



Office of the Director of Public Prosecutions
Government of Western Australia

Aboriginal Employment Strategy

2014 - 2017

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Introduction

The Office of the Director of Public Prosecutions (ODPP) is a WA Public Sector government agency. It conducts prosecutions independently of the Government and reports to Parliament through the Attorney General. It is a critical participant in the administration of justice within Western Australia, providing a fair and just criminal prosecution service.

OUR MISSION

is to provide the people of Western Australia with a fair and just criminal prosecution service.

The ODPP acknowledges that in order to achieve its mission, the ODPP must be responsive to the diverse needs of the community it services, particularly victims of crime and State witnesses who are drawn into criminal prosecutions. In order to do this, the ODPP must attract and harness the different skills, perspectives and experiences that exist in all sections of the community. The ODPP recognises that Aboriginal people are grossly over represented in the criminal justice system in Australia – both as offenders and as victims of crime. The ODPP therefore recognises that optimising opportunities for Aboriginal people to engage in employment with the ODPP can build the capability of the Office as well as contribute towards the economic and social well-being of Aboriginal communities.

Aboriginal people are the most disadvantaged group within the Australian labour market. Data from the Australian Bureau of Statistics in 2011 show a labour force participation rate of 55.9% for Indigenous persons, compared with 76.4% for non-Indigenous persons. The unemployment rate for Indigenous persons is over 3 times higher than for non-Indigenous persons – 17.2% compared to 5.5%¹.

In 2008, the Council of Australian Governments (COAG) agreed to a new national target to halve the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade. A key component to achieving this target is to increase public sector employment opportunities for Aboriginal people.

In 2011, the representation of Aboriginal people employed in public sector agencies was 2.6%, lower than the representation of working age Aboriginal people in the community (3.0%)². The COAG has set a target of 3.2% of public sector employment for Aboriginal employment in Western Australia by 2015. The ODPP recognises that the success of the sector in meeting the COAG target is the responsibility of all public sector agencies.

The ODPP consequently embraces its role in contributing to the Western Australian Government's commitment to attract, retain and develop Aboriginal employees at all levels in the WA public sector. The ODPP is committed to creating a culturally inclusive workplace and developing long term, sustainable employment opportunities and career pathways for Aboriginal people. To address this, the ODPP Aboriginal Employment Strategy 2014 - 2017 outlines the ODPP's approach to attracting, retaining and developing Aboriginal people.

¹ Australian Bureau of Statistics, Census of Population and Housing 2011

² Public Sector Commission, Aboriginal Employment Strategy 2011 - 2015

Message from the Director of Public Prosecutions

Organisations must be responsive to the diverse needs of the community they service. In order to do this, organisations must attract and harness the different skills, perspectives and experiences that exist in all sections of the community. The ODPP is committed to a strategic and integrated approach to Aboriginal employment that will build the capability of the Office as well as contribute towards the economic and social well-being of Aboriginal communities.

I am committed to increasing the representation of Aboriginal people within the ODPP through the implementation of a range of initiatives designed to achieve the following outcomes:

- The organisation values diversity and the contribution Aboriginal people can make to the Office. The work environment is supportive, inclusive and free from discrimination and harassment;
- The organisation is seen as an employer of choice for Aboriginal people and has employment practices that are culturally inclusive and do not exclude or deter Aboriginal applicants; and
- The organisation's policies, processes and practices contribute to the retention and development of Aboriginal employees.

As a demonstration of our values, I encourage all ODPP employees to accept responsibility for achieving these outcomes.

I have pleasure in presenting the ODPP Aboriginal Employment Strategy 2014 – 2017. I am confident the Strategy will assist the Office to create a culturally inclusive workplace and develop long term, sustainable employment opportunities and career pathways for Aboriginal people.

Joseph McGrath SC
Director of Public Prosecutions

Strategy Overview

The ODPP's Aboriginal Employment Strategy (the Strategy) aims to increase the representation of Aboriginal people within the ODPP by creating a culturally inclusive workplace and developing long term, sustainable employment opportunities and career pathways for Aboriginal people.

