



POLICY

Aboriginal Employment Policy

Approved by: Council - 8 September 2008

Next Review Date: September 2010

Responsible Officer

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ACC2007/111031

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1. Introduction

Adelaide City Council (ACC) is strongly committed to increasing the number of Aboriginal people employed across the organisation. The *Reconciliation Vision Statement* of Council, its many reconciliation initiatives, and this Policy and associated Action Plan, recognise the richness of Aboriginal cultures and the unique skills and knowledge that Aboriginal staff bring to Adelaide City Council and to the City. Through this Policy, Council demonstrates its commitment to the improvement of social and economic opportunities for Aboriginal people through employment and development opportunities.

The importance of increasing the number of Aboriginal employees at Council and in the City cannot be underestimated. This goal is central to ensuring the provision of culturally appropriate services to Aboriginal people and to increasing opportunities for economic and social equity. The employment of Aboriginal people within Council and in the City provides an important contribution to achieving Council's policy development, service delivery, employment and equity outcomes.

2. Definitions

2.1 Aboriginal or Torres Strait Islander

A person who satisfies each of the following criteria:

- Is of Aboriginal or Torres Strait Islander descent;
- Identifies as an Aboriginal person or Torres Strait Islander; and
- Is accepted as such by the Aboriginal or Torres Strait Islander community in which he or she lives.

ACC acknowledges that there is enormous diversity amongst Aboriginal and Torres Strait Islander communities. These communities are made up of many different cultural groups, with different histories, languages, beliefs, opinions and traditions.

3 Legislative Requirements and Policy Context

In adopting this policy, it is recognised that there are specific legislative requirements to be met as well as corporate goals.

Relevant major legislative requirements are the:

- Local Government Act (Sect 107) 1999
- Human Rights and Equal Opportunity Commission Act 1986

National, State and Local Government initiatives form the context for this Policy and attached Action Plan. Programs which target specific groups, where an identified need exists, are supported by provisions in State and Federal legislation, both of which apply to Local Government in South Australia.

The legislation makes provision for measures to be taken to address current social or economic disadvantage, through implementation of programs specifically targeted to Aboriginal people. These measures recognise that certain groups in our society have suffered disadvantage in the past and particular programs or services may need to be provided to enable those groups to work towards achieving the same outcomes as people or groups not so disadvantaged.

This Policy and Action Plan also aligns with Council's *Strategic Directions* - in particular:

Outcome 1 - Populous Capital City

Outcome Statement

- A vibrant Capital city that supports the state's prosperity.
- A Capital City that meets the aspirations of future generations of South Australians including employment, education, housing, social and cultural activities.
- A Capital City that has grown to achieve a sustainable "critical mass".

Outcome 5 - Strong and Fair Communities

Outcome Statement

- People of all ages, cultures and means form strong communities in a safe City.

Outcome 6 - Economically Prosperous City

Outcome Statement

- A prosperous Capital City which is the State hub for retailing, business services, education and entertainment.
- A strong business environment which provides employment, attracts talent and investment and develops skills and innovation.
- A City that has taken its place in the international economy.

Outcome 8 - Leading Council

Outcome Statement

- A leading Council that makes informed and insightful decisions for the Capital City.
- A Council that effectively engages with its communities and provides quality services.
- A Council with strong working relationships with its peers and other spheres of Government that benefit the Capital City and the State.

Relevant corporate goals include;

- Adelaide City Council Reconciliation Vision Statement Guiding Principle 4 states that:

Service Provision

...The Council will develop a policy and programs to encourage the employment of Aboriginal and Torres Strait Islander persons.

4. Policy Principles and Objectives

This Policy and Action Plan are underpinned by the following principles – that Council:

1. Is seeking to develop an inclusive and diverse workforce;
2. Values the diverse knowledge, skills, traditions and cultures of Aboriginal people; and
3. Is seeking to maximise employment opportunities for Aboriginal people.

The aim of this Policy is to address the under representation of Aboriginal people within the ACC workforce and the City's general workforce by providing a range of appropriate recruitment, career development, retention and cultural awareness initiatives.

It is anticipated that the implementation of this Policy and Action Plan will contribute to:

- An increase in both the number of Aboriginal people employed within Council as well as within enterprises in the City of Adelaide;
- Ensuring a coordinated and sustainable approach to the development of Aboriginal employment opportunities within Council including traineeships, apprenticeships, work experience, scholarships, student placements and linkages with other Council employment and training programs;
- Providing an additional pool of skilled workers to fill Council vacancies;
- Providing options for permanent employment opportunities across a range of Council areas;
- Providing direction and structure for the development of ongoing cultural awareness training programs across Council and embed cultural awareness practices into Council's policies and processes; and
- Providing strategies to assist in the recruitment and retention of Aboriginal and Torres Strait Islander employees across Council and in the City.

5. Policy Statements

1. Council will establish and maintain a comprehensive range of entry level programs targeted specifically at Aboriginal people.
2. Council will refine its recruitment strategies to better attract Aboriginal people to positions at all levels across Council.
3. Council will develop strategies to improve the retention of Aboriginal employees within Council.
4. Council will work towards achieving greater levels of Aboriginal employment within the City of Adelaide.
5. Council will implement strategies to promote Council as an employer of choice for Aboriginal people.
6. Council will implement strategies to promote understanding and awareness of the diversity of Aboriginal cultures across Council.

