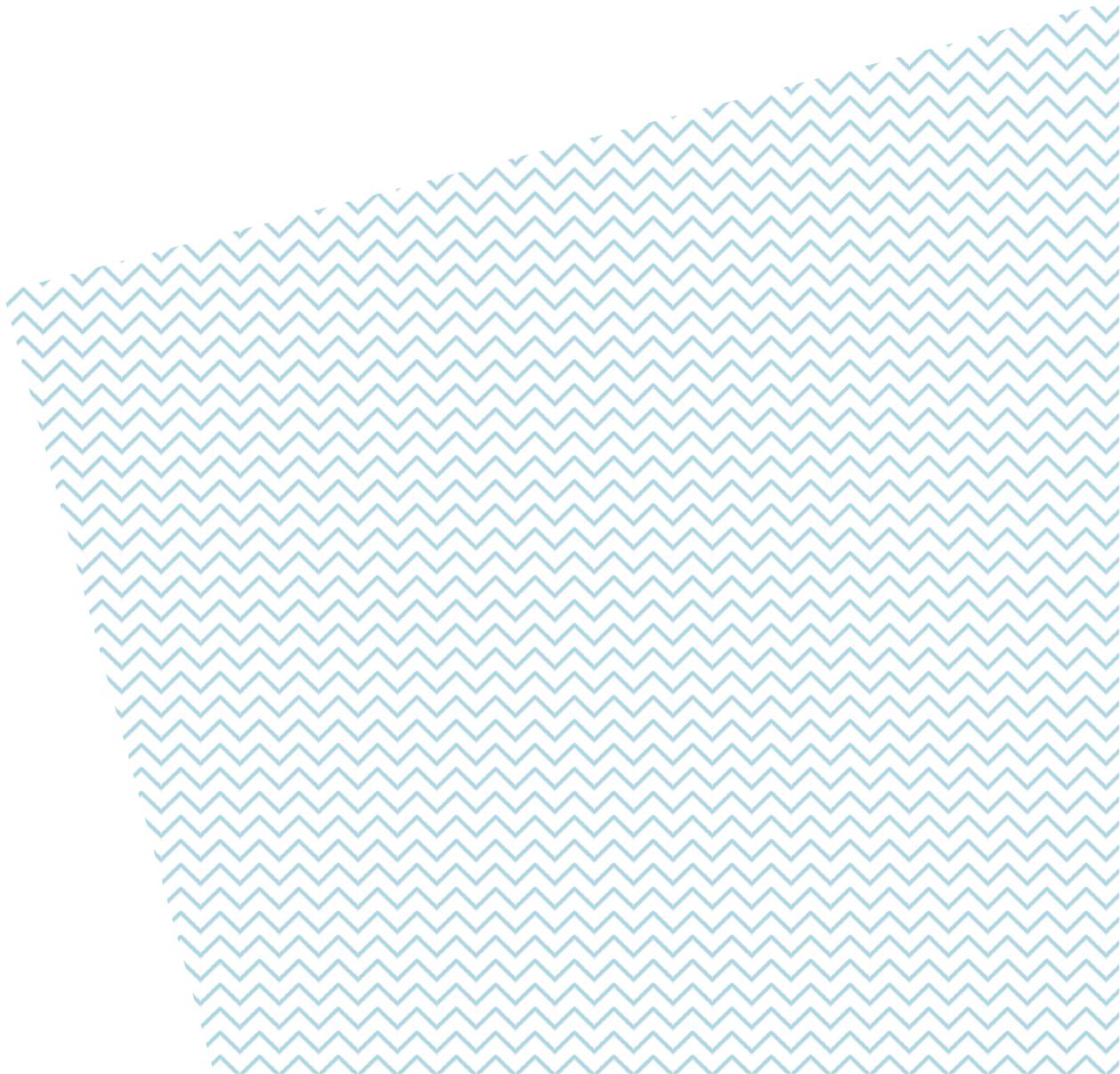




The University of Melbourne Indigenous Employment Framework 2018-2021



FOREWORD

Foreword from the Vice Chancellor and Executive Director, Human Resources

I am pleased to endorse the University of Melbourne's Indigenous Employment Framework (IEF) 2018-2021. The IEF is the University's key policy driver for the advancement of Indigenous staff recruitment and retention. It is supported by our Reconciliation Action Plan and Growing Esteem Strategy 2015-2020, and is structured to align with the University's diversity and inclusion implementation plan.

