

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

1. Document Purpose

This is an Implementation Plan for the National Partnership Agreement (NP) 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 Aboriginal communities to close the gap in Aboriginal disadvantage.
- In recognition that outcomes for Aboriginal Australians remain well below those of non-Aboriginal 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 Aboriginal and non-Aboriginal 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 Aboriginal 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 Aboriginal 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 Aboriginal employment
 - incorporating Aboriginal workforce strategies into all new major COAG reforms contributing to the Closing the Gap targets
 - reviewing all Public Sector Aboriginal employment and career development strategies to increase employment to reflect national Aboriginal working age population share by 2015, currently projected to be at least 2.6 percent.

South Australia's implementation of the Indigenous Economic Participation National Partnership (IEP NP) will contribute to the aspiration of halving the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade. Based on 2006 Census figures, it has been projected that the number of jobs required over ten years to meet this target (i.e. by 2016) is 71,000. In South Australia, this would mean 550 additional jobs across the state every year.¹ The significance of this challenge for the public and private sectors should not be underestimated and requires action beyond this National Partnership.

In 2006, 15.5 per cent of the Aboriginal labour force was unemployed, a figure that is three times higher than for the non-Aboriginal population. Economic development is an integral part of the South Australian Government's strategy to ensure that Aboriginal South Australians enjoy the same opportunities as non-Aboriginal South Australians.

South Australia's Government champions innovative ways to deliver outcomes that work best for Aboriginal people. For example, South Australia is a leader in exploring ways to maximise the potential of native title agreements to deliver broader social and economic benefits, through the Indigenous Land Use Agreement (ILUA) process. South Australia has a Strategic Plan target to resolve 75% of all native title claims by 2014 and supports models that tap into the potential of native title payments to deliver economic benefits.

The Government is working to capture the employment opportunities arising from major investment within South Australia. State Government is developing an employment brokerage service on the APY Lands to meet the opportunities flowing from the \$291M investment in remote Indigenous housing. Other opportunities include the expansion of the Olympic Dam operation at Roxby Downs and major infrastructure investment.

The South Australian Government operates a range of innovative approaches to improving Aboriginal education, employment and training outcomes across the state through the employment and training initiative *South Australia Works*. *South Australia Works* offers a suite of programs dedicated to provide Aboriginal people with case management, job training, work placements, recruitment, leadership training, career enhancement and traineeships and apprenticeships. Various other state programs operate to increase Aboriginal workforce participation, provide articulated training pathways and promote work retention.

The South Australian Government actively supports Aboriginal enterprise development throughout the state. This includes sponsoring enterprise development on the Aboriginal Lands Trust Estate, supporting the economic development strategy to benefit Aboriginal communities across the Far West Coast, supporting Bush Foods projects and working with Aboriginal arts centres on the APY Lands and providing support to individual projects through Regional Economic Development Boards. At a strategic level, the South Australian Government supports innovative private-sector approaches to promoting Aboriginal economic development such as the Aboriginal Foundation of South Australia.

¹ Biddle, N, Taylor, J & Yap, M (2008), *Indigenous Participation in Regional Labour Markets, 2001-06*, CAEPR Discussion Paper No. 288/2008, Centre For Aboriginal Economic Policy Research, Canberra.

The South Australian Government also operates programs that develop Aboriginal communities' governance capacity, so that Aboriginal people can better manage enterprises and investment opportunities from native title processes. It also delivers a Young Indigenous Entrepreneur Program with the aim of developing business skills in young Aboriginal people.

As first steps towards halving the gap within a decade South Australia will:

- convert CDEP positions
- develop and implement a procurement policy to achieve increased Aboriginal employment
- incorporate workforce strategies into major COAG reforms
- work towards achieving our SASP Aboriginal public sector employment target of 2% by 2010 and negotiate with the Commonwealth targets thereafter.²

South Australia will ensure that in implementing this National Partnership, we will give attention to the following principles:

- Aboriginal community participation and consultation
- culturally responsive communications and engagement
- shared responses across agencies
- social determinants are addressed in other NPs which affect Aboriginal economic participation.

The four elements of this National Partnership link together to support Aboriginal employment outcomes. There are also linkages between the aspirations set out in this National Partnership and existing state targets. Links with South Australia's Strategic Plan are:

- Target 6.24—increasing the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2010 and maintain or better those levels through to 2014. Aboriginal Affairs and Reconciliation Division (AARD) of South Australia's Department of the Premier and Cabinet (DPC) has responsibility for this target. AARD's work toward meeting this target includes coordinating whole of government responses including the creation of departmental Aboriginal employment strategies, making South Australia an employer of choice for Aboriginal people and supporting Aboriginal people in the workplace.

² The Aboriginal employment target in South Australia's *Strategic Plan* is to increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2010 and maintain or better those levels through to 2014. The data source for this target is the South Australian Public Sector Workforce Information data (based on headcount, not FTE), which relies on public sector staff identifying themselves as Aboriginal and/or Torres Strait Islander. This is likely to under-represent the true proportion of indigenous people in the SA public sector. As of 30 June 2007, 1.5% of South Australia's public sector were Aboriginal (up from an estimated 0.9% in 2003). Considering that the Aboriginal working age population share in South Australia is 1.5% of the non-Aboriginal population, the 2% public sector employment target represents an ambitious "stretch" target.

