



Albury Wodonga Health
Aboriginal Employment Plan
2016 - 2019

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Note: The term 'Aboriginal' is inclusive of both Aboriginal & Torres Strait Islander people.



Introduction

Background

Karreeta is the Gunditjmara word for 'grow' and Yirramboi is the Taungurung word meaning 'tomorrow'.

Karreeta Yirramboi, the Victorian Government's plan to improve public-sector employment and career development outcomes for Aboriginal & Torres Strait Islander people. This plan spanned the 2010 - 2015 timeline responding to Council of Australian Government's (COAG) National Partnership Agreement in Indigenous Economic Participation and the commitment to halve the gap in employment outcomes between Indigenous and non-Indigenous people within a decade.

Karreeta Yirramboi set an Aboriginal employment target of one percent for the Victorian Public Sector including health organisations with 500 or more employees develop Aboriginal Employment Plans.

The public health sector plays an important part in the overall achievement of the employment target. In Victoria, 32 public health services have workforces in excess of 500 employees. The aim was to develop Aboriginal Employment Plans tailored to the individual health service's capacity, reflective of the communities in which they operate.

The Department of Health engaged with the Commonwealth Department of Education, Employment & Workforce Relations (DEEWR) to facilitate and coordinate the Aboriginal Employment Plan project. This project was initially funded DEEWR with Department of Health taking responsibility for selecting the 32 health services. Albury Wodonga Health, a workforce of more than 500 employees met the criteria, designed and implemented the Aboriginal Employment Plan 2012 – 2015.

Objective

Increase Aboriginal employment at Albury Wodonga Health above that outlined in Karreeta Yirramboi plan to 1.5% under this updated plan. This target was based on head count and not effective full-time equivalent (EFT).

The process of increasing Aboriginal Employment allows for all to increase knowledge. It will enable a better understanding of cross-cultural requirements, improved environment and systems for long-term Aboriginal participation across all Albury Wodonga Health campuses.

Timeframe and Resources

The original timeframe for achieving the employment target under Karreeta Yirramboi was 2015. Updating our Aboriginal Employment Plan for 2016 – 2019 we continue our commitment working towards achieving targets by 2019.

Striving to achieve targets, this plan intends utilising both state and commonwealth funding sources and a range of partnering opportunities to assist us minimise financial exposure whilst creating meaningful training and career opportunities for local Aboriginal people.

There has been limited funding made available with specific guidelines to allow existing identified staff to 'up-skill' and increase their capacity for future career development within our health service.





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Approach

This updated Aboriginal Employment Plan 2016 - 2019 is designed to provide practical steps to achieve the workforce participation goal.

To ensure our plan is balanced, the use of an integrated implementation model was adopted. The plan addresses four critical areas:

1. Resources – Funding, people and infrastructure;
2. Internal – Procedure, preparation, ownership and measurement;
3. Development – Employment initiatives, training and investment; and
4. Engagement – Partnerships, networks and strategic alliances.

The objectives and outcomes of the plan are spread over the next three years. It is important to remember when using 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 will reflect such change.

Environment

Our Profile

Our health service has two main campuses; Albury, New South Wales (formerly Albury Base Hospital) and Wodonga, Victoria (formerly Wodonga Regional Health Service). Governed predominantly by Victoria, funded by both states where unique challenges exist as a result. We also manage an additional 17 smaller services across the North East Victoria and southern NSW region.

The cities of Albury and Wodonga are situated on the Murray River at the border of NSW and Victoria. The combined population is over 90,000 people, which is one of the largest inland populations in Australia. Our employees number approximately 2,200 staff and more than 250 volunteers who deliver a diverse range of inpatient, outpatient and outreach services to a catchment population in excess of 250,000 people.

Our services include medical, surgical, nursing, maternity, mental health, oncology, paediatric, rehabilitation, dental, allied health and a range of outreach services.

Our health service records indicate seven of our employees presently identify as Aboriginal and/or Torres Strait Islanders. Our commitment is to work towards sustained employment of local Aboriginal people to 1.5%. As a major employer in the region, we have the potential to provide an example to the wider community of best-practice methods of producing meaningful employment and training outcomes.

Initial Consulting and Review Process

Determining requirements for the Aboriginal Employment Plan 2012 - 2015, an internal review process was conducted. Our Human Resource Department championed the implementation of 'Karreeta Yirramboi'.

