

# Aboriginal **Employment** and **Career Development** Strategy 2015-2020



## **Progress Report**

**April 2019**

training  
potential  
future achieve  
community great pay  
journey  
difference



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## Message from the Commissioner

I am pleased to present the fourth annual progress report for the Northern Territory Public Sector (NTPS) *Aboriginal Employment and Career Development Strategy 2015-20* (the strategy).

The strategy was launched in April 2015 with the principal aim to increase Aboriginal employment in the Northern Territory Public Sector, working towards a global target of 16 per cent by the year 2020, including a 10 per cent target for participation in senior management / executive roles.



We have come a long way since the strategy was first implemented, when Aboriginal employment only made up 8.7 per cent of the NTPS workforce in June 2014 and senior management was only at 3.7 per cent in June 2015. I am pleased to say over the past four years we have increased our Aboriginal workforce to 10.5 per cent and have significantly increased our senior management representation to 5.6 per cent. Although we still have a long way to go, this is a significant achievement for the Northern Territory.

This increase can be attributed to a variety of factors including the establishment of a dedicated Aboriginal Employment and Career Development (AECDD) Division within my Office as well as the introduction of Simplified Recruitment and significant uptake of Special Measures Plans, enforcing priority consideration of Aboriginal employees.

This annual progress report particularly outlines the work achieved in the past 12 months against the Office of the Commissioner for Public Employment (OCPE) key responsibilities and provides a summary under each of the four key themes:

1. Targets for Aboriginal employment and participation;
2. Engagement and support;
3. Attraction and retention of Aboriginal people; and
4. Whole of career development to build capability and careers.

Individual Agency progress on their responsibilities under the strategy is reported through their own agency annual report as well as through the State of the Service Report.

A handwritten signature in blue ink, appearing to read 'C. Allen', written over a light blue grid background.

Craig Allen

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	Completed
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	Completed
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.	Commenced
2.8	Exploring opportunities to identify and address barriers to length of tenure and improved employee experience.	Ongoing

<b>Theme 3: Attraction and retention of Indigenous people</b>		
<b>No.</b>	<b>Key Action</b>	<b>Completed</b>
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 the Department of Corporate and Information Services (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 apprenticeships 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 Department of Trade, Business and Innovation.	Completed
<b>Theme 4: Whole of career development to build capability and careers</b>		
<b>No.</b>	<b>Key Action</b>	<b>Completed</b>
4.1	Developing and promoting an Aboriginal Employees' Career Development Framework, underpinned by the NTPS Capability and Leadership Framework, 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.	Commenced

## 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 *Aboriginal Employment and Career Development Strategy (AECDS) Data Report* is produced by the Department of Corporate and Information Services (DCIS) HR Reporting Team on a quarterly basis.

As of March 2019 Aboriginal employment in the NTPS was at 10.5 per cent, which has remained steady over the past 12 months with March 2018 being at 10.4 per cent.

Aboriginal employee participation in senior and/or executive roles at the SAO1 level (or equivalent and above), has significantly increased from 4.4 per cent in March 2018 to 5.6 per cent in March 2019.

## 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.	Commenced
2.8 Exploring opportunities to identify and address barriers to length of tenure and improved employee experience.	Ongoing

### Resources:

The Aboriginal Employment and Career Development (AECD) Division was established within the OCPE in 2015 to drive 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 and Senior Aboriginal Reference Groups (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 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 and Alice Springs that are in a HR, policy or strategic role within the NTPS. The Champions Group meet biannually and the Resource and SARG groups meet on a quarterly basis.

