

Secretary's meeting

To: s 22(1)

Meeting: Meeting with First Nations Executive Cohort

Date: 27 October 2022

Background

- The new Government has committed to increase First Nations employment in the APS from 3.5% to 5% by 2030.
- The APSC is currently reviewing the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024*.
- As it currently stands, the Strategy also commits the APS to certain aspirational stretch targets for First Nations representation at different classifications (see **Table A** below for details of these targets and how DEWR compares against them).

Table A: APS Classification and APS-wide targets at DEWR, as at 30 September 2022

Classification	Number of First Nations employees	% of DEWR classification	APS-wide targets
APS1 – APS3	S		No target
APS4 – APS6	44	3.4%	5% by 2022
EL1 – EL 2	22	1.5%	5% by 2024
SES	0	0%	3% by 2024
TOTAL	S		-

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Support for First Nations staff

- DEWR provides a number of support mechanisms for our First Nations employees that include health and wellbeing, cultural and career development support.
- As a new department, DEWR is in the process of establishing its:
 - Reconciliation Action Plan (RAP), which will identify actions to drive change and ensure we
 maintain a culturally safe environment.
 - First Nations employee network and Indigenous Champion to help promote workplace inclusion for First Nations employees.
- DEWR continues to work towards increasing our First Nations representation by:
 - leading the delivery of the Whole of Government Indigenous Australian Government
 Development Program an entry level program with placements in 16 APS agencies and locations around Australia.
 - o participating in Whole of Government bulk recruitment activities such as the **Indigenous Graduate Recruitment program** run by the Australian Public Service Commission.
- To build cultural capability, DEWR:
 - o participates in the **Jawun Secondment program** which allows staff to apply their skills and knowledge to a project while building meaningful relationships with First Nations people.
 - supports senior executives to attend the Garma festival Australia's leading Indigenous cultural exchange event and a national hub with discussion, policy and action formulation.
- To support our First Nations staff, DEWR:
 - has an Indigenous Liaison Officer (ILO) to provide cultural support and advice on departmental initiatives relating to Aboriginal and Torres Strait Islander employment and development.
 - celebrates NAIDOC Week (3 10 July 2023) and Reconciliation Week (27 May 3 June 2023) to support reconciliation efforts in the department and highlight contributions from First Nations employees.
 - provides Ceremonial leave for First Nations employees which consists of a maximum 20 days leave without pay for any ceremonial obligations. All staff can access one day of paid leave to attend a NAIDOC event.
 - provides an Aboriginal and Torres Strait Islander Support Line through our Employee Assistance Program (EAP).
 - has a Yarning Room (located on Level 11, 50 Marcus Clarke Street) to provide a culturally safe environment to engage in traditional and formal yarning.

Summary of attachments

Attachment A Guide for discussion

<u>Attachment B</u> DEWR Diversity Dashboard - September 2022



First Nations Executives Meeting s 22(1)

Thursday 27 October2022 s 22(1)

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Background Points and Proposed Areas for Discussion s 22(1)

Discission Point 1. Appointing our First Nations Champion/s and establishing our First Nations staff network

- We don't currently have any First Nations people who are SES this is something that I want to really look at with you.
- We launched our campaign for foundation members of our employee networks in mid-September. Since the launch, we have had 23 responses for the First Nations employee network.

- At the same time, we've been busy behind the scenes looking for and appointing Champions to their roles.
- In DEWR, we currently have no First Nations SES, and so, naturally, we thought about whether we should and how we might have a Champion who identifies as a First Nations person.
- We have two nominations from SES who are passionate about supporting our Indigenous network but I wanted to discuss the option of extending the invitation to EL2s to be a co-champion. Our thinking is that this would assist in embedding lived experience while also ensuring a visible, senior advocate for First Nations people and issues.

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Discussion Point 2. Recruitment, retention and career development of our First Nations staff

• The new Government has committed to increase First Nations employment in the APS from 3.5% to 5% by 2030.

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- The Australian Public Service Commission is also reviewing the current *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024*, which includes targets for the APS for First Nations representation:
 - o There's no APS target for APS1-3, but we are sitting at 2.7%
 - O APS 4-6 the target is 5% by 2022, and we are sitting at 3.4%
 - o EL1-2 the target is 5% by 2024, and we are sitting at 1.5%
 - \circ SES the target is 3% by 2024, and we are sitting at 0.
- In addition, we are working with the National Indigenous Australians Agency and the APSC on developing strategies to increase the number of SES who identify as Aboriginal and/or Torres Strait Islander. s 22(1) is chairing the APS-wide working group.

Discussion Point 3. DEWR's governance over our First Nations business, including the development of our Reconciliation Action Plan (RAP)

• We have been working on establishing DEWR's governance arrangements, including the People Committee.

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- We are proposing that our new People Committee will be responsible for First Nations business, including developing, implementing, and monitoring DEWR's Reconciliation Action Plan (RAP). Consideration of First Nations issues within all policy related work will be a crucial role for Executive Board.
- Development of our RAP will begin after the First Nations Champion/s and network is established. A RAP working group, chaired by the Champion, would be established under the People Committee to develop the RAP.

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Discussion Point 4. DEWR's Closing the Gap targets and priorities

- The National Agreement on Closing the Gap is a commitment to a significant shift in the way all governments work with Aboriginal and Torres Strait Islander people to overcome inequality and achieve socio-economic and life outcomes equal to all Australians. The priority reforms are the shared responsibility of all government departments, and are as follows:
 - Formal Partnership and Shared Decision Making
 - Building the Community Controlled Sector
 - Transforming Government Organisations
 - Shared Access to Data and Information at a Regional Level

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Discus	sion Point 5. Identifying in the workplace
•	At 30 September 2022, 69 employees identify as Aboriginal and/or Torres Strait Islander in the HR reporting system (SAP).
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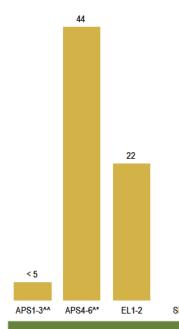
Department Workforce Diversity

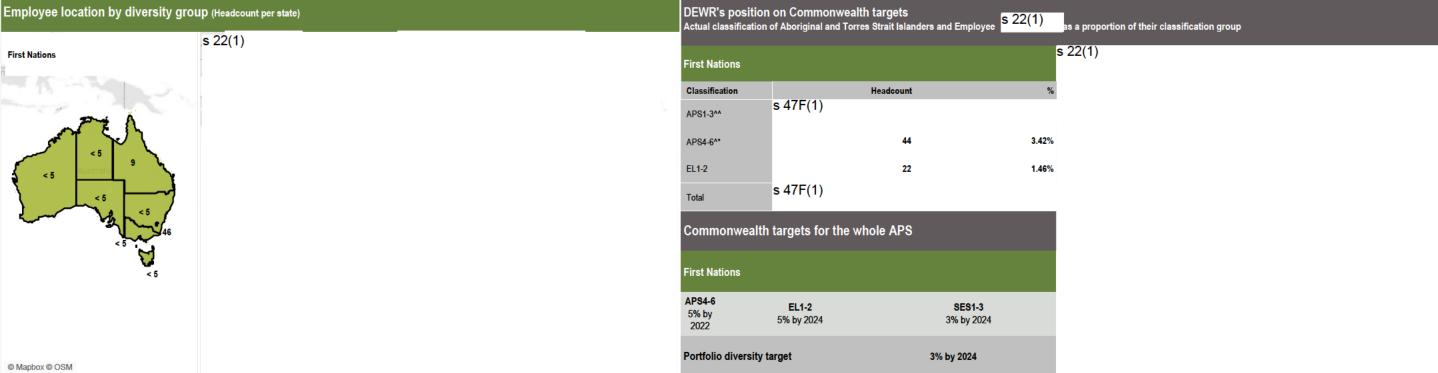
Actual classification groupings are presented in line with those specified by current Commonwealth APS strategies

	Workfor	ce Capacity		Workplace F	lexibility	
	нс	FTE*	Ongoing	Non- Ongoing	Full Time	Part Time
HEADCOUNT	3,025	2,888.4	2,916	109	2,571	454
PERCENTAGE OF HEADCOUNT			96.4%	3.6%	85.0%	15.0%
					s 22(1)	

Employee actual classification by diversity group (Headcount)

First Nations s 22(1)





This dashboard represents the labels in our data sources and targets for Commonwealth Strategies. *FTE excludes LWOP 90+ days, ^NB/GD = Non-Binary/Gender Diverse, ^^Includes Graduate APS3, ^*Includes Graduate APS4.

Workplace Diversity: Department



Secretary's meeting

To: s 22(1)

Meeting: Meeting with First Nations Executive Cohort

Date: 7 March 2023

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Issues

- On 27 October 2022, you met with DEWR's First Nations EL staff. The meeting covered the
 establishment of the First Nations employee network, governance of First Nations business in DEWR,
 and staff views on attraction and retention.
- It was agreed at the meeting you would meet with the EL cohort again in early 2023 and this meeting has been scheduled for 7 March 2023.
- Attachment A is the proposed agenda, which has been consulted on with the First Nations cohort
- **Attachment B** provides a guide for the meeting's discussion. Staff may wish to, and are encouraged to, raise other issues and topics as the meeting progresses.

Background

• The actions arising from the previous 27 October 2022 meeting were:

Outcomes and Actions	Status
Establish the network as a priority with s 22(1) Co-Champions	Update to be provided at the 22 February meeting
Schedule another meeting with s and ELs in February 2022	Completed
s will meet with DEWR'ss Indigenous Australian Graduate Development Program (IAGDP) participants; s 22(1) to organise a time with her office	Completed

- Monday, 13 February 2023 marked the 15th anniversary of the National Apology to the Stolen Generations by the Australian Government. An article was provided on the DEWR intranet and a banner of the apology was displayed in the foyer of Marcus Clarke.
- Our Indigenous Co-Champions, s 22(1) , have been working with foundation members to set up the Aboriginal and Torres Strait Islander Network.
- Representatives from all diversity networks, including First Nations, have been invited to attend a DEWR culture workshop on 23 February.
- The Organisation Design Branch has commenced planning for National Reconciliation Week
 (27 May 3 June 2023) and will involve the Network in this work.
- Calls for Round 2 Jawun nominations closed 27 January 2023 and there was strong interest with six nominations received. The Jawun program allows staff to apply their skills and knowledge to a project while building meaningful relationships with First Nations people.
- The development of DEWR's Reconciliation Action Plan (RAP) remains a priority with work to commence soon.
 - It is proposed that our new People Committee (when established) would be responsible for First Nations business, including DEWR's RAP. It is proposed DEWR would establish a RAP working group under the People Committee to develop the RAP.
- DEWR is contributing to the development of the 2023 Commonwealth Closing the Gap Implementation Plan (Implementation Plan) which outlines the Commonwealth's strategic priorities

- for Closing the Gap, DEWR has involvement in implementation of 4 priorities including Priority Reform 3 – Transforming Government Organisations which we will focus on at this meeting.
- Earlier this year the department advertised an EOI for senior Aboriginal and Torres Strait Islander policy professionals to apply for a secondment opportunity with the Coalition of Peaks.
- The new Government has committed to increase First Nations employment in the APS from 3.5 per cent to 5 per cent by 2030. In addition, the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024 commits the APS to certain aspirational stretch targets for First Nations representation at different classifications (see Table A below for details of these targets and how DEWR compares against them).

Table A: APS Classification and APS-wide targets at DEWR, as at 31 January 2023

Classification	Number of First Nations employees	% of DEWR classification	APS-wide targets
APS1 – APS3	S		No target
APS4 – APS6	44	3.2%	5% by 2022
EL1 – EL 2	16	1.0%	5% by 2024
SES	S		3% by 2024
TOTAL	65	2.08%	

The number of First Nations staff in DEWR has dropped since 30 September 2022 from 69 to 65 staff.

Summary of attachments

22 February 2022 Agenda Attachment A Attachment B Discussion points for meeting



First Nations Executives Meeting s 22(1)

Tuesday 7 March 2023 s 22(1)

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Background Points and Proposed Areas for Discussion

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2. Action items and Recap of 27 October 2022 meeting (Chair)

In our first meeting we spoke about setting up the employee network, governance of First Nations business in DEWR, and staff views on attraction and retention.

The three action items from the 27 October meeting last year have been actioned:

- setting up of the employee network as a priority s 22(1) will provide an update at today's meeting)
- schedule another EL meeting with the Deputies and Secretary (today's meeting)
- Secretary to meet with DEWR's Indigenous Australian Graduate Development Program participants. § 22(1)

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3. Introduction of our First Nations Co-Champions and Network Update (Co-Champions)

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Discussion Point 1. DEWR's Closing the Gap responsibilities with a focus on Priority Reform 3: Transforming Government Organisations

(This may be a follow on from the update on Closing the Gap and our response to Alice Springs)

- Some of what I am going to say now is probably familiar to you, but I think it's worth getting us all on the same page to have an open discussion I do want to hear your views.
- The National Agreement on Closing the Gap was developed in partnership between Australian governments and the Coalition of Peaks. It is divided into four priority reform areas.
- Priority Reform 3 is transforming government organisations, so they work better for First Nations people covering the following elements:
 - o eliminating racism
 - o providing a culturally safe workplace
 - delivering services in partnership with First Nations organisations, communities and people
 - supporting First Nations cultures
 - o improving engagement with First Nations people.
- To date, most organisations (including APS agencies) have been focused on corporate actions

 cultural awareness training, NAIDOC and National Reconciliation Week events, RAP development and implementation.
- Looking beyond corporate, many of the transformation levers sit in our line areas and involve changing the way the organisation interacts with First Nations people (in areas like processes, policy, programs and service delivery). And so, there is a growing awareness we need to also focus on these organisational areas and functions.

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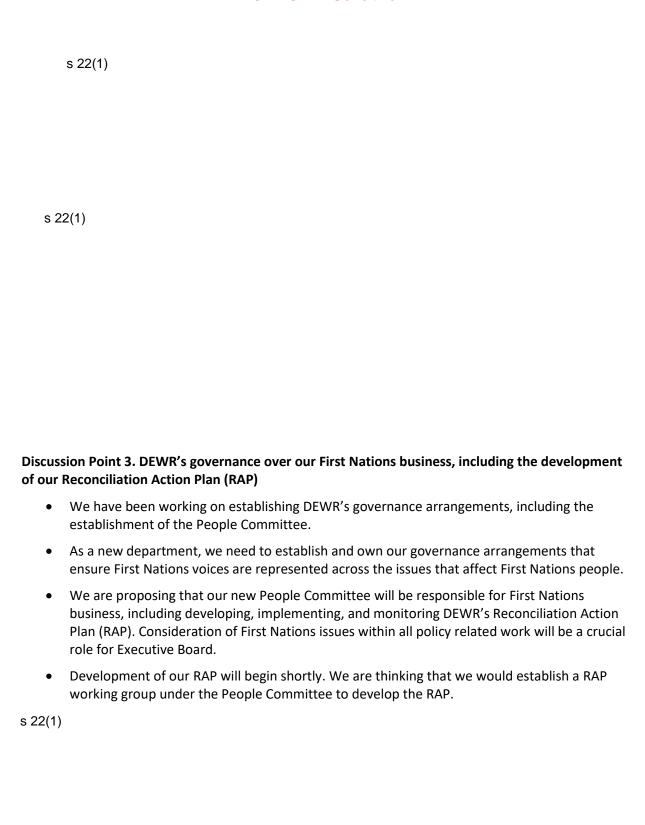
Discussion Point 2. Retention of our First Nations staff

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this year we have IAGDP recruits

but no First Nations graduates.

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- While we are seeking to recruit and retain First Nations people through our entry level
 programs, we are also seeking to recruit at all levels. s 22(1)
 programs to provide senior leadership on our work in Closing the Gap and we are actively
 seeking to bring in First Nations people at all levels. But we can always do more.



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EXECUTIVE BOARD MEETING31 October 2023

Agenda Item 6: HR Quarterly Reporting – WHS and Workforce Metrics

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c. We are not on track to meet our targets for First Nations representation in the department. Work on our Reconciliation Action Plan will include steps to address this.

