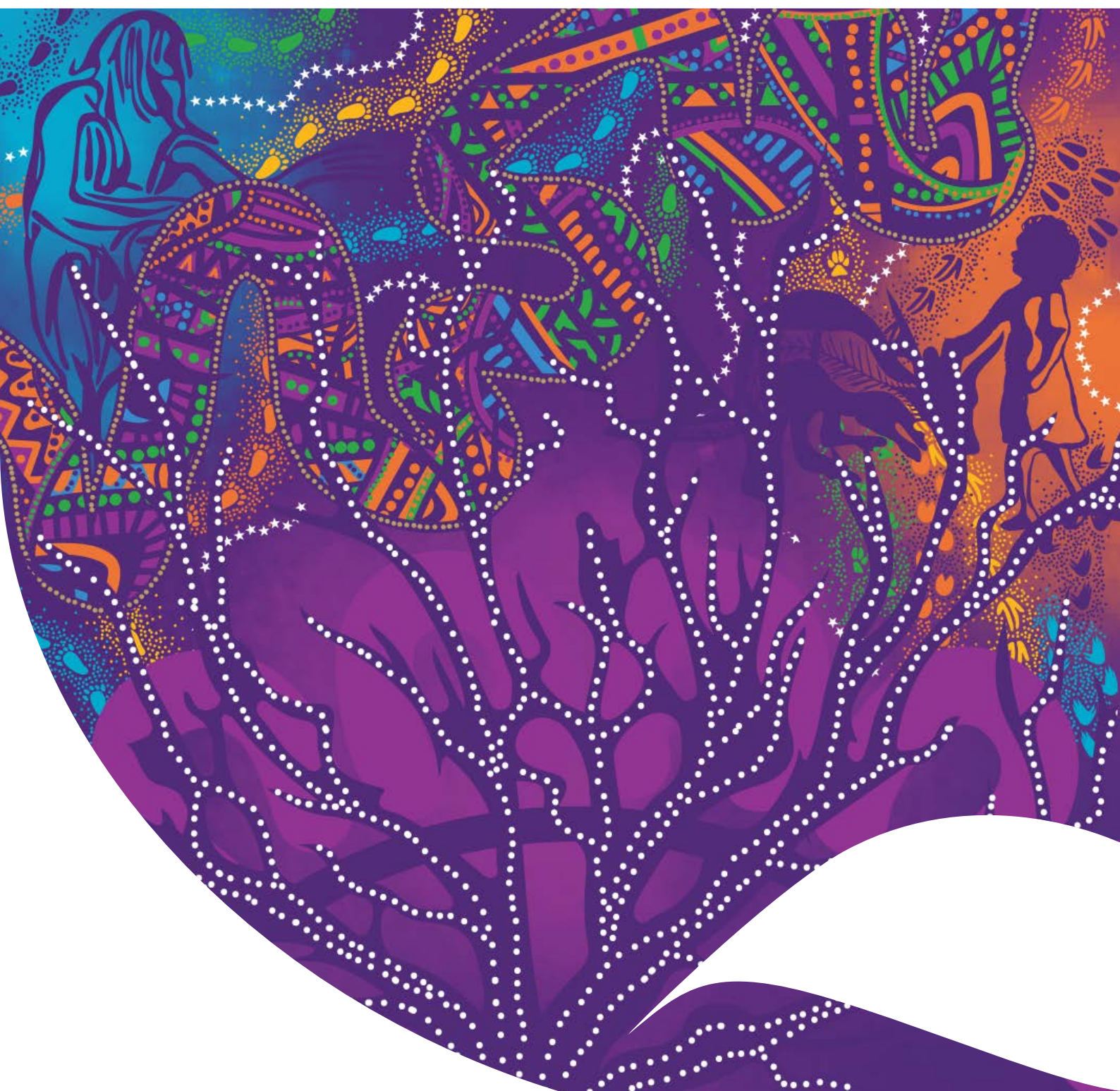


# Aboriginal and Torres Strait Islander Employment Strategy 2019-2022



# 1 Vice-Chancellor's Statement of Commitment to Indigenous Employment



I am delighted to present The University of Queensland Aboriginal and Torres Strait Islander Employment Strategy 2019-2022 (Strategy).

UQ recognises its responsibility for creating employment and career development opportunities for Aboriginal and Torres Strait Islander peoples. This is important work that we must all work together to achieve.

