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I am proud to present Wirnalung Ganai, the Department of Education and Training’s (DET) Aboriginal Inclusion Plan. Wirnalung Ganai aims to catalyse positive change in the culture and employment profile of the Department, leading to improved opportunities for Aboriginal people, in particular:

- The Department is an employer of choice for Aboriginal people.
- The Department supports Aboriginal people to develop and progress into managerial and senior leadership positions.
- The Department provides a safe and welcoming environment for Aboriginal people to work in and interact with colleagues and the community.

The Education State is about more than just traditional education. It includes skills and learning, health and wellbeing, citizenship and social inclusion, creativity and innovation, jobs and prosperity. It’s about maximising the potential of all Victorians, regardless of their background or where they live. This focus will ensure Victoria remains one of the world’s most successful and liveable places in the decades ahead.

The provision of high-quality education, training, development, wellbeing and child health services (i.e. our learning and development services) is fundamental in building a society that has strong economic growth, productivity and employment, better health outcomes and greater social cohesiveness. The goals we set, the changes we implement, the systems we support and the services we offer all must lead to improved learning and development outcomes.

The Department acknowledges and respects Aboriginal culture, its values and practices, and is committed to take actions to provide better support to Aboriginal people employed by the Department. These actions will develop a more inclusive culture through leadership, workforce practices and communication. These actions contribute to the outcomes identified in the Victorian Aboriginal Affairs Framework.

The Department’s refreshed Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 has a greater emphasis on fostering transparency and accountability for realising the vision of the Victorian Aboriginal Inclusion Framework and is focused on four key action areas:

- Systemic inclusion — ensuring that inclusion is at the core of every level of the Department, its structure and plans to embed inclusion in our everyday practices.
- Data improvement — improving the quality of collection and analysis of Koorie related data, to assist with enhancing the access to participate in and the effectiveness of services to the Koorie community.
- Employment and economic participation — developing strategies and approaches to support the attraction, development and retention of Koorie staff, the promotion of DET as an employer of choice, and shift to actively prioritising Aboriginal services through all purchasing process.
- Community engagement — foster stronger, more transparent relationships with Aboriginal community through timely and appropriate communication channels.

I am confident that Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 will solidify accountability and shared responsibility for inclusion of Aboriginal and/or Torres Strait Islander people with the Department of Education and Training.
Acknowledgements

About the name: Wirnalung Ganai – ‘Our People’
Language Group: Gunai–Kurnai

About the artist

Brent Watkins is a proud Ganai (Vic) and Yamaji (WA) man.

Brent plays the Didjeridoo, paints and participates in cultural dance. Brent has provided art for the North Metropolitan RAJAC and designed the mural for the Robinsons Reserve Neighbourhood House in Coburg.

Highlights so far:
• Dancing / meeting the ex-Vice President of America Al Gore
• Playing Didjeridoo – World Peace Event
• Performing cultural dance — Dreamtime at the G and Moomba Parade

Artwork meaning

The middle: Spirit of elder — cultural teacher/mentor to young people — supporting cultural connectedness and identity

The outside: Children and young people pursuing their dreams and becoming strong leaders

White ochre: Represents — spirit and land — white is throughout the painting as spirit is everywhere

White Circles: Represents — people and communities coming together

Circles: Joining circles represent people and communities coming together

White curvy lines: Joining each other represents no thinking in a straight line, not giving kids false hopes-and having high aspirations for them and with them

Acknowledgement of Traditional Owners

The Department of Education and Training acknowledges and pays respect to Elders and all Victorian Aboriginal communities.

In the spirit of reconciliation we honour and respect the custodians past and present and we are grateful for the opportunity to join with them in continuing to nurture this land.

Explanation of the use of terms

This document uses the term Aboriginal, except where an existing document or name (e.g. of an organisation or position) has been included that uses other terms.

These other terms include Koorie, Indigenous, and Aboriginal and Torres Strait Islanders.

