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Aboriginal Employment Strategy

2019-2025



AGENCY FOR
**CLINICAL
INNOVATION**

The Agency for Clinical Innovation (ACI) is the lead agency for innovation in clinical care.

We bring consumers, clinicians and healthcare managers together to support the design, assessment and implementation of clinical innovations across the NSW public health system to change the way that care is delivered.

The ACI's clinical networks, institutes and taskforces are chaired by senior clinicians and consumers who have a keen interest and track record in innovative clinical care.

We also work closely with the Ministry of Health and the four other pillars of NSW Health to pilot, scale and spread solutions to healthcare system-wide challenges. We seek to improve the care and outcomes for patients by re-designing and transforming the NSW public health system.

Our innovations are:

- person-centred
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- value-driven.

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About the cover image

Title: 'Woven ways'

Artist: Jessica Birk

Jessica is a proud descendant of the Yaegl people of the Northern Rivers of NSW. She was born and grew up within Northern Sydney and harbours a deep love and respect for this land. Her visual storytelling defines her colourful and layered artworks, and these works explore themes of place and belonging, cultural identity and landscape.

'Woven ways' begins with a deep yellow background representative of a starting point and visual Acknowledgement of Country. Textures and stylised imagery reference the rock platforms found all over North Sydney. Its warm golden hues pay homage to the Cammeraygal people and the Garigal people, the traditional owners of Northern Sydney and their descendants; while the black provides contrast and represents the catalyst for change.

Large fluid spaces of stained colour lined by blue-grey and white weave across the canvas panels. The white outline defines a space, representing the organisation and outlying service provision. This space develops deeper purple hues only when overlapping the blue grey hues of the space representing the cultural landscape of Indigenous Australia. These transitions of colour represent the collaboration, reciprocity and cultural understanding needed to achieve significant progress. The overlap of these spaces also represents the end goal, the cultural safety and genuine commitment needed, to bridge and close the gap between these two spaces.

Stylised designs of animals and traditional tools are scattered across each of the panels. They mimic the same transition of colour and visual metaphor when passing through the large overlapping spaces. Their various designs representing the diversity of Australia of animals and culture.

Encircling the whole image are winding goanna tracks, a visual metaphor for the journey and the many ways it winds before reaching its end. Coloured gold, they represent the strength gained through genuine partnerships and commitment.

When viewed as a whole, 'Woven ways' is an artwork that responds visually to themes of collaboration, cultural safety and the metaphorical challenges and solutions that must be negotiated to achieve positive health outcomes for all parties involved.

We acknowledge the input of the ACI staff who contributed to the vision and development of this artwork.

Acknowledgement of Country

The Agency for Clinical Innovation (ACI) acknowledges that we are located on the lands of the Cammeraygal People of the Eora Nation, and our staff work across the lands of many Aboriginal Nations. We pay our respects to Elders past and present and to all Aboriginal people and communities of today.

Introduction

The ACI is committed to workforce diversity, increasing the representation of Aboriginal employees through appropriate recruitment and retention and strategies, providing career development opportunities, and ultimately ensuring that we become an organisation which demonstrates a high level of cultural competence within our staff and the work we do.

This strategy sets out the key initiatives to be implemented across the ACI over the period 2019 to 2025 with an interim review to be undertaken in 2022.

This strategy is acknowledged to be 'fluid' due to the potential changes to state level plans and strategic frameworks, for example *NSW Health Good Health – Great Jobs Aboriginal Workforce Strategic Framework 2016 – 2020* PD2016_053 will be revised and is expected to be relaunched in late 2020. This strategy will be updated as appropriate to ensure it meets any newly established targets.

Key priorities

This strategy focuses on four key priorities:

1. **Attract** Aboriginal staff
2. **Retain** Aboriginal staff
3. Support career **development** and **progression** for Aboriginal staff
4. Improve **cultural competency** in the workplace.

Development of this strategy has involved consultation with:

- Aboriginal staff at the ACI
- ACI Executive
- ACI Cultural Competency Working Group
- Aboriginal Workforce Unit, HealthShare
- Aboriginal Workforce Unit, NSW Ministry of Health
- Aboriginal Strategic Leadership Group.

Key priority 1: Attract Aboriginal staff

The ACI is committed to attracting Aboriginal staff to our workplace across a wider range of positions. Many Aboriginal staff want to work in roles that provide services to Aboriginal people and communities. However, the ACI recognises that Aboriginal health workers also want opportunities to contribute in other roles that do not specifically work in Aboriginal communities.