Following the launch of our inaugural Reconciliation Action Plan in 2018, the University has renewed its commitment to developing employment opportunities for Aboriginal and Torres Strait Islander peoples. From the last iteration of the UQ Aboriginal and Torres Strait Islander Employment Strategy we have made some progress, but it is not enough. UQ has committed to a three percent target for Aboriginal and Torres Strait Islander employment and the implementation of the Strategy will support the University to achieve this target. Creating opportunities for Aboriginal and Torres Strait Islander employment and career development is crucial to the work of the University and we must take bold actions to attract, retain and develop Aboriginal and Torres Strait Islander staff at UQ.

An important part of Reconciliation is recognising the structural and social barriers that exist for Aboriginal and Torres Strait Islander peoples in our communities. It is imperative that we continue to work hard to remove these

barriers to create a culturally safe environment, meaningful employment and career opportunities for Aboriginal and Torres Strait Islander peoples.

The Strategy aims to position UQ as an employer of choice for Aboriginal and Torres Strait Islander peoples, and is built upon three key themes: Grow, Develop and Respect. The Strategy concentrates on developing pathways for academic careers and career development for Aboriginal and Torres Strait Islander peoples to increase the number of Aboriginal and Torres Strait Islander peoples in senior roles at the University. The Strategy also includes a new focus on creating sustainable opportunities for UQs Aboriginal and Torres Strait Islander students to contribute to the development of future academic and professional staff who may join our community.

The Strategy embodies one of UQ's core values, Mutual Respect and Diversity, and I can not emphasise the importance of the Strategy and its aims enough. Aboriginal and Torres Strait Islander employment is crucial to the success of the University and I implore all staff, particularly the identified responsible officers in the Strategy, to enact the principles and aims of the Strategy in all University business.

**Professor Peter Høj AC**  
**Vice-Chancellor and President**

Cover artwork and Brisbane River elements from *A Guidance Through Time* by **Casey Coolwell and Kyra Mancktelow**





## 2 Context

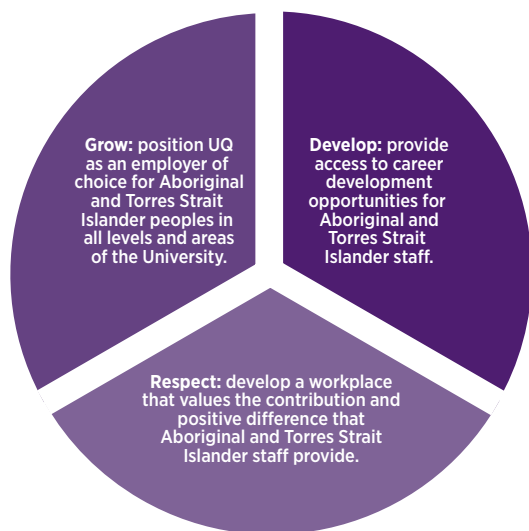
The University of Queensland Aboriginal and Torres Strait Islander Employment Strategy 2019-2022 (the Strategy) should be implemented in conjunction with:

- The University of Queensland Strategic Plan 2018-2021;
- The University of Queensland Reconciliation Action Plan 2019-2022; and
- The University of Queensland Workplace Diversity and Inclusion Strategy 2019-2022 ; and

The Strategy is also aligned with The University of Queensland Enterprise Agreement 2018-2021 and the Indigenous Student Success Program Guidelines provided by the Department of Prime Minister and Cabinet.

### 2.1 Aim

The overarching aim of the Strategy is to increase the representation of Aboriginal and Torres Strait Islander peoples employed at UQ to reinforce UQ's status as one of Australia's most inclusive and capable universities. This is in recognition of the contribution Aboriginal and Torres Strait Islander peoples bring to the organisation, such as Indigenous ways of knowing, building a diverse culture and representation of views. This aim will be realised by the achievement of actions across three key themes: Grow, Develop, Respect.



**Figure 1: overview of the themes of the UQ Aboriginal and Torres Strait Islander Employment Strategy 2019-2022**

The actions developed to achieve these three themes will be coordinated under the UQ 6A's Inclusion framework as outlined in The University of Queensland Workplace Diversity and Inclusion Strategy 2019-2022.

