

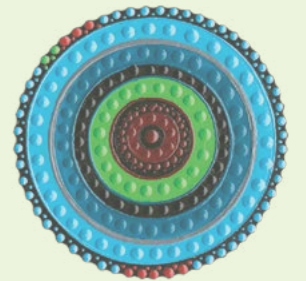


Australian Government
Department of Veterans' Affairs



GURRU NGALI
Our Aboriginal and
Torres Strait Islander
Employment Strategy
2020 – 2024





ACKNOWLEDGEMENTS

The Department of Veterans' Affairs (DVA) acknowledges the Traditional Owners of the land throughout Australia and their continuing connection to country, sea and community. We pay our respect to all Aboriginal and Torres Strait Islander Peoples, their cultures and to their elders past and present. DVA also acknowledges the services of Aboriginal and Torres Strait Islander veterans who have contributed to serving Australia.

The title Gurru Ngali is from the Gunggari language (South West Queensland) meaning 'we together'. We acknowledge the deep affinity and knowledge of the Gunggari people to revive and continue to teach traditional language. The artwork displayed on the front cover has been electronically created from original pieces, with acknowledgement to artist Chern'ee Sutton from the Kalkadoon nation (North West Central Queensland).

DVA appreciates and values the contribution given by internal and external stakeholders in the development and shaping of this Strategy. Special acknowledgement and thanks to the National Indigenous Liaison Officer, Diversity Officer, Indigenous Liaison Officer, representatives of Nganana, Veronica Hancock (DVA Indigenous Champion), the Executive Management Board (EMB) and the People and Culture Committee (P&CC).



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SECRETARY'S FOREWORD

Welcome to the Department of Veterans' Affairs' (DVA) Gurrungu, Our Aboriginal and Torres Strait Islander Employment Strategy which aims to improve the employment, participation and success of Aboriginal and Torres Strait Islander Peoples across our organisation.

Closing the Gap in Australia is an overarching requirement of every Australian to commit to achieving equality for Aboriginal and Torres Strait Islander Peoples. In 2020, the [Closing the Gap report](#) was relaunched, with a focus on the Australian Government and Aboriginal and Torres Strait Islander People sharing ownership to improve life outcomes for current and future generations.

The Gurrungu Strategy supports the DVA Aboriginal and Torres Strait Islander Employment supports the Commonwealth-wide approach outlined in the [Commonwealth Aboriginal and Torres Strait Islander Employment Strategy 2020–2024](#) to develop culturally safe and inclusive workplaces with a greater Aboriginal and Torres Strait Islander workforce representation at each classification level and across all business areas.

These are goals which I wholeheartedly support.

DVA's strategy seeks to build a talent pipeline, with the aim of achieving a stretch target of three per cent Aboriginal and Torres Strait Islander representation at each classification level by 2024.

DVA is currently underrepresented at each classification level except SES.

In addition to this target, greater efforts are required to:

- increase the cultural integrity of DVA
- decrease relative separation rates of Aboriginal and Torres Strait Islander employees, and
- provide tailored and appropriate support for Aboriginal and Torres Strait Islander employees to advance their career, while respecting individual choices.

As we work toward 2024 Strategy targets, I encourage all staff to participate in the success of Aboriginal and Torres Strait Islander Peoples in our workplaces. It is up to each of us to drive and achieve the outcomes outlined in the Strategy over the next four years.

Aboriginal and Torres Strait Islander Peoples have a long and proud history of honourable service in the Australian Defence Force.

Indigenous Australians add a richness and a diversity of thought to the work we do at DVA supporting those who serve or have served in defence of our nation, and their families.

I look forward to seeing the practical initiatives articulated in this Strategy implemented so that DVA can benefit from greater Aboriginal and Torres Strait Islander representation in our workforce.

Liz Cosson AM CSC
 Secretary, Department of Veterans' Affairs



INDIGENOUS CHAMPION MESSAGE

I would like to acknowledge the Traditional Custodians of the land and pay our respects to Elders past and present. I acknowledge all Aboriginal and Torres Strait Islander Peoples and their continuing connection to Country, culture and community.

DVA is committed to honouring Aboriginal and Torres Strait Islander Peoples' unique cultural and spiritual relationships to the land, water and sea, and their rich contribution to society.

