

NTPS Aboriginal Employment and Career Development Strategy 2015-2020

Progress Report – April 2020



Document title	Progress Report – April 2020
Contact details	Office of the Commissioner for Public Employment
Approved by	Camille Lew Fatt, Director AECD
Date approved	5 May 2020

Acronyms	Full form
ACPO	Aboriginal Community Police Officer
AECD	Aboriginal Employment and Career Development
AEDP	Aboriginal Employment Development Program
AEF	Aboriginal Employee Forum
AEMP	Aboriginal Employee Mentor Program
AEN	Aboriginal Employee Network
AEP	Aboriginal Employment Program
ALO	Aboriginal Liaison Officer
AO	Administration Officer
ATSIEAP	Aboriginal and Torres Strait Islander Employment Aspirations Program
ATSIDU	Aboriginal and Torres Strait Islander Development Unit
ANZSOG	Australia and New Zealand School of Government
CCT	Cross Cultural Training
CLF	Capability and Leadership Framework
CSC	Casuarina Senior College
DCIS	Department of Corporate Information Services
DCM	Department of the Chief Minister
DLGHCD	Department of Local Government, Housing and Community Development
DoE	Department of Education
DoH	Department of Health
DTBI	Department of Trade, Business and Innovation
EC	Election Commitment
EEO	Equal Employment Opportunity
EI	Emotional Intelligence
EPU	Employment Programs Unit
FTE	Full Time Equivalent
HR	Human Resources

IPAA	Institute of Public Administration Australia
MMDF	Middle Managers Development Framework
NTCET	Northern Territory Certificate of Education and Training
NTG	Northern Territory Government
NTPFES	Northern Territory Police, Fire and Emergency Services
NTPS	Northern Territory Public Sector
OAA	Office of Aboriginal Affairs
OCPE	Office of the Commissioner for Public Employment
PWC	Power and Water Corporation
SAO	Senior Administration Officer
SARG	Senior Aboriginal Reference Group
SBT	School Based Trainee
SOTS	State of the Service
SWPD	Strategic Workforce Planning and Development
VET	Vocational Education and Training

Contents

Message from the Commissioner.....	5
Progress Snapshot.....	6
Progress Summary.....	8
Theme 1: Targets for Aboriginal employment and participation	8
Theme 2: Engagement and support	9
Theme 3: Attraction and retention of Aboriginal people.....	14
Theme 4: Whole of career development to build capability and careers	20
Additional: Election Commitment TL0304	21

Message from the Commissioner

I am delighted to present the fifth annual progress report for the *NTPS Aboriginal Employment and Career Development Strategy 2015-20* (the strategy).

The strategy was launched on 8 April 2015 with the objective to increase Aboriginal employment across the NTPS, working towards a global target of 16 per cent by the year 2020. This included a 10 per cent target for participation in senior management/executive roles at the SAO level 1 (or equivalent) and above.

I am pleased to announce that as of March 2020, Aboriginal employment was at an all-time high of 11 per cent within the NTPS and participation in senior/executive roles increased to 6.2 per cent. This is a fantastic achievement.



At the same time last year, Aboriginal employment was at 10.5 per cent and participation in senior roles was at 5.6 per cent. Although we are yet to reach our goal of 16 per cent, we are seeing an increase every year. This is a significant improvement from when the strategy was launched, where Aboriginal employment was at 8.8 per cent and participation in senior roles was only at 2.3 per cent.

This increase can be credited to a variety of factors including the establishment of a dedicated AECD Division within my Office in 2015, together with the introduction of Simplified Recruitment and Special Measures Plans. From the 14 NTPS agencies that have a Special Measures Plan in place, 12 of those have a blanket approach across all positions within their agency, which provide priority consideration of Aboriginal employees.

The strategy annual progress report outlines the work achieved over the past 12 months against the OCPE's key responsibilities under the four key focus areas. Individual Agency progress on their responsibilities under the strategy is reported through their own agency annual report as well as through the NTPS SOTS Report.

Earlier this year I published a video on the OCPE website to highlight my commitment and priorities as Commissioner to further improve and develop the public sector. This includes a focus on growing and developing our future leaders, developing a five year strategic workforce plan, ensuring we have contemporary working arrangements that are sustainable now and into the future as well as growing our Aboriginal workforce to be reflective of the community we serve. I am passionate and committed to developing a strong, high performing, vibrant and effective public service and I look forward to working with you all to achieve this.

Vicki Telfer PSM

Commissioner for Public Employment

Progress Snapshot

The below table provides a snapshot of the current progress against the key actions of the strategy under the four themes.

