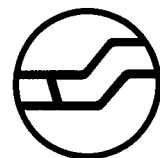


Aboriginal Employment and Training Plan



1989

Department of Conservation and Land Management

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ACKNOWLEDGEMENTS

The development and preparation of the Aboriginal Employment and Training (AET) Plan has been a cooperative team effort.

It has involved the participation and contribution of many people from both within and outside of the Department of Conservation and Land Management (CALM) who have raised concerns and limitations as well as offered suggestions and solutions relating to the issue of employment and training for Aborigines within CALM.

The Project Team has been helpful and supportive and has provided appropriate input throughout the process of developing and preparing the AET Plan. Members of the Policy Directorate of the Department as a group and individually have provided help and guidance. Additionally the staff of the Human Resources Branch have efficiently carried out clerical tasks required for the completion of the document.

Sincere thanks is extended to everyone who has been involved in some way with the development and preparation of the AET Plan. Hopefully the resultant document is worthwhile and can be used effectively by the Policy Directorate of CALM, in conjunction with Regional, District and Branch Managers, to implement an increase in the employment and training opportunities for Aboriginal people in Western Australia.

SECTION 1

BACKGROUND

The Department of Conservation and Land Management (CALM) has been an employer of Aboriginal people since its commencement as a department in 1985, continuing the initiatives of the agencies which preceded it. Moreover, since 1985 the Department has been involved with a number of initiatives in the training and career development of Aboriginal people.

Most of these programs have been in response to particular circumstances and although much has been achieved the Department believes that the time has come for a coordinated and systematic program of training, and the indication of areas of employment into which Aboriginal people could and should move.

In our view the functions which CALM undertakes are of significant interest to Aboriginal people in the State. Further, there are many natural abilities and areas of knowledge and expertise which Aboriginal people offer CALM. There are, therefore, a number of special opportunities which should be taken up in a way which both assists the Department's objectives and assists a group of people which is disadvantaged. This is consistent with other initiatives which CALM has taken elsewhere, for example the Youth Traineeship Program in which CALM has participated since 1986, and CEP which operated earlier.

The opportunity to develop this new plan arose through the secondment to the Department of Isabelle Procter, as part of the Executive Development Year program of the State Government. We believe that Ms Procter has set down and developed a number of ideas and directions in a useful framework for the future.

In the production of this plan, an area of great difficulty Ms Procter and her project team faced was the 'chicken and the egg' situation relating to employment targets and numbers of trainee positions. In programs such as this, where an attempt is being made to rectify previous imbalances, there are real problems if quite considerable resources are directed towards training but where there is no provision or opportunity for subsequent employment. First there are problems in properly directing training towards specific goals; second, the incentives for trainees are significantly reduced; and third, there is likely to be a big waste of the valuable resources expended. These problems have been examined in detail in the Report of the Committee of Review of Aboriginal Employment and Training Programs (Miller, 1985).

Difficulties of a quite different nature arise where, on the other hand, positions are identified for filling by members of a specific minority group without there being sufficient numbers of adequately qualified or experienced people within this group. This can lead to lower work output and standards, leading to a drop in the confidence and esteem of the target group as well as those around them. It is the

Department's aim to facilitate appropriate recruitment and career development opportunities for Aboriginal people in such a way that the objectives of the Department may be achieved, and its standards maintained.

The resolution of these difficulties in this report has been by way of setting some indicative targets which should result in an increase in numbers of Aboriginal people employed in the Department by about 100% over five years. These targets should be met in areas where Aboriginal people have traditionally become employed and in new areas as well. Over this period, positive training programs will be provided and employment will be contingent upon satisfactory completion of training. The plan is to be revised annually and targets will be revised to account for current circumstances.

The Department commends the work of the Coordinator and the Project Team. It is confident that this input will provide the framework for a substantial and progressive program and hopefully lead to the necessary funding to support the initiatives already commenced.

1.1 THE DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT (CALM)

The Managed Estate

The Department is responsible to the Minister for Conservation and Land Management.

The total estate of land managed by the Department is 17,068,303 hectares.

As at 30 June 1989 areas of land under the management responsibility of CALM were as follows:

State forest	1,820,365 ha
Timber reserves	144,855 ha
National parks	4,652,106 ha
Marine parks	233,350 ha
Nature reserves	9,994,972 ha
Conservation/recreation reserves	190,412 ha

32,243 hectares of freehold land acquired principally by the former Forests Department for pine planting are also part of the managed estate.

General Principles/Philosophy

The Department is committed to the principle that it is managing public land and natural resources, and conserving indigenous wildlife on behalf of the public of Western Australia. Consequently, particular importance is placed on informing the public of the Department's activities and wherever possible involving the public.

The regional system of management adopted by the Department ensures that its officers develop a detailed knowledge of the area of their operations, are available to interact with local communities and resolve problems associated with local conservation and land management operations.

Mission

Western Australia has a beautiful and diverse natural environment which provides material, aesthetic and spiritual benefits. The natural environment is an essential component of the quality of life for West Australians. The statement of mission for the Department of Conservation and Land Management is therefore:

TO CONSERVE WESTERN AUSTRALIA'S WILDLIFE AND MANAGE LANDS AND WATERS ENTRUSTED TO THE DEPARTMENT FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS

Primary Objectives

Five primary objectives have been established:

- Management** To protect, restore and enhance the value of resources entrusted to the Department so as to meet, as far as possible, the diverse expectations of the community.
- Conservation** To conserve the indigenous plant and animal species and environmental processes in natural habitats throughout the State.
- Production** To provide and regulate the supply of those renewable resources that Government decides should be used on a sustained yield basis for the satisfaction of long-term social and economic needs, and in a manner that minimises impact on other values.

