

Northern Territory Treasury

**Indigenous
Employment
and Career
Development
Strategy
2004 - 2006**

Cover image – Untitled (Winter Leaves), 1999
© Gloria Petyarre / licensed by VISCOPY, Sydney 2004

Northern Territory Treasury
GPO Box 1974
DARWIN NT 0801

Telephone: (08) 8999 7406
Facsimile: (08) 8999 7150
Email: nt.treasury@nt.gov.au
Web: www.nt.gov.au/ntt

ISBN: 0-9757027-0-X

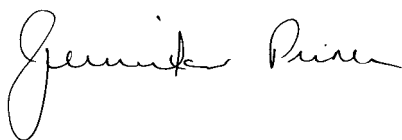
UNDER TREASURER'S FOREWORD

I am proud to present Treasury's Indigenous Employment and Career Development Strategy 2004 - 2006.

As an organisation that values its staff and their diversity, Treasury is actively seeking ways to enhance Indigenous representation and career progression among its staff. This Strategy provides the detail on how Treasury will recruit Aboriginal and Torres Strait Islander people and ensure career development opportunities for both our existing and new Indigenous employees. At the same time, the Strategy addresses workforce issues across our agency.

Treasury has a strong tradition of achieving planned outcomes and I welcome the opportunities this Strategy presents. Apart from more Indigenous people employed in our agency, it will lead to a more diverse workplace, increasingly representative of the Territory community and provide opportunities for Indigenous people to influence policy and decision making. The links with Indigenous organisations and cross-cultural awareness programs will enable all Treasury staff to have a greater understanding of Indigenous issues.

The Strategy has my full support and I have tasked each and every one of Treasury's directors and managers with the primary responsibility for the day to day implementation of the Strategy. I will be working with all Treasury staff to ensure Treasury meets the outcomes planned in this Strategy.



Jennifer Prince
Under Treasurer

BACKGROUND

In November 2002, the Minister for Employment, Education and Training launched the Northern Territory Public Sector (NTPS) Indigenous Employment and Career Development Strategy 2002-2006. The Strategy set a new direction for NTPS agencies to address Government's commitment of improving the economic, political, social and cultural position of Aboriginal and Torres Strait Islander people in the Territory.

The Strategy allocated agencies the responsibility of developing their own short and long term action plans to advance Indigenous employment outcomes and achieve real and sustainable improvements in Indigenous employment throughout the Territory public sector.

The key aim of the NTPS Strategy is to address the critical under-representation of Aboriginal and Torres Strait Islander people in the NTPS workforce by providing a range of appropriate recruitment, career development and retention initiatives.

The intended outcomes of the NTPS Strategy are to achieve:

1. increased numbers of Aboriginal and Torres Strait Islander men and women recruited into the public sector;
2. adequate representation of Indigenous people at all levels within the Territory public sector to enable effective contribution to policy and decision making affecting Indigenous people;
3. effective evaluation and reporting systems developed to assist in the implementation of the Strategy; and
4. increased cultural diversity throughout the Territory public sector.

AIM

Treasury is committed to addressing the under-representation of Aboriginal and Torres Strait Islander people within Treasury as an NTPS agency. To this end, Treasury has established an Indigenous Employment and Career Development (IECD) Committee that represents management and staff interests in this area and demonstrates Treasury's commitment to working in partnerships to achieve common goals.

The IECD Committee developed Treasury's Indigenous Employment and Career Development Strategy 2004-2006, which demonstrates how we will realise our goal of achieving real improvements in the number, and advancement of Aboriginal and Torres Strait Islander people employed in Treasury.

Focusing on Indigenous employment outcomes will not only provide benefits to the Indigenous community, but will also assist Treasury in the provision of its services to Government and therefore the community as a whole.

BENEFITS

Representative of Community

The benefits of implementing Treasury's Strategy include:

Treasury will be more representative of the Territory community. By increasing the representation of Indigenous staff at all levels of the agency, Treasury will be better informed and more aware of the issues affecting the broader Territory community and Indigenous Territorians in particular. This will assist Treasury in the provision of its services to Government and therefore the Territory community as a whole.

Advancement Opportunities

Workforce Issues Addressed

RANGE OF APPROACHES FOR SUCCESS

The advancement of Indigenous people. By providing employment and career advancement opportunities in Treasury for Indigenous people, we enable Aboriginal and Torres Strait Islander people to directly influence policy development and decision making processes on Territory issues.

Addressing Treasury's workforce issues. Recent studies of national workforce trends predict that over coming years, the number of new employees entering the workforce will reduce. The Territory, and Treasury in particular, has always experienced difficulties in attracting and retaining skilled and experienced staff. The highest level of success in this regard has been with local recruits, rather than interstate recruits. These factors combined with an ageing workforce and the fact that the number of Indigenous public sector employees is not reflective of their demographic profile, mean that Indigenous people provide a largely untapped source of potential employees who could assist Treasury to combat such workforce issues.