References to existing uses of these alternative terms in other documents or by other organisations have not been changed.
### Executive summary

Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 has been developed in accordance with the Victorian Government Aboriginal Affairs Framework 2013–2018 (Building for the future: a plan for ‘Closing the Gap’ in Victoria by 2031)

In March 2011 the Premier committed the Victorian Government to the Council of Australian Governments (COAG) National Indigenous Reform Agreement (Closing the Gap on Indigenous disadvantage) bipartisan agreement that aims to close the gap in key health, social and economic outcomes between Aboriginal and non-Aboriginal Australians.

In November 2012, the Victorian Government released its overarching Aboriginal policy framework, the Victorian Aboriginal Affairs Framework 2013–18 (VAAF). The VAAF aligns with Commonwealth Government commitments and has the primary goal of improving whole-of-life outcomes for Aboriginal Victorians through priority government action.

The Department of Education and Training Aboriginal Inclusion Plan (AIC), alongside other departmental Aboriginal inclusion plans, commits to undertaking actions to develop its leadership, workforce, practice and communication to support a more inclusive culture and provide better support to Aboriginal people employed by the Department. These actions contribute towards the outcomes identified in the Victorian Aboriginal Affairs Framework.

The DET Aboriginal Inclusion Plan has been developed in alignment with broader state level strategies, including, the Victorian Economic Strategy 2013–20, the Victorian Aboriginal Inclusion Framework and the Kareeta Yirramboi-Aboriginal Public Sector Employment and Career Development Action Plan 2010–15.

The relationship between these strategic documents is outlined below:

| Commonwealth Government |  |
|-------------------------|--|  |
| COAG                    | COAG National Indigenous Reform Agreement Closing the Gap on Indigenous Disadvantage |

| State Government |  |
|------------------|--|  |
| Victorian Aboriginal Affairs Framework |

|------------------------------------------|-------------------------------------------------|----------------------------------|

| State Department |  |
|------------------|--|  |
| DET Aboriginal Inclusion Plan |  |
At a glance

Vision

Developing deeper relationships with the Victorian Aboriginal Community; one where children, young people and families’ needs are met more fully and interactions are efficient.

Key action areas

1. Systemic inclusion
   - Ensure that inclusion is the core of every level of the Department
   - Develop cultural inclusion principles that will align with the Department’s values

2. Data improvement
   - Improve the quality of collection and analysis of Aboriginal related data
   - Assist with enhancing access, participation and the effectiveness of services to the Victorian Aboriginal community

3. Employment and economic participation
   - Partner with Aboriginal people to create opportunities for employment and support local economic participation of Aboriginal businesses

4. Community engagement
   - Foster stronger, more transparent relationships with Aboriginal community through timely and appropriate communication

Key outcomes

- Ensure that inclusion is the core of every level of the Department
- Develop cultural inclusion principles that will align with the Department’s values

Priority actions

- Embed action in organisational structures such as Business Plans, Regional Plans, Key Performance Indicators in Staff Performance Development Plans (PDPs)
- Develop and implement strategies that have achieved the attraction, recruitment and retention of Aboriginal and/or Torres Strait Islander people
- Actively build a reputation as an ‘employer of choice’
- Create mechanisms and support structures that champion Aboriginal inclusion
- Utilise staff surveys to garner perceptions of cultural safety and inclusion to inform decision making
- Engage a broad range of Aboriginal people in developing, implementing, monitoring and evaluating plans and programs
- Create culturally safe and respectful environments and provide services in a way that demonstrates cultural understanding and ensures Aboriginal people feel respected and welcome
- Purchases goods and services from Aboriginal businesses
- Create culturally safe and respectful environments
- Provide services in a way that demonstrates cultural understanding
- Ensure that Aboriginal people feel respected and welcome
- Ensure that partnerships with Aboriginal and Torres Strait communities
- Are sustainable
- Clarify commitments and resource allocation when developing initiatives

Partnerships and governance

Victorian Government Aboriginal Affairs Framework 2013–2018
Victorian Aboriginal Inclusion Framework
Department of Education and Training

Our mission

The Department of Education and Training exists to support Victorians to build prosperous, socially engaged, happy and healthy lives. We do this by supporting lifelong learning, through strengthening families and helping people to gain the skills and knowledge they need to thrive and participate in a complex and challenging economy and society.