6. Monitoring and Review

Council's Human Resources Business Unit - after consultation with Council's Aboriginal Employees Network - will report on a six-monthly basis to the Executive Management Team on the implementation of this Policy and Action Plan.

Council's Annual Report will include information on Aboriginal employment within Council across a range of indicators including total numbers employed, recruitment and rates of retention.

The Aboriginal Employment Policy and Action Plan will be reviewed every 2 years by Council's Human Resources Business Unit and Social Development Business Unit.

Aboriginal Employment Policy Action Plan

Introduction

The Action Plan has been developed to address key matters that impact on the employment of Aboriginal and Torres Strait Islander people across Council:

- the absence of customised pathways into and through employment that match the skills and life values of Aboriginal people;
- structural barriers that make navigation through the employment system difficult and discouraging;
- under-developed culturally inclusive recruitment processes;
- under-developed support mechanisms;
- insufficient ongoing employment opportunities;
- difficulties in gaining access to professional and career development programs, particularly for part-time or contract staff;
- institutional and covert racism;
- negative or misinformed perceptions and attitudes;
- under-developed workforce cultural competence and culturally inclusive workplaces;
- gaps in educational attainment;
- work-life-balance challenges; and
- insufficient use of exit strategies and succession planning.

The Action Plan has five (5) key focus areas:

1. Recruitment
2. Retention
3. Council promoting itself as an employer of choice for Aboriginal people
4. Cultural awareness
5. Monitoring and Review

Key Focus Area One (1) - Recruitment

1.1 Policy Statement One (1) Initiatives for the Recruitment of Aboriginal People

Council will establish and maintain a comprehensive range of entry level programs targeted specifically at Aboriginal people including:

- **Traineeship programs**
- **Structured Training and Employment Program (STEP)**
- **Cadetships and**
- **Establishing work experience programs targeting Aboriginal youth.**

Key Performance Indicators

- An increase in 2008 and 2009 in the number of Aboriginal people employed across Council through entry level positions.
- A wider range of entry level programs utilised to attract Aboriginal employees.

Actions	Responsibility	Timeframe
Council will establish ongoing liaison and partnerships with organisations and institutions that host existing programs and mechanisms for the employment of Aboriginal people for the purposes of: <ul style="list-style-type: none">• filling temporary vacancies;• accessing mentoring and training programs available to trainees;• seeking additional funds for the employment of Aboriginal trainees;• seeking other support towards the implementation of elements of the Aboriginal Employment Policy and Action Plan; and	Human Resources Business Unit	2008 to 2009

<ul style="list-style-type: none"> accessing services of Registered Training Organisations and Group Training Organisations involved in the training and recruitment of Aboriginal people 		
Council's Enterprise Adelaide Business Unit will in the normal course of its operations promote entry level programs for the recruitment of Aboriginal staff across all businesses in the City of Adelaide.	Enterprise Adelaide	2008 to 2009
Council's youth employment program, The A List, will be utilised to enhance the increased employment of Aboriginal youth in the City of Adelaide.	Human Resources Business Unit Enterprise Adelaide	2008 to 2009

1.2 Policy Statement Two (2) Council will refine its recruitment strategies to better attract Aboriginal people to positions at all levels across Council

Key Performance Indicators

- An increase in the number of Aboriginal people recruited across Council.

Actions	Responsibility	Timeframe
Recognise the skills and contributions of Aboriginal staff (by for example reviewing job descriptions to ensure that they reflect Aboriginal community knowledge).	Human Resources Business Unit	2008 to 2011
Review and change recruitment processes to ensure they are culturally inclusive and support and encourage Aboriginal employment.	Human Resources Business Unit	2008 to 2011
Advertise potential jobs to Aboriginal communities and networks including the Koori Mail, the National Indigenous Times and informal Aboriginal community networks.	Human Resources Business Unit	2008 to 2011
Provide structured opportunities for Aboriginal people to encounter the workplace prior to applying for a position.	Human Resources Business Unit	2008 to 2011
Use selection panels that are aware of cultural issues and include Aboriginal members where possible.	Human Resources Business Unit	2008 to 2011
Encourage managers and team leaders to access the recruitment services of DFEEST's <i>Aboriginal Employment Register</i> .	Human Resources Business Unit	2008 to 2011
Enable potential Aboriginal applicants to apply for "Internal Only" vacancies within Council.	Human Resources Business Unit	2008 to 2011

Key Focus Area Two (2) - Retention Initiatives for Aboriginal People

2.1 Policy Statement Three (3) Council will develop strategies to improve the retention of Aboriginal employees within Council

Key Performance Indicator

- A sustained improvement from current levels in the retention rates of Aboriginal staff over the next four years.

