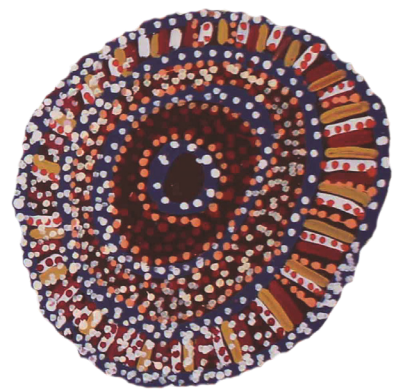




University of  
South Australia

# YAITYA WARPULAI TAPPA



Aboriginal and Torres Strait Islander  
Employment Action Plan  
2018-2021





# ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge the Kurna, Boandik and Barngarla First Nations Peoples and their Elders past and present, who are the First Nations' traditional owners of the land that are now home to the University of South Australia's campuses in Adelaide, Mount Gambier and Whyalla.

We are honoured to recognise our connection to the Kurna, the Boandik and the Barngarla lands, and their history, culture and spirituality through these locations, and we strive to ensure that we operate in a manner which respects their Elders and ancestors. We also acknowledge the other First Nations of lands across Australia with which we conduct business, their Elders, ancestors, cultures and heritage.

## Kurna

*UniSA tampinhi, UniSA Kurna yartangka yuwanthi.  
Kurna miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yaitya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi.  
Yalaka Kurna miyurna ithu yaitya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulyainthi.*

We acknowledge that the University of South Australia is on the traditional country of the Kurna people of the Adelaide Plains. We recognise and respect their cultural heritage, beliefs and relationship with the land, and we acknowledge that they are of continuing importance to the Kurna people living today.

## Boandik

*Ngathu putama nhu mraat, mraat Boandik-at wulnuwitjara  
Berrinat ba mraatat mingro Berrin.*

I recognise this country (is) the country of the Boandik, the custodians of Mount Gambier and the country around Mount Gambier.

## Barngarla

*Ngarrinyarlboo nagoodoo Barngarla mirinyi yoorari yarda malboo. Ngarrinyarlboo nagoodoo Barngarla yoorari yarda wardana indoo.*

We acknowledge and respect the Barngarla people as the traditional custodians of the ancestral lands. We acknowledge the deep feelings of attachment and relationship of Barngarla people to the country and the sea.





# VICE CHANCELLOR

**Yaitya Warpulai Tappa** (Aboriginal work path) is the University of South Australia's *Aboriginal and Torres Strait Islander Employment Action plan 2018-2021*. This action plan provides a framework for cultural change; containing commitment to measurable actions that build on our achievements to date and ensure we track our continued progress.

**Yaitya Warpulai Tappa** demonstrates our continued commitment to improving the education and life opportunities of Aboriginal peoples. A commitment made as part of the institution's founding Act, and seen today in many of our University's achievements.

This commitment is an essential element not only of what we do, but of who we are and what we aim to achieve, and is reflected in the University's statement of core values. UniSA was the first Australian university to make a public commitment to the achievement of reconciliation between Aboriginal Australians and non-Aboriginal Australians. In 2014 we became the first university in South Australia to launch our own *Reconciliation Action Plan (RAP)*.

This work is being extended with the development of UniSA's first *Stretch RAP*. Through our *Stretch RAP* and our *Aboriginal Employment Action Plan 2018-2021* we aim to strengthen our position as a University of Choice for Aboriginal peoples. We also aim to build relationships, deepen respect, and provide greater opportunities for Aboriginal peoples, not only within UniSA but in society at large.

To do this we are setting four ambitious commitments:

1. At least 3 percent of our workforce will be Aboriginal peoples by 2025;
2. To position UniSA as an employer of choice for Aboriginal people by 2025;
3. To develop UniSA as a culturally competent University; and
4. To build a connected community, sharing knowledge and ways of seeing and knowing so all our people thrive.

We are confident that guided by our new action plan, **Yaitya Warpulai Tappa**, together we can realise our ambitions and achieve real and positive change for First Nations Aboriginal people.



**Professor David Lloyd**  
Vice Chancellor and President

# PRO VICE CHANCELLOR: ABORIGINAL LEADERSHIP & STRATEGY

The University of South Australia has had an Aboriginal Employment Strategy in place continuously since 2002. These strategies have set ambitious targets to progress employment opportunities for Aboriginal Peoples across the University.

**Yaitya Warpulai Tappa**  
2018-2021 is the next iteration of this ongoing commitment to Aboriginal employment, and has been developed in parallel with the *Stretch Reconciliation Action Plan*. Both action plans are centred on a two-way engagement with First Nations Aboriginal People, in which reciprocity and respectful relationships are placed at the core of UniSA's approach.

Aboriginal People are uniquely positioned to make significant contributions to the University, both as academic and professional staff members. UniSA will increase representation of and opportunities for Aboriginal People by embedding the actions within **Yaitya Warpulai Tappa** across all areas of the University, and by providing meaningful and sustainable employment opportunities.

Working together to achieve these objectives, we will foster an open, inclusive community and realise our aspiration to be the University of Choice for Aboriginal People.



**Professor Irene Watson**  
Pro Vice Chancellor: Aboriginal Leadership and Strategy

# EXECUTIVE DIRECTOR: PEOPLE, TALENT & CULTURE

Since its foundation, our University has been committed to improving the education and life opportunities of Aboriginal peoples; from being the first Australian university to adopt a formal *Statement of Reconciliation* (1997) to implementing our first *Reconciliation Action Plan* (2014). Our commitment is evident today in an array of teaching, research and community engagement activities and projects which affirm our intent to be the University of Choice for Aboriginal peoples. We are committed to a culture that acknowledges, respects and learns from Aboriginal wisdoms, and celebrates the pursuit of knowledge in all its guises.

A significant step in strengthening the University's commitment to Aboriginal peoples was the introduction of a strategy for Aboriginal Employment in 2015. **Yaitya Warpulai Tappa**, outlined a range of recruitment, retention, professional and cultural development initiatives. Among the more noteworthy were our professional development fund for Aboriginal staff and an Aboriginal graduate program; both highlighted as examples of sector-wide good practice in the 2012 *Behrendt Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People* report.

The **Yaitya Warpulai Tappa** strategy has evolved to this new *Aboriginal Employment Action Plan for 2018-2021*. Through this plan we're committing to the objectives of the new *Universities Australia Indigenous Strategy, 2017-2020* and our *Stretch Reconciliation Action Plan*, setting an ambitious workforce participation target of 3% by 2025. While the University has seen increases in participation rates in recent years, further significant actions are required to achieve our targets and aspiration. This new iteration of **Yaitya Warpulai Tappa** makes those commitments. Above all, our focus is to provide a culturally safe and supportive workplace in which Aboriginal staff, and students, can achieve their best, grow and thrive.



