



# 2016-2019 Aboriginal Employment Plan





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## Background

Castlemaine Health developed a 2012-2015 Aboriginal Employment Plan under Karreeta Yirramboi; the Victorian Government's plan to improve public sector employment and career development outcomes for Aboriginal people.

Karreeta Yirramboi spanned a timeline of 2010–2015 and responded to the Council of Australian Government's [National Partnership Agreement on Indigenous Economic Participation](#) and the commitment to halve the gap in employment outcomes between indigenous and non-indigenous people within a decade.

Karreeta Yirramboi set an Aboriginal employment target of one percent for the Victorian Public sector.

Castlemaine Health's 2012-2015 Aboriginal Employment Plan set an objective to achieve this one percent target based on head count and developed an Integrated Implementation Model which ensured the plan addressed four critical areas:

1. Resources – funding, people and infrastructure;
2. Internal – procedure, preparation, ownership and measurement;
3. Development – employment initiatives, training and investment; and
4. Engagement – partnerships, networks and strategic alliances.

In May 2013, the government published [Koolin Balit: Victorian Government Strategic Direction for Aboriginal Health 2012-2022](#). This document conveys the government's commitment to improving the health outcomes for Aboriginal people living in Victoria.

The [Koolin Balit: Aboriginal health workforce plan 2014-2017](#) identifies Victoria's health workforce development priorities.

Castlemaine Health's *2016-2019 Aboriginal Employment Plan* has been developed following a review and evaluation of the *2012-2015 Aboriginal Employment Plan* and bearing in mind the Victorian Government's workforce development priorities.



## Evaluating the 2012-2015 Aboriginal Employment Plan

To determine the requirements of the 2016- 2019 Aboriginal Employment Plan, an internal review process has been completed.

The following internal staff members have contributed to an evaluation of the 2012-2015 Aboriginal Employment Plan:

- Human Resources
- Executive Director of Community Programs
- Executive Director of Nursing
- Health Information Services
- Executive Director of Corporate Services
- Hotel Services Coordinator
- District Nursing Manager
- Manager of Engineering
- Quality Manager

In addition, feedback has been sought from Cultural Advisor and Jaara elder Uncle Rick Nelson and community representative and mentor Kathryn Coff.

Uncle Rick Nelson has worked with the Human Resources team to develop the 2016-2019 plan.

A policy and procedures audit has once again been conducted to determine systemic deficiencies in relation to Aboriginal employees and trainee and apprentice employment.

This essential data established the following broad findings:

- Castlemaine Health needs to utilise strategies to increase awareness of the 2016-2019 Aboriginal Employment Plan
- It is important to develop relationships with other employers and learn from their experiences in implementing Aboriginal Employment Plans
- A dedicated role needs to oversee the implementation of the plan and clear reporting lines need to be established.
- The need to develop career pathways following traineeships
- The need for the plan to be clear and simple with specific actions and accountabilities.

Staff involved in mentoring/supervising the Aboriginal trainee noted the importance of gaining trust and respect, ensuring the trainee has mentors within the community, and the need for clarity around work expectations.



## 2012-2015 Aboriginal Employment Plan progress update

Activity	Key objectives	Progress
Aboriginal Employment Working Group	<ul style="list-style-type: none"> <li>• Establish membership of the group</li> <li>• Determine working group functions and responsibilities</li> <li>• Reporting arrangements</li> </ul>	<p>The Human Resources Manager, Health Information Services Manager and respected community representatives Julie McHale and Kathryn Coff formed an informal working group to provide Castlemaine Health's indigenous trainee with appropriate mentoring and support throughout her traineeship.</p> <p>It has been determined that a dedicated role is required to implement the 2016-2019 plan and this role will establish working groups as required.</p>
Funding	<ul style="list-style-type: none"> <li>• Determine funding methods for Aboriginal Employment Plan</li> </ul>	<p>The Human Resources Department has met with job services agencies to identify available programs.</p> <p>The Aboriginal Liaison/Project Officer will conduct a review of funding sources in 2016.</p> <p>Budget has been allocated for a .2 EFT Aboriginal Project/Liaison Officer to implement the Aboriginal Employment Plan.</p>
Identifying employment and training opportunities	<ul style="list-style-type: none"> <li>• Determine host departments for Aboriginal trainees</li> <li>• Establish occupations/areas throughout Castlemaine Health as targeted Aboriginal employment opportunities</li> </ul>	<p>The Human Resources Department has reviewed Castlemaine Health's recruitment needs/priority areas.</p> <p>It has been identified that Aged Care nursing is a priority area (particularly Endorsed Enrolled Nurses).</p> <p>Areas capable of hosting trainees have also been identified as Engineering (trade roles), and Administration and Allied Health (Allied Health Assistants).</p> <p>Entry level positions have also been identified in Food Services and Environmental Services.</p>