- Recreation** To facilitate the public enjoyment of the natural attributes of public lands and reserved waters in a manner that does not compromise conservation and other management objectives.
- Knowledge** To seek a better understanding of the natural environment and to promote awareness and appreciation of its values.

CALM operates under two legislative acts:

- . CALM Act 1984
- . Wildlife Conservation Act 1950

These Acts place a number of statutory requirements on the way in which CALM manages land and wildlife. Major requirements are:

1. All lands are vested in two controlling bodies (not the Department). These bodies (National Parks and Nature Conservation Authority - NPNCA, and Lands and Forest Commission - LFC) comprise members of the public representative of conservation and land management interests and official representatives. They also have responsibility for presentation of Management Plans.
2. Management must be in accord with a published management plan and all management plans must be made available for public review and comment in the draft phase.
3. The Department must perform the following functions:
 - . manage land vested in the NPNCA and LFC;
 - . provide NPNCA and LFC with assistance;
 - . promote and encourage the forest production requirements of the State;
 - . be responsible for conservation of flora and fauna throughout the State;
 - . carry out research;
 - . provide advice to other bodies;
 - . advise the Minister.
4. Indigenous State forests must be managed on a sustained yield basis to ensure long-term social and economic benefits from forest resources. Exotic species forests must be managed for optimum timber yield.

5. National parks and marine parks must be managed to provide public recreation consistent with conservation of flora, fauna, landscape and other features.
6. Nature reserves must be managed to ensure the protection, care and study of wildlife.

1.2 THE ABORIGINAL EMPLOYMENT SITUATION

In the Australian labour market Aboriginal* people are by far the most disadvantaged group. There is a long history of inequity in both education and training for Aborigines. As a result, few Aboriginal people are employed in either the public or private sectors and most have been unsuccessful in gaining employment through mainstream procedures.

Overall, Aboriginal unemployment is at least five times higher than the national unemployment rate. Aboriginal employment that does exist tends to concentrate on lower skilled and lower paying positions that are frequently casual, temporary or seasonal. In most instances this status is not the choice of Aboriginal people themselves. In the main these positions are dependent on Federal funds and are not generally considered as part of the State mainstream allocation. In addition, the existence of racial discrimination increases the employment problems that confront Aboriginal people.

Within the W A State Public Sector the low percentage of Aboriginal people employed and their distribution across the various Departments and levels of the Service is disproportionate in comparison to other groups. This reflects the premise that, as a group, Aboriginal people are severely disadvantaged in obtaining access to mainstream employment opportunities.

In reality the high level of Aboriginal joblessness results in unacceptable economic and social costs not only to Aboriginal people but to the nation as a whole. If this situation is to ever change it should be realised that Aboriginal people need assistance to achieve broad equity with other Australians in terms of employment and economic status.

This responsibility needs to be a shared one. It is recognised that more could be done jointly by both State and Federal Governments in consultation with the relevant Departments, private sector organisations, and Aboriginal agencies and communities.

This process is likely to effect a better coordinated approach which can result in greater social and economical benefits for Aboriginal people.

- * The term Aboriginal should be taken to include Torres Strait Islander.

1.3 DEMOGRAPHIC PROFILE OF ABORIGINAL EMPLOYEES

While the general population of Aboriginal people in Western Australia is approximately 2.7% the overall number of employable age, ie. aged between 15-60 years, is approximately 1.5% of the State's labour force. CALM currently employs 21 Aboriginal people in State funded positions which are part of the Department's current average approved staffing level (1470.5). This brings the employment figure in CALM to approximately 1.4% of total full time equivalents.

In addition 6 Aboriginal people have been employed through Commonwealth funding by CALM as Trainee Rangers in the Purnululu (Bungle Bungle) National Park.

CALM is also involved with other programs which offer skills development for Aboriginal people in related employment. Participation in these programs does not necessarily result in employment within CALM.

- a) Aboriginal Community Rangers program which provides Ranger training for Aboriginal people in relation to the management of land held by and under the responsibility of Aboriginal communities. Eleven people have participated in this program.
- b) Australian Traineeship System (ATS) which is to provide a structured "on the job and off the job" training and education to give young people broad based transferable work skills.
- c) CALM is currently involved in contract arrangements with Aboriginal groups in a variety of projects including the sandalwood industry, wildlife research programs, and walk trails and fencing programs for National Parks. Such projects allow Aboriginal people to gain experience in contracting and to develop appropriate knowledge and skills required for contract jobs.

The following table has been compiled from Australian Bureau of Statistics WA census data, CALM demographic information and Public Service Commission survey data. The table summa-

rises the proportion of the total population in each category, who are of Aboriginal or Torres Strait Islander descent.

