

**IMPLEMENTATION PLAN FOR NATIONAL PARTNERSHIP
AGREEMENT ON
INDIGENOUS ECONOMIC PARTICIPATION
BETWEEN
THE COMMONWEALTH OF AUSTRALIA
AND
THE STATE OF NEW SOUTH WALES**

GLOSSARY:

AEC	Australian Employment Covenant
APIC	Steering Aboriginal Participation in Construction Steering Committee
CDEP	Community Development Employment Projects
COAG	Council of Australian Governments
Commonwealth	Commonwealth of Australia
DHS	NSW Department of Human Services
DJAG	NSW Department of Justice and Attorney General
DEEWR	Department of Education, Employment and Workplace Relations
DPC	NSW Department of Premier and Cabinet
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
DoHA	Department of Health and Ageing
DEWHA	Department of Environment, Water, Heritage and the Arts
DoFD	Department of Finance and Deregulation
PSC	Public Service Commission
PM&C	Department of the Prime Minister and Cabinet
IAAG	Intergovernmental Aboriginal Affairs Group
IBA	Indigenous Business Australia
IEP	Indigenous Employment Program
JSA	Job Services Australia
NSW	State of New South Wales Government
RWA	Redfern Waterloo Authority
RTA	NSW Roads and Traffic Authority
TWT	<i>Two Ways Together</i> , the NSW Government ten year Aboriginal Affairs Plan 2003-14
NP IP	National Partnership Implementation Plan
Public Sector Workforce	For the purposes of the NSW Public Sector workforce, the public sector service includes the Government Service, the Teaching Service, the NSW Police Force, the NSW Health Services, any other service of the Crown and State Owned Corporations. For the purposes of the Commonwealth Public Sector workforce, the Commonwealth Public Sector, as set out in the Treasury 2008-09 Budget Paper No. 1 (page 9-33) includes Public Financial Corporations and the Non-Financial Public Sector made up of the General Government Sector (Australian Public Service and non-public service agencies) and Public Non-Financial Corporations.

1. Document Purpose

This is an Implementation Plan for the National Partnership (NP) Agreement on Indigenous Economic Participation. This document, by defining the governance and implementation approach provides a basis for developing partnerships to successfully realise the objectives of the NP. It also provides an up to date reference for all aspects of project management and reporting.

2. Policy Objective/Outcome

- In December 2007, the Council of Australian Governments (COAG) agreed to a partnership between all levels of government to work with Indigenous communities to close the gap in Indigenous disadvantage.
- In recognition that outcomes for Indigenous Australians remain well below those of non-Indigenous Australians, COAG agreed to six targets. COAG has also identified seven building blocks that need to be in place in order to comprehensively address the current level of disadvantage.
- On 26 March 2008, COAG agreed to a new national target for its reform agenda – halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade. On 3 July 2008, COAG leaders reaffirmed this commitment and agreed to sustained engagement and effort by all governments over the next decade and beyond to achieve the Closing the Gap targets for Indigenous people.
- This National Partnership Agreement, which contributes to the Closing the Gap targets agreed in the National Indigenous Reform Agreement, has been established by the Commonwealth and the States and Territories contributing to the COAG target to halve the gap in employment outcomes. The Agreement involves complementary investment and effort by the Commonwealth and the States and Territories to significantly improve opportunities for Indigenous people to engage in private and public sector jobs through:
 - creating real sustainable employment in areas of government service delivery that have previously relied on subsidisation through the Community Development Employment Projects program;
 - strengthening current government procurement policies to maximise Indigenous employment;
 - incorporating Indigenous workforce strategies into all new major COAG reforms contributing to the Closing the Gap targets; and
 - reviewing all Public Sector Indigenous employment and career development strategies to increase employment to reflect national Indigenous working age population share by 2015, currently projected to be at least 2.6 percent

3. Governance

The Parties are committed to working together in an innovative and cooperative way to help deliver the best outcomes for Indigenous people.