The provision of high-quality education, training, development, wellbeing and child health services (i.e. our learning and development services) is fundamental to building a society that has strong economic growth, productivity and employment, better health outcomes and greater social cohesiveness. The goals we set, the changes we implement, the systems we support, and the services we offer all must lead to improved learning and development outcomes.

<table>
<thead>
<tr>
<th>DET Strategic Plan</th>
<th>People Strategy</th>
<th>Aboriginal Inclusion Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening leadership and professional practice across all services</td>
<td>Empowering our people to be the best</td>
<td>Acknowledgment and respect of Aboriginal culture, values and practices is at the heart of successful engagement with Aboriginal people</td>
</tr>
<tr>
<td>Simplifying and joining up our work, managing change well and using resources wisely</td>
<td>Building great leaders and managers at every level across the organisation</td>
<td>A tool that can frame the review and reform of current practices in relation to how DET executes business with and delivers services to Aboriginal people, families and communities, and strives to overcome systemic exclusion</td>
</tr>
</tbody>
</table>
Background

Wirnalung Ganai was originally launched in 2012, following extensive consultation. Over the past two years the Department has made some progress against the actions contained within the Wirnalung Ganai — Aboriginal Inclusion Plan 2015—17, particularly at the local level where much positive work has been delivered. From these solid foundations the Department is committed to accelerate progress and drive the delivery of positive change at a more systemic level.

We know we must do more

The purpose of Wirnalung Ganai is to catalyse positive change in the culture and employment profile of the Department, leading to improved opportunities for Aboriginal people within the Department. In particular:

- The Department is an employer of choice for Aboriginal people
- The Department supports Aboriginal people to develop and progress into senior leadership positions
- The Department provides a safe and welcoming environment for Aboriginal people to work in as well as, interacting with colleagues and the broader community.

The refreshed Aboriginal Inclusion Plan has a greater emphasis on fostering transparency and accountability for realising this vision. The plan is focused on four Key Action Areas:

1. Systemic inclusion
2. Data improvement
3. Employment and economic participation

These actions outline the commitment the Department will make to develop its leadership, workforce, practice and communication to support a more inclusive culture and provide better support to Aboriginal people employed by the Department.

Implementation of this action plan will commence in 2015. Progress will be reported quarterly to the Executive Board through the People and Culture Standing Committee. This will be a rolling two year plan, with annual updating of the specific actions to be pursued. Actions for the broader workforce will be included in the 2016 revision.

This plan signals the directions to build an inclusive system of early childhood services, schools and vocational and higher education. The input of our partners both internally and in the Aboriginal community will be particularly important as we further build on this plan. We will work collaboratively with our internal and external partners to develop the detailed actions through which the Department can support improved outcomes for our Aboriginal children and families.
Introduction

In 2012, the Department released the Aboriginal Inclusion Plan 2012–14. The plan was developed in the context of significant policy reform, including:

- COAG’s National Indigenous Reform Agreement
- Victorian Government’s Victorian Indigenous Affairs Framework
- Karreeta Yirramboi, Victorian Government’s Aboriginal public sector employment action plan
- Dardee Boorai, Victorian Charter of Safety and Wellbeing for Aboriginal Children and Young People

The 2012–14 Plan was developed under the Victorian Government’s Victorian Aboriginal Inclusion Framework, a whole-of-government commitment to make Victorian services more inclusive of Aboriginal children, families and communities. The framework was developed following extensive consultation with Aboriginal communities. It outlines how redefining the approach taken by government departments and agencies to engage, relate to and deliver services to the Aboriginal community contributes to better outcomes. It also seeks to strengthen the inclusion of Aboriginal people in the workplace. The development of the 2012–14 plan included significant consultation with Aboriginal and non-Aboriginal staff across the Department.