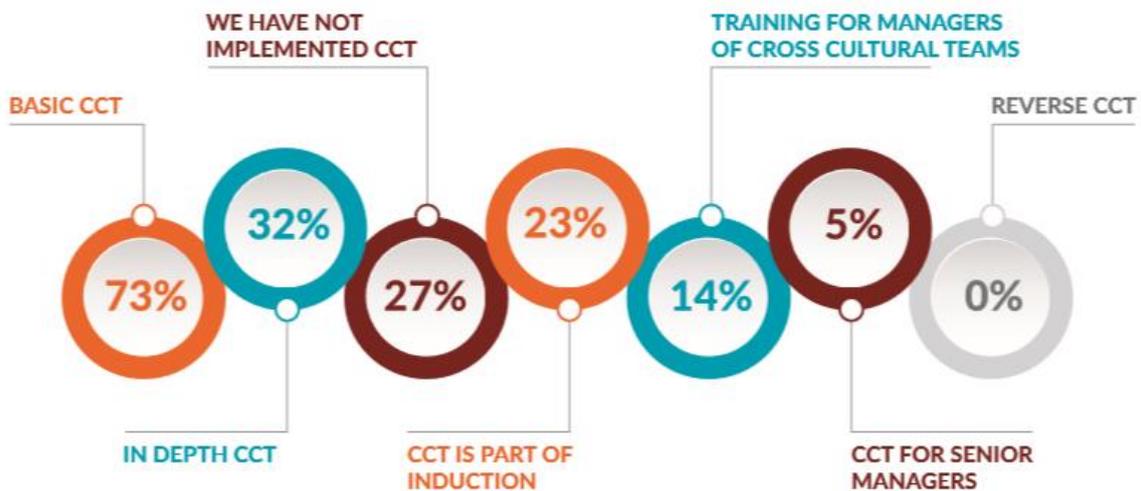
### Cross Cultural Training:

The provision of Cross Cultural Training (CCT) is mandated under section 3 of Employment Instruction (EI) 10 of the Public Sector Employment and Management Act (PSEMA). This is to ensure services are delivered and consultation is conducted effectively and efficiently in a culturally appropriate manner.

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.

The results from the 2017-18 State of the Service (SOTS) Report show a decrease in agencies mandating and offering basic CCT. As illustrated in the figure below, only 23 per cent of agencies mandated CCT for all new employees as part of their induction process, a decrease of 10 per cent compared to 33 per cent in the 2016-17 SOTS. The figure also shows that 73 per cent of agencies offered basic CCT, which is a decrease from 86 per cent the previous year.

**Figure 1: Cross Cultural Training, 2017-18 SOTS**



In order to assist agencies facilitate access to CCT, the AECD Division developed and implemented a whole of sector Cross Cultural e-Learn which was launched in May 2018. The e-Learn was developed to be an additional resource to agencies existing tailored CCT programs and is intended to be completed prior to undertaking the agency face to face training. This will provide the employee with a basic cross cultural awareness which may encourage more in-depth conversations and learning through the face to face training.

The e-Learn consists of two modules. The first module is 'Working in the NT Public Sector' and the second module is 'Working with Cultural Differences'. OCEP currently provide free licences to agencies to access the e-Learn, with 259 employees having already completed the first module and 159 have completed the second module.

As there has been a decline in agencies not providing basic CCT or having it as part of their induction, the AECD Division will work closely with agencies and continue to offer free licences for the Cross Cultural e-Learn for the next 12 months.

**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 Capability and Leadership Framework (CLF) plays an important role in the development of NTPS employee’s leadership and core capabilities and the self-assessment tool is used to support performance conversations between the employee and supervisor and can assist in identifying professional learning and development needs.

**How to use the CLF self-assessment tool**



One aspect of meeting the responsibility of developing leadership and core capability across the sector is through the delivery of a broad range of learning and development programs, most of which are provided through external contractors and training providers. 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
- Practical public policy design in the NTPS
- Foundations of public sector governance
- Project management fundamentals
- Emotional intelligence
- Communicate with influence
- Transformational leadership
- Coaching in the workplace
- Strategic workforce planning
- Dealing with the tough stuff
- Boss of busy
- Innovative thinking and strategic alignment

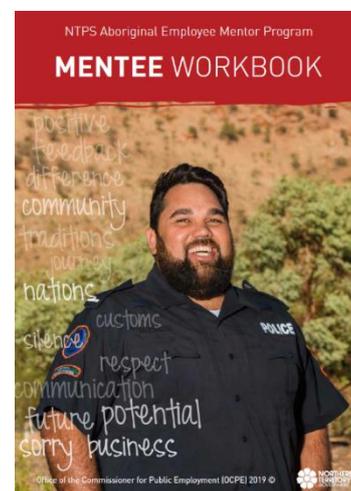
The Performance Management course addresses key action 2.6, which is a two day course that aims to provide supervisors and managers with knowledge of the NTPS performance management system, how it is applied and how to effectively give and receive feedback.

The Kigaruk and Lookrukin Aboriginal Leadership Programs are currently under review.