CATEGORY	PROPORTION
Proportion of total WA:	
Population	2.68
Labour Force *	1.48
Employed **	1.00
Employed in Public Sector	1.13
Employed in CALM	1.43

* Includes employed and eligible unemployed

** Only those employed

Position of Aboriginal Staff in CALM (December 1988)

	Aboriginal		Total CALM	
	FTE	% of CALM	FTE	% of TOTAL
1. Number employed	21	(1.43%)	1470.5	(100.0%)
2. Sex				
Male	19	(1.57%)	1208.75	(82.2%)
Female	2	(0.76%)	261.75	(17.8%)
3. Type				
Full time	21	(1.47%)	1430.20	(97.26%)
Part time	-	(- %)	40.30	(2.74%)
4. Status				
Permanent	19	(1.41%)	1349.89	(91.80%)
Temporary	1	(1.01%)	98.61	(6.70%)
Contract	1	(4.54%)	22.00	(1.50%)

5. Occupations held by Aboriginal Staff within CALM
(December 1988)

Research Officer (Level 2/4)	1
Clerical Officer (Level 1)	2
Forest Worker (Grade 3)	2
Nursery Hand (Wages)	3
Ranger (Grade 2)	1
Ranger (Grade 1)	7
Technical Officer (Level 2)	1
Officer (Horticulturist) (Level 1)	1
Wildlife Officer (Level 3)	1
Wildlife Officer (Level 2)	1
Wildlife Officer (Level 1)	1
	<u>21</u>

6. Traineeships held by Aborigines within CALM (December 1988)	
Ranger (Commonwealth funded)	6

7. Aboriginal Community Rangers currently being trained by CALM (December 1988)	11
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8. Secondments	
Senior Policy Officer (Level 8) currently on a posting with CALM as part of the Executive Development Year (EDY) Program	1

Comments on Demographic Profile

Although the table above shows that CALM employs almost the same proportion of Aboriginal people as in the total available workforce (1.48%) and at a higher level than the public sector as a whole, several further observation should be made. These are:

- i) as indicated earlier, CALM operates in remote and rural areas where Aboriginal populations are much higher than the State 'average' and where CALM's programs are much more visible and relevant to Aboriginal people;

- ii) also as indicated earlier, Aboriginal people can contribute knowledge, skills and talents which are not readily available, or are totally unavailable elsewhere in the community;
- iii) Aboriginal people have frequently expressed affinity to, and traditional responsibility for, much of the land managed by CALM and the wildlife for which CALM is responsible;
- iv) employment is concentrated at the lowest end of the hierarchy and in certain occupation groups, such as rangers;
- v) there is a very low representation of Aboriginal women employed by CALM.

For these reasons it was decided that there should be an approximate doubling, from 21 to 40, full time equivalent positions in CALM within 5 years. This plan deals with the implementation of this expansion of total numbers and with ways of diversifying occupation groups and levels and ensuring a better representation of Aboriginal men and women throughout the CALM workforce.

SECTION 2

THE DEVELOPMENT OF THE AET PLAN

INTRODUCTION

Although many of the principles relating to equal employment opportunity for Aboriginal people are imbued in the CALM Equal Employment Opportunity (EEO) Policy Statement No 26 (refer appendix 1) and contained in the CALM EEO Management Plan, the preparation of a separate Aboriginal Employment and Training (AET) Plan is viewed as appropriate. Both plans are important parts of CALM's Human Resource Management Policies but a specific AET plan will more deliberately promote equal employment and related training opportunities within CALM for Aboriginal people.

The AET Plan takes advantage of the benefits that arise from increased employment and training of Aboriginal people in CALM. Such advantages include:

- . the unique cultural contributions Aboriginal people can make to the Department's land management and conservation responsibilities;
- . the sharing of knowledge between Aboriginal and non-Aboriginal people on land and wildlife values, management and conservation;
- . the development of techniques for effective communication between Aboriginal and non-Aboriginal people;
- . increased opportunities for cross-cultural awareness for both Aboriginal and non-Aboriginal people on a personal level leading to greater knowledge and understanding of Aboriginal culture and lifestyles - both traditional and contemporary;
- . the development of positive attitudes by Aboriginal people and non-Aboriginal people towards one another;
- . increased understanding of the cultural strengths and special needs of Aboriginal people;
- . increased opportunities for Aboriginal and non-Aboriginal people to work in cooperation and partnership with each other;
- . the demonstration of employability of Aboriginal people;
- . increased opportunities for positive examples of Aboriginal people as competent employees and leaders;

increased interest from the wider Aboriginal community in CALM as a Department which may lead to better cooperation in programs affecting Aboriginal people.

The plan also includes proposals, in accordance with Government policy, to address inequities in employment for identified disadvantaged groups such as Aborigines. (These are often referred to as affirmative action programs.)

The development and preparation of the AET Plan incorporated the following processes:

1. Establishment of the AET Project Team

This project team was convened in September 1988 for the duration of the period proposed for the project, ie. September - December 1988. Its role has been to overview the progress of the development of the AET Plan and have input on issues that need consideration to effect satisfactory completion of the document.

Members of the Project Team are as follows:

- *Isabelle Procter - Coordinator, Senior Policy Officer (CALM)
- Bob Cooper - Manager, Human Resources (CALM)
- Mary Colreavy - Adviser, Aboriginal Policy (CALM)
- *Leon Henry - Manager, Aboriginal Employment
and Policy Unit (PSC)
- *Roni Ellis - Coordinator, Aboriginal Enterprise
and Employment (DET)
- Graham Burnfield - Consultant, Aboriginal Employment (DEET)

(* indicates Aboriginal members)

2. Consultation with CALM Staff about the AET Plan

An ongoing task in the development of the AET Plan was to consult with CALM staff about the project. An initial paper outlining the proposed methodology for the project was presented by the AET Coordinator to the Policy Directorate for comment and discussion (refer appendix 2).

Discussions relating to the project were held by the AET Coordinator at individual or group meetings with the EEO Consultative Committee, Regional and Branch Managers, District Managers, and personnel from Human Resources Branch, Planning Branch, Woodvale Research Centre, and selected Regions and Districts. Personnel included both Aboriginal and non-Aboriginal officers. As well, selected personnel participated in the AET Project Workshop described in 4(d) below.