Interviews were conducted with:

- Human Resources Director and staff;
- Administration Manager;
- Aboriginal Liaison Officers;
- Clinical Services Executive Director and staff;
- Director of Allied Health and staff;





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- Awesome Support Serves Manager (Food and Environmental Services);
- Support Services Manager;
- Director of Finance; and
- Deputy Director of Nursing.

In addition to interviews, a policy and procedures audit was conducted to determine systemic deficiencies in relation to Aboriginal employees and trainee and apprentice employment.

Essential data established the following broad findings:

1. Albury Wodonga Health currently has seven employees who identify as Aboriginal. However, based on anecdotal evidence, we believe there are employees who choose not to identify or who are unable to identify for a range of reasons.

Research has been conducted at the project implementation stage in 2015 identifying a range of factors negatively impacting that could improve 'self-identification'. In addition to indicating Aboriginal and Torres Strait Islander status when applying for a position, the introduction of a consent form may be useful to establish what a new employee consents information to be used for. Refer to Reference section of this document *'Karreeta Yirramboi 'An employer toolkit to grow Aboriginal employment in your organisation'* (pages 102 and 103).

Many of our Aboriginal staff have successfully developed skills and competencies that has led to advancement within our health service.

2. There was a relatively high level of Aboriginal cultural awareness among our staff across all campuses. Many of whom have had formal training in the past, mainly promoted to nursing staff.

Our intranet has been updated to include training DVD's, best practice resources and links to Aboriginal Health websites. The navigation of our intranet site forms the introduction to identification and recording of Aboriginal patients. Generally, staff are aware of, and sensitive to family needs within the Aboriginal community, considering this when managing and working with Aboriginal staff. However, continues commitment is required using the plan, do, study, act cycle.

3. Cultural awareness training needs to also make staff aware of the major health and other issues detrimentally impacting on Aboriginal communities.
4. Staff emphasised the critical need for support and mentoring of Aboriginal employees.
5. Cultural awareness is further enhanced through the Aboriginal Services Team which includes roles: Aboriginal Hospital Liaison Officers (AHLO), Aboriginal Health Transition Officer (AHTO), Aboriginal Mental Health Liaison Officer (AMHLO) and Aboriginal services development Officer (ASDO) who all engage to help bridge the gap between Aboriginal patients and the health services provided.
6. Cultural support is provided to the Aboriginal Services Team through monthly peer support meetings.



7. Development of appropriate induction and orientation programs for new Aboriginal employees was regarded by staff as very important. It is imperative that Aboriginal context be incorporated into current employment documentation such as recruitment and induction policies.
8. Management believe there needs to be close links between our health service and secondary schools students from Years 9 to 12, in order to build general awareness of potential Albury Wodonga Health Career Pathways (refer to Reference section of this document). Further development of the existing work experience program for Aboriginal students may be an effective way to commence the employment pathway.
9. Our leaders welcome the opportunity to employ Aboriginal people providing they meet particular position criteria. Generally, managers are confident the program could be successful if suitable Aboriginal staff can be attracted to our health service.
10. Information about support and structure for traineeships and apprenticeships is important for our health service.
11. Aboriginal community is well supported in our region through Aboriginal organisations and providers with specific Aboriginal service provision. Our community can be described as resilient, aware of and one who contributes to service provision and networking forums within the region.

Aboriginal Employment Plan 2012 – 15 Implementation and Progress

Implementing of the first Albury Wodonga Health Aboriginal Employment Plan commenced in January 2016. This phase has since wound up with progress made:

- Appointment of a (short term contracted) project officer
- Establishment of an Aboriginal Employment Plan steering committee
- Mapping of health career pathways, networks and support
- Prioritisation of suitable health career pathways
- Establishment/development of relationships with training stakeholders
- Exploration of future school based apprenticeships/traineeships
- Improved ability to recruit and retain Aboriginal employees
 - Aboriginal friendly induction, training and recruiting resources
- Investigation of funding opportunities
- Marketing job opportunities
- To increase staff cultural safety training.

A review process of the Aboriginal Employment Plan 2012 - 2015 implementation has been undertaken with recommendations and further work required as outlined in this updated plan.