Over the past two years, the Department has made some progress towards the goals included in the plan, particularly at the local level where much positive work has been delivered. From these solid foundations the Department is committed to accelerate progress and drive the delivery of positive change at a more systemic level.

For example, one of the stated goals in the original plan was that “over the next three years there will be active recruitment and support for Aboriginal people into management and leadership positions across the Department”. While there has been an encouraging increase in the number of employees who self-identify on the EduPay system as Aboriginal in the Department (43 per cent increase), this has not yet been replicated at the senior leadership level.

The Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 represents a refreshment of the original plan with a greater emphasis on fostering transparency and accountability for delivering on these important goals. This will be achieved through a combination of clearer accountability lines for delivering results, visible sponsorship from senior leadership exercised through the People and Culture Standing Committee and the institution of monitoring and reporting mechanisms that provide a clear indication of progress against targets. Furthermore, dedicated resources have been secured to develop, implement and evaluate strategic Department-wide initiatives to support the delivery of the goals included in this plan.
Scope

The Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17, is internally focused and sets out the actions the Department will take over the next two years to provide better support to Aboriginal people working within the Department and ensure inclusive practice is understood and embedded into business-as-usual. In its first iteration, it has an immediate focus on building cultural awareness and reviewing existing practices for the corporate non-teaching staff.

Current employment statistics

Aboriginal people working in the Department

The experience and insights of Aboriginal people working in the Department provide a key input to the plan.

As at 30 June 2014, 229 people employed by the Department identified as Aboriginal. In 2011, there were 160. Note that both figures include identified positions such as Koorie Education Coordinators and Koorie Engagement Support Officers. While this growth is encouraging, this only represents point three per cent of the total workforce.

The Department recognises that we need to take decisive action to reach the overarching aspirational goal of Karreeta Yirramboi-to increase the Aboriginal proportion of total workforce to 1 per cent by 2015.

Aboriginal employees in DET

The DET EduPay system offers employees the opportunity to identify as Aboriginal, Torres Strait Islander or Aboriginal and Torres Strait Islander. As of 30 June 2014, DET had 229 employees who identify as Aboriginal and/or Torres Strait Islander in the following categories:

- Education support 144
- VPS 17
- Teacher class 62
- Principal class 6

What inclusion will mean

The purpose of the Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 is to catalyse positive change in the culture and employment profile of the Department, leading to improved opportunities for Aboriginal people within the Department.

In particular:

- The Department is an employer of choice for Aboriginal people
- The Department supports Aboriginal people to develop and progress into managerial and senior leadership positions
- The Department provides a safe and welcoming environment for Aboriginal people to work in and interact with colleagues and the community.

We know the goals of the Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 have been delivered when:

- Aboriginal people employed by the Department report increased workplace cultural safety, as measured through mechanisms such as staff surveys, and regular monitoring and reporting to the People and Culture Standing Committee.
- Aboriginal people are employed in a wider range of roles in the Department, including more in senior leadership positions.
- Training in cultural awareness and inclusive practice are integrated into business-as-usual and expected as a cultural norm within the organisation.
To achieve these goals we must challenge ourselves to think and act differently—as individuals and collectively as a Department. The next section outlines the specific actions that will be taken over the next two years.

**Actions to develop systemic inclusion with greater emphasis on data improvement**

Any change relies on the commitment and application of effective leadership to be realised. Senior leaders must reinforce the moral, legal and economic imperatives for Aboriginal inclusion through the active modelling of inclusive practice. The Executive Board, Regional Directors, and all senior leaders across the Department set the cultural tone of the Department, and the success of the plan is highly dependent on the example that they set.

To further assist with the decision making and change required, and to enhance the access, participation and effectiveness of services to the Koorie community, the Department must also improve the quality of collection and analysis of Koorie related data.

**Actions to develop a workforce that supports employment and economic participation**

The Department is committed to achieving the cultural shift required to become an employer of choice for Aboriginal people. Achieving this first within the corporate workforce sets an example that will reinforce expectations of workplaces in the wider early childhood, schools and higher education workforces. The plan will ensure that key workforce issues are addressed in a strategic, comprehensive and cohesive approach—including cultural capacity building workshop training for all non-Aboriginal staff, recruitment of more Aboriginal people, retention of Aboriginal employees, and the establishment of a mechanism to provide greater support to employees.