		The Health Information Services Area has hosted a trainee.
Organisational partnerships and training service delivery	<ul style="list-style-type: none"> <li>Establish the required partnerships with local training providers</li> </ul>	<p>Castlemaine Health has restructured its Education department and introduced a Staff Development Coordinator role.</p> <p>The department has established strong working relationships with universities, RTOs and TAFEs.</p>
Mentoring	<ul style="list-style-type: none"> <li>Establish a mentoring program at Castlemaine Health</li> <li>Develop an employment skills program</li> </ul>	<p>Mentoring arrangements were put in place for Aboriginal trainee.</p> <p>Coordinated mentoring program to be established.</p>
Attraction and recruitment	<ul style="list-style-type: none"> <li>Market Castlemaine Health Aboriginal employment opportunities</li> <li>Develop culturally aware selection processes</li> </ul>	<p>Human Resources Department has been advising community representatives of employment opportunities – this communication process needs to be formalised.</p> <p>Castlemaine Health’s website has been updated to include wording to encourage Aboriginal applicants to apply.</p> <p>Further marketing strategies still to be developed.</p>
Cultural awareness	<ul style="list-style-type: none"> <li>Establish a cultural awareness program within Castlemaine Health</li> <li>Cultural recognitions</li> </ul>	<p>Cultural Awareness and Appreciation training sessions have been conducted at Castlemaine Health across two years.</p> <p>A mandatory program is still to be developed in collaboration with the Education Department.</p>
Internal preparation	<ul style="list-style-type: none"> <li>Department and management preparation</li> <li>Reporting and grievance</li> <li>Policy and procedure improvements</li> </ul>	<p>Not commenced.</p> <p>Not commenced.</p> <p>Welcome to Country and Acknowledgement of Country Procedure developed and endorsed by the Board.</p> <p>Other policies to be developed as required.</p>



Program assessment and reporting	<ul style="list-style-type: none"> <li>• Periodic program evaluation</li> <li>• Final assessment</li> </ul>	<p>Evaluation of 2012-2015 plan was conducted internally.</p> <p>Evaluation program to be developed for 2016-2019 plan.</p>
Ongoing support		<p>Aboriginal trainee attended weekly meeting place. This was supported by Castlemaine Health.</p>
Develop partnerships with local schools and education networks		<p>Initial contact details established.</p> <p>Other work not commenced.</p>
Determine SBAT target occupations within Castlemaine Health		<p>Castlemaine Health is working with the local Learn to Work provider to determine SBAT positions.</p>
Determine RTO requirements and relationship with secondary school education		<p>Working with Learn to Work provider.</p>
Establish funding availability for SBAT through ACC		<p>Not available to State Government departments.</p>
Monitoring and communication between stakeholders		<p>Ad hoc meetings took place.</p>
Quarantining positions		<p>Three positions have been budgeted for in 2016.</p>
Investigate providing Indigenous scholarships to Aboriginal medical students		<p>Not commenced.</p>



## Objective and oversight of the 2016-2019 Aboriginal Employment Plan

The objective of this plan is to build on the progress achieved in Castlemaine Health's 2012-2015 Aboriginal Employment Plan as well as the learnings from it and increase employment participation of Aboriginal people at Castlemaine Health (CH) to one percent of total workforce. This target is based on head count and not effective full-time equivalent (EFT).

Through the process of increasing Aboriginal employment participation, greater understanding of cross-cultural requirements will be achieved to develop the environment and systems for long-term Aboriginal participation at the entire Castlemaine Health organisation.

The timeframe for achieving the one percent employment participation target under Koolin Balit is 2019. To achieve the one percent target, this plan intends utilising both State and Federal funding sources to assist Castlemaine Health to minimise financial exposure while creating meaningful training and career opportunities for local Aboriginal people.

Castlemaine Health has recognised the need for a dedicated resource to coordinate the implementation of the plan and is currently advertising to a position of Aboriginal Liaison/Project Officer.

This position will report to the Human Resources Manager who will report to Executive/Board on the progress against the plan.