By avoiding assumptions and instead learning from the unique skills and knowledge of Aboriginal and Torres Strait Islander Peoples, organisational capability will be strengthened to support, grow and develop our Indigenous workforce.

We will prioritise the removal of barriers to create a culturally safe environment in which Aboriginal and Torres Strait Islander employees can maintain strong and vibrant cultures while being supported to strive to reach their personal and professional potential.

Collaboration in sincere consultation with DVA Aboriginal and Torres Strait Islander employees, communities and key stakeholders will be essential to achieve sustainable cultural safety, employment and career outcomes at DVA.

Veronica Hancock
Indigenous Champion,
Department of Veterans' Affairs



OUR STORY OUR JOURNEY

DVA has a long history of providing service and support to Indigenous servicemen/women. During this time we also have provided employment opportunities to Aboriginal and Torres Strait Islander Peoples and developed working relationships with the broader communities.

Over the years, we have strengthened those relationships and partnerships through the implementation of internal and external policies and strategies in a number of ways, including our 'Galumbany' Reconciliation Action Plan, Indigenous Veterans Strategy (IVS) and a focus on increasing employment opportunities through our Diversity Strategy.

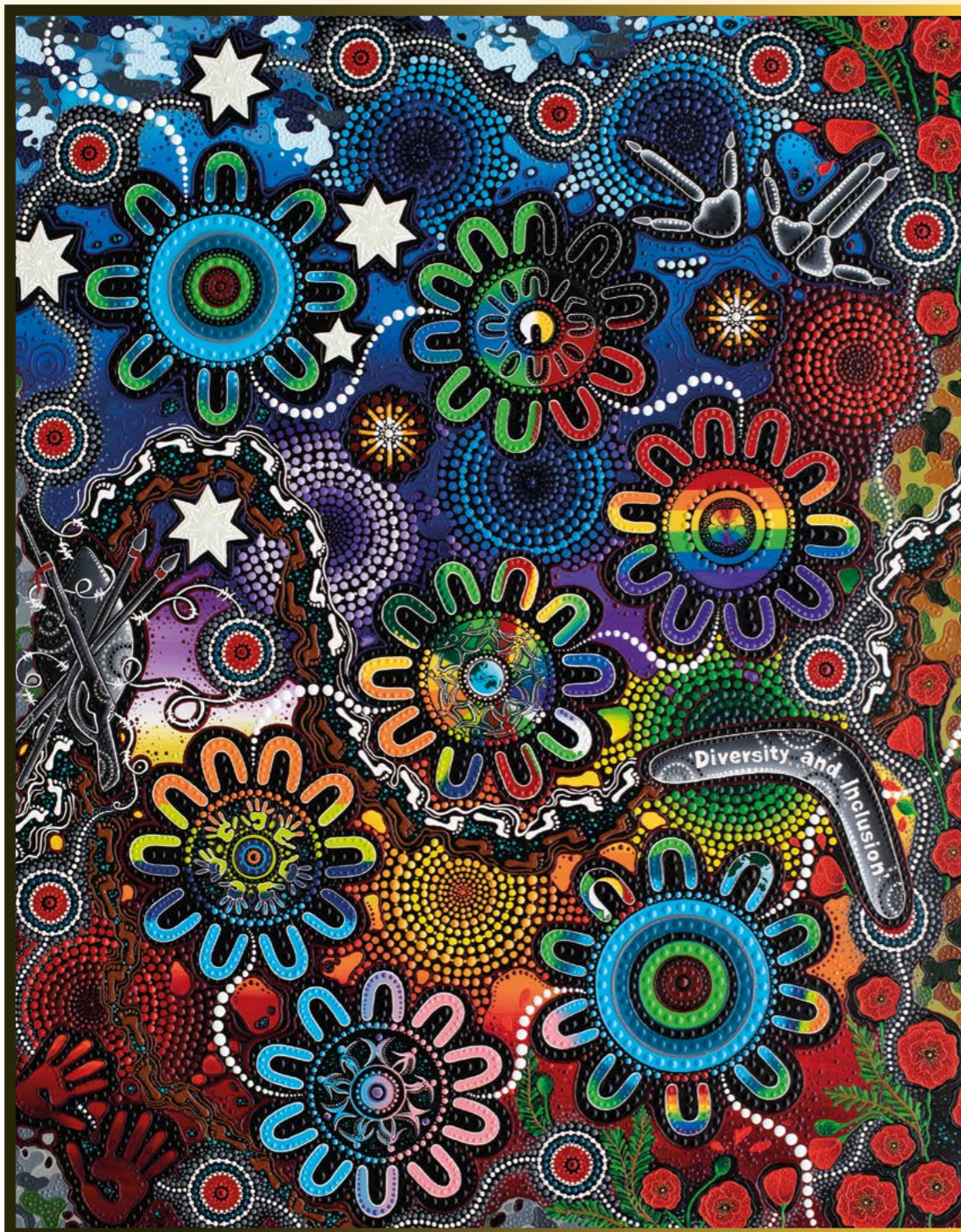
To support our commitment DVA has established roles within our agency such as the National Indigenous Liaison Officer (NILO), Diversity Officer, Indigenous Champion, 'Nganana' Indigenous staff network and a nationwide Indigenous Veterans Liaison Officer (IVLO) network. We have actively participated in the APSC Indigenous Graduate Pathway, Indigenous Cadet Program, Indigenous Apprenticeship Program and the APS Jawun secondment program.