- Target 1.26—to reduce the gap between Aboriginal and non-Aboriginal unemployment rates each year. The Department of Further Education, Employment, Science and Technology (DFEEST) has responsibility for this target. Strategies include building South Australia’s Aboriginal workforce, linking Aboriginal people to employment opportunities and supporting employable participants to engage in the labour market.

3. Governance

- The Commonwealth will monitor the overall implementation of the NP, as set out in the Bilateral Implementation Plans.
- In South Australia the Aboriginal Policy Reference Group consisting of Cabinet Office, Department of Treasury and Finance and line agency representatives will monitor implementation strategies and support line agencies in achieving the outcomes of the National Partnership Agreement. This group will report to the Chief Executives’ COAG Integrated Reporting and Evaluation Group, which is responsible to the Executive Committee of Cabinet (ExComm). (ExComm comprises the Premier of South Australia, the Deputy Premier, the Ministers for Infrastructure, Education, and Mineral Resources Development respectively, the Chair of the Social Inclusion Board and a member of the Economic Development Board. ExComm oversees the implementation of South Australia’s Strategic Plan by providing strong central leadership and accountability. This encompasses broader whole-of-government initiatives, including the COAG reform agenda.) The Aboriginal Policy Reference Group will monitor how this National Partnership Agreement supports the broader Indigenous National Agreement.
- Governance structures for progressing the work will vary from Element to Element as outlined in the tables that follow.

4. Reporting

- The Commonwealth will report biannually to COAG on implementation of the NP.
- South Australia will report biannually in relation to the creation of real sustainable employment in areas of government service delivery, strengthened current government procurement policies to maximise Aboriginal employment and public sector recruitment initiatives.
- The South Australian Aboriginal Affairs and Reconciliation Division will report on Elements 1,2 and 4 and collect information from agencies to inform this reporting.
- There is no requirement to report on Element 3 which brings together Aboriginal workforce development across major COAG reforms.
- The reports will flow into the proposed South Australian whole of government Integrated Reporting and Evaluation Framework.
- The reports will be provided within 1 month of the end of the relevant period, or as otherwise specified in the agreed IP.
- Reporting under this National Partnership will comply with the requirements of Schedule C to the Intergovernmental Agreement on Federal Financial Relations.

Reporting Timelines

Year	Action	Dates
1 1 July 2009 To 30 June 2010	Reporting period 1	1 July 2009 – 30 September 2009
	Individual jurisdiction reports due	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

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
To ensure service delivery by South Australian Government agencies is not diminished and that Aboriginal people are not negatively impacted by changes to CDEP on 1 July 2009.						
1. List compiled of CDEP participants engaged in Commonwealth and State Government service delivery.	To identify CDEP participants in Commonwealth and South Australian Government service delivery roles.	<p>Department of Education, Employment and Workplace Relations (DEEWR) [Lead]</p> <p>Department of Families, Housing, Community Services and Aboriginal Affairs (FaHCSIA).</p> <p>Aboriginal Affairs and Reconciliation Division, Department of the Premier and Cabinet (DPC-AARD).</p>	<p>Collection of detailed information regarding location and activity of each CDEP participant engaged in Commonwealth and State Government service delivery.</p> <p>Jobs audit data provided and confirmed to relevant Commonwealth agencies and State agencies – including DPC-AARD</p>	<p>Jobs audit completed</p> <p>All known CDEP participants delivering Commonwealth and State Government services have been identified by name, location, activity and applicable agency/provider</p>	June 2009	Within existing resources.
2. South Australian and Commonwealth Governments finalise number of positions to be created and fill positions	To agree the number and location of CDEP workers to be employed Government service delivery positions in South Australia.	<p>2.1 DEEWR</p> <p>2.2 DPC-AARD</p> <p>2.3 DEEWR / FaHCSIA / DPC-AARD</p>	<p>2.1 Liaise with Commonwealth agencies to ensure that job are identified, created and funded</p> <p>2.2 Liaise with South Australian Government agencies to ensure that job are identified, created and funded.</p> <p>2.3 DPC, FaHCSIA and DEEWR to share information on CDEP positions to be created.</p>	Number of CDEP positions identified for employment as State and Commonwealth Government employees	June 2009	Within existing 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
3. Identified CDEP participants employed (either as direct Government employees or through contracted service providers).	To appoint identified CDEP participants to ongoing employment in service delivery agencies.	Relevant Commonwealth and State agencies across a range of sectors including health, education, family services, arts and broadcasting, land management, aged care, sport and recreation.	<p>CDEP participants in government service delivery work will be converted into:</p> <p>(a) Commonwealth agency jobs (negotiated between relevant agencies and providers.) A total of 113 Commonwealth positions have been created and funded as follows:</p> <ul style="list-style-type: none"> • 59 positions by DEWHA Arts and Culture • 7 ranger positions by DEWHA Environment • 11 education support worker positions by DEEWR through SA DECS • 3 positions with DoHA Sport and Recreation • 33 Health and Community Care Positions with DoHA <p>(b) State agency jobs funded by the Commonwealth through Funding Agreements negotiated between relevant operational agencies. <i>Funding contracts to include a minimum five year timeframe to ensure sustainable employment outcomes.</i> There will be:</p> <ul style="list-style-type: none"> • 21 positions created in DFC to deliver aged care services 	<p>Commonwealth to finalise funding contracts with service providers and ensure that positions are filled by 30 June 2009.</p> <p>Number of positions created through CDEP conversions</p> <p>Job and Person Specifications prepared for each position.</p> <p>Number of CDEP workers transitioned to government service delivery work.</p>	June/July 2009	Combination of Commonwealth and State funding depending on the conversion / employment mechanism applicable.

