



ST VINCENT'S
HOSPITAL
MELBOURNE

A FACILITY OF ST VINCENT'S HEALTH AUSTRALIA



Aboriginal and Torres Strait Islander Employment Plan 2016-2018

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Introduction

Acknowledgement

St Vincent's Hospital Melbourne (SVHM) acknowledges that the traditional owners of the land, the people of the Kulin Nations, are the traditional custodians of this land. The organisation pays its respects to the Elders past and present, for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander Australia.

History

The SVHM Aboriginal and Torres Strait Islander Employment Strategy 2016-2018 outlines SVHM's strategy for the next three years in building on the work that was achieved through the successful implementation of the 2012 -2015 Aboriginal Employment Plan. This plan was developed in conjunction with the Department of Health (DoH) as part of the Kareeta Yirramboi initiative which set a 1% target for Aboriginal and Torres Strait Islander employment within the Department and Health Services across Victoria. This 2016-2018 strategy was commissioned by the Department of Health and Human Services in 2016.

Funding through St Vincent's Health Australia (SVHA) has allowed SVHM to create a dedicated Human Resources and Indigenous Program Specialist role to support the organisation to implement best practice initiatives in the attraction recruitment and retention of Aboriginal and Torres Strait Islander people. This includes developing recruitment and retention strategies, career pathways for Aboriginal and Torres Strait Islander employees and developing relationships with key external stakeholders.

The HR and Indigenous Program Specialist position sits within People and Corporate Support and this strategy is championed by the SVHM CEO. A dotted reporting line exists to the SVHA Group Manager, Indigenous Programs and has counterparts in Sydney and Brisbane.

Objective

The objective of the SVHM Aboriginal and Torres Strait Islander Employment Strategy is to increase employment participation of Aboriginal and Torres Strait Islander people at SVHM to 1% of the total workforce by the end of 2018 with a view to achieving a 3% workforce by the end of 2020. This target is based on head count and not effective full-time equivalent (EFT).

Through the process of increasing Aboriginal employment participation, greater understanding of cultural requirements will be achieved to develop the environment and systems for long-term Aboriginal and Torres Strait Islander participation across the entire organisation.

Proposed Timeframe and Resources

The timeframe for achieving the 3% employment participation target under the Prime Minister and Cabinet is from 2015 to 2020.

To achieve the 1% 2018 target, this Aboriginal and Torres Strait Islander Employment Strategy intends to utilise both State and Federal funding sources to assist SVHM in minimising financial exposure while creating meaningful training and career opportunities for Aboriginal and Torres Strait Islander people.

Aboriginal and Torres Strait Islander Employment Strategy 2016-18

Although funding is available for wage subsidies and training, SVHM will need to source additional resources for supervision, mentoring, cultural awareness training and project management. SVHM's experience in the area of Aboriginal and Torres Strait Islander employment highlights that these components are crucial to any successful Aboriginal and Torres Strait Islander employment Strategy.

Approach

This Aboriginal and Torres Strait Islander Employment Strategy is designed to provide practical steps to achieve the 1% workforce participation goal by 2018. The plan is also a response to the following policy initiatives:

1. In 2013 SVHA signed the Statement of Intent as part of Closing the Gap, Aboriginal Health Equality Summit. This agreement requires SVHA to work with the community to improve equity of access to health services and address social determinants of health. This Aboriginal and Torres Strait Islander Employment Strategy aims to address both of these areas.
2. This Aboriginal and Torres Strait Islander Employment Strategy is also a key component of the SVHA Reconciliation Action Plan (RAP) under the following areas:
 - Focus Area 1 Action 3: Partnerships
 - Focus Area 2: Respect
 - Focus Area 3 Action 1: Employment.

These areas are covered in this Aboriginal and Torres Strait Islander Employment Strategy and will ensure SVHM meets its commitments to progress reconciliation with the Aboriginal and Torres Strait Islander community.

3. In 2015, SVHA joined the Prime Minister and Cabinet's Employment Parity Initiative. This Initiative was established to increase the Aboriginal and Torres Strait Islander employment to 3% by 2020. SVHA has committed to increasing their Aboriginal and Torres Strait Islander workforce to 500 by 2020. This translates to approximately 180-200 Aboriginal and Torres Strait Islander staff at SVHM.

To ensure this Aboriginal and Torres Strait Islander Employment Strategy is balanced, an integrated implementation model has been adopted throughout. This model ensures the plan addresses four critical areas:

1. Resources – funding, people and infrastructure
2. Systems – procedure, preparation, ownership and measurement
3. Development – employment initiatives, training and investment
4. Engagement – partnerships, networks and strategic alliances

The objectives and outcomes of the plan are spread over the next three years (2016-2018) and will be linked to the SVHA RAP. It is important to remember when utilising this document that it is not a 'static plan'. As opportunities arise and momentum grows through new initiatives and greater employee and partnership participation, this plan must reflect such change.

Environment

Organisational Profile

St Vincent's Hospital Melbourne is a part of St Vincent's Health Australia that includes a range of public and private health services across Australia and is governed by Mary Aikenhead Ministries.

SVHM provides medical and surgical services, sub-acute care, aged care, correctional health, mental health services and a range of community and outreach services. With more than 5,700 staff and 880 beds, SVHM is Australia's largest non-government, not-for-profit health care provider.

SVHM works with collaborative partners, including the University of Melbourne, St Vincent's Institute, O'Brien Institute, Bionics Institute, the University of Wollongong, Eastern Palliative Care and the Australian Catholic University, to deliver high quality treatment, teaching, education and research.