DVA operates in an inclusive environment through ongoing cultural awareness training; support of significant events such as Reconciliation Week, NAIDOC week and Indigenous military service commemorations.

Nganana – Galumbany For everyone You me we together!

Our agency is committed to strengthening partnerships with key Government and community controlled organisations. We support the implementation of the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#) to improve career pathways and the development and advancement of our Aboriginal and Torres Strait Islander staff. Cultural integrity within DVA is pivotal to this by improving workplace inclusiveness and the cultural competency of all DVA staff at all levels. We will develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander Peoples.

The Aboriginal and Torres Strait Islander focus in DVA is never complete and we will continue to develop and implement ways to guide us on our journey through active consultation with Aboriginal and Torres Strait Islander staff and the broader Indigenous communities, now and into the future.



'Diversity and Inclusion'
painting by artist, Chern'ee Sutton
from the Kalkadoon People,
Mount Isa area in Queensland.



DVA AND THE COMMONWEALTH ABORIGINAL AND TORRES STRAIT ISLANDER STRATEGY

DVA is part of the Commonwealth Public Sector. We are a large Agency and are guided by the Australian Public Service objectives of

- Improving the employee experience for all Aboriginal and Torres Strait Islander employees across the Commonwealth, and
- Enhancing the capabilities of the Aboriginal and Torres Strait Islander workforce.

The Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 provides the following Strategic Focus areas.



Cultural Integrity (Know and Respect Indigenous Staff)

Improving and embedding the understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally safe work spaces and services and creating a more inclusive Commonwealth public sector.

Career Pathways (Support Indigenous Staff)

Diversify and strengthen the pathways into and across the Commonwealth public sector.



Career Development and Advancement (Connect Indigenous Staff)

Individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.



DVA understands the imperative of supporting the Strategic Focus Areas in a way that is appropriate to DVA, our corporate objectives and the Veterans and their families we serve.

Our Principles

This Strategy outlines DVA's commitment to generate and establish successful career opportunities and employment outcomes for Aboriginal and Torres Strait Islander Peoples. The Strategy supports our commitment to a work environment in which Aboriginal and Torres Strait Islander Peoples' cultures, beliefs and voices are acknowledged, respected and integrated into the work place. DVA will support Aboriginal and Torres Strait Islander employees in their career goals within DVA and ensure that career pathways and training opportunities are identified, promoted and Aboriginal and Torres Strait Islanders Peoples are supported to meet their career potential.

DVA also realises, as a part of the broader public sector, we have a priority role in supporting careers for Aboriginal and Torres Strait Islander members of the Australian Public Sector. DVA recognises we are part of a Public Sector career pathway for experience and promotion and consider the movement of Aboriginal and Torres Strait Islander Peoples between agencies as being for the common good. Furthermore, DVA acknowledges the vast expertise, knowledge and experience that Aboriginal and Torres Strait Islander Peoples bring to the Department and the benefits of employees taking experiences gained within the public sector back to community and country. As such, we will put systems in place to improve how we collect, access and analyse attrition rates across DVA and the APS more broadly.