Theme 1: Targets for Aboriginal employment and participation		
No.	Key Action	Status
1.1	Agency-specific distribution of the 16 per cent Aboriginal employment target and 10 per cent participation in senior roles target.	Completed
1.2	Monitoring agencies progress towards the 2020 targets.	Ongoing
1.3	Working collaboratively with agencies through regular forums to maintain their commitment to the strategy.	Ongoing
1.4	Developing a reporting framework and evaluation process to measure the success of the strategy.	Ongoing
1.5	Reporting on an annual basis on progress towards the 2020 targets.	Ongoing
Theme 2: Engagement and support		
No.	Key Action	Status
2.1	Establishing a strategic division within OCPE to drive implementation of the strategy and provide guidance and support to agencies.	Completed
2.2	Establishing an Aboriginal employment champions group comprising of Chief Executive Officers to maintain commitment and momentum including representation from the AECD Division.	Completed
2.3	Establishing and facilitating a resource/reference group that will provide advice, assistance, guidance and information on Aboriginal employment issues to agencies including representation from the AECD Division.	Completed
2.4	Encourage all agencies to access or develop cross cultural awareness and cultural competency programs.	Completed
2.5	Developing and implementing leadership development, career pathways and NTPS professional development programs that are tailored to Aboriginal employees' learning needs.	Completed
2.6	Facilitating 'managing performance conversations' programs for managers and supervisors of Aboriginal employees.	Completed
2.7	Developing and implementing an Aboriginal employee mentoring program.	Completed
2.8	Exploring opportunities to identify and address barriers to length of tenure and improved employee experience.	Ongoing

Theme 3: Attraction and retention of Aboriginal people		
No.	Key Action	Status
3.1	Promoting the NTPS as an employer of choice for Aboriginal people through the strengthening of networks with local governments, non-government organisations and Aboriginal communities.	Ongoing
3.2	Promoting the aim and appropriate use of Special Measures in the NTPS recruitment and selection processes.	Ongoing
3.3	Working in partnership with DCIS to develop and promote entry level employment and career opportunities in the NTPS to Aboriginal school students, including cadetships, pre-employment programs, school based traineeships and other opportunities.	Ongoing
3.4	Coordinating the development and implementation of a refreshed Aboriginal entry level program, including literacy and numeracy components for existing employees, in collaboration with DCIS.	Completed
3.5	Facilitating access to literacy and numeracy support.	Ongoing
3.6	Promoting best practice methods and ongoing case studies to support agencies in managing Aboriginal employment issues through an online information portal (OCPE website or similar).	Ongoing
3.7	Developing initiatives to recognise and celebrate successful NTPS Aboriginal employees (e.g. marketing campaign, Aboriginal employment forum, profiles etc. on an information portal).	Ongoing
3.8	Investigating the development of a regional/remote pilot “entry level” program incorporating jobs from the public (and possibly private) sector, local government and non-government organisations in collaboration with DCIS and the DTBI.	Completed
Theme 4: Whole of career development to build capability and careers		
No.	Key Action	Status
4.1	Developing and promoting an Aboriginal Employees' Career Development Framework, underpinned by the NTPS CLF, including professional development options and programs for entry level through to executive level roles.	Commenced
4.2	Developing guidelines to assist agencies in the use of NTPS capability frameworks to develop and provide career pathways and professional development for Aboriginal employees.	Commenced
4.3	Developing and implementing an Aboriginal employee mentoring program, including the provision of guidelines, support and assistance to agencies to deliver structured mentoring for Aboriginal employees.	Completed

Progress Summary

Theme 1: Targets for Aboriginal employment and participation

Key Action	Status
1.1 Agency-specific distribution of the 16 per cent Aboriginal employment target and 10 per cent participation in senior roles target.	Completed
1.2 Monitoring agencies progress towards the 2020 targets.	Ongoing
1.3 Working collaboratively with agencies through regular forums to maintain their commitment to the strategy.	Ongoing
1.4 Developing a reporting framework and evaluation process to measure the success of the strategy.	Ongoing
1.5 Reporting on an annual basis on progress towards the 2020 targets.	Ongoing

Targets:

As stated in previous reports, all NTPS agencies were distributed their individual annual targets in March 2017 to assist in working towards the global target of 16 per cent Aboriginal employment by 2020.

The calculation was based on the previous formula and took the following factors into account:

- Starting point/baseline workforce profile – paid headcount of Aboriginal employees as at December 2016.
- The nature of services delivered by agencies and percentage of Aboriginal clients.
- Geographic distribution whether agencies operate in multiple locations across the Northern Territory.

The global target of 10 per cent participation in senior/executive roles was not individually distributed to agencies. However to assist in achieving this target, agencies need to identify and support Aboriginal staff at the AO6 and AO7 level (or equivalent) that have demonstrated the skills, capability and potential and assist them with their career progression into senior roles.

Reporting:

The strategy Data Report is produced by DCIS Corporate Systems Reporting Team on a quarterly basis.

As of March 2020 Aboriginal employment in the NTPS was at 11 per cent, an all-time high for the NTPS. This is a significant increase from 12 months ago where Aboriginal employment was at 10.5 per cent.

