

# INDIGENOUS EMPLOYMENT PROCEDURE

## SCOPE

All current and prospective Monash University Australia staff.

## PROCEDURE STATEMENT

This procedure outlines measures to be implemented across the employment lifecycle to support the University to achieve:

- employment of Indigenous Australian staff in line with national population parity;
- improved retention and advancement of Indigenous Australian staff;
- accountability and responsibility across the University for achieving Indigenous Australian employment targets; and
- a sustained, culturally-safe and responsive work environment.

This procedure should be read in conjunction with applicable [recruitment, appointment and promotion procedures](#).

### 1. Recruitment

#### Prioritisation of Aboriginal and Torres Strait Islander applicants for advertised positions

- 1.1 The University seeks to enhance the participation of Aboriginal and Torres Strait Islander peoples in its workforce via proactive measures in the recruitment process.
- 1.2 All advertised positions will be classified as either *prioritised positions* or *identified positions* with respect to Indigenous Australian applicants.
  - 1.2.1 *Prioritised positions*: Positions where Indigenous Australian applicants who are able to demonstrate capability to fulfil the position by meeting the selection criteria to a satisfactory degree, meeting most of the selection criteria with demonstrated ability to fulfil the position with appropriate development, or who demonstrate comparable experience, will be shortlisted for an interview. This is referred to as the Interview Guarantee.
  - 1.2.2 *Identified positions*: Positions that only Indigenous peoples can apply for. If a connection to Indigenous Australian culture and/or communities is essential to achieve a certain outcome, the position can be nominated as an *identified position*.
- 1.3 All advertised positions open to external applicants will be promoted by WCI through relevant channels in order to maximise the interest of Indigenous Australian candidates.
- 1.4 Aboriginal and Torres Strait Islander applicants will be required to provide appropriate evidence of Indigeneity during the recruitment process.

#### Professional staff

- 1.5 The University's Indigenous Australian Candidate Pool will be notified of advertised roles up to and including HEW 9, at least two working days prior to scheduled advertising. This applies to all positions to be advertised, either internally or externally. External Indigenous candidates will be considered for positions that are advertised internally for Monash staff only.
- 1.6 Candidates must express interest in a position within the two day period specified, and will then have an additional five working days to prepare and submit an application.

- 1.7 Candidates will be interviewed and considered for appointment prior to further advertising where they meet the selection criteria to a satisfactory degree, meet most of the section criteria with demonstrated ability to fulfil the position with appropriate professional development, or demonstrate comparable experience.
- 1.8 The University allocates a defined number of professional staff positions for Indigenous Australian staff that are exempt from any FTE workforce caps. This allows the appointment of Indigenous Australian staff (including trainees) to proceed notwithstanding that this may exceed an otherwise applicable FTE workforce cap.
- 1.9 An FTE cap exemption may be applied to specific roles prior to advertising, or to other roles where an Indigenous applicant is the successful candidate. Managers should contact the WCI for assistance in navigating this process.

#### Academic staff

- 1.10 The WCI will maintain a register of candidates for academic positions via the Indigenous Academic Candidate Pool and will liaise with relevant faculties and departments regarding current or forthcoming employment opportunities.

#### Drafting considerations for key selection criteria

- 1.11 To attract a broader range of applicants and remove barriers to participation by Indigenous Australian applicants, hiring managers should consider how knowledge of Indigenous cultures and practices can contribute to the advancement of their work area, specific goals and/or a particular research discipline, and outline this as a desirable attribute/experience. Further consideration can be given to how such attributes can equate to or replace formal qualifications or professional experience.
- 1.12 Where there is an opportunity for the Indigenous Australian applicant, if appointed, to grow into a role, the key selection criteria can be drafted in collaboration with Monash HR to reflect this, in order to attract a broader range of applicants.