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
			<p>through the Home and Community Care program – funded by DoHA</p> <ul style="list-style-type: none"> • 11 positions in remote schools of DECS funded by DEEWR • 3 positions in DASSA funded by DoHA <p>(c) State agency jobs funded by the State (through the SA contingency fund established for this purpose: 2009 – 2013). A process will be established to arrange ongoing funding if appropriate under the NP.</p> <ul style="list-style-type: none"> • 14 Youth Support Workers and 7 Community Workers in DFC – utilising AARD Task Force youth program funding for four years commensurate with term of DTF contingency <p>Total in State agency jobs: 53</p>			
4. Appointed workers are assessed for training needs and provided training as required.	To support appointed workers in their new positions with appropriate training.	<p>Relevant agencies responsible for funded positions</p> <p>DEEWR and FaHCSIA to assist as required.</p>	<p>Agencies responsible for funding created positions to ensure that skills assessment is undertaken and training provided to appointed staff</p> <p>FaHCSIA and DEEWR to assist with skills assessment and training options as required.</p>	<p>Skills assessment undertaken for each appointed worker.</p> <p>All appointed workers with identified training needs have received training.</p>	July to December 2009	NP and state agency contributions.

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
Develop procurement policies that maximise Aboriginal employment	1. Determine elements that will support success of policy	Cabinet Office – desktop research	1.1 Initial desktop research of policies and practices in SA and other jurisdictions	Key elements of successful policy identified	Feb-March 2009	Within current resources
	2. Establish internal governance structure for policy development	Cabinet Office to consult with relevant agencies	2.1 Consultation with relevant government agencies 2.2 Procurement Policy Working Group comprising key government agencies established. <ul style="list-style-type: none"> • Cabinet Office • SIU • AARD • DTEI • DTED • DFEEST • DTF • Aboriginal Advisory Committee representative 	Agreement and adoption of a governance structure by relevant agencies	April 2009	
	3. Develop whole of government policies for construction procurement and goods and services procurement	DTEI and DTF to collaborate with Procurement Policy Working Group and draft discussion paper DTEI and DTF to collaborate with Procurement Policy Working Group and draft	3.1 Draft discussion paper based on review of current policies in Australian jurisdictions – <ul style="list-style-type: none"> • Construction (DTEI) • Goods & Services (DTF) 3.2 Prepare draft policy paper and implementation plan and conduct consultations within government	Procurement Policy Working Group endorsement of broad policy direction and structure Government agencies consulted on draft policy	May 2009	

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
		policy paper		Draft policy approved by Procurement Policy Working Group for consultation with non-government stakeholders	July 2009	
		DTEI, DTF, AARD, DTED	3.3 Consult with business and Aboriginal representatives on draft policy	Key industry and Aboriginal groups consulted Approval by Procurement Policy Working Group	Sept – Oct 2009	
		DTEI and DTF in collaboration with Procurement Policy Working Group	3.4 Prepare final draft of policy and seek required approvals	Cabinet approval	Nov 2009	
	4. Implement change management strategies to support use of new procurement policies and procedures	DFEEST, DTEI, DTED	4.1 Establish state and regional arrangements to support implementation	Linkages between providers of training, pre-employment programs and support services and employers/contractors established	Dec 2009	
		AARD, DTED	4.2 Develop and implement communication strategy for Aboriginal and business communities	Presentations made to key stakeholder groups	Dec 2009	

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
		DTF, DTEI to provide training	4.3 Provide training to government agencies on new procurement requirements	New policy and supporting guidelines available online. State government staff made aware of new policy requirements	Dec 2009	
	5. Commence new policy	DTF, DTEI, DPC to establish arrangements All agencies subject to policy Procurement Board to gather data and provide for inclusion in reports to Commonwealth.	5.1 Establish monitoring and reporting arrangements and evaluation framework	New procurement policy embedded in practice Data gathered and collated to enable assessment of adherence to procurement policy and its impacts.	Jan 2010	
	6. Evaluation and review of new procurement policy		6.1 Assess contribution of new policy to the five targets for addressing Aboriginal disadvantage and the SASP target 1.26 through: <ul style="list-style-type: none"> analysis of administrative data case studies of a sample of contracts 	Increase in employment of Aboriginal workers in identified projects, industries and regions Increase in number of Aboriginal workers undertaking training Contribution to five targets for	July 2010	