**Ms Jane Booth**  
Executive Director: People, Talent and Culture



**Kashay Mahomed**  
Aboriginal Pathway Program Alumni





## OUR VISION

Universities are agents of change. We recognise our role and responsibility in creating a culturally safe, respectful and empowering environment for all our people. We want to continue to develop as a University where sharing different ways of knowing and seeing creates new knowledge and allows innovation to thrive. We want to extend the pace and progress of our cultural growth, so our whole community prospers.

UniSA continues to develop as an inclusive University committed to embedding measurable actions that strengthen participation and attainment in higher education and that build respectful relationships with Aboriginal<sup>2</sup> peoples.

<sup>2</sup> Consistent with common usage now in many organisations, this Plan uses the shorter form reference to 'Aboriginal' people but this is intended, always, to be inclusive of both Australian Aboriginals and Torres Strait Islanders.





Laura Long  
Social Work Student

# ENDURING COMMITMENT

UniSA has a proud history in the education and employment of Aboriginal peoples. Our antecedent institutions were acknowledged pioneers in providing tertiary education for Australia's Aboriginal peoples and this early engagement evolved into a binding obligation enshrined in the University of South Australia's Act of establishment.

UniSA was the first South Australian University to adopt a formal *Statement of Reconciliation* (1997), later elaborated in a *Reconciliation Action Plan* (2014). Our commitment endures. As we look ahead to the next strategic planning cycle through our strategic plan *Enterprise 25*, and our *Stretch Reconciliation Action Plan* (Stretch RAP), we're reaffirming our intent to be the University of Choice for Aboriginal people in South Australia and beyond.

We're determined to create a culturally competent University with high performance in every facet of our organisation, demonstrating zero tolerance for behaviours that don't align with our core values so everyone can achieve their full potential.

As the *Universities Australia Indigenous Strategy 2017-2020* makes clear, aspiration and substance are crucial to shift our core business to one which produces parity of opportunities and outcomes for Aboriginal peoples.

Our commitment therefore encompasses all the University's endeavours, including the recruitment, retention and capability building of our workforce, now and into the future. Our action plan, *Yaitya Warpulai Tappa*, sets out how we'll continue to deliver on our aspirations, the substantive actions we're committing to for the next three years, and how we'll hold ourselves accountable for delivering on our promise.

# OUR PRINCIPLES

Our actions support the *Stretch Reconciliation Action Plan* and align with the following principles:

**1. Building respect for, and valuing, Aboriginal and Torres Strait Islander heritage, knowledges and culture:** The University seeks to deepen understanding of Aboriginal culture and knowledges and to demonstrate that they are fundamentally important to Australia's intellectual, social and cultural capital and must be reflected throughout our policy and practice.

**2. Recognising and reflecting diversity and a special connection to Country and Place:** The University recognises Aboriginal peoples are comprised of a range of communities, families and kinship networks that each have special connections to Country and Place and this cultural diversity and connection should be acknowledged in our spaces and how we come together.

**3. Providing a safe, respectful and supportive workplace:** The University has no tolerance for racism and is committed to a safe, respectful and supportive workplace culture and a culturally competent community where all staff can develop their full potential.

**4. Aboriginal employment as a whole-of-University responsibility:** To become the University of Choice for Aboriginal people, responsibility must be shared across all areas of the University. Aboriginal people must be able to aspire to, and achieve, any role based on their abilities and passions.

**5. A pipeline approach to the attraction, retention, and career progression of Aboriginal people:** We will meet our commitment to employment targets through practical measures that enable staff retention and career progression.

**6. Exercising positive employment measures:** We recognise Aboriginal people are among the most disadvantaged groups in Australia. We will use appropriate affirmative action measures, consistent with State and Federal law, to improve employment and growth opportunities for Aboriginal people at UniSA.

**7. Reciprocity and relationships:** A relational approach is key to shaping how we connect and how we ensure Aboriginal knowledges are part of a balanced exchange of knowledge and experience in support of our collective growth.