Aboriginal Community

Aboriginal community organisations in Albury Wodonga comprise of:

1. **Albury Wodonga Aboriginal Health Service (AWAHS) – Albury Wodonga**
Albury Wodonga's Community Controlled Aboriginal Health Service offering medical doctors, Clinicians, nursing, social and emotional wellbeing, dental, health promotion. Our health service provides some allied health services supported by service agreements.



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2. Mungabareena Aboriginal Corporation (MAC) - Wodonga

Aboriginal Community Controlled Health Organisation (ACCHO) providing access to health services, youth, sport and recreation, housing, education and cultural heritage.

3. Woomera Aboriginal Corporation (Albury) - Albury

Provides suitable housing for Aboriginal families and community. It supports a Community Centre with officer responsible for housing, a Community Development Officer, 'out of home care' services and where the Koori Kindermanna Pre-school is based.

4. Albury & District Lands Council - NSW

Purpose is to improve, protect and foster the best interests of all Aboriginal persons within the Council's area and members. Functions include land acquisition, land use and management, culture (list of Elders who are authorised to conduct 'Welcome/Acknowledgement to Country' and details), heritage and financial stewardship.

This is also extended to include the many services that provide programs for Aboriginal people.

Australian Bureau of Statistics 2011 census, the combined population of Local Government Areas (LGA's) from which we source potential Aboriginal employees namely Albury, Wodonga and Shires of Indigo (Vic) and Greater Hume (NSW) resides 108,289 people. The Aboriginal population of 2,022 makes up 1.87%. Our community believes that the true Aboriginal population is 4%.

Statistics for the LGA's also include 5% of the Aboriginal population are unemployed but looking for full-time work, 2% are unemployed but looking for part-time work whilst 27% aren't in the workforce.

Statistics indicate that the workforce pool of Aboriginal people in relevant work LGA's is very small. Our ability to engage Aboriginal employees will be affected by completion from other public sector organisations also attempting to meet employment targets.

Objectives

Strategies

As previously described, each public health service strives to achieving targets set for workforce participation of Aboriginal people.

Many of the career opportunities within the health sector are professional and require academic qualifications. We offer a wide range of employment opportunities in both skilled and professional Albury Wodonga Health Career Pathways (Refer Reference section of this document). This plan has been developed with the aim of providing strategies and actions for a variety of job streams. Therefore, a mixed employment approach has been adopted. This includes TAFE entry level opportunities and the introduction of suitable employees into part-time and casual positions which do not require specific higher education. Widening our scope, focusing on school leavers to those wishing to change career or return to the workforce from long absences in employment.

The introduction of the Equal Opportunity Act 2010 in August 2011, allows our health service to advertise and reserve positions for Aboriginal applicants without applying for anti-





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discrimination exemption from the Victorian Civil and Administrative Tribunal (VCAT). This change in policy allows our health service to target specific departments for Aboriginal employment. Differing guidelines apply in NSW.

Key Initiatives

Initiatives outlined in this plan are designed to provide a proactive and practical approach to achieving our targets.

These initiatives are divided into six key areas:

- Overall employment strategy framework;
- Non-Clinical Entry, (Administration, Food and Environmental Services);
- Apprenticeships and Traineeships, (Administration, Warehousing and Logistics, Medical Workforce and Mental Health);
- School Based Apprenticeships & Traineeships, (Administration, Finance, Food Services, Warehousing and Logistics);
- Clinical (Certificate III) Entry, (Health Service Assistant, Allied Health and Dental); and
- Additional employment strategies to engage Aboriginal employees through work placement opportunities, existing skilled vacancies and scholarship programs for undergraduate and graduate students.

Targets

Our health service records indicate seven of our employees presently identify as Aboriginal and/or Torres Strait Islander decent. To fulfill the 1.5% target we require a total of thirty three Aboriginal employees.

As a major employer in the region, we have the potential to provide an example to the wider community of best-practice methods of producing meaningful employment and training outcomes.

To achieve the target we are applying a threefold approach:

1. Improve safety within the workplace through cultural awareness training and recognition.
2. Enable Aboriginal job candidates/employees opportunities who wish to identify their Aboriginal and/or Torres Strait Islander decent result in improved and accurate data.
3. Ownership and commitment from our leadership and all staff enabling innovative strategies to increasing employment participation through a range of pathway options.