The Parties agree that a joint Commonwealth and New South Wales Indigenous Economic Participation Taskforce will be established to:

- oversee implementation the NP IP;
- facilitate communication between the parties; and
- co-ordinate required reporting and stakeholder management.

The Taskforce will comprise senior Commonwealth Government and New South Wales Government officials from the Commonwealth Departments of Education Employment and Workplace Relations (DEEWR), Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), Finance and Deregulation, and NSW Departments of Human Services (DHS), Premier and Cabinet (DPC), and NSW Treasury.

The Taskforce will be established within three months of the NP IP agreement by the parties, with the NSW Department of Human Services taking the lead on convening and chairing the Taskforce.

Operational working groups may also be established to help facilitate activity in key priority areas. The working groups may involve the participation of and/or consultation with other government and non-government stakeholders, such as the NSW Aboriginal Land Council and Indigenous Business Australia.

4. Reporting

Reporting against commitments and timelines agreed in the NP will be required by the Commonwealth and NSW.

- The Commonwealth will monitor the overall implementation of the NP and report annually to COAG on implementation of the Agreement.
- The NSW Government will provide a report every six months to the joint Taskforce against the performance indicators and timelines outlined in the Implementation Plan reporting timeline below relating to creating real sustainable employment in areas of government service delivery, strengthening current government procurement policies to maximise Indigenous employment and Public Sector recruitment initiatives.
- The Commonwealth will provide a report every six months to the joint Taskforce against the performance indicators and timelines outlined in the Implementation Plan reporting timeline below relating to creating real sustainable employment in areas of government service delivery, strengthening current government procurement policies to maximise Indigenous employment and Public Sector recruitment initiatives.
- Both parties agree to provide updates on implementation through the Taskforce and share best practice.
- The reports will be provided within 1 month of the end of the relevant period, or as otherwise specified in the agreement.
- Reporting under this National Partnership will comply with the requirements of Schedule C to the Intergovernmental Agreement on Federal Financial Relations.

NP IP Reporting Timeline

Year	Action	Dates
1 1 July 2009 To 30 June 2010	Reporting period 1	1 July 2009 – 30 September 2009
	Individual jurisdiction reports due (including 3 month retention report for Element 1)	31 October 2009
	Commonwealth yearly report due	30 November 2009
	Reporting period 2	1 October 2009 – 31 March 2010
	Individual jurisdiction reports due	30 April 2010
2 1 July 2010 To 30 June 2011	Reporting period 3	1 April 2010 – 30 September 2010
	Individual jurisdiction reports due	31 October 2010
	Commonwealth yearly report due	30 November 2010
	Reporting period 4	1 October 2010 – 31 March 2011
	Individual jurisdiction reports due	30 April 2011
3 1 July 2011 To 30 June 2012	Reporting period 5	1 April 2011 – 30 September 2011
	Individual jurisdiction reports due	31 October 2011
	Commonwealth yearly report due	30 November 2011
	Reporting period 6	1 October 2011 – 31 March 2012
	Individual jurisdiction reports due	30 April 2012
4 1 July 2012 To 30 June 2013	Reporting period 7	1 April 2012 – 30 September 2012
	Individual jurisdiction reports due	31 October 2012
	Commonwealth yearly report due	30 November 2012
	Reporting period 8	1 October 2012 – 31 March 2013
	Individual jurisdiction reports due	30 April 2013
	Reporting period 9	1 April 2013 – 30 June 2013
	Individual jurisdiction final reports due	31 July 2013
	Commonwealth final report due	31 August 2013