**Aboriginal Employee Mentor Program:**

The AECD Division engaged a consultant in 2018 to develop the NTPS Aboriginal Employee Mentor Program (AEMP). The AEMP aims to support the mentee’s personal and professional goals by matching them with a suitable mentor for a period of up to 12 months. The mentor will undertake a two day training workshop and the mentee a one day training workshop to help prepare them for the mentoring journey.

The Mentor workshop was piloted and endorsed by several SARG members in Alice Springs in November 2018 and the Mentee workshop in February 2019. The AEMP will be implemented across the sector in July 2019.



## **Barriers and Opportunities:**

There have been a range of programs and initiatives utilised to identify and address retention and improve employee experience, one of which is the NTPS Aboriginal Employee Forum. The Forum is a key initiative within the strategy which is held biannually, one in Darwin and one in Alice Springs. The Forums are based on a workshop style to allow Aboriginal employees the opportunity to provide input, feedback, and contribute to future employment and career development initiatives for the whole sector.

Key action 2.8 'Exploring opportunities to identify and address barriers to length of tenure and improved employee experience' was workshopped with Aboriginal employees at the Darwin 2018 Forum.

Employees were asked to explore three key questions:

1. Why are Aboriginal employees leaving the NTPS?
2. What are the barriers for Aboriginal people getting jobs in the NTPS?
3. How can we break the barriers?

Many employees advised that cross cultural awareness was extremely crucial, under-valued or non-existent in the workplace. Some Aboriginal employees felt there was a lack of support and understanding as to what it's like for Aboriginal employees to balance family, community, cultural and work obligations. They also advised that inductions are very poor and need to be improved as well as there is no support for training and development, flexible work arrangements or career progression. They also advised Aboriginal employees are leaving the NTPS as they are continuously on temporary contracts and need employment stability.

One main barrier identified for Aboriginal people initially trying to get jobs in the NTPS is the literacy and numeracy challenge of understanding job descriptions and government jargon. There is no consideration of English as a second, third or fourth language. Other barriers include the lack of knowledge and understanding of the recruitment process, access to the internet (as the application process is online) and no real jobs available in remote communities.

Some suggestions to overcome these barriers were to improve workforce planning to move those on temporary contracts or in employment programs (apprenticeships, AEP etc.) into full time positions, provide adequate training and development for Aboriginal employees to develop the confidence and skills to move up into higher level positions as well as mandate cross cultural training across the sector and hold agencies accountable. They also suggest to have more Aboriginal people involved on selection panels and share employment opportunities across agencies.

The AECD Division has taken all this feedback on board and will be working closely with agencies and the SARG on how we can explore these issues further and implement meaningful solutions.

The NTPS People Matter Survey is a tool used to capture employee's perceptions in the workplace. Surveys have subsequently been conducted in 2011, 2014, 2016 and 2018. Whole of sector employee survey data from 2009 to 2014 had consistently shown that employees from EEO groups, including Aboriginal employees, responded less positively overall than the NTPS average across most questions and domains. However the 2016 survey data results demonstrated a remarkable overall positive increase in perceptions of Aboriginal employees compared to the NTPS average. The significant improvement in the perceptions of Aboriginal employees about their employment over such a short period of time (less than 18 months between surveys) can be attributed to substantial high level commitment and work in 2015 and 2016 relating to the launch of the strategy, the establishment of a dedicated AECD Division within OCPE and the significant uptake of Special Measures in Recruitment, enforcing priority consideration of Aboriginal employees over all other applicants.

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 apprenticeships 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 across the Territory as well as attended the ANZSOG 'Reimagining Public Administration: First peoples, governance and new paradigms' conference in Melbourne and the National Aboriginal and Torres Strait Islander Employment Workshop in Darwin. Other conferences and events are outlined in Table 1.

Participation in these conferences and workshops 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 2018 – March 2019:

Date	Event	Provider	Location
June 2018	National Indigenous Women's Wellbeing Conference	Indigenous Conference Services	Cairns
July 2018	National Indigenous Women's Conference	Ngiyani Pty Ltd	Sydney
August 2018	NT Skills, Employment and Careers Expo's	YouthWorx	Darwin, Katherine, Tennant Creek, Alice Springs and Nhulunbuy
September 2018	2 <sup>nd</sup> Annual Public Sector Workforce Planning and Capability Conference	Adventedge	Canberra
February 2019	Reimagining Public Administration: First Peoples, governance and new paradigms	ANZSOG	Melbourne
March 2019	National Aboriginal and Torres Strait Islander Employment Workshop	National Congress	Darwin

### Special Measures:

OCPE continue to promote the aim and appropriate use of Special Measures across the NTPS. OCPE provide face to face training, are developing an e-Learn course and are constantly reminding people 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.