#### Shortlisting and interviewing Indigenous Australian applicants

- 1.13 When an individual identifies as Aboriginal and/or Torres Strait Islander in the application process, the WCI will be notified. This allows WCI to offer tailored support and advice to the candidate.
- 1.14 Where one or more Indigenous Australian candidates have applied, a representative from the WCI or its nominee will be included as a member on the Selection Committee.
  - 1.14.1 In this instance, it is expected that the Selection Committee will be chaired by a staff member who has completed Indigenous cultural awareness training (i.e. Indigenous Cultural Safety workshop, online module or equivalent) and Inclusive Leadership training.
- 1.15 In accordance with clause 1.2.1, Indigenous Australian applicants will be assessed for the Interview Guarantee prior to shortlisting of other applicants.

#### Selection and notification of outcome

- 1.16 The Selection Committee is encouraged to consider the University's commitment to Indigenous Australian employment, diversity and inclusion when selecting the preferred candidate.
- 1.17 Successful applicants will be notified of the outcome as per the [Fixed-term and continuing staff appointment Procedure](#).
- 1.18 Indigenous Australian applicants who are unsuccessful at interview will be provided feedback by the representative from the WCI or its nominee on the Selection Committee. In circumstances where the advertised position is highly technical this feedback may be provided in consultation/collaboration with the hiring manager.
- 1.19 The WCI will invite unsuccessful Indigenous Australian applicants to join the Indigenous Candidate Employment Pool.

## 2. Onboarding and commencement

- 2.1 When an Indigenous Australian staff member joins the University, hiring managers, the business unit and the WCI have a joint responsibility to ensure induction and onboarding is planned and conducted in a welcoming and culturally-safe manner; an induction checklist should be developed to support this.
- 2.2 Indigenous Australian staff members who are new to the University will be offered the opportunity to be mentored by an appropriate and experienced University staff member for the first six months of their employment. The mentor's role is to support the staff member's introduction to the University environment and foster a sense of connection and belonging.

2.2.1 Mentoring partnerships can be established through [existing University-wide mentoring programs](#), the WCI, or with the assistance of the hiring manager, and must not have a conflict of interest (i.e. mentor must not be the staff member's supervisor).

2.3 The WCI will provide cultural support, including connecting new staff members to Indigenous networks and providing information in conjunction with Monash HR about leave entitlements specifically available for Indigenous Australian cultural and caring responsibilities and sorry business.

### 3. Internal Indigenous community building and support

#### Respecting Indigenous identity

3.1 Managers should respect Indigenous staff members' preferences around how they express their culture and how they identify. For example, if an Indigenous staff member does not wish to highlight their Indigeneity, this will be respected.

3.2 Managers must support their Indigenous Australian staff if they wish to attend official WCI Aboriginal and Torres Strait Islander staff network meetings and gatherings, as well as support their participation in Monash University Indigenous Australian events and mentoring programs.

#### Cultural and ceremonial leave

3.3 Managers must familiarise themselves with the [Ceremonial Leave Procedure](#) and associated entitlements for Indigenous Australian staff.

### 4. Professional development, retention and career progression

4.1 An annual report will be provided to the Pro-Vice Chancellor (Indigenous) by the Chief Human Resources Officer detailing data on academic promotion, professional staff progression, recruitment, retention and exits in alignment with the performance metrics detailed in the [Aboriginal and Torres Strait Islander Framework 2019-2030](#) and the [Impact 2030 Strategic Plan](#).

#### Supporting staff development goals

4.2 Managers should support their Indigenous Australian staff to clearly define and articulate their professional development and learning goals along with the staff member's aspirations within the University.

4.2.1 Managers and supervisors should include cultural support and leadership development in myPlan discussions with their Indigenous Australian staff.

4.3 The University encourages managers to consider the University's commitment to the employment and progression of Indigenous Australian staff when assessing or recommending candidates for professional development opportunities.

#### Supporting career advancement

4.4 Managers are expected to support career advancement opportunities for Indigenous Australian staff, even if such opportunities exist external to their team, faculty or division. The development and progression of Indigenous Australian staff members within the University is a key objective of the [Aboriginal and Torres Strait Islander Framework 2019-2030](#).

4.5 The [Academic Performance Framework](#) guides career development, performance development, promotion and probation expectations across research, education and engagement. Indigenous Australian academic staff are encouraged to engage with the WCI for support and advice on leveraging their knowledge and experience at any of the Framework milestones (i.e. probation, planning to apply for promotion).