## Approach

This Aboriginal Employment Plan is designed to provide practical steps to achieve the one percent workforce participation goal. The 2016-2019 plan will continue to utilise the Integrated Implementation model set in the 2012-2015 plan, however, the 2016-2019 plan will have a designated project coordinator to coordinate the implementation and more specific projects and designated timeframes.

The 2016-2019 plan has also been simplified to ensure it can be more effectively implemented and developed in collaboration with the Aboriginal community.

The project coordinator will network within the community and establish partnerships with surrounding organisations.

The 2016-2019 concentrates on establishing career pathways based on skill shortage areas such as Aged Care with the intention of progressing through traineeships into nursing care



## Environment

### *Organisation profile*

Castlemaine Health delivers a diverse range of inpatient, outpatient and outreach services to the Shire of Mount Alexander. This also includes provision of assessment, rehabilitation and allied health services to neighboring shires.

With around 660 employees, Castlemaine Health provides an extensive range of health services to the community of Castlemaine and the surrounding region. With a clear regional focus, the health service's role within the Loddon Mallee Region has developed to meet the needs of a growing population.

In 2014 Castlemaine Health developed a new vision, mission and set of values to underpin all work. It is both a framework that guides the organisation's actions and a firm commitment that Castlemaine Health makes to the community.

Castlemaine Health's vision is 'exceptional care of every person, every time'. Services are delivered to meet clients' goals, wishes and values and encompass the physical, psychosocial, cultural and spiritual dimensions.

Castlemaine Health's mission is to deliver 'a well-run and trusted organisation that engages with the community to provide high quality health services'. This is something the community expects and Castlemaine Health constantly strives to deliver.

Castlemaine Health currently employs one staff member who identifies as Aboriginal. This staff member successfully completed a Traineeship in Business Administration as a result of Castlemaine Health's 2012-2015 Aboriginal Employment Plan and is permanently employed in Administration.

The organisation is however committed to increasing the participation rate of Aboriginal people within the work force to one percent. As a major employer within the Loddon Mallee region, Castlemaine Health has the potential of providing an example to the wider community of best-practice methods of producing meaningful employment and training outcomes to local Aboriginal people.



## ***Aboriginal community***

The traditional land owners and elders in the Castlemaine community are the Dja Dja Wurrung Country, land of the Jarra people.

Castlemaine Health is committed to ensuring Aboriginal and Torres Strait Islander people are treated appropriately according to their cultural needs. Castlemaine Health has the full support of Jarra Elder Uncle Rick Nelson and Kathryn Coff, a role model and mentor for many of the younger members of the Aboriginal community throughout the Castlemaine area.

Uncle Rick Nelson and Kathryn Coff will play an important role in ensuring this Aboriginal Employment Plan is implemented correctly and liaise directly between relevant Castlemaine Health employees and Aboriginal community members.



## Objectives

### *Strategies*

Castlemaine Health will strive towards achieving one percent workforce participation over the duration of the 2016-2019 plan.

Castlemaine Health will continue to use a mixed-employment approach:

- introducing and implementing an Aboriginal Apprenticeship and Traineeship Employment Program
- introducing School-based Apprenticeships and Traineeships
- additional employment strategies including work experience and entry level positions.

Castlemaine Health will employ a dedicated resource to coordinate the implementation of the plan. This role will also undertake initiatives to make Castlemaine Health a more inviting organisation for Aboriginal people. Examples of such initiatives include:

- more Aboriginal artwork in prominent locations
- Aboriginal garden (medicine and bush tucker)

### *Targets*

Castlemaine Health currently employs one Aboriginal staff member. To fulfill the one percent target, Castlemaine Health requires a total of six Aboriginal employees.

To achieve the one percent target, Castlemaine Health require an innovative and committed approach to increasing Aboriginal employment participation through a variety of vocations.

These occupations may include:

- Allied Health
- Engineering (including construction trades)
- Nursing
- Administration
- Aboriginal Liaison
- Hospitality and Catering.



## Initiatives

The following initiatives will be undertaken to ensure Castlemaine Health is internally prepared to successfully implement the 2016-2019 Aboriginal Employment Plan.