SVHM's primary mechanism for improving services for the Aboriginal and Torres Strait Islander community involves working in partnership with Aboriginal and Torres Strait Islander community organisations. The SVHM Aboriginal Health Advisory Committee (AHAC) and a commitment by the hospital over many years has resulted in the prioritisation of Aboriginal and Torres Strait Islander health and employment projects.

Review Process

Internal and External stakeholders were invited to attend a workshop and to engage in one on one consultation to determine the requirements and strategies outlined in the Aboriginal and Torres Strait Islander Employment Strategy. One on one consultation with Aboriginal and Torres Strait Islander community members and organisations were conducted as well as individual consultations with internal stakeholders.

Aboriginal and Torres Strait Islander Community

A distinctive feature of SVHM is the organisation's long association with the local Aboriginal community. The people of the Kulin Nations have lived, worked and looked after the land in the area now known as Melbourne since long before recorded European history.

The Fitzroy area, in which the main campus of SVHM sits, holds a particular significance to the local Aboriginal and Torres Strait Islander community. Despite its changing face, Gertrude Street, Fitzroy, has in particular remained a place of historical significance for Aboriginal and Torres Strait Islander people living in Melbourne and beyond. Many of the early institutions and organisations working to promote the rights of Aboriginal and Torres Strait Islander people were founded and operated in this area, which became the social and political hub of Aboriginal and Torres Strait Islander Melbourne.

Objectives

Strategies

As described above, SVHM must strive towards the achievement of 1% workforce participation of Aboriginal people by 2018 and continue to work to address the SVHA RAP and Statement of Intent commitments.

The diverse nature of SVHM provides a unique opportunity for prospective Aboriginal and Torres Strait Islander employees; this is especially so given its geographical location and the important role the area has played in Aboriginal and Torres Strait Islander history throughout Melbourne.

Following the introduction of the Equal Opportunity Act 2010 in August 2011, SVHM can advertise and reserve positions for Aboriginal and Torres Strait Islander applicants without applying for anti-discrimination exemption from the Victorian Civil and Administrative Tribunal (VCAT). This change in policy allows SVHM to target specific sectors of the organisation for Aboriginal and Torres Strait Islander employment.

Targets

SVHM currently employs 27 Aboriginal and Torres Strait Islander staff members, representing 0.43% of the total workforce of more than 5,700 people. To fulfil the 1% DHHS target, the organisation requires a total of 60 Aboriginal employees.

Importantly, the emphasis within this plan is on the introduction of new career pathways for Aboriginal employees that are sustainable and rewarding for both the individual and organisation.

Achievements in Aboriginal and Torres Strait Islander Employment

At the beginning of 2012, SVHM employed a total of 15 Aboriginal and Torres Strait Islander staff. Since 2012, SVHM has successfully employed an additional 22 Aboriginal and Torres Strait Islander staff across multiple disciplines including Nursing, Allied Health, Social Work, and Support Services.

The total number of Aboriginal and Torres Strait Islander identified positions within SVHM has grown from 3 original positions to 14 over this 3 year period. We now have the following identified positions across the hospital:

- 1 Aboriginal Community Care Coordinator
- 1 Aboriginal Health Clinician
- 2 Support Service Assistants
- 5 Nursing and Allied Health Cadets
- 1 Manager of the Aboriginal Health Unit
- 1 HR & Indigenous Program Specialist
- 2 AHLO's
- 1 Snr AHLO.

Aboriginal and Torres Strait Islander Employment Strategy 2016-18

The current number of Aboriginal and Torres Strait Islander Staff at SVHM has almost doubled and is now sitting at a total head count of 27. The number of applications received has also increased from an occasional application to an average of 3 per month over the 2015 -2016 period.

SVHM has successfully delivered an introductory to cultural safety training to 39 staff through the VACCHO cultural safety training program. Cultural Safety Training is a priority across the hospital and interest continues to grow across the organisation.

Learnings: Enablers and Barriers

Enablers to our success in this space have been identified over the 2012-2015 period including:

- Having an Identified role within HR focused on Aboriginal and Torres Strait Islander employment
- Having key allies in HR to support Aboriginal and Torres Strait Islander employment
- Victorian State Government Koolin Balit funding
- Prime Minister and Cabinet funding
- Partnerships, relationships and external stakeholder buy-in
- A demonstrated commitment to Aboriginal and Torres Strait employment at the SVHM & SVHA executive level
- Traineeship/Cadetship programs

Barriers that have been identified in Aboriginal and Torres Strait Islander employment through the 2012 to 2015 period include:

- Fixed term contracts & no ongoing funding opportunities
- Recruitment of Aboriginal and Torres Strait Islander people with relevant qualifications
- Inability to correlate timing of applications and suitable vacancies