At present there are 15 out of 20 NTPS agencies that have a Special Measures Plan in place, and of these, 12 have Plans that cover all vacancies. OCPE collect data on the total number of advertised vacancies, the number of vacancies advertised under Special Measures and the total number of selected Aboriginal applicants. Table 2 below 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.

Table 2: Recruitment and Selection Data

Recruitment	2013-14	2014-15	2015-16	2016-17	2017-18	2018 to Feb 2019
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%)

### **NTPS Early Career Programs:**

The AECD Division continues to work closely with the Department of Corporate and Information Services (DCIS) Employment Programs Unit (EPU) to assist in promoting NTPS early career programs.

In 2016 the AECD Division redesigned the Aboriginal and Torres Strait Islander Employment Aspirations Program (ATSIEAP) as an initiative to attract Northern Territory Aboriginal school leavers to consider a career with the NTPS. The ATSIEAP is a 10 week program that assists students explore their career aspirations, identify and create individual career pathways as well as promote the various employment opportunities available within the NTPS.

The ATSIEAP was handed over to DCIS EPU in September 2017 to continue delivery of the program across the NT, however due to resource and budget restraints only one program was able to be delivered in 2018. Therefore in late 2018, OCPE and DCIS entered into a partnership to co-deliver the ATSIEAP. DCIS will deliver the program in the northern region and OCPE will deliver the program in the central region.

In March 2019, the AECD Division commenced the ATSIEAP at the Centralian Senior College with 20 male students from the Clontarf Foundation and 10 female students from the Girls Academy. They are due to complete in May 2019.

DCIS have delivered three programs at the Casuarina Senior College as outlined below:

- May 2018: 23 Clontarf students
- February 2019: 21 Clontarf students
- March 2019: 10 STARS students

Another great initiative designed to attract Aboriginal employees is the NTPS Aboriginal Employment Program (AEP) which is run through the DCIS EPU. The AEP is based on a flexible model that can be adapted to suit the needs of agencies. The AEP is a 20 week program that delivers accredited vocational training along with work experience placement to equip participants with the foundation skills required for entry level positions in the NTPS. The AEP provides employment pathways and upon successful completion will attain a qualification and offered employment in various agencies for a minimum of 6 months or a 12 month Aboriginal Traineeship at the Certificate III or IV level (dependant on the participant's capability).

The AEP has been in place since 2009 and through ongoing evaluations from agencies and program participants, the program framework is well received. Therefore 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 AEP.

New features of the AEP include the introduction of personal development workshops which was identified through feedback from both participants and supervisors of the program. DCIS EPU have also recently implemented the new Aboriginal Employment Development Program (AEDP) which is a program to be utilised by past AEP graduates to provide the 'next step' in their career progression. Currently many AEP graduates sit stagnant at the lower level administration roles without the skills or opportunity to apply for higher positions. The AEDP focuses on progression and retention of Aboriginal employees and is jointly funded (50/50) by DCIS EPU and the host agencies.

The AEDP is a three month program that consists of six face to face workshops which focus on leadership, goals, self-confidence, personal branding and job applications/progression options.

For more information about the AEP or AEDP, please contact the DCIS EPU team at [Aboriginalemployment.DCIS@nt.gov.au](mailto:Aboriginalemployment.DCIS@nt.gov.au)

Key action 3.11 – ‘investigating the development of a regional/remote pilot entry level program’, has been completed and 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 (e-IEN) SharePoint site that will be used as the online information portal and renamed the Aboriginal Employee Network (AEN). OCPPE 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 Mailing List, however can opt out at any time. This mailing list allows the AECD Division to contact Aboriginal employees directly to promote future professional development opportunities. There are currently over 400 Aboriginal employees on the mailing list.

In 2018, the Alice Springs Forum was held on 16 & 17 May 2018 and the Darwin Forum was held on 21 & 22 November 2018.

The Alice Springs Forum attracted 91 nominations, with 86 Aboriginal employees attending from a range of agencies and locations across the Territory including Mt Liebig, Ntaria, Papunya, Ti Tree, Wadeye and Yuendumu. The Forum facilitated a series of workshops on mental health first aid, the strategy refresh, the Capability Leadership Framework (CLF) and also showcased the new NTPS Cross Cultural e-Learn.