Through the use of additional advertising strategies detailed in NSW Health's online resource *Stepping Up*¹ and our working relationships at the local Aboriginal community level, the ACI will seek to maximise applications from Aboriginal people and attract suitable candidates to a range of roles. Referrals from Aboriginal staff and the Aboriginal community are an important source of talent, and when pursued, can assist in building trust and empowerment.²

Outcome: Increase Aboriginal staff representation across a wider range³ of positions at the ACI, using recruitment practices that maximise the use of our networks and relationships as well as those that are appropriate to, and for, Aboriginal people.

¹ NSW Health Stepping Up - <http://hire.steppingup.health.nsw.gov.au/promoting-jobs-aboriginal-applicants>

² NSW Health Stepping Up - <http://hire.steppingup.health.nsw.gov.au/promoting-jobs-aboriginal-applicants>

³ NSW Public Sector Aboriginal Employment Strategy 2019-25

Key priority 2: Retain Aboriginal staff

The ACI is committed to retaining Aboriginal staff in our workplace. Possible drivers and barriers to retention of Aboriginal staff includes: the level of cultural competence within the workplace, the level of cultural safety in working with other Aboriginal staff, career progression and flexibility to accommodate family and community responsibilities. A better understanding of the drivers and barriers of retention of Aboriginal staff in our workplace is needed in order to devise specific strategies that address the issues.

Cultural safety and peer support at the ACI is encouraged through participation in Aboriginal staff networks and attendance at events to facilitate Aboriginal staff networks, hosted by NSW Health and the NSW public sector.

Outcome: Develop effective responses to issues that impact the retention of Aboriginal staff at the ACI.

Key priority 3: Support career development and progression for Aboriginal staff

The ACI is committed to providing learning and development opportunities to support the continuing professional development of its Aboriginal staff.

Our Aboriginal staff are encouraged to identify and complete learning and development opportunities that will enhance performance in their current role, and develop capabilities for professional growth and career opportunities through the Professional Development Framework.

Aboriginal staff are under-represented in senior management and executive roles across the public sector.⁴ The ACI can assist in building leadership capability in the Aboriginal health workforce by continuing to support and encourage our current and future Aboriginal workforce managers and leaders to participate in leadership and development programs offered by the NSW public sector, and by improving pathways into these roles.

Outcome: Support Aboriginal staff to develop their capabilities and build leadership capacity.

⁴ NSW Public Sector Aboriginal Employment Strategy 2019-2025

Key priority 4: Improve cultural capability in the workplace

Providing a culturally safe workplace is seen as a key driver and barrier to retention of Aboriginal staff. The ACI incorporates Aboriginal cultural practises and protocols in official meetings and events, displays the Aboriginal flag, incorporates Aboriginal art in our publications, and acknowledges and promotes key Aboriginal community events (such as NAIDOC Week).

The ACI is making progress to improve the cultural capability of our workplace and all staff through a series of initiatives supported by the People & Culture team and the Cultural Competency Working Group.

Outcome: A workplace that understands and respects Aboriginal cultures, and celebrates and values cultural differences.

Aboriginal Employment Strategy: Priorities, outcomes and actions

Key priority 1: Attract Aboriginal staff

Outcome: Increase Aboriginal staff representation across a wider range⁵ of positions at the ACI, using recruitment practices that maximise the use of our networks and relationships as well as those that are appropriate to, and for, Aboriginal people.

Strategy	Actions	Responsibility	KPI/Target	Timeline
a) Attract and recruit Aboriginal applicants to a wider range of jobs	<p>Explore opportunities to establish Aboriginal Identified and Targeted roles in other areas outside the Chronic Care for Aboriginal People (CCAP) team:</p> <p>1.1 Review positions in directorates across the organisation to ascertain positions that may be targeted.</p> <p>1.2 Before any vacant role is advertised, the hiring manager should consider whether a vacant position may be an Aboriginal Targeted position.</p> <p>1.3 Consider a pilot period of advertising all roles as Targeted and reviewing application and placement success.</p>	Executive, Stream Leaders, Hiring Managers, People & Culture	Minimum of six targeted roles are filled across the organisation at all salary levels to support the Public Service Commission target of 3% (based upon 190 staff).	<p>Initial review of positions that may be Identified or Targeted completed by end of 2020.</p> <p>Reach KPI of 3% Aboriginal staff by 2025.</p>
b) Seek opportunities for trainees to be involved with, and gain work experience at the ACI	1.4 Investigate Aboriginal internship and traineeship programs.	Executive, People & Culture	Offer one Aboriginal internship or traineeship annually.	Commence program by end 2021.