Due to time constraints for the development and preparation of the AET Plan, it was not possible to conduct meetings with personnel in all CALM Regions, Districts and Branches. However, it is believed that an adequate representative group has been consulted.

Written information on the AET Plan project was provided through a circular to all CALM Directors and Regional and Branch Managers. An article also appeared in the CALM News. Comments relating to the project were invited to be directed to the AET Coordinator.

3. Consultation with Government Departments and Other Organisations about the AET Plan

The involvement of other Departments and Organisations as part of the consultative process was deemed to be essential in the development of the AET Plan. The inclusion of key agencies involved with employment and training programs for Aboriginal people provides opportunities for CALM to obtain feedback about the project as well as make stronger linkages and to set up appropriate networks in the Aboriginal Affairs area. It also promotes the wider acceptance and support for the AET Plan and its implementation.

Discussions relating to the project were held by the AET Coordinator at individual or group meetings with senior officers/Aboriginal representatives of State and Federal Government Departments/Authorities, Aboriginal Organisations and appropriate unions (refer appendix 4). Representatives from these agencies were also invited to participate in the AET Project Workshop described in 4(d) below. Comments relating to the project were invited to be directed to the AET Coordinator.

4. Data Collection

As well as the series of meetings and discussions as described above, other data collection processes were used in the development and preparation of the AET Plan. These processes included:

- a) **Research** of the current literature and a review of the existing related policies, practices and strategy plans (refer appendix 2).
- b) **Visits** to selected CALM central locations, Regional offices and National Parks. At these locations observations of the operations were carried out to assess the present and potential opportunities for the employment and training of Aboriginal people.
- c) **Demographic survey** of Aboriginal people employed and/or trained by CALM. This survey was initially carried out in relation to the EEO Management Plan. It was deemed useful for the purposes of obtaining statistics and to compile a matrix of Aboriginal employment and training within CALM. The absence of indicators relating to Aboriginality on the Personnel Information Management System

(PIMS) means that the accuracy of current available data is dependent on Aboriginal employees' willingness to be identified as such.

- d) **AET Project Workshop** - This workshop was arranged by the AET Coordinator and held at the Como Headquarters. Participants included personnel from CALM as well as outside organisations (refer appendix 4).

The workshop was useful for a number of reasons. It was a Public Relations exercise in that it provided an opportunity for participants to gain some insight into CALM and its operations as an organisation. It provided an opportunity for people from CALM and a range of key Federal and State Government organisations which have vested interests in Aboriginal employment and training, to meet and interact with each other. It provided a forum in which participants could discuss and debate issues and make suggestions and recommendations relating to Aboriginal employment and training issues associated with CALM.

As part of the public relations exercise and also to provide some relevant information, participants were issued with a folder that contained the following:

- . Timetable of Workshop (appendix 3)
- . List of Workshop Participants (appendix 4)
- . List of Members in Workshop Groups
- . Summary of Proposed Action Plan and Timeline
for AET Project
- . CALM EEO Policy Statement (appendix 1)
- . WA Public Service Commission Aboriginal
Employment Policy (appendix 5)
- . CALM Draft Policy on Relationship between
CALM and Aboriginal Interests (appendix 6)
- . CALM Programmes for Aborigines: Proposals for
5 Year Plan (appendix 7)
- . CALM Regional and District Offices pamphlet
- . CALM Career Information Booklet
- . Publication: Strategies for Conservation and
Recreation on CALM Lands in Western Australia

Summaries of the Workshop group discussions indicate that although many of the points raised were specific to CALM, many others were common to departments and organisations both in the public and private sectors.

The group discussion summaries have been used as part of the data for the Plan of Objectives and Strategies Section.

5. Preparation of Draft Document for Submission to CALM Policy Directorate

The AET Coordinator has had overall responsibility for this task which has been carried out in conjunction with the Project Team and Human Resources Branch personnel.

The task incorporated the development of a CALM Policy Statement for Aboriginal Employment and Training. This provides the focal point for the Plan of Objectives and Strategies.

The draft document represents the initial phase of the AET project which is considered to incorporate the following five phases:

1. Development and preparation of the draft AET Plan. The processes involved in the development of the draft AET Plan are viewed to be of primary importance in this first phase in terms of establishing credibility and a sense of ownership and involvement in the plan and the planning process for persons both within and outside CALM.
2. Circulation of the draft document to CALM Branch, Regional and District Managers and selected outside key agencies, eg. AAPA, DEET, DET and PSC, for comment and/or clarification.
3. Publication and circulation of the AET Plan after editing by the AET Coordinator in conjunction with the AET Project Team, and approval of the Department's Policy Directorate.
4. Development of specific details and action plans for the broader objectives and strategies described in the AET Plan.
5. Implementation of the specific action plans and the monitoring and evaluation of the outcomes. The results of the evaluation process are likely to lead to a review of the AET Plan and to the development of further Objectives and Strategies in the future.

The inherent goal of developing and preparing the draft AET Plan was to produce a document that provides guidelines of a practical nature that can be utilised to plan programs within CALM for the employment and training of Aborigines. For this purpose no attempt has been made to reiterate the format or content of other related documents. These documents (refer List of References) should be recognised and read in their own right to help provide comprehensive knowledge and understanding of the issues involved in the employment and training of Aboriginal people in Western Australia and other States.

SECTION 3

POLICY STATEMENT

ABORIGINAL EMPLOYMENT AND TRAINING

3.1 Background

The Department of Conservation and Land Management (CALM) recognises that achievement of its responsibilities, functions and objectives as described in the CALM Act, Strategic Plan and Departmental Policy Statements can be attained and enhanced by the participation and contribution of Aboriginal people.