Our commitment is guided by the following principles

- DVA recognises the important contribution Aboriginal and Torres Strait Islander Peoples make to Australia and to DVA.
- We acknowledge and support reconciliation-related initiatives aimed at progressing the lives of Aboriginal and Torres Strait Islander Peoples and the communities in which we work.
- This Strategy is a whole of organisation commitment and responsibility, to build a workforce, which is reflective of and acknowledges the unique and diverse experiences and needs of our employees, veterans and their families.
- DVA will provide a culturally safe work environment for all Aboriginal and Torres Strait Islander employees. Where culture and heritage is acknowledged and respected, so each employee can bring their whole self to work.
- DVA is committed to increasing understanding of Aboriginal and Torres Strait Islander cultures for all staff and creating an inclusive work environment.



CLOSING THE GAP

DVA has an integrated workforce of 2949 with 1746 Public Servants and 1203 are Contingent labour. Both of these employee groups are equally important in serving our veteran community.

DVA recognises the significant gap between our current representation of Aboriginal and Torres Strait Islander employees and the Commonwealth workforce representation targets. This Strategy represents our mid-term commitment to significantly improving the number of Aboriginal and Torres Strait Islander's employed at DVA and improving their employee experience at DVA.

In setting our targets we are guided by the Commonwealth aim to invest in Aboriginal and

Torres Strait Islander representation at the APS 4 to APS 6 levels to 5 percent, by the end of 2022. This will assist in building an Executive Levels 1 and 2 pipeline and representation of 5 percent by the end of 2024 along with 3 percent representation at the Senior Executive Service (SES) level by 2024; the final year of this Strategy. DVA will extend this aspirational target to our Contingent labour workforce.

Increased ongoing representation of Aboriginal and Torres Strait Islander employees at all levels of DVA and the Commonwealth public sector will be achieved by improving the employee experience for all Aboriginal and Torres Strait Islander employees and enhancing the capabilities of the Aboriginal and Torres Strait Islander workforce.

DVA INDIGENOUS WORKFORCE PROFILE

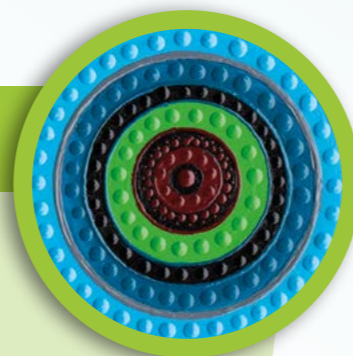
As at 30 July 2020, DVA employed an APS workforce of 1746 of which 1.26% (22 employees) identified as Aboriginal and/or Torres Strait Islander. Falling short by 1.74% (30 employees) of the Commonwealth target of 3%. The contingent workforce Diversity Information is not currently recorded by DVA.

DVA is committed to investing in the future and building a talent pipeline, through direct recruitment, employment pathways, professional development and decreasing the separation rates of Aboriginal and Torres Strait Islander employees.

TARGETS

1. **5% representation at APS 4 - 6 by 2022**
2. **5% at EL1 & EL2 by 2024**
3. **3% at SES by 2024**

To achieve these targets, we are committed to prioritising Strategic Focus Areas – Know, Respect, Support and Connect Indigenous staff.



OUR STRATEGIC FOCUS AREAS

Strategic Focus One
KNOW AND RESPECT
INDIGENOUS STAFF: We
will improve and embed
the understanding of
Aboriginal and Torres
Strait Islander cultures
in the workplace to
support the development
of culturally-safe work
spaces and services.

Strategy implementation will focus on embedding cultural integrity into workplace culture through a staged Culture Integrity Framework while focusing on creating a culturally safe workplace.

Through this Strategy we will continue to increase our understanding and appreciation of Aboriginal and Torres Strait Islander cultures. We will embed culturally appropriate language and practices into our daily business operations to create an inclusive and culturally safe workplace.

How will we achieve this?