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
				addressing Aboriginal disadvantage (“closing the gap targets”) Contribution to SASP T1.26		
Review current Commonwealth Policies	Review existing procurement policies and ensure compliance with Commonwealth Procurement Guidelines and Free Trade Agreements	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance DFAT	i) Identify relevant policies for review ii) Conduct desktop analysis on implementation of the current policy and processes in place for reporting iii) Develop a revised policy ensuring compliance with the Commonwealth Procurement Guidelines and Free Trade Agreements iv) Seek authority for policy change	May 2009	Revised policy agreed	Within existing resources
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,	<i>Implementation</i> June – mid August 2009 <i>Reporting and measuring</i> Ongoing	Guidelines in place Processes established Communications strategy developed First round of training	Within existing resources

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			providers and potential tenderers (businesses). To include information sessions and training workshops.		workshops held	
Establish an Advisory Service	To provide broad support to Commonwealth officers and provide best practice information to state and territory governments.	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance	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.	<i>Establishment</i> June – August 2009 <i>Implementation</i> Ongoing	Consultations held Advisory model developed and implemented Process for measuring usage established	Within existing resources
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	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance DFAT	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	Research on models expected to be complete by 30 June 2009	Research complete and options on pilot project for Indigenous minority suppliers developed.	Within existing resources

Element 2: Strengthening current government procurement policies to maximise Aboriginal employment						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			iv) Commonwealth to establish a monitoring and evaluation mechanism. v) Measure the sustainability of the model			

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources

Incorporate workforce strategies into remote service delivery reforms	Incorporate measures into implementation plan for Remote Service Delivery NP	DPC and FaHCSIA to coordinate.	SA and Commonwealth Governments to agree to address workforce development issues in each of the funded areas of the Implementation Plan.	Finalised IP	June 2009	Within existing resources.
			SA and Commonwealth Governments to negotiate with the Amata and Mimili communities to identify specific workforce initiatives to be included in Local Implementation Plans.	Local Implementation Plans finalised (incorporating workforce initiatives)	April 2010	Within Remote Service Delivery NP resources.
		Joint SA / Commonwealth responsibility to ensure appropriate strategies are incorporated into Local Implementation Plans. DPC and FaHCSIA to coordinate.	Promotion of employment opportunities to Aboriginal people Implement strategies to recruit local Aboriginal people within the following areas of the NP: <ul style="list-style-type: none"> • Capacity building and community governance initiatives (output 1) • Enhanced government service provision (output 2) • Single Government Interface staffing (output 3) • Interpreting and translating services (output 3) • Cultural awareness training (output 3) • Appointment of Government Business Managers and Regional Service Coordinators (output 3) Exploration of business development opportunities.	Local Implementation Plans finalised (incorporating workforce initiatives)	April 2010	To be supported by Remote Service Delivery NP funding, SA and Commonwealth public sector positions and the Indigenous Economic Participation NP (CDEP conversion element).

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
		Joint SA / Commonwealth responsibility. DPC and FaHCSIA to coordinate SA and Commonwealth agency input and commitments.	Recruitment of Aboriginal people <ul style="list-style-type: none"> Undertake an assessment of local workforce needs, including those associated with government service provision and with private sector employment opportunities. 	Initial assessment to feed into Indigenous Economic Participation National Partnership Agreement (CDEP Conversion element)	July 2009	Within Remote Service Delivery NP resources.
		Joint SA / Commonwealth responsibility. DPC and FaHCSIA to coordinate SA and Commonwealth agency input and commitments.	Selection of Aboriginal people <ul style="list-style-type: none"> Selection of local Aboriginal people as interpreters and translators Employment of cultural awareness training providers (contracting of a training provider) Employment of Aboriginal people in the Single Government Interface Exploration of business development opportunities 	Interpreters / translator engaged Training Provider appointed Single Government Interface staffed Scoping complete	April 2010 July 2009 November 2009 July 2010	Within Remote Service Delivery NP resources.
		Joint SA / Commonwealth responsibility. DPC and FaHCSIA to coordinate.	Qualifications and training <ul style="list-style-type: none"> Accredited training and employment for local Aboriginal people as interpreters and translators Accredited and non-accredited governance and leadership training 	Training commenced Training commenced	April 2010 April 2010	Within Remote Service Delivery NP resources.