This will be achieved through a range of initiatives designed to:

- Create a culturally inclusive workplace;
- Attract and recruit Aboriginal people; and
- Retain and develop Aboriginal people.

The following sections outline the ODPP's current progress toward achieving the aforementioned objectives and the initiatives the ODPP intends to implement in the future in order to meet the objectives.

The ODPP Aboriginal Employment Action Plan 2014-2017 (contained at the conclusion of this document) provides more detailed information on the specific initiatives the ODPP intends to implement in the coming years to contribute to our Aboriginal employment targets.

Creating a Culturally Inclusive Workplace

Where we are now

In response to the Public Sector Commissioner's Circular *Workforce Planning and Diversity in the Public Sector (2010-12)*, the ODPP released the Workforce & Diversity Plan 2012 – 2017. Two key focuses of the Workforce & Diversity Plan are to:

- Create a work environment that values diversity and is free from discrimination and harassment; and
- Develop and implement policies that actively promote diversity in order to attract diverse applicants and to retain and develop current staff from diverse groups.

The ODPP Workforce & Diversity Action Plan contains a number of initiatives designed to achieve a culturally inclusive and diverse workplace:

- Ensure equity and diversity information is readily accessible to all staff;
- Conduct training for managers on how to manager complaints of harassment, bullying and conflict;
- Conduct cultural awareness training for all employees.

The sections below provide an overview of the ODPP's current progress toward implementing these initiatives.

Equity and Diversity Information

Employees can readily access relevant equity and diversity information through the following means:

- The ODPP's Code of Conduct which outlines appropriate personal and professional behaviour in the workplace;
- The ODPP's Grievance Resolution Policy & Procedures which outlines the process for the equitable management and resolution of work related grievances; and
- The Administrative Knowledge Base on the ODPP's intranet page which contains detailed information on discrimination, harassment and bullying in the workplace and contains links to other relevant equity and diversity resources.

During induction, new employees are advised of the relevant policies and procedures and are shown where to find equity and diversity information on the Administrative Knowledge Base.

Training on Harassment, Bullying & Conflict

In 2013, the ODPP released the revised Grievance Resolution Policy & Procedures. In conjunction with this release, managers and supervisors were provided with grievance management training. This training focused on the ODPP's informal and formal grievance procedures and provided strategies and techniques for dealing with grievances.

Cultural Awareness Training

The ODPP conducts a half day Aboriginal Cross-Cultural Awareness Workshop every 6 months. This is a compulsory workshop for all ODPP employees. When a workshop is scheduled, new employees and employees who have not yet attended a workshop are invited to register.

Data collected from the ODPP Workforce Development team shows that, as at May 2014, 37% of ODPP employees had attended an Aboriginal Cross-Cultural Awareness Workshop.

Further Initiatives

During 2014, the ODPP has scheduled a number of in-house learning and development seminars focused on Aboriginal issues within the legal system including:

- Aboriginal Issues in the Criminal Justice System;
- The Aboriginal Legal Service & Skull Creek;
- Aboriginal Women and the Law; and
- Protocols for working with Aboriginal witnesses and victims.

These seminars are designed to increase employees' awareness of Aboriginal history, customs, communication and issues.

Where we want to be

The ODPP recognises that a culturally inclusive workplace is fundamental to the success of the Strategy and significant progress must be made in this area before attraction and recruitment initiatives can be implemented.

Whilst initial steps have been taken to work toward achieving a culturally inclusive and diverse workplace, the ODPP recognises the need for further development in this area.

The ODPP is committed to creating a culturally inclusive workplace by implementing the following initiatives:

- Incorporate an online cultural competency training package as part of the ODPP's induction program;
- Increase employee participation rates in cultural awareness training;
- Conduct training for managers and supervisors on discrimination, harassment and bullying;
- Continue to provide learning and development seminars on Aboriginal topics; and
- Become more involved in Aboriginal community activities such as NAIDOC Week and National Reconciliation Week.

Further information regarding these initiatives is provided in the ODPP Aboriginal Employment Action Plan 2014-2017 on page 13.