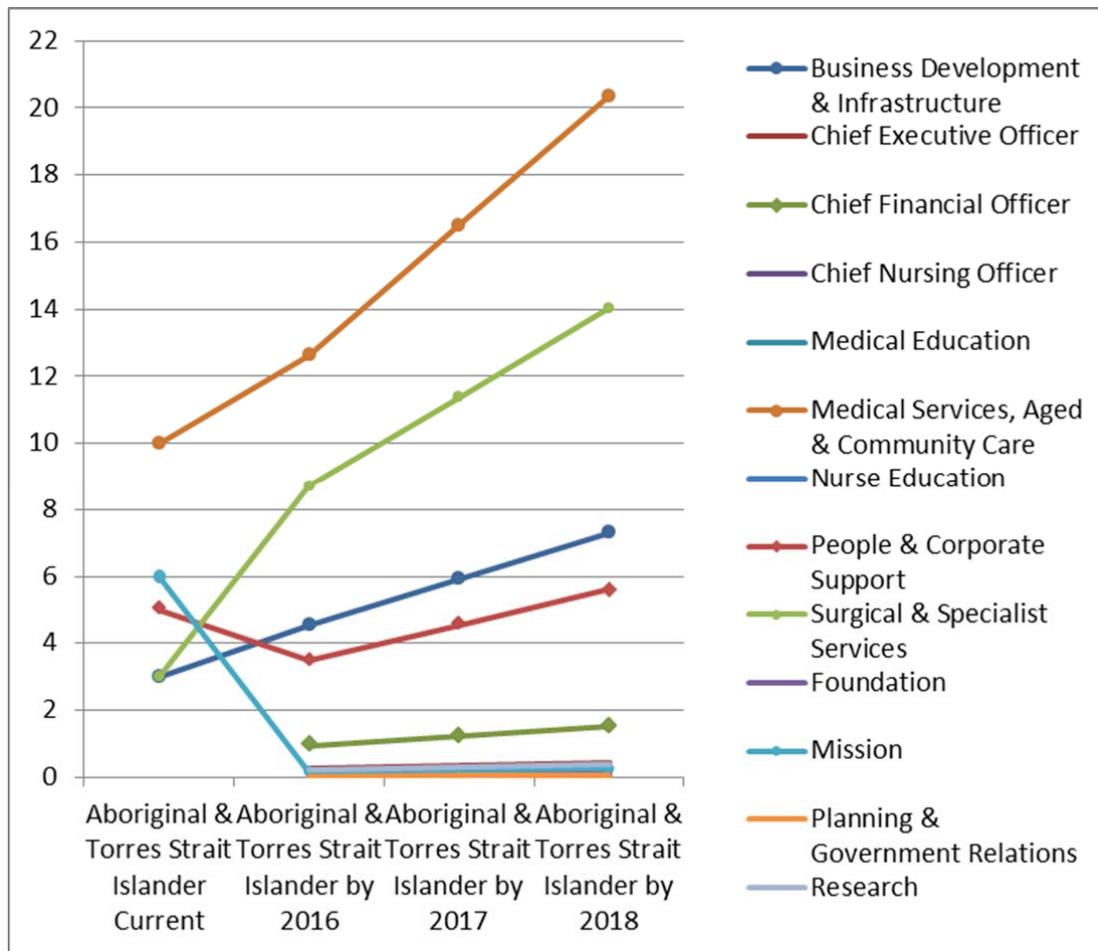
IMPLEMENTATION PLAN

Implementation

Overall Employment Strategy Framework

This strategy recommends Executive Directors to actively engage with and consult the Aboriginal Employment Working Group (AEWG) and HR & Indigenous Program Specialist to develop their own department-specific Aboriginal and Torres Strait Islander Employment Plan. These plans will aim to achieve the SVHA Employment Parity Initiative target of 3% Aboriginal and Torres Strait Islander employment by 2020 and will be developed in line with this strategy.

Each Directorate will be encouraged, through these plans, to employ 1% of their workforce in all areas. If 1% of total workforce is less than 1 person, this will translate to 1 Aboriginal employee in that directorate. The graph below indicates growth needed per Directorate to achieve their 1% target by 2018.



Building strong partnerships with external stakeholders is an important part of the framework, particularly those who specialise in recruiting and/or training prospective Aboriginal and Torres Strait Islander staff. Strong partnerships with Aboriginal and Torres Strait Islander owned external stakeholders will strengthen our credibility within the local Aboriginal and Torres Strait Islander community and therefore our ability to attract and retain staff.

Aboriginal and Torres Strait Islander Employment Strategy 2016-18

The creation of ongoing traineeship roles within the organisation e.g. IT, Legal or Allied Health Assistants will help us gain momentum in areas without any Aboriginal and Torres Strait Islander representation.

Creating a culturally safe work environment is essential. This will be achieved through facilitating cultural safety training across the organisation, establishing an Aboriginal and Torres Strait Islander Employee Network, the development and implementation of mentoring programs for Aboriginal and Torres Strait Islander staff and displaying Aboriginal and Torres Strait Islander flags and artwork.

Creating targeted systems and processes will strengthen the ability to recruit and identify Aboriginal and Torres Strait Islander applicants when employment opportunities arise. This will include improving identification of Aboriginal and Torres Strait Islander employees in our HR systems through to targeted advertising for Aboriginal and Torres Strait Islander applicants when filling a vacancy.

Identifying, creating and encouraging supported career development pathways for our existing Aboriginal and Torres Strait Islander staff is also key to the success of this strategy. The sections detailed below are designed to work in conjunction with the employment initiatives outlined above. It is important to assess the actions in each of these strategies when implementing any part of the employment initiatives.

The attached appendix 1 outlines the established systems and processes that have been developed in consultation with the Aboriginal and Torres Strait Islander community. This appendix can be used as a suggested template to assist each directorate to create their own Aboriginal and Torres Strait Islander Employment Plan, in consultation with the HR and Indigenous Program Specialist and AEWG. These plans will aim to facilitate actioning each of the initiatives outlined in the strategy below.