### 2.2 Guiding principles

The development and implementation of the Strategy is guided by the following principles:

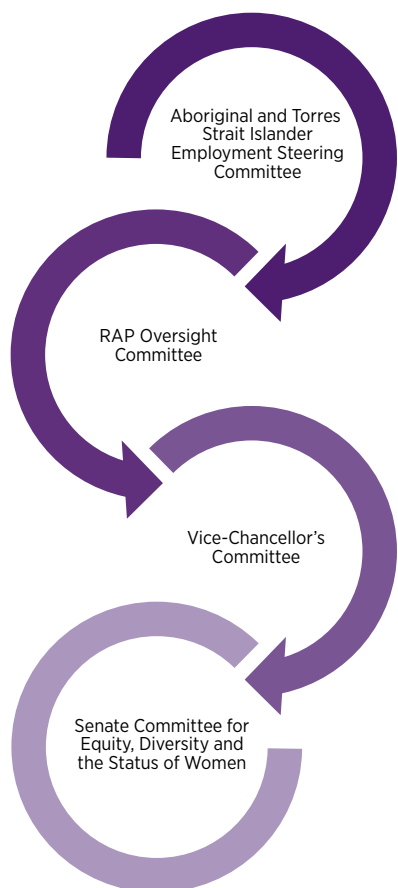
- Employment programs, policies and initiatives must be designed and implemented with the full and direct participation of, and/or leadership by, Aboriginal and Torres Strait Islander peoples. This principle is fundamental to our future success.
- Aboriginal and Torres Strait Islander employment is everyone's business; all members of staff are accountable and responsible, with supervisors, managers and University leaders holding particular responsibilities that are detailed in the Strategy.
- Visible leadership commitment to Aboriginal and Torres Strait Islander employment, enacted by courage, innovation, action and change, is vital to the success of the organisation.
- Significant and sustainable change has not, and will not, occur without intervention. The success of this change is predicated by the provision of adequate resources, staffing and leadership engagement and support.
- Mutual respect and cultural diversity are core values of the University and must be applied to all University business.
- Recognition that intersectionality is crucial to the success of positive social change for all people.
- Change cannot occur in isolation and UQ needs to leverage from the significant ongoing efforts of other organisations and share our own efforts, understanding and knowledge with the wider Australian community.

# 3 Governance and reporting

The Strategy outlines key responsibilities and stakeholders for the implementation of the Strategy. Identified stakeholders are to report annual progress against the plan to the Aboriginal and Torres Strait Islander Employment Steering Committee, each December, through Workplace Diversity and Inclusion. Annual reporting will be conducted to conjunction with UQ's RAP, and included in the University annual planning cycle.

UQ leaders at the Faculties, Institutes and Schools level are responsible for embedding the principles and actions of this strategy into operational plans, KPIs and annual reporting frameworks to measure success and aim to meet the 3% or 25 Aboriginal and Torres Strait Islander academic (FTE) and 100 Aboriginal and Torres Strait Islander professional (FTE) staff by 2022.

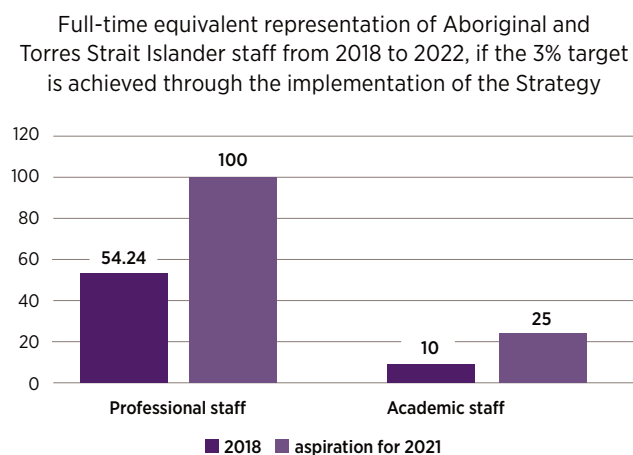
The Chair of the Aboriginal and Torres Strait Islander Employment Steering Committee will present the report in accordance with the governance structure outlined in the Strategy (Figure 2).



**Figure 2: Governance structure for the Aboriginal and Torres Strait Islander Employment Strategy 2019-2022**

## 3.1 Key performance indicators

The Strategy seeks to achieve three per cent Aboriginal and Torres Strait Islander staff representation, (full-time equivalent (FTE)) in professional, academic and leadership roles, as reflected in the UQ's Enterprise Agreement (EA) 2018-2022. The EA provides further guidance regarding numerical representation targets as follows: 25 Aboriginal and Torres Strait Islander academics FTE and 100 Aboriginal and Torres Strait Islander professional FTE staff employed at UQ by June 2022.