Attracting & Recruiting Aboriginal People

Where we are now

Employment

Workforce data collected by the ODPP for the purposes of the *Human Resource Minimum Obligatory Information Requirements (HRMOIR)* indicates that, whilst the ODPP's figures for employing people from culturally diverse backgrounds are favourable (12.3% as of May 2014), the ODPP has a very low representation of Aboriginal people in its workforce. As of May 2014, the ODPP employed only one person who identified as Aboriginal, representing 0.38% of the total workforce of 250. This figure is significantly lower than the WA public sector employment figure which was 2.9% as of December 2013³.

Recruitment & Selection

Between the period 1 January 2013 and 31 May 2014, the ODPP advertised 11 positions externally, 5 legal positions and 6 legal support positions. A total number of 743 applications were received for these positions. Table 1 outlines the proportion of applicants self-identifying as Aboriginal compared with non-Aboriginal applicants.

Table 1: Proportion of Aboriginal vs Non-Aboriginal Applicants for ODPP Positions 1 January 2013 – 31 May 2014

	Aboriginal	Non-Aboriginal
Legal Positions	6 (2.87%)	203 (97.13%)
Legal Support Positions	5 (0.94%)	529 (99.06%)
TOTAL	11 (1.5%)	732 (98.5%)

Of the 11 Aboriginal applicants who applied for positions with the ODPP between 1 January 2013 and 31 May 2014, 2 applicants were assessed as suitable for the position they applied for, with one of these applicants being selected to an appointment pool. However, as at July 2014 a position had not become available for either applicant. Both these applicants were for Legal positions (2LG State Prosecutor and Articled Clerk). The remaining 9 Aboriginal applicants were assessed as not suitable.

Barriers to Recruitment

The ODPP acknowledges that a number of barriers may exist which exclude or deter Aboriginal people from applying for positions or obtaining employment with the ODPP.

Anecdotal evidence suggests that there is a degree of unattractiveness for Aboriginal people to work for criminal prosecution agencies given the high proportion of Aboriginal people who are

³ Public Sector Commission, Office of the Director of Public Prosecutions Quarterly Entity Profile, December 2013

charged with committing serious criminal offences in Australia and which ultimately leads to grossly over represented Aboriginal imprisonment rates, particularly in Western Australia.

It is understood that for some Aboriginal people, being directly or indirectly involved in prosecution against other Aboriginal people is not something they would aspire to in an employment sense. This is an issue that the ODPP will further explore.

Otherwise, some more general inhibitors to Aboriginal employment may include:

- Position descriptions that may hold little meaning to potential Aboriginal applicants;
- The possible inclusion of unnecessary work related requirements in position descriptions requiring applicants to possess very specific knowledge and skills; and
- The possibility of inflexibility in recruitment and selection practices.

By implementing the initiatives outlined below, the ODPP hopes to remove some of these barriers for Aboriginal people.

Where we want to be

The recruitment and employment data outlined above confirms that the ODPP is not successfully attracting or recruiting Aboriginal people. We recognise that in order to attract and recruit Aboriginal people, we must be proactive and adopt more innovative recruitment strategies.

The ODPP is committed to becoming an employer of choice for people aspiring to a career in the legal profession as either a lawyer or a legal support staff member. This commitment particularly extends to Aboriginal people seeking employment in this field. The ODPP aims to increase the representation of Aboriginal people within the ODPP by implementing the following initiatives:

- Conduct research on the attractiveness of a prosecuting agency as a place of employment for Aboriginal people to ensure the ODPP has set realistic targets in relation to the attraction and recruitment of Aboriginal people and to better understand the employment motivations and aspirations of Aboriginal people;
- Review attraction, recruitment and selection processes and documentation to ensure they are culturally appropriate and not acting as a barrier for Aboriginal jobseekers;
- Proactively advertise ODPP positions to Aboriginal people through the Aboriginal Workforce Development Centre and relevant media to attract greater numbers of Aboriginal applicants;
- Provide education and awareness raising for managers on employing Aboriginal people; and
- Participate in an Aboriginal Traineeship Program and Indigenous Cadetship/Graduate Program.