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Diversity – First Nations representation not on track to meet government targets

- 13. We are currently not on track to meet government targets for employment of First Nations peoples in Commonwealth agencies. Representation varies between divisions with low representation in technical areas such as ICT (Digital Solutions Division and Technology and Services Division), data (Jobs and Skills Australia) and legal (Workplace Relations Group). First Nations representation at Executive and Senior Executive levels is also lower than representation, generally.
- 14. We have commenced developing our first Reconciliation Action Plan to launch in 2024 which will focus on initiatives to progress Reconciliation, and the development of a Diversity and Inclusion Strategy to outline key actions to achieve Commonwealth diversity targets is planned for later this financial year.

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Attachment

A – People Report DEWR s 22(1)



The People Report - DEWR

September Quarter 2023

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Separations and commencements: Jul - Sep 2023

Separations by qua	arter
July 2023	68
August 2023	66
September 2023	36
Grand Total	170



Engagement - Non-Ongoing	92
Engagement - Ongoing	106
Promotion	25
Temp transfer	14
Transfer	88
Transfer - Reduction in Level	s
	47F



Separations an	Commencements b	y Division
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DEWR Corporate and	Digital Solutions Division	S		S
Enabling Services	Finance and Budget	s	s	
	Legal and Assurance	S	S	
	People and Communication Division	S	S	
	Technology and Services Division	47 _S	S	
Employment and	Employment Policy and Analytics Div	S I	s	
Workforce Group	Evidence and Assurance Division	S	S	
	Pacific Labour Operations Division	S		S
	Workforce Australia for Business Div	S	S	4
	Workforce Australia for Individuals Div	S	S	
	Workforce Australia Provider Support Div	s		s
Skills and Training Group	Apprenticeships Foundation Skills Divis	S	s	
	Careers and International Skills	S	S	
	Industry Engagement and Quality	47 s	s	
	National Skills Agreement Taskforce	S	S	
	USI Registrar Division	47 _s	S	
	VET Data Loans and Compliance	S	S	
Workplace Relations	Employment Conditions	S	s	
Group	Entitlements Safeguards Division	S	s	
	Safety and Industry Policy	S S	4	
	Workplace Relations Legal	S	s	
JSA	Deputy Jobs and Skills Australia Div	S	s	
		s 47F(1)	47	

High levels of separation continue to be a challenge to achieving significant increases in headcount. The department had a significant amount of recruitment activity in the quarter with 326 engagements. However, it lost over half this number with 170 separations.

The majority (48%) of separations are transfers rather than promotions which can be a possible indicator of dissatisfaction with workload and work environment. An Exit Survey will be released in December 2023 to start capturing sentiment around separations and experiences. Over time this data will enable analysis and trends identification and contribute to monitoring experiences across the entire employee lifecycle. The Census Action Plan will also identify solutions to improve perceptions of burnout and decision-making to improve staff retention.

There are several major recruitment activities underway which will continue high levels of engagements into the department. This includes bulk recruitment in Skills and Training Group, Trades Recognition Australia and DSD, and ongoing phases of major recruitment in both CCB (80 offers in progress) and PALM. There will also be an additional 22 Australian Government Apprenticeship Program (AGAP) placements in October 2023. There are significant resourcing challenges in the Recruitment Team and within some Divisions to enable the vast number of recruitment activities.

To support continued growth of the workforce through several recruitment process improvements have been implemented such as devolving delegations, using conditional letters of offer, cross-skilling team members and improving recruitment admin processes. This will be complemented by eRecruit system enhancements that will be available shortly.

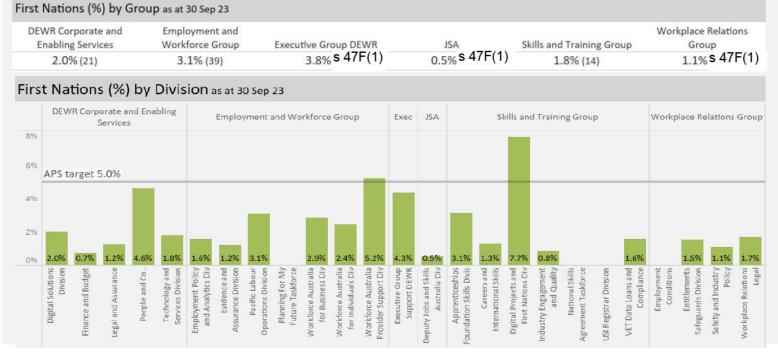
Diversity: First Nations Sep 2023

The department is not on track to meet government targets for First Nations peoples particularly in leadership positions. While the Government has set a target of 5% for First Nations representation in the APS by 2030, the department's current representation is less than half that at 2.2% (80). There is generally low representation in all Divisions with the exception of People and Communications, Workforce Australia Provider Support and Digital Projects and First Nations.

The geographic work ocation of First Nation employee may also impact on a eer advancement and available talent pools for this cohort particularly because of strong connections to country and family. However, recruitment activities that are location agnostic or based outside of Canberra may provide greater opportunity for affirmative measures.

First Nations representation at Executive and Senior Executive levels is lower than representation generally. The largest workforce of representation in the department is at the APS classification 4-6 level with SES representation at 1.5%. Indigenous recruitment has largely been through entry level pathway, such as apprentic ship programs, rather than retention and/or recruitment into more senior roles. The focus on junior roles, coupled with ge era y h gh s paration rates has I kely contributed to low representation of Fi st Nations Australians at middle and senior levels in the department of the APS.

DEWR is currently in the process of developing its first Reconciliation Action Plan (RAP). The RAP Working Group will work to consult, design, draft, and launch the departments RAP in 2024. The RAP will focus on initiatives that aim to progress Reconciliation at DEWR. It will include initiatives aimed at improving employment outcomes for Aboriginal and Torres Strait Islander employees.



DEWR
2.2%

Sa.2%

First Nations by State as at 30 Sep 23

WA
S

NSW
S

NSW
S

ACT
VIC 49
S

TAS
S

	Number of Employees	Headcount
APS 1-3	s 47	7F(1)
APS 4-6	55	3.21%
EL 1-2	19	1.13%
SES	s 47	F(1)
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DEWR Q1 FY23-24 HR Report | 7

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MEETING PAPER EXECUTIVE BOARD MEETING |s 5 MARCH 2024

Agenda Item 4: Spotlight Report on our First Nations Workforce **Purpose**

1. To provide the Executive Board (the Board) with an analysis of our First Nations workforce to inform a discussion on ways to improve First Nations representation in the department to achieve Commonwealth targets.

Proposed Resolution

2. It is recommended the Board **discuss** the First Nations Workforce Spotlight Report at Attachment A.

Issues

- 3. As at 31 December 2023, our First Nations employees represent **2.1%** (82) of our employee headcount. This includes:
 - a. SES 1.4%
 - b. EL 1 and 2 1.3%
 - c. APS4 to 6 2.9%.
- 4. To achieve 5% First Nations employee representation by no later than 2030, we must recruit and retain a minimum of 204 First Nations employees (or 34 employees per year). This estimate is calculated based on our employee headcount at 31 December 2023 and accounts for an average loss of 1.3 First Nations employees per month.
- 5. While initiatives at the department-level can achieve systemic change, the everyday behaviours and decisions of managers that involve attracting, developing and retaining their employees will have the most significant influence on our First Nations workforce.
- 6. A First Nations Workforce Spotlight Report at <u>Attachment A</u> provides an analysis of attraction and retention metrics for our First Nations workforce. It summarises existing First Nations initiatives, those that are in development, and identifies 5 areas managers can focus their efforts to increase First Nations employment. These include:
 - a. advertising with impact
 - b. rethinking affirmative measures recruitment
 - c. leveraging our national footprint
 - d. supporting career development
 - e. building cultural capability.

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Next steps

- 8. With input from the Board's discussion, the recommended areas of focus for managers will be published on the intranet and promoted for use.
- 9. The Board is encouraged to share <u>Attachment A</u> with leaders in their group to promote early adoption and progress.

Background

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- 10. The Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 set stretch targets for First Nations representation across the APS 4-6 (5%), Executive Level (5%) and SES (3%) cohorts by 2024.
- 11. The *Boosting First Nations Employment* chapter of the <u>2022-23 State of the Service Report</u> reiterates the Australian Government's commitment to increasing First Nations employment in the Australian Public Service to 5% by 2030.
- 12. Our *Strategic Workforce Plan 2023-26* reflects our commitment to embed First Nations inclusion initiatives, which includes achieving a minimum target of 5% First Nations employee representation by 2030.
- 13. On 31 October 2023, the Board reviewed the Quarterly People Report which highlighted that First Nations employees were not on track to meet targets. Members requested a return to the Board with further information to discuss short-term levers that could improve our First Nations representation.

Consultation

14. In developing the First Nations Spotlight Report and identifying opportunities to increase First Nations employment we consulted with the Closing the Gap Branch and Services Australia. Services Australia was sought out for advice as it is exceeding the Commonwealth target, with 5.9% First Nations employee representation, as at 30 June 2023.

Outcome Message

15. The Executive Board discussed a report on First Nations employment in the department and approaches all managers can use to increase attraction, development and retention of First Nations employees, in line with our commitment to achieve 5% First Nations employee representation by 2030.

Attachments

A – First Nations Workforce Spotlight Report



Attachment A. First Nations Workforce Spotlight Report

5 March 2024

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Executive summary

While separation rates are steady and low, commencements of First Nations employees are also steady and low. As a result, we must make a concerted effort to increase First Nations representation in the department to 5% by 2023. This will require recruiting and retaining 204 First Nations employees (or 34 per year), based on our headcount at 31 December 2023 and rate of First Nations employee separations.

Several department-wide programs, initiatives or strategies are in place or underway, including the development of our Reconciliation Action Plan and participation in the SES 100 initiative which will create a merit pool of First Nations SES employees. Nonetheless, the everyday behaviours and decision-making of managers about the attraction, recruitment and development of First Nations employees has a significant influence on our ability to achieve rapid change in First Nations representation.

This report recommends 5 areas where managers at all levels can action to make a significant and positive impact on our First Nations workforce. These 5 areas are listed here and explored in detail from page 10:

- 1. advertising with impact
- 2. rethinking affirmative measures recruitment
- 3. leveraging our national footprint
- 4. supporting career development
- 5. building cultural capability.

Introduction

The <u>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24</u> sets stretch targets for First Nations representation across the APS4-6 (5%), Executive Level (5%) and Senior Executive Service (3%) cohorts by 2024.

In addition, through the <u>2023-24 Budget</u> the Australian Government committed to increasing employment of First Nations Australians in the Australian Public Service (APS) to 5% by 2030. These efforts contribute to making the APS a model employer and transforming government organisations, which are <u>APS Reform</u> and <u>Closing the Gap</u> priorities.

Our <u>Strategic Workforce Plan 2023-26</u> reflects our commitment to embed First Nations inclusion initiatives, which includes achieving a minimum target of 5% First Nations employee representation by 2030.

This report explores First Nations workforce metrics to assess our efforts to meeting these objectives and identifies actionable insights for all managers to use in their teams and create rapid change across the department.

Current state

At 31 December 2023, 2.1% of our employees identified as First Nations Australians. This is 2.9% below our target of 5% and below the proportion of First Nations employees across the APS (3.5%)¹.

¹ APS at a glance | Australian Public Service Commission (apsc.gov.au)

At 30 June 2023, 3 APS agencies were exceeding the 5% target, whilst we ranked 11th in comparison, see Figure 1².

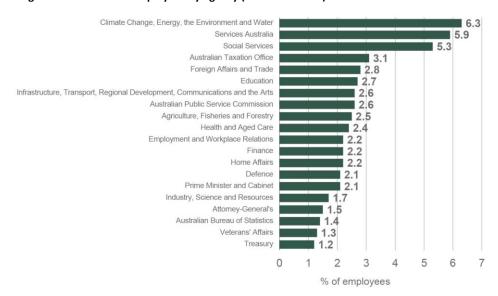


Figure 1. First Nations employees by agency (at 30 June 2023)

Based on our current state, we must recruit and retain 204 First Nations employees (or 34 per year), to meet the minimum target of 5% First Nations representation by 2030 and offset natural attrition. This will require the collective efforts of all managers in addition to department-wide initiatives.

Attracting First Nations Australians

The top 3 agencies (the Department of Climate Change, Energy, the Environment and Water, Services Australia and the Department of Social Services) all perform work that would offer strong appeal to First Nations Australians through a connection to Country or a connection to communities to improve lives and wellbeing. Employment and Workforce Group (2.7%) and Skills and Training Group (2.1%) have the highest percentage of First Nations employees in the department, suggesting the work of these groups may be most appealing to First Nations Australians.

More than half of our First Nations employees are located in Canberra (54.5%). As an organisation with a national presence, work programs that require work to be delivered in other states and the Northern Territory provide an opportunity to attract First Nations Australians.

² APS First Nations employment | Australian Public Service Commission (apsc.gov.au)

First Nations employment

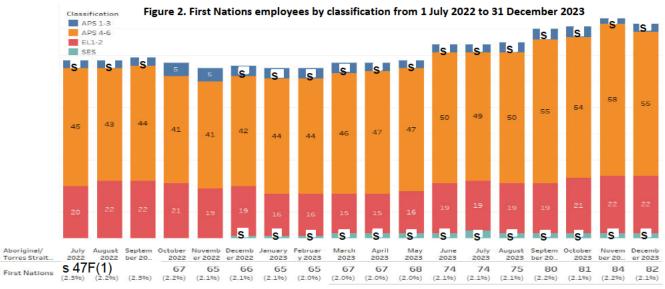


Figure 3. First Nations employees by % and classification at 31 December 2023

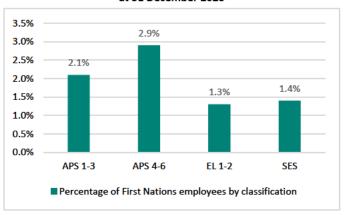


Figure 4. First Nations employees by group at 31 December 2023



Figure 5: First Nations employees by location at 31 December 2023

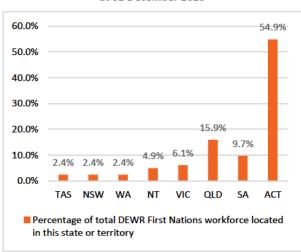
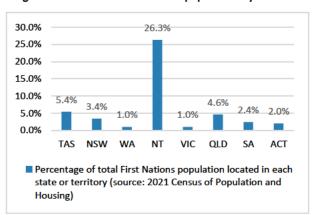


Figure 6. First Nations Australians population by location



First Nations recruitment

Since 1 July 2022, 22 affirmative measures processes were advertised, representing 5.4% of all recruitment actions (408). Affirmative measures processes are not being regularly advertised, with data showing a spike in advertisements from June to July 2023, and few processes since. These processes were advertised across all states and territories, however, were predominately used at lower classification levels:

- 13 at APS4-6 classifications
- 9 at EL1-2 classifications.

We received 170 applications across these roles, which is approximately 7 candidates per process. From these 170 applicants, only 6% (11) of candidates were found suitable and 2.3% s were offered and accepted positions.

These insights into recruitment indicate opportunities to increase regular use of First Nations affirmative measures processes and to improve advertising approaches to increase the size and quality of the candidate pool.

Figure 7. First Nations proportion of total commencements from 1 July 2022 to 31 December 2023.

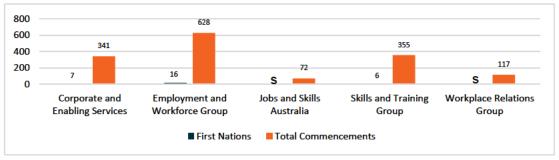
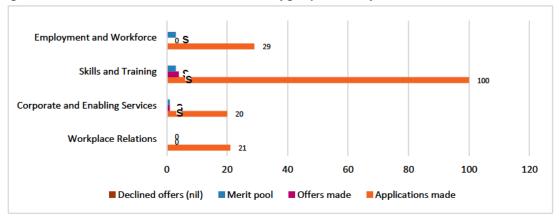


Figure 8. Affirmative measures recruitment actions from 1 July 2022 to 31 December 2023.



Figure 9. Affirmative measures recruitment outcomes by group from 1 July 2022 to 31 December 2023.



First Nations retention

Figure 10. Top First Nations employee cohort response differences in APS Employee Census 2023.

Question	DEWR result (positive response)	Cohort result (positive response)
I am not planning to leave my position within the next twelve months	23%	+13 (36%)
I am often contacted and expected to work outside of my standard hours	59%	+7 (66%)
Decisions at all levels are communicated transparently, where appropriate to do so	57%	-13 (44%)
Mobility opportunities are supported	74%	-16 (58%)

Overall, separations of First Nations employees have remained steady at an average of 1.3 separations per month since July 2022. This indicates that the driving factor influencing First Nations representation is more likely to be that recruitment of employees who are not First Nations Australians is outpacing the proportionate growth of our First Nations employee population.