5. Stakeholder Management

Key Stakeholders

Stakeholder	Interest Level	Ability to Impact
Ministers	High	Government policy, impact of policy on the Australian/ NSW community
Commonwealth Agencies	High	Government policy, impact of policy on the Australian/ NSW community
State agencies	High	Government policy, impact of policy on the Australian/ NSW community, NSW Government service delivery, NSW community
Job Services Australia and Disability Employment Network/Services providers, Indigenous Employment Program panel members	High	Job seekers, CDEP participants, employers, training providers, welfare groups, community organisations,
Employer organisations	Moderate	NSW Employers and employees, employment vacancies, AEC Taskforce
Industry employment initiatives	Moderate	AEC Taskforce
Community organisations	Low	Aboriginal communities,
Welfare groups	Moderate	NSW communities, individual needs
Training providers	Moderate	Job seekers, employer training requirement, employment service providers
Aboriginal people	High	Job seekers, employers, service providers, community leaders
Aboriginal owned and controlled businesses	High	Aboriginal employers
NSW Aboriginal Land Council	High	Aboriginal communities
Unions NSW	Moderate	Employees
Local Government and Shires Associations of NSW	Moderate	Local Government
TWT Partnership Community Governance Groups	Moderate	Aboriginal communities
Indigenous Organisations and peak advisory groups	High	Aboriginal communities
Intergovernmental Aboriginal Affairs Group (IAAG)	High	Governments

Stakeholder Management will be actioned by both the Commonwealth and NSW Governments.

The IEP Taskforce and any operation working groups established to facilitate key priority areas will identify key stakeholders and develop appropriate communication and marketing strategies with supporting documentation to increase awareness and educate stakeholders regarding the objectives and commitments of the Implementation Plan.

IMPLEMENTATION PLAN 2009 – 2013

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
Element 1 – Creating real sustainable employment in areas of government service delivery that have previously relied on subsidisation through the Community Development Employment Projects (CDEP) program						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
1.1 Job creation in Government services currently supported by CDEP participants.	Commonwealth Jobs are identified and created	<i>Lead</i> DEEWR <i>Contributing agencies</i> FaHCSIA DoHA DEWHA AGD	i) Develop strategic policy and operational approach. ii) Conduct Jobs audit iii) Identify jobs in Commonwealth service delivery to be funded iv) Work with Commonwealth agencies to create jobs	Job audits complete Jobs funded Agencies' service providers recruit Indigenous Australians to the newly funded jobs	March 2009 April 2009 May – June 2009	\$172.7 million over five years (including \$15.0 million in 2008-09)
	NSW Jobs are confirmed and funded	DHS and Treasury	NSW agencies will confirm positions to be converted which are currently being subsidised by CDEP; and identify costs.	15 positions ¹	July 2009	\$648,000 per annum

¹ The National Partnership Agreements provides for up to 36 NSW Government CDEP conversions at a cost of up to \$648,000 per annum. However, this figure was derived by the Commonwealth Government based on CDEP costs in the Northern Territory (NT). Due to differences in the NT and NSW contexts (CDEP funding arrangements, salaries and position types) a lower number of positions can be converted with the agreed funding, which includes a provision for training and education. It has been agreed that NSW will convert 15 positions.

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1.2 Transitional strategies in communities, particularly affected by the CDEP reforms.	Commonwealth Developing pre and post employment support strategies for CDEP participants who gain jobs Support CDEP participants to help them gain and retain the newly created jobs	<i>Lead</i> DEEWR.	i) DEEWR will provide support through its Indigenous Employment Programs to ensure jobs are retained by Indigenous Australians	Jobs retained by Indigenous Australians due to provision of post employment support strategies	July - Dec 2009 and ongoing where required	Within existing resources
	NSW NSW Government will support coordination and integration programs and activities to identify pathways for former CDEP workers.	DHS	DHS to facilitate engagement through Job Compact locations (via steering committees) and with TWT Partnership Community Governance Groups about issues/barriers/opportunities.		July 2009 Ongoing	Within existing resources
1.3 Ongoing identification of CDEP activities supporting Government Service Delivery where CDEP remains post 1 July 2009	Commonwealth Monitoring and reporting on jobs Measure and report on outcomes	<i>Lead</i> DEEWR <i>Contributing agencies</i> FaHCSIA DoHA DEWHA AGD	i) Ongoing consultation with agencies regarding: <ul style="list-style-type: none"> • Risk management • Reporting and monitoring • Asserting policy intent 	Ongoing	Providing timely reports to COAG and other appropriate Commonwealth forums as per the NP IP timeline specific to Element 1	Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
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Element 2 – Strengthening current government procurement policies to maximise Indigenous employment