Aboriginal people generally still hold a very strong interest in the land and the natural values of the land often regardless of whether their lifestyle is more traditional or that of a country town or city dweller. For these reasons there are numerous instances where the operations of CALM could be aptly assisted by the interest, knowledge, experience and expertise of Aboriginal people.

Alternatively, Aboriginal people can gain worthwhile social and economic benefits as a result of CALM's contribution to the broader social goals of the Government. For example, through the implementation of this AET policy and plan, CALM can demonstrate fairness in employment opportunity and practice for Aboriginal people.

The preparation of specific programs to redress the disadvantages and inequities in employment of Aboriginal people is in accordance with Section 140(b) of the Equal Opportunity Act 1984, which refers to the promotion of equal employment opportunity for all persons.

In providing equal employment opportunity it is sometimes necessary to take into account previous inequities in employment for particular groups of people due to discrimination of some kind, and to prescribe special measures to ensure positive action occurs and previous discrimination is not continued.

Definition of an Aboriginal Person

For the purpose of this Department's policy the working definition is:

"An Aboriginal person is a person of Aboriginal or Torres Strait Islander descent, who identifies as an Aboriginal or Islander and is accepted as such by the Community with which she or he is associated".

(WA Public Service Commission Aboriginal Employment Policy.)

3.2 Goals

- (1) Consistent with CALM's EEO Policy, to promote employment opportunities for Aboriginal people and ensure the absence of discrimination in CALM.
- (2) To give Aboriginal people equitable access to:
 - employment and career development opportunities within the Department, and
 - training opportunities which allow their employment and/or participation in occupations related to the functions and operations of the Department.

3.3 Objectives

To assist the achievement of equitable access for Aboriginal people to employment, career and training opportunities as stated, the following objectives are proposed:

1. To appoint an Aboriginal Employment and Training Officer within the Human Resources Branch of CALM.
2. To establish formal consultative mechanisms between CALM and outside key agencies.
3. To coordinate the involvement of CALM personnel and outside key agencies in the implementation and monitoring of the Aboriginal Employment and Training Plan.
4. To set and review annually a five year staffing goal and implementation timetable for the number of Aboriginal people to be employed in permanent State-funded positions within CALM.
5. To extend the categories of Contract Services for Aboriginal people in association with CALM.
6. To extend the categories of training programs for Aboriginal people that can be provided by CALM.
7. To establish human resources practices and procedures that recognise and give credence to the cultural strengths and special needs of Aboriginal people.
8. To plan and implement cross-cultural awareness programs for CALM employees.

9. To publicise CALM's functions and its employment and training programs for Aboriginal people.

3.4 Strategies

The strategies for implementing these goals and objectives are provided in Section 4 of the Aboriginal Employment and Training Plan.

3.5 Responsibilities

It is the responsibility of Aboriginal people to accept their personal involvement in the practical application of this policy although special responsibility falls upon CALM management, supervisory staff, staff involved in the administration of human resources practices and procedures, and staff involved in Aboriginal policy development and implementation.

The overall responsibility for monitoring the effectiveness of this policy and for implementing an ongoing action program to make this policy fully operative is vested in the Manager, Human Resources Branch.

SECTION 4

OBJECTIVES AND STRATEGIES

OBJECTIVE 1 **To appoint an Aboriginal Employment and Training Officer within the Human Resources Branch of CALM.**

Description

The appointment of an Aboriginal Employment and Training Officer is essential to assist the effective administration and implementation of the Aboriginal Employment and Training Plan. The level of detail required for the organisation and maintenance of Aboriginal employment training programs is considerable and often underestimated. This has been a serious impediment to the satisfactory fulfilment of previous and existing programs. Each program needs to be tailored to suit the needs of the participating Aboriginal group/community.

Strategies

- 1.1 Seek information and advice from other relevant agencies on the establishment and functions of their Aboriginal employment and training programs.
- 1.2 Review the present responsibilities of the Adviser, Aboriginal Policy to assess which responsibilities may be more appropriately carried out through the Human Resources Branch.
- 1.3 Investigate and negotiate for the position to be jointly funded through State and Federal funding bodies, eg. State Treasury, DEET and ANPWS.
- 1.4 Designate the position of Aboriginal Employment and Training Officer as an identified Aboriginal position.
- 1.5 Recruit and appoint an Aboriginal Employment and Training Officer at the appropriate level. The appointment may include the option of limited tenure or secondment.
- 1.6 Determine procedures which enable the AET Officer to liaise and consult widely with specialist personnel within the Human Resources and other CALM Branches on matters relating to Aboriginal employment and training.
- 1.7 Establish an Aboriginal Employment and Training Task Force of appropriate CALM personnel to monitor and review the administration and implementation of the AET Management Plan

OBJECTIVE 2 To establish formal consultative mechanisms between CALM and outside key agencies.

Description

Consultation is essential to encourage open communication between parties with vested interests in matters relating to Aboriginal employment and training.