**Figure 3 depicts the current and aspirational representation of Aboriginal and Torres Strait Islander staff at UQ, based on a data snapshot from 31 March 2018.**

The Strategy seeks to achieve this target through:

- developing a culturally safe and inclusive workplace for Aboriginal and Torres Strait Islander staff, where their knowledges can be contributed to the betterment of UQ;
- delivery of evidence-based, best-practice and innovative attraction, recruitment, development, progression and retention strategies which position UQ as an employer of choice for Indigenous peoples; and
- the vision and leadership provided by the senior leadership team; supported by clear accountabilities, key performance indicators and expert leadership from the Pro-Vice-Chancellor (Indigenous Engagement).

All UQ staff, in particular senior leaders, are responsible for contributing to the achievement of these key performance indicators through the implementation of this strategy.

# 4 Action plan



The action plan is structured using the 6A Inclusion Framework and the Strategy themes. Figure 4 provides an overview of the structure of the plan.

**Figure 4: Structure of the Action Plan**

<b>GROW</b> <ul style="list-style-type: none"> <li>• Attraction</li> <li>• Access</li> </ul>	<b>DEVELOP</b> <ul style="list-style-type: none"> <li>• Advancement</li> </ul>
<b>Respect</b> <ul style="list-style-type: none"> <li>• Awareness and Alliance</li> <li>• Accountability</li> </ul>	

Table 1 provides an overview of the 6A Inclusion Framework.

**Table 1: UQ's 6A Inclusion Framework**

<b>ATTRACTION</b>	How do we position UQ as an employer of choice for diverse groups?
<b>ADVANCEMENT</b>	How do we provide development opportunities to diverse staff to support their career progression?
<b>AWARENESS</b>	How do we educate and raise awareness about diversity and inclusion at UQ to create a safe and respectful workplace?
<b>ACCESS</b>	How do we remove and mitigate barriers and challenges to provide equal access to employment opportunities?
<b>ALLIANCE</b>	How do we bring together diverse groups of people to create a sense of community?
<b>ACCOUNTABILITY</b>	How do we monitor and measure our progress towards our goals?



## Attraction

Action item	Responsible stakeholders	Timeline	Measure of success	
1.1	Develop a new webpage for Aboriginal and Torres Strait Islander recruitment that promotes UQ as an employer of choice for Aboriginal and Torres Strait Islander peoples.	CHRO, WD&I	December 2019	Webpage is developed and in place.
1.2	Develop a talent identification process to identify excellent candidates from other industries and attract them to UQ.	CHRO	December 2022	Proposed process is presented to the VCC, which may then be implemented to be adopted by the UQ community.
1.3	Ensure UQ has a presence at career markets/exhibitions and other relevant major local and national Indigenous careers and education fairs and events.	CHRO	Length of plan	UQ has representation at least one career market/exhibition each year.
1.4	Encourage higher numbers of Aboriginal and Torres Strait Islander applicants to apply for UQ positions by advertising all vacancies in Indigenous media outlets.*	CHRO, Hiring Managers	Length of plan	All vacancies are advertised in Indigenous media including internal Indigenous staff networks, Koori Mail, National Indigenous Times and Torres News.
1.5	Encourage work areas to consider Honorary and Adjunct Titles to attract Indigenous talent to UQ, with an intent towards creating continuing employment opportunities.	PVCIE, Provost, Executive Deans and Institute Directors	Length of plan	At least one of the Indigenous peoples offered an Honorary or Adjunct is retained in a continuing or fixed term basis by the end of the plan.
1.6	Host a national conference to showcase the diverse employment opportunities across UQ, inclusive of promoting UQ as a culturally safe place to work for Aboriginal and Torres Strait Islander peoples.	PVCIE, WD&I	December 2022	At least one conference held with national attendance.
1.7	Enhance and streamline the UQ Temps process for Aboriginal and Torres Strait Islander candidates.	WD&I	June 2020	Revised process is in place.
1.8	Strengthen internal and external, local and national, networks and partnerships to attract more Aboriginal and Torres Strait Islander applicants.	PVCIE, WD&I	Length of plan	UQ has formalised partnerships or network agreements with at least two organisations or networks that can be used in recruitment practices.
1.9	Provide workshops and online information resources about working at UQ to target potential applicants internal and external to the University such as: <ul style="list-style-type: none"> <li>information session about how to be an academic and what the career involves;</li> <li>how to apply for roles at UQ (professional and academic processes); and</li> <li>diverse careers available at UQ.</li> </ul>	PVCIE, CHRO, WD&I	March 2020 Length of plan	At least two workshops are held each year with at least 20 attendees each year.