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			Support <ul style="list-style-type: none"> community capacity building measures to be identified and incorporated into Local Implementation Plans 	Local Implementation Plans agreed	April 2010	
			Retention <ul style="list-style-type: none"> governance and leadership training to support retention of employees (expansion of existing SA / Commonwealth Government program) 	Needs assessment complete Local Implementation Plans agreed Implementation commenced	December 2009 April 2010 May 2010	
			Evaluation <ul style="list-style-type: none"> annual evaluation process undertaken (including workforce strategies) 	Annual report complete	Annually from December 2010	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
Incorporate Aboriginal workforce strategies into Infrastructure contracts related to the Nation Building Economic Stimulus Plan	Strategy 1 – Interim approach while longer term strategy/policy being developed	DTEI (lead agency) DFEEST SIU DTF AARD DTED	Develop an interim workforce participation clause that captures Aboriginal people to be included in contracts for social housing, school and transport construction related to the Nation Building Economic Stimulus Plan (NBES). Contract clause includes: <ul style="list-style-type: none"> • Contractor commitment • SA govt commitment to give priority to Aboriginal employers • Reporting on hours of work supported by the Contract 	Workforce Clause Developed	April 2009	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
		<p>DTEI lead agency.</p> <p>DFEEST, SIU, CITB, private industry</p> <p>DTEI</p>	<p>Pilot clause while the longer term across government approach is developed by DTEI (refer to next strategy).</p> <p>DFEEST, in conjunction with the CITB, will assist contractors and subcontractors to employ and train trainees, apprentices, Indigenous people and local people with barriers to employment. DFEEST will use existing career development centres and SA Works programs to link employers with job ready people from these categories.</p> <p>DTEI will encourage the inclusion of the interim workforce participation in relevant local government contracts related to the NBES.</p>	<p>Number of contracts that include the clause</p> <p>% of hours of work supported by the contracts which relate to people from the specified target groups.</p>	<p>May - December 2009</p>	<p>Existing programs, with funding provided by DFEEST to the CITB to develop a database to assist contractors.</p>