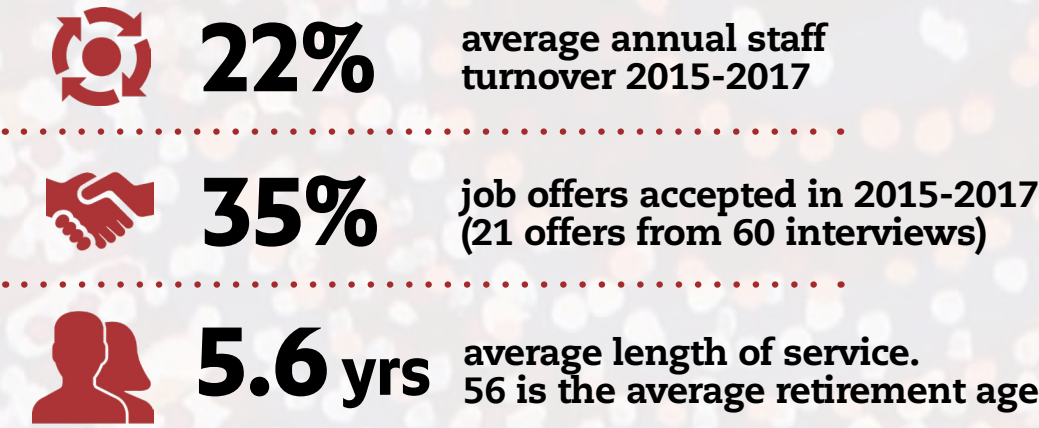
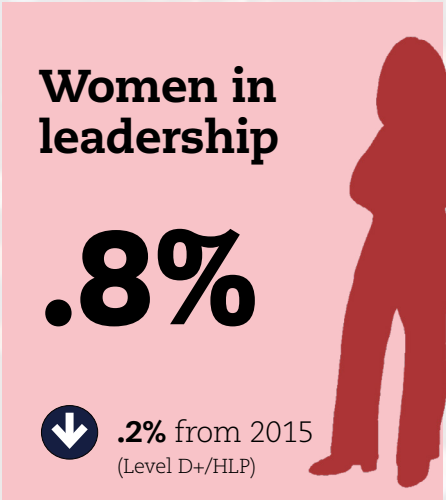
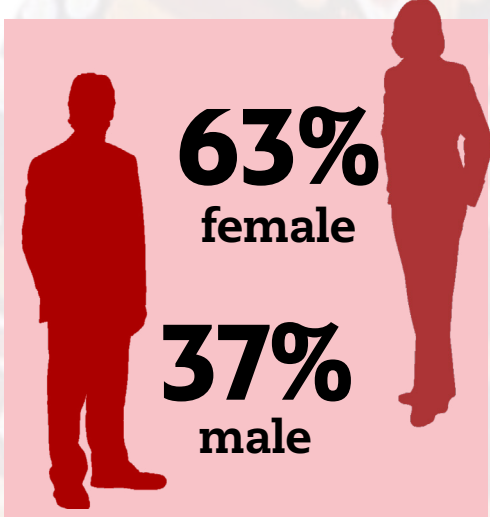
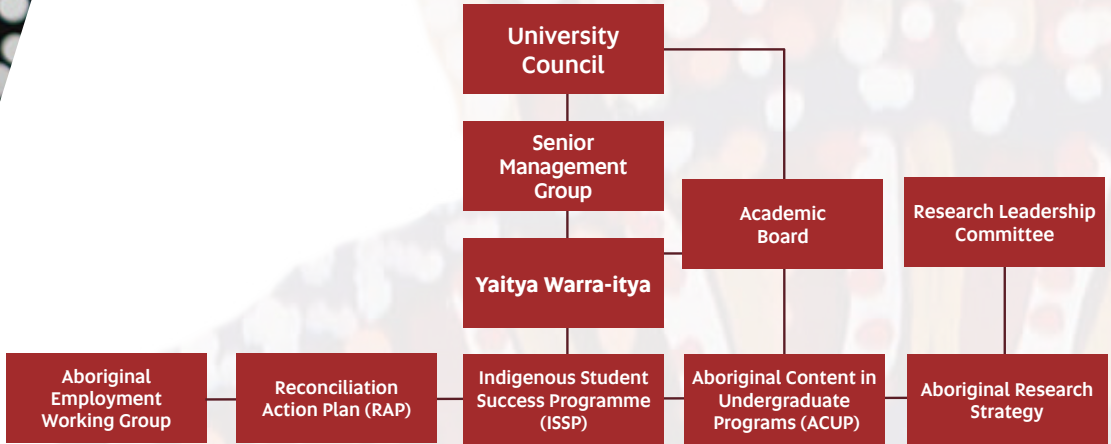
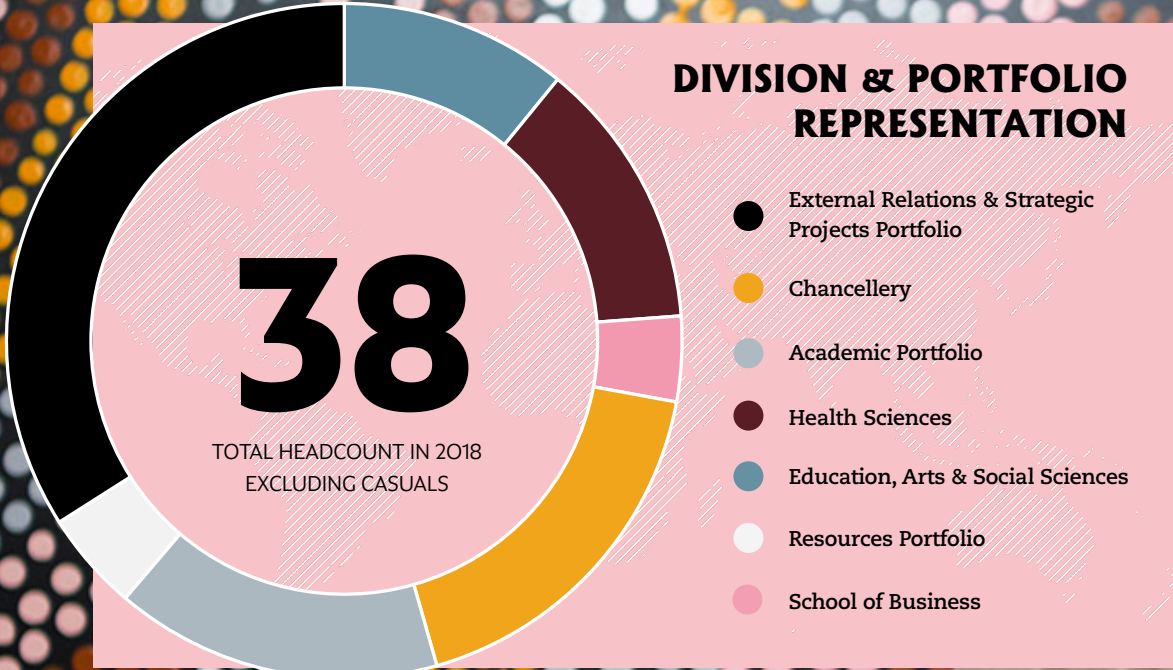
# CONSULTATION

On-going partnership, learning and engagement with Aboriginal people is essential to the achievement of our goals. Our current Aboriginal staff have been involved in the development of this *Employment Action Plan* to ensure we reflect alternative ways of seeing and knowing in how we progress our aspirations. Guided by our Aboriginal Employment Working Group and overseen by members of *Yaitya Warra-itya*<sup>3</sup>, we have consulted widely in the development of this *Action Plan*, including with all current UniSA staff who identify as Aboriginal and/or Torres Strait Islander and we invited relevant senior staff and work area leaders who will play a role in delivering the *Plan* to comment on iterations of the draft. Input was also received from University Aboriginal Employment Officers from across the sector and an early draft was discussed at one of the Aboriginal Employment Officers' national forums.

<sup>3</sup> *Yaitya Warra-itya* in the language of the Kaurna means *Aboriginal voices* and this committee forms part of UniSA's Aboriginal Governance model (outlined on page 10).



# GOVERNANCE & CURRENT PERFORMANCE



Data Source: University of South Australia workforce demographic data (Empower) as at 31 March 2018.



# OUR COMMITMENTS

## COMMITMENT 1:

### 3% OF THE UNIVERSITY’S WORKFORCE WILL BE ABORIGINAL PEOPLE BY 2025

UniSA will pursue a 3% target for Aboriginal employment as an objective of our new strategic plan *Enterprise 25*. This target aligns with *Universities Australia’s* commitment. It is an ambitious target, as just 1.3% of our current workforce are Aboriginal and the South Australian population figure is 1.7%.

To make effective progress on reaching our target, all areas must assume active responsibility for recruiting, retaining and enabling the career progression of Aboriginal people in their work areas consistent with the principles and priorities set out in this *Action Plan*.

*Yaitya Warpulai Tappa* will enable us to deliver on our commitment through mutually reinforcing stretch actions. Throughout we will ensure we align with the protocols and practical guidelines for staff engagement, consultation and partnership with Aboriginal Peoples and communities to be developed under our *Stretch RAP*.

Monitoring our progress will be critical to ensuring we stick to and achieve our ambition. To make sure we stay on track we will re-emphasise the value and benefits of *Mark Your Identity*.

#### Mark Your Identity

*Mark Your Identity* is an on-going process to encourage Aboriginal staff at UniSA to formally identify for the purposes of being counted in University and Commonwealth Department of Education and Training data, in line with our protocols on confirmation of Aboriginality. The campaign has been responsible for more staff formally self-identifying and in turn, our Aboriginal workforce has grown over the last three years from 49 to 56 continuing, fixed term and casual Aboriginal staff.

The following statistics outline UniSA's progress in building our Aboriginal workforce. Our Aboriginal workforce has increased from 1.1% to 1.3% of our continuing and fixed term employees over the three years of our previous *Aboriginal Employment Strategy*. A key trend in this growth was in continuing and fixed term roles. We need to sustain this momentum and extend it across all work areas of the University.

