional and academic Aboriginal and Torres Strait Islander staff, as well as for student leaders and cadets
- Provide support for Aboriginal and Torres Strait Islander staff to engage in postgraduate study, including the provision of scholarships.
- Develop an Aboriginal and Torres Strait Islander staff leadership network to coordinate leadership opportunities for Aboriginal and Torres Strait Islander staff across the University.
- Offer funding provision for Aboriginal and Torres Strait Islander staff to engage in leadership opportunities and to attend conferences to further progress career pathways.
- Develop graduate positions for Aboriginal and Torres Strait Islander students.
- 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.
- Continue to build the grow-your-own program for Aboriginal and Torres Strait Islander students to become staff members of the University by nurturing leadership potential and capabilities.



Governance, systems and structures

Improving systems to support the career goals and aspirations of our current and future Aboriginal and Torres Strait Islander staff, including governance structures for a sustainable approach to workforce growth.

ACTIONS

- Improve data systems to allow for more accurate reporting of Aboriginal and Torres Strait Islander workforce information.
- Incorporate into HR processes culturally appropriate exit interviews for Aboriginal and Torres Strait Islander staff to improve service delivery and cultural safety for future staff.
- Provide opportunities for our Aboriginal and Torres Strait Islander workforce to be a fixed agenda item of the Patyegarang Strategic Committee to oversee the deliverables and priorities of the Workforce Plan, inclusive of union representation and other key stakeholders.
- Review HR policies and processes to provide opportunities to further support the Workforce Plan and its targets.
- Share the accountability of Aboriginal and Torres Strait Islander employment between the Deputy Vice-Chancellor (Academic); the Director Human Resources; and the Director, Indigenous Strategy, Walanga Muru.
- Develop University, faculty and portfolio targets for Aboriginal and Torres Strait Islander workforce outcomes.
- Develop and publish annual reporting of Aboriginal and Torres Strait Islander workforce data and outcomes.
- Present progressive evaluative data and outcomes every six months to ensure quality outcomes against the Workforce Plan.



The strength of Darug people: Aunty Julie's story

Julie Janson of the Burruberongal clan of the Darug nation

- Hawkesbury River people

Aunty Julie is a member of the Macquarie University Wattamatagal Bunyuwal Aboriginal Advisory Committee

I am a descendant of Mary Thomas born at Freemans Reach Blacks camp near Windsor.

I grew up near here in Boronia Park on the banks of the Lane Cove River. My Aboriginal grandmother, Ruby, kept a house in the bush in Chatswood in the 1950s that housed 20 family members. It was a small farm with horses, chickens and a goat. We would sit down to roast dinners on a Sunday, and as many as 30 people would be crammed around the table. My Dad was known as Jedda and, as a young man, rode a horse bareback down to the river to shoot rabbits.

Dad was a World War II returned serviceman paying off a war service Housing Commission home. We collected oysters along the Lane Cove River, where my brothers and I fished for blue swimmer crabs and fish. We camped on weekends at Flint and Steel Beach on the Hawkesbury River, where we slept in a cave on beds made of ferns and Army greatcoats.

Near to this university is Marsfield where, in the 1950s, old Aboriginal men lived in camps near the mangroves. They were the remaining few Wattamatagal Darug people who had managed to hang on in the face of suburban development. The Aboriginal people survived in Ryde by working for local farms and businesses. They were related to the people of the Gully in Katoomba, Freemans Reach Blacks camp, Sackville Reach Reserve, Marra Marra Creek and Narrabeen Lagoon camp. These camps were bulldozed by local councils in the late 1950s. Dispossession and dispersal, in some cases, is relatively recent.