The Department recognises the valuable contribution that the Aboriginal community makes to the policy process. The Department supports the Victorian Auditor General's Office audit recommendation that Aboriginal people should be provided with greater opportunity to be involved in these processes. The Aboriginal Education Strategy provides further details of the actions the Department is taking to meet this commitment. Below are further actions that will be taken internally to ensure that practice within the Department recognises and supports this goal.

**Actions to develop community engagement**

As with leadership, communication is a critical component of driving change. Communication drives reform through awareness and promotion of positive norms across the workforce. In the past the Department has not always demonstrated effective communication. For example, there is a Welcome to Country and Acknowledgement of Country Guide for the schools workforce but not for the Department as a whole. Visibility of Aboriginal culture and images often depend on the determination of individuals and/or annual events such as Reconciliation Week and NAIDOC. There is a need for Aboriginal culture and images to be given greater prominence in departmental workplaces.

**Next steps**

Implementation of the Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 will commence at the beginning of 2015. Progress will be reported quarterly to the Executive Board through the People and Culture Standing Committee. This will be a rolling two year plan, with annual updating of the specific actions to be pursued. Actions for the broader workforce will be included in the 2016 revision.

Divisions and regions will provide a comprehensive report on their action plans annually and a mid-cycle review of activities in the form of case studies and good news stories. These achievements and related evidence will be shared and promoted through relevant publications.
Reporting

Victorian Government Secretaries’ Leadership Group on Aboriginal Affairs

Through this group, all secretaries have been charged with responsibility for driving the change necessary at the service and administrative level to deliver improved outcomes for Aboriginal Victorians. Secretaries are responsible for driving the development and implementation of the departments’ Aboriginal inclusion plans.

Monitoring and review

In order to ensure effective oversight and broader representation across the Department, a Cultural Inclusion Implementation Committee and a Statewide Aboriginal Advisory Committee will be established to evaluate and guide the Department’s progress.
### Governance responsibilities

**People and Culture Standing Committee**
The People and Culture Standing Committee’s scope covers people, culture and change management activities relating to all DET workforces, including those staff based in schools, central and regional offices and its statutory authorities.

**Cultural Inclusion Implementation Committee**
The committee is responsible for:

- Updating the Aboriginal Inclusion Plan as needed to ensure it remains relevant to current government policy and new opportunities
- Endorsing the Department’s activity as outlined in its annual work plan
- Determining the annual budget for implementing the actions contained in the inclusion plan
- Preparing quarterly progress reports on all of the actions for the People and Culture Standing Committee
- Develop an evaluation plan and an annual activity / evaluation report for the Secretary

**Statewide Aboriginal Advisory Committee**
The advisory group will be responsible for:

- Sharing and learning successes
- Identify emerging issues
- Ensure the views of Aboriginal peoples are considered in the implementation of activity
- Advise on other matters that affect Aboriginal people

### Implementation

Implementation of Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17 will commence in 2015. All of DET’s portfolios have responsibilities in the implementation of the Wirnalung Ganai — Aboriginal Inclusion Plan 2015–17, assessed against an annual work plan.
Wirnalung Ganai – governance and consultation structure

DET Executive Board – Chair Gill Callister (Secretary)
Authorising body for Wirnalung Ganai – approved October 2014

People and Culture Standing Committee – Chair Monique Dawson
(Deputy Secretary People and Executive Services Group)
Responsible for the effective delivery of the People Strategy 2013-15 ensuring the implementation of outcomes meets identified success measures outlined in the strategy

Cultural Inclusion Implementation Committee – Chair Sharon Ardley
(Executive Director People and Productivity Division -PESG)
Oversees the implementation of Wirnalung Ganai – Aboriginal Inclusion Plan 2015-17 and champions Aboriginal inclusion across DET. The committee consists of VPS6+ or equivalent