Treasury's Strategy seeks to address the outcomes identified in the NTPS Strategy. Treasury is a diverse organisation with a variety of responsibilities, from policy development and advising Government, to developing regulatory frameworks and their enforcement. This variety provides a range of work settings and therefore opportunities for locally recruited staff, particularly Indigenous people. To fulfil both Treasury's diverse professional requirements and the IECD Strategy, the agency has developed a range of approaches to advance Indigenous employment outcomes and assist in the success of the Northern Territory Public Sector Indigenous Employment and Career Development Strategy.

These approaches are detailed in the following pages as strategies and actions, arranged by the four outcomes sought in the NTPS Strategy.

OUTCOME 1

Increased numbers of Aboriginal and Torres Strait Islander people recruited into Treasury

STRATEGY

- A Promote Treasury as an employer of Indigenous people

ACTION

1. *Engage an Equity Officer to provide advice to Treasury on Indigenous employment strategies and to support Indigenous employees.*

Responsibility: Human Resources

Timeframe: June/July 2004

Performance measure: Position filled.

2. *Prepare marketing and communication program to promote Treasury employment programs aimed at Indigenous as well as other sectors of the community.*

Responsibility: Human Resources/Equity Officer

Timeframe: November 2004, ongoing

Performance measure: Indigenous people applying for Treasury positions as result of marketing campaigns.

3. *Establish relationships with Indigenous organisations to improve their understanding of Treasury as an important and influential employing organisation, thereby increasing Treasury's exposure to potential Indigenous employees.*

Responsibility: Treasury Directors/Human Resources/Equity Officer

Timeframe: July/August 2004, ongoing

Performance measures: Procedures for establishing relationships agreed and in use

Number of meetings with Indigenous organisations
Outcomes of meetings.

4. *Establish processes for advertising Treasury vacancies using appropriate media, to improve knowledge in the Indigenous community of Treasury as an employer.*

Responsibility: Human Resources/Equity Officer

Timeframe: November 2004

Performance measure: Procedures established and in use.

OUTCOME 1 continued

Increased numbers of Aboriginal and Torres Strait Islander people recruited into Treasury

STRATEGY

ACTION

5. *As part of Treasury's marketing program, visit various high schools to promote career and employment opportunities in Treasury.*

Responsibility: Human Resources/Equity Officer

Timeframe: August 2004, ongoing

Performance measure: Targeted presentations to, and discussions with, high school students.

6. *Establish relationships with careers advisers in high schools and tertiary institutions to provide work experience opportunities for Indigenous and other local students, to foster their interest in further study and Treasury careers.*

Responsibility: Human Resources/Equity Officer

Timeframe: August 2004, ongoing

Performance measure: High schools and tertiary institutions with which Treasury has established relationships.

7. *Participate in Futures Expos and career expos to promote career and employment opportunities in Treasury.*

Responsibility: Human Resources/Equity Officer

Timeframe: August 2004, as required (usually annually)

Performance measure: Participation in event.

OUTCOME 1 continued

Increased numbers of Aboriginal and Torres Strait Islander people recruited into Treasury

STRATEGY

B Provide entry-level employment opportunities to Indigenous people

ACTION

1. *Employ Indigenous staff through:*

- *apprenticeships;*
- *structured training and employment projects;*
- *cadetships; and*
- *scholarships.*

Responsibility: Human Resources/Executive/
Treasury Directors

Timeframe: Ongoing

Performance measure: Annual targets for entry level intake:

- 2004 - 4 employees
- 2005 - 5 employees
- 2006 - 6 employees.

2. *Identify Indigenous employees in Treasury.*

Responsibility: Human Resources/Equity
Officer

Timeframe: Ongoing

Performance measure: Number and details of
Indigenous Treasury staff
recorded.

3. *Entry level Indigenous employees have access to a mentor to support them in the workplace.*

Responsibility: Human Resources/Equity
Officer/ Treasury Directors

Timeframe: December 2004, ongoing

Performance measure: Employee accessing a
mentor as required.

4. *Develop business unit work and skills profiles in addition to core competencies, that define particular technical requirements specific to each area. This will assist in matching Indigenous employees with suitable employment opportunities.*

Responsibility: Human Resources/Treasury
Directors

Timeframe: April 2005

Performance measure: Profiles developed and
opportunities identified.

OUTCOME 2

Indigenous people represented at all levels within Treasury, to enable effective contribution to policy and decision making

STRATEGY

A Through professional development of Indigenous staff, enhance knowledge and understanding of Government structure and process and Treasury's role as a central agency

B Facilitate policy development and decision-making skills of Indigenous staff

ACTION

1. *Invite Treasury Indigenous staff to participate in Finance Officer in Training (FOIT) schedule of workshops and seminars to enhance knowledge of Treasury and Government structure, policy and processes.*

Responsibility: Human Resources/Treasury Directors

Timeframe: Ongoing

Performance measure: Number of FOIT presentations attended by Indigenous staff.

2. *Encourage Indigenous staff to consider professional development opportunities in other areas of Treasury, including Secretariat or as a Departmental Liaison Officer in the Treasurer's office.*

Responsibility: Human Resources/Equity Officer/Treasury Directors

Timeframe: Ongoing

Performance measure: Number and details of Indigenous staff undertaking professional development opportunities.