⁵ NSW Public Sector Aboriginal Employment Strategy 2019-25

c) Incorporate identified good practices in recruiting Aboriginal people into ACI recruitment processes as detailed in the <i>Stepping Up</i> resource	<p>Position description (PD):</p> <p>1.5 Review end to end recruitment processes to ensure Aboriginal recruitment activities are embedded in the ensuring culturally appropriate whole of recruitment processes.</p> <p>1.6 Review the process for writing or reviewing a PD to ensure the language used is appropriate⁶</p> <p>1.7 Embed statement about cultural competence in the 'About ACI' section of the PD template.</p>	People & Culture and Aboriginal Workforce HealthShare	Complete the process for reviewing end to end recruitment for culturally appropriate whole of recruitment. Complete the process for reviewing position descriptions to ensure the language is culturally safe	By end of 2020.
	<p>Job advertisement:</p> <p>1.8 Outline NSW Health's commitment to workforce diversity and increasing the Aboriginal health workforce in the job advertisement: <i>"NSW Health is committed to achieving a diverse workforce and strongly encourages applications from Aboriginal and Torres Strait Islander people"</i>.⁷</p> <p>1.9 Provide details for the Aboriginal Workforce Unit, HealthShare as a contact person in job advertisements for targeted roles, in addition to the hiring manager, where possible.</p>	People & Culture and Aboriginal Workforce Unit, HealthShare	100% of job advertisements outline the ACI's commitment to workforce diversity.	To be regularly review and updated as required.
	<p>Composition of selection panel:</p> <p>1.10 For Aboriginal Identified and Targeted positions the selection panel must be appropriately represented and include at least one Aboriginal person.</p> <p>1.11 For positions that Aboriginal applicants apply for, where possible an Aboriginal person should be considered for inclusion on the panel.</p>	Hiring Manager and Panel Convenor	100% of Identified and Targeted positions include at least one Aboriginal person on the selection panel.	By end of 2020
d) Maximise applications from Aboriginal people to ensure we attract suitable candidates	1.12 People & Culture to consider the use of advertising and recruitment strategies to encourage Aboriginal candidates to apply for Identified or Targeted positions, as detailed in the <i>Stepping Up</i> resource.	People & Culture and Hiring Managers	Additional advertising and recruitment strategies to be considered for 100% of Identified and Targeted roles.	By end of 2020.

⁶ NSW Health *Communicating Positively – A guide to appropriate Aboriginal terminology*

⁷ NSW Health *Stepping Up: Effective job advertisement*

Key priority 2: Retain Aboriginal staff

Outcome: Develop effective responses to issues that impact the retention of Aboriginal staff at the ACI.

Strategy	Actions	Responsibility	KPI/Target	Timeline
a) Explore and respond to issues affecting retention in our workplace	2.1 Monitor Aboriginal staff retention and gather data to identify issues and better understand the key drivers and barriers, through ongoing consultant with staff and conducting exit interviews.	People & Culture, Directors	Prepare a bi-annual report to the Executive on activities and retention of Aboriginal staff at the ACI. 18 months average retention. Ensure exit interviews are conducted for Aboriginal staff	Ongoing monitoring.
b) Promote a culturally supported Aboriginal workforce	2.2 Explore opportunities for Aboriginal staff to have a cultural mentor and/or network support external to the ACI.	People & Culture	Make a recommendation to the Executive regarding an external mentor program for Aboriginal staff at the ACI.	By mid-2021.

Key priority 3: Support career development and progression for Aboriginal staff

Outcome: Support Aboriginal staff to develop their capabilities and build leadership capacity.

Strategy	Actions	Responsibility	KPI / Target	Timeline
a) Build leadership capacity in our Aboriginal workforce	3.1 Explore opportunities and make recommendations to develop capability of ACI Aboriginal staff and improve pathways into senior roles by encouraging and providing development opportunities including secondments, acting in higher grade roles and mentoring.	People & Culture	Make a recommendation to the Executive regarding how ACI might improve pathways into senior roles for Aboriginal staff.	By end of 2021.
	3.2 Explore opportunities and make recommendations to encourage Aboriginal representation at Executive level to support career development and progression into senior roles, which may include ACI Aboriginal staff attending senior leadership meetings where relevant to their professional development goals.		Make a recommendation to the Executive regarding Aboriginal representation at senior leadership meetings.	By end of 2021.
b) Support career pathways for Aboriginal people within NSW Health	3.3 Build capability and capacity in the LHDs and Aboriginal Community Controlled Health Organisations (ACCHO) through inter-agency secondments with the ACI and investigate, potential scholarship arrangements. Explore opportunities for a reverse/swap secondment.	Executive, Directors and, People & Culture	Develop an annual secondment program.	By end of 2021.