Aboriginal employee participation in senior and/or executive roles at the SAO1 level (or equivalent) and above, has also increased significantly from 5.3 per cent in March 2019 to 6.2 per cent in March 2020.

Theme 2: Engagement and support

Key Action	Status
2.1 Establishing a strategic division within OCPE to drive implementation of the strategy and provide guidance and support to agencies.	Completed
2.2 Establishing an Aboriginal employment champions group comprising of Chief Executive Officers to maintain commitment and momentum.	Completed
2.3 Establishing and facilitating a resource/reference group that will provide advice, assistance, guidance and information on Aboriginal employment issues to agencies.	Completed
2.4 Encourage all agencies to access or develop cross cultural awareness and cultural competency programs.	Completed
2.5 Developing and implementing leadership development, career pathways and NTPS professional development programs that are tailored to Aboriginal employees' learning needs.	Completed
2.6 Facilitating 'managing performance conversations' programs for managers and supervisors of Aboriginal employees.	Completed
2.7 Developing and implementing an Aboriginal employee mentoring program.	Completed
2.8 Exploring opportunities to identify and address barriers to length of tenure and improved employee experience.	Ongoing

Resources:

In 2015 the AECD Division was established within the OCPE. The AECD is responsible for the implementation of the strategy, monitor and report on the progress as well as provide guidance and support to agencies across the sector.

The AECD Champions, Resource Group and SARG were also established in 2015 to assist the AECD Division in driving the implementation of the strategy. The groups provide leadership, review policies and practices, and provide advice that will improve outcomes for Aboriginal employees with particular focus on recruitment, retention, workplace culture and career and professional development initiatives.

The Champions of Inclusion Group consists of the Chief Executive from several agencies, the Resource Group consists of HR Directors and senior executives and the SARG consists of senior Aboriginal employees from a range of agencies in Darwin, Alice Springs, Katherine and Tennant Creek that are in a HR, policy or strategic role within the NTPS. The Champions meet biannually and the Resource and SARG groups meet on a quarterly basis.

These groups have been a vital resource and of great assistance to OCPE in identifying issues at the agency level and working collaboratively to develop solutions. It is evident these groups must continue to build on current successes and achieve further outcomes.

Cross Cultural Training:

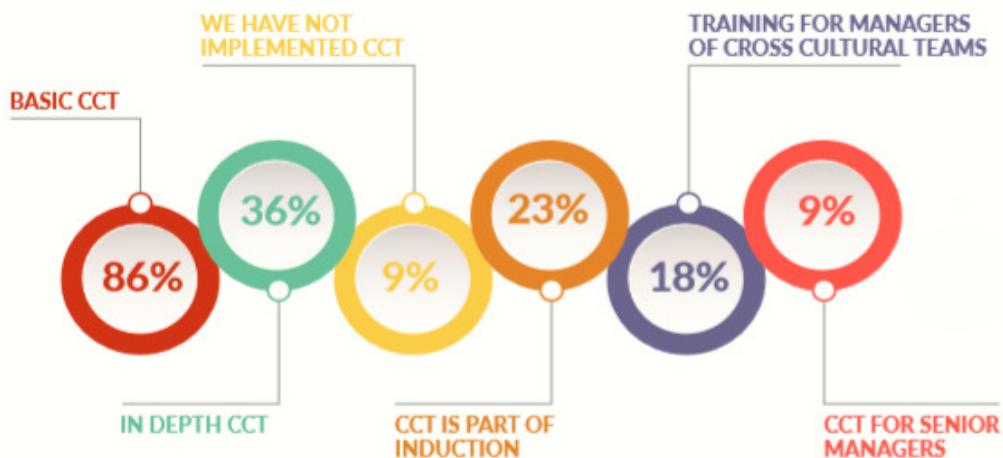
To ensure NTPS employees work effectively in culturally diverse environments, the NTPS strives to have a culturally competent and informed workforce. The provision of CCT is mandated under section 3 of Employment Instruction 10, in an effort to ensure the delivery of services and consultation is effectively conducted.

OCPE maintains a CCT Framework which identifies five key areas of training, from basic through to in depth training for frontline staff and those designing programs and service delivery for Aboriginal people.

The results from the 2018-19 SOTS Report, highlighted in Figure 1, show that Agencies have demonstrated continued and increased commitment to CCT with 86 per cent of agencies offering basic cross-cultural awareness and 41 per cent of agencies mandating the training for all new employees as part of their induction process. This is a significant increase from the previous year where only 73 per cent of agencies offered basic CCT and 23 per cent included CCT as part of their induction.

A contributing factor to the significant increase was the OCPE Cross Cultural e-Learn which was launched in mid-2018.