### 5. Creating a culturally-informed and responsive working environment

5.1 Heads of Unit are encouraged to develop localised Group Action Plans, as referenced in the [Aboriginal and Torres Strait Islander Framework 2019-2030](#), to articulate how their team or business area aims to engage Indigenous Australian people and Indigenous Communities as part of their 'business as usual'. All University staff are encouraged to undertake Indigenous Cultural Awareness Training and should discuss other related internal and external professional development opportunities with their supervisor.

- 5.2 Where there are any performance issues or concerns, managers of Indigenous staff should consult with the Program Manager, Indigenous Employment and Engagement alongside the relevant HR Business Partner to support a culturally safe performance management process.

## 6. Cessation of employment

- 6.1 When an Indigenous Australian staff member is leaving the University, managers are expected to consult with the WCI and Monash HR to ensure a culturally appropriate exit process.
- 6.2 Indigenous Australian staff who resign from the University will be offered an exit interview which will be collaboratively conducted by the WCI and the relevant HR Business Partner.
- 6.3 Managers should prioritise trying to replace any Indigenous Australian staff member who leaves a position they manage with another suitable Indigenous Australian candidate.

## DEFINITIONS

Aboriginal and Torres Strait Islander peoples	Means those of Aboriginal and/or Torres Strait Islander descent who identify as Aboriginal and/or Torres Strait Islander persons and who are accepted as such by their Aboriginal and/or Torres Strait Islander community in Australia.
Full Time Equivalent (FTE) workforce cap	A limit on the FTE workforce for a specified administrative or academic unit.
Hiring manager	The individual responsible for filling the vacancy, usually the supervisor of the position
HR Business Partner	A key member of the Monash HR Business Partnering community who provides strategic advice and solutions to a particular client group.
Indigenous Australian/Indigenous peoples	Aboriginal and Torres Strait Islander person or peoples Indigenous to Australia.
Indigenous Australian candidate employment pool	A database of existing and prospective Indigenous staff maintained by the William Cooper Institute.
Indigenous communities	Refers to Indigenous Australian Nations and Clan groups, as well as geographically specific groups of Aboriginal and Torres Strait Islander People.
Interview guarantee	The guarantee that Indigenous Australian applicants who are able to demonstrate capability to fulfil the position by meeting the selection criteria to a satisfactory degree, or who demonstrate comparable experience, will be shortlisted for an interview for such positions.
Selection criteria	Specific qualifications, knowledge, experience and demonstrated abilities required to perform the duties and responsibilities of the position.
Sorry business	Cultural practices and ceremonies associated with mourning.
Special measure	Section 12(1) of the <i>Equal Opportunity Act 2010 (Vic)</i> describes a special measure as action taken 'for the purpose of promoting or realising substantive equality for members of a group with a particular attribute'. The concept of 'special measures' is well established under international human rights law, and Australian federal, state and territory anti-discrimination laws. Broadly, a special measure aims to redress historical disadvantage in a group of people with a particular attribute who have faced discrimination.
William Cooper Institute	A hub for Aboriginal and Torres Strait Islander research, learning and engagement responsible for promoting Indigenous leadership and advancement across Monash University.

## GOVERNANCE

Parent policy	<a href="#">Indigenous Employment Policy</a>
Supporting procedures	Nil
Supporting schedules	Nil
Associated procedures	<a href="#">Academic Probation Procedure</a> <a href="#">Ceremonial Leave Procedure</a> <a href="#">Recruitment of fixed-term and continuing staff Procedure</a> <a href="#">Performance development (professional staff)</a> <a href="#">Performance development (academic staff)</a> <a href="#">Professional Staff Probation Procedure</a> <a href="#">Leaving the University Procedure</a>
Related legislation	<i>Equal Opportunity Act 2010 (Vic)</i>
Category	Operational
Approval	Deputy Vice-Chancellor (Education) 17 November 2021
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Procedure owner	Pro Vice-Chancellor (Indigenous)
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