By implementing these initiatives, the ODPP aims to achieve the following outcomes:

- Increase the proportion of Aboriginal applicants for ODPP positions to 3% by 2017 (in line with the representation of working age Aboriginal people in the Australian community);

- Increase the proportion of Aboriginal people employed by the ODPP to 2% by 2017 (with a view to increasing employment rates to 3%, the proportion of working age Aboriginal people in the Australian community, in the future).

Further information regarding these initiatives is provided in the ODPP Aboriginal Employment Action Plan 2014-2017 on page 13.

Retaining & Developing Aboriginal People

Where we are now

The ODPP has implemented a number of initiatives designed to retain and develop staff. These initiatives, whilst not specifically targeted to Aboriginal employees, are designed to support staff learning and development to enhance individual performance across all levels of the organisation. The initiatives include:

- Revise and update the ODPP induction program;
- Provide a range of learning and development opportunities for staff;
- Implement a mentoring program; and
- Design and implement a performance development system.

The sections below provide an overview of the ODPP's current progress toward implementing these initiatives.

Induction Program

In late 2012, the ODPP implemented a revised induction program. The revised program aims to create a position first impression, encourage the development of loyalty, commitment and enthusiasm toward the organisation and assist new employees to become productive members of the ODPP team as soon as possible.

The revised induction program consists of four key stages designed to provide new employees with up to date and meaningful information regarding the organisation, their team and their position within their first month of employment.

Feedback from new employees indicates high levels of employee satisfaction with the revised induction program.

Learning and Development Opportunities

As part of the ODPP's commitment to fostering a learning environment, the Office delivers numerous in-house Learning and Development seminars on a range of legal and non-legal topics.

The ODPP runs an extensive Continuing Legal Education (CLE) program to keep staff members up to date with developments in the law and legal practice and to assist legal staff to meet their Continuing Professional Development (CPD) requirements. In 2013, the ODPP also established the Legal Support Development (LSD) program designed to provide legal support staff with training and development opportunities specific to their roles.

Seminars are advertised on the ODPP intranet and all staff are encouraged to attend. Staff are also able to attend external seminars and training courses relevant to their role.

Mentoring Program

The broad philosophy of the ODPP Mentoring Program is to provide a confidential system of support and counsel for each mentee through the development of a one-to-one relationship between the mentee and an experienced mentor. The program has two broad components: a formal mentoring program for the ODPP's Articled Clerks and Legal Officers, and a voluntary mentoring program open to all staff.

In February 2014, the ODPP launched the formal component of the mentoring program for Articled Clerks and Legal Officers. The aim of the formal program is for mentors (senior legal staff) to provide a personal, consistent and confidential resource to assist the mentee deal with work practice issues and personal, development and career issues during their period of articles of clerkship and restricted practice.

Initial feedback from both mentors and mentees has been overwhelmingly positive and the program has been described as being very beneficial.

In 2014, the ODPP will launch the voluntary component of the mentoring program. This component will provide any ODPP staff member with the opportunity to seek out a mentor from a list of approved ODPP mentors (senior staff in both legal and legal support positions).

Performance Development System

The ODPP launched the Performance Development System (PDS) in late 2013. The PDS reflects the ODPP's 'people first' cultural model which places the highest value on the contribution that all ODPP staff members make to the ODPP. The PDS is a comprehensive, flexible and continuous process involving informal and formal performance development discussions between managers and their staff.

As at June 2014, the PDS has been successfully developed and implemented in the Corporate Services' teams and with the Articled Clerks. The development phase of the PDS for Legal staff (Level 1LG to 5LG) and Legal Support staff (Law Clerks and Paralegals) has been completed and the PDS will be progressively implemented with these groups commencing in the second half of 2014.

Where we want to be

The ODPP recognises that simply attracting Aboriginal people to our agency will not be sufficient to meet our Aboriginal employment targets.

The ODPP is committed to developing long term, sustainable employment opportunities and career pathways for Aboriginal people by implementing the following initiatives:

- Ensure Aboriginal employees receive a comprehensive induction and orientation;
- Encourage Aboriginal employees to build skills and confidence through acting opportunities, job rotations and participation in professional and personal learning and development activities;

- Assist Aboriginal employees to develop and implement career goals through participation in the ODPP Performance Development System;
- Provide support and mentoring programs for Aboriginal employees; and
- Provide resources to assist managers to understand, support, empower and retain Aboriginal employees.