Figure 1: Cross Cultural Training, 2018-19 SOTS



The e-Learn is an additional resource to agencies' existing tailored CCT programs and is undertaken prior to agency face-to-face training. It consists of two modules. The first module is 'Working in the NT Public Sector' and the second module is 'Working with Cultural Differences'. OCPE currently provide free licences to agencies to access the e-Learn. During this reporting period, from 1 April 2019 to 31 March 2020, 436 employees completed the first module and 330 completed the second module.

Figure 2: Cross Cultural e-Learn



Career Pathways and Professional Development:

OCPE provide a range of leadership and management programs that aim to build the leadership and managerial capability across the sector. The CLF provides a common language to talk about the work of public sector employees, which supports the foundation for developing capability and leadership in the NTPS. It provides a reference point for conversations between employees and supervisors in identifying professional development opportunities, both to strengthen capability in the current role and understand expectations at the next level.

The framework comprises of:



The **5 capabilities** are:

CLF 1 to 7	CLF 8 to 13
Supports strategic direction	→ <i>Shapes strategic thinking</i>
Achieves results	→ Achieves results
Supports productive working relationships	→ <i>Cultivates</i> productive working relationships
Displays personal drive and integrity	→ <i>Exemplifies</i> personal drive and integrity
Communicates with influence	→ Communicates with influence

There are a range of programs available to NTPS employees under the CLF which can be tailored to suit the employee or agency needs. These include:

- Performance Management
- Emotional Intelligence
- Great Team Framework
- Identity
- Leadership for New Managers
- Reflections on Managing the Business
- Reflections on Professional Self
- Reflections on Team Leadership
- Understanding Self and Culture
- Values and Ethical Leadership

Through feedback received from the 2018 Darwin Aboriginal Employee Forum - CLF workshop, the AECD Division funded/delivered the EI course for 9 Aboriginal employees from Alice Springs and 13 Aboriginal employees from Darwin. The EI course teaches participants how to harness their own emotions and those of others to enhance decision-making, improve behaviour, and facilitate high performance. EI is a key ingredient in successful leadership and can be developed through practice. Feedback from participants stated, "The course was very informative, well prepared, provided information, processes and tools that will support us in the workplace but also in our personal life" and "I would recommend this course to others as I have found the information that was delivered very relevant to our work place areas".

The Performance Management course addresses key action 2.6, which aims to provide supervisors and managers with knowledge of the NTPS performance management system, how it is applied and how to effectively give and receive feedback. The Performance Management Course runs for two days and is aligned to CLF levels five to nine.

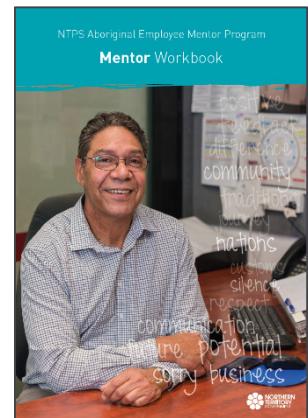
The Kigaruk and Lookrukin Aboriginal Leadership Development Programs are currently under review, and are anticipated to be delivered in 2021.

Aboriginal Employee Mentor Program:

The NTPS AEMP is a key initiative within the strategy.

The AECD Division is responsible for the coordination and administration of the AEMP, however the program is designed to be led by the Mentor and Mentee. This enables flexibility for the participants to work together to form an individual mentoring agreement which best suits them.

The AEMP was launched in July 2019 and is a 12 month program designed to support the Mentee's personal and professional goals by matching them with a suitable Mentor. The Mentors are Aboriginal and non-Aboriginal NTPS employees from middle management (AO5 or equivalent and above) that are trained and registered under the AEMP. The Mentees are Aboriginal NTPS employees from all classifications.



The Mentor's undertake a two day training workshop and the Mentee's a one day training workshop prior to the commencement of the program to help prepare them for the AEMP mentoring journey.

Since the launch in July 2019, six training workshops have been delivered to mentors and mentees in Darwin and Alice Springs. A total of 65 mentors and 32 mentees were trained and registered. All mentees were paired with a mentor and commenced the 12 month program on 11 November 2019.

Unfortunately the AEMP workshops that were scheduled for March 2020 have been postponed to a later date due to the current environment and travel restrictions.

Barriers and Opportunities:

The NTPS Aboriginal Employee Forum is one of the key initiatives that assist OCPE in identifying issues and challenges that our Aboriginal employees are experiencing across the sector. It also provides employees the opportunity to provide input, feedback and contribute to solutions as well as for future employment and career development initiatives for the whole of sector.

The Forums are held biannually, one in Darwin and one in Alice Springs.

The NTPS People Matter is a survey for all employees. The survey captures employee's perceptions including productivity, and the attraction and retention of employees within their workplace. It provides an evidence base and driver to develop a roadmap to focus efforts on performance improvements within agencies and to devise workforce development initiatives. The information from the reports provide

benchmarks to measure improvement and/or change over time. Surveys have been conducted in 2011, 2014, 2016 and 2018.