Strategies

- 2.1 Ensure that there is Aboriginal participation and involvement on Departmental staff consultative committees relating to human resources issues, eg.
 - . EEO Consultative Committee
 - . Training and Development Committee
- 2.2 Evaluate all consultative mechanisms to assess the opportunity for and extent of Aboriginal participation and involvement, eg.
 - . Should membership include Aboriginal representation?
 - . How are Aboriginal employees' opinions and viewpoints sought?
- 2.3 Establish guidelines for these and any other consultative mechanisms at central and regional/district level to ensure that Aboriginal participation and involvement is effective.
- 2.4 Provide consistent and regular contact with outside key agencies that can provide input and comments on matters relating to Aboriginal employment and training, eg.
 - . Aboriginal Affairs Planning Authority (AAPA)
 - . Aboriginal Advisory Council (AAC)
 - . Aboriginal Development Commission (ADC)
 - . Australian National Parks and Wildlife Service (ANPWS)
 - . Department of Employment Education and Training (DEET)
 - . Department of Employment and Training (DET)
 - . Public Service Commission (PSC)
- 2.5 Establish new formal consultative mechanisms that can bring these agencies as a collective group together with selected Departmental personnel for the purpose of providing advice to CALM on the AET Plan and related matters in the Aboriginal affairs area. For example, suggested consultative mechanisms are:

- . Aboriginal Policy Advisory Committee
- . Aboriginal Employment and Training Advisory Committee
- . Related workshops

- 2.6 Negotiate with appropriate State and Federal agencies as necessary for funds associated with the participation of Aboriginal community/organisation representatives on such consultative committees, eg. consultation and contingency costs.

OBJECTIVE 3 To coordinate CALM's efforts with those of outside key agencies with respect to the Aboriginal Employment and Training Plan.

Description

The coordination of inputs and efforts of key personnel is essential to ensure efficient use of time and personnel and to prevent duplication of processes. It also assists the dissemination of information and the collection of data relevant to the implementation and monitoring of the AET Plan.

Strategies

- 3.1 Designate responsibility for the overall coordination of the AET Plan to the Aboriginal officer within the Human Resources Branch.
- 3.2 Establish procedures that will facilitate the coordination process and ensure the involvement of all appropriate personnel, eg.
- . dissemination of relevant information;
 - . contact between personnel involved and Coordinator;
 - . visits to CALM and agency locations;
 - . advice on role of Coordinator as consultant/support person to other personnel;
 - . collection of data;
 - . reporting of implementation progress to CALM Human Resources Branch Manager through coordinator.

- 3.3 Identify personnel from within CALM and outside key agencies at both central and regional/ district level who will be involved at some stage with the implementation and monitoring of the AET Plan, eg. CALM Branch/ Regional/District Managers, AAPA, DEET, ADC, WA Tourism Commission, etc.
- 3.4 Advise these personnel of the name and role of the AET Plan Coordinator.
- 3.5 Encourage project development and management of related programs to assist effective coordination of the AET Plan, eg.

Special Entry Cadetships Pilot Project.

OBJECTIVE 4 To set and review annually a five year staffing goal and implementation timetable for the number of Aboriginal people to be employed in permanent State-funded positions within CALM.

Description

It is essential to set staffing targets and a related timetable as part of the forward planning process and to demonstrate quantitative objectives as an important component of the Aboriginal Employment and Training Plan.

In setting these staffing targets it is recognised that Aboriginal people often possess competencies and skills which are different from those of non-Aboriginal people but are still valid employment criteria. In some instances, Aboriginal competencies and skills may even enhance, or better suit the carrying out of particular duties, especially those that involve interaction with Aboriginal groups and communities and those located in isolated areas of the State.

It is not intended or expected that the promotion of employment opportunity for Aboriginal people will cause any compromise of selection or performance standards. The training programs instigated through this plan will enhance the profile and competitiveness of Aboriginal people in the work place

The desired end result of this whole exercise is to afford greater employment opportunities for Aboriginal people in CALM's workforce and an improved range of services from CALM.

Strategies

- 4.1 Identify and continually review existing temporary Aboriginal staff and trainees to facilitate their employment in permanent State-funded positions.

- 4.2 Identify and keep under review existing categories and levels of permanent State-funded positions in which Aboriginal people are currently employed.
- 4.3 Determine existing and additional categories of permanent State-funded positions for which efforts should be made to facilitate increased Aboriginal employment, eg.
 - . Administrative and clerical staff
 - . Professional and technical staff
 - . Field staff
 - . Construction and maintenance staff
 - . Park rangers
 - . Training officers for park rangers
 - . Interpretative officers
- 4.4 Review career literature and recruitment procedures for Aboriginal people, giving some particular consideration to Aboriginal women.
- 4.5 Determine procedures and criteria that can be utilised by CALM Branch, Regional and District Managers to annually review their staff situation in terms of the recruitment, employment and training of Aboriginal people.
- 4.6 Identify positions within CALM in which the special competencies and skills of Aboriginal people will assist CALM to carry out its functions more effectively.
- 4.7 Plan future staffing establishment of State-funded positions to permit the appointment of Aboriginal people to such positions on completion of identified training placements.
- 4.8 Utilise Aboriginal staff within CALM to promote recruitment of additional Aboriginal employees.

OBJECTIVE 5 To extend the categories of Contract Services for Aboriginal people in association with CALM.

Description

Further opportunities for Aboriginal people to gain employment other than conventional full-time jobs is essential in achieving a comprehensive approach to assist the participation of Aboriginal people in land management and conservation based activities. In many cases the nature of the work and the preferences of the Aboriginal people are better suited to consultancies and contracts for service rather than to conventional employment arrangements.