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
	Strategy 2 – Development and implementation of longer term strategies and policies to increase workforce participation of Indigenous people, as well as trainees, apprentices and local people facing barriers to employment	DTEI lead agency DFEEST, AARD, SIU, DTF	<p>Develop a longer-term strategy and policies to support workforce participation for trainees, apprentices, Indigenous people and local people facing barriers to employment. This strategy will address Commonwealth and State Government requirements for workforce participation arising from a number of COAG and state agreements/initiatives. This work is closely linked to the work proposed on element 2 of the and hence will be done within the same timeframes and consultation processes.</p> <p>This strategy and associated policy will be developed in consultation with business, Aboriginal communities, DTF, DFEEST, SIU and other public sector agencies as appropriate.</p> <p>It is expected that the resultant workforce participation clause will include employment and training requirements for the specified groups, mechanisms for linking employers and people from these groups, and support/guidance for employers and employees to ensure successful employment outcomes.</p> <p>An evaluation phase has been built into the project.</p> <p>Individual elements of the project are outlined below.</p>	<p>A workforce participation strategy/policy exists and is incorporated into procurement processes for appropriate construction contracts.</p> <p>The % of hours of work supported by relevant contracts that is carried out by people from the target groups</p>	<p>Policy and strategy operational from 1 January 2010.</p> <p>Strategy evaluated and reviewed from July 2010 onwards.</p>	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
	1. Determine elements that will support success of policy	DTEI	1.1 Initial desktop research of policies and practices in SA and other jurisdictions	Key elements of successful policy identified	June 2009	
	2. Develop strategy	DTEI DFEEST AARD	2.1 Prepare draft strategy paper for consultation within government	Endorsement of draft strategy by relevant government agencies for external consultation	August 2009	
		DTEI DFEEST AARD DTED	2.2 Consult with business and Indigenous representatives on draft policy	Key industry and Indigenous groups consulted	Sept-Oct 2009	
		DTEI	2.3 Prepare final draft strategy and supporting policy guidelines and seek necessary approvals	Cabinet approval of strategy and any consequential amendments to policies	Nov 2009	
	3. Implement change management strategies to	DTF, DTEI	3.1 Incorporate strategy requirements into tender and contract documents	New policy and supporting guidelines available online	Dec 2009	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
		DFEEST, DTEI, DTED	3.2 Establish state and regional arrangements to support implementation	Linkages between providers of training, pre-employment programs and support services and employers/contractors established		
		AARD, DTED	3.3 Develop and implement communication strategy for Indigenous and business communities	Presentations made to key stakeholder groups		
		DTF, DTEI	3.4 Provide training to government agencies on new procurement requirements	State government staff made aware of new policy requirements		
	4. Commence use of strategy in infrastructure construction contracts	DTEI, DPC All agencies subject to policy	4.1 Establish monitoring and reporting arrangements and evaluation framework	New strategy embedded in practice Data gathered and collated to enable assessment of adherence to policy and its impacts Biannual report to Commonwealth prepared	Jan 2010 onwards July 2010 onwards	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
5. Evaluate and review strategy		DFEEST DTF DTEI AARD	5.1 Assess contribution of new policy to the five targets for addressing Indigenous disadvantage and the SASP target 1.26 through: <ul style="list-style-type: none"> • Analysis of administrative data • Case studies of sample of contracts 	Increase in employment of Indigenous workers in identified projects, industries and regions Increase in number of Indigenous workers undertaking training Contribution to five targets for addressing Indigenous disadvantage (“closing the gap targets”) Contribution to SASP T1.26	July 2010 onwards	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
Incorporate workforce strategies into National Affordable Housing Agreement Reforms	Provide Aboriginal people in remote areas with employment opportunities	DFC and Commonwealth to develop a framework to reach outcomes and targets	Bring forward for the agreement of the Joint Steering Committee a framework that outlines how employment and workforce development outcomes and agreed targets will be achieved under COAG reforms. The framework could contain elements as set out below	Joint Steering Committee agreement on Employment and Workforce Development Plan	September 2009	
			Promotion of employment opportunities to Aboriginal people <ul style="list-style-type: none"> Consider aligning workforce development objectives with COAG communication and stakeholder engagement activities 	Joint Steering Committee agreement on Employment and Workforce Development Plan	September 2009	
			Recruitment of Aboriginal people <ul style="list-style-type: none"> Consider overview of objectives, principles and targets Consider an overview of existing Commonwealth and state programs and an analysis of gaps in existing program activities Consider analysing barriers to employment and workforce development in remote areas 	Joint Steering Committee agreement on Employment and Workforce Development Plan	September 2009	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			Selection of Aboriginal people <ul style="list-style-type: none"> Inclusion of a 20% target for Aboriginal employment in contracted works and service delivery under the Remote Indigenous Housing NP Aboriginal people to be hired by Housing SA or other agency to deliver housing services in remote communities 	Joint Steering Committee agreement on Employment and Workforce Development Plan	September 2009	
			Qualifications and training <ul style="list-style-type: none"> Commit up to \$3M on training for Anangu staff and local Aboriginal participants in works contracts under the Remote Indigenous Housing NP Develop training programs that are inclusive of Aboriginal employees under the Homeless NP 	Cabinet approval of NP	Ongoing commitment over term of RIH NP (10 yrs) April 2009	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			Support <ul style="list-style-type: none"> Negotiate a Bilateral Agreement (DFC and DEEWR) for the provision of Employment Related Accommodation linking remote area Aboriginal people to training and employment opportunities in regional centres Commit up to \$28.7M to fund capital works for Employment Related Accommodation 	Bilateral Agreement Funding commitments	December 2009 2008—2018	
			Retention <ul style="list-style-type: none"> Employment pathways available to Anangu housing officers 	Staff turnover	Ongoing	
			Evaluation <ul style="list-style-type: none"> Consider the development of a methodology for monitoring and revising activities 	Joint Steering Committee agreement on Employment and Workforce Development Plan	September 2009	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
Incorporate workforce strategies into National Healthcare Agreement reforms	Build a larger and more dispersed Aboriginal workforce	Health in consultation with relevant department divisions, Portfolio Executive group and the Aboriginal community	<ul style="list-style-type: none"> Mapping of action plan to be finalised, which will determine timeframes and resources for activities within the broader Health workforce strategy as set out below. 		June 09	
			<p>Systemic Reform</p> <ul style="list-style-type: none"> Redefine the way SA Health systems impact on the engagement, recruitment, retention and development of Aboriginal people. Develop accountability across mainstream SA Health for Aboriginal health improvement, including a culture of respect and value for Aboriginal peoples' contribution and commitment to providing better outcomes for their people. 		2009—13	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<p>Engagement</p> <ul style="list-style-type: none"> • Create partnerships across public, private and community sectors to provide a more holistic approach to workforce development. • Create partnerships with Aboriginal people, communities and community organisations to ensure Aboriginal perspectives are captured and are prominent in all of SA Health’s planning processes. • Develop techniques and tools that appropriately and sensitively engage Aboriginal people and communities in career opportunities within SA Health. 		2009-13	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<p>Promotion of employment opportunities to Aboriginal people</p> <ul style="list-style-type: none"> • Create partnerships with Aboriginal communities, private and community sectors to provide a holistic approach to workforce development • Develop culturally responsive promotional and marketing campaigns to engage Aboriginal job seekers • Develop culturally responsive tools to engage Aboriginal people and communities in career opportunities within SA Health 		2009-13	
			<p>Recruitment</p> <ul style="list-style-type: none"> • Attract Aboriginal people to SA Health as an employer of choice by developing culturally appropriate promotional and marketing campaigns that connect with and engage Aboriginal job seekers. • Develop culturally appropriate recruitment and selection toolkits. • Develop workforce initiatives that capture Aboriginal people throughout their career planning and at each stage of the learning 		2009—13	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<p>Retention</p> <ul style="list-style-type: none"> • Develop a range of programs and opportunities for Aboriginal employees that will engender retention of the Aboriginal health workforce. • Collect and analyse qualitative and quantitative data on Aboriginal employees across SA Health. • Encourage participation of both Aboriginal males and females by creating opportunities for coaching and mentoring with Aboriginal leaders within SA Health. 		2009—13	
			<p>Support</p> <ul style="list-style-type: none"> • Provide opportunity for Aboriginal people to grow into leadership roles through access to learning and development programs, mentoring and work shadowing. • Establish mechanisms and opportunities for Aboriginal employees to access learning and development opportunities to enable them to become further qualified to undertake professional positions. 		2009—13	

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
National Education Agreement reforms Early Childhood Education National Partnership	Increase employment of Aboriginal educators across key areas of schooling and care	DECS	Promotion of employment opportunities to Aboriginal people <ul style="list-style-type: none"> Explore development of community based programs to target Aboriginal Community Education Officers aspiring to become teachers Work with universities to investigate strategies to target Aboriginal secondary students into teacher education pathways Develop pathways for APY Lands community members to gain Early Childhood qualifications 	<p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p> <p>Number of APY Lands community members gaining Early Childhood qualifications</p>	<p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p> <p>By June 2013</p>	<p>Teacher Quality NP</p> <p>Teacher Quality NP + State funding</p> <p>Early Childhood Education NP</p>
			Recruitment of Aboriginal people <ul style="list-style-type: none"> Offer permanency to Aboriginal final year teaching graduates 	<p>All Aboriginal teaching graduates are offered a permanent position in a DECS school or preschool</p>	<p>Ongoing</p>	<p>State funding</p>