Planning and Governance

Crucial to the success of this plan's implementation is the identification of key responsibilities for delivery of the strategies and actions. This includes guiding the implementation process and, secondly, monitoring and assessing the progress of the Aboriginal and Torres Strait Islander employment initiatives. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Foster ongoing commitment to Aboriginal and Torres Strait Islander employment at the executive level
- Foster ongoing commitment to Aboriginal and Torres Strait Islander Employment at SVHM with external stakeholders
- Widen the engagement within the SVHM to foster greater knowledge of the Aboriginal and Torres Strait Islander Employment Plan and Aboriginal and Torres Strait Islander Health outcomes throughout the organisation.
- Foster ongoing commitment for Aboriginal and Torres Strait Islander Employment with internal stakeholders

Funding

Access to State and Federal funding is critical to the success of this plan. As a Victorian public hospital, SVHM relies on this funding to operate. Additional sources of funding available to assist with the implementation of this strategy could include; Foundation, PM&C, Koolin Balit Training Grants, external scholarships and bursaries. The success of the Aboriginal and Torres Strait Islander Employment Strategy requires dedicated long-term funding solutions. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Determine supplementary funding methods for Aboriginal and Torres Strait Islander Employment Program
- Build strong ties between SVHM Foundation and Aboriginal and Torres Strait Islander Employment Plan
- Utilise SVHA Employment Parity Initiative funding
- Secure ongoing funding for Aboriginal and Torres Strait Islander health and employment projects

Mentoring and Support

Mentoring is an essential part of the engagement process for Aboriginal and Torres Strait Islander employees. A system will be introduced to ensure each new Aboriginal and Torres Strait Islander employee is supported by a mentoring program for the life of their employment with SVHM. Importantly, this strategy will include selection and training of mentors to prepare them for this important task. All Aboriginal and Torres Strait Islander staff will be offered a connection to an Aboriginal and Torres Strait Islander mentor, but mentors can be, after receiving training, drawn from mainstream staff. This is an important opportunity for SVHM to learn from its Aboriginal and Torres Strait Islander employees. Mentoring and advice to managers and staff is vital in ensuring a culturally safe environment.

Aboriginal and Torres Strait Islander Employment Strategy 2016-18

The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Engage with a specialist mentoring agency to review organisational capacity, train mentors and facilitate the creation of a mentoring program
- Provide access to Aboriginal and Torres Strait Islander staff for culturally safe mentoring relationships
- Create an Aboriginal and Torres Strait Islander Employee Network
- Support Managers who employ Aboriginal and Torres Strait Islander staff

Retention and Professional Development

Ongoing monitoring and support of all Aboriginal and Torres Strait Islander employees will ensure barriers and challenges are addressed before leading to attrition. A priority area in this strategy is developing career pathways within SVHM with the aim to contribute to Aboriginal and Torres Strait Islander employment globally, not just within the organisation.

These career pathways intend to increase Aboriginal and Torres Strait Islander employment in qualified positions, leadership, management and executive roles. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Provide systems and processes to ensure communication and support is maintained throughout the employment of Aboriginal and Torres Strait Islander employees within the organisation.
- Assist in career development and upskilling of current Aboriginal and Torres Strait Islander Staff
- Ensure Aboriginal and Torres Strait Islander Employees have support in professional development
- Create a supportive environment for Aboriginal and Torres Strait Islander Employees
- Support managers to positively participate in Aboriginal and Torres Strait Islander employment

Identification of Employment Opportunities

As part of the Aboriginal and Torres Strait Islander Employment Strategy it is important to continue to identify opportunities within the organisation that will provide an environment for positive employment and participation outcomes and allow access to funding and resource streams. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Increase capacity for Aboriginal and Torres Strait Islander representation in management roles
- Implement Aboriginal and Torres Strait Islander traineeship positions in areas regularly recruiting staff
- Engage with Aboriginal and Torres Strait Islander high school students to participate in work experience at SVHM and consider careers in health
- Develop alternative pathways for selected recruitment into positions

Attraction and Recruitment

SVHM will continue to enhance its ability to attract and recruit Aboriginal and Torres Strait Islander people through innovative processes that explore a variety of recruitment and attraction methods. Successful recruitment of Aboriginal and Torres Strait Islander employees is often achieved through the establishment of networks and partnerships. The Aboriginal and Torres Strait Islander Employment Strategy emphasises this approach. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Assess current recruitment processes and identify barriers for Aboriginal and Torres Strait Islander job-seekers
- Increase attraction and recruitment efficiency through building strategic relationships
- Provide support for Aboriginal and Torres Strait Islander university and tafe students looking to enter a career in health or related field
- Marketing of SVHM job opportunities to target Aboriginal and Torres Strait Islander audience
- Develop culturally aware selection and interview process
- Create media designed to improve Aboriginal and Torres Strait Islander employment outcomes
- Develop a culturally considered welcome to the organisation

Internal Preparation/Building Cultural Safety

Internal preparation and training within each business unit assigned to welcoming new Aboriginal and Torres Strait Islander employees will ensure expectations and standards are understood before commencement. As SVHM will be engaging some Aboriginal and Torres Strait Islander employees who may be entering the workforce for the first time, this process will focus on strategies, training techniques and systems for hosting new employees. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Demonstrate commitment to creating a culturally safe workforce
- Create welcoming environments for Aboriginal and Torres Strait Islander employees
- Build a strong internal communication strategy around Aboriginal and Torres Strait Islander culture, health and employment
- Foster culturally safe management and supervision policies and procedures
- Acknowledge the unique requirements for Aboriginal and Torres Strait Islander people to attend culturally significant events