# Advancement

	Action item	Responsible stakeholders	Timeline	Measure of success
2.1	Investigate process to create career development pathways for current Indigenous staff.	PVCIE, CHRO, WD&I	December 2021	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
2.2	Identify high performing Aboriginal and Torres Strait Islander undergraduate students and commence career conversations about different academic career pathways available.	Executive Deans and Institute Directors, ATSIIS Unit	Length of plan	10 per cent of Indigenous HDR students identify that they chose to commence further studies due to support from School/Faculty/Institute.
2.3	Establish, and fund, an annual seminar that attracts HDR students from across Australia and provides them with an opportunity to showcase their research and receive feedback/coaching from UQ academics.	PVCIE, Executive Deans and Institute Directors, Dean, Graduate School	December 2019	HDR research seminar is hosted annually, with representatives attending from at least two other states. At least two seminars are hosted over the life of the plan.
2.4	Establish an academic career-coaching program for Aboriginal and Torres Strait Islander staff.	PVCIE, Executive Deans and Institute Directors	June 2020	Program is established and implemented, with at least 50 per cent of Indigenous academics participating in the program by end of the plan.
2.5	Investigate educational opportunities for staff supported by UQ, such as fee-waived graduate certificates.	CHRO, OLD	December 2022	Proposed initiative/s is presented to the VC, which may then be implemented to be adopted by the UQ community.
2.6	Develop leadership pathway programs for academic and professional staff to provide culturally appropriate leadership development opportunities at all levels.	CHRO, OLD and WD&I	December 2021	A professional and academic program is developed and at least six staff have completed the programs.
2.7	Investigate institutional support for Aboriginal and Torres Strait Islander staff to participate in professional development on their own Traditional Country or other appropriate Country through other mechanisms.*	PVCIE, CHRO	June 2021	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
2.8	Investigate potential for secondment opportunities at UQ for internal and external candidates.	CHRO	December 2019	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
2.9	Establish an Indigenous national research seminar to showcase research initiatives to industry and other relevant stakeholders.*	DVCR, PVCIE	December 2020	Research seminar is hosted and at least two seminars are hosted over the life of the plan.





2017 RAP Steering Committee members discussing points of interest: David Corporal, Tionne Seden, Gaja Kerry Charlton, Walter Waia, Lynnell Angus and Professor Peter Høj.

## Awareness and Alliance

Action item	Responsible stakeholders	Timeline	Measure of success
<b>3.1</b> Investigate process to create career development pathways for current Indigenous staff.	PVCIE, CHRO, WD&I	December 2021	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
<b>3.2</b> Develop a guide for working with and supporting Indigenous staff at UQ.	WD&I	June 2019	Guide is developed and made available to all UQ staff.
<b>3.3</b> Develop a better understanding of Indigenous staff experiences and aspirations at UQ.*	PVCIE, CHRO	Length of plan	At least two staff engagement initiatives are held to capture Indigenous staff experiences. Feedback is analysed to understand and address issues/opportunities identified.
<b>3.4</b> Include information about UQ's values, Reconciliation Action Plan and Aboriginal and Torres Strait Islander Staff Network in all staff inductions.	CHRO	December 2019	Information is included in standard induction package provided by HR staff to all new staff.
		Ongoing for length of plan	Information is communicated to all new staff during induction processes.
<b>3.5</b> Develop a guide for hiring managers and HR staff on best practice recruitment of Indigenous peoples.	CHRO	June 2020	Guide is developed and in place.
<b>3.6</b> Provide advice to hiring managers to assist them to attract Indigenous candidates, including advice related to: <ul style="list-style-type: none"> <li>developing job advertisements and position descriptions that attract Aboriginal and Torres Strait Islander applicants,</li> <li>advertisement channels; and</li> <li>interview techniques.</li> </ul>	CHRO, WD&I	Length of plan	WD&I engage with Faculties/Institutes and Central Areas at least annually to provide information and advice.
<b>3.7</b> Promote opportunities for development to the Aboriginal and Torres Strait Islander Staff Network.*	WD&I	Length of plan	At least four opportunities are shared with the Network each year.
<b>3.8</b> Continue to strengthen the Aboriginal and Torres Strait Islander Staff Network.	WD&I	Length of plan	At least four Network events are held each year with at least 15 attendees each year for the length of the plan.
<b>3.9</b> Encourage staff to self-identify their Aboriginal and Torres Strait Islander heritage on the Human Resources Information System (HRIS) to enable more accurate data on true representation.*	PVCIE, CHRO	Length of plan	Decrease number of staff who haven't provided input information in the in the Aboriginal and Torres Strait Islander section of the HRIS by 20 per cent.