Occupations identified in Albury Wodonga Health Career Pathways (refer Reference section of this document) include Allied Health, Engineering (includes construction trades), Nursing, Administration, Aboriginal Liaison, Warehousing and Logistics, Catering and Environmental Services.

Overall Employment Strategy Framework

The six sections detailed below are designed to work in conjunction with the four employment initiatives.

It is critically important to assess the actions in each of these strategies when implementing any part of the employment initiatives.



Identification of Employment and Training Opportunities

Objective	Strategy	Action	Time	Status
Development of positive and culturally appropriate employment and training opportunities	Continually identifying employment and training opportunities	<ul style="list-style-type: none"> • AWH promotes and advocate benefits employing Aboriginal people • HR liaises with 'ready' Departments to create employment and training opportunities • HR quarantines identified positions on behalf of Departments where evidence justifies • HR leads in collection and distribution of data and initiatives (Commonwealth, state and local) 	<p>Ongoing to 2019</p> <p>Reviewed at monthly/quarterly meetings by the responsible committee</p>	
Targets		<ul style="list-style-type: none"> • Continuously review with Department Managers target positions for Aboriginal people • Utilise information in the funding table and internal costing information • Maintain support from executive management to ensure each role provides for sustainable employment 	<p>Set by 31 August 2016</p> <p>Reviewed annually by the responsible committee to 2019</p>	

Funding

Provision of internal and access to state and commonwealth funding is critical to the success of this plan.

Objective	Strategy	Action	Time	Status
Plan sustainability	Determine funding methods	Utilise following funding streams: <ul style="list-style-type: none"> • Internal AWH wage budgets • Australian Apprenticeship Centre incentives • Victorian Back to Work incentives • DHHS Training Grants (Where applicable) • Job Active Provider Incentives • Indigenous Advancement Strategy (IAS) • Youth Employment Scheme • Indigenous Cadetship Support • Departmental budgets • Australian Indigenous Education Foundation Scholarships • Indigenous Youth Mobility/Wages Subsidies 	By 31 Dec. 2016 then annually to 2019	

For further detail refer Reference section of this document i.e. Employer Funding Training Guide.

Cultural Awareness

While pre-employment training and strong mentoring prepares new employees for expectations of employment at our health service, it is equally important to prepare key staff across the health service from leaders championing the plan, managers and supervisors provided with practical tools, team members understand the issues that affect Aboriginal people and lastly staff who provide first point of contact i.e. impression of our health service.

Providing a regularly maintained cultural competency program will not only result in achieving patient centred outcomes, encourage Aboriginal staff that may not already identify do so and importantly ensure greater success in achieving employment targets.

Objective	Strategy	Action	Time	Status
Raise/maintain cultural awareness of staff	Further development of a cyclic cultural awareness program	<ul style="list-style-type: none"> Continually review existing and new cross cultural competency awareness training implementing training that is best practice and cost effective Maintain recording and evaluation of training data Review voluntary status, compulsory and/or mandatory training Whole of health service participate in cultural audit, develop a plan from findings and implement an action plan Ensure safety within the workplace 	By 31 Dec. 2016 then annually to 2019	
Manager/Supervisor Training		<ul style="list-style-type: none"> Run managers/supervisors through training on best practice methods of supervising Aboriginal employees – 'Our Healing ways' 	December 2016	
Culturally inclusive workplace	Recognition	<ul style="list-style-type: none"> Continuously review cultural recognition (Artwork, Welcome to Country and promoting significant events) Analyse and review data from application forms and processes encouraging self-identification 	6 monthly, Next review 31 December 2016	
Quality Induction and Orientation		<ul style="list-style-type: none"> Activate induction and orientation training program as developed through implementation Orientation to work 	By Dec 2016 Ongoing	

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		<ul style="list-style-type: none">• Follow Award/National Employment Standards/ Enterprise Bargaining Agreement/Policy i.e.: Cultural leave, etc.	31 August 2016	

Attraction and Recruitment

Our health service is committed to enhance its ability to attract and recruit Aboriginal people through innovative processes that explore a variety of recruitment and attraction methods.

Successful recruitment of Aboriginal employees is often achieved through establishment of networks and partnerships.