The survey data from 2009 to 2014 had constantly shown that employees from EEO groups, including Aboriginal employees, responded less positively than the NTPS average across most questions and domains. In 2016 the survey data results showed a significant positive increase in Aboriginal employees perceptions compared to the NTPS average. With less than 18 months between surveys, the data showed substantial improvement in the perceptions of Aboriginal employees regarding their employment, this can be credited to high level of commitment and work in 2015 and 2016 relating to the launch of the strategy, the establishment of the AECD Division within OCPE and the significant uptake of Special Measures Plans, enforcing priority consideration of Aboriginal employees.

For more information on the NTPS People Matter Survey, please visit the OCPE website.

Theme 3: Attraction and retention of Aboriginal people

Key Action	Status
3.1 Promoting the NTPS as an employer of choice for Aboriginal people through the strengthening of networks with local governments, non-government organisations and Aboriginal communities.	Ongoing
3.2 Promoting the aim and appropriate use of Special Measures in the NTPS recruitment and selection processes.	Ongoing
3.3 Working in partnership with DCIS to develop and promote entry level employment and career opportunities in the NTPS to Aboriginal school students, including cadetships, pre-employment programs, school based traineeships and other opportunities.	Ongoing
3.4 Coordinating the development and implementation of a refreshed Aboriginal entry level program, including literacy and numeracy components for existing employees, in collaboration with DCIS.	Completed
3.5 Facilitating access to literacy and numeracy support.	Ongoing
3.6 Promoting best practice methods and ongoing case studies to support agencies in managing Aboriginal employment issues through an online information portal (OCPE website or similar).	Ongoing
3.7 Developing initiatives to recognise and celebrate successful NTPS Aboriginal employees (e.g. marketing campaign, Aboriginal employment forum, profiles etc. on an information portal).	Ongoing
3.8 Investigating the development of a regional/remote pilot “entry level” program incorporating jobs from the public (and possibly private) sector, local government and non-government organisations in collaboration with DCIS.	Completed

Building Relationships, Strengthening Networks:

The AECD Division continues to develop, build and strengthen relationships and networks with various government, non-government and Aboriginal community organisations through meetings, conferences, workshops and events.

The AECD Division once again participated in the annual NT Skills, Employment and Careers Expo circuit throughout the Territory. Staff from DTBI and YouthWorx informed stall holders that unfortunately the Expo will not be continued in 2020. The AECD Division also attended the ANZSOG Senior Indigenous Public Service Forum in Canberra, and the National Reconciliation Action Plan Conference in Perth. Other conferences and events are outlined in Table 1.

Participation in these conferences and forums evidently showed the NTPS is leading the way in attracting and retaining Aboriginal employees, being the only jurisdiction with over 10 per cent Aboriginal employment and implementing a vast array of programs and initiatives focused on mentoring, capacity building and career progression.

Table 1: Conferences and Events April 2019 – March 2020:

Date	Event	Provider	Location
July 2019	Office of Aboriginal Affairs – Leadership and Governance Forum	NTG – DCM - OAA	Alice Springs
July 2019	National Indigenous Empowering Change Conference	Indigenous Conference Services	Alice Springs
August 2019	NT Skills, Employment and Careers Expo's	YouthWorx	Darwin, Katherine, Tennant Creek, Alice Springs and Nhulunbuy
September 2019	Institute Of Public Administration Australia Conference	IPAA	Darwin
October 2019	National Reconciliation Action Plan Conference	Reconciliation Australia	Perth
November 2019	9 th Aboriginal Economic Development Forum	NTG - DTBI	Darwin
November 2019	ANZSOG Senior Indigenous Public Service Forum	ANZSOG	Canberra

Special Measures:

As mentioned in previous reports, OCPE continue to promote the aim and appropriate use of Special Measures across the NTPS. OCPE provide face to face training and in 2019 developed a Special Measures e-Learn Course. Special Measures considers Aboriginal applicants before all other applicants, and gives selection preference if the applicant **meets all** essential criteria of the position and **are suitable** at the required level.

The 2019 Commissioner's Review of the NTPS Special Measures Aboriginal Recruitment Plans confirmed special measures recruitment has been very successful in increasing Aboriginal employment and representation in senior leadership roles.

Table 2: Recruitment and Selection Data

Recruitment	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Total # of advertised vacancies	4134	4649	4416	4030	4086	2714
Total # of selected Aboriginal applicants	240 (5.8%)	283 (6%)	471 (10.7%)	567 (14.1%)	624 (15.3%)	367 (13.5%)
Total # of vacancies advertised under a SM plan	n/a	n/a	795 (18%)	2690 (67%)	3043 (74%)	1988 (73%)
Total # of successful Aboriginal applicants under a SM plan	n/a	n/a	163 (21%)	473 (18%)	529 (17%)	337 (17%)

At present there are 14 out of 19 NTPS agencies that have a Special Measures Plan in place, and of these, 12 have Plans that cover all vacancies. Table 2 above clearly shows the significant impact Special Measures has had on the selection of Aboriginal applicants. Prior to Special Measures, 5.8 per cent of all selections were Aboriginal, which has risen to 17 per cent when advertised under a Special Measures Plan. OCPE are

currently working with the DCIS Corporate Systems Reporting Team to develop an ongoing report on Special Measures data.