#### Measuring and tracking our progress

We will systematically track progress on the implementation of this *Action Plan* through our formal processes of management and governance, utilising personalised exit surveys of departing staff and a more coherent and methodical use of data to build a richer picture to guide decision making.

#### Exit surveys

To better understand the drivers of attrition and respond with initiatives that support our ambition to be an Employer of Choice for Aboriginal people, targeted exit surveys will be made available to all departing continuing and fixed term Aboriginal staff. This is a new initiative. The results of these exit interviews will be further considered in the review and on-going development of the *Action Plan* and as part of the exit process facilitated by local People Talent and Culture teams.

#### Management and application of data

To enable the delivery of the *Action Plan* and support Aboriginal people through the lifecycle of their engagement with the University, we will facilitate responsible information sharing across relevant data areas (consistent with existing privacy requirements). We commit to ensuring that this data will only be available to people in defined roles with relevant approvals for the use of this information.

#### Management oversight and Governance

An *Aboriginal Employment Working Group (AEWG)* will monitor the achievements against the *Action Plan* commitments and will report to *Yaitya Warra-itya* as part of the overall governance for our Aboriginal Strategy and *Stretch Reconciliation Action Plan*. The *Aboriginal Employment Working Group* will meet a minimum three times each year during the life of this *Action Plan* and we will ask them to develop a suite of measures that will help us identify what an employer of choice will look like in 2025 and how we can measure our success.

Aboriginal people will be directly involved in this governance. We will ensure our Senior Management Group (SMG) receive regular quarterly reports via *Yaitya Warra-itya*, and directly as necessary, updating our progress in delivering our key actions and the outcomes they generate. We will also provide updates in support of the Biannual SMG *Reconciliation Action Plan* meetings proposed in our *Stretch RAP*.

Marlon Motlop  
AFL Footballer  
& AIME Mentor







Hayley Sumner  
Aboriginal Pathway Program Alumni

# COMMITMENT 2:

## WE WILL POSITION UNISA AS AN EMPLOYER OF CHOICE FOR ABORIGINAL PEOPLE BY 2025

*Crossing the Horizon*<sup>4</sup> announced our aspiration to become an employer of choice for Aboriginal people. This commitment, reflected in our *Aboriginal Employment Strategy 2015-2017*, ushered in a number of new initiatives including the *Mark Your Identity* campaign, confirmation of continued investment in the Aboriginal Graduate Recruitment Program and Professional Development Fund. Our aspiration was further supported by an expanded commitment to Aboriginal Cultural Awareness to improve cultural safety and a deeper engagement in reconciliation activities. These initiatives were accompanied by recognition more broadly that the University needed greater integration and a stronger alignment of its key service structures to deliver on its priorities. The Human Resources *Enterprise Support Plan* created more co-ordinated attraction, recruitment and on-boarding initiatives, particularly in the recruitment of Aboriginal people, to ensure that the University's commitment to becoming an employer of choice for Aboriginal people is fully reflected at all levels of the process.

As a key element of this *Action Plan*, we will work with our Aboriginal staff and others to develop a clear Aboriginal Employee Value Proposition to demonstrate to Aboriginal people the benefits of working at UniSA. This will reflect initiatives such as employment schemes, our commitment to personal growth and development and how our work processes and environment have been developed to respect the culture and reflect the experience of our Aboriginal workforce.

### Recruitment

The University will proactively recruit Aboriginal people in all types of employment (professional and academic), and at all levels across the University. Our recruitment processes will include specific measures designed to ensure that Aboriginal candidates are able to best display their skills, knowledge and potential contribution to the workplace.

### Cadetships, Traineeships and Internships

These opportunities provide a valuable opportunity to establish a pipeline of potential Aboriginal employees. The University will actively seek out support from the Commonwealth *Tailored Employment Assistance Scheme* to provide more opportunities for Aboriginal people to prepare successfully for work in a University environment.

### Mark Your Identity

Over the life of this *Action Plan* we will enhance the visibility of the *Mark Your Identity* campaign through improved marketing and outlining the value to Aboriginal people of identifying in this way. *Mark Your Identity* is an on-going process which encourages Aboriginal staff to formally identify for the purposes of being counted in University and Commonwealth statistics. It has been important not only for more accurately reflecting the numbers of Aboriginal staff at UniSA, but also helping the University establish improved support for people who identify in this way.

### Aboriginal Graduate Recruitment Program

UniSA is committed to providing our Aboriginal graduates<sup>5</sup> with the opportunity to build on the graduate qualities and competencies they have acquired as part of their studies and gain a solid foundation for their career. The Aboriginal Graduate Recruitment Program allocates two fixed term contracts of two years' duration each year to Aboriginal students who have excelled in their higher education studies. Program participants will rotate through a range of business areas to gain a broad range of experiences, diverse skills and an understanding of the business of the University. A professional development fund is also attached to the Program to enable graduates to build their professional profile and skill set. Graduates are then supported and encouraged to apply for longer terms positions within UniSA.

### Improving Preparation for Early Career Staff


The University will establish an Early Career Development Framework for all new continuing and fixed term Aboriginal employees. People, Talent and Culture will work with all local areas to ensure that new employees are welcomed, understand what resources are available to them and are allocated a mentor for the first year to ensure they succeed in their new work environment, develop career goals and to identify the use of the professional development resources available so that they can fast track their growth and the realisation of their full potential.

### Preparing to Lead

Building leadership potential is a key to future success for Aboriginal people. The University will provide ongoing leadership development opportunities for Aboriginal staff to support them to exercise their leadership potential within the University and their wider communities. To ensure their cultural relevance and effectiveness, these opportunities will be designed in partnership with the *Aboriginal Knowledges Centre*. We will also provide development opportunities and advice for Aboriginal staff seeking promotion.

<sup>4</sup> UniSA's Strategic Plan 2013-2018.  
<sup>5</sup> Graduate positions may also be offered to graduates of the University of Adelaide and Flinders University if there are no UniSA applicants.



A portrait of Professor Lester-Irabinna Rigney, a middle-aged man with dark hair and glasses, wearing a dark suit, a light blue striped shirt, and a dark patterned tie. He is smiling slightly and looking towards the camera. The background is a blurred outdoor setting with a building and greenery.

Distinguished fellow,  
Professor Lester-Irabinna Rigney  
Professor of Education

### Professional Development Fund

The Professional Development Fund is a unique offering and will be highlighted more actively through the development of the Employee Value Proposition for Aboriginal employees. Funding is currently allocated to the local area to support a personalised professional development program for a new Aboriginal staff member who is on a continuing or fixed-term contract of three or more years in duration. This funding allocation is calculated as 20% of the employee's base salary (plus on-costs) at the time of appointment. This is a one-off allocation (not annual) to fast track an Aboriginal staff member's growth and professional development so they can acquire and/or refine skills and knowledge that will benefit them in their career development and longer-term employment at UniSA.