Program Assessment and Reporting

This is not a 'static plan'. Ongoing assessment and reporting of progress and outcomes to senior management and the Aboriginal and Torres Strait Islander community via the Aboriginal Health Advisory Committee will allow for adjustments and improvements as the plan progresses. A system of consistent measuring will ensure quality improvement measures are implemented as the employment of Aboriginal and Torres Strait Islander employees becomes ingrained within SVHM culture over the coming years. The AEWG and the HR & Indigenous Program Specialist will work with each Directorate to:

- Embed reporting pathways with internal and external stakeholders
- Grow Aboriginal and Torres Strait Islander workforce in line with SVHA Aboriginal and Torres Strait Islander workforce targets
- Evaluate cultural safety across the organisation with standard national assessment tool

People and Committees

- (1) HR & Indigenous Program Specialist - This is an Aboriginal and Torres Strait Islander identified role that sits in People and Corporate support. This role is responsible for the recruitment and retention of Aboriginal and Torres Strait Islander staff across SVHM.
- (2) The Aboriginal Health Advisory Committee (AHAC) meets Quarterly and provides strategic advice and direction to SVHM in the area of Aboriginal Health. Members of the AHAC Committee include:

Co-chairs:

Director of Mission, St Vincent's Hospital Melbourne
CEO, Victorian Aboriginal Health Service

Respected Elders:

Uncle Jim Berg
Aunty Joy Murphy

Committee Members:

CEO, Victorian Aboriginal Community Controlled Health Service
CEO, Aboriginal Community Elders Services
CEO, Aboriginal Advancement League
CEO, Victorian Aboriginal Child Care Agency
CEO, Dandenong and District Aborigines Cooperative Limited
Director Aboriginal Health and Wellbeing Branch, Dept. Health & Human Services
Planning and Patient Experience, Eye and Ear Hospital
Aboriginal Patient Coordinator, Eye and Ear Hospital
Manager, Aboriginal Health Unit, St Vincent's Hospital Melbourne
Senior Aboriginal Liaison Officer, St Vincent's Hospital Melbourne
Aboriginal Hospital Liaison Officer, St Vincent's Hospital Melbourne
Aboriginal Hospital Liaison Officer, St Vincent's Hospital Melbourne
HR & Indigenous Program Specialist, St Vincent's Hospital Melbourne
Director, Medical Services, Aged & Community Care, St Vincent's Hospital Melbourne
Director of Research, St Vincent's Hospital Melbourne
General Manager, Aged and Community Care, St Vincent's Hospital Melbourne
General Manager, Cancer and Community Services, SVHM
Manager, Complex Care Services, St Vincent's Hospital Melbourne
Nurse Unit Manager, Emergency Department, St Vincent's Hospital Melbourne
Quality Coordinator, Mission, St Vincent's Hospital Melbourne
Mission Integration Manager, St Vincent's Private Hospital Melbourne
Manager, Correctional Health Services, St Vincent's Hospital Melbourne
Manager, Social Work Department, St Vincent's Hospital Melbourne

- (3) The Aboriginal Employment Working Group (AEWG) meets monthly and provides advice within SVHM regarding Aboriginal and Torres Strait Islander Employment. Members of the AEWG include:

Chair:

Executive Director, People and Corporate Support, St Vincent's Hospital Melbourne

Members:

HR & Indigenous Program Specialist, St Vincent's Hospital Melbourne
Manager, Aboriginal Health Unit, St Vincent's Hospital Melbourne
Senior Aboriginal Liaison Officer, St Vincent's Hospital Melbourne
Manager, Nurse Education Centre, St Vincent's Hospital Melbourne

(4) The Aboriginal Health Unit is responsible for the following, in relation to Aboriginal and Torres Strait Islander health:

- Best practice for patient care;
- Staff cultural guidance;
- Research;
- Programs;
- Continuous quality improvement

The Aboriginal Health Unit members include:

Manager, Aboriginal Health Unit
Senior Aboriginal Liaison Officer
Aboriginal Hospital Liaison Officer
Aboriginal Hospital Liaison Officer/Koori Mental Health Liaison Officer
Aboriginal Health Care Coordinator

Appendix 1

The below table represents the work that has been developed in conjunction with the Aboriginal and Torres Strait Islander Community and sets out realistic achievable methods for converting this strategy into deliverable results. Each Directorate is encouraged to use this appendix as a framework to develop their plans in consultation with the HR & Indigenous Program Specialist and the AEWG.

Planning and Governance

Action	Responsibility	Timeline	Target
Foster ongoing commitment to Aboriginal and Torres Strait Islander employment at the executive level	CEO People and Corporate Support Executive Director	June 2016	All recruitment for SVHM Senior Executive roles will require applicants to be committed to reconciliation and Closing The Gap in health and life expectancy. This commitment will be identified through a statement in executive position descriptions (See ref 1) and will be included in the interview questionnaire for all executive positions as a compulsory question. (See ref 2)
Foster ongoing commitment to Aboriginal and Torres Strait Islander Employment at SVHM with external stakeholders	Managers HR & Indigenous Program Specialist AEWG Aboriginal Health Unit	September 2016	HR & Indigenous Program Specialist and relevant SVHM staff will regularly attend external stakeholder events. The HR & Indigenous Program Specialist and the Aboriginal Health Unit will communicate with SVHM staff about external events. External stakeholders to be invited and encouraged to attend all relevant SVHM events. (See ref 3)
Widen engagement within the SVHM to foster greater knowledge of the Aboriginal and Torres Strait Islander Employment Plan and Aboriginal and Torres Strait Islander Health outcomes throughout the organisation.	Executive Director HR & Indigenous Program Specialist AEWG Aboriginal Health Unit	November 2016	Invite Aboriginal and Torres Strait Islander community members and organisations to sit on high level committees. (See ref 4)
Foster ongoing commitment for Aboriginal and Torres Strait Islander Employment with internal stakeholders	Executive Director HR & Indigenous Program Specialist AEWG	July 2017	100% of all Executive and General Manager roles to receive face-to-face cultural safety training.