<p>2.1</p> <p>Review and enhance procurement policy to promote Aboriginal employment</p>	<p>Commonwealth Review existing procurement policies and ensure compliance with Commonwealth Procurement Guidelines and Free Trade Agreements</p>	<p>Commonwealth <i>Lead</i> DEEWR</p> <p><i>Contributing agencies</i> Finance DFAT</p>	<p>Commonwealth</p> <p>i) Identify relevant policies for review</p> <p>ii) Conduct desktop analysis on implementation of the current policy and processes in place for reporting</p> <p>iii) Develop a revised policy ensuring compliance with the Commonwealth Procurement Guidelines and Free Trade Agreements</p> <p>iv) Seek authority for policy change</p> <p>v) Identify and implement a strategy to monitor the success of the revised policy</p>	<p>Revised policy agreed</p>	<p>May 2009</p> <p>Sept 2009</p>	<p>Within existing resources</p>
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Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
	NSW Review existing procurement policies to enhance Aboriginal employment.	NSW DHS Treasury DPC	NSW i) Identify relevant policies for review ii) Conduct desktop analysis on implementation of the current policy and processes in place for reporting iii) If policy change is required: a) Develop a procurement policy to enhance Aboriginal employment that complies with the NSW Procurement Guidelines b) Seek authority for policy change c) Identify and implement strategy for measuring the success of the revised policy	NSW Review existing Guidelines	NSW Feb 2010	Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
2.2 Change management strategies to support changes to procurement policies and practices.	Commonwealth Implementation of revised policy within the Commonwealth to increase Indigenous employment opportunities through government investment	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance	i) Develop robust guidelines to support the revised policy ii) Establish a process for agencies to consult and report to DEEWR on applying the policy for relevant procurement processes. iii) Develop an overarching communications strategy that will cover procurement officers, providers and potential tenderers (businesses). To include information sessions and training workshops.	Guidelines in place Processes established Communications strategy developed First round of training workshops held	<i>Implementation</i> June – mid August 2009 <i>Reporting and measuring</i> Ongoing	Within existing resources
	NSW Implement review outcomes	NSW DHS Treasury DPC	NSW If policy change is required and agreed: i) Develop robust guidelines to support the revised policy ii) Establish a process for agencies to consult and report to DHS on applying the policy for relevant procurement processes. iii) Develop an overarching communications strategy that will cover procurement officers, providers and potential tenderers (businesses). To include information sessions and training workshops.	Guidelines in place Processes established Communications strategy developed First round of training workshops held	Feb 2010 Feb 2010 March 2010 April 2010	Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
2.3 Procurement Advisory Services.	Commonwealth To provide broad support to Commonwealth officers and provide best practice information to state and territory governments.	Commonwealth <i>Lead</i> DEEWR <i>Contributing agencies</i> Finance	Commonwealth i) Develop an advisory service model through consultations with key stakeholders to provide broad support to Commonwealth and State agencies and to promote best practice in this area. ii) Based on consultations and resources available, implement the advisory service model. iii) Promote the advisory service to key stakeholders. iv) Measure the usage of the advisory service.	Commonwealth Consultations held Advisory model developed and implemented Process for measuring usage established	<i>Establishment</i> June – August 2009 <i>Implementation</i> Ongoing	Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
2.4 Indigenous Business Opportunities	Commonwealth Explore options to assist the expansion of Indigenous business opportunities through the establishment of an Indigenous supplier network. To promote Indigenous business opportunities through a supplier network	Commonwealth <i>Lead</i> DEEWR <i>Contributing agencies</i> Finance DFAT	Commonwealth i) Review existing minority supplier models within Australia and internationally to identify opportunities to conduct a pilot scheme. ii) Identify relevant legislation which might restrict use of minority supplier networks (FTAs, competition policy etc). iii) Invite Commonwealth government departments to consider participation in the trial as members iv) Commonwealth to establish a monitoring and evaluation mechanism. v) Measure the sustainability of the model	Commonwealth Research complete and options on pilot project for Indigenous minority suppliers developed.	Research on models expected to be complete by 30 June 2009	Within existing resources