The greatest separation category for First Nations employees is a transfer to another agency (39%), followed by resignation (28%). There may be a correlation between this data and sentiment in the 2023 Census, in which First Nations respondents were 16% less positive that career mobility opportunities are supported.

Despite effort needed in attracting and recruiting First Nations employees, this also presents an opportunity for managers to invest in career conversations and developing their First Nations employees.

Figure 11. First Nations employee separations by month from 1 July 2022 to 31 December 2023.

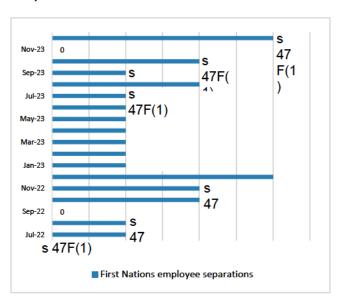


Figure 12. First Nations employee separations by category from 1 July 2022 to 31 December 2023.

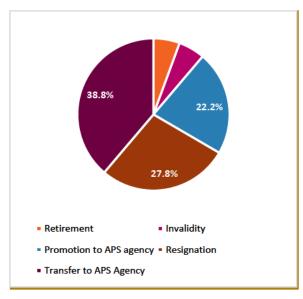


Figure 13. First Nations and non- First Nations employee separations by Group from 1 July 2022 to 31 December 2023.



Walking together today: current First Nations workforce initiatives

We have a broad range of initiatives currently in place to improve the attraction, development and retention First Nations employees.

Recruitment initiatives:

- Identified positions: In 2023, all SES roles were identified positions to ensure SES foster a safe workplace for First Nations employees. For all other vacancies at the APS and EL level, the delegate decides if a position is an identified position.
- Affirmative measures: The APSC has an Affirmative Measures Recruitment Hub, which offers resources for hiring managers. Our own Affirmative Measures Recruitment Guide and position descriptions are in development.
- SES 100: We will participate in the APS SES 100 First Nations recruitment strategy, which will produce a First Nations SES merit pool in March 2024.

Development programs:

- SES First Nations Development Program: The APSC
 is leading the administration of an SES development
 program for existing First Nations SES at the SES
 Band 1 and 2 level.
- Pat Turner Sir Roland Wilson Foundation
 Scholarship: We encourage First Nations employees
 to apply for a scholarship with the Pat Turner Sir
 Roland Wilson Foundation. To date, we have an SES
 Band 1 who has completed the program and an EL2
 currently undertaking the program.
- Jawun Secondment Program: Jawun brings together
 government agencies and First Nations communities
 through a cultural immersion experience. The next
 Jawun intake is in May 2024 and nominations for
 APS6 to EL2 employees can be approved by an SES
 Band 1.
- Cultural awareness training: We have various forms
 of cultural awareness training targeted to uplift
 cultural capability of non-Indigenous employees,
 including a mandatory online module for all
 employees and full-day courses for targeted cohorts
 such as RAP Working Group members.

Entry Level Programs:

- Since July 2022, we have led the Indigenous
 Australian Government Development Program
 (IAGDP) and participated in the Indigenous
 Apprenticeship Program (IAP).
- We have expressed an interest to recruit 20 apprentices through IAP 2024.

Employee experience initiatives:

- Reward and recognition: The Secretary's Awards includes categories for Closing the Gap and Reconcilition, demonstrating our strong commitment to recognising employees who progress positive action in these domains.
- Days of significance: We host events throughout the year for days of significance to First Nations
 Australians and our communities. These events
 contribute to an inclusive culture where First
 Nations employees feel celebrated and that they belong.

Employee networks, forums and representatives:

- First Nations Champions: We have a SES First
 Nations Champion and Reconciliation Action Plan
 (RAP) Champion.
- First Nations Network: The First Nations Network is a community open to First Nations employees only, providing a safe space, peer support, mentorship, and professional development.
- RAP Working Group: The RAP Working Group are responsible for the development and implementation of our RAP.
- Executive Level First Nations Forum: The Secretary
 holds quarterly meetings for First Nations EL1 and
 EL2 employees to raise key matters of interest. This
 forum is unique to our department.
 - o Indiaenous Liaison Officer: Indigenous

Walking together into the future: First Nations workforce initiatives in development

There are several key strategic workforce initiatives currently in development which will have an influence on First Nations employment in the department:

Diversity and Inclusion Action Plan

The Diversity and Inclusion Action Plan is a deliverable of our draft *People Strategy 2024-27*. The Plan is in development and will encompass an outcomes-focused approach to building inclusion and belonging. The Plan will align with targets and outcomes of whole-of-government strategies such as the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024.

Closing the Gap Strategy

Our Closing the Gap Strategy is currently in development and will include targets around learning potential, education pathways, youth employment, and economic participation. The strategy will also include three guiding principles to inform the development of policy and program responses: respect, engage and evolve.

Reconciliation Action Plan (RAP)

Our inaugural Innovate RAP is in development with guidance from Reconciliation Australia through their framework of respect, relationships, and opportunities. The RAP will be bespoke to our commitment to being a model employer for First Nations employment, reconciliation and truth-telling.

Opportunities: recommendations for rapid change

We share collective responsibility to increase First Nations representation towards our 5% target. While initiatives at the department level can drive systemic change, the most significant factor influencing First Nations employment is the everyday behaviours and decisions of managers as they relate to attracting, developing and retaining their employees.

The following 5 recommendations for rapid change reflect opportunities that managers at all levels can implement today to improve First Nations representation within their teams.





1. Advertising with impact

When advertising vacancies, managers can make adjustments to our advertising approach to broaden our reach to potential First Nations candidates. Small adjustments can make a vacancy more attractive and accessible for First Nations Australians.

1.1 Designing job packs to attract First Nations applicants

- Tell applicants how their work will make a positive impact on Australian communities.
- Share positive Census results on why your employees enjoy working in your team.
- Include deidentified testimonials about the impact of your work from First Nations employees, stakeholders, businesses or customers.
- Explicitly invite applications from First Nations Australians, even if they are not sure whether they meet all criteria.
- Tell applicants about our First Nations Employee Network and SES champions.

1.2 Promoting job vacancies in First Nations communities

Advertising vacancies through non-digital platforms, such as the Koori Mail, an
 Australian newspaper owned by First Nations Australians with 80,000 readers per
 edition across Australia.

1.3 Removing barriers to entry

- Ensure job requirements include essential skills and qualifications only.
- Use plain English and remove language specific to the APS that is not necessary, or explain it clearly where it is required.



2. Rethinking affirmative measures recruitment

Affirmative measures recruitment allows us to advertise positions exclusively to First Nations Australians. Our recruitment data suggests current affirmative measures recruitment actions could be more effective and used more frequently. This can be achieved by taking a customised approach to recruitment practices for affirmative measures.

2.2 Leveraging bulk recruitment

- Maximise the reach of affirmative measures by conducting bulk rounds for similar roles (for example, work with other business areas to combine affirmative measures for Program Officer roles).
- When conducting bulk affirmative measures rounds, consider how you phrase the job title and description to ensure it is easy to understand for candidates outside Canberra or the APS.

2.3 Develop relevant assessment approaches

Develop an approach to assessing candidates that is relevant to the role, challenging
the status quo if needed (for example, an in-person role play scenario for a call centre
operator is likely to be more relevant than a 600-word statement of claims in assessing
capabilities required for the role).

- Include a First Nations Australian and culturally competent people on your selection panel.
- Share a <u>meaningful Acknowledgement of Country</u> before commencing an interview.



3. Leveraging our national footprint

Having a national presence with a need to deliver services across the country provides opportunities to target First Nations applicants for vacancies located outside of Canberra, particularly in locations that have higher First Nations populations (ABS Census, 2021), such as the Northern Territory, Queensland and Tasmania.

3.1 Collaborate to recruit in multiple locations

 Work across business areas to recruit in locations where job design and current property arrangements allow employees to be geographically dispersed.

3.2 Promote workplace flexibility

- Ensure employees working in remote areas are effectively supported with access to the
 local site coordinator, the ability to engage with colleagues virtually, and access to
 appropriate support networks and leave to fulfil cultural obligations.
- Model and encourage use of flexible working arrangements, such as remote work.



4. Supporting career development

Regular performance, career and development discussions are a key factor in engaging and retaining First Nations employees. A great way to prevent separations of First Nations employees seeking new career experiences is to support them to develop and facilitate internal mobility opportunities. Where internal options are exhausted, managers could consider other ways their First Nations employee can gain new experiences and develop skillsets in another environment, such as through study, mentoring, coaching or targeted secondment opportunities with a planned return to the department.

4.1 Proactive workforce management

- Have regular discussions with your First Nations employees about their career and help them achieve their goals.
- Proactively plan resource capacity to ensure development opportunities and leave for cultural events and responsibilities are supported.
- Collaborate across business areas to identify and facilitate development pipelines that
 are beneficial to the employee and department.
- Share and promote success stories to other business areas that may benefit from First
 Nations career development initiatives and/or productive relationships with local
 organisations.

4.2 Promote and support study

 Promote career development through the Studies Assistance Policy, which offers up to \$3,000 per annum for each employee's development, or participation in the Pat Turner Sir Roland Wilson Scholarship.

4.3 Establish relationships with local organisations

 Create contacts with partner organisations or education institutions that would suit targeted secondment opportunities for First Nations employees in your work area.



5. Building cultural capability

Cultural safety is at the heart of fostering a positive employee experience for First Nations employees. We all have a responsibility under the *Work Health and Safety Act 2011 (Cth)* for the safety of ourselves and our colleagues. You can build cultural capability in all team members to create a culturally safe work environment for your First Nations employees.

5.1 Ensure compliance with mandatory learning

- Promote the benefits of mandatory cultural awareness mandatory learning.
- Ensure all employees have completed their mandatory cultural awareness learning module, and any other relevant mandatory modules for their role or duties (for example, First Nations procurement or cultural capability for identified positions).

5.2 Encourage participation in the Jawun Secondment Program

 Promote the Jawun Secondment Program to employees and ensure secondees share cultural immersion experiences widely.

5.3 Reflect Closing the Gap priorities in all performance plans and promote reform

- Ensure all employees understand and are accountable for the role they contribute in meeting our Closing the Gap targets.
- Talk to your team about the APS and the department being a model employer is an APS
 Reform priority.

5.4 Create culturally safe places where First Nations voices are heard

- Provide opportunities for First Nations employees to provide feedback and input,
 removing any barriers or bottlenecks that might prevent their voices from being heard.
- Use yarning circles to promote learning through connection and storytelling.
- Create safe spaces by modelling anti-racist behaviours and calling out unacceptable behaviour.
- Ensure a supportive environment for First Nations employees, for example by
 promoting attendance at days of significance, creating safe spaces to discuss cultural
 load and sorry business, and ensuring cultural leave is accessible when required.

MEETING PAPER EXECUTIVE BOARD MEETING \$ 22(1) 30 APRIL 2024

Agenda Item 7: Managing our most important asset: HR Quarterly Reporting – Work Health and Safety and WHS and Workforce Metrics Q3 2023–24

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10. While our First Nations employee headcount increased from 82 to 88 across the quarter, representation as proportion of our total workforce remained steady at 2.1%. Our commitment to improve First Nations employee representation is progressing through a review of First Nations recruitment to identify and eliminate barriers. This work will be undertaken with the support of our employee network and the expertise of an Indigenous service provider.

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Attachment

A – People Report DEWR s 22(1)

s 22(1)

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HR Quarterly Report

January to March 2024

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Separations and Commencements	.5
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Separations and commencements January to March 2024



Separations by quar	rter	Separations by reaso	n
January 2024	52	Completion NOG	5
January 2024		Other	5
February 2024	42	Promotion	6
		Resignation	32
March 2024	41	Retirement	16
Grand Total		Transfer	71
	135	Grand Total	135

Total Commencements 384 (Previous quarter 419)

Commencemen	nts by qua	arter		Commencements by rea	ason
	Centres	Other		Engagement - NOG	94
	Branch	ranch	Engagement - Ongoing	152	
January 2024	12	78	90	Promotion	27
February 2024	6	156	162	Temp transfer	17
March 2024	45	87	132	Transfer	94
Grand Total	63	321	384	Grand Total	384

Separations and Commencements by Division

DEWR Corporate	Digital Solutions Division	-6
and Enabling		
Services	Finance and Budget	-5 13
	Legal and Assurance	S 8
	People and Communication Division	-15 26
	Technology and Services Division	-8 15
Employment and	Employment Policy and Analytics Div	s IIs
Workforce Group	Evidence and Assurance Division	S 19
	Pacific Labour Operations Division	-6 44
	Workforce Australia for Business Div	S 63 in Contact Centres Bran
	Workforce Australia for Individuals Div	-12 47 68
	Workforce Australia Provider Support Div	-6 25
JSA	Deputy Jobs and Skills Australia Div	-9 26
•	Careers and International Skills	-8 21
Group	Digital Projects and First Nations Div	S 5
	Industry Engagement and Quality	-10 11
	National Skills Agreement Taskforce	S 5
	USI Registrar Division	S S
	VET Data Loans and Compliance	-947 7
Workplace	Employment Conditions	S 13
Relations Group	Entitlements Safeguards Division	4 s
	Safety and Industry Policy	7
	Workplace Relations Legal	F(

Commencements continued to significantly outpace separations.

As outlined in our workforce capacity overview, quarterly commencements (384) substantially exceeded separations (135). The high number of commencements was consistent with the previous quarter (410 in Q3, 419 in Q2). Separations were up from 109 in Q2 but substantially lower than those seen in Q1 (191), contributing to an ongoing net increase of APS employees.

This quarter reflects an increase in non-ongoing (NOG) commencements (94 in Q3, up from 83 in Q2). Utilisation of non-ongoing arrangements supports the agenda to reduce our contractor workforce. Our non-ongoing workforce can be scaled up and down in response to surge requirements and budget priorities.

The greatest proportion of commencements relative to separations was seen in Employment and Workforce Group, with 167 commencements and only 33 separations. Within that group, ongoing work to reprofile the workforce in Contact Centres Branch accounted for 63 commencements (16% of total commencements; following 71 new employees for the Branch over Q2. Further ongoing and non-ongoing recruitment to reduce the external workforce will continue into Q4.

Jobs and Skills Australia Group onboarded a significant number of new employees relative to the size of the group with 26 new employees over Q3, representing 11% growth.

There are a high number of recruitment activities continuing to take place, with approximately 100 active recruitment processes in the advertising or selection stages, including 44 in Corporate and Enabling Services largely driven from demand in DSD and TSD. There was also strong demand in Employment and Workforce Group (31) and Workplace Relations Group (16) across several Divisions. This indicates a substantial pipeline of employees joining the department over the next quarter.

Diversity

Headcount has grown for diversity cohorts due to improved retention.