This third iteration of the Framework builds on earlier recruitment successes by focusing on diversification strategies and the provision of career development opportunities. Since 2010 the number of Indigenous employees at the University has grown from 27 to over 95. This is the result of several initiatives that have been implemented and consolidated in the two previous IEFs. These initiatives have now become core programs that will underpin the success of the IEF 2018 – 2021, which seeks to extend the reach and impact of our strategies by prioritising Indigenous academic appointments, supporting the development and progression of Indigenous staff and expanding our Indigenous workforce across all levels.

My thanks to the University community for their commitment to the ambitious targets in the IEF 2018 – 2021. I look forward to your continued support as we work to create a diverse and inclusive University community.

Glyn Davis

Vice-Chancellor

The University of Melbourne

I wish to acknowledge the work of others across the University that has brought us to this stage of maturing the University of Melbourne's Indigenous Employment Framework. The 2018 -2021 IEF sets out our commitment and a critical portfolio of actions that will provide a clear pathway to achieving employment parity across all levels of our workforce. In partnership with the Murrup Barak team, the Human Resources leadership team are committed to the delivery of the goals and initiatives set out in the IEF plan with the support of the University community.

Sally Eastoe

Executive Director, Human Resources

The University of Melbourne

OUR PURPOSE

The University of Melbourne is committed to being one of the world's finest universities, aiming to unite exceptional people in endeavours which enrich and transform Australian and global society.

Key to this aim is the University's Reconciliation Action Plan (RAP) 2018-2020, our third RAP, which recognises the Australian imperative for reconciliation—a holistic, inclusive and two-way relationship between Indigenous and non-Indigenous Australians based on mutual responsibility and respect. It is from this basis that we aim to lead in the higher education sector by being an Australian exemplar, recognising and embedding this relationship in our core business as educators, scholars and as an employer.

Indigenous student participation at the University has climbed since the first RAP in 2011 from 174 to 268 in 2016, with efforts to increase participation to continue. However, ensuring fair opportunities for access to higher education is only one part of our responsibility as educators. The "Melbourne Graduate" demonstrates *Active Citizenship*, including both an understanding of and a deep respect for Indigenous knowledge, culture and values—insight which is taken with them into wider society. In our research pursuits, our Research at Melbourne strategy poses three Grand Challenges: to understand our place and purpose; to foster health and wellbeing; and to support sustainability and resilience. The Indigenous researcher lens is critical to tackling these challenges.

In order to deliver on our graduate attributes for our 60,000-strong student cohort and to effectively pursue our Research Grand Challenges, the University must have the right workforce to shape its curriculum, to provide a historically and culturally rich learning and research environment, and to actively engage with our students in research and scholarship.

The implementation of the University's first two RAPs and IEFs with clear actions to grow the University's Indigenous workforce have yielded promising success, with total Indigenous staff numbers rising by over 250% from 2010 to 2016. This success to date is to be celebrated, however, an analysis of staff employment shows gains predominantly in one category: professional staff, and typically at entry levels. This does not meet the goals we set for ourselves in our core business. The task of recruiting Indigenous staff to academic positions as well as to senior professional roles across the institution remains a challenge.

Through the University's third Indigenous Employment Framework the institution aims to build on the success of previous recruitment strategies to focus upon the diversification of our Indigenous workforce, particularly in increasing our Indigenous academic cohort and senior Indigenous professional staff. The IEF sets out key goals, strategies and targets for advancing the employment of Aboriginal and Torres Strait Islander staff.

OUR TARGETS

The University aims to employ Indigenous staff in proportion to their representation in the Australian population (3%) by 2021. This is an ambitious challenge which is further compounded when we articulate the need for genuine, equal representation at the University which spans all levels and functions of employment. To this end, the University aims to shape an Indigenous workforce in which, by 2025,

- the academic to professional staff ratio is equal to that for the non-Indigenous academic workforce, and
- the ratio of the number of Professional Staff Classification 8 and above to the number at Professional Staff Classification 7 and below is the same as that for the non-Indigenous professional workforce.