- Ask, listen to and learn from the experiences of current and future Indigenous Australian staff, when identifying, designing and implementing relevant initiatives to recruit, develop and retain Indigenous Australian staff.
- Finalise and audit our 'Innovate' Reconciliation Action Plan and commence a new RAP to contribute to reconciliation in DVA and the communities we operate within.
- Develop and operationalise a Cultural Integrity Framework to improve and support our people to understand the experiences and cultures of Aboriginal and Torres Strait Islander Peoples and support the development of culturally-safe work spaces and services.
- Review DVA People policies, processes and practices with Indigenous Australian staff to remove cultural bias.
- Support Indigenous Australian staff networks and embed cultural practices in staff network meetings, forums and gatherings.
- Integrate Commonwealth Aboriginal and Torres Strait Islander representation targets and actions into strategic and operational workforce planning including increasing the number of targeted recruitment opportunities and career development pathways.
- Promote reconciliation amongst all Australians by continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations, endorsed through relevant Networks.



Strategic Focus Two SUPPORT INDIGENOUS STAFF: We will develop and strengthen Career Pathways for Aboriginal and Torres Strait Islander Peoples.

DVA appreciates the value of investing in Aboriginal and Torres Strait Islander employees through career pathway opportunities, as we build a future focused talent pipeline. These pathways will be consolidated with middle management and executive leadership pathway opportunities and targeted recruitment. This will increase Aboriginal and Torres Strait Islander workforce representation at each APS classification, while decreasing separation rates of Aboriginal and Torres Strait Islander employees.

How will we achieve this?

- *Strategy targets and actions will be integrated into our workforce planning and strategic documents to diversify and strengthen pathways into DVA.*
- *A targeted talent pipeline and merit pool will be developed and maintained to engage or promote Aboriginal and Torres Strait Islander Peoples into middle management and more senior roles.*
- *Barriers to career advancement for Aboriginal and Torres Strait Islander Peoples will be identified within our Department and where possible appropriate measures will be embedded to address these barriers.*
- *An Indigenous Employment Pathways Framework will be developed and operationalised to support the design and integration of internal and external career development pathways to increase engagement and development of Aboriginal and Torres Strait Islander Peoples.*

Strategic Focus Three CONNECT INDIGENOUS STAFF: We will focus on managers engaging with Aboriginal and Torres Strait Islander employees to put in place individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.

A staged generalist Career Development Framework will be developed and implemented to build long term focused career management and advancement for Aboriginal and Torres Strait Islander employees within DVA.

How will we achieve this?

- DVA will develop and articulate a clear employee value proposition for Aboriginal and Torres Strait Islander Peoples.
- Indigenous Australian staff will be supported to participate in mobility opportunities and programs to increase opportunities to diversify skill sets, through voluntary moves using secondments, temporary transfers or leave without pay to undertake roles or other activities within and outside the public service where possible to support within operational requirements.
- A Career Development Framework will be developed and operationalised to support Indigenous Australian staff to establish career development pathway plans and actively manage individual careers.
- Our Performance Management Framework will be reviewed and updated to reflect successful integration of cultural integrity and capability initiatives into ongoing Performance Management.
- Tailored onboarding and off boarding opportunities will be developed and implemented to provide insights and feedback on the effectiveness of existing initiatives on selection, recruitment, development, advancement and cultural integrity at DVA.
- Indigenous Australian staff members will be provided access to appropriate professional mentors.

ENSURING PROGRESS: EVALUATION AND REPORTING

This Strategy is a live document. A mid-term review will be conducted in 2022 to inform the approach for the remainder of this Strategy, whether continuing as planned or piloting new initiatives.

The People Services Branch (PSB) will coordinate:

- Quarterly strategy progress reports to the P&CC, Strategy Reference Group, Indigenous Champion and Assistant Secretary PSB and
- Mandated reports to relevant external entities.

HOW THE STRATEGY WILL BE IMPLEMENTED

This Strategy draws from a number of external documents, including recommendations from the [Commonwealth Aboriginal and Torres Strait Workforce Strategy 2020 – 2024](#) and *Final Report: Evaluation of the Commonwealth Aboriginal and Torres Strait Employment Strategy 2015 – 2018*.

Leadership commitment at every level of our organisation, paired with dedicated roles such as Assistant Secretary PSB, National Indigenous Liaison Officer and Indigenous Champion will drive progress towards each target through implementation of Strategic Focus Areas. Achievement of each Strategic Focus Area will occur via the initiatives outlined in the supporting Implementation Plan, with clear timeframes and measurements of success in place for each initiative.