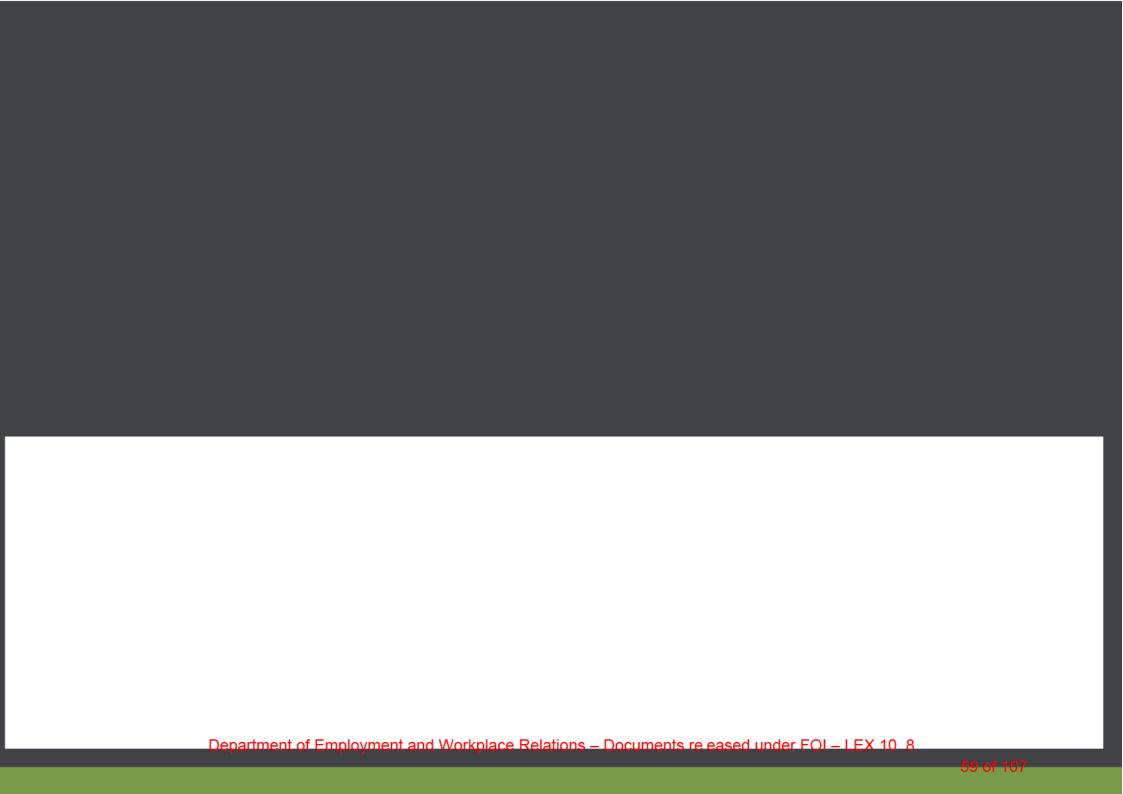
We have increased our First Nations employee headcount from Q2 to Q3 (from 82 to 88 employees). Overall representation of First Nations employees remained steady at 2.1% as a proportion of total headcount. Work has commenced to scope a review of our First Nations recruitment, aligning with actions in the draft Innovate Reconciliation Plan and to be informed by consultation with our First Nations Employee Network. The review will identify barriers and recommend innovative recruitment solutions to enhance attraction and recruitment of First Nations employees.

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First Nations



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At least 5 pe centage po n s 2023 % of Up to 4 pe centage po ntsea eess a _ 2023 % osi if At least 5 pe centage po n s _ess a _ 2023 % osi if () Whe e g oup has less han 0 espondents	% ositiv			2 2 % s ve	22 % e a ve	2 22 % s ve
ndices	Ι	Engagement Index	Respondents	7	4	
ndices	2	Immediate Supe viso Index		77	-	-
ndices	4	SES Manage Index Communication ndex		72 7	-	-
ndices	5 6	Enabl ng Innovation Index Wel being o icies and Suppot ndex		7	-	-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS CURREN OB	q20a q20b	My ob gives me oppo tunit es to ut lise my sk lls he wo k l do gives me a sense o accomplishment	% St ong y ag ee o ag ee % St ongly ag ee o ag ee	7	7 9	-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS CURREN OB	q20c q20d	I am sa is ied with the ecognit on I eceive o doing a good ob I am aily emune ated (e.g. sa a y supe annuat on) o the wok hat I do	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	72 7	2	-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS CURREN OB	q20e q20	I am sa is ied wi h my non-moneta y emp oyment cond tions e g leave lexible wo ka angements I am sa is ied wi h the stabili y and secu i y o my ob	% St ongly ag ee o ag ee % St ong y ag ee o ag ee			-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS CURREN OB	q20g q20h	I suggest ideas to imp ove ou way o doing things I am happy to go the ext a mi e at wo k when equi ed	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	9	2	-
GENERA IM RESSIONS CURREN OB	q20i q20j	Ove all I am sa is ied wi h my job I unde stand how my ole cont ibu es to ach eving an outcome o the Aust al an publ c	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	77 9		-
GENERA IM RESSIONS CURREN OB	q20k	My ob inspi es me I am con dent that i I equested a lexible wo ka angement my equest would be given easonable	% St ong y ag ee o ag ee	9	4	-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS CURREN OB	q20I q20m	Conside ation Whe e app op a e I am able to take pat in decisions hat a ect my job	% St ong y ag ee o ag ee	7		-
GENERA IM RESSIONS CURREN OB GENERA IM RESSIONS IMMEDIA E WORKGROU	q20n q2 a	I eel I have he same oppo tun ties as anyone e se o my abil ty o expe ience When changes occu he mpac s a e communicated well wihn my wokg oup	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7 9	4	-
GENERA IM RESSIONS IMMEDIA E WORKGROU GENERA IM RESSIONS IMMEDIA E WORKGROU	q2 b q2 c	he people n my wo kg oup coope ate to get the job done My wo kg oup can eadily adapt to new p io i ies and tasks	% St ong y ag ee o ag ee % St ong y ag ee o ag ee		4	-
GENERA IM RESSIONS IMMEDIA E WORKGROU GENERA IM RESSIONS IMMEDIA E WORKGROU	q2 d q2 e	My wo kg oup has the app op iate skil s capabi it es and knowledge to pe o m well My wo kg oup has the tools and esou ces we need to pe o m well	% St ong y ag ee o ag ee % St ong y ag ee o ag ee		7	-
GENERA IM RESSIONS IMMEDIA E WORKGROU GENERA IM RESSIONS IMMEDIA E SU ERVISOR	q2 q22a	he people n my wo kg oup use t me and esou ces e icien ly My supe viso commun cates e ec ive y	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7	9	-
GENERA IM RESSIONS IMMEDIA E SU ERVISOR	q22b	My supe viso engages wi h s a on how o espond to utu e chal enges	% St ong y ag ee o ag ee		,	-
GENERA IM RESSIONS IMMEDIA E SU ERVISOR GENERA IM RESSIONS IMMEDIA E SU ERVISOR	q22c q22d	My supe viso can de ive di icu tadv ce whi st main a n ng elat onships My supe viso encou ages my eam o egula ly ev ew and imp ove ou wo k	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	79 2		-
GENERA IM RESSIONS IMMEDIA E SU ERVISOR GENERA IM RESSIONS IMMEDIA E SU ERVISOR	q22e q22	My supe viso is nves ed n my deve opment My supe viso p ovides me w th help ul eedback to imp ove my pe o mance	% St ongly ag ee o ag ee % St ong y ag ee o ag ee	7 77		-
GENERA IM RESSIONS IMMEDIA E SU ERVISOR GENERA IM RESSIONS IMMEDIA E SU ERVISOR	q22g q22h	My supe viso ac ively ensu es hat eve yone can be inc uded n wo kp ace act vit es My supe viso ensu es hat my wo kg oup del ve s on what we a e espons ble o	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	9		-
GENERA IM RESSIONS IMMEDIA E SU ERVISOR GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q22i q24a	My supe viso invi es a ange o v ews inc uding those di e ent to hei own My SES manage commun cates e ect ve y	% St ong y ag ee o ag ee % St ongly ag ee o ag ee	4 74	9	-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q24b	My SES manage ensu es hat woke ot contibutes othesta egic diecion othe agency and the My SES manage clea y at culates the diection and pioties oou alea	% St ongly ag ee o ag ee % St ong y ag ee o ag ee	79 7	4	-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q24d	My SES manage p omotes coope at on w thin and between agencies	% St ong y ag ee o ag ee	7		-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q24e q24	My SES manage encou ages innovation and c ea ivity My SES manage p esen s convincing a guments and pe suades othe s lowards an outcome	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	9 7	7	-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q24g q24h	My SES manage cea es an envi onment hat enables us o delive ou best My SES manage outine y p omotes the use o da a and evidence to de ive ou comes	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7 72	9	-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE GENERA IM RESSIONS SEN OR EXECU IVE SERV CE	q25a q25b	In my agency the SES wo k as a team In my agency the SES c ea ly a ticu a e the di ect on and p io ties o ou agency	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	72	9	-
GENERA IM RESSIONS SEN OR EXECU IVE SERV CE GENERA IM RESSIONS AGENC AND A S	q25c q26a	In my agency communication between SES and othe employees is e ective I eel a st ong pe sonal at achment o my agency	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	4	4	-
GENERA IM RESSIONS AGENC AND A S GENERA IM RESSIONS AGENC AND A S	q26b	I eel a st ong pe sonal at achment o he A S I am p oud o wo k in my agency	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	74	9	-
GENERA IM RESSIONS AGENC AND A S	q26d	Inte nal communication wi hin my agency is e ective	% St ong y ag ee o ag ee	4	, ·	-
GENERA IM RESSIONS AGENC AND A S GENERA IM RESSIONS AGENC AND A S	q26e q26	I would ecommend my agency as a good place to wo k I believe st ongly n the pu pose and objectives o my agency	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7		-
GENERA IM RESSIONS AGENC AND A S GENERA IM RESSIONS AGENC AND A S	q26g q26h	I believe st ongly n the pu pose and objectives o the A S My agency suppo ts and actively p omo es an inc usive wo kplace cu tu e	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	4	2 4	-
GENERA IM RESSIONS AGENC AND A S GENERA IM RESSIONS AGENC AND A S	q26i q26j	I wo k beyond what s equi ed in my job to he p my agency achieve its object ves I eel commit ed to my agencys goals	% St ongly ag ee o ag ee % St ong y ag ee o ag ee	7		-
GENERA IM RESSIONS AGENC AND A S GENERA IM RESSIONS AGENC AND A S	q26k q26l	My agency ea ly inspi es me o do my best wo k eve y day Change s managed we I n my agency	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	9	2	-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q28 q29	In the last month p ease a e you wo kg oups ove all pe o mance In the last month p ease ate you agencys success n meeting its goas and objectives	% Exce lent o ve y good % Exce lent o ve y good	4	2	-
RODUC VI AND WA S O WORK NG	q3 a	ack o claiy a ound my ole and esponsibil ties	% Not at a love y litle			-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 b q3 c	ack o cla i y a ound p o it es oo many compe ing p o it es	% Not at all o ve y litle % Not at a love y litle	7	27	-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 d q3 e	Administ ative p ocesses wi hin my agency he technology wi hin my agency	% Notatalo veylitle % Notatalo veylitle	4	24	-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 q3 g	he in e nal communica ion within my agency he lack o inclusiveness n my wo kg oup	% Notatalo veylitle % Notatalo veylitle	4	4	-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 h q3 i	Mult ple ayes o decision making within my agency Author ty o decision making is at a higher level than equired	% Notataloveylitle % Notataloveylitle	4	27 9	-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 j	he appet te o isk wi h n my agency Res stance o expe imentat on w th new ideas	% Not at a love y litle % Not at a love y litle	9		-
RODUC VI AND WA S O WORK NG RODUC VI AND WA S O WORK NG	q3 I	Mob li y oppo tuni ies a e not suppo ted ex ble wo k p act ces a e not suppo ted	% Not at a love y litle % Not at a love y litle	74		-
RODUC VI AND WA S O WORK NG	q3 m	mited ins ances o wo k ng as one A S	% Notataloveylitle		2	-
DEVE O ING CA ABI I	q33 q35	A e he e cu ent y sk lls o capabil ty gaps wi h n you mmediate wo kg oup? I am ab e to access elevant o mal and in o mal ea ning and deve opment when and whe e o what extent do you ag ee that you ecent pe o mance and deve opment d scussions w th you	% No % St ongly ag ee o ag ee	7	44	-
DEVE O ING CA ABI I WE BEING	q37 q38a	I have un ea is ic t me p essu es	% St ongly ag ee o ag ee % Ra e y o neve		2	-
WE BEING WE BEING	q38b q38c	I have a cho ce in deciding how I do my wo k My mmediate supe v so encou ages me	% A ways o o en	9 7	7	-
WE BEING WE BEING	q38d q38e	I eceive the espect I dese ve om my colleagues at wo k I am clea what my duties and esponsibil ties a e	% A ways o o en	2 7	4	-
WE BEING WE BEING	q38	Relationships at wo ka e st ained	% Raeyo neve	4	4	-
WE BEING WE BEING	q38g q38h	Sta a e consulted about change at wo k I am expected o do too many di e ent tasks in oo l tt e time	% A ways o o ten % Ra e y o neve		2	-
WE BEING	q39a q39b	I am sa is ied with the policies plactices in place to help me manage my health and we lbeing My agency does a good job o communicating what it can ore me in terms or heal hand we lbeing	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7		-
WE BEING WE BEING	q39c q39d	My agency does a good job o p omot ng heal h and wellbeing I h nk my agency ca es about my heal h and wellbeing	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	4		-
WE BEING	q39e q40	I believe my immed ate supe viso ca es about my hea th and wel being I eel com o tab e d scussing my mental heal h and wellbeing with my supe viso	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7	4 7	-
WE BEING WE BEING	q4 q42	In gene al would you say that you health s o what extent is you wo k emo ionally demanding?	% Excellent ve y good o % o a small extent o o	2	4 24	-
WE BEING WE BEING	q43 q44	How o ten do you nd you wo k st ess u ? I eel bu ned out by my wo k	% Ra e y o neve % St ong y disag ee o	2	2	-
RECRUI MEN AND RE EN ON	q45	Which o the ollow ng statements best elects you cu ent thoughts about wo king n you cu ent I believe that one o my espons b lit es s to continual y look o new ways to imp ove the way we	% Stay in position of at	2	4	-
NNOVA ON	q50a q50b	My mmediate supe viso encou ages me to come up with new o be te ways o do ng h ngs	% St ongly ag ee o ag ee % St ong y ag ee o ag ee	7	4	-
NNOVA ON NNOVA ON	q50c q50d	eople a e ecogn sed o com ng up wi h new and innova ive ways o wo king My agency inspi es me to come up with new o bette ways o doing h ngs	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	2	2	-
NNOVA ON A S CODE O CONDUC	q50e q5	My agency ecognises and supports he no ion hat a lue is a part on nnovation Duing the last 2 mon hs and in the course or you employment have you experienced	% St ong y ag ee o ag ee % No	42 92		<u> </u>
A S CODE O CONDUC	q54 q59	Du ing the last 2 mon hs have you been subjected to halassment of bully ng in you curent Excluding behavioure epo ted to you as part of your duries in the last 2 months have you witnessed	% No % No	9	9	-
OCA QUES IONS - DEWR OCA QUES IONS - DEWR	q q2	I believe we a e the depa tment o g eat jobs I eel sa e to voice conce ns	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7	2	-
OCA QUES IONS - DEWR	q3	I ake onboa d eedback that is di e ent om my own pe spective	% St ong y ag ee o ag ee	9	-	-
OCA QUES IONS - DEWR OCA QUES IONS - DEWR	q4 q5	My wo kg oup nv tes dive se pe spectives on all issues Supe viso's and manage's at all leve's acknow edge and conside eedback hat sidile ent om their own ne spectives	% St ong y ag ee o ag ee % St ongly ag ee o ag ee	7 4		-
OCA QUES IONS - DEWR OCA QUES IONS - DEWR	q6 q7	Dec sions at a levels a ecommun cated tanspaently whee appopae odoso I am expected to connect and collaboate with ohe aleas in deliveing my wok	% St ong y ag ee o ag ee % St ong y ag ee o ag ee	7	4	<u>.</u>
OCA QUES IONS - DEWR OCA QUES IONS - DEWR	q8 q9	I am o ten contac ed and expected to wo k ou s de o my standa d hou s he depa ment s commit ed to el m nat ng disc imina ion n a I o ms	% St ong y disag ee o % St ong y ag ee o ag ee	9 77	2	-
	q 0	In the last 2 months I have nnovated my wo k by expe iment ng w th new ideas and o aking	% St ongly ag ee o ag ee		7	-
OCA QUES IONS - DEWR OCA QUES IONS - DEWR	q	When h ngs go w ong o not to plan I am given the suppot to esolve t	% St ong y ag ee o ag ee	7	7	-

Department of Employment and Workplace Relations – Documents re eased under FOI – LEX 10 8

Department of Employment and Workplace Relations – Documents re eased under FOI – LEX 10 8

Document 13

Executive Summary: Transformative Actions for First Nations Workforce Support

This executive summary provides an in-depth analysis based on the survey conducted among our First Nations Network. The survey aimed to identify barriers and opportunities within our department regarding cultural respect, recruitment practices, and support mechanisms for First Nations employees. It highlights urgent areas needing strategic overhaul to align our practices with our commitment to diversity and inclusion.

Cultural Respect and Inclusion

Key Insight: There is a noticeable disconnect between the department's declared intentions of cultural respect and the actual experiences of First Nations employees. For example, while key cultural events are well-celebrated, employees report feeling a lack of ongoing engagement with their culture and heritage throughout the rest of the year.