Statewide Koorie Advisory Group
Chair - TBC
Formed as a result of a recommendation from the inaugural Secretary’s Aboriginal Round Table held in 2014
Aboriginal and/or Torres Strait Islander DET employees from across the State and cross classifications and is responsible for identifying emerging issues and sharing learning experiences with a view to ensuring effective Aboriginal inclusive practices support the implementation of the plan

Executive Directors Koorie Round Table (John Sullivan)
Comprising Executive Directors with Koorie responsibilities from across DET
Meetings: Quarterly
Purpose: Ensure Executive Directors across the Department are aware of major Koorie initiatives and collaborate on strategic direction setting

Directors Group
Comprising Directors with Koorie responsibilities from across DET
Meetings: Weekly (informal)
Purpose: Share work priorities, identifying opportunities for collaboration and mitigating potential conflicts/duplications

Koorie Officers Collaboration Group
comprising of officers and managers from Koorie work units across DET
Meetings: Monthly
Purpose: The KOCG provides a collaborative forum to share work priorities, contribute to the development of initiatives across the department and build positive and productive working relationships. In time, this group also aims to coordinate Policy Community of Practice (PCOP) sessions on Koorie issues.

Secretary’s Leadership Group on Aboriginal Affairs
Oversight of the implementation of the Government’s Inclusion Framework to improve access by Aboriginal people across service systems and to employment opportunities

Senior Officers’ Group on Aboriginal Affairs
Review progress implementing the Inclusion Framework and opportunities to strengthen inclusion actions

Inter departmental Aboriginal Inclusion Working Group

VAGO Committee

Wirnalung Ganai – Aboriginal Inclusion Plan 2015-17

Aboriginal Education Steering Committee
Chair John Sullivan Executive Director (Strategy Review Group)
Role is ensure that the development of the education strategy is informed by relevant perspectives across government and Koorie community, with a view to reaching consensus on the optimal way forward and to ensure that the summit is deemed a success by participants.

Reconciliation & NAIDOC Committees

Reference bodies

Collaboration/coordination
**significant dates to remember**

This section provides information about important Aboriginal historical and current events. There are a number of significant dates and cultural and community events in the Aboriginal calendar. These dates and events may be marked by communities in various ways.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>13 February</td>
<td>National Apology to the Stolen Generations</td>
</tr>
<tr>
<td>24 March</td>
<td>National Close the Gap Day</td>
</tr>
<tr>
<td>26 May</td>
<td>National Sorry Day</td>
</tr>
<tr>
<td>27 May–3 June</td>
<td>Reconciliation Week</td>
</tr>
<tr>
<td>3 June</td>
<td>Mabo Day</td>
</tr>
<tr>
<td>July</td>
<td>Starts first Sunday in July each year — NAIDOC (National Aboriginal and Islander Day Observance Committee) Week — the general usage term for National Aboriginal Week</td>
</tr>
<tr>
<td>4 August</td>
<td>National Aboriginal and Torres Strait Islander Children's Day</td>
</tr>
<tr>
<td>9 August</td>
<td>United Nation's International Day of the World's Indigenous People</td>
</tr>
</tbody>
</table>
## Key Action Area 1: Systemic inclusion