## Access

	Action item	Responsible stakeholders	Timeline	Measure of success
4.1	Review recruitment and selection policy and processes to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in UQ's workplace.*	CHRO	December 2019	Recruitment and selection policy and processes are reviewed and implemented.
4.2	Encourage work areas to appropriately use identified positions in accordance with the Identified Positions Procedure.*	PVCIE, CHRO	Length of plan	Identified positions are used outside of Human Resources, Aboriginal and Torres Strait Islander Studies Unit and POCHÉ.
4.3	Develop a proposal for external Aboriginal and Torres Strait Islander candidates to be exempt from the Recruitment by Exception Strategy to allow external Aboriginal and Torres Strait Islander candidates to apply for all internal roles.*	CHRO	June 2019	Proposed approach is presented to the COO, which may then be implemented by the UQ community.
4.4	Investigate opportunities for creating an order of merit list for Aboriginal and Torres Strait Islander candidates for roles across the University that prioritises Aboriginal and Torres Strait Islander candidates.	PVCIE, CHRO	December 2022	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
4.5	Investigate a progressive permanency initiative to support Indigenous academics on fixed-term contracts to move to more stable employment.	PVCIE, Provost, CHRO	December 2022	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
4.6	Develop an Aboriginal and Torres Strait Islander Fellowship program for early career academics, including those completing HDR.*	PVCIE, DVCR, WD&I, Dean Graduate School	December 2021	A sustainable fellowship program is in place.
4.7	Develop an Aboriginal and Torres Strait Islander Research Fellowship program to support the career progression of Aboriginal and Torres Strait Islander mid-career academics.*	PVCIE, DVCR, WD&I	December 2021	A sustainable fellowship program is in place.
4.8	Investigate the potential for Aboriginal and Torres Strait Islander paid internships for students to be offered at UQ.	WD&I, ATSSIS Unit, Student Employability Centre	December 2020	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
4.9	Investigate the potential for Aboriginal and Torres Strait Islander cadetships and apprenticeships in relevant work areas, such as lab technicians, trades, workshops etc.	WD&I, Deputy Vice-Chancellor (Research), Director, Property and Facilities, Executive Deans/Institute Directors	December 2021	Proposed approach is presented to the VCC, which may then be implemented to be adopted by the UQ community.
4.10	Administer and manage the Aboriginal and Torres Strait Islander trainee program.*	WD&I	Each year of plan	Trainee program is delivered each year with majority of trainees and supervisors reporting a good experience in the evaluation survey.
4.11	Develop, implement and manage the Aboriginal and Torres Strait Islander graduate employment program.*	WD&I	Launched in March 2019	Graduate program is developed and at least 10 graduates have completed the program by the end of the plan.
4.12	Provide leave to enable staff to participate in NAIDOC week and other days of cultural significance, in accordance with the relevant Leave Policy and Procedures.*	Chief Human Resources Officer (CHRO)	March 2019	Recommendations from review are provided to VCC, which may then be implemented to be adopted by the UQ community