Strategic Actions:

- **Develop a Year-Round Cultural Engagement Calendar**: Initiate regular cultural activities and learning sessions throughout the year, not just during specific weeks, to ensure continuous engagement and learning.
- Indigenous Liaison Officer (ILO): Establish ILO roles within each state and territory to foster cultural understanding and drive activities, ensuring that cultural respect permeates everyday work life.

Recruitment and Career Advancement

Key Insight: Current recruitment and career advancement practices are not fully inclusive of the cultural backgrounds and unique capabilities that First Nations people bring. Traditional recruitment methods often overlook the diverse experiences and skills of First Nations candidates, such as community leadership and cultural knowledge, which are invaluable but may not be captured through conventional recruitment processes.

Strategic Actions:

- Align with Commonwealth Strategy: Integrate the Commonwealth Aboriginal and Torres Strait Islander
 Workforce Strategy into our recruitment practices, targeting job advertisements to First Nations
 communities and partnering with relevant organizations.
- **Cultural Competency in Recruitment:** Implement mandatory cultural competency training for all hiring panels to appreciate non-traditional career paths and the rich life experiences of First Nations candidates.
- Career Development Pathways: Establish transparent career pathways supported by mentorship programs
 and career development initiatives to retain talent and fulfill the career aspirations of First Nations
 employees.

Cultural Safety and Inclusivity

Key Insight: Variability in cultural competence across the department significantly impacts the work environment of First Nations employees. In some areas, employees feel supported and valued, while in others, there is a marked lack of cultural sensitivity.

Strategic Actions:

- **Cultural Safety Audits**: Conduct audits to assess cultural safety within each team, identifying specific areas for improvement.
- Targeted Training Programs: Implement tailored cultural competency training programs designed by First Nations educators that address the specific needs identified through the audits.

Support for Cultural Obligations

Key Insight: First Nations employees often struggle with rigid departmental policies that do not accommodate cultural obligations, such as attending community events or ceremonies, which are essential for maintaining their cultural ties.

Strategic Actions:

- **Flexible Work Policies**: Introduce flexible working arrangements that recognize and support cultural obligations. This includes reviewing current policies to work remotely from community locations.
- **Cultural Leave Policy**: Review cultural leave policy to ensure there is a consistent approach to how it is implemented, that allows First Nations employees to participate in cultural events without penalty, using personal leave or the expectation to report back to their manager.

Enhanced Engagement and Reporting

Key Insight: There is a desire for greater involvement of the First Nations Network in the development and review of policies and strategies. Additionally, there is a call for more detailed and frequent reporting on metrics that affect First Nations employees.

Strategic Actions:

- **Regular First Nations Network Consultations**: Establish a regular schedule of consultations with the First Nations Network to co-develop and review policies.
- **Enhanced Data Reporting**: Improve the granularity of data reported on First Nations employment metrics, such as application success rates, retention figures, and progression within the department, and make these reports available to the First Nations Network to increase transparency and accountability.

The survey clearly indicates that while the department has made strides towards inclusivity, substantial work remains to ensure that our First Nations workforce is genuinely supported and valued. By implementing the above strategic actions, we commit to not only addressing the immediate gaps but also to fostering an environment where cultural diversity is celebrated, and First Nations employees can thrive.

Next Steps

- **Implementation Planning**: Setup of a task force to prioritize and start implementing the recommended actions.
- **Feedback Mechanisms**: Establish continuous feedback mechanisms with First Nations Network to monitor the effectiveness of new policies and practices.
- **Review and Adjust**: Commit to an annual review of policies and practices affecting First Nations employees to ensure they remain relevant and effective.

Department of Employment and Workplace Relations – Documents released under FOI – LEX 1048

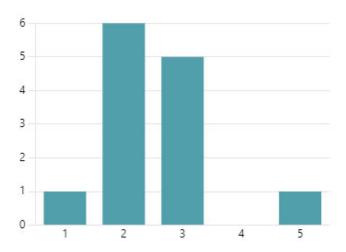
OFFICIAL: Sensitive 63 of 107

1. How well do you feel the department respects and aligns with your cultural values and connection to Country or community?

More Details



2.54 Average Rating



2. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I believe the department does the traditional NRW and NAIDOC week events, however they don't really include First Nations Staff and network in policy or seek consultation for things that affect our people.

I've been with the department (in its different forms) for a very long time so have seen lots of attempts to develop a culture that is more inclusive and community focused, but it doesn't always eventuate. I feel that we are continuing down this path of consultation and discussion, but nothing has actually happened to make me feel like the work I do is connecting me to community or aligning with my personal values. When I worked in Indigenous Education we were always in the community, working from regional locations and engaging with our clients. The connection was real and the contributions we made were valued (especially our experience and expertise). This filtered through to the culture of the department where we very much focused on relationships (very important to First Nations people). This is alignment is still achievable if we shift the focus of our work and start prioritising the client / individual and stop focusing on contract management and administration.

First Nations network have not come together in years to connect.

I rated highly as per overall Agency, but it also depends on immediate line manager or team leader - I have experienced management style which can be mistrustful, accusatory towards request which are underpinned by cultural values or connection to Country or community.

I believe that most non-first nations staff do not value our priority to community and culture over career. I find SES level staff can perceive first nations staff's time commitments to community as a hinderance to performance and reliability.

Work in progress, this takes time and moving in right direction, but we can influence the cadence of this process by being proactive in identifying and demonstrating value of the knowledge held by network members and how willing we are to offer this to better inform our programs.

The majority of non-Aboriginal staff have minimal or no knowledge of Aboriginal cultural values and connection to Country and community, so there is a disconnect between the values that the Department displays broadly (thought staff) and my cultural values.

words must = actions, this doesn't always happen depending on which areas you are working in.

I gave 2 stars because I feel that the Department has good intentions to respect my cultural values and connections to culture and community but has a lack of understanding of them. The cultural competency of the department appears quite low to me, but they seem to be keen to improve this. I'm hoping additional training for Level 6's and above is

adopted through the RAP, and that more opportunities for Aboriginal staff, service providers, and community members to give feedback on their experiences are created and taken into account to improve the Departments cultural competency.

I haven't really seen any demonstration of connection to Country or community from the department.

3. What barriers have you faced in recruitment or career advancement within the department?

I have been merit pooled at the APS 5 level and was the only one found situatable for Inclusion but wasn't promoted due to Assistance Secretary not approving it. I was lucky to be successful in another APS 5 and was promoted. I think it is a worry that people can be found suitable for the next level, but an Assistance Secretary can deny someone.

It took me a long time to progress from an APS5 to an APS6 despite 5 years of acting (most of that was continuous month-to-month TPL). I was eventually successful through a broad banding exercise, but it was demoralising when constantly being told I couldn't be promoted. Similarly with my promotion to the EL1 level, I applied and was on a merit list and was told that I was 'next' (I was acting in the role) but by the time I was able to be promoted, the merit period had expired. I had to sit back and watch every other APS6 in my broader team that was acting EL1 and on the merit list be promoted before me. I had to reapply and go through the whole process again in order to be promoted. More recently, my manager has been reluctant to support me in undertaking internal job-related development opportunities where it takes me away from my day to day duties (eg. being released for a month to work offline). I've also had a particularly horrible experience with a bulk recruitment round where the whole process was botched - I was found unsuccessful for a role at level that I had been competently doing for the last 20 years.

I had to get on a merit elsewhere then be broad banded. I've been involved in a number of affirmative measures advertised and lots of applicants didn't meet criteria. We're not attracting the right people.

verbal communication - being able to express importance of lived experience and cultural value, especially in operations - policy, program design and service delivery. Opportunity to work across other areas across department due to immediate team workloads and business priorities.

In the past, the department's rigidity on remote working has made it hard to retain first nations staff that are missing home and family. I have a first nations apprentice because I was unable to offer them the ability to work closer to family, despite duties and role being perfectly suited to remote working.

One barrier I've face is the requirement to further code-switch to be able to advance my career. Once I did, I was successful. Not sure if this is a barrier, or genuine career development. I needed a lot of support at times (life barriers to career development), I think this conditions supervisors to not consider you for career development opportunities. So sometimes when you're ready, they aren't ready to leverage the opportunity.

None that relate to race.

Lack of a formal career development structure/framework.

I have previously been overlooked for short-term acting due to raising issues around cultural safety.

I didn't experience too may barriers during the recruitment process myself but in saying that I have many years of professional experience, including experience interviewing candidates for positions. I feel that these experiences are an advantage that other Aboriginal candidates may not have, and that the recruitment process for Aboriginal staff needs to be more flexible and realistic if the department wants to increase its numbers of Aboriginal staff. One of the most frustrating things I experienced after recruitment was being advised that I was now in an Identified position. My position wasn't advertised as Identified and I was given no choice around this. I'm comfortable being in an identified position but many Aboriginal people aren't, and the department needs to acknowledge the issues around this. The department may not feel that there is any additional expectation n of staff in an identified role, but there is. Aboriginal employees need to be consulted and given a choice if they are in an identified role because the cultural load that is present with such roles has a real impact, and employees should be given the choice to accept this or not. There also may be cultural reasons the person should not take on an identified position and the department needs to respect this. The only other barrier I have had as an employee with the department has been to negotiate work from home days and cultural leave. There appears to be some inconsistencies with managers around what is acceptable. Some managers expect a 'report' or feedback from staff who take cultural leave which should contain what activities they undertook. This is totally unacceptable and does not align with my cultural values at all. I'm able to articulate these issues with confidence but I don't believe other Aboriginal employees would be as forthcoming. I think the departments reluctancy to be flexible with working from home and cultural leave would be a factor in Aboriginal staff

considering other, more supportive, and flexible working employment opportunities. I feel that I have been supported to progress in terms of career advancement.

Type casting - being narrowly defined to a small specific role with very limited ability to progress.

I have only been with the department 6 months and haven't experienced any barriers yet, although I know that a number of our FNN members have.

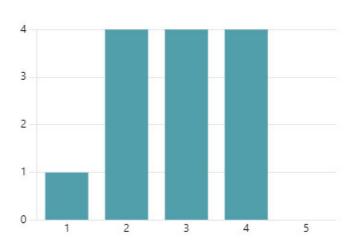
N/A this is my first time being employed within the department.

4. How culturally safe and inclusive do you find the workplace for First Nations employees?

More Details



2.85 Average Rating



5. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I still feel that there needs to be more cultural training that is required and could be a level thing rather than just a course and that is it. I think the better cultural knowledge everyone has the better cultural safety for everyone.

Feel the department has a long way to go to support FN employee's recruitment and retention space compared to other Govt depts.

My rating is high because I have an immediate supervisor who is very culturally competent. Other supervisors have been lovely people but less culturally competent and less invested in developing their own knowledge in that area.

More mob at higher levels (on merit) will drive change in this space.

I am one of two Aboriginal staff employed in JSA (of 240 staff employed). It is difficult to feel culturally safe in an environment where Aboriginal staff are acutely under-represented.

I feel culturally safe in my current role, but not so much in a previous team.

Respectfully, the lack of cultural competence of staff and managers contributes to this rating, as does the lack of a culturally appropriate induction. Short of the online cultural awareness module I was asked to complete, I was not given any information on the Departments opportunities for Aboriginal staff. There was no personal invitation to join the RAP, or other culturally significant groups or advisory groups. I think it would be respectful for the department to include as part of their induction, a session with Indigenous Liaison Officer and an invitation to participate on the RAP and other First Nations committees. Aboriginal people bring a wealth of lived experience, cultural wisdom, and knowledge to the department. For Aboriginal staff not to be automatically invited to participate in these committees, shows a lack of cultural competence on the department's part, and to an Aboriginal employee, this could be interpreted as the department not acknowledging their value.

Although I haven't experienced anything personally, I have heard from our members about their experiences within the department. This is something that must be addresses ASAP if we want to retain and attract First Nations people. Being 1 out of 2 blackfullas in my agency demonstrates that inclusion of Mob in this workplace is still lagging behind.

6. How can the department improve its support for your cultural obligations and responsibilities?

I think that is should be mandatory to do cultural competency training and then they will need to keep building on that each year.

Increased flexibility and an opportunity to seek out work that allows connection to community or at least a way to demonstrate cultural knowledge and experience. For example, being able to advise on policy, being consulted on how to engage with First Nations people, being on committees, having an opportunity to work with other stakeholders etc.

Allow for flexibility and for managers to check in for cultural overloading.

Continue to invest in EL1 messaging and cultural competency for the lived experience and issues continuing to adversely impact on some employees.

Access to extra paid cultural leave would be a good start. Easier access to working remotely to help support a need to return to country or community.

By normalising cultural obligations and familial responsibilities. By acknowledging that some Indigenous APS staff may have familial responsibilities outside of work that can be very heavy. Building a space safe for transparent conversations. This might look like, an Indigenous staff member telling a trusted supervisor that maybe the bare minimum is their best that week. But that when it quiets down outside of work, it is acknowledged that the Indigenous staff best is significantly more. Relating familial responsibilities to supervisors in a way that they can understand. For example, someone regardless of race may have responsibilities outside of work like caring for a dying parent. In these instances, expectations are adjusted.

By improving the cultural intelligence and proficiency of non-Aboriginal staff.

6. a) By understanding cultural obligations and responsibilities and not requesting unreasonable justification by the Aboriginal employee. Sometimes Aboriginal employees feel like they have to request (leave, flexibility etc), then justify it from a departmental perspective, then justify it from a cultural perspective, then provide further justification, and information to assist managers, then argue their perspective until there is a decision made. This is extremely stressful. b) By creating processes that seek feedback from FN staff, so leaders have the opportunity to listen and learn from Aboriginal employees c) By ensuring that Level 6's are culturally competent. This includes having a cultural lens and ensuring that processes and decisions (like working from home) d) By having more Aboriginal staff in leadership positions – this is key! 7) Star rating 3 – Directors appear to have a solid commitment to inclusion, but this is irrelevant if leadership roles lower than them are not competent culturally or understand what it means to have this commitment.

Providing greater awareness to non-First Nations staff about the value and importance of country.

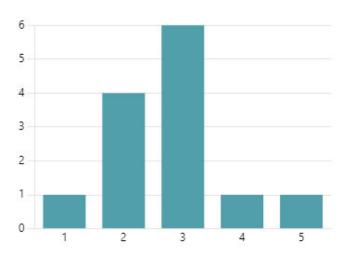
EL1 staff and above must complete in-person cultural awareness training. There also needs to be specific cultural awareness training for First Nations recruitment and procurement.

Acknowledge that for us it goes beyond having to attend sorry business etc. As an example, representation in APS is low for Mob. Make it easier for us to represent APS at blak events. Encourage us to be members of our community without the bureaucracy!

7. How well does the department's leadership demonstrate commitment to First Nations inclusion?

More Details 👸 Insights

2.77 Average Rating



8. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I think there is a lot of talking happening and not much action. I would like to see a completed RAP and artwork that the Department can use.

I think there needs to be more engagement with staff at all levels from the senior leadership, so more people get a chance to have a say. Too often it's the same people or the ones that are more confident or speak the loudest that get listened to and it's sometimes the quiet ones that have something valuable to add. I've recently had the experience of non-Indigenous staff speaking for our mob and about our issues and being listened to by senior staff (they assumed she was Indigenous). We need to better promote the people in our network, so they are the ones being heard.

In my experience the Execs I have been involved with are inclusive. The Diversity branch is failing in this space.

Although the SES are outwardly supportive of diversity. There is a minor demonstration overall on open advocacy of inclusive employment and the needs of culturally diverse employees.

Some staff are awesome allies, but there is much internal work to be done to find new ways of working that must occur to enable staff to enact the words/commitment the dept has made to CtG.

words must = actions, which is not always the case, depending on which area you work in.

The executive team need to show their support and be more vocal in this space. Coming out twice a year for our major events is tokenistic and does not come across as being genuine.

I would say beyond my direct EL2 an A/S, I haven't seen any commitment to First Nations inclusion.

9. What improvements would you like to see in the department's approach to ensuring First Nations voices are heard and incorporated into decision-making processes?

I would like to see the First Nations Network consulted and a genuine partnership with First Nations people both internal and externally

Being included in job design and reviews of roles and responsibilities, especially in the state offices. This is where we can ensure that we incorporate stakeholder and relationship management, further build the capability of staff to actively engage with First Nations people. For all new policy that includes a First Nations element, staff should be consulted (this could be through a working group, consultative committee, or a feedback survey). There also needs to be widespread representation from different areas for different perspectives.