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Lead</th>
<th>Time frame</th>
<th>Performance indicator</th>
</tr>
</thead>
</table>
| 1.1       | Embed action plan in organisational structures such as:  
- Business plans  
- Regional plans  
- DET Management Framework  
- Responsibility for actions are included in relevant staff performance development plans | Include a statement of commitment to Aboriginal inclusion in strategic plans and ensure that the Wirnalung Ganai actions are reflected in business planning frameworks  
Develop cultural inclusion principles and guidelines for the Department that align to the Department’s CORE values  
Increase participation and engagement of the Executive Board with Aboriginal people and communities, particularly through participation in Aboriginal forums and local area partnerships  
Embed culturally inclusive practice across the employee life-cycle, in particular for induction and recruitment guidelines for managers | Secretary, Deputy Secretaries — PESG, RSG Executive Directors, Regional Directors | 2016 Business Planning | By 2017, an increase of 15% of group business plans and regional plans include actions that operationalise/translate the departmental Aboriginal inclusion plan to their unique operating environment  
By 2017 an increase of 15% of PDPs for managers responsible for Aboriginal people contains actions that align to the departmental Aboriginal inclusion plan |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Lead</th>
<th>Time frame</th>
<th>Performance indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>The action plan is a standing agenda item and actions are addressed and corresponding activities are discussed collaboratively amongst executive team at the: • People and Culture Standing Committee • RSG Regional Leadership Group</td>
<td>Regional Aboriginal Inclusion plans are developed, implemented and reported on at RSG Leadership meetings Review internal guidelines, frameworks and templates — such as Project Management and Change Management Frameworks—to ensure that protocols to engage the Aboriginal Community are embedded into the process</td>
<td>Secretary, Deputy Secretaries — PESG, RSG, Executive Directors, Regional Directors, People and Productivity Division</td>
<td>First quarter 2015 for development Quarterly reporting through People and Culture Committee Second Quarter 2015</td>
</tr>
<tr>
<td>1.3</td>
<td>DET will provide key decision makers in the process for making appointments to boards and committees within the education portfolio with advice on initiatives and approaches to increase Koorie participation</td>
<td>Prioritise existing Aboriginal staff with membership on departmental boards, committees and internal advisory bodies Acknowledge Aboriginal community and family obligations through the granting of leave for culturally important events</td>
<td>Secretary, Deputy Secretaries — PESG, RSG, Executive Directors, Regional Directors</td>
<td>In accordance with appropriate committee timelines or requests On-going</td>
</tr>
</tbody>
</table>
## Key Action Area 2: Data improvement

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Lead</th>
<th>Time frame</th>
<th>Performance indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Develop, implement and/or increase relevant data collection with the view of increasing access, participation and effectiveness of services to the Koorie community</td>
<td>Develop specific processes to capture data on Aboriginal employees to inform decision-making from: • Client satisfaction • People Matters Survey • Exit surveys • Induction</td>
<td>People and Productivity Division</td>
<td>Third quarter and fourth quarter 2015</td>
</tr>
<tr>
<td>2.2</td>
<td>Review current policies to ensure cultural safety in the workplace and appropriate mechanisms are in place to deal with discriminatory behaviour</td>
<td>Utilise staff surveys to garner perceptions of cultural safety and inclusion to inform decision-making</td>
<td>People and Productivity Division Human Resource Division</td>
<td>Third quarter and fourth quarter 2015</td>
</tr>
<tr>
<td></td>
<td>Encourage and support employees to self-identify on the EduPay system</td>
<td>Human Resource Division</td>
<td>On-going</td>
<td>An increase of 20% in staff who self-identify as Aboriginal and/or Torres Strait Islander descent through Edupay</td>
</tr>
</tbody>
</table>
### Key Action Area 3: Employment and economic participation