Further information regarding these initiatives is provided in the ODPP Aboriginal Employment Action Plan 2014-2017 on page 13.

Monitor and Review

The Manager HR & Organisational Development will oversee the implementation of the Strategy and will monitor and report on the Office's progress towards achieving its priorities and targets. Regular progress reports will be provided to the Compliance Management Committee and the Corporate Executive Committee as part of the Organisation and People Development Report. In addition, the ODPP as part of its compliance reporting requirements will report on its progress and achievements in the Annual Report.

The plan will be reviewed annually to ensure it is relevant to the needs of the office as well as revising and extending targets by a year.

Summary

Aboriginal people are the most disadvantaged group within the Australian labour market, with low levels of labour force participation and high levels of unemployment. The ODPP recognises that optimising opportunities for Aboriginal people to engage in employment with the ODPP can build the capability of the Office as well as contribute towards the economic and social well-being of Aboriginal communities.

The ODPP embraces its role in contributing to the Western Australian Government's commitment to attract, retain and develop Aboriginal employees at all levels in the WA public sector. The ODPP Aboriginal Employment Strategy 2014 - 2017 outlines the ODPP's approach to creating a culturally inclusive workplace and developing long term, sustainable employment opportunities and career pathways for Aboriginal people.

THE ODPP ABORIGINAL EMPLOYMENT ACTION PLAN 2014-2017

Outcome	1	The organisation values diversity and the contribution Aboriginal people can make to the Office. The work environment is supportive, inclusive and free from discrimination and harassment.		
Strategy	1.1	Develop structures and programs to facilitate a workplace and culture that is inclusive and values diversity.		
Initiative	1.1.1	Incorporate an online cultural competency training package as part of the ODPP's induction program.		
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Identify a suitable online training package.	July 2014	Training package has been identified.	Workforce Development Consultant	In Progress
Communicate the training to current ODPP staff and deliver the training with new staff.	December 2014	All staff have completed the training. Feedback gained on delivery and content.	Workforce Development Consultant	Proposed
Initiative	1.1.2	Increase employee participation rates in cultural awareness training.		
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Identify current ODPP staff who have not attended cultural awareness training.	January 2015	Staff identified.	Workforce Development Officer	Proposed
Advise staff who have not attended training of upcoming seminars and compulsory nature of the training.	January 2015	All staff advised of upcoming seminars and compulsory nature of training. Employee participation rates increased.	Workforce Development Officer	Proposed
Research and implement further initiatives to increase employee participation in cultural awareness training.	June 2015	Research completed and further initiatives identified. Initiatives implemented. Employee participation rates increased.	Workforce Development Consultant	Proposed
Monitor and review employee participation rates.	Ongoing	Participation rates increased.	Workforce Development Officer	Proposed

Initiative	1.1.3 Conduct training for managers and supervisors on how to manage and minimise discrimination, harassment and bullying in the workplace.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Identify a training provider.	2015	Training provider has been identified.	Workforce Development Consultant	Proposed
Deliver training to all managers and supervisors.	2015	All managers and supervisors have completed the training. Training regularly reviewed and feedback gained.	Workforce Development Consultant	Proposed
Initiative	1.1.4 Provide learning and development seminars on Aboriginal topics.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Research and identify suitable and pertinent seminar topics.	July 2014 and ongoing	Research completed and suitable seminar topics identified.	Workforce Development Consultant	In Progress
Identify suitable presenters.	July 2014 and ongoing	Presenters have been identified.	Workforce Development Consultant	In Progress
Communicate seminars to all staff.	July 2014 and ongoing	All staff are made aware of seminars on Aboriginal topics.	Workforce Development Consultant	In Progress
Conduct seminars on Aboriginal topics.	July 2014 and ongoing	Participation rates recorded and analysed. Feedback gained from participants.	Workforce Development Consultant	In Progress
Initiative	1.1.5 Become more involved in Aboriginal community activities such as NAIDOC Week and National Reconciliation Week.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Research Aboriginal community activities and identify appropriate activities or events for the ODPP to participate in or conduct.	January 2015	Research completed and appropriate activities and events identified.	Workforce Development Consultant	Proposed