1. *Promote participation by Indigenous staff in VET and tertiary study, including advice on assistance programs.*

Responsibility: Human Resources/Equity Officer

Timeframe: Ongoing

Performance measure: Number of Indigenous staff undertaking additional study.

2. *Establish a mobility program in Treasury to facilitate involvement of Indigenous (and other) staff in policy development and decision-making roles in Treasury.*

Responsibility: Human Resources/Equity Officer/Treasury Directors

Timeframe: November 2004

Performance measure: Number of opportunities provided for Indigenous staff through the mobility program.

OUTCOME 2
continued

Indigenous people represented at all levels within Treasury to enable effective contribution to policy and decision making

STRATEGY

ACTION

<p>C Increase participation of Indigenous staff at middle and senior levels in Treasury</p>	<p>3. <i>Establish a work-exchange program with other policy areas in agencies such as Department of the Chief Minister, Department of Justice and Department of Employment, Education and Training to enhance and broaden the experience of Indigenous staff in policy development and decision-making roles in agencies.</i></p> <p>Responsibility: Human Resources/Equity Officer</p> <p>Timeframe: December 2004</p> <p>Performance measure: Number of Indigenous staff on work exchange programs.</p>
	<p>1. <i>Establish personal learning and development plans for Treasury's Indigenous staff.</i></p> <p>Responsibility: Human Resources/Equity Officer/Treasury Directors</p> <p>Timeframe: October 2004, then ongoing</p> <p>Performance measure: Personal learning and development plans established and operating for Indigenous staff.</p>
	<p>2. <i>Ensure mentors are available and offered to Indigenous staff who have indicated they are interested in career advancement.</i></p> <p>Responsibility: Human Resources/Equity Officer/Treasury Directors</p> <p>Timeframe: Ongoing</p> <p>Performance measures: Number of Indigenous Treasury staff at middle and senior levels</p> <p>Comparative career progress rates for Indigenous staff.</p>
<p>D Indigenous staff represented on various Treasury committees to provide input into policy and decision making</p>	<p>1. <i>Seek and encourage nominations from Indigenous Treasury staff to participate in Treasury committees.</i></p> <p>Responsibility: Human Resources/Treasury Directors</p> <p>Timeframe: Ongoing</p> <p>Performance measure: Number of Indigenous staff on Treasury committees.</p>

OUTCOME 3

Effective evaluation and reporting systems developed to assist in the implementation of the Strategy

STRATEGY

A Establish effective mechanisms to monitor and evaluate the success of the Strategy in improving employment and career development outcomes for Indigenous staff

B Incorporate Indigenous employment outcomes into corporate plans and procedures for Treasury

ACTION

1. *Establish benchmarks, performance measures and targets where possible, for strategies identified in Treasury's Indigenous Employment and Career Development Strategy.*

Responsibility: Human Resources/IECD Committee

Timeframe: November 2004

Performance measure: Benchmarks, performance measures and targets established.

2. *Review Treasury data collection systems to ensure collection of relevant data.*

Responsibility: Human Resources

Timeframe: Quarterly

Performance measure: Systems reviewed and collecting data.

1. *Indigenous employment identified as a priority in Strategic Human Resource (HR) Plan and in Treasury's Recruitment Policy.*

Responsibility: Human Resources

Timeframe: January 2005

Performance measures: Identified in HR Plan Recruitment Policy updated.

2. *Update Treasury's Workplace Diversity Strategy (WDS).*

Responsibility: Human Resources/Equity Officer

Timeframe: March 2005

Performance measure: WDS updated.

3. *Report to Treasury staff and Minister each quarter on progress.*

Responsibility: Human Resources//Equity Officer

Timeframe: Quarterly

Performance measure: Reports to Treasury staff and Minister.

4. *Report progress in Treasury's Annual Report.*

Responsibility: Human Resources

Timeframe: Annually

Performance measure: Inclusion of reporting in annual report.

OUTCOME 4

Increased cultural diversity throughout Treasury, leading to improved understanding and respect for Aboriginal and Torres Strait culture and heritage

STRATEGY

- A Increase Treasury staff's understanding of Northern Territory Indigenous culture and heritage

ACTION

1. *Treasury staff to participate in cross-cultural awareness programs that have a strong Indigenous perspective.*

Responsibility: Human Resources/Equity Officer/Treasury Directors

Timeframe: November 2004, ongoing

Performance measures: Number of staff undertaking cross-cultural awareness training

Number of staff yet to undertake training

Feedback from participants attending cross-cultural training

Staff surveys indicate agency is culturally sensitive.

2. *Establish a work exchange program (including secondment and short-term placements) between Treasury and various public and private sector Indigenous organisations to broaden Treasury staff's understanding of Indigenous issues and provide opportunities for visiting Indigenous employees to experience working in a Treasury environment.*

Responsibility: Human Resources Equity Officer/Treasury Directors

Timeframe: January/February 2005

Performance measure: Number of staff participating in work exchanges.