Action	Responsibility	Timeline	Target
Determine supplementary funding methods for Aboriginal and Torres Strait Islander Employment Program	HR & Indigenous Program Specialist General/Senior Managers	February 2017	Facilitate at least 1 Aboriginal and Torres Strait Islander employment/career development projects with supplementary funding at all times (See ref 5)
Build strong ties between SVHM Foundation and Aboriginal and Torres Strait Islander Employment Plan	General/Senior Managers HR & Indigenous Program Specialist AEWG	February 2017	Involve the Foundation Department in discussions when opportunities arise that may attract interest from external funders.
Utilise SVHA Employment Parity Initiative funding	HR & Indigenous Program Specialist Executive Director	September 2016	Incentivise managers and Aboriginal and Torres Strait Islander applicants with funding for training and continuous professional development through SVHA's Employment Parity Initiative. (See ref 6)
Secure ongoing funding for Aboriginal and Torres Strait Islander health and employment projects	Executive Director General Managers	May 2017, 2018	Projects in Aboriginal and Torres Strait Islander health and employment that have proven positive outcomes to be considered for ongoing funding at the SVHM Executive Committees.

Mentoring and Support

Action	Responsibility	Timeline	Target
Engage with specialist mentoring agency to review organisational capacity, train mentors and facilitate the creation of a mentoring program	HR & Indigenous Program Specialist AEWG	December 2016	Have a dedicated mentor training and coordination program in place for Aboriginal and Torres Strait Islander employees to access.
Provide access to Aboriginal and Torres Strait Islander staff for culturally safe mentoring relationships	HR & Indigenous Program Specialist Manager Senior/General Managers	March 2017	All Aboriginal and Torres Strait Islander staff to be offered a trained mentor from commencement of employment.
Create an Aboriginal and Torres Strait Islander Employee Network	HR & Indigenous Program Specialist Managers	July 2017	Aboriginal and Torres Strait Islander staff to be offered the opportunity to join an Aboriginal and Torres Strait Islander Employee Network which will include semi-regular meetings and events. Managers of Aboriginal and Torres Strait Islander staff will be supported by the organisation to encourage staff to attend these events.
Support Managers who employ Aboriginal and Torres Strait Islander staff	HR & Indigenous Program Specialist Managers General/Senior Managers People and Corporate Support	October 2016 May 2017	HR & Indigenous Program Specialist to meet with managers of Aboriginal and Torres Strait Islander staff at least quarterly to discuss the supports available. HR & Indigenous Program Specialist to be notified when there is a change of management for Aboriginal and Torres Strait Islander staff members.

Retention and Professional Development

Action	Responsibility	Timeline	Target
Assist in career development and upskilling of current Aboriginal and Torres Strait Islander Staff	Managers	September 2016	100% of Aboriginal and Torres Strait Islander staff to develop a career plan with their manager as part of their annual performance plan.
Ensure Aboriginal and Torres Strait Islander Employees have support in professional development	HR & Indigenous Program Specialist AEWG Managers	November 2016	Aboriginal and Torres Strait Islander employees will be encouraged to utilise support in planning and developing career pathways from the HR & Indigenous Program Specialist and AEWG. (See ref 7)
Create a supportive environment for Aboriginal and Torres Strait Islander Employees	AEWG Managers	October 2018	SVHM to establish a relaxed and informal meeting place at SVHM for Aboriginal and Torres Strait Islander employees and program coordinators. Managers to include introduction to this space in orientation of Aboriginal and Torres Strait Islander employees. (See ref 8)
Support managers to positively participate in Aboriginal and Torres Strait Islander employment	HR & Indigenous Program Specialist AEWG	December 2016	Create implementation guides and information packs for managers regarding additional supports available for Aboriginal and Torres Strait Islander employment. (See ref 9)

Identification of Employment Opportunities

Action	Responsibility	Timeline	Target
Increase capacity for Aboriginal and Torres Strait Islander representation in management roles	Executive Director General/Senior Managers HR & Indigenous Program Specialist	December 2016	Partner with Aboriginal and Torres Strait Islander leadership program to recruit First Australian management trainees across the Directorate.
Implement Aboriginal and Torres Strait Islander traineeship positions in areas regularly recruiting staff	Executive Director General/Senior Managers	March 2017	Create ongoing Aboriginal and Torres Strait Islander Traineeship positions across Departments and look to increase these positions over the life of the Aboriginal and Torres Strait Islander Employment Strategy.
Engage with Aboriginal and Torres Strait Islander high school students to participate in work experience at SVHM and consider careers in health	Managers HR & Indigenous Program Specialist	March 2017 May 2017 September 2017	Establish a structured work experience program for Aboriginal and Torres Strait Islander students. (See ref 10) Connect with Aboriginal and Torres Strait Islander students via workshops and presentations at schools and expos as well as inviting Aboriginal and Torres Strait Islander school students for tours. Invite at least Aboriginal and Torres Strait Islander students to participate annually in a SVHM work experience program.
Develop alternative pathways for selected recruitment into positions	People and Organisational Development Managers Executive Director	September 2016 November 2017	All recruitment requisitions to be sent to HR & Indigenous Program Specialist before they are advertised on eMercury. Create supernumerary entry level positions to assist in timing of ad-hoc recruitment until an ongoing position becomes available to suit the applicant.