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Lead</th>
<th>Time frame</th>
<th>Performance indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Develop and implement a department-wide cultural capacity building and inclusion workshop program for all DET staff</td>
<td>Provide leaders and managers who are responsible for Aboriginal people with priority access to cultural awareness and inclusion training, and coaching panels Engage Aboriginal elders, respected persons and community members in the development of the cultural capacity workshops Where possible, conduct cultural capacity workshops at Aboriginal organisations and/or community settings</td>
<td>People and Productivity Division</td>
<td>Fourth quarter 2015 for cultural capacity building Plan Third quarter 2015 Executive Board participating in cultural capacity building workshop Second quarter/third quarter 2015 commencement of regional executives and managers cultural capacity workshops</td>
</tr>
<tr>
<td>3.2</td>
<td>Conduct an inclusion survey to establish baseline data that measures Aboriginal staff perceptions of DET’s cultural inclusiveness and responsiveness</td>
<td>Develop an online survey, facilitate regional focus groups Develop training to support employees to address and understand ‘Lateral Violence’</td>
<td>People and Productivity Division</td>
<td>Baseline data established and targets set for first quarter 2016</td>
</tr>
<tr>
<td></td>
<td>Develop a cultural capacity maturity model</td>
<td>People and Productivity Division</td>
<td>Third quarter/fourth quarter 2015</td>
<td>DET has a defined set of values and principles, and demonstrate behaviors, attitudes, policies, and structures</td>
</tr>
<tr>
<td>Objective</td>
<td>Action/Activity</td>
<td>Lead</td>
<td>Time frame</td>
<td>Performance indicator</td>
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<td>3.3</td>
<td>Incorporate inclusive Aboriginal employment processes to grow the numbers of Aboriginal employees outside of the existing Identified employees that support the delivery of the whole-of-government target of 1 per cent Aboriginal employment by 2015 (as set in Karreeta Yirramboi)</td>
<td>Develop an Aboriginal Employment Team consisting of an Aboriginal Manager, Policy and Project Officer and Cultural Advisor Establish an Aboriginal staff network</td>
<td>People and Executive Services Group People and Productivity Division People and Productivity Division</td>
<td>2015–2016 Fourth quarter – 2015</td>
</tr>
<tr>
<td>Objective</td>
<td>Action/Activity</td>
<td>Lead</td>
<td>Time frame</td>
<td>Performance indicator</td>
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</tr>
<tr>
<td>3-4</td>
<td>Develop an Attraction and Talent Management Strategy that identifies specific channels to promote the Department as an employer of choice to the Aboriginal community</td>
<td>Attract, retain and grow Koorie employees. Prioritise leadership development opportunities for Aboriginal employees through more effective identification of talent and greater provision of tailored support, such as mentoring and the Inspiring Managers program at DET. This can be achieved by: - Collaboration with Koorie Engagement Support Officers (KESOs) to provide work experience opportunities to Koorie students and promote DET as an employer of choice - Mentoring programs - Succession planning - Professional development - Secondment and shadowing opportunities - Quality Performance Development Plans</td>
<td>People and Executive Services Group Human Resources Division</td>
<td>December 2015 December 2015</td>
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<td>Objective</td>
<td>Action/Activity</td>
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<td>3.5</td>
<td>In line with the Victorian Government’s priority to improve Koorie economic development and participation, DET will actively consider the priority through all purchasing processes</td>
<td>Amend procurement policies and procedures to reflect the Victorian Government’s directions relating to use of Aboriginal–owned or controlled service providers</td>
<td>Governance and Executive Services Procurement Division</td>
<td>In accordance with reporting timelines</td>
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<td>3.6</td>
<td>Regional offices will support Koorie economic development and participation through procurement</td>
<td>Develop a communications strategy to deliver updated messages of how we can support Aboriginal economic participation throughout purchasing processes and provide guidance to undertake this</td>
<td>Procurement Division Regional Directors Finance Managers</td>
<td>First quarter 2016</td>
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<td>This can be achieved by: • Promoting the use of the Victorian Indigenous Business Directory • Utilising Koorie facilitators, Koorie venue hire for meetings and functions, and understanding procurement processes with regards to select tender and minority suppliers</td>
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## Key Action Area 4: Community engagement

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| 4.1       | Create and design Aboriginal specific communication products | Increase the visibility of Aboriginal culture across Departmental workplaces  
- Display of Aboriginal and Torres Strait Islander flags  
- An Acknowledgement of Traditional Owners plaque  
- Aboriginal artworks  
- Naming of meeting rooms with Aboriginal language words, or honour of significant Aboriginal people | Executive Board, Regional Directors Central Office, Regional Offices | Third quarter and fourth quarter – 2015 On-going | Culturally inclusive communication products across DET  
The Victorian Aboriginal community will have access to clear information about education and early childhood programs |
| 4.2       | Establish Aboriginal inclusion plan EduGate page as the primary communication channel | Explore the value in utilising social media such as Yammer to promote positive messaging | Communications Division  
People and Productivity Division | Second quarter 2016 | Greater access for sharing information |