Indigenous guidance for the initiatives within this Strategy will occur through an Aboriginal and Torres Strait Islander employee Strategy Reference Group (Nganana), in line with the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020 - 2024 Implementation Roadmap](#).

OUR GOVERNANCE

DVA's values will guide our actions. An Indigenous Staff Reference Group will review Strategy projects and accountability reporting at an agreed cadence.

DVA has identified reporting limitations and is engaging in systems projects to enhance reporting output and aligned data analytics, to support strategy evaluation and evidence based decision making.

DVA will develop a comprehensive implementation plan and evaluation framework to support effective implementation of Strategy deliverables. Where applicable, DVA will align with APS wide initiatives within the APSC implementation roadmap.

The Indigenous Champion, Indigenous Staff Employee Network, Assistant Secretary PSB and P&CC will receive a quarterly report on progress relating to strategy implementation.



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2020 – 2024 IMPLEMENTATION PLAN

Strategic Focus One KNOW AND RESPECT INDIGENOUS STAFF:

How will we achieve this?

By finalising the Innovate Reconciliation Action Plan (RAP) to contribute to reconciliation in DVA and the communities we operate within.

By developing a staged Cultural Integrity Framework, to improve and embed the understanding of Aboriginal and Torres Strait Islander cultures in the workplace.

By supporting the development of culturally-safe work spaces and services, and creating a more inclusive organisation.

How will we measure our success?

- *By February 2021 - DVA Leadership and Reconciliation Australia have endorsed DVA's 'Innovate' RAP.*

- *By mid-2021 formal avenues will be set up to support networking and collaboration opportunities with like agencies to build innovation and information sharing networks.*

- *By mid-2021 formal avenues will be set up to support Nganana to collaborate with like networks across the whole of Australian Government.*

By 2024 DVA State of Service Employee Census results will be equal to greater than like agencies, as they relate to Aboriginal and Torres Strait Islander employees:

- *Improved perception of immediate workgroup, immediate supervisor, SES and agency.*
- *Improved level of comfort in current job.*
- *Decrease in experience of discrimination and harassment.*



How will we achieve this?

By implementing a staged Cultural Integrity Framework to support cultural capability development.

By ensuring all Aboriginal and Torres Strait Islander employees are receiving increased support to understand the cultural norms and nuances of the public sector.

By implementing a staged Cultural Integrity Framework to support cultural capability development for each employee.

By ensuring each employee has received cultural integrity training.

How will we measure our success?

- *By 2022 Australian Public Service cultural norms and nuances training opportunity mapped to Corporate Capability offering.*
- *By 2024 Indigenous staff will have APS cultural norms and nuances included in their onboarding process/welcome to DVA.*
- *By 2022 Indigenous Australian Cultural Integrity training included in mandatory Corporate Capability offering.*
- *By 2022 mandatory Indigenous Australian Cultural Integrity training launched.*
- *Within 6 months of training launch date, most DVA employees will have completed mandatory Indigenous Australian Cultural Integrity training.*
- *By 2022 a method will be established to ensure Selection Advisory Committee members' can demonstrate foundation cultural capabilities before being placed on a panel.*
- *By 2022 at least one Indigenous Australian representative will be on each panel for vacancies advertised as Identified roles or Affirmative Measure.*

How will we achieve this?

By embedding cultural integrity principles into Performance Management Framework and aligned processes and guidelines to support Indigenous Australian employees work life balance and career development alongside cultural practices.

By promoting reconciliation and continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations, endorsed through relevant Networks

By reviewing all DVA People policies, processes and guidelines through a cultural integrity lens.

By ensuring all policy and practices reviews remove barriers to inclusivity.

How will we measure our success?

