The Aboriginal Human Resources Development Plan 2012-2017 (the Plan) provides clear direction for continually increasing employment and career development opportunities for Aboriginal people and strengthens our commitment to ensure better outcomes for students and stronger partnerships with Aboriginal communities.

A message from the Director-General

The Aboriginal Human Resources Development Plan is a blueprint for action that reaffirms our strong commitment to working in partnership with Aboriginal people and communities to provide more opportunities in education, training and employment.

The Department respects and values the cultural heritage and identity of Aboriginal people and we are committed to continually increasing the number of Aboriginal people employed at every level of our organisation.

Education and training are the foundations of prosperity. They open the door to more study and employment choices for Aboriginal people. We know that increasing the number of Aboriginal educators is a key factor in Aboriginal student and community engagement and improved educational outcomes for Aboriginal students.

We want our workplaces to be culturally competent and deliver services responsive to the needs of Aboriginal people. We also want our workplaces to attract, develop and retain high quality Aboriginal leaders and staff, and grow employment opportunities.

Through this Plan we will build on the strong relationships we have with Aboriginal Affairs and the NSW Aboriginal Education Consultative Group Incorporated to work collaboratively with communities to improve local outcomes and provide a greater sense of community ownership and engagement regarding education, training and employment.

Our policies will focus on the delivery of quality, flexible education, training and employment and community services.

This Plan outlines our direction for the next five years and I urge all staff and communities to work together to ensure its success.

Michele Bruniges
Director-General of Education and Communities
Managing Director of TAFE NSW
Introduction

The Aboriginal Human Resources Development Plan 2012-2017 is an enabling plan of the Department’s Strategic Human Resources Plan 2012-2017; supports the Workforce Diversity Plan 2012-2017 and has strong links to the Aboriginal Education and Training Policy. The Plan is clearly aligned to NSW 2021, the Aboriginal and Torres Strait Islander Education Action Plan: 2010-2014 and the key issues identified by the Ministerial Taskforce on Aboriginal Affairs, ensuring that the targets we set are consistent across our organisation and beyond.

As we go through changes to shape our organisation to address key challenges in responding to the needs of students and communities, we will review our progress in implementing this Plan. The Plan will be updated to accommodate future change and be flexible enough to meet challenges.

Aboriginal people are employed in a wide range of positions in the Department. Many Aboriginal staff are employed in positions in schools and TAFE NSW Institutes that support the education and training of Aboriginal students as well as regional and state office locations to provide frontline support to communities, staff and students. Aboriginal staff are also employed in administrative and specialist positions across a range of divisions and locations within the Office of Communities that support the development of vibrant, sustainable and inclusive communities across NSW.

Aboriginal staff currently represent 2.8% of the Department’s workforce and 4.9% of Senior Executive Service positions (source: Workforce Profile June 2011).

Whilst the Department has exceeded the Government benchmark of 2.6% representation of Aboriginal people in our workforce, we know we have more to achieve. A further analysis of our workforce profile shows that Aboriginal people are not equally represented across all position levels, including management and leadership roles.

A strong focus of our work during the life of this Plan will be to improve the management and leadership capabilities of Aboriginal staff to ensure equal representation across all position levels and work areas of our organisation. To do this, we need to increase the number of Aboriginal staff moving into positions of leadership and decision making.

We will continue to build and sustain partnerships with Aboriginal communities and ensure our workplaces are inclusive and foster respect. We will ensure Aboriginal community members receive culturally responsive and respectful services.

Aboriginal employment is core business and all staff at all levels of the Department, in collaboration with Aboriginal communities, have a responsibility to make this Plan a success.

In referring to Aboriginal people, this Plan refers inclusively to all Aboriginal Australians and Torres Strait Islander people.
**How we will achieve our priorities**

**Drive change through commitment, planning and collaboration:**

*Aboriginal employment is core business*

To ensure that the Department is recognised as a responsive, innovative and high performing organisation that delivers on its commitments for Aboriginal employment, we will:

- Improve the capabilities of leaders and managers to plan, develop and evaluate strategies to achieve the intended outcomes of the *Aboriginal Human Resources Development Plan 2012–2017*
- Strengthen understanding of issues at a national, state and organisational level impacting on Aboriginal employment
- Increase knowledge and commitment of leaders and managers to Government responsibilities and targets to improve employment outcomes for Aboriginal people in NSW
- Increase leaders’ and managers’ capacity to improve the employment and retention of Aboriginal people in our workforce
- Increase understanding and commitment of all staff to the priorities of Aboriginal education and employment policies such as the *Aboriginal Education and Training Policy*
- Demonstrate commitment to the Partnership Agreement 2010-2020 between the Department and the NSW Aboriginal Education Consultative Group Incorporated for Aboriginal education in schools and TAFE NSW Institutes
- Support and further develop capabilities of staff working with and providing services to Aboriginal students, staff and communities
- Demonstrate leadership and commitment when connecting with and building partnerships with Aboriginal staff, parents, communities and community organisations
- Provide robust workforce planning data and evidence to inform increased recruitment, retention and development of Aboriginal people.