Strategies

- 5.1 Identify the existing categories of contracts for service existing between Aboriginal people and CALM.
- 5.2 Evaluate existing contract arrangements in consultation with the outside key agencies and CALM personnel to ensure that the implementation of relevant programs results in the intended outcomes. For example, contract services provide opportunities for Aborigines to gain experience in contracting and to develop appropriate knowledge and skills required for contract work.
- 5.3 Review the existing contract arrangements in consultation with the appropriate funding agencies to investigate the designated funding criteria and level of adherence and associated reasons to determine whether changes to such criteria are required.
- 5.4 Determine other categories of contracts for service that are possible within the functions and operations of CALM and could be carried out by Aboriginal people, eg.
 - . Ranger duties on isolated National Parks
 - . Feral animal control
 - . Firewood management
 - . Wildlife management
 - . Ethnobotanical studies
 - . Identification and documentation of natural resources
 - . Identification, documentation and protection of cultural sites
 - . Aboriginal Cultural Tourist Guides within National Parks
 - . Provision of information needed for management of the conservation estate.
- 5.5 Set guidelines for Aboriginal people to be engaged in providing these services on a basis suitable to the lifestyle or cooperative orientations of the Aboriginal community, eg. for contract work, the community could be the contractor rather than individuals.
- 5.6 Develop a comprehensive, detailed proposal for Objective 5 and negotiate with appropriate State and Federal funding agencies to secure relevant funds to implement.

OBJECTIVE 6 To extend the types of training for Aboriginal people that can be provided by CALM.

Description

The extension of training opportunities for Aboriginal people through additional programs is essential to assist their development of knowledge, skills and competencies, their accessibility to mainstream employment and economic independence, and their participation in CALM-related functions.

Strategies

6.1 Document the existing types of training for Aboriginal people that are provided within CALM, eg.

- . Trainee Park Rangers
- . Trainee Wildlife Officers
- . Cadet Land Management Field Officers
- . Trainee Clerical Assistants (ATS)
- . Community Rangers

6.2 Review and evaluate the existing training for Aboriginal people in consultation with CALM personnel, participants and the appropriate agencies to ascertain the long term benefits and acceptance of such programs for the client group.

For instance, regular evaluations of both Park and Community Ranger training programs should be carried out to monitor their relevance, implementation, progress and adherence to guidelines and to determine whether and what changes to the programs are required.

6.5 Investigate in consultation with CALM personnel and outside key agencies, the possibilities for instigating training programs that can be offered to Aboriginal people and can assist the development of skills and competencies relevant to Contract Services (refer Objective 5) and other related employment.

Initiatives for training programs in categories not common to other States, eg. Aboriginal Cultural Tourist Guides within National Parks, should be comprehensively planned and trialled as pilot projects under the coordination of Project Management Committees involving CALM and other appropriate agencies.

- 6.6 Investigate in consultation with CALM personnel and outside key agencies the possibilities of training programs for Aboriginal people who are or intend to become involved with economic enterprises that are related to the functions and operations of CALM, eg. firewood and sandalwood enterprises, tourist enterprises, wildflower enterprises.

If such enterprises are considered to be economically viable, related training programs carried out in conjunction with CALM can provide Aboriginal people with appropriate technical knowledge and skills that may also help them to implement sound conservation and land management techniques and procedures as part of these enterprises.

- 6.7 Investigate in consultation with CALM personnel and outside key agencies, the possibilities for instigating training programs that can be offered to Aboriginal people to assist the development of skills and competencies for effective Aboriginal participation and involvement in CALM-related consultative and advisory mechanisms, eg.

- . National Park advisory committees
- . CALM management plan project teams

- 6.8 Develop a comprehensive and detailed proposal for Objective 6 and negotiate with appropriate State and Federal funding agencies to secure relevant funds to implement.

- 6.9 Consult with other Government departments and tertiary institutions to identify courses that can:

- . provide Aboriginal people with knowledge and skills required for CALM-related employment
- . be jointly developed and funded with CALM.

OBJECTIVE 7 To establish human resources practices and procedures that recognise and give credence to the cultural strengths and special needs of Aboriginal people.

Description

The establishment of human resources practices and procedures that recognise and give credence to the cultural strengths and special needs of Aboriginal people is essential to demonstrate a strategic approach to special programs for Aboriginal people and to assist them to achieve broad equity with other Australians in terms of employment and career development.

Strategies

7.1 Research Aboriginal Employment and Training Policy documents for information on the strengths and special needs of Aboriginal people as a cultural and disadvantaged group in relation to employment and training matters, eg.

- . Report of the Committee of review of Aboriginal Employment and Training Programs - The Miller report.
- . Aboriginal Employment Development Policy, Policy Paper No 1 - Australian Government.
- . WA Public Service Commission Aboriginal Employment Policy Report - The Poland Report.
- . Human Resources Policy in relation to Aboriginals - The Russ Report.

7.2 Determine the cultural strengths and special needs of Aboriginal people in relation to employment and training matters that should be addressed and catered for within CALM, eg.

- . interest in the land and natural values of the land;
- . traditional knowledge and expertise of some groups of Aborigines in conservation and land management matters;
- . incorporation of Aboriginal knowledge in interpretative programs;
- . concentration of Aboriginal population in rural and remote areas of the State;
- . strong ties of some Aboriginal groups with traditional law or community-related customs and practices;
- . mobility of many Aboriginal people and groups;
- . insufficient or inadequate educational standards and qualifications according to mainstream requirements;
- . lack of understanding and appreciation of mainstream work practices by many Aboriginal people and groups.

7.3 Review the current human resources practices and procedures (including related forms) within CALM with regard to recruitment, selection, induction, training and promotion to assess whether they are likely to deliberately promote equal employment opportunity for Aboriginals and CALM as an equitable and/or potential employer.

7.4 Determine in consultation with CALM personnel and outside key agencies what specific action can be included in human resources practices and procedures to ensure Aboriginal people are encouraged to continue employment in CALM or are given serious consideration for initial training and employment, eg.