Actions	Responsibility	Timeframe
Develop culturally sensitive orientation and induction processes.	Human Resources Business Unit	2008 to 2011
Provide appropriate career counselling to Aboriginal employees.	Human Resources Business Unit	2008 to 2011
Establish mentorship programs. This includes the provision of culturally appropriate mentoring and the careful selection of mentors and coaches to work with Aboriginal staff.	Human Resources Business Unit	2008 to 2011
Establish an Aboriginal Employees Network which meets regularly for development and networking purposes.	Human Resources Business Unit	2008 to 2011
Ensure team leaders and managers are able to support and develop Aboriginal people in the workplace with the provision of training and support.	Human Resources Business Unit	2008 to 2011
Provide trainees with opportunities for ongoing employment within Council on completion of their traineeship.	Human Resources Business Unit	2008 to 2011
Develop an exchange program through the Local Government Association to provide short term placements in other Councils.	Human Resources Business Unit	2008 to 2011
Develop and conduct culturally appropriate exit surveys.	Human Resources Business Unit	2008 to 2011

2.2 Policy Statement Four (4) Council will work towards achieving greater levels of Aboriginal employment within the City of Adelaide

Key Performance Indicator

- A substantial increase in the number of Aboriginal people utilising the business assistance services of Enterprise Adelaide.

Actions	Responsibility	Timeframe
Continue to provide business assistance and advice on a regular basis to existing and newly formed Aboriginal business in the City.	Enterprise Adelaide	2008 to 2011
Continue to develop and maintain close working relations with the Adelaide Indigenous Business Centre and Indigenous Business Australia.	Enterprise Adelaide Social Development Business Unit	2008 to 2011

Showcase Aboriginal employment success stories on the Enterprise Adelaide website	Enterprise Adelaide Human Resources Business Unit	2008 to 2011
Run an annual Business Development Program specially tailored for Aboriginal people seeking to start businesses in the City, funded either through external grants or Council funds.	Enterprise Adelaide Social Development Business Unit	2008 to 2011

Key Focus Area Three (3) - Employer of Choice

3.1 Policy Statement Five (5) Council will implement strategies to promote Council as an employer of choice for Aboriginal people

Key Performance Indicator

- An increase in awareness among Aboriginal networks of the potential employment opportunities both within Council and within the City of Adelaide.

Actions	Responsibility	Timeframe
Develop effective working relationships with Aboriginal media, education institutions and community organisations to promote employment opportunities within Council.	Chief Executive Officer Human Resources Business Unit Media and Communications Social Development Unit	2008 to 2011
Develop protocols around the advertising of all Council positions.	Human Resources Business Unit Media and Communications	2008 to 2011
Provide support and advice to managers and team leaders with the recruitment process and improved marketing of career opportunities in Council for Aboriginal people.	Human Resources Business Unit	2008 to 2011
Continuously work to develop a culturally inclusive workforce (<i>refer Section 4</i>).	Chief Executive Officer Human Resources Business Unit	2008 to 2011
Demonstrate its commitment to the employment of Aboriginal people by having Council's Chief Executive Officer take responsibility for progress against this Policy and Action Plan as part of each General Manager's performance agreement.	Chief Executive Officer	2008 to 2011
Demonstrate its commitment to increasing Aboriginal Employment City-wide, through Enterprise Adelaide.	Enterprise Adelaide Human Resources Business Unit	2008 to 2011

Key Focus Area Four (4) - Cultural Awareness and Competence

4.1 Policy Statement Six (6) Council will implement strategies to promote understanding and awareness of the diversity of Aboriginal cultures across Council

Key Performance Indicators

- 100% of staff will have completed an *Aboriginal Cultural Awareness program* by 2011.
- Ongoing cultural awareness raising and cultural competence development opportunities are made available to all staff and managers.

Actions	Responsibility	Timeframe
Implement Aboriginal cultural awareness programs, focussing on working sensitively with colleagues from Aboriginal descent. This program will be integrated into the induction for new employees and will be made available on an ongoing basis to all existing employees.	Human Resources Business Unit	2008 to 2011
Implement an Aboriginal and Cultural Diversity Management program for all senior management.	Human Resources Business Unit	2008 to 2011
Ensure that providers of employee assistance programs to Council staff are equipped to provide culturally appropriate support.	Human Resources Business Unit	2008 to 2011
Increase Council's participation in and promotion of events that raise awareness of Aboriginal issues, achievements and celebrations – for example, Reconciliation Week and National Aboriginal and Islander Day of Celebrations Week (NAIDOC).	Marketing and Events Business Unit	2008 to 2011
Implement a program for Aboriginal employees to enable them understand more fully Council processes and cultural issues.	Human Resources Business Unit Social Development Business Unit	2008 to 2011

Key Focus Area Five (5) - Monitoring and Review

The Human Resources Unit of Council – after consultation with Council's Aboriginal Employees Network - will report on a six-monthly basis to the Executive Management Team on the implementation of this Policy and Action Plan.

Council's Annual Report will include information on Aboriginal employment within Council across a range of indicators including total numbers employed, recruitment and rates of retention.

The Aboriginal Employment Policy and Action Plan will be reviewed every 2 years by Council's Human Resources Business Unit and Social Development Business Unit.