Objective	Strategies/Actions	Timeframe/Notes
Allocate responsibility for overseeing the Aboriginal Employment Plan	<ul style="list-style-type: none"> <li>Human Resources to determine positions responsible for overseeing the Aboriginal Employment Plan.</li> </ul>	Completed. HR Manager to oversee reporting to Executive on progress.
Promote the Aboriginal Employment Plan internally and externally	Human Resources to: <ul style="list-style-type: none"> <li>ensure the Aboriginal Employment Plan is placed on the intranet and Castlemaine Health's website</li> <li>advise Department/Unit Managers of the Aboriginal Employment Plan.</li> <li>table the Aboriginal Employment Plan at the Workplace Consultative Committee.</li> </ul>	31-10-2016
Appointment of Aboriginal Liaison/Project Officer	<ul style="list-style-type: none"> <li>Human Resources to determine the position accountabilities for the role</li> <li>Human Resources to develop a suitable recruitment and selection process ensuring community consultation takes place</li> </ul>	31-10-2016
Reporting	<ul style="list-style-type: none"> <li>Human Resources to determine the reporting structure between the Aboriginal Liaison/Project Officer and Executive/Human Resources</li> </ul>	31-8-2016
Determine funding methods for Aboriginal Employment Program	<ul style="list-style-type: none"> <li>Aboriginal Liaison/Project Officer to research and source funding opportunities.</li> </ul>	Ongoing. Initial review to be conducted by 9 September 2016
Implement compulsory Aboriginal Appreciation Training	<ul style="list-style-type: none"> <li>Aboriginal Project/Liaison Officer to work with the Education Department to establish format, frequency and content of compulsory training.</li> </ul>	30-06-2017



<p>Undertake actions to enhance Castlemaine Health's ability to attract and recruit Aboriginal candidates</p>	<ul style="list-style-type: none"> <li>• Establish Aboriginal named areas/wings/wards/pathways</li> <li>• Increase Aboriginal art in significant areas</li> <li>• Identify and showcase any historical Aboriginal connections with the hospital</li> <li>• Establish an Aboriginal Garden (see strategy below)</li> <li>• Aboriginal Project/Liaison Officer to review Castlemaine Health's website content and policies and procedures to ensure they support the recruitment of Aboriginal people.</li> <li>• Aboriginal Project/Liaison Officer to identify any further strategies that will assist.</li> </ul>	<p>Individual project timeframes to be set To be completed by 31/12/2019</p>
<p>Appoint two trainee aged care positions</p>	<ul style="list-style-type: none"> <li>• Aboriginal Project/Liaison Officer to work with the Education Department within Castlemaine Health and to develop framework for traineeships, establishing a relationship with an appropriate RTO.</li> <li>• Aboriginal Project/Liaison Officer to develop an appropriate mentoring program for trainees.</li> <li>• Aboriginal Project/Liaison Officer to work with Human Resources and the Aboriginal community to establish the recruitment and selection processes for the roles.</li> <li>• Aboriginal Project/Liaison Officer to work with unit hosting the trainee positions to ensure cultural awareness and identify any training requirements of the Managers/staff.</li> <li>• Aboriginal Project/Liaison Officer/Education Department to monitor traineeships ensuring progress as per the training plan.</li> <li>• Aboriginal Project/Liaison Officer to work with Departments/areas to develop career pathways for trainees or support trainees into employment following traineeship completion.</li> </ul>	<p>1 March 2017</p>
<p>Work for the Dole project</p>	<ul style="list-style-type: none"> <li>• Human Resources to establish garden project proposal and/or other projects suitable for entry level positions.</li> <li>• Human Resources to work with local employment agencies to identify suitable</li> </ul>	<p>31-12-2017</p>



	participants and implement and evaluate the project.	
Develop and Implement School Based Trainee Program	<ul style="list-style-type: none"> <li>Aboriginal Project/Liaison Officer to work with Human Resources and Education departments to establish the format and framework for the program.</li> </ul>	31-7-2018

### ***Program assessment and reporting***

<b>Objective</b>	<b>Strategies/Actions</b>	<b>Timeframe</b>
Periodic program evaluation	<ul style="list-style-type: none"> <li>Determine the process of reporting progress to Human Resources.</li> </ul>	Three-month
	<ul style="list-style-type: none"> <li>Determine the reporting requirements to the Department of Health and other funding providers.</li> </ul>	Six-month
	<ul style="list-style-type: none"> <li>Celebrate achievements and milestones as appropriate</li> </ul>	12-month
Final assessment	<ul style="list-style-type: none"> <li>Complete a final assessment and review at the completion of each project</li> <li>Utilise the findings to implement system improvements in the subsequent projects.</li> </ul>	Ongoing