Bringing us to the table and hearing our views. This goes for the network and what staff out in the staff offices can contribute towards policy/program decisions

Consider trauma informed lens and perspective, alternative ways of doing and being may require greater levels of investment in learning and development

I would like to see the various policy branches utilise the First Nations Network when they are proposing changes in services delivered by the department, that may impact first nations people

The department can become more fluent in First Nations communications styles, for example "yarning"

All NPPs go through relevant First Nations lens. First Nations branch in each division that work in tandem with CtG unit to design, monitor and evaluate at program level.

Increase in First Nations employees in SES and Executive (decision making) positions.

To truly listen to voices of First Nations people working in department, previous notions of hierarchical structures must be set aside and listen to people's varied lived experiences as First Nations peoples. Listening to voices of those outside of the department, involves letting go of control, identifying what you cannot change and being open to working in true partnership together from the beginning works best.

A more culturally appropriate recruitment process. A more culturally appropriate induction process. More deep listening and understanding if an Aboriginal staff member actually gives feedback (such as the feedback I gave about automatically being put into an identified position without consultation. Regular surveys such as this for FN staff, service providers and community members. A seamless process where when an Aboriginal person is recruited, they are invited onto relevant FN committees, groups, and that their lived experience is valued and appreciated. Ultimately more Aboriginal employees in Level 6 and above positions.

Decision making is not the problem - it is the lack of authorising environment. Policy ideas do not get any consideration by Band 1's let only Minister's. There is no process or culture for new policy ideas to be developed and considered by internally.

The First Nations Network must be front and centre at all levels of the decision-making process on issues that affect us. Nothing about us without us!

Set up a First Nations advisory that sits alongside the executives - that has actual decision-making power.

10. What changes or support would improve the retention and career advancement of First Nations employees?

If the role is in a First Nations space, it should be an identified position or at least run an affirmative measure alongside. We should be regularly checking in with our staff and how they would like to progress. We need to have a chance to get to network and also do any annual conference.

Active career development with a kit / package for managers on how to support their staff. First Nations specific internal development opportunities including TPL or the opportunity to work in different teams / areas of the department. Eg if new policy is being developed with a First Nations focus. Opportunity to work in a state / regional office, particularly if someone is from there (enables a connection to Country). Managers to be held accountable if they don't progress careers or assist in development opportunities eg. if someone is on long-term acting and hasn't been promoted.

Change how we recruit First Nations people. Not everyone knows how to write a pitch. Why don't we take their lived experience into account and have a chat about it.

consider trauma informed lens and perspective, alternative ways of doing and being may require greater levels of investment in learning and development, for example bridging program, work-based qualification including leadership development with ACU, APS Academy or Charles Darwin Uni, Indigenous Knowledges, substantial timeframe, - 12months - even an interagency collaboration - pooling candidates and resources - perhaps EOI or application process - mixed mode - some online and face to face. I also think merit process can be challenging because most First Nations not comfortable or confident to self-promote. I think Merit could be proven through alternative mechanism for First Nations, built into Performance Agreements, work-based demonstration and development of capabilities that support movement through APS levels.

I believe there should be more mentorship for first nations people that were unsuccessful on identified recruitment rounds. The department could fund external coaching providers or use internal staff to build first nations people's skills applying for APS jobs.

Reasonable expectations of Indigenous staff, specific to that individual, so being considerate without generalising. For me, it took be longer to meet the expectations of my graduate program due to familial responsibilities. It took

me 6 months longer to meet expected APS work level standards due to the number of responsibilities I was juggling at that time. I found the whole thing traumatic as I experienced others unconscious bias. Positions on Country would help retention. Including consideration of whether a prospective recruit has their required support networks with them to work off country (relocate to capitol city for a job). Support prevention of burn out.

Greater scope for voices being heard (influence on policy and evaluation) will increase the value placed on our knowledges and give meaning to everyday work.

Implementation of a formal mentoring and career development structure/framework. Formalised regular face-to-face forums for Aboriginal staff inclusive of cultural information, and education/training workshops from subject matter experts.

Establishing standards for cultural safety, reducing the extra cultural load on First Nations peoples, including KPIs and cultural competency training for all at EL level and above cross the agency.

A rising tide lift all boats - First Nations staff should be able to compete with non-First Nations staff for roles. Affirmative action measures still have the perception as being second rate recruitment which is unfair.

If the department is genuine and wants to see change, then we must develop and implement a First Nations Employment Workforce Strategy.

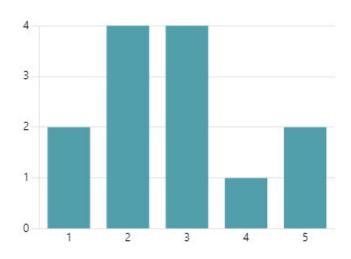
I would suggest starting by looking at the cultural capacity of the wider staff, look at policies we have, etc.

11. How well does the department recognize and celebrate the achievements of First Nations employees?

More Details



2.77 Average Rating



12. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I have yet to see the department celebrate the achievements of its First Nations Staff.

Besides the Secretary Awards, there aren't really many other opportunities. The spotlight gets put on First Nations staff during Reconciliation Week and NAIDOC but that can be tokenistic so there needs to be other platforms where we recognise work that has been done. In promoting diversity, there could be regular peer nominated awards.

Only by Secretary awards. I'm involved in a bit of self-promotion in my role.

In my employment with the Department, I have not yet seen recognition or celebration of the achievements of Aboriginal employees.

not very well.

To my knowledge they don't – this should form part of the RAP.

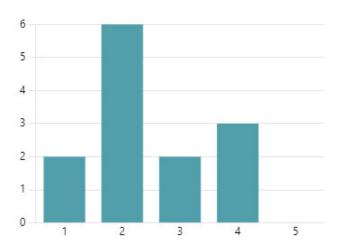
Have not seen anything in this space. Again, only recognizing and celebrating our achievements twice a year is tokenistic and not genuine.

I haven't seen them do this?

13. How well do you believe the department understands and respects First Nations cultures and traditions?

More Details 👸 Insights

2.46
Average Rating



14. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I believe the department has a long way to go in terms of its cultural competency.

Cultural capability isn't about 1 hour training course per year when you're working on a First Nations policy and engaging with community. Needs to be more than that and incorporated into all staff's performance agreement and not just SES.

I think journey for Reconciliation and developing cultural integrity has some more work to do.

Cultural awareness training as an online resource is better than before. I truly believe face to face cultural competency training would be more successful, not just for first nations staff, but for any diverse community staff. The cultural awareness of my previous branch was much stronger after face to face training.

I think there's respect but not a lot of understanding.

Increase opportunities for more education by our identified staff.

Levels of understanding and respect vary from area to area but is very dependent on leadership and role modelling this as important to people's everyday work.

I don't get the sense that FN cultures and traditions are understood well at the department, although I think the intention is there. I don't think the department has may FN employees that would feel comfortable sharing specific information on culture and traditions because the cultural competency is not there with their managers, and they (I) get questioned a lot and micromanaged. I think the department needs to stop trying to be tokenistic about culture and engage with an honest and reliable self-assessment so that they can embed some appropriate processes to support Aboriginal employees to retain their positions in the department and progress to higher levels with more decision-making responsibilities.

From speaking with our members, it is evident that the department has a lot of work to do in this space.

15. What additional resources or support mechanisms would you find beneficial as a First Nations employee?

I would like to see a mentoring program that doesn't necessarily have to be in the department but could be APS wide

Access to coaching and proper career advice.

Mentoring program, First Nations Employment Strategy that covers recruitment and retention. Rotation opportunity to develop skills.

formal training, work-based or APS focused so furthers talent management and career progression - DEWR have formal relationships with Charles Darwin Uni Indigenous Knowledges, ACU or APS Academy - pool candidates from

across agencies to undertake a particular training session. 1:1 coaching. 2-day First Nations workshop in Canberra was good but need to refresh - perhaps include cultural immersion, Darwin - nurture connection to culture confidence, resilience, and identity. See comments above.

I believe there should be more mentorship for first nations people that were unsuccessful on identified recruitment rounds. The department could fund external coaching providers or use internal staff to build first nations people's skills applying for APS jobs.

Indigenous Liaison Officers (aunties and uncles who do the rounds, checking on everyone and or advocacy), access to qualified psychologists and individual case management. Current EAP includes support programs for low - medium mental health challenges. For those experiencing severe mental health challenges, the programs are useful but limited.

First Nations Employee workshops must be returned, COVID is over. If that's not the reason, then what is and how do we justify the need for it.

more opportunity for First Nations employees to get together online and in person and discuss issues and opportunities and provide support and motivation to each other in a culturally safe way. Having First Nations employees together means there is often a shared understanding of lived experience, creating a culturally safe space to more easily discuss issues and opportunities

A more culturally supportive and inclusive induction, a cultural mentor, invitations to working groups by default as an Aboriginal employee, a more flexible workplace, more trust in my abilities from the Level 6's.

More human and respectful SES.

The First Nations Network is so underrated, and it should be supported by the executive to ensure that we are delivering for First Nations staff. A strong loud and proud network will attract more First Nations people to the department, and we should be strengthening and promoting it a lot more across all our media footprints. We also need to get our RAP and artwork delivered ASAP so that we can promote the department and what we are trying to achieve.

Cultural mentors offered, employees not having to ask for the cultural load to be considered in pay - if you are seeking a First Nations employee in an identified role - pay them for that.

16. In what ways could the department's approach to advertising and recruitment be improved to attract First Nations candidates?

Promoting the network and what they do differently to other networks. Offering support for First Nations candidates like assistance with selection criteria and preparing for an interview.

Advertising roles internally first to the Network, especially if they are identified positions. Simplifying the process such as being able to consider staff who were found suitable for another role - exceptions to be made for First Nations staff when there may be restrictions on the recruitment process. An extension to the period that merit lists can be used for First Nations staff, so they don't have to continuously apply for positions when they have already been found suitable. Considerations for staff applying for roles at level and seeking a sideways move such as a temp transfer in the first instance.

Have a chat and advertise more broadly in the community. Utilise Indigenous Apprenticeship Program applicants.

trauma-informed lens understanding impacts of intergenerational trauma, inform recruitment panel members.

You can work on country! Show stories of first nation employees demonstrating successful and rewarding careers and advocating working for the departments.

Do an education piece Australia-wide, a lot of Indigenous communities have no idea about DEWR. What DEWR does or its role in the country. It's hard to recruit for a department no one knows about.

Advertise through FN providers

Focus on targeting Indigenous applicants (internal and external) by affirmative measures recruitment processes and by 'identifying' positions for Indigenous applicants only (for the majority of positions for a specific time period eg. 12 months, with review of progress (for potential extension). Advertise vacancies with First Nations recruitment organisations. Advertise vacancies on social media. Progressing to (and advertisement of) more flexible/remote working arrangements (the majority of First Nations DEWR employees (54.9%) are currently located in Canberra, when there is a wealth of talent to recruit from nationally. Increase the opportunity for scholarships to qualifications required for EL and SES positions. Ensure recruitment processes are culturally safe.

All positions with First Nations matter/content must be identified.

The recruitment process needs an overhaul if its intention is to attract more ABORIGINAL STAFF. It's an intimidating process that would (in my opinion) see may valuable Aboriginal potential employees shy away from the opportunity because of the recruitment process.

A too narrow focus on First Nations staff risks alienation with non-First Nations staff. The department's reputation is critical in being attractive to prospective First Nations staff and if our policies and programs are seen to be harmful to First Nations people, it creates an environment where First Nations people will not want to work for the department.

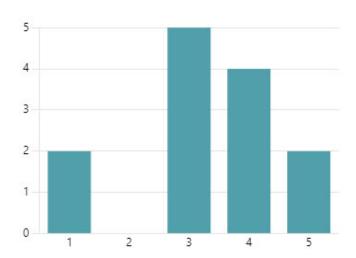
The process needs a complete overhaul when it comes to First Nations recruitment. The First Nations Network must be at the table when this review occurs to ensure we get the best outcomes for our mob.

17. How effectively does the department facilitate your participation in cultural events and obligations?

More Details



3.31 Average Rating



18. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

The department has been doing a great job of organising events that are more accessible (like broadcast from the theatre or recorded) but when it comes to local events it's still left up to the First Nations staff to organise or contribute like share stories or do an opening address. This is too much of a cultural load on staff. Things like the painting workshops were well received but there were lots of people who were disappointed because there was a limit of 2 people. It would be great if there were more opportunities for First Nations staff to share their culture with other mob so we can also learn from each other.

I drive them in the State along with my Indigenous business committee.

I rate it below as I do experience positive cultural relations with State Manager and predominant non-Indigenous work group - but need to also plant seeds and invest in cultural integrity for the future - a change in managers can impact immediate work environments - clear and consistent messaging from senior executives is key.

Not very well, due to my crazy workload and additional cultural load placed on me.

I haven't attended any yet, but I am happy with the cultural leave policy and have a supportive manager. This hasn't been the same experience for some of our members and this must be addressed.

19. What improvements would you suggest for the department's cultural awareness and capability training programs?

I believe that this need to be a stepping stone approach and that as you become more culturally competent you might get to go to Garma and Jawun and things like that.

It would be great to have a program that was led by First Nations staff. A department that I worked in previously had a program to upskill First Nations staff as facilitators to deliver training. There also needs to be more training specifically for supervisors and managers in how to support staff.

Give each of the states a budget to source their own training that is tailored to their local community, so staff learn about local culture.

engage thought leadership from Indigenous and non-Indigenous government, community, and private sectors.

Mandatory face to face training is more effective.

Reduce the fear of learning and fear of offending.

Funding for local office face to face/immersive experiences.

Language matters – change the expectation from 'cultural awareness' to cultural intelligence and proficiency and apply measures for accountability. Implement cultural capability assessments for branches and divisions to identify training and education gaps/needs, then design training/education programs for specific gaps/needs.

They need to be embedded within a cultural safety framework.

To my knowledge, there is no cultural awareness and capability training programs apart the online training. I believe there needs to be cultural capability assessments done and that capability training should be outsourced to an external provider.

Make them more relatable for staff.

Requires a complete overhaul as per previous comments. Cultural safety framework must be developed as well.

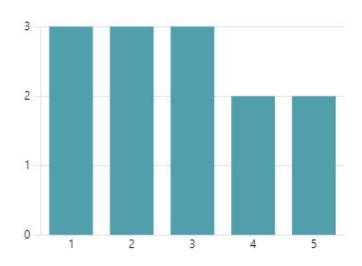
Localise it to every state office.

20. How well does the department support mental health and wellbeing for First Nations staff?

More Details

i Insights

2.77 Average Rating



21. If you're rating to the above questions was low and you'd be comfortable sharing further details, please do so here?

I would like to see maybe a monthly mental health clinic set up for staff where they can do cultural things like weaving or art that might give them time to think.

There is some great support including EAP.

I'd be interested to know why so many First Nations staff are leaving through exit interviews as there has to be some learnings there.

Unable to answer this question as I have no experience, or knowledge of other First Nations staff experiences.

not very well, due to crazy workloads and additional cultural load placed on employees. support varies from area to area.

By having a more flexible workplace in terms of working from home, by not micro-managing Aboriginal staff, and by having more Aboriginal employees in management positions. By ensuring cultural competency in Level 6 and above.

I don't know. What was the response to the referendum? Was there mental health support offered from managers? Again, I haven't seen cultural mentors being offered so I'm not sure they do support the wellbeing of Mob.

22. Is there any other HR data or metrics you'd like to see which could help the Network to better understand the experiences and circumstances of DEWR's First Nations workforce or help the Network to communicate a message to DEWR senior leaders?

I would like to see exit interviews conducted with the Co-Chairs and the line area manager.

We need more qualitative data / information to tell a story. Just because there is a First Nations person in a team or at a particular level doesn't mean they are being supported.

More transparency of staffing/recruitment/retention numbers.

This is a first good step, i.e. survey and HR report.

Qualitative data from mob from other agencies around why they work there, what works and doesn't etc.

Data filtered by gender.

Having a regular get together in person (annual or otherwise) to discuss issues and opportunities and provide a summary/report to DEWR senior leaders, plus some info/intel from this and other surveys might assist.

Number of Aboriginal people who apply for positions (identified and not) and are not shortlisted. Number of Aboriginal people who apply for positions and commence. Number of Aboriginal people who commence but resign within 6, 12, 18 months. Number of Aboriginal employees who make HR complaints regarding management. Number of Aboriginal staff members who resign who were provided the opportunity to do an exit meeting. Number of Aboriginal staff who have requested and accessed cultural leave. Number of Aboriginal staff members who feel valued, trusted and included as a first nations person.