Objective	Strategy	Action	Time	Status
Marketing of Aboriginal employment opportunities	Distribution of employment opportunities with key networks	<ul style="list-style-type: none"> • Maintain relationships exploring opportunities with Community Controlled Organisations, community and stakeholders e.g. Careers Advisor network, TAFEs, Universities, RTO's, Job Active Providers and LLENs attending network meetings • Promote, review and maintain developed career pathways mapping document • Support and contribute to careers days, events and employment forums • Review and improve processes for advertising positions 	<p>Twice per year</p> <p>Ongoing in planning for recruiting/ Advertising/ completion of apprenticeship /traineeships</p>	
Increase employment applications from Aboriginal community	Implement recommendations outlined in implementation plan	<ul style="list-style-type: none"> • Evaluation of Aboriginal application and marketing data • Evaluation of job preparation services and support program development • Expand existing work experience/placement programs across our health service 	Reviewed monthly commencing July 2016	
	Sensitive selection processes to cultural issues	<ul style="list-style-type: none"> • Selection is sensitive to Aboriginal cultural practices • Support and guidance is available • Aboriginal panel members provided, where possible • Continuous review of advertising material, position detail and role is understood 	1 July 2016 Ongoing	

Mentoring and Ongoing Support

Mentoring and ongoing support will be offered to any new Aboriginal employee who wishes to utilise our program. These strategies aim to ensure barriers and challenges are addressed, communication exists and support is provided throughout employment and training resulting in retention of new Aboriginal employees.

Objective	Strategy	Action	Time	Status
Supportive work environment for all Aboriginal employees	Pilot mentoring program implementation	<ul style="list-style-type: none"> • Maintain list and skills of mentors • Invitation made to introduce mentor within 1st week of employment • Mentoring made available to any pathway employee • A mentor must not be within the mentees immediate team 	Dependent on implementation of mentoring program	
	Evaluation and assessment of mentoring program	<ul style="list-style-type: none"> • Maintain measures to determine effectiveness of mentoring surveying mentors and mentees 	December 2016	
Supervision Training		<ul style="list-style-type: none"> • Run new employees through Our Healing Ways supervision training 	As employed	
Support	New Aboriginal employees introduced to existing Aboriginal meetings	<ul style="list-style-type: none"> • Through induction program introduce new Aboriginal staff at monthly catch ups 	Within first month of employment	
Evaluation	Full completion of Induction program	<ul style="list-style-type: none"> • Supervisor and new Aboriginal staff member (support person) meet monthly • Seek feedback from mentor, supervisor and employee to improve induction and recommended improvements 	Stages of 3 and 6 month timelines	

Governance, Assessment and Reporting

This is not a 'static plan'. Therefore, ongoing assessment and reporting progress and outcomes to the executive will allow for adjustments and improvements as the plan develops.

A system of regular review and assessment ensures quality improvement measures are implemented as increased employment of Aboriginal people becomes ingrained in workplace culture over the coming years.

Objective	Strategy	Action	Time	Status
Ongoing Meetings	Aboriginal employment: Standing meeting agenda	<ul style="list-style-type: none"> • Director People & Culture responsible for regular meetings, review progress, objectives and achievements • Director People & Culture reports at executive meetings 	Bi-monthly, 3 monthly or quarterly meetings	
Monitor and assess this Aboriginal Employment Plan - Periodic plan review	Increasing Aboriginal Employment	<ul style="list-style-type: none"> • Director People & Culture includes Aboriginal employment in HR Work Plan • Executive champion Aboriginal Employment and lead its success by including it as a special interest key area in the 'people' component of the AWH Strategic Plan 'Health Without Borders' for action in 2016/17 	Annually, commencing Dec. 2016, 2017, 2018 and finally 2019	
Final Assessment - Maintain quality and integrity of reporting	Ensuring the framework for regular and accurate reporting	<ul style="list-style-type: none"> • Assess the ongoing effectiveness of the plan • Policies and procedures implemented where necessary, reviewed and maintained • Meet reporting requirements and deadlines including final assessment and review • Utilise findings of subsequent Aboriginal appointments as the plan progresses 	As per Department of Health & Human Services funding requirements	

Reporting of the progress of this plan and its deliverables and timelines is expected to meet Department of Health & Human Services funding requirements.