## Accountability

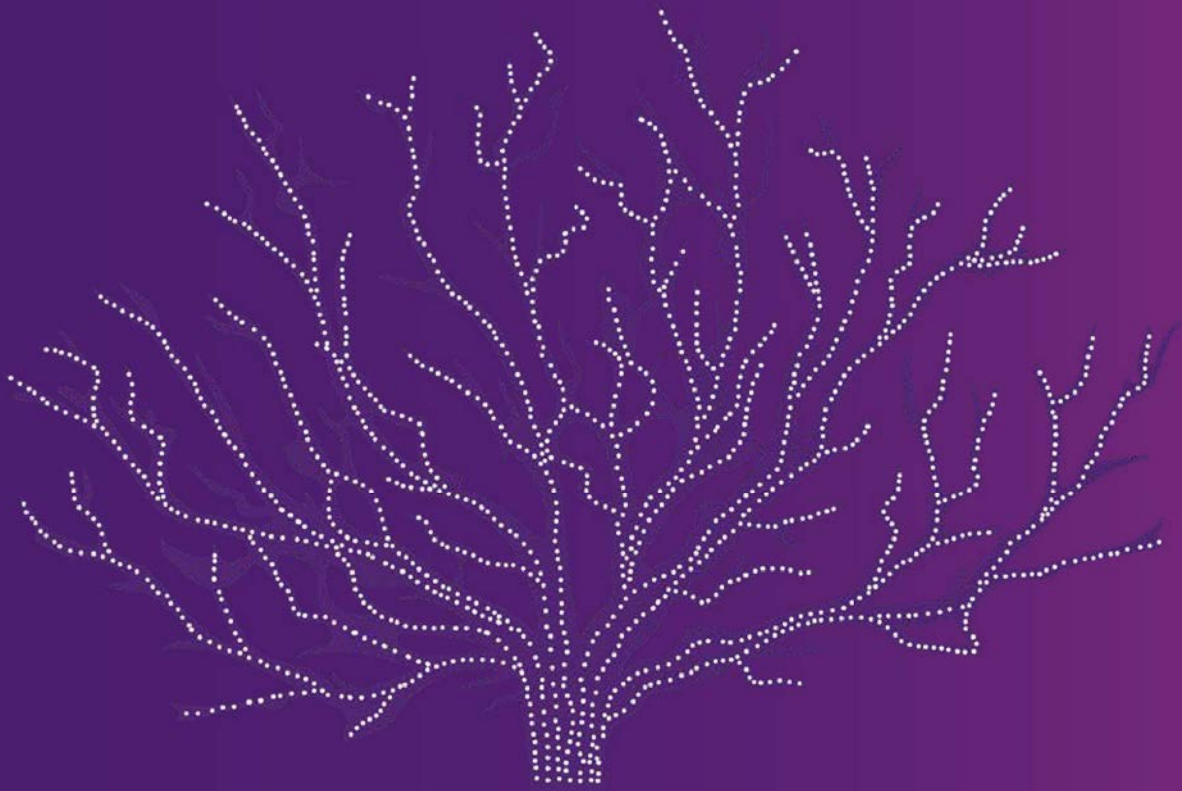
	Action item	Responsible stakeholders	Timeline	Measure of success
5.1	Deliver bi-annual diversity dashboards and reports to Executive Deans, Institute Directors and Directors of Central Areas addressing Indigenous employment data and any recommendations on how to increase diversity in their area.*	WD&I	Bi-annually for length of plan	Executive Deans, Institute Directors and Directors of Central Areas are provided with Indigenous employment data for their portfolio, broken down by organisational unit as appropriate, as part of the bi-annual diversity data.
5.2	Embed employment opportunities into future Indigenous alumni engagement initiatives.*	PVCIE, WD&I, Director Advancement	December 2021	At least one Indigenous-employment-focused initiative is embedded in alumni engagement initiatives.
5.3	Deliver an annual report to Senate (through VCC) on whole-of-UQ achievement against the Aboriginal and Torres Strait Islander Employment Strategy, with input from all Faculties and Institutes.	WD&I, all responsible stakeholders	Annually	Annual report tabled at VCC, Senate and made available to the UQ community.
5.4	Faculties, Institutes and Central Areas to deliver an annual plan for increasing Indigenous staff representation; success against plans is to be reported annually (Dec) and tabled at Senate within the whole-of-UQ report.	Executive Deans, Institute Directors and Directors of Central Areas	Annually	Annual reports tabled at VCC, Senate and made available to the UQ Community
5.5	Ensure cooperation and alignment between ATSSIS Unit, Workplace Diversity and Inclusion, Reconciliation Action Plan processes and other relevant initiatives.	WD&I, PVCIE, Director ATSSIS Unit	Length of plan	Monthly meetings held between key stakeholders.

\*= actions that are reflected in the RAP.



THE UNIVERSITY  
OF QUEENSLAND  
AUSTRALIA

CREATE CHANGE



The Jacaranda tree is a significant representation of UQ and the tree of life and sharing of knowledge.

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