Communicate the ODPP's involvement in Aboriginal community activities internally and externally.	2015	Activities and events have been communicated to all of the Office and relevant external parties.	Workforce Development Consultant	Proposed
Conduct activities or events.	2015	Attendance rates recorded and feedback gained from attendees.	Workforce Development Consultant	Proposed
Outcome	2	The organisation is seen as an employer of choice for Aboriginal people and has employment practices that are culturally inclusive and do not exclude or deter Aboriginal applicants.		
Strategy	2.1	Develop strategies and programs to increase the representation of Aboriginal people within the ODPP.		
Initiative	2.1.1	Conduct research on the attractiveness of a prosecuting agency as a place of employment for Aboriginal people.		
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Establish research objectives and resources.	2015	Research objectives and resources identified.	HR Consultant	Proposed
Conduct research and compile report.	2015	Research completed and report prepared.	HR Consultant	Proposed
Revise attraction and recruitment targets based on report findings.	2015	Attraction and recruitment targets revised and appropriate targets set.	HR Consultant	Proposed
Initiative	2.1.2	Review attraction, recruitment and selection processes and documentation to ensure they are culturally appropriate.		
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Research and identify culturally inclusive recruitment and selection processes.	July 2014	Research completed and culturally inclusive processes identified.	HR Consultant	In Progress
Review current recruitment and selection processes and documentation and recommend improved practices.	August 2014	Improved practices are recommended.	HR Consultant	In Progress

Implement improved recruitment and selection practices.	December 2014	Improved practices are adopted in the organisation.	HR Consultant / HR Officer	Proposed
Initiative	2.1.3 Proactively advertise ODPP positions to Aboriginal people through the Aboriginal Workforce Development Centre and relevant media to attract greater numbers of Aboriginal applicants.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Establish a working relationship with the Aboriginal Workforce Development Centre (AWDC) and advise of all ODPP vacancies for distribution to Aboriginal job seekers, Job Service Providers and community organisations.	August 2014 and ongoing	Effective relationship established. AWDC advised of all ODPP vacancies.	HR Consultant	In Progress
Conduct an information session for Aboriginal job seekers at the AWDC, focusing on legal support roles.	Late 2014 and ongoing	Information session conducted. Increased percentage of applications from Aboriginal people.	HR Consultant	Proposed
Identify relevant media to attract Aboriginal applicants.	August 2014	Relevant media identified.	HR Consultant	Proposed
Advertise all suitable ODPP positions through the identified relevant media.	December 2014	Relevant media utilised for advertising. Increased percentage of applications from Aboriginal people.	HR Consultant	Proposed
Monitor and review progress and maintain relationships.	Ongoing	Progress is acceptable and effective relationships are maintained. Increased percentage of Aboriginal people employed.	HR Consultant	Proposed
Initiative	2.1.4 Provide education and awareness raising for managers on employing Aboriginal people.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Identify and source appropriate resources and training.	2015	Resources have been identified.	HR Consultant	Proposed
Resources made available to managers and supervisors.	2015	Managers and supervisors can readily access relevant resources.	HR Consultant	Proposed

Deliver training to all managers and supervisors.	2015	All managers and supervisors have completed the training. Training regularly reviewed and feedback gained.	HR Consultant	Proposed
Initiative	2.1.5 Participate in an Aboriginal Traineeship Program.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Research and register for Aboriginal Traineeship Program.	February 2015	Research and registration completed.	HR Consultant	Proposed
Prepare documents to assist in the successful management of the Aboriginal Traineeship Program.	May 2015	Appropriate documentation prepared and distributed to managers and supervisors.	HR Consultant	Proposed
Engage Aboriginal Trainee and support trainee throughout traineeship.	July 2015 – July 2016	Trainee engaged. Trainee provided with appropriate mentoring and support during traineeship. Appropriate work related tasks provided.	HR Consultant	Proposed
Monitor and review program.	Ongoing	Program regularly reviewed and feedback gained. Trainee successfully completed Traineeship Program.	HR Consultant	Proposed
Initiative	2.1.6 Participate in an Indigenous Cadetship/Graduate Program.			
Research available programs for engaging an Aboriginal Graduate or Cadet.	July 2015	Research completed and suitable program identified.	HR Consultant	Proposed
Register for Cadetship or Graduate Program.	Late 2015	Registration completed.	HR Consultant	Proposed
Prepare documents to assist in the successful management of the Cadetship/Graduate Program.	May 2015	Appropriate documentation prepared and distributed to relevant staff.	HR Consultant	Proposed
Conduct recruitment & selection process for Cadetship/Graduate Program and select suitable applicant.	Late 2015	Recruitment and selection process completed. Suitable applicant selected and engaged.	HR Consultant	Proposed