Career Pathways

Initiative 1: Non-Clinical Entry

Our non-clinical entry pathway opportunities can offer a basis for a career in health. We know this from workforce data where a person gains employment in administration, catering or other roles, undertakes study transitioning into professional clinician roles. This allows someone to experience the culture and work environment, often not requiring high level training or qualifications.

Non-clinical entry pathways provides opportunities for youth, people returning to the workforce and those making a career change.

Objective	Strategy	Action	Time	Status
Ongoing employment made available to the Aboriginal community	Identification and marketing of employment opportunities	<ul style="list-style-type: none"> • Maintain and develop relationships with Department managers to consider Aboriginal applicants for non-identified roles • Strengthen relationships to the level where Department managers consult with key staff prior to recruiting to market position and prepare community for opportunities i.e. Advertising, conducting information sessions, arranging tours and experiences • Identify positions for Aboriginal employees (possible quarantined under Equal Opportunity Act 2010) • Market identified opportunities through Koori media and local networks 	As jobs become available weekly, fortnightly or monthly	

Initiative 2: Apprenticeships and Traineeships

Apprenticeships and traineeships offer a defined pathway for developing skills, funding and structured training. Many of our apprentices and trainees enter the workforce for the first time. For some employees this will also be their first experience of structured workplace training.

A clearly defined system and structure is critical in any successful apprentice and trainee program.

Objective	Strategy	Action	Time	Status
Suitable vocations	Developed relationship and marketing information	<ul style="list-style-type: none"> • Develop strong relationships by educating managers and supervisors providing accurate information including wage estimates/comparisons • Confirm positions over life of this plan from suitable Departments • Support from HR developing required resources to assist in recruitment 	Ongoing	
TAFE and RTO partnerships	Engagement	<ul style="list-style-type: none"> • Ensure preferred RTOs can provide training • Utilise objectives outlined below in the 'training section' to establish and monitor RTO and TAFE partnerships 	Ongoing	
Internal resource requirements	Planning	<ul style="list-style-type: none"> • Develop, maintain and review apprenticeship/traineeship policies and procedures • Engage staff to train apprentices and trainees • Estimate and source equipment and technology required • Market identified opportunities through Koori media and local networks 	Ongoing	
Funding	Monitor funding opportunities	<ul style="list-style-type: none"> • Apply for funding for Apprentices and trainees (See resources section of this plan) 	Ongoing	
Marketing	Communication	<ul style="list-style-type: none"> • Sell benefits of Apprenticeships and Traineeships internally and externally 	Ongoing	

Training (Aboriginal Apprentices)

The success of this plan hinges on the quality and monitoring of the training program.

Engaging managers and supervisors, who understand the challenges of training Aboriginal apprentices/trainees, will increase the likelihood of successful outcomes. This, combined with our internal resources and seeking outsourced expertise demonstrates our responsibility of monitoring progress of each new employee's training.

Objective	Strategy	Action	Time	Status
Partnerships and training service delivery	Support local employability skills programs	<ul style="list-style-type: none"> • Encourage and support partnerships with TAFEs, RTOs, Job Active and Disability Support Providers in establishing and developing programs 	Ongoing	
	Employee Training	<ul style="list-style-type: none"> • Ensure employees have employability skills prior to employment • Support TAFE and RTOs to deliver training required 	Ongoing	
Training facilities and resource	Coordination of programs	<ul style="list-style-type: none"> • Funding a dedicated coordinator to facilitate infrastructure for supervision, competency based training, etc. • Provision of training facilities for ongoing work-based training during Apprenticeship/ Traineeship period • Provision and access to technology 	By June 2017	

Initiative 3: School Based Apprenticeships and Traineeships

School Based Apprenticeships and Traineeships (SBATs) provide an opportunity for Years 10, 11 and 12 students engage with our health service during their final years of school. This system assists the student in the transition from school to work while delivering vital industry-specific competency based training.

School Based Apprenticeships and Traineeships require an internal structure and resources to facilitate coordination, supervision, debriefing, liaison and reporting.