While the increased representation of Aboriginal employees in the NTPS is encouraging, more effort and resources are required to retain employees and to develop their skills and capabilities to pursue long-term careers in the NTPS and increase our senior and executive leaders.

NTPS Early Career Programs:

The AECD Division continues to work closely with the DCIS EPU to assist in promoting NTPS early career programs.

The ATSIEAP is a school to work transition program that encourages Year 12 students to explore their career aspirations, identify and create individual career pathways as well as promote the various employment opportunities available within the NTPS.

ATSIEAP is co-delivered with DCIS EPU under a joint partnership where DCIS deliver the program in the northern region and OCPE deliver the program in the southern region. The program is designed to be flexible so it can be adapted to suit the school and the region.

In 2019 DCIS EPU were requested by CSC to expand the program to the Year 11 Stars cohort, as the school found the program to be beneficial to the Year 12 students in previous years.

Five students transitioned from ATSIEAP to SBT's in 2019. Due to this success and the reputation of the program, CSC and STARS requested the program be delivered to the Year 10 cohort in 2020 as part of the Vocational Education and Training (VET) Integrated Learning and Personal Learning Plans. By expanding this program to Year 10 students creates opportunities for further future SBT's when they are in years 11 and 12.

DCIS have delivered four programs during this reporting period, as outlined below:

- August 2019: 10 Girls Academy students, Year 12 – Palmerston High School
- February 2020: 17 STARS, Year 10 – Casuarina Senior College
- February 2020: 18 Clontarf and STARS, Year 12 – Katherine High School
- March 2020: 17 Clontarf, Year 12 – Casuarina Senior College

In March 2019, the AECD Division commenced the ATSIEAP at Centralian Senior College with 20 male students from Clontarf and 10 female students from the Girls Academy. All students completed the program in May 2019.

In 2020 the AECD Division worked with the Centralian Senior College and Tennant Creek High School to redesign the program to suit the school. The Centralian Senior College program has evolved from a 10 week program in 2016 to a two day two block program. The new condensed program was due to be delivered to Centralian Senior College in March and April and Tennant Creek High School in June. However due to the current environment and travel restrictions, these programs have been postponed to a later date.

Key action 3.4 – ‘coordinate the development and implementation of a refreshed Aboriginal entry level program’, is achieved through the continuous improvement and development of the existing NTPS AEP

which is managed by DCIS EPU. The AEP is a pre-employment program specifically designed to attract Aboriginal jobseekers to the NTPS.

The AEP is delivered over 20 weeks, beginning with an induction week which consists of workshops, training and discussions. The AEP aims to equip each participant with a foundation of skills relevant to entry level positions, whilst undertaking targeted training that incorporates accredited vocational training. If successful, at the end of the program participants receive an employment offer with the NTPS or the opportunity to further their study through a NTG traineeship.

The AEDP, also managed by DCIS EPU, was piloted in 2019 as a new feature for the AEP. The AEDP is a three month program that offers a series of personal development workshops that focus on leadership, goals, self-confidence, personal branding and job applications/progression options. The AEDP was originally developed to assist past AEP graduates to gain additional or refresh their skills to assist them to apply for higher positions. Due to the feedback received the AEDP has been opened up to all Aboriginal employees in the NTPS. The AEDP focuses on progression and retention of Aboriginal employees and is jointly funded (50/50) by DCIS EPU and the host agencies.



Katherine High School – Clontarf and Stars Students



Casuarina Senior College Year 12 Clontarf Students

For more information about the AEP or AEDP, please contact the DCIS EPU team at
Aboriginalemployment.DCIS@nt.gov.au

Key action 3.11 – ‘investigating the development of a regional/remote pilot entry level program’, was completed. Due to the current fiscal environment it is not financially feasible to develop a new program at this stage. Agencies that have an employment opportunity in a regional or remote area are encouraged to contact DCIS EPU to discuss what early careers programs or opportunities are available to them.

In regards to incorporating jobs from the public, private, non-government and community sector – AECD and DCIS EPU currently address this through the ATSIEAP, in particular for regional and remote areas where NT Government positions are limited.

Working together – support and celebrate:

Key actions 3.9 and 3.10 both refer to the use of an online information portal to promote best practice methods on managing Aboriginal employment issues as well as developing initiatives to recognise and celebrate success.

The AECD Division are currently redesigning the electronic Indigenous Employee Network SharePoint site that was used as the online information portal and will be renamed the AEN. OCPE currently promote best practise methods and case studies on their website, however the newly reinvigorated AEN will be able to expand on this further.