Attraction and Recruitment

Action	Responsibility	Timeline	Target
Assess current recruitment processes and identify barriers for Aboriginal and Torres Strait Islander job-seekers	HR & Indigenous Program Specialist AEWG	Ongoing	Review HR policies to limit barriers for Aboriginal and Torres Strait Islander staff
Develop culturally aware selection and interview process	Hiring Managers HR & Indigenous Program Specialist	Ongoing	<p>Offer all Aboriginal and Torres Strait Islander applicants the option of including an Aboriginal and/or Torres Strait Islander panel member on selection panel.</p> <p>Pre-interview support and guidance offered to all Aboriginal and Torres Strait Islander applicants upon request.</p> <p>All job vacancies advertised to include a statement on our commitment to Aboriginal and Torres Strait Islander employment. (See ref 11)</p> <p>Interviews to be held in a relaxed environment that includes cultural recognition, Aboriginal and Torres Strait Islander flags and artwork</p> <p>All Aboriginal and Torres Strait Islander potential/applicants are offered and opportunity for a meet and greet, a tour of the campus and offered application support opportunities</p>

Create media designed to improve Aboriginal and Torres Strait Islander employment outcomes.	HR & Indigenous Program Specialist Managers Communications Department	December 2016	Create flyers and pamphlets to distribute to Aboriginal and Torres Strait Islander Community Organisations
		December 2016	Create videos for SVHM website about Aboriginal and Torres Strait Islander employment and what it's like to work at SVHM. Encourage Aboriginal and Torres Strait Islander Employees to participate
		February 2017	Create a video for the SVHM intranet regarding our Aboriginal and Torres Strait Islander Employment Strategy. Include links to other sites regarding Aboriginal and Torres Strait Islander health and employment e.g. VACCHO or CATSINaM
		March 2017	Take opportunities to present "good news" stories in Aboriginal and Torres Strait Islander media.
Develop a culturally considered welcome to the organisation	HR & Indigenous Program Specialist Hiring Managers Executive Director	April 2017	Include Aboriginal and Torres Strait Islander employment and cultural safety to general orientation
		September 2017	Extended orientation program for Aboriginal and Torres Strait Islander employees to SVHM provided as required. This will be associated with the mentoring program and Aboriginal and Torres Strait Islander Employee Network once established.
Increase attraction and recruitment efficiency through building strategic relationships	HR & Indigenous Program Specialist	December 2017	Continue to form working relationships with multiple Job Active providers, recruitment and training organisations for the purpose of sourcing Aboriginal and Torres Strait Islander applicants.
Provide support for Aboriginal and Torres Strait Islander university and tafe students looking to enter a career in	HR & Indigenous Program Specialist AEWG Managers	February 2017	In collaboration with established networks; advertise within SVHM for tutors and professional mentors for Aboriginal and Torres Strait Islander university and tafe students. Create scholarships to provide

Appendix 1

health or related field	General/Senior Managers Executive Director	December 2017	financial support for Aboriginal and Torres Strait Islander university and TAFE students, including career pathways and guaranteed employment upon completion of their course.
Marketing of SVHM job opportunities to target Aboriginal and Torres Strait Islander audience.	People and Organisational Development	December 2018	Advertise all job vacancies in Aboriginal and Torres Strait Islander media including Koori Mail, National Indigenous Times.
	Managers HR & Indigenous Program Specialist	December 2017	Utilise social media platforms to reach wider demographics of Aboriginal and Torres Strait Islander applicants.
		Ongoing	Continue networks within the local Aboriginal and Torres Strait Islander community to introduce new employment opportunities at SVHM

Internal Preparation/Building Cultural Safety

Action	Responsibility	Timeline	Target
Acknowledge the unique requirements for Aboriginal and Torres Strait Islander people to attend culturally significant events	Executive Director	December 2015	Develop a cultural leave policy, to ensure that Aboriginal and Torres Strait Islander staff has access to cultural and ceremonial leave. (See ref 12)
	General/Senior Managers		
	HR & Indigenous Program Specialist	December 2016	Review HR Policies to ensure there is support for staff to participate in NAIDOC Week events (ref info on NAIDOC week)
	AEWG		
Demonstrate commitment to creating a culturally safe workforce	Executive Director	December 2017	In close consultation with the Aboriginal Health Unit; develop and implement plan to ensure 100% of SVHA Staff to complete mandatory online health focused cultural awareness training.
	General/Senior Managers		
	Learning and Development		
	Aboriginal Health Unit		
Foster culturally safe management and supervision policies and procedures	HR & Indigenous Program Specialist	December 2016	Ensure an Aboriginal and Torres Strait Islander staff member is supported by HR department in any grievance processes
	General/Senior Managers	December 2016	Develop grievance procedure for supervisors, managers and employees
	AEWG	August 2017	Cultural safety training to be regularly scheduled for management and supervisory staff.
	Executive Director		
	HR & Indigenous Program Specialist	October 2017	Create an "orientation pack" for managers hiring or looking to hire Aboriginal and Torres Strait Islander staff
Create welcoming environments for Aboriginal and Torres Strait Islander employees.	General/Senior Managers	July 2017	Aboriginal and Torres Strait Islander artwork to be displayed and encouraged in all departments.
		July 2018	All departments to have the Aboriginal and Torres Strait Islander flags on display (See ref 13)

Appendix 1

Build a strong internal communication strategy around Aboriginal and Torres Strait Islander culture, health and employment	Managers	October 2016	Aboriginal and Torres Strait Islander culture, health and/or employment to have a space in every issue of <i>The Font</i>
	HR& Indigenous Program Specialist Aboriginal Health Unit Communications Department	December 2016	Monthly internal communications broadcast to include a story regarding Aboriginal and Torres Strait Islander culture, health or employment.