*Image: NTPS Aboriginal Employee Forum – Alice Springs, May 2018*

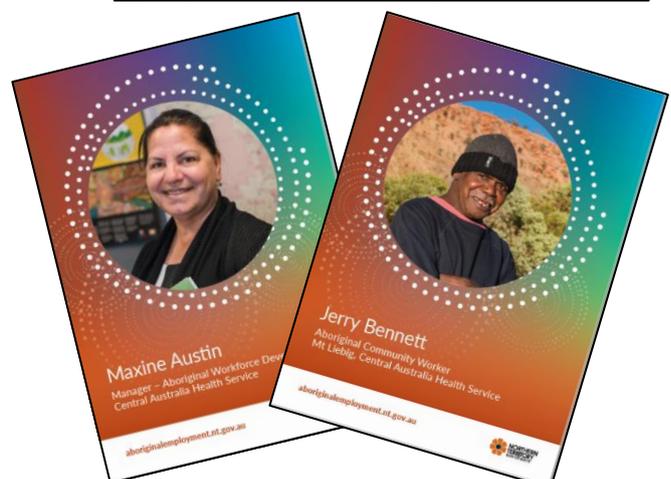
The Darwin Forum attracted 93 nominations, with 82 Aboriginal employees attending from Darwin, Alice Springs, Groote Eylandt, Katherine, Lajamanu, Kalkarindji, Maningrida, Ngukurr and Nhulunbuy. The Forum workshops focused on attraction and retention of Aboriginal employees and the CLF. There was a great line up of guest speakers including Ian Trust from the Wunan Foundation in Kununurra, Nova Peris OAM OLY, Senator Malarndirri McCarthy, Stephen Cardona owner and founder of FITAZ Gyms and Samantha Wild from Awakening Cultural Ways in Queensland.



Image: NTPS Aboriginal Employee Forum – Darwin, November 2018

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

Another great initiative the AECD Division has developed in order to promote and celebrate successful Aboriginal employees and share their stories is a series of video testimonials and posters. These videos will be showcased at the upcoming Alice Springs NTPS Aboriginal Employee Forum in June and will then be made available 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 Capability and Leadership Framework, 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 Indigenous employees.	Commenced

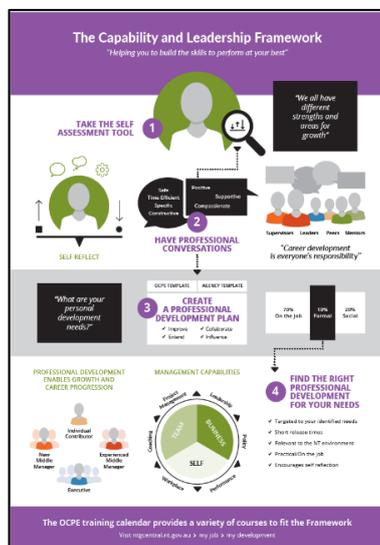
### Aboriginal Employee Career Development Framework:

The CLF provides a common language that describes the essential competencies expected of public sector employees at every level to support consistent whole of sector capability development. The framework provides a platform for creating roles, recruitment, managing performance, career planning, capability development and workforce planning. 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.

In 2018, OCPE developed the Middle Manager's Development Framework (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 Strategic Workforce Planning and Development (SWPD) Division to look into the development of a culturally appropriate whole of career learning pathway (from entry level through to executive) for Aboriginal employees.

OCPE developed a suite of materials and guidelines to illustrate the CLF process and the MMDF which are available for download on the OCPE website.



**Aboriginal Employee Mentor Program – Guidelines:**

As reported against key action 2.7, the NTPS Aboriginal Employee Mentor Program has been developed and will be implemented from July 2019 onwards. The guidelines and website are currently being developed and will be available once the program is implemented in July.

**Additional: Election Commitment TL0304****Have 500 more Aboriginal people filling a role as a teacher, police officer or nurse by 2026:**

The commitment 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 Department of Education (DoE), Department of Health (DoH) and NT Police, Fire and Emergency Services (NTPFES).

These roles have been expanded to include Education and Health professionals as well as Aboriginal Community Police Officer's (ACPO's) and Police Auxiliary staff. Each agency has developed strategies and implementation plans towards achieving this commitment.

OCPE continues to work closely with the three agencies to assist in achieving this election commitment 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.

**Contact Details:**

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