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<ul style="list-style-type: none"> Conversion of CDEP positions to permanency 	To be agreed with Commonwealth in Indigenous Economic Participation NP by June 2009	To be agreed with Commonwealth in Indigenous Economic Participation NP by June 2009	Indigenous Economic Participation NP + State funding
			<p>Selection of Aboriginal people</p> <ul style="list-style-type: none"> Preferential employment of Aboriginal people as mentors working with Aboriginal students Convert eligible Aboriginal ancillary staff to permanent status Employ Aboriginal literacy and numeracy tutors 	<p>To be agreed with Commonwealth in Low SES NP Implementation Plan by October 2009</p> <p>Proportion of permanent Aboriginal ancillary staff</p> <p>Number of Aboriginal people employed as literacy and numeracy tutors</p>	<p>To be agreed with Commonwealth in Low SES NP Implementation Plan by October 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Low SES NP</p> <p>State funding</p> <p>State funding</p>
			<p>Qualifications and training</p> <ul style="list-style-type: none"> Offer Aboriginal trainee teacher scholarships 	Number of Aboriginal scholarship holders	2009/2010	State funding

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<ul style="list-style-type: none"> Work with universities to up-skill 3 year trained Early Childhood teachers Work with higher education sector to increase number of Aboriginal entrants into teaching courses Offer Aboriginal Administrative Traineeship program Aboriginal Community Education Officers (ACEOs) participate in relevant training programs 	<p>To be agreed with Commonwealth in Early Childhood Education NP Implementation Plan by May 2009</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by Oct 2009</p> <p>Traineeship program is offered annually</p> <p>Number of trainees who gain a subsequent contract in the department</p> <p>Number and proportion of ACEOs with relevant qualifications</p>	<p>To be agreed with Commonwealth in Early Childhood Education NP Implementation Plan by May 2009</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by Oct 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Early Childhood Education NP</p> <p>Teacher Quality NP + State funding</p> <p>State funding</p> <p>State funding</p>

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<p>Support</p> <ul style="list-style-type: none"> Provide tailored professional development to Aboriginal Early Childhood Education teachers and leaders on the APY Lands Deliver targeted Aboriginal leadership and mentoring programs 	<p>Delivery of professional development to the target audience</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p>	<p>By June 2013</p> <p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by October 2009</p>	<p>Early Childhood Education NP</p> <p>Teacher Quality NP + State funding</p>
			<p>Retention</p> <ul style="list-style-type: none"> Promote leadership pathways for Aboriginal Community Education Officers Provide culturally responsive induction and performance management processes for all Aboriginal employees Identify and monitor the location of Aboriginal teachers 	<p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by Oct 2009</p> <p>All Aboriginal employees participate in structured induction and performance management processes</p> <p>Retention of Aboriginal teachers</p>	<p>To be agreed with Commonwealth in Teacher Quality NP Implementation Plan by Oct 2009</p> <p>Ongoing</p> <p>Annual</p>	<p>Teacher Quality NP + State funding</p> <p>State funding</p> <p>State funding</p>
			<p>Evaluation</p>	<p>Accurate</p>	<p>Annual</p>	<p>State funding</p>

Element 3 – Incorporate Indigenous Workforce Strategies into all major COAG Reforms						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<ul style="list-style-type: none"> Improve the collection of data relating to all Aboriginal employees in DECS sites 	monitoring and reporting processes for Aboriginal employment data		
<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 <p>Infrastructure</p>	<p>To promote the principle of Indigenous workforce strategies within the Commonwealth</p>	<p><i>Lead</i> DEEWR</p> <p><i>Contributing agencies</i> FaHCSIA PMC Other relevant agencies</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><i>Establishment</i> May – July 2009</p> <p><i>Implementation</i> Ongoing</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>Within existing resources</p>

Element 4 - Review public sector Aboriginal employment and career development strategies to reflect national Aboriginal working age population share by 2015						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
SA Government Aboriginal Working Age Population Target agreed (and communicated)	1. To have an agreed goal for Aboriginal Working Age Population Target To ensure that the IEP target meets the SASP target.	1.1 SA Government and Commonwealth to negotiate 1.2 DPC to advise agencies	1.1 Officers to meet and negotiate 1.2 DPC Chief Executive to write to SA Government agencies to advise on target and relationship with SASP target 6.24	Target agreed in writing	May 2009	Existing resources
SA Government Aboriginal Employment & Career Development (AECD) strategies and SA Strategic Plan Target 6.24 Implementation Plan reflect the agreed working age population target and are being utilised	2. AECDs to support SA Government agencies meeting the Aboriginal Working Age Population target by 2015.	2.1 SA Government agencies to ensure Aboriginal employment target is at agreed percentage 2.2 DPC to promote attraction, retention and staff development practices to agencies	2.1 SA Government AECD strategies amended if need and are reviewed to reflect agreed target 2.2 SA Government Aboriginal Human Resources Managers Group to investigate and promote Aboriginal employee attraction, retention and development strategies to agencies. 2.3 Through SA Strategic Plan monitoring mechanism, identify and support agencies showing difficulty meeting the targets	SASP Target 6.24 Implementation plan reflects the updated Aboriginal employment target SA Strategic Plan reflects the updated target (if required)	SASP Implementation plan to be reviewed each July Revised SASP to be published mid 2010.	Existing resources
Reviewing and reporting mechanism	3. Target achieved	3.1 DPC-AARD to monitor and report	3.1 Application of current SA Strategic Plan Implementation Plan	Reviewing and reporting	July 2010	Existing resources