### Preparing to Succeed

The University will develop succession plans for Aboriginal staff in key roles. Because transition to University remains limited for many Aboriginal people, and graduates are highly sought after, the University will develop preparatory programs to develop an employment pipeline into both non-professional and professional roles. Among these actions we will explore the negotiation of quotas for Aboriginal employment, for example, in how we engage with contractors to the University.

### The Distinctive Challenges Faced by Women

Driven in part by the University's [SAGE Athena Swan](#) pilot initiative<sup>6</sup>, as well as its *Aboriginal Employment Action Plan*, the University will review whether there are distinctive barriers to employment and career growth faced by Aboriginal women. The review will inform policy-making and other development interventions progressed under this *Action Plan* to ensure that the University is addressing any specific challenges faced by Aboriginal women in seeking to develop to their full potential as students and/or staff.

## COMMITMENT 3:

### WE WILL DEVELOP UNISA AS A CULTURALLY COMPETENT UNIVERSITY

Realising our aspiration as a University of Choice for Aboriginal people means we must look to how we deepen understanding of Aboriginal traditions, culture and knowledges among our staff, students and wider community and reflect this understanding in all that we do. Our *Stretch Reconciliation Action Plan* outlines a series of initiatives aimed at deepening the cultural competence of the University community, for example, the University has encouraged all staff to have a deeper awareness of Aboriginal culture and for managers to develop their knowledge of how they can best work with and support Aboriginal people in their local workplaces through cultural awareness training. The commitment to participating in cultural awareness training has been demonstrated by more than 1,000 staff having attended this training to date.

A cultural awareness training alumni has been established to provide champions and other contributors to advancing the University's Aboriginal and Reconciliation strategies. While this progress has been positive, we realise the importance of all our staff understanding the value of Aboriginal traditions and culture. We will make completion of Aboriginal Cultural Awareness a requirement for all new staff in the first year of their employment with us. We will initiate an evaluation of the current training with the PVC for Aboriginal Leadership and Strategy and work with the *Aboriginal Knowledges Centre*, once fully established, to ensure the content and approach of the program is fully reflective of appropriate, relevant practice and contemporary in its understanding of Aboriginal knowledges and cultures. Practitioner and Elder-in-Residence programs outlined in the *Stretch RAP* will also provide opportunities for new learning initiatives for staff and students.

### Induction and Cultural Awareness Training

The University will induct all new staff in the traditions and cultural beliefs of the local Aboriginal community, requiring completion of training in Aboriginal cultural awareness in the first year of employment with UniSA. To reflect their distinctive leadership responsibilities, senior staff will be expected to complete cultural awareness training within the first 3 months of their engagement with UniSA.

The University will continue to develop complementary programs for managers and others who work closely with Aboriginal people and communities to build mutual understanding, to enhance cultural safety and to ensure UniSA is providing a positive workplace environment in which our Aboriginal staff can achieve their full potential.

### Cultural Leave, Workload and NAIDOC Celebrations

The University will promote, and continue to support provision of cultural leave and participation in significant and historical events and activities for Aboriginal people such as *NAIDOC week* and *National Sorry Day*. Many of our Aboriginal staff have additional pastoral care and other responsibilities. Consistent with Universities Australia's recommendation, where additional workload is expected of our Aboriginal staff, managers will ensure that this is recognised in workload planning and that such workload is considered in a non-prejudicial way in performance management and promotions processes.

Greater cultural awareness and engagement among non-Aboriginal staff should be encouraged to ensure that the burden for pastoral care and collegial support doesn't fall disproportionately on Aboriginal colleagues.

<sup>6</sup> The pilot aims to apply the [Athena SWAN Charter](#), a successful evaluation and accreditation framework from the United Kingdom, to promote gender equity and diversity in science, technology, engineering, mathematics and medicine (STEMM) in Australia.



## COMMITMENT 4:

### WE WILL BUILD A CONNECTED COMMUNITY, SHARING KNOWLEDGES AND WAYS OF SEEING AND KNOWING SO ALL OUR PEOPLE THRIVE

The success of our capacity to grow as a University will be built on how well we encourage learning and knowledge exchange within our community. Our *Stretch RAP* commits the University to create an Aboriginal Knowledges Centre which will provide a hub for the preservation, generation and dissemination of Aboriginal knowledges. We need to build both formal and informal processes that allow for these ideas to filter through to, and be embedded within, our University community and all that we do. Traditionally we have provided networking opportunities among our Aboriginal staff to share experience but we feel this needs to be enhanced to extend the flow of ideas and information within, and between, our Aboriginal and non-Aboriginal staff and students and we will continue to explore how we can achieve this throughout the life of the *Action Plan*.

A number of universities, inspired by the efforts of external entities such as the World Indigenous Peoples Conference on Education (WIPCE), have developed local Aboriginal people's conferences to encourage sharing of strategies and developments in Aboriginal education, knowledges and work practices with Aboriginal and non-Aboriginal staff and communities. We will consider adapting this concept to highlight emerging practice for the University and also provide an attraction point for culturally-grounded First Nation experts from Australia and overseas. We will investigate this idea further with staff of the new Aboriginal Knowledges Centre with a particular focus on highlighting new approaches to Aboriginal employment and growth both in Australia and overseas.

Mutuality is another key to success in the development of shared understanding. As part of this we will explore and develop more experiential learning opportunities to facilitate our people's understanding of both the traditional and current lived experiences of Aboriginal people. This will be a particular focus of new leadership development programs.

#### Networking

We will continue to facilitate opportunities for our Aboriginal staff to network, to share ideas and to provide feedback to managers and the University on how we can develop to fully realise our aspirations as an employer of choice for Aboriginal people.

## OUR ACTION PLAN

Our four key commitments will be achieved through our *Yaitya Warpulai Tappa action plan*. The actions that support these commitments acknowledge the three key pillars of *Reconciliation Australia's*, and our own *Stretch RAP* framework; Opportunity, Respect and Relationships.

Dr Skye Akbar  
Research Fellow: Management







**Summer May Finlay**  
Higher Degree by Research candidate  
and Public Health Association of Australia  
President's Award recipient