Key priority 4: Improve cultural capacity in the workplace

Outcome: A workplace that understands and respects Aboriginal cultures, and celebrates and values cultural differences.

Strategy	Actions	Responsibility	KPI/Target	Timeline
Build the cultural competency of all staff	4.1 Ensure staff complete Respecting the Difference Aboriginal cultural training – both the eLearning module and face-to-face training ⁸ within six months of start date, where appointed to roles of more than three months.	Directors	90% of all required staff complete both the eLearning and face-to-face Respecting the Difference training.	Within six months of start date.
	4.2 Explore ways in which ACI can measure improvement in cultural competence.	Cultural Competency Working Group, People & Culture	Make a recommendation to the Executive regarding ways in which the ACI can measure improvement in cultural competence.	By mid-2021.
	4.2 Consider and review current processes to embed cultural competence as a core feature of recruitment, induction, professional development and training strategies.	People & Culture	Report to the Executive regarding embedding cultural competence as a core feature of recruitment, induction, professional development and training strategies.	By end of 2021.
	4.3 Promote and support Aboriginal events and days of significance.	Cultural Competency Working Group	Improved awareness of Aboriginal events and significant days.	By 2020.
	4.4 Identify and be explicit in what constitutes racist actions. 4.5 Identify and be explicit in what constitutes good behaviours. 4.6 Develop culture and behaviour change programs to support staff development. 4.7 Develop, deliver and evaluate 'tackling racism' training for HR Business Partners, HR Managers and service managers.	Executive, Cultural Competency Working Group, Network Managers	Explore and make recommendations for ways to engage with networks and LHDs to promote and influence reconciliation Raise awareness and support anti-racism campaigns.	By 2022.

⁸ Policy Directive 2011_069 Respecting the Difference: An Aboriginal Cultural Training Framework for NSW Health

			Training and change programs developed and underway	
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Glossary of terms and definitions

Term	Definition
Aboriginal	Aboriginal, when used in this document, is inclusive of the terms Aboriginal and/or Torres Strait Islander and/or Indigenous peoples ⁹ .
Aboriginal Identified (S14d ADA NSW 1977) position	A position where Aboriginality is a genuine occupational qualification. Anti-Discrimination Act 1977 (NSW) Section 14d. Typically, such roles work directly with Aboriginal people and are involved in developing, and/or delivering services and programs which have an impact on Aboriginal people and/or involve dealing with Aboriginal communities ¹⁰ .
Aboriginal staff networks	Networks include <i>Managers of Workforce development Network (NSW Health)</i> , <i>Aboriginal Workforce Network (NSW PSC)</i> and <i>ACI Cultural Competence Working Group</i> . Networks are usually established under a formal TOR with a specific Terms of Reference and participant / membership frameworks.
Aboriginal Targeted Position - definition	A 'mainstream' position which is filled using advertising and recruitment strategies that maximise applications from Aboriginal people. Aboriginal cultural knowledge is not an essential occupational qualification for targeted positions and therefore is not a compulsory requirement of the applicant ¹¹ .
Aboriginal Targeted (S21 ADA NSW 1977) position	As priority is given to a suitable candidate who is Aboriginal, applicants will need to provide information to corroborate their Aboriginality ¹² . Ant-Discrimination Act 1977 (NSW) Section 21
Aboriginal Targeted (GSE Rule 26) position	Limits the eligible candidate pool to Aboriginal people under the Government Sector Employment Rule 26. Applicants will need to provide information to corroborate their Aboriginality. (PD2017_040)
Stepping Up	<i>Stepping Up</i> (www.steppingup.health.nsw.gov.au) is an online resource developed by NSW Health that provides managers with practical guidance in employing and supporting Aboriginal staff.
Gender based (S31h ADA NSW 1977) position	Undertaken when a person of a specific gender is required as a genuine occupational qualification to undertake a role, e.g. Women's Sexual Health Nurse; Men's Sexual Health Education Anti-Discrimination Act 1977 (NSW) Section 31(h).

⁹ NSW Health *Good Health – Great Jobs* Aboriginal Workforce Strategic Framework 2016-2020

¹⁰ PD2015_026 Recruitment and Selection of Staff to the NSW Health Service – Appendix 1.6

¹¹ PD2015_026 Recruitment and Selection of Staff to the NSW Health Service – Appendix 1.6

¹² NSW Health Stepping Up: Promoting jobs to Aboriginal applicants