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Element 3 – Incorporating Indigenous Workforce Strategies into all new major COAG reforms

<p>3.1</p> <p>Implementing workforce strategy principle into all new COAG reforms (including National Partnership Agreements)</p> <p>Target sectors include:</p> <ul style="list-style-type: none"> • Early childhood • Education • Health • Infrastructure 	<p>Commonwealth</p> <p>To promote the principle of Indigenous workforce strategies within the Commonwealth</p>	<p>Commonwealth</p> <p><i>Lead</i></p> <p>DEEWR</p> <p><i>Contributing agencies</i></p> <p>FaHCSIA</p> <p>PMC</p> <p>Other relevant agencies</p>	<p>Commonwealth</p> <p>i) Establish/identify key governance structure that has an overview on all COAG work.</p> <p>ii) Include the Indigenous workforce strategy principle in NP templates</p> <p>iii) Develop a circular and distribute to key stakeholders in both Commonwealth and State Governments</p> <p>iv) Establish a communications and reporting protocol under the governance arrangement to monitor the implementation of the principle.</p> <p>v) Ensure that where workforce strategies apply, the appropriate procurement policy to maximise Indigenous employment is applied.</p> <p>vi) Provide support to contractors to develop Indigenous employment strategies and take on Indigenous employees using existing relevant programs.</p>	<p>Commonwealth</p> <p>Circular distributed</p> <p>Workforce strategies in implementation plans of all relevant national partnership agreements</p> <p>Communications and reporting protocol established</p>	<p>Commonwealth</p> <p><i>Establishment</i></p> <p>May – July 2009</p> <p><i>Implementation</i></p> <p>Ongoing</p>	<p>Commonwealth</p> <p>Within existing resources</p>
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Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
<p>3.1 Implementing workforce strategy principle into all new COAG reforms (including National Partnership Agreements)</p> <p>Target sectors include:</p> <ul style="list-style-type: none"> • Early childhood • Education • Health • Infrastructure 	<p>NSW To promote the principle of Indigenous workforce strategies within NSW</p>	<p>NSW DPC DHS Treasury</p>	<p>NSW</p> <p>Develop a governance structure that has an overview of COAG strategies and Partnership Agreements.</p> <p>Consult NSW Government agencies with COAG lead responsibilities to ensure the incorporation of Indigenous Workforce Strategies into the reforms.</p> <p>Co-ordinate the implementation of Workforce Strategy principle through the established governance structure.</p> <p>Ensure that the appropriate procurement policies are applied to maximise Indigenous employment.</p>	<p>Workforce strategies in implementation plans of all relevant national partnership agreements</p> <p>Communication s and reporting protocol established</p>	<p>Aug 2009 – April 2010</p>	<p>Existing resources, strategies, policies and programs.</p> <p>Includes existing State and C'wealth training and employment programs, services and incentives.</p>