OUR PRIORITIES

To meet our targets in building our Indigenous workforce, we focus on three key areas: Recruitment, Career Support and Employment Partnerships. These priorities mobilise our staff and focus resources towards the critical imperatives of the University's diversity and inclusion strategy to broaden the depth and scale of our Indigenous employment.

Recruitment of Indigenous Staff

- Supporting early career academic transition and pathways for Indigenous PhD students and post-doctoral fellows.
- Recruitment of exceptional Indigenous researchers Australia-wide.
- Appointment of Indigenous staff to senior professional roles.
- Maintaining our outstanding Indigenous professional staff recruitment strategies and initiatives.

There are two main pathways to Indigenous recruitment: recruiting exceptional staff in and nurturing the Indigenous workforce of the future.

In the academic domain, our small cohort of Indigenous Masters by Research students and PhD students form an as yet strategically untapped pipeline for Indigenous academic employment. This pipeline is not limited to Melbourne but exists in universities Australia-wide, and initiatives to explore these opportunities to recruit and attract early career academics will be pursued.

Beyond the early career academic level lies the challenge of appointing Indigenous senior academic staff. Recent efforts to attract and recognise exceptional academic staff University-wide has included the creation of prominent positions such as high-profile professorial chairs. The University will seek to create one or more Indigenous professorial chair appointments over the period of this IEF.

For professional staff, recruitment strategies from previous IEFs will continue including the highly successful Melbourne Indigenous Professional Employment Program which has recruited over 80% of program graduates to employment positions at the University. Further initiatives appoint Indigenous staff to senior roles will include establishment of 'Indigenous-applicant only' positions, and exploration of secondments from external organisations.

Supporting Indigenous Careers

- Providing professional and leadership development for Indigenous academic careers
- Targeted development opportunities for Indigenous professional staff to support competitive application for senior professional roles.
- Facilitating mentoring for Indigenous Staff.

Targeted actions can support the success and retention of our Indigenous staff. Professional and leadership development is currently a key priority for academic staff University-wide and particular effort to develop and provide culturally appropriate, relevant programs for Indigenous staff will support Indigenous academic staff success. Indigenous professional staff can similarly benefit from strong development programs, including the establishment of a secondment program which will facilitate skills exchange and development. A secondment program would also propagate the Indigenous staff recruitment success of teams such as Murrup Barak and the Academy of Sport, Health and Education (ASHE) into other areas of the University. The final career support priority recognises the benefit of having mentoring opportunities at all stages of a career either in receiving or providing mentorship and Indigenous staff will be prioritised in the University's work in academic mentorship.

Partnering Opportunities

- Establish and maintain partnerships to create opportunities for co-employment.

Introduced as a new appointment type in 2015, the University's Enterprise Professors facilitate and recognise the appointment of industry leaders and experts at the University. This IEF prioritises similar partnerships with external organisations to create opportunities for co-employment of exceptional and expert Indigenous staff at the University.

BUILDING UPON IEF SUCCESS

This third IEF has raised the bar for the University's employment aims, but we recognise, re-affirm and continue to implement the successful strategies for Indigenous employment outlined in the previous IEFs.

- Ensure all targeted positions, job descriptions and selection criteria are designed to attract Indigenous applicants.
- Promote suitable positions in the Indigenous press and through Indigenous Australian community mailing lists.
- Provide application and interview preparation support for Indigenous applicants.
- Ensure selection panels for Indigenous positions include Indigenous staff and ensure diverse representation of our Academic and Professional staff cohort, where appropriate.