Support the Cadet or Graduate throughout their university degree and provide work placements.	2016 and ongoing	Regular contact maintained with student. Student provided with appropriate mentoring. Appropriate work placements provided.	HR Consultant	Proposed
Monitor and review program.	Ongoing	Program regularly reviewed and feedback gained. Student successfully completed Cadetship or Graduate Program.	HR Consultant	Proposed
Outcome	3 The organisation's policies, processes and practices contribute to the retention and development of Aboriginal employees.			
Strategy	3.1 Develop strategies and programs that develop and support Aboriginal employees.			
Initiative	3.1.1 Ensure Aboriginal employees receive a comprehensive induction and orientation.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Schedule 'Introduction to the ODPP' induction sessions with new Aboriginal employees.	Ongoing	All new Aboriginal employees have attended induction sessions.	HR Officer	In Progress
Complete required induction and orientation activities.	Ongoing	All induction and orientation activities completed.	Manager / Supervisor	In Progress
Monitor and review induction compliance.	Ongoing	Completed induction checklists received. Feedback gained from employee.	HR Officer / HR Consultant	In Progress
Initiative	3.1.2 Encourage Aboriginal employees to build skills and confidence through acting opportunities, job rotations and participation in professional and personal learning and development activities.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Encourage Aboriginal employees to attend learning and development seminars.	Ongoing	Participation rate recorded and analysed. Feedback from employees.	Manager / Supervisor	Proposed

Actively develop Aboriginal employees through the provision of acting opportunities and job rotation.	Ongoing	Aboriginal employees provided with acting opportunities and job rotation. Feedback from employees.	Manager / Supervisor	Proposed
Initiative	3.1.3 Assist Aboriginal employees to develop and implement career goals through participation in the ODPP Performance Development System.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Implement Performance Development System with all new and existing Aboriginal employees.	Ongoing	Managers and staff are conducting performance discussions as determined by the Policy.	Manager / Supervisor	Proposed
Encourage Aboriginal employees to identify development opportunities, career goals and aspirations.	Ongoing	Development opportunities and career goals identified and recorded in the planning and assessment tool.	Manager / Supervisor	Proposed
Initiative	3.1.4 Provide support and mentoring programs for Aboriginal employees.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Research and identify appropriate mentoring methods for Aboriginal employees.	2016	Research conducted Mentoring methods selected are appropriate for Aboriginal employees.	HR Consultant / Workforce Development Consultant	Proposed
Encourage Aboriginal employees to participate in the ODPP Mentoring Program.	2016	Participation rate recorded and analysed.	Manager / Supervisor	Proposed
Source and engage a third-party mentoring provider focusing on Aboriginal mentoring.	2016	Aboriginal mentoring provider sourced and engaged.	HR Consultant / Workforce Development Consultant	Proposed
Advise Aboriginal employees of third-party mentoring and support options available.	2016	All Aboriginal employees are aware of mentoring options available. Participation rate recorded and analysed.	HR Consultant / Workforce Development Consultant	Proposed

Initiative	3.1.5 Provide resources to assist managers to understand, support, empower and retain Aboriginal employees.			
Tasks	Timeframes	Achievement Indicators	Responsible	Status
Identify and source appropriate resources.	2016	Resources have been identified.	HR Consultant	Proposed
Resources made available to managers and supervisors.	2016	Managers and supervisors can readily access relevant resources.	HR Consultant	Proposed