Objective	Strategy	Action	Time	Status
Increased options and pathway opportunities for secondary students	Maintain and improve partnerships with education networks	<ul style="list-style-type: none"> • Maintain and improve relationships with school Careers Advisors • Liaise with stakeholders including MAC, AWAHS, La Trobe and CSU Universities, Wodonga and Riverina TAFEs, NELLEN and Koori Engagement Support Officers (Dept. of Education) 	3 monthly	
	Explore opportunity to advertise SBATs with NELLEN, Compact and schools	<ul style="list-style-type: none"> • Target Administration, Hospitality, Engineering, Construction Transport and Logistics, Health Service Assistant SBAT occupations 	June to December 2017	
	Determine SBAT targets with managers	<ul style="list-style-type: none"> • Decide with executive on target numbers for 2017, 2018 and 2019 	31 August 2016	
	Embed SBAT system and management practices throughout our health service	<ul style="list-style-type: none"> • Confirm SBAT requirements with managers and supervisors • Run managers and supervisors through 2 hour supervision training • Run new SBATs through 1 day induction program utilising current Aboriginal employees/trainees 	December 2017	
	Monitor guidelines for SBATs	<ul style="list-style-type: none"> • Develop communication protocols between us, schools and parents to monitor school and work performance 	30 June 2017	

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Objective	Strategy	Action	Time	Status
		<ul style="list-style-type: none"> • Ensure each SBAT understands the desired outcome is successful completion of school and the apprenticeship/ traineeship • Inadequate achievement in either area may result in the student being removed from the SBAT program 		
	Determine RTO requirements	<ul style="list-style-type: none"> • Identify off-the-job training requirements and level of our support to compete RTO training • Establish how off-the-job training will be implemented e.g. Block release one day per week • Establish the selection process for SBAT intake for 2018 to 2019 	31 May 2017	
	Establish funding for positions	<ul style="list-style-type: none"> • Determine with Australian Apprenticeship Centre funding available for each SBAT • Confirm our funding 	30 June 2017	
	Evaluation of SBAT pathway	<ul style="list-style-type: none"> • Monitor outcomes of SBAT program and transition to fulltime health careers • Evaluate the benefit of SBAT placements with local students and promoting health sector jobs 	30 June 2018	

Initiative 4: Additional Employment Strategies

This initiative details employment strategies to engage Aboriginal employees through work placement opportunities, existing skilled vacancies and scholarship programs for undergraduate and graduate students.

Objective	Strategy	Action	Time	Status
Ongoing employment made available to the Aboriginal community	Identification and marketing of employment opportunities (skilled and professional)	<ul style="list-style-type: none"> • Identify positions for Aboriginal employees (possible quarantined under Equal Opportunity Act 2010) • Create opportunities for existing staff to identify throughout the year when updating staff information • Encourage applicants to identify through vacancies occur within our health service • Market identified opportunities through Koori media and local networks • Identify Aboriginal students engaged with local and metropolitan Universities • Discuss the possibility in University student placements with Department managers to identify training opportunities with us 	31 July 2016 onwards	
Attraction of Aboriginal nursing graduates	Assist Aboriginal nurses with temporary pre-graduate professional experience	<ul style="list-style-type: none"> • HR provide guidance and advice to nursing in the recruitment of cadets • Continue to foster relationships with Universities to promote cadetships • Utilise the plan framework to ensure cadets are culturally safe and supported • Maintain ongoing relationship strategies to foster cadets to gain ongoing employment with us after graduation 	30 June 2017	

Partnerships and Alliances

Key Contacts

The success of this plan heavily relies on the strength of key partnership and alliances. The document: Albury Wodonga Health Career Pathways summarises Health career pathways, identified partnerships and alliances including:

Organisation	Connection
Aboriginal Community	<ul style="list-style-type: none">• Mungabareena Aboriginal Corporation• Albury Wodonga Aboriginal Health Service• Woomera Aboriginal Corporation
TAFEs	<ul style="list-style-type: none">• Wodonga Institute of TAFE• TAFE NSW Riverina Albury
Universities	<ul style="list-style-type: none">• La Trobe – Wodonga• Charles Sturt University – Thurgoona
Local Learning & Education Network	<ul style="list-style-type: none">• North East LLEN i.e. NELLEN
Local Secondary Schools	

Contact information for key partners/stakeholders is detailed in pages 2 and onwards in the health career pathways document below.

References

[Albury Wodonga Health Career Pathways](#)

[Karreeta Yirramboi 'An employer toolkit to grow Aboriginal employment in your organisation'](#)

[National Safety & Quality Health Service Standards Version 2 \(Draft\) July 2016](#)

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