FURTHER READING

The University of Melbourne Reconciliation Action Plan:

<http://about.unimelb.edu.au/strategy-and-leadership/reconciliation/action-plan>

Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander People:

<https://www.education.gov.au/review-higher-education-access-and-outcomes-aboriginal-and-torres-strait-islander-people>

National Indigenous Higher Education Workforce Strategy (NIHEWS):

<https://docs.education.gov.au/documents/national-indigenous-higher-education-workforce-strategy-0>

Closing the Gap—Prime Minister's Report:

<http://closingthegap.pmc.gov.au/>

Indigenous Employment at the University of Melbourne – A guide to Indigenous employment for recruiters and supervisors of Indigenous Australians

<http://murrupbarak.unimelb.edu.au/employment/employment-resources>

Universities Australia Indigenous Strategy 2017-2020:

<https://www.universitiesaustralia.edu.au/ArticleDocuments/212/FINAL%20Indigenous%20Strategy.pdf.aspx>

CONTACTS

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Appendix 1: Implementation Plan

This implementation plan lists key actions for each IEF priority, detailing strategic and operational areas of responsibility as well as resourcing requirements.

New Activity

Priority	Actions / Initiatives	Strategic Responsibility	Operational Responsibility
Recruitment			
Supporting academic transition and early career academic pathways for Indigenous RHD students and post-doctoral fellows.	Review the Professional Certificate of Indigenous Leadership and Research.	MCSHE	MCSHE, RTAC, in consultation with IGSA, Poche Centre
	Reserve one McKenzie Fellowship to be awarded only to an Indigenous applicant.	PVC Graduate Research	RIC and Academic Divisions
	Offer academic teaching opportunities for the Indigenous RHD cohort.	PVC Graduate Research PVC Teaching and Learning	Academic divisions, reporting to RTAC
Recruitment of exceptional Indigenous researchers Australia-wide.	Create a high profile Indigenous chair position. ¹	Provost DVC Research	Deans
	Integrate establishment of Indigenous Academic positions into faculty research plans.	Provost PVC Indigenous	Deans, CADRe, PVC Research Capability
Appointment of Indigenous staff to senior professional roles.	Audit of senior professional roles for secondment opportunities	Chancellery HR	HR Managers
	Directly appoint exceptional staff where appropriate	Chancellery HR	HR Managers, Budget Division Heads
	Offer flexible secondment-in opportunities to Indigenous staff in external organisations	Chancellery HR	Murrup Barak, Line Managers
Maintaining our outstanding professional staff recruitment strategies and initiatives.	Continue to monitor and improve the Melbourne Indigenous Professional Employment Program (MIPEP)	Chancellery HR	Murrup Barak
	Commit to the ongoing employment of MIPEP graduates	Chancellery HR	Murrup Barak

¹ This initiative will require additional resourcing.

Priority	Actions / Initiatives	Strategic Responsibility	Operational Responsibility
	Reserve at least 2 positions annually for Indigenous graduates in the University's Melbourne Graduate Program	PVC Indigenous	Chancellery HR, Capability Development, FES
Career Support			
Providing Professional and Leadership Development for Indigenous academic careers	Prioritise and target Indigenous Academics for leadership and research development programs	DVC Academic PVC Indigenous	Deans, Associate Deans, Supervisors
	Increase support for and application rates to ARC Discovery Projects – Indigenous, Discovery Australian Aboriginal and Torres Strait Islander Award (DAATSIA) and other Indigenous Research funding opportunities.	Chancellery Research	Academic Divisions RIC
Providing Professional and Leadership Development for Indigenous academic careers	Promote the use of SSP for Indigenous Academic Staff	DVC (Academic)	HR Managers
Targeted development opportunities for Indigenous professional staff to support competitive application for senior professional roles.	Promote and facilitate Indigenous Professional Staff secondment	PVC Indigenous	FES Capability Team, HR Managers
	Promote and actively target Indigenous professional staff for the Manager Development Program (MDP) and Senior MDP	PVC Indigenous	FES Capability, HR Managers
Facilitating mentoring for Indigenous staff.	Prioritise Indigenous staff in University mentoring initiatives	Chancellery HR	Murrup Barak
Employment Partnerships			
Establish and maintain partnerships to create opportunities for co-employment	Pursue activities to engage with Indigenous communities and raise awareness of the University and employment opportunities	Chancellery Engagement	Murrup Barak Academic Divisions
Enablers: These actions act as enablers to effectively address the IEF Priorities.			
	Embed responsibility for Indigenous employment and talent management into a University HR role.	Chancellery HR	Chancellery HR
	Develop a marketing and outreach plan for Indigenous Employment.	Chancellery HR	Murrup Barak
	Embed Indigenous recruitment principles into the recruitment policy	Chancellery HR	Murrup Barak, Chancellery HR