# OPPORTUNITIES

ACTION PLAN

Opportunities

Respect

Relationships

Tracking Progress

COMMITMENT	STRATEGY	ACTION	OUTCOME	TIMELINE	RESPONSIBILITY
1. 3% of the University's workforce will be Aboriginal People by 2025	1.1 Each work area will establish an Aboriginal employment target for the life of this action plan.	1.1 i) Targets will align with the relevant labour markets that feed each work area.	Targets will be included in Unit workforce plans	January 2019	SMG members through to Heads of School/Directors of Units
		1.1 ii) Academic work areas will need to demonstrate how they are establishing & developing a pipeline of Aboriginal people with the potential to fill academic roles in their discipline or research area.	Strategies will be included in local workforce plans	January 2019	Heads of School, Directors of Units. Supported by People, Talent & Culture workforce planning & profiling
		1.1 iii) Professional employment vacancies will demonstrate proactive strategies to encourage Aboriginal applicants & appointments.	Strategies will be included in Unit workforce plans	July 2018	Hiring managers supported by Recruitment Central
	1.2 Responsibility for the achievement of agreed employment targets will be included in the relevant Key Performance Indicators of all senior managers, Heads of School, Directors of Units and leaders of Research Institutes.	1.2 i) These targets will be monitored annually as part of annual performance management reviews & where appropriate, increased incrementally across the life of the plan.	Targets will be included in managers performance and Unit/School/ Institute & Centre plans	January 2019	SMG members
	1.3 The University will enhance the visibility of the <i>Mark Your Identity</i> campaign and provide confidential advice to staff on the value of being identified for this purpose in accordance with the protocols on confirmation of Aboriginality.	1.3 i) A new communication campaign to raise the visibility of <i>Mark Your Identity</i> will be implemented & appropriate & consistent protocols will be communicated & applied across the University to determine Aboriginal identity.	Protocols implemented & compliance monitored	December 2018	People, Talent & Culture <sup>7</sup> in partnership with Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, Communications & Marketing Unit (CMK)
1.3 ii) Protocols for the provision & management of Aboriginal employment & participation data, including the identification of appropriate staff to access this data, will be developed & implemented.		Protocols implemented	October 2018	People, Talent & Culture, Student Engagement Unit, Student & Academic Services	
2. We will position UniSA as an employer of choice for Aboriginal people by 2025	2.1. During the first year of operation of this plan, the University will develop a distinct Aboriginal Employee Value Proposition (EVP) to position the University as an employer of choice in the sector and the broader community.	2.1 i) Recruitment collateral will be developed to increase the Aboriginal community's awareness of career opportunities at the University.	Recruitment collateral promoted through appropriate media	June 2019	Recruitment Central: People, Talent & Culture with support from CMK
		2.1 ii) All recruitment opportunities, internal & external, will continue to be open to Aboriginal applicants whether or not they are current employees of UniSA. Recruitment opportunities will be advertised proactively on relevant Aboriginal media networks.	Employment opportunities advertised in relevant media	September 2018	Recruitment Central: People, Talent & Culture with support from CMK
		2.1 iii) Accessible advice will be developed for hiring managers on establishing identified positions consistent with State and Commonwealth legislation.	Information completed and promulgated to all relevant staff	September 2018	People, Talent & Culture
		2.1 iv) The availability of the professional development fund for Aboriginal staff will be highlighted as part of recruitment activity.	Information available & disseminated	September 2018	Recruitment Central: People, Talent & Culture
		2.1 v) All departing continuing and fixed term Aboriginal staff will be offered the opportunity to complete an exit survey.	Survey available to all departing staff	August 2018	People, Talent & Culture

<sup>7</sup> Specific areas of responsibility with People, Talent & Culture for these actions will be identified following SMG approval for any reorganisation of staff & team roles & responsibilities.



# OPPORTUNITIES

ACTION PLAN

Opportunities

Respect

Relationships

Tracking Progress

COMMITMENT	STRATEGY	ACTION	OUTCOME	TIMELINE	RESPONSIBILITY
2. We will position UniSA as an employer of choice for Aboriginal people by 2025 continued	2.2 Cultural awareness will be a prerequisite for all recruitment panel members.	2.2 i) All panel members will be required to participate in cultural awareness/unconscious bias training.	Training provided & completed	December 2018	Recruitment Central: People, Talent & Culture
		2.2 ii) All recruitment and promotion panels will be provided with information that identifies any (self-identified) Aboriginal applicants so that appropriate support arrangements can be initiated. This will include ensuring that steps are taken to arrange for at least one Aboriginal person to sit on all panels where an Aboriginal applicant has been identified.	Information available of support consistently offered	January 2019	Recruitment Central: People, Talent & Culture
		2.2 iii) A register of Aboriginal people will establish who can participate on selection panels and further support the provision of recruitment training.	Register completed & available	October 2018	Recruitment Central: People, Talent & Culture
	2.3 We will develop a talent pipeline for Aboriginal talent.	2.3 i) A talent pool of Aboriginal applicants will be developed and maintained to support their consideration for new roles or temporary employment opportunities within the University.	Talent pool established & hiring managers advised of available staff	February 2019	Recruitment Central: People, Talent & Culture
		2.3 ii) A series of pre-employment workshops will be offered across the year for Aboriginal people to offer guidance on applying for jobs and preparing for interviews.	Workshops designed & delivered	December 2018	People, Talent & Culture and the Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, & Aboriginal Knowledges Centre
		2.3 iii) Two Aboriginal graduates will be recruited each year through the UniSA Aboriginal Graduate Recruitment Program. In the event of no recruits in any given year, the allocated resource will be used for another recruitment option.	Graduates recruited	Annually	Recruitment Central: People, Talent & Culture
		2.3 iv) The University will explore increased involvement in cadetships, traineeships and internship programs and provide guidance to work areas on how to utilise these.	Guidelines developed & opportunities for cadetships etc. communicated to all work areas	February 2019	People, Talent & Culture and the Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, & Aboriginal Knowledges Centre
		2.3 v) We will explore the potential of the new Commonwealth Tailored Assistance Employment Grants to open new employment opportunities within the University for Aboriginal people who might not otherwise gain ready access through standard recruitment approaches.	Report on opportunities completed & business case developed	January 2019	People, Talent & Culture
		2.3 vi) We will work with UniSA College to connect with the Aboriginal Pathway Program to showcase UniSA employment opportunities to enrolled students.	Marketing completed	June 2018 onwards	People, Talent & Culture & UniSA College
		2.3 vii) The University's leadership development program will provide specific opportunities to enhance the leadership skills and knowledge of Aboriginal employees.	Leadership development opportunities identified & implemented	January 2019	People Talent & Culture, Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, & Aboriginal Knowledges Centre
		2.3 viii) Divisional and Unit workforce planning will specifically address succession planning for our Aboriginal staff so we understand our data and can develop additional supportive interventions.	Succession plans developed and in place	March 2019	Heads of School, Directors of Units & Institutes supported by People, Talent & Culture Business Partners
		2.3 xi) The University will initiate a study to establish whether there are specific barriers to participation and growth for Aboriginal women employees (as part of the University's SAGE initiative).	Study completed & policy recommendation made.	June 2019	People, Talent & Culture & the Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy



# RESPECT



ACTION PLAN

Opportunities

Respect

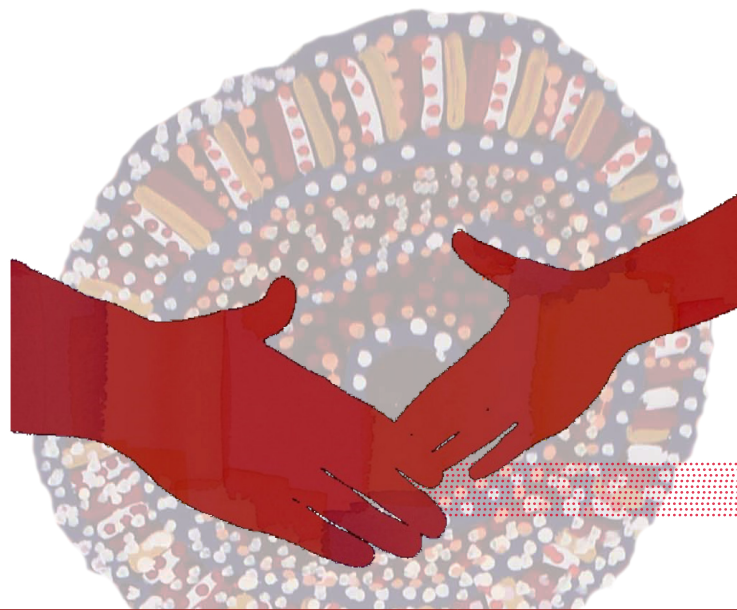
Relationships

Tracking Progress

COMMITMENT	STRATEGY	ACTION	OUTCOME	TIMELINE	RESPONSIBILITY
3. We will develop UniSA as a culturally competent University	3.1 We will extend cultural awareness across all our staff.	3.1 i) We will initiate an evaluation of the existing cultural awareness program for staff in partnership with the Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy. ( <i>Stretch RAP action 2.1.3</i> ).	Evaluation completed & recommendations on action made	June 2019	Aboriginal Knowledges Centre
		3.1 ii) All newly appointed staff will undertake cultural awareness training in the first year of their employment.	All incoming staff trained by deadline	From January 2019	People, Talent & Culture
		3.1 iii) All current employees will be encouraged to complete Cultural Awareness Training during the first eighteen months of the plan.	All continuing staff trained by deadline	December 2019	People, Talent & Culture, Managers of all work areas
		3.1 iv) All executive senior staff will complete cultural awareness training within their first 6 months of commencement in their roles.	All senior staff trained by deadline	From May 2019	People, Talent & Culture, SMG
		3.1 v) The Cultural Awareness Training Alumni will be maintained as a basis to build support for further initiatives in this area working in collaboration with the Aboriginal Knowledges Centre.	Alumni group maintained & engaged	From June 2018	People, Talent & Culture, Aboriginal Knowledges Centre
		3.1 vi) Unconscious bias training will be offered as a follow up to cultural awareness training to enhance insight and action for key groups of staff.	Training offered to key priority staff & via Lynda.com	January 2019	People, Talent & Culture
	3.2 We will demonstrate zero tolerance for behaviours that don't align with our core values.	3.2 i) We will investigate revitalising the <i>Racism. It Stops with Me</i> campaign.	Previous action on <i>Racism It Stops with Me</i> campaign analysed & recommendation for action made	January 2019	
		3.2 ii) Managers will advise staff of the need for cross cultural sensitivity in their dealings with colleagues and students as set out in our core values and staff attributes.	An information sheet is circulated to all managers to inform of the intent and how to manage this process effectively	October 2018	People, Talent & Culture / All managers
	3.3 Our policies and practices will reflect our understanding of Aboriginal cultures, knowledges and communities.	3.3 i) A framework for workload planning, career progression and development support for promotion for Aboriginal academics, recognising the broader contribution they make to UniSA will be developed.	Framework developed & recommendation for action made	January 2019	Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, Heads of School, People, Talent & Culture
		3.3 ii) Consistent with the requirements of the Universities Australia Strategy, the University will actively encourage managers to ensure there are no workplace barriers to participation by Aboriginal staff in major activities such as NAIDOC Week and National Sorry Day.	No barriers to participation reported	From May 2018	People, Talent & Culture /All managers
		3.3 iii) Performance management and leave requirements will be reviewed to ensure that additional workload and cultural demands placed on Aboriginal employees are appropriately valued. This will be undertaken as part of our Enterprise Bargaining in 2018 and our review of our HR Policy Framework.	Review completed & recommendation for action made	December 2018	People, Talent & Culture
		3.3. iv) All Aboriginal staff will be made aware, via formal and informal advice, of the provisions of Cultural leave and their entitlements and responsibilities under that leave on appointment and through other forums throughout their employment.	All Aboriginal staff receive advice on their entitlements	July 2018	People, Talent & Culture