HR metrics are not the problem. The problem is that whenever there is a real or perceived mental health challenge, departmental SES default to promoting the EAP. What would be more appropriate is for SES to take time and talk to the individual as a human being and not fob the poor individual off to the EAP.

The First Nation Network co-chairs must be given access to the data that the department holds on us so that we can make informed decisions and come up with the solutions that are required.

Uncertain at this time. Perhaps doing more qualitative assessments or a third party assessor to ask these questions?

23. What attracted you to DEWR and what keeps you here?

I was employed on an entry level program and the area I am currently working in keeps me here.

I'm committed to stay until retirement and I enjoy the work that I do, particularly the opportunity to connect with community and people on the ground.

I'm passionate about putting back to my community and I do love the people I work with.

I believe employment is a great enabler for disadvantaged and marginalised peoples, I am passionate and keen to make a positive difference in the lives of those we serve, including each other.

Better work/life balance than previous industry of work.

Over the past few years, there has been more cultural safety, which has supported me to more transparent, which in turn, help me and supervisors have very clear supportive working relationships.

I have stayed because I am invested in the work the dept does and have been treated with respect. I see the dept as willing to change so my role is to be the change.

Working on a project that is accountable to CTG measures/outcomes that will ensure genuine improved outcomes for Aboriginal people and communities.

I was interested in working with skills and training stakeholders and I stay due to the important work we do for the community, I also stay due to the shared understanding and goals of other First Nations and other staff working towards same goals

When I applied for the position one of the key criteria for me to maintain work life balance was opportunity to work from home. I also enjoy the diversity of the role and opportunity to work across LJP.

The people I work with.

In was my foot in the door for my APS career. Trying to fix the issues and to ensure that we have a culturally safe workplace keeps me here. As long as I can see that I am making a difference and that the departments values align with mine, and we both want the same outcome for our mob then I will stay.

My particular role is what has kept me here but even I am a non-ongoing employee so not certain that I will be given the opportunity to stick around.

24. What are your reflections on the data and insights in the spotlight report?

The Data shows that the Department needs to be less Canberra focused and needs to look at increase our overall footprint across the country.

There is an error in the executive summary, should be 2030 not 2023. I'm not sure if the recommendations actually align with the results in the report and seem to be same approaches that have been tried before. For example, 4 out of 170 applicants is not great in terms of recruitment results so this would probably warrant a deeper dive. One of the recommendations is to leverage bulk recruitment rounds but the report doesn't have figures on the success of this approach in the past. The recommendations should be supported by evidence.

We're not doing enough and there is lots of work to be done to raise our recruitment numbers.

Low levels of successful applicants compared to the number of job applicants in identified positions.

I thought it was direct and beneficial. I hope more all APS read it.

Some positive signs but structural changes to recruitment strategies needed

RE: Section 5: There is no current framework to measure cultural capability across the Department and no accountability for divisions and branches to e culturally capable.

Pointless. It is just a point in time snapshot with very limited value.

1. There is nothing in the report that shows what the First nations recruitment split is across the department and our portfolio agencies. This is required if we want to achieve our Target. 2. Retention of our existing First Nations staff should be a priority if we want any chance of reaching our target. 3. The report mentions Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 but what are doing as a department to implement this strategy. 4. Attracting First Nations people doesn't happen just because of the appeal of working on country. Services Australia has multiple bulk entry level recruitment rounds every year and DSS has multiple Affirmative Measure roles advertised. 5. Why do we only have 3 APS1-3 people. I can only conclude that the department has not been focussing on entry level position or programs such as IGAP or IAP. We know that the talent pool for First Nations staff coming out of unit is extremely competitive and we need to grow the talent pool by employing more entry level First Nations people. 6. Over 22% of our First Nations staff who have left in the last year is for a promotion. Why aren't we promoting First Nations staff internally. This must be a focus area, especially when people are merit listed. 7. The data does not reflect our portfolio agencies and they should be included moving forward. We need to complete a full stocktake to get a clear picture so that we can draft and deliver a plan on how we will meet our targets. 8. Until recently we were not completing exit interviews. Exit interviews for First Nations staff should be completed by the First Nations Network co-chairs as we know that people will be more likely to complete them and talk to us. 9. The report lists actions that managers can take to make a significant and positive impact on our First Nations workforce. But the data is telling us that we can't rely on mangers and that the department requires transformational change if we are to succeed or exceed in meeting our targets. This requires action, commitment, and support from our executive to ensure the required changes are implemented. 10. The First Nations Network should've been consulted on this report before it was finalised, so that our feedback could've been incorporated into the final revision. We must be involved and have a seat at the table at all levels on anything that affects us. "Nothing about us, without us"

The statistics section could be more useful for a discussion with a few changes:

- There are no statistics presented on career development. We should be drawing from APSED to develop a series of charts that show how long Indigenous and non-Indigenous staff remain at a single classification before promotion (or separation). I have some chart in mind and could even develop the charts if I had access to data.
- The labelling of the charts can be improved to better describe what the data is.
- The charts need to have more comparisons between First Nations and non-First Nations staff (eg, Geographical distributions, classification distributions etc).
- Having a list of affirmative measures rounds would be more useful that knowing the numbers. It would also be useful to see which individual classifications the affirmative measures rounds were, rather than classification groups.
- Also keen to get some explanation of some of the charts, for example how can EWG put 3 people on a merit list from an affirmative measure round but not hire anyone.
- The separations by group chart would best be represented in proportional terms to allow for a comparison.

There are errors in the section on First Nations Workforce initiatives:

- DEWR's SES recruitment in 2023 did not meet the requirements of an identified position. It cannot be ascertained as to whether any of the SES candidates who applied or were merit listed satisfied the two criteria of an Identified Position. This is because: assessment panels did not have First nations members on them, the 2 criteria were not specifically assessed for shortlisting purposes, the 2 criteria were not assessed in interview, the two criteria were not addressed in referee reports, performance against the two criteria were not included in selection reports. Because DEWR did not meet the mandatory or best practice approaches to Identified Positions the delegate had no way of satisfying themselves as to whether the recommended applicants met the IP criteria.
- DEWR's Closing the Gap Strategy on page 9 is incorrectly described. It will not contain targets as described.

It is unclear what the purpose of the recommendations section is:

- The life of this document appears to be limited given we also have a RAP being launched mid-year which will contain a range of recruitment and career development actions. The RAP will be governed with people held to account for its actions. It's not clear there will be any accountability around the actions in a highlight report, and indeed I think the actions will be lost given the title of the document. My suggestion is to remove the recommended actions completely and keep the report as a factual snapshot.
- There is already a Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy (CATSIWS) that DEWR is supposed to be implementing. Had we implemented its recommendations we'd be in a great space by now. This is an example of how a lack of governance and accountability leads to a lack of action.

25. Is there any other feedback you'd like to share?

I'm all for recruitment targets but this needs to be backed up with funding for new positions and areas of need or that would benefit the most from having First Nations people (like in State / Regional offices) should be given priority. This needs to be factored into budgets and planning. It would be great if there was additional funding for L&D so that line areas could afford to release staff (this could be a great opportunity for some sideways movement or TPL if someone was working offline for a period of time).

Make the next survey shorter, I almost checked out around question 15 or 16 - next survey focus on network priority areas - we have 3 - 3 surveys or topical surveys, so they are brief and then more inclined to get more responses/completed surveys, and not just empty fields.

Great idea for the survey, well done.

Thanks for the opportunity to complete this survey.

I am very concerned about the direction the People branch is trying to take the department. Especially around moving away from First Nation specific positions and their Canberra based only employment policy.

If there is going to be a focus on getting more Mob in the door, there should be a focus on understanding the real culture in DEWR. So non-Indigenous employee's attitudes towards understanding and respecting culture. Doing an assessment on how culturally safe the organisation is.

OCT 2022

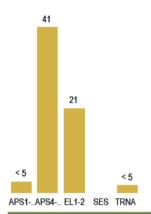
Department Workforce Diversity

Actual classification groupings are presented in line with those specified by current Commonwealth APS strategies

	Workforce Capacity		Workplace Flexibility			
	нс	FTE*	Ongoing	Non- Ongoing	Full Time	Part Time
HEADCOUNT	3,029	2,848.8	2,914	115	2,570	459
PERCENTAGE OF HEADCOUNT			96.2%	3.8%	84.8%	15.2%
Employee setual electific	ootion by d	iversity grou	ID (Handanint)		s 22(1)	

Employee actual classification by diversity group (Headcount)

First Nations s 22(1)





First Nations

© Mapbox © OSM

Actual classificatio	on On Commonwealth t n of Aboriginal and Torres S	trait Islander S 22(1)	as a proportion of their classificati
First Nations		s 22(1)	
Classification	Headcount	%	
APS1-3^^	s 47F(1)		
APS4-6^*	41	3.15%	
EL1-2	21	1.39%	
TRNAPS3	s 47F(1)		
Total	67	2.21%	

Commonwealth targets for the whole APS

First Nations

APS4-6
5% by 2022

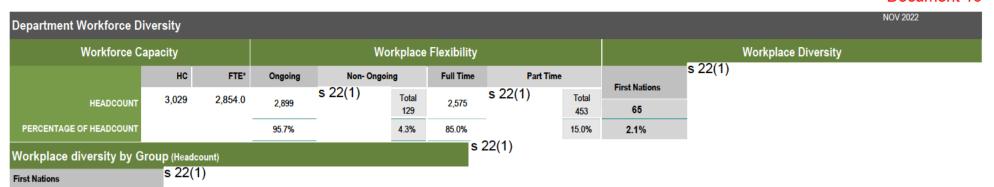
5% by 2024

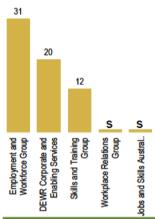
SES1-3
3% by 2024

Portfolio diversity target

3% by 2024

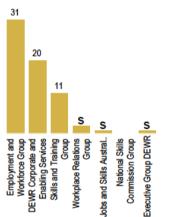
s 22(1)

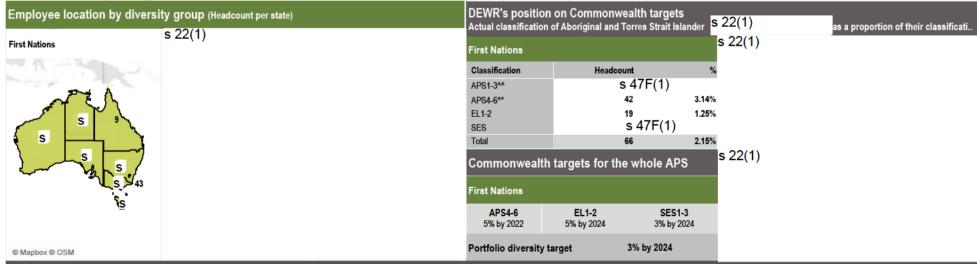


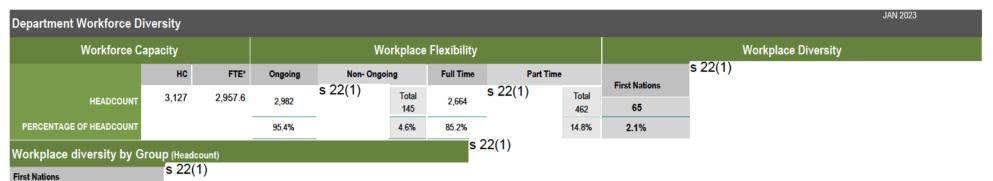


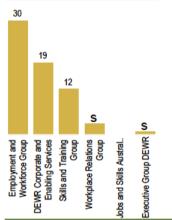












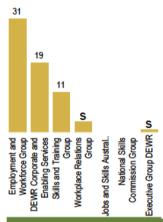




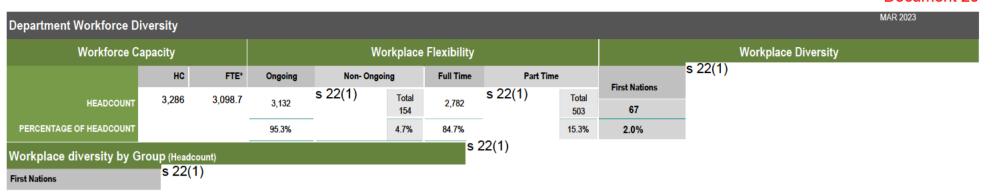


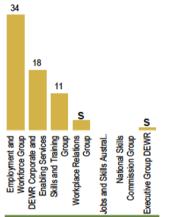
Workplace diversity by Group (Headcount)

First Nations s 22(1)

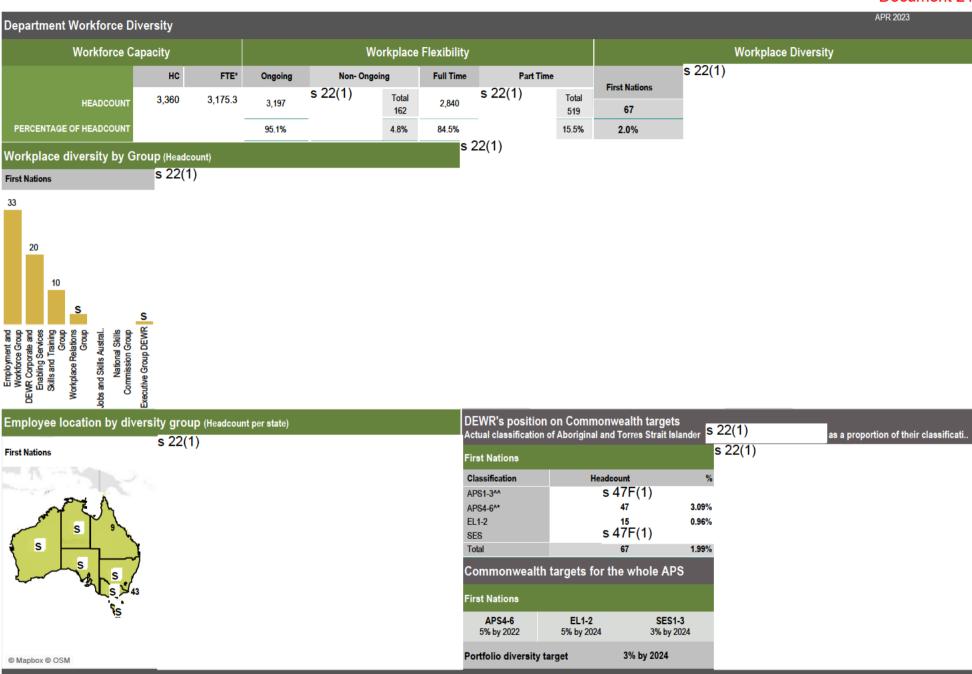






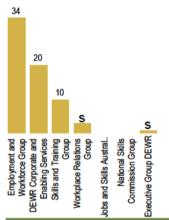




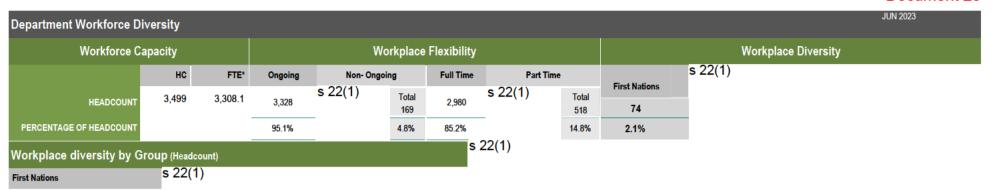


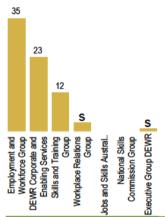


First Nations s 22(1)











#TeamDEWR at a glance

s 22(1)

4,378

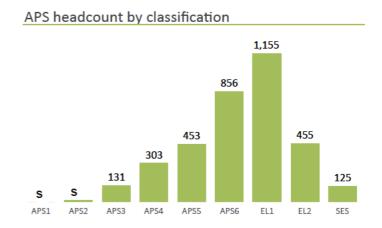
Total headcount*

APS + 82 difference from previous month

Contractor - 56 difference from previous month

Contractor 3,499 (80%) 879 (20%) s 22(1)