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
		Lead DPC	Joint <ul style="list-style-type: none"> • Develop a communication strategy with supporting documentation for internal and outsourced workforce strategies; and • Provide advice to agencies in the identification of areas and development of their Indigenous workforce strategies; • Distribute Commonwealth created Indigenous workforce strategies circular to key stakeholders in both Commonwealth and State Governments • Monitor workforce strategies developed for relevant National Partnerships in NSW. 	Joint Communication Strategy developed for internal and outsourced workforce strategies.	Aug 2009 – April 2010	Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
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Element 4 – Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
4.1 Develop and agree jurisdictional targets to deliver on the national target of 2.6%	Commonwealth To ensure each jurisdiction including the Commonwealth achieves an appropriate share of the national 2.6% target.	Commonwealth <i>Lead</i> DEEWR <i>Contributing agencies</i> APSC PM&C	Commonwealth i) Identify appropriate data sources including administrative data to use to develop targets ii) Develop a methodology for setting, and seek agreement to, jurisdictional targets to meet a national target of 2.6% iii) Work with State Governments to identify data sources and gaps and work through any issues iv) Develop ways of measuring and monitoring targets v) Investigate whether the Commonwealth can match jurisdictional targets in each State and Territory vi) seek agreement to methodology and ways of measuring and monitoring target vii) Seek agreement on Commonwealth target	Commonwealth Methodology agreed Measuring and monitoring process agreed Data sources agreed	Commonwealth May – June 2009	Commonwealth Within existing resources

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
4.2 Indigenous working age population share is represented across all levels of the public sector.	NSW Indigenous Public Sector employees represented across all levels of government to meet the agreed jurisdictional target	NSW DPC – review existing public sector employment policy (Making It Our Business)	NSW Review and implement <i>Making it our Business</i> (NSW Government Public Sector Aboriginal Employment Strategy) to reflect agreed jurisdictional target.	NSW Number of public sector agencies with an Aboriginal employment and career development strategy 2.6% of NSW public sector workforce represented by Aboriginal employees ²	2015	Within existing resources

² This will be based on EEO data collected by NSW DPC. Estimates at the time of agreeing the Implementation Plan indicate this will be approximately 1,300 additional jobs (2007-08 EEO and Workforce Profile statistics indicate a current rate of 2.2%).

Milestone (Essential Element)	Aim (What are we trying to do)	Roles and responsibilities (Who will do it)	Strategies (How are we going to do it)	Performance Benchmarks (How will we know how we are going)	Timeframe (How long will it take)	Resources
4.3 Achieving the Commonwealth target	To increase Indigenous participation within the Commonwealth public sector	<p>Public Service Lead APSC</p> <p>Contributing agencies DEEWR</p> <p>Public Sector Lead DEEWR</p> <p>Contributing agencies APSC</p>	<p>Three components:</p> <p>1. Continuation of the APS Employment and Capability Strategy for Aboriginal and Torres Strait Islander Employees:</p> <p>i) provide pathways to employment through whole-of-Government recruitment/targeted placement programmes for graduates, entry level employees and cadets</p> <p>ii) provide professional development opportunities for Indigenous staff</p> <p>iii) assist agencies in managing and supporting Indigenous staff</p> <p>iv) continue to evaluate the strategy in the context of strategic whole-of-Government initiatives.</p> <p>2. Agencies Indigenous Recruitment strategies</p> <p>i) continue to provide information and support to APS agencies and managers</p> <p>ii) assist APS agencies to develop their own Indigenous employment strategy</p>	<p>Revised APS Employment and Capability Strategy for Aboriginal and Torres Strait Islander Employees is published (including on the Commission's website) and distributed to APS agencies</p> <p>Recruitment programme continues as scheduled</p> <p>Ongoing evaluation and delivery of professional development programmes</p>	<p><i>Development</i> July – October 2009</p> <p><i>Implementation</i> ongoing</p>	<p>\$6.0 million over three years to improve the representation of Indigenous Australians in the Australian Public Service (APS).</p> <p>Public Sector Strategy – within existing resources</p>

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			<p>iii) request APS agencies to find effective ways of encouraging Indigenous staff to self-identify</p> <p>3. Public Sector Strategy * note – develop strategies to ensure agencies report on Indigenous staffing levels</p>	<p>The Building an Indigenous employment strategy – a starter kit for APS agencies is revised and continues to be promoted to APS agencies</p> <p>APS agency heads are contacted by the Commissioner</p> <p>APS agencies develop and implement their own Indigenous employment strategy</p> <p>Improved agency reporting on Indigenous staffing levels</p>		
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