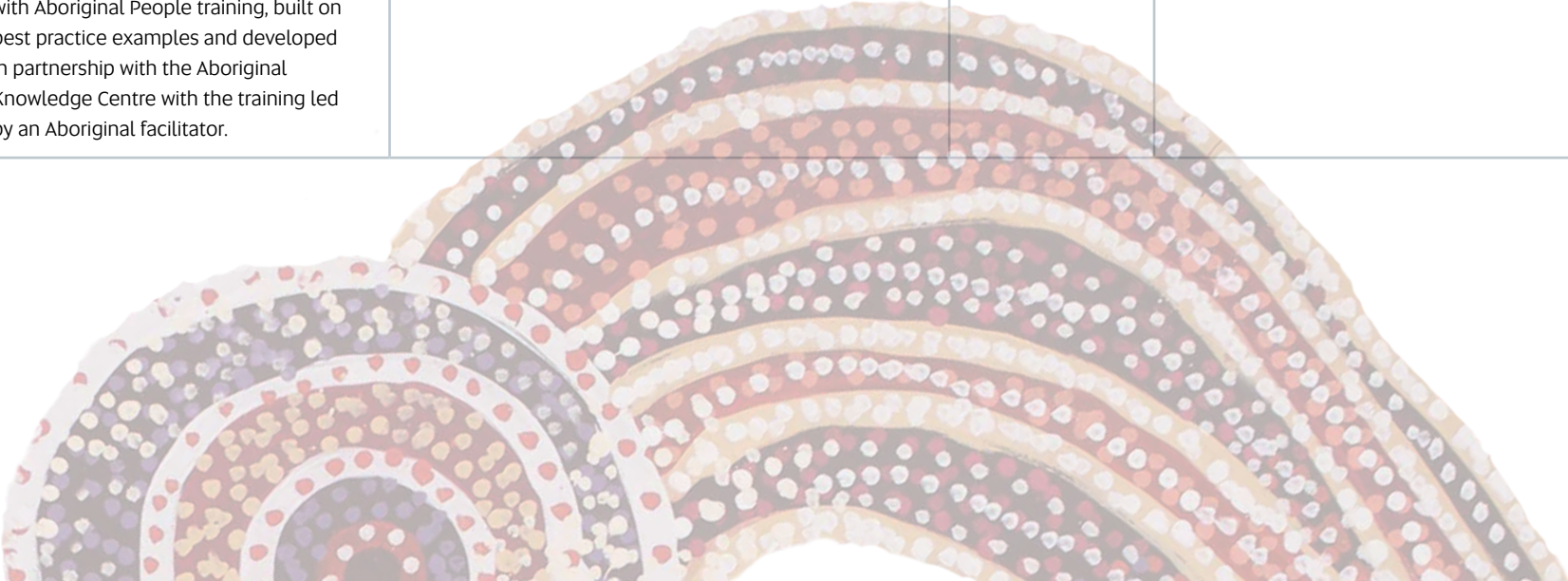




# RELATIONSHIPS



COMMITMENT	STRATEGY	ACTION	OUTCOME	TIMELINE	RESPONSIBILITY
4. We will build a connected community, sharing knowledges and ways of seeing and knowing so all our people thrive	4.1 We will provide opportunities for two way sharing of knowledges and experiences.	4.1 i) An Early Career Development Framework will be developed for all new continuing and fixed term Aboriginal employees that will include the allocation of a mentor for each new employee.	Framework implemented	January 2019	People, Talent & Culture/Heads of School
		4.1 ii) During the first half of the plan, we will explore the potential of experiential learning opportunities with Aboriginal leaders and communities for University leaders or other key staff cohorts identified by SMG.	Experiential learning opportunities identified by key cohort and a plan of action proposed to SMG	December 2019	People, Talent & Culture, Office of the Pro Vice Chancellor: Aboriginal Leadership & Strategy, Aboriginal Knowledges Centre
	4.2 We will provide connections across our community to support the collective growth of our people.	4. 2 i) Explore the potential for an Aboriginal staff conference drawing on the experiences of other universities and organisations.	Conference design proposed and costed	January 2019	People, Talent & Culture, Student Engagement Unit, Aboriginal Knowledges Centre
		4.2 ii) The University will maintain an Aboriginal Employee Support Network. Feedback from the network will be included in the reports on our progress to SMG.	Network meets 4 times a year and outcomes reported to SMG	June 2018	People, Talent & Culture
		4.2 iii) All supervisors and managers with Aboriginal employees in their work area will be required to attend Working with Aboriginal People training, built on best practice examples and developed in partnership with the Aboriginal Knowledge Centre with the training led by an Aboriginal facilitator.	Workshops delivered	January 2019	People, Talent & Culture



Professor Peter Buckskin  
Dean of Aboriginal Engagement and Strategic Projects

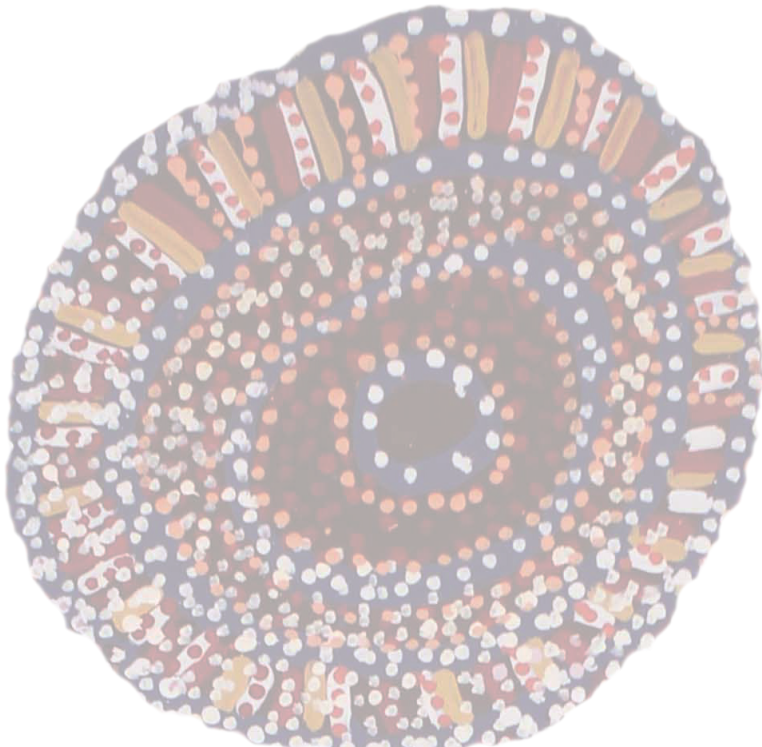




# MEASURING AND TRACKING OUR PROGRESS



COMMITMENT	ACTION	OUTCOME	TIMELINE	RESPONSIBILITY
5. We will track our progress and measure the impact of the plan to ensure we deliver on our promise	5.1 i) The Aboriginal Employment Working Group (AEWG) will meet a minimum three times each year during the life of this <i>Action Plan</i> and will regularly review progress on the implementation of the plan.	Meetings organised and held	Ongoing	Executive Officer: Aboriginal Employment Working Group, People, Talent & Culture
	5.2 ii) The Aboriginal Employment Working Group will oversee the development of a set of indicators to help us identify achievement of our wider aspiration as employer of choice for Aboriginal People.	Indicators developed	June 2018	Aboriginal Employment Working Group
	5.2 i) We will ensure our Senior Management Group receive quarterly reports from AEWG on our progress delivering our key actions and the outcomes they generate.	Reports prepared and submitted quarterly	June 2018	Executive Officer: Aboriginal Employment Working Group, People, Talent & Culture
	5.2 ii) Reports will be provided as requested/required for the biannual SMG <i>Reconciliation Action Plan</i> meetings.	Reports prepared and submitted quarterly	June 2018	Executive Officer: Aboriginal Employment Working Group, People, Talent & Culture



## REFERENCES

Universities Australia's Indigenous Strategy 2017-2020.

University of South Australia Stretch RAP 2018 (2018).


Governance and Aboriginal and Torres Strait Islander Participation in Australian Universities: On Stony Ground (2011).

Caverley, N. (2006). What Works: Effective Policies and Programs for Aboriginal Peoples of Canada. Technical Report presented to the Human Resources & Social Development Canada.

Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People (Behrendt Review) (2015).

Neville Rankine  
Accountant: Finance Unit





**Professor Alex Brown**  
Chair in Aboriginal Health  
Sansom Institute Health Research

# OUR PROMISE

We are a University that aspires to be an employer of choice for Aboriginal peoples. We have long been committed to enhancing the education and attainment of Aboriginal people but we are also an institution that deeply values and respects the distinctive knowledges and cultures of Aboriginal peoples. We see our mission as creating a culturally safe, respectful and empowering environment for all our people, deeply informed by the wisdom and traditions of our first nation people.





University of  
South Australia

## Yaitya Warpulai Tappa suggests 'Aboriginal Work Path'

Demonstrating our on-going commitment to journeying together  
to build a diverse and inclusive workforce.

**Artwork:** Antara **Artist:** Ngupulya Pumani

Ngupulya Pumani is a senior Anangu woman committed to fostering traditional law and culture through her painting and preserving the Yankunytjatjara language.

Ngupulya paints scenes and concepts from her family's Tjukurpa (Dreaming), in particular stories from her mother's ngura (homeland) of Antara, a sacred place associated with the Maku (Witchetty Grub) Tjukurpa. She uses pale, earthy colours in her backgrounds to depict the desert landscape, contrasted with patterns of intense, bright dots and lines to represent symbols, figures and their journeys. Her paintings portray a truth, a unique rawness, and a celebration of culture.

*"Antara is my mother's country. She taught me the stories, and showed me the places, like one special rockhole where women would have inma (ceremony). Now I remember her when I paint Antara."*

- Ngupulya Pumani