Ongoing Activity

Actions and activities from previous IEFs which have demonstrated their positive impact and continue for the period of this IEF are outlined below:

Action	Activity	Strategic Responsibility	Operational Responsibility
Promote suitable positions in the Indigenous press and through Indigenous Australian community mailing lists.	Utilise existing community mailing lists and networks	HR Managers	University Services (FES)
	Recommend best channels to recruiting managers and HR teams		Murrup Barak
	Disseminate information on open positions		
Ensure all targeted positions, job descriptions and selection criteria are designed to attract Indigenous applicants.	MB Indigenous Employment Officer to provide support and advice to Faculty/Division HR teams and assist identify any changes to procedure	Faculty/Division HR Managers	University Services (FES) Murrup Barak
Provide support to Indigenous Australians submitting an application and preparing for an interview.	Develop and embed guidelines in all Faculty/Division HR procedures and IEPs MB Indigenous Employment Officer to provide advice to Faculty/Division HR teams	Faculty/Division HR teams	Murrup Barak
Ensure selection panels for Indigenous positions to include Indigenous staff and represent the diversity of our Academic and Professional staff, where appropriate.	Develop and embed procedures in all faculty/division HR processes	HR Manager	Faculty/Division

Appendix 2: Policy Framework

This Indigenous Employment Framework fits into a broader framework of University policies and documents which embed the aims and goals of reconciliation into all aspects of the business. A summary of these key documents is provided below.

- **The University of Melbourne *Reconciliation Action Plan 2018–2020 (RAP 3)*:** The University's third RAP, an 'Elevate' RAP, progresses the University to a new level of Reconciliation ambition as per the RAP Framework developed by Reconciliation Australia. It outlines the University's commitment to promoting reconciliation between Indigenous and non-Indigenous Australians, and provides the University with a primary platform to underpin and drive its Indigenous agenda.
- **The University of Melbourne *People Strategy 2015-2020*:** This strategy outlines how we will leverage the talents and ambitions of the University's people to realise our ambitions. It takes a long-term view and supports many of the core plans of the University's broader Growing Esteem 2015-2020 strategy.
- **The University of Melbourne *Diversity and Inclusion Implementation Plan 2016-2020*:** This plan sets out the body of work required to deliver on the diversity related goals of the People Strategy, which in turn supports Growing Esteem. These are to embed diversity in all that we do and to enhance governance, management and accountability across five priority areas: representation of women; LGBTIQ employees and inclusion; Indigenous workforce; disability and mental health; and race, ethnicity and cultural diversity.
- **The *Indigenous Employment Plans (IEPs) 2016–2018*:** Academic and Administrative Divisions maintain local Indigenous Employment Plans in alignment with the Indigenous Employment Framework to outline targets over a three-year period as well as aspirational targets to the year 2021.
- **The *Indigenous Outcomes Performance Report*** is compiled annually to track University performance and progress against Indigenous targets, reporting on an extensive range of metrics relating to Indigenous students, staff, teaching and learning and research, together with the educational system performance measures that underpin them.
- **The *2017 Mission-based Compact between The Commonwealth of Australia and The University of Melbourne*:** Entering into a compact is one of the quality and accountability requirements that a higher education provider must meet under the Higher Education Support Act 2003 as a condition of receiving a grant. The purpose of this compact is to provide a strategic framework for the relationship between the Commonwealth and the University. It sets out how the University's mission aligns with the Commonwealth's goals for higher education, research, innovation, skills development, engagement and Aboriginal and Torres Strait Islander access and outcomes.
- ***Research at Melbourne: Ensuring Excellence and Impact to 2025*:** This document outlines the University's research and research training strategy including the Grand Challenges strategy. The importance of an Indigenous research workforce and the Indigenous researcher lens is highlighted in the University's three Grand Challenges: understanding our place and purpose; fostering health and wellbeing; and supporting sustainability and resilience.