- *Following the People Policy Review Project timeline, the Performance Management Framework will be updated to reflect guidance on how cultural integrity practices can be included in performance management conversations of Indigenous Australian employees.*
- *A dedicated cultural integrity subject matter expert will review all updates to the Performance Management Framework, processes and guidelines before being presented to the Executive for approval.*
- *By 2022 each DVA supervisor will have access to guidance on community and cultural protocols and responsibilities of Aboriginal and Torres Strait Islander employees and how to appropriately support Aboriginal or Torres Strait Islander employees in balancing their community and / or cultural commitments with their work.*
- *All Enterprise Cultural Events endorsed through relevant Networks and promoted on time and within budget.*
- *All Enterprise Cultural Events promoted to all DVA staff.*
- *Following the People Policy Review timeline all DVA People policies to be reviewed by a dedicated Subject Matter Expert (SME) before being presented to the Executive for endorsement.*
- *A 3 year review cycle will be implemented to ensure all DVA People policies, procedures and guidelines are evaluated by dedicated SMEs at specified review points.*



Strategic Focus Two
SUPPORT INDIGENOUS
STAFF: We will develop and
strengthen career pathways
for Aboriginal and Torres
Strait Islander Peoples.

DVA appreciates the value of investing in Aboriginal and Torres Strait Islander employees through employment pathway and development opportunities, as we build a future focused talent pipeline. These pathways will be consolidated with middle management and executive leadership level pathway opportunities and targeted recruitment, to increase Aboriginal and Torres Strait Islander workforce representation at each APS classification. While decreasing separation rates of Aboriginal and Torres Strait Islander employees.

How will we achieve this?

By developing targeted ways to prepare Aboriginal and Torres Strait Islander candidates for public service employment.

How will we measure our success?

- *By December 2021 Indigenous Australian pre-employment support avenues will be created.*
- *From December 2021, within one week of request, all Indigenous Australian candidates who seek pre-employment support will be advised of available support.*
- *By 2022 a method will be established to a) monitor, evaluate and report on the number of interested Indigenous Australian candidates and b) evaluate the effect of pre-employment service on the number of applicants.*

By reviewing and developing external facing branding and outreach to demonstrate DVA's commitment to respectful recruitment, career development and advancement programs.

By December 2021, the results of the Indigenous Employee Value Proposition research will be utilised to develop and implement an external facing branding concept.

- *From December 2021, DVA external facing branding will be utilised for each targeted recruitment activity.*
- *From December 2021, DVA external facing branding will be utilised when pursuing recruitment avenues outside of the APS Gazette.*
- *By December 2021 a new method will be established to monitor, evaluate and report on numbers of interested candidates and numbers of actual applicants (successful and unsuccessful).*

How will we achieve this?

By increasing engagement with the Indigenous Australian employment market to increase employment and career development opportunities for Aboriginal and Torres Strait Islander Peoples.

How will we measure our success?

- *By December 2021, an endorsed Indigenous Australian employment market register will be created.*
- *From December 2021, an endorsed Indigenous Australian employment market register will be available for use with each targeted recruitment campaign.*
- *By December 2021, a method will be established to monitor, evaluate and report on the impact of utilising the Indigenous Australian employment market register on the number of applicants from regional and remote locations.*

By developing career pathways, including structured engagement programs to support targeted recruitment and development opportunities.

- *By June 2021, an endorsed Indigenous Australian Employment Pathway Framework will be created.*
- *By December 2021 an investigation into culturally appropriate professional development initiatives for APS 3/4 employees will be complete.*
- *By December 2021 an investigation into opportunities to identify and remove barriers to career advancement for Indigenous Australian staff will be complete.*
- *By 2022, an Employment Pathways Service Offer will be promoted within DVA.*
- *By 2022, a method to monitor, evaluate and report on the effect of the pathways program on the number of interested candidates and number of suitable applicants will be established.*



How will we achieve this?

By developing and maintaining a targeted talent pipeline and merit pool to engage and promote Aboriginal and Torres Strait Islander Peoples into middle management and senior roles.

By promoting greater accountability for increasing representation at senior levels by embedding targeted recruitment.

By integrating Strategy targets and actions into our workforce planning and strategic documents to diversify and strengthen pathways into DVA.

How will we measure our success?