A successful initiative that has been helpful in identifying and addressing employment and career development issues as well as celebrating successful Aboriginal people, are the NTPS Aboriginal Employee Forums. The inaugural forum was held in Darwin in 2016 and due to its success, the forums are held biennially in Darwin and Alice Springs.

All employees who nominate to attend the forums are automatically added to the NTPS Aboriginal Employee Emailing List, however can opt out at any time. This list allows the AECD Division to contact Aboriginal employees directly to promote future professional development opportunities. There are currently over 450 Aboriginal employees on the emailing list.

In 2019, the Alice Springs Forum was held on 5 and 6 June and the Darwin Forum was held on 21 and 22 November.

The Alice Springs Forum attracted 74 nominations, with 60 Aboriginal employees attending from a range of agencies and locations across the Territory including Alice Springs, Darwin, Groote Eylandt, Katherine, Laramba, Nhulunbuy, Tennant Creek and Ti Tree. The Forum facilitated a series of workshops on the NTPS Capability and Leadership Framework (CLF), Mental Health and Remote Engagement.



Image: NTPS Aboriginal Employee Forum – Alice Springs, May 2019

The guest speaker's included Cherisse Buzzacott, Midwife from Alice Springs Hospital and Keisha Clarke from NT Police, who shared their career journeys. The Treaty Commissioner Professor Mick Dodson provided an update on the Treaty process and Samantha Wild from Awakening Cultural Ways in Queensland did a presentation and workshops on Aboriginal Mental Health.

The Darwin Forum attracted 94 nominations, with 86 Aboriginal employees attending from Alice Springs, Daly River, Darwin, Katherine, Maningrida, Ngukurr, Peppimenarti and Tennant Creek. The Forum workshops focused on the new NTPS Aboriginal Employment and Career Development Strategy 2021 - 2025; Healing, Pride and Empowerment and Out of the Box Workshop for Extraordinary Leadership.

There was a great line up of guest speakers including Robert Dalton, Program Leader from the Fisheries Division and Alphonsus Shields from NT Police. Agencies were invited to share their good news story, where we heard from Curtis Roman, Senior Director at the Aboriginal Interpreter Service and Mischa Cartwright, Executive Director Aboriginal Affairs Strategic Partnerships. David Guy, Senior Manager and Jodie Dixon, Program Manager DoE showcased the Strong Young Parents Program and Tabitha Newman shared an update on the PWC Reconciliation Action Plan. Thomas Mayor the NT elect advocate for the

Uluru Statement from the Heart gave a powerful and passionate presentation, which received a standing ovation from participants.



Image: NTPS Aboriginal Employee Forum – Darwin, November 2019

For more information about the Forums, the Evaluation Reports can be found on the OCPE website.

Theme 4: Whole of career development to build capability and careers

Key Action	Status
4.1 Developing and promoting an Aboriginal Employees' Career Development Framework, underpinned by the NTPS CLF, including professional development options and programs for entry level through to executive level roles.	Commenced
4.2 Developing guidelines to assist agencies in the use of NTPS capability frameworks to develop and provide career pathways and professional development for Aboriginal employees.	Commenced
4.3 Developing and implementing an Aboriginal employee mentoring program, including the provision of guidelines, support and assistance to agencies to deliver structured mentoring for Aboriginal employees.	Completed

Aboriginal Employee Career Development Framework:

The NTPS CLF provides a common language to support consistent sector-wide leadership, management and core skills capability development. It is designed to ensure that leadership capabilities and behaviours exist across all levels to meet future challenges. The CLF can be a useful tool for assisting panels to assess a person's capabilities at a particular designation level. In regards to key action 4.1 in developing and promoting a specific Aboriginal Employee Career Development Framework, there is no such need to duplicate the CLF and have another framework.

The CLF is supported by the CLF Self-Assessment Tool and Professional Learning Plan. These CLF diagnostic and planning instruments provide a reference point for conversations between employees and supervisors in identifying professional development opportunities; both to strengthen capability in the current role and understand expectations at the next level.

OCPE developed the MMDF which clusters learning outcomes into: Managing Self; Managing the Business and Managing Teams. The current courses covered in the MMDF incorporate the minimum knowledge and skills that are required of a high performing middle manager, and the foundation for developing into more senior roles.

The AECD Division will work closely with the SWPD Division within OCPE to look into the development of a culturally appropriate whole of career learning pathway (from entry level through to executive) for Aboriginal employees.

Aboriginal Employee Mentor Program – Guidelines:

As reported against key action 2.7, the NTPS Aboriginal Employee Mentor Program was launched in July 2019. The guidelines and further information can be found on the OCPE website.