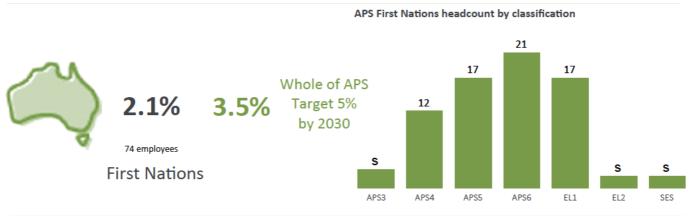
s 22(1)

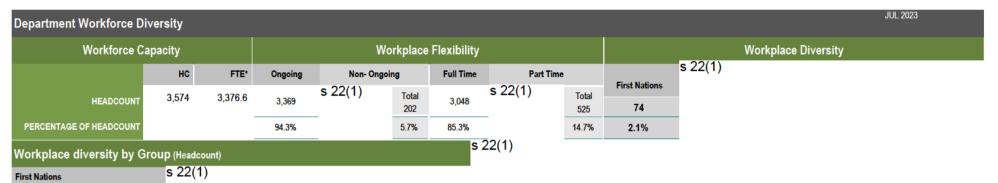


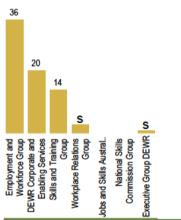
Diversity Snapshot

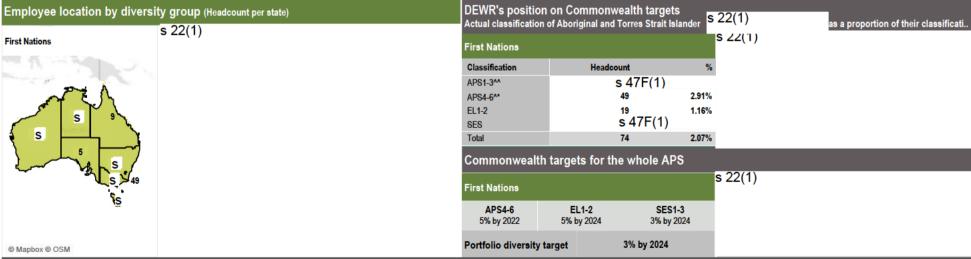
30 June 2023

DEWR APS* s 22(1)









#TeamDEWR at a glance

s 22(1)

4,335

Total headcount*

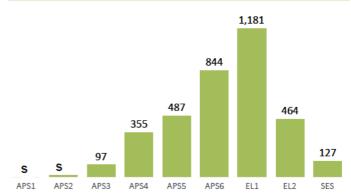
APS + 75 difference from previous month

Contractor - 118 difference from previous month

APS	Contractor
3,574 (82%)	761 (18%)
s 22(1)	

s 22(1)





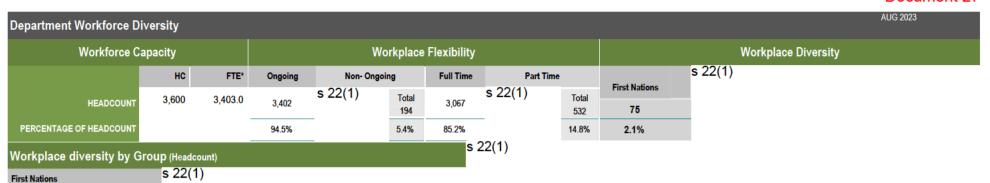
Diversity Snapshot

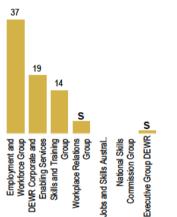
31 July 2023

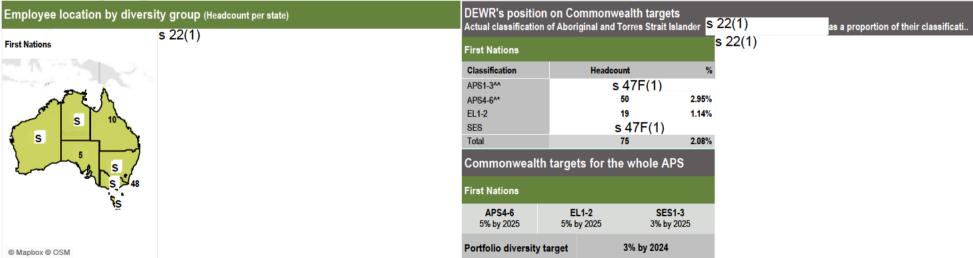
DEWR APS* s 22(1)

s 22(1)

APS First Nations headcount by classification 20 19 18 Whole of APS 2.1% 3.5% Target 5% 10 by 2030 74 employees First Nations APS3 APS4 APS6 EL1 APS5







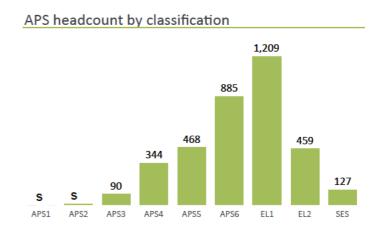
#TeamDEWR at a glance 31 August 2023

4,460 Total headcount* APS + 26 difference from previous month Contractor + 99 difference from previous month

Contractor 3,600 (81%) 860 (19%) s 22(1)

s 22(1)

s 22(1)

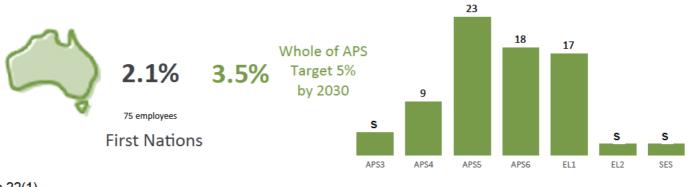


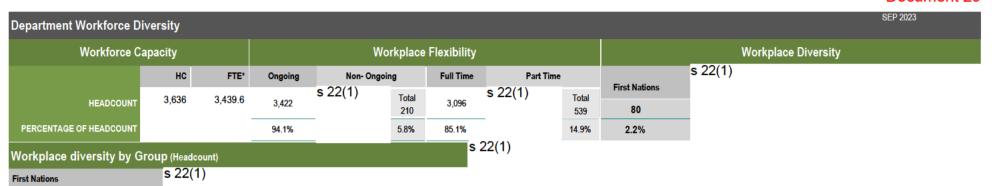
Diversity Snapshot

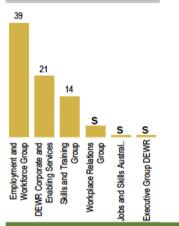
31 August 2023

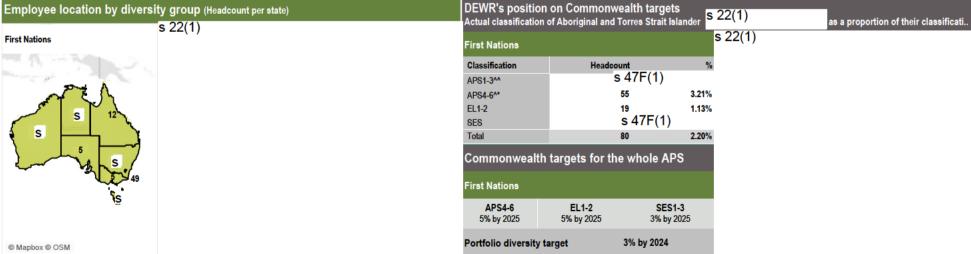
DEWR APS* s 22(1)

APS First Nations headcount by classification









#TeamDEWR at a glance 30 September 2023

s22(1)

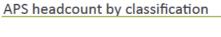
4,496

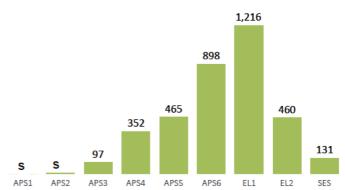
Total headcount*

APS + 36 difference from previous month Contractor + 0 difference from previous month

Contractor 3,636 (81%) 860 (19%) s22(1)

s 22(1)





Diversity Snapshot

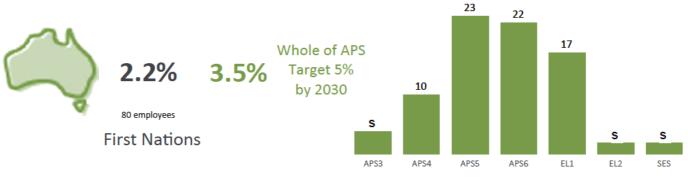
30 September 2023

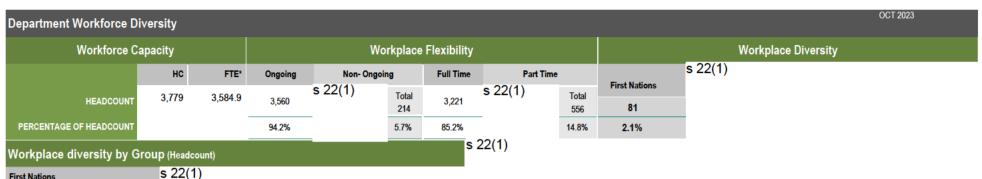
DEWR APS*

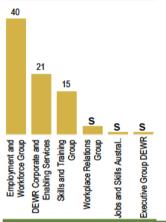
s 22(1)

s 22(1)

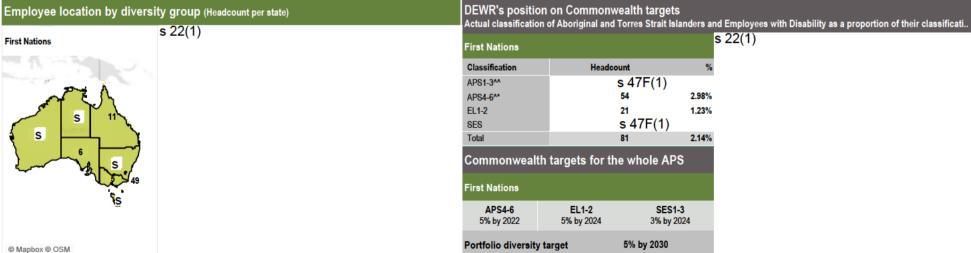
APS First Nations headcount by classification







First Nations



#TeamDEWR at a glance

31 October 2023

4,581

Total headcount*

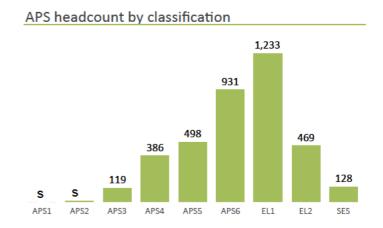
APS + 143 difference from previous month

Contractor - 58 difference from previous month

APS	Contractor
3,779 (82%)	802 (18%)
s 22(1)	

s 22(1)

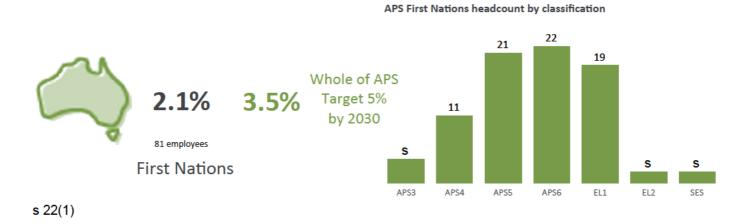
s 22(1)

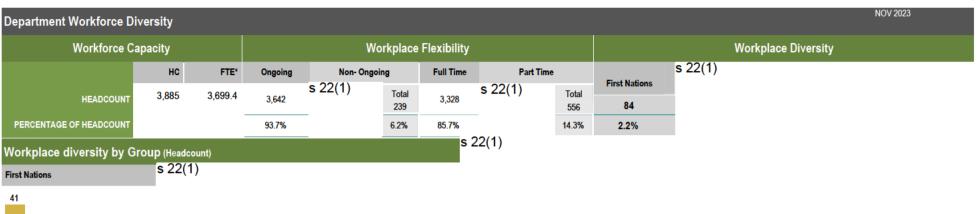


Diversity Snapshot

31 October 2023

DEWR APS* s 22(1)



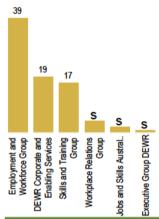


Employment and Workforce Group
DEWR Corporate and Enabling Services
Skills and Training Group
Workplace Relations of Group
Jobs and Skills Austral...

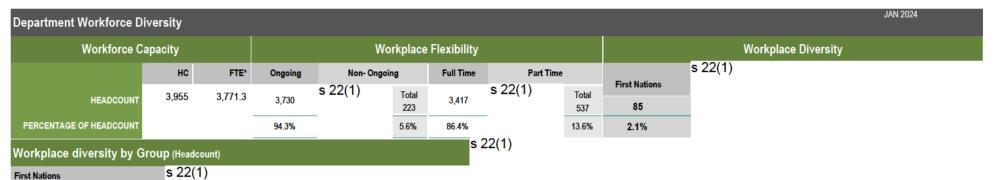


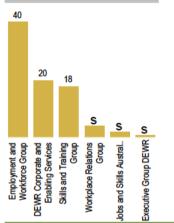


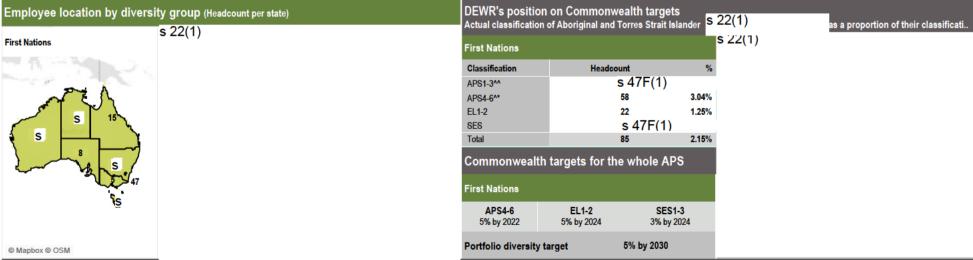
First Nations s 22(1)

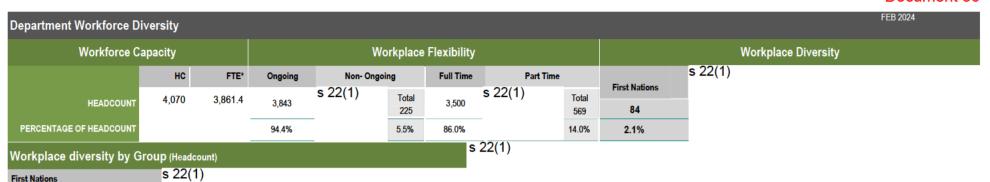


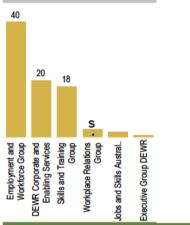




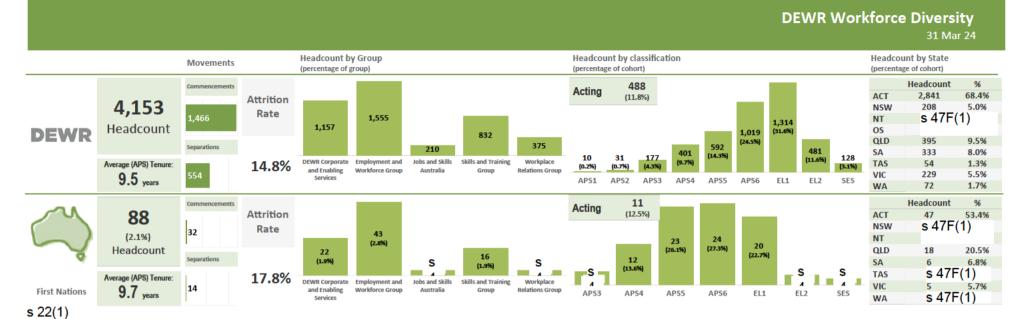








DEWR's position on Commonwealth targets Employee location by diversity group (Headcount per state) Actual classification of Aboriginal and Torres Strait Islanders and Employees with Disability as a proportion of their classificati. s 22(1) First Nations **First Nations** Disability Classification Headcount % Classification Headcount s 47F(1) APS1-3^^ APS1-3^^ 25 12.25% 57 119 6.08% 2.91% APS4-6^* APS4-6^* EL1-2 1.29% EL1-2 69 3.87% s47F(1)SES SES 2 1.59% S Total 2.06% Total 215 5.28% Commonwealth targets for the whole APS **First Nations** Disability APS4-6 EL1-2 **SES1-3** 7% by 2025 5% by 2022 5% by 2024 3% by 2024 Portfolio diversity target 5% by 2030 Portfolio diversity target 7% by 2025 @ Mapbox @ OSM



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