Program Assessment and Reporting

Action	Responsibility	Timeline	Target
Embed reporting pathways with internal and external stakeholders	HR & Indigenous Program Specialist	January 2016 September 2016	Provide regular reports to Aboriginal and Torres Strait Islander community via AHAC Committee Prepare a standard report format to inform executive and SVHA of plan progress
	Executive Director Managers HR & Indigenous Program Specialist AEWG	January 2016 October 2016	Provide regular reports regarding Aboriginal and Torres Strait Islander workforce statistics across the Directorate Ongoing internal communication between managers, HR & Indigenous Program Specialist, AEWG, SVHM Exec and SVHA Directorates will be required to report to the AEWG on all Aboriginal and Torres Strait Islander employment actions through the HR & Indigenous Program Specialist
Grow Aboriginal and Torres Strait Islander workforce in line with SVHA Aboriginal and Torres Strait Islander workforce targets	Executive Director General/Senior Managers Managers	June 2018	Increase Aboriginal and Torres Strait Islander workers employed by SVHM to 1% (Based on current staff numbers this is 60 Aboriginal and Torres Strait Islander staff) (See ref 14)
Evaluate cultural safety across the organisation with standard national assessment tool	Executive Director AEWG	Aug 2018	Encourage participation in semi-annual assessments of the cultural safety of SVHM using Reconciliation Australia's Reconciliation Impact Barometer. (See ref 15)

References

- (1) – Commitment to the promotion of Aboriginal employment initiatives through the SVHM Aboriginal Employment Plan and the SVHA Aboriginal Reconciliation Plan
- (2) - This is an example of a question which will be available through the SVHA Behavioural Capability Interview Guide, question bank:
 - SVHM is committed to the promotion of Aboriginal employment initiatives through the SVHM Aboriginal Employment Plan and the SVHA Aboriginal Reconciliation Plan. Can you describe how you will inspire others to pursue achievement of this shared commitment?
- (3) – All SVHM staff are encouraged to contact the HR & Indigenous Program Specialist and /or the Aboriginal Health Unit when coordinating events to discuss the opportunity for attendance by external Aboriginal and Torres Strait Islander stakeholders.
- (4)- At the time of creation of this document, the committees that could potentially invite Aboriginal and Torres Strait Islander community members and organisations include:
 - Aboriginal Health Advisory Committee
 - Aboriginal Employment Working Group
 - Consumer Advisory Committee
 - Quality and Risk Committee
- (5) – Supplementary funding for Aboriginal and Torres Strait Islander employment programs previously utilised from:
 - DHHS- Koolin Balit
 - PM&C – Indigenous Cadetship Support
 - PM&C – Employment Parity InitiativeSt Vincent's Hospital Melbourne has previously been involved with the following employment/career development programs utilising the above funding:
 - Cadetship programs
 - SSAs
 - Nurses
 - Allied Health
 - Training grants
 - Administration
 - Mentoring
- (6) – The Employment Parity Initiative was established in March 2015 by the Prime Minister and Cabinet's office to increase the Aboriginal and Torres Strait Islander employment to 3% by 2020. SVHA has committed to increasing their Aboriginal and Torres Strait Islander workforce to 500 by 2020. This translates to approximately 180-200 Aboriginal and Torres Strait Islander staff at SVHM
- (7) – All Aboriginal and Torres Strait Islander staff have the option to opt in or out at any time throughout the course of their employment
- (8) – Due to the current redevelopment of the St Vincent's Hospital Melbourne site, and lack of availability of a suitable long term space at present. Meeting the deadline for this target is subject to construction and development timelines and budgets.
- (9) – Work with SVHA's Group Manager Indigenous Programs and the SVHA People and Corporate Support team to develop generic packages for use across all sites which can be tailored to suit the local facility and its local Aboriginal and Torres Strait Islander communities.
- (10) - St Vincent's Hospital Melbourne to tailor this program on St Vincent's Private Hospital Melbourne work experience program.
- (11) - St Vincent's Hospital Melbourne promotes diversity and equal opportunity in employment and is committed to a more diverse workforce. If you are an Aboriginal or Torres Strait Islander applicant and require advice and support with the recruitment process, contact our Indigenous Program Specialist Aboriginalemployment.svhm@svha.org.au.
- (12) - SVHA are currently developing a group policy regarding ceremonial/cultural leave based on best practice. SVHA aims for this policy to be comparable within public health and corporate peers.

Appendix 1

(13) – Communications Department to be involved with encouraging all departments to purchase Aboriginal and Torres Strait Islander flags for their departments. Directorates can liaise with the SVHM Art Curator regarding available Aboriginal and Torres Strait Islander artwork.

(14) – This target is subject to change as per Victorian DHHS Aboriginal and Torres Strait Islander employment targets. This target has been set with the advice of a 2% target by 2020. Please note a 3% Aboriginal and Torres Strait Islander employment target by 2020 as per Prime Minister and Cabinet and SVHA.

(15) – Approach Reconciliation Australia to be included 2016 and 2018 Reconciliation Impact Barometer surveys.

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- Local Aboriginal & Torres Strait Islander Community Organisations and Elders

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