Additional: Election Commitment TL0304

Have 500 more Aboriginal people filling a role as a teacher, police officer or nurse by 2026:

The EC to achieve 500 more Aboriginal people filling a role as a teacher, police officer or nurse by 2026 are included in the individual agency targets for the DoE, DoH and the NTPFES. These roles were expanded to include education and health professionals (such as Assistant Teachers and Midwives) as well as ACPO's and Police Auxiliary staff.

OCPE continues to work closely with the three agencies to assist in achieving this EC through the Steering Group, consisting of the Chief Executives as well as with the Working Group which consists of agency senior staff responsible for this initiative. The Steering Group meet bi-annually and the Working Group meet on a quarterly basis, with OCPE providing secretarial services to both groups.

Over the past few years DoE, DoH and NTPFES have been working to develop a number of strategies, programs and scholarships to work towards achieving the 500 more EC, however the current FTE cap and budget limitations have created significant challenges.

DoH launched the NT Health Workforce Strategy 2019-2022 on 30 August 2019 which includes implementation of a specific NT Health Aboriginal Workforce Strategy to grow and strengthen their Aboriginal Workforce. The Nursing and Midwifery Strategy 2019-2022 was also launched in 2019 which includes a key action to explore and implement sustainable workforce options, including career pathways for Aboriginal people.

The inaugural NT Health Aboriginal Cadetship Program launched in January 2020, with up to five cadetships offered. This program replaces the Indigenous Cadetship Support Program and is designed to assist eligible Aboriginal students undertaking their first undergraduate degree or postgraduate studies to gain professional health qualifications and provide on the job work experience which will lead to entry to practice upon completion of their studies.

In addition, DoH have offered six First Year Health Undergraduate Scholarships to students undertaking their first undergraduate degree. The scholarship consists of financial incentives of \$5,000 and vacation employment.

DoH continues to support students studying Certificate IV Aboriginal and Torres Strait Islander Primary Health Care (Practice).

The DoE Indigenous Employment and Workforce Strategy 2016-2020 includes a range of initiatives such as the implementation of the 'More Aboriginal Education Professionals Plan' to increase the number of Aboriginal teachers and education professionals in the Territory. DoE offer several early career employment initiatives such as traineeships, graduate programs and scholarships.

The Aboriginal Teacher Education Scholarships (also knowns as 'Growing our Future scholarships') are open to Aboriginal and Torres Strait Islander people who are currently studying or are eligible to enrol in a Bachelor of Education or a Masters of Teaching at a NT tertiary institution. There were 21 scholarships awarded in 2019 and a further 12 in 2020.

The NTPFES Aboriginal workforce continues to increase, year on year, and reported an increase from 6.6 per cent in July 2015 to 9.8 per cent in March 2020. The NTPFES established the ATSIDU in 2018 to meet existing and emerging needs for a range of initiatives to help grow the NTPFES Aboriginal workforce, and build an organisation that more closely represents the community it serves.

As at March 2020, all ACPO positions were either filled or have been allocated to the current recruit squad which are due to graduate in May 2020. The NTPFES is currently working on the launch of a streamlined transitional course for ACPO's who want to enter the Constable stream. Not only does this enable the Agency to increase Aboriginal participation in other policing roles and increase the capacity of the ACPO recruitment program, but also creates a clear career development pathway from ALO to ACPO to Constable. To date, three ALO's, two from Lake Evella and one from Maranboy have successfully transitioned to ACPO's.

The NTPFES Cadet Program, launched in 2016 in partnership with DoE, continues to be a success with programs now run in Darwin and Alice Springs. The two year program for Year 11 and 12 students sees graduates complete their NTCET with attainment of a Certificate II in Community Engagement and Certificate III in Business, while gaining exposure to many areas of the Tri Service. Cadet graduates are also given priority consideration for entry level employment across the NTPFES. The ATSIDU is actively involved in supporting and mentoring the Aboriginal Cadets.

In 2019, the ATSIDU delivered a series of Aboriginal Employee Forums in Darwin, Katherine, Tennant Creek and Alice Springs. The forums provided a platform for employees to discuss and share perspectives on ways to enhance Aboriginal participation in the agency and how to improve satisfaction and well-being in the workplace.

The NTPFES Support and Wellbeing team introduced Aboriginal Mental Health training delivered by Aboriginal staff. In 2019, members from the ATSIDU team participated in the delivery of Policing between Cultures training to recruit squads; and obtained a Certificate IV in Training and Assessment to enable formal training delivery and assessment capability on an ongoing basis. For further information about these programs and initiatives, please view the ATSIDU component of the NTPFES Annual Report.

OCPE and the above key agencies are working with the DCIS Corporate Systems Reporting Team to develop an ongoing comprehensive report to monitor the progress against the 500 more EC.

Contact Details:

Aboriginal Employment and Career Development Division

Office of the Commissioner for Public Employment

Level 10, Charles Darwin Centre, 19 The Mall, Darwin

Phone: (08) 8999 4118

Email: AECDS.NTG@nt.gov.au

Website: www.ocpe.nt.gov.au