**By 2017, our success will be measured by:**

- 2.6% or higher representation of Aboriginal people employed across all levels
- Improved workforce capacity to drive and sustain Aboriginal employment
- Initiatives of the Plan and Aboriginal employment targets embedded into local planning processes evidenced by workforce data
- Consultation, collaboration and engagement with Aboriginal people and communities underpins policy and program development and commitments
- Increased and sustained long term partnerships with Aboriginal communities to improve local employment and education outcomes
- Continued monitoring and reporting of the outcomes of the Plan through the Department’s Annual Report to ensure progress, accountability and transparency.
How we will achieve our priorities

An informed workplace where Aboriginal people and cultures are included, valued and understood: fostering respect

To ensure we have an informed workplace which is supportive and culturally inclusive for Aboriginal employees, we will:

- Continue to foster workplaces that value partnerships, demonstrate respect and provide opportunities to work collaboratively with Aboriginal staff and communities
- Ensure that the workplace is fair and safe and racism and/or discriminatory behaviours are not tolerated
- Ensure all staff continue to build competencies in Aboriginal Cultures through participating in programs such as Connecting to Country and Aboriginal Cultural Education Programs
- Increase opportunities for staff to promote and celebrate events of Aboriginal cultural significance including NAIDOC Week and continue to recognise and celebrate the achievements of staff and students everyday
- Promote and support the delivery of Aboriginal cultural competencies programs for all staff in schools, TAFE Institutes and other Departmental workplaces in collaboration with local Aboriginal communities and the NSW Aboriginal Education Consultative Group Incorporated
- Build stronger understanding of the importance of wellbeing and how cultural, community and extended family obligations can impact on Aboriginal staff.

By 2017, our success will be measured by:

- Increased involvement of Aboriginal staff and community in driving the direction and priorities of this Plan at a local level
- Increased number of Aboriginal staff who identify and are proud of their Aboriginal cultural heritage in the workplace, and complete the online Equal Employment Opportunity survey
- Increased number of staff who have completed Aboriginal cultural competencies programs and improved practice of correct protocols among staff
- Increased participation of Aboriginal staff in decision making processes and contributing to outcomes of the Department’s strategic directions
- Achievements under the Plan are recognised, promoted and celebrated
- Increased number of culturally significant community events planned and delivered locally.
How we will achieve our priorities

Make the Department an employer of choice for Aboriginal people: attract and recruit high quality Aboriginal people

To enhance our ability to attract and recruit high quality Aboriginal people through innovative approaches, we will:

- Attract high quality Aboriginal staff, leaders and managers into our workforce
- Provide positive pre-recruitment opportunities and experiences such as ‘Yarn Ups’ [information sessions] to increase the confidence and capacity of prospective Aboriginal job applicants to apply for positions with the Department
- Use innovative approaches to advertise and promote the broad range of career opportunities in the Department for Aboriginal people
- Partner with Aboriginal and mainstream employment agencies, particularly in regional areas, to engage and attract prospective Aboriginal employees
- Involve NSW Aboriginal Education Consultative Group Incorporated members and Aboriginal representatives from other public sector agencies in pre-employment support and selection processes for Aboriginal people
- Provide guidance to selection panels and prospective Aboriginal job applicants concerning confirmation of Aboriginality for Aboriginal identified positions and recruitment programs such as teacher education scholarships
- Build the capacity of selection panel conveners and panel members to utilise flexible and culturally appropriate recruitment and selection processes to recruit prospective Aboriginal employees

By 2017, our success will be measured by:

- Increased number of Aboriginal people applying for jobs with the Department
- Improved success rate of Aboriginal job applicants
- 2.6% or higher representation of high quality Aboriginal staff employed in our workforce
- Maintain or improve 4.9% representation of Aboriginal people in Senior Executive Service positions.

Vibrant, sustainable and inclusive communities

- Increase the number of Aboriginal people recruited across a range of position levels, both Aboriginal identified and mainstream positions, and geographic locations
- Increase the number of opportunities for Aboriginal people to be employed in all areas of the Department, particularly in areas that deliver services to Aboriginal people and communities and policy development
- Continue to implement strategies to increase the number of Aboriginal teachers and educational support staff in schools and TAFE NSW Institutes
- Develop and promote innovative strategies to attract teachers to regional and remote locations with high Aboriginal student enrolments.
How we will achieve our priorities

Support and retain Aboriginal staff and build strong leadership capabilities: support, develop and retain Aboriginal staff

To ensure Aboriginal staff are supported to progress their careers, we will:

- Provide strong leadership and innovation to ensure the continuing growth and development of the Department’s Aboriginal workforce
- Strengthen the capability of leaders and managers to provide performance planning, management and professional development support for Aboriginal staff
- Provide high quality and culturally appropriate induction, mentoring, coaching, career development and networking opportunities for Aboriginal staff
- Support career planning and the development of leadership and executive capabilities to enhance career progression of Aboriginal staff in a broad range of positions
- Increase the participation of Aboriginal staff in the Department’s leadership development and executive development programs
- Expand the opportunities for Aboriginal staff to participate in professional development programs designed to meet the needs of Aboriginal staff.

By 2017, our success will be measured by:

- Culturally appropriate and inclusive promotion strategies used across the Department to promote working with the Department of Education and Communities
- Individualised career plans for Aboriginal staff
- Increased number of Aboriginal employees in Aboriginal identified positions who pursue career development opportunities in mainstream positions
- Increased number of Aboriginal staff participating in leadership and development programs
- Increased number of Aboriginal staff taking up career development opportunities
- Increased number of Aboriginal staff in senior roles
- Increased retention of Aboriginal staff.