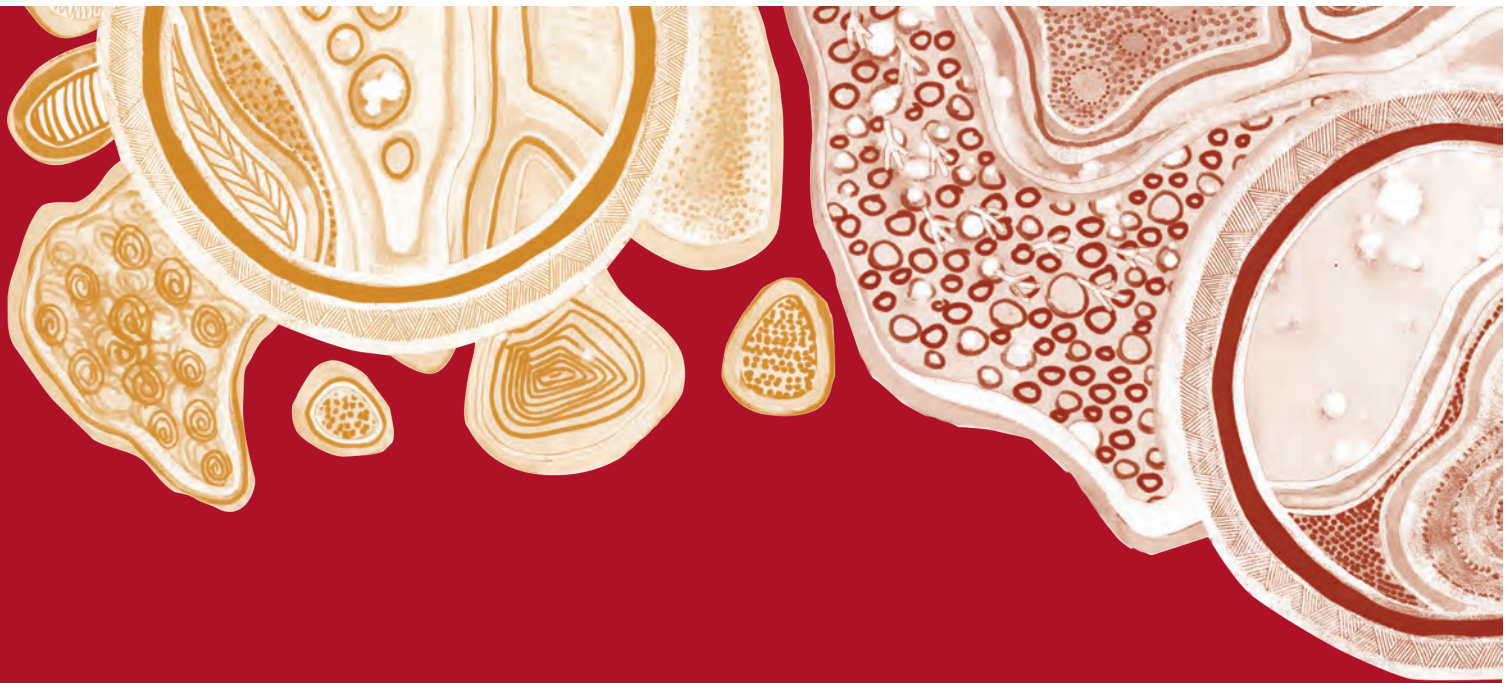
Since the 1880s, the Aboriginal Protection Board had overseen the destruction of families by removing children and closing Aboriginal Reserves. We were told to keep our Aboriginal heritage a secret. Families like mine survived by working for the railways or, in my dad's case, the fire brigade. However, such jobs came at a price. Identity was often hidden for fear of children being taken or jobs lost. We kept quiet about being little white black fellas. I stayed on at school receiving a teachers college scholarship and going to university, resulting in two bachelor degrees and a masters degree, and I went on to become a published playwright and novelist.

The Burruberongal clan had famous leaders such as Chief Yarramundi, Nurragingy and Colebee. Two of these men received land grants from Governor Lachlan Macquarie. On the northern beaches we celebrate Chief Bungaree who circumnavigated Australia with Matthew Flinders. We celebrate Bungaree's wives: Queen Matora and the famous story teller Queen Gooseberry.

We have 60,000 years of archaeological evidence of Aboriginal habitation at Lake Mungo and 20,000 years in Ryde. Not far from here is Avalon Beach, where there is a rock shelter and the place of the most significant Aboriginal archaeological site on the eastern seaboard.

Buried in this cave is a 2500-year-old skeleton of an Aboriginal woman with her arms crossed over a baby. The skull has a gypsum cap of clay to signify the ritual of mourning for the dead. We have great antiquity.

Many of the descendants of these Darug and Guringai people live today amongst you in nearby suburbs. We did not die out; there was no dying pillow to soothe.



MORE INFORMATION

Contact Walanga Muru if you would like more information about the *Aboriginal and Torres Strait Islander Workforce Plan 2018–2021* or to contribute to the growth of Aboriginal and Torres Strait Islander workforce development at our University.

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