- *By December 2021, a DVA Indigenous Australian Talent Register will be created.*
- *From December 2021, the DVA Indigenous Australian Talent Register will be reviewed for each targeted recruitment activity.*
- *By December 2021, a method to monitor, evaluate and report on the use of the DVA Indigenous Australian Talent Register will be established.*
- *By December 2021 a method will be created to report on employment and development opportunities, at senior levels for existing and future Indigenous Australian employees.*
- *By 2022, in line with workforce planning timelines, targeted recruitment at the EL1/EL2 level, will be integrated into the Strategic Workforce Plan.*
- *By 2022, the review of roles for consideration of targeted or identified status, will be integrated into Strategic Workforce planning activities.*
- *By 2022, Indigenous Pathways Framework will be integrated into Strategic workforce planning activities.*
- *By 2023, methods to evaluate and report on the integration of Indigenous Pathways into Workforce Planning will be actioned.*

Strategic Focus Three CONNECT INDIGENOUS STAFF: We will focus on managers engaging with Aboriginal and Torres Strait Islander employees to put in place individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.

A staged Career Development Framework will be developed and implemented to build long term focused career management and advancement opportunities for Indigenous Australian employees.

How will we achieve this?

By reviewing the DVA Performance Management Framework, policy processes and guidelines relating to Indigenous employee Performance Management.

By developing, promoting and evaluating Employee Value Proposition (EVP) for Aboriginal and Torres Strait Islander Peoples in line with APS Review Employee Value Proposition.

How will we measure our success?

- *Following the People Policy Review Project timeline, we will a) review the DVA Performance Management Framework b) integrate amendments to aligned Performance Management Frameworks, processes and guidelines.*
- *A 3 year review cycle will be implemented to ensure all Performance Management processes and guidelines are evaluated.*
- *By December 2021, all DVA employees have been informed of the implications of Transitional Kinship on Enterprise Agreement Leave provisions and how to appropriately manage workload implications.*
- *By June 2021, Indigenous EVP developed and endorsed.*
- *By August 2021, Indigenous EVP articulated to DVA.*
- *Ongoing, annually, Indigenous EVP evaluated and renewed.*



How will we achieve this?

By developing a Career Development Framework to actively support career management for Aboriginal and Torres Strait Islander employees.

How will we measure our success?

- *By June 2022, DVA managers have been provided with guidance on how to engage with Aboriginal and Torres Strait Islander employees to assist in putting in place individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.*
- *By June 2022, all Indigenous Australian employees have been invited to participate in individual career development and advancement planning to support targeted development initiatives.*

By developing an onboarding and off boarding process specific to Aboriginal and Torres Strait Islander employees.

- *By June 2021, tailored off boarding will be designed, endorsed and promoted.*
- *By June 2021, tailored on boarding will be designed, endorsed and promoted.*
- *Within one month of start date, new Indigenous Australian employees will be invited to participate in an onboarding exercise.*
- *From June 2021, before their final day in DVA Indigenous Australian employees, leaving of their own volition, will be offered an opportunity to participate in an exit interview or survey.*
- *By June 2021, a method will be created to monitor, evaluate and report on feedback provided in on and off boarding exercises.*

By implementing a structured opportunity for each Indigenous Australian employee to:

- map their career pathways through Individual Career Development and Advancement Plans.
- work with their supervisor and/or coach to advance career development pathway plans and actively manage careers.

- *By 2022, Individual Career Development and Advancement plan template and guidance created and promoted.*
- *By 2022, Indigenous Australian employees have been provided the opportunity to participate in tailored career development and advancement planning.*
- *By 2022, Individual Career Development and Advancement plans have been integrated into Indigenous Australian employee Individual Performance Agreements.*
- *By 2022, a method is created to monitor, evaluate and report on use of Individual Career Development and Advancement plans.*

How will we achieve this?

By developing mobility opportunities for Aboriginal and Torres Strait Islander employees to diversify their skill sets, through voluntary moves using secondments, temporary transfers or leave without pay to undertake roles or other activities within and outside the Public Service for development purposes for periods up to but not exceeding 12 months.

How will we measure our success?

- *By 2022, Indigenous employees have been advised of opportunities to participate in mobility programs.*
- *By 2022, DVA managers provided guidance on how to appropriately manage mobility opportunities for Indigenous employees.*
- *By 2022, a method is created to monitor, evaluate and report on use of mobility programs.*

By providing access to professional mentoring/coaching arrangements, who will provide guidance on the public sector, DVA business objectives and culture and ways to achieve professional goals.

- *By 2022, all Indigenous Australian employees have been invited to participate in a mentor/coach arrangement.*
- *By 2022, a method is created to monitor, evaluate and report on mentoring/coaching arrangements.*