Element 4 - Review public sector Aboriginal employment and career development strategies to reflect national Aboriginal working age population share by 2015						
Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
agreed with Commonwealth and implemented	AECD strategies reviewed regularly		review process and reporting with outcomes provided to Commonwealth. 3.2 Continue monitoring and reporting Aboriginal employment levels beyond current SA Strategic Plan term (2014)	mechanism in place		
Develop and agree jurisdictional targets to deliver on the national target of 2.6%	To ensure each jurisdiction including the Commonwealth achieves an appropriate share of the national 2.6% target.	<i>Lead</i> DEEWR <i>Contributing agencies</i> APSC PM&C	i) Identify appropriate data sources including administrative data to use to develop targets ii) Develop a methodology for setting jurisdictional targets to meet 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	May – June 2009	Methodology agreed Measuring and monitoring process agreed Data sources agreed	Within existing resources
Achieving the Commonwealth	To increase Indigenous	<i>Public Service</i>	Three components:	<i>Development</i>	Revised <i>APS Employment</i>	\$6.0 million over three years to

Element 4 - Review public sector Aboriginal employment and career development strategies to reflect national Aboriginal working age population share by 2015

Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
target of 2.7% and matching jurisdictional target of 2% by 2010	participation within the Commonwealth public sector	<p><i>Lead</i> APSC</p> <p><i>Contributing agencies</i> DEEWR</p> <p><i>Public Sector Lead</i> DEEWR</p> <p><i>Contributing agencies</i> APSC</p>	<p>1. Continuation of the <i>APS Employment and Capability Strategy for Aboriginal and Torres Strait Islander Employees</i>:</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>iii) request APS agencies to find effective ways of encouraging Indigenous staff to self-identify</p> <p>3. Public Sector Strategy</p>	<p>July – October 2009</p> <p><i>Implementation ongoing</i></p>	<p><i>and Capability Strategy for Aboriginal and Torres Strait Islander Employees</i> 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>The Building an Indigenous employment strategy – a starter kit for</i></p>	<p>improve the representation of Indigenous Australians in the Australian Public Service (APS).</p> <p>Public Sector Strategy – within existing resources</p>

Element 4 - Review public sector Aboriginal employment and career development strategies to reflect national Aboriginal working age population share by 2015

Milestone	Aim	Roles and responsibilities	Strategies	Performance Benchmarks	Timeframe	Resources
			<p>* note – develop strategies to ensure agencies report on Indigenous staffing levels</p>		<p><i>APS agencies</i> 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>	

5. Risk Management

Risk	Description	Likelihood	Consequence	Risk Treatment
Lack of stakeholder engagement	The pool of employers and contractors is large and diverse and not all supportive of a procurement policy for employment of Aboriginal people	Medium-high	Low levels of persistence to reach target Fewer Aboriginal people employed	Consultation with business as part of the development of the procurement policy
Labour supply	Projects not located in areas accessible to labour pool Work readiness gaps Mismatch between labour supply and demand	medium	Fewer Aboriginal people employed Hire firms unable to meet quota Unable to meet procurement policy objectives	Government to work with Industry Skills Board to identify employment opportunities and skill requirements as part of the procurement policy's development of a pipeline of workers.
Lack of programs and supports to achieve commitments	Lack of match between skills needed and training and mentoring programs	medium	Poor retention	As above
Lack of ability to attract labour	Projects not accessible Jobs not desirable Locations not desirable No infrastructure to support labour force	medium	Fewer Aboriginal people employed	As above
Contractor unwillingness to utilise Aboriginal labour	No commitment and/or capacity to addressing disadvantage	Medium – high	Inconsistent application of the procurement policy	Ensure communication strategies clearly articulate the problem, goal and benefits for all
Poor evaluation of impact	Lack of capacity to collect data and undertake evaluation	medium	Barriers and successes not recorded	Embed from the beginning

6. Stakeholder Management

Key Stakeholders

Stakeholder	Level of Interest	Ability to Impact
Ministers	high	high
Aboriginal Communities	high	high
Commonwealth Agencies	high	High
State/Territory agencies	high	high
Australian Employment Covenant Taskforce	Low	Low
Employment Service Providers	Medium	high
Employer organisations	Low	high
Community organisations	medium	Medium
Welfare groups	medium	Medium
Training providers	medium	medium