- . Aboriginal involvement in planning and decision making relating to human resources practices and procedures;
- . position criteria that recognises Aboriginality and related strengths;
- . identified positions;
- . special entry requirements;
- . recruitment using Aboriginal agencies;
- . Aboriginal people on selection panels;
- . induction into mainstream work ethics;
- . flexibility in employment conditions to cater for ties to cultural traditions and customs;
- . provision of information of employment entitlements and career development;
- . suitable mentors for Aboriginal employees or trainees.

7.5 Conduct workshops for relevant CALM personnel on human resources practices and procedures that arise from this Aboriginal Employment and Training program.

OBJECTIVE 8 To plan and implement cross-cultural awareness programs for CALM employees.

Description

Cross-cultural awareness programs are essential for raising awareness of Aboriginal and non-Aboriginal cultures. They can help to develop understanding and positive attitudes and to improve communications and interactions between Aboriginal and non-Aboriginal employees.

Strategies

8.1 Evaluate cross-cultural awareness programs that have already been

implemented by CALM to assess their effectiveness in terms of intended outcomes.

- 8.2 In consultation with CALM personnel and outside key agencies establish guidelines for further programs that outline goals and objectives and intended outcomes, and incorporate effective procedures as per 8.1.
- 8.3 Determine the needs basis for further programs through surveys/questionnaires with regard to number of potential participants, number of programs needed, frequency and duration of programs, required content and resources both human and material.
- 8.4 Plan further programs according to guidelines as per 8.2 and needs analysis as per 8.3.

An essential criteria for cross-cultural awareness programs is the participation and involvement of appropriate Aboriginal people, ie. employees, community representatives and speakers that reflect the diversity of groups and lifestyles within the Aboriginal culture. It is important that the stereotypic perspective of an Aboriginal person is not perpetuated through such programs.

- 8.5 In addition to planned cross-cultural courses, informal opportunities for cross-cultural interaction and experiences should be encouraged and facilitated at the regional level, through liaison with Aboriginal communities.
- 8.6 Determine timetable, number to be implemented and costing of future programs.
- 8.7 Develop a comprehensive, detailed proposal for further programs and negotiate with appropriate State and Federal funding agencies for funds to implement.
- 8.8 Implement programs according to intended outcomes.

OBJECTIVE 9 To publicise and promote CALM's functions and its employment and training programs for Aboriginal people.

Description

Publicity and promotion of CALM's functions and its employment and training programs for Aboriginal people is essential to encourage positive attitudes about CALM as a Department that is aware of Aboriginal peoples' interest in the land and wildlife and as both a potential employer and coordinator of training programs for Aboriginal people.

Strategies

- 9.1 Plan and implement a publicity program to inform Aboriginal people, groups and communities of CALM's functions and its existing and proposed employment and training programs for Aboriginal people, eg.
 - . series of talks/meetings for Aboriginal people and groups and outside key agencies at CALM locations;
 - . distribution of relevant material resources;
 - . visits to and talks with Aboriginal agencies and communities;
 - . input at Aboriginal seminars/conferences.
- 9.2 Evaluate existing material resources produced by CALM on its functions and employment and training programs to assess their appropriateness for Aboriginal people and communities and identify what resources can be used in relation to 9.1
- 9.3 In consultation with CALM personnel and outside key agencies, identify the types of material resources and their content that can be effectively used with Aboriginal people, groups and communities, in relation to 9.1, eg. pamphlets, books, videos, magazines, etc.
- 9.4 Design a specific range of material resources to enhance cross-cultural communications and publicise CALM's programs for Aboriginal people, eg.
 - . video on CALM's employment and training programs for Aboriginal people;
 - . booklet outlining employment and career opportunities for Aboriginal people within CALM;
 - . video/book on conservation and land management issues that affect Aboriginal people and communities;
 - . video on consultation processes carried out by CALM with Aboriginal and non-Aboriginal groups;
 - . pamphlet giving brief description of CALM's overall functions.
- 9.5 Develop a comprehensive detailed proposal for production of material resources as per 9.3 and negotiate with appropriate State and Federal funding agencies for production costs.

SECTION 5

REFERENCES

- Aboriginal Employment and Career Development Programs, Aboriginal Employment and Policy Unit, Public Service Commission, WA, 1988.
- Aboriginal Employment Development Policy (AEDP) Statement - Policy Paper No 1, Australian Government, 1987.
- Aboriginal Employment Policy Report, L Poland, Public Service Commission, WA, 1988.
- Aboriginal Employment Strategy, SA National Parks and Wildlife Service, 1988.
- Aboriginal Employment and Training (AET) Workshop Groups Summaries, 1988.
- Draft Policy - Relationship between CALM and Aboriginal Interests, Department of Conservation and Land Management (CALM), WA.
- Equal Employment Opportunity (EEO) Management Plan, Department for Community Services (DCS), WA, 1988.
- Equal Employment Opportunity (EEO) Management Plan, Department of Computing and Information Technology (DOCIT), WA, 1988.
- Equal Employment Opportunity (EEO) Management Plan, Department of Conservation and Land Management (CALM), WA, 1988.
- Equal Opportunity Act, 1984.
- Human Resources Policy in relation to Aboriginals, B Russ, Department for Community Services (DCS), WA, 1986.
- Programmes for Aborigines: Proposals for 5 Year Plan, Department of Conservation and Land Management (CALM), WA.
- Report of the Committee of Review of Aboriginal Employment and Training Programs, M Miller, Australian Government, 1985.

SECTION 6

APPENDICES

A P P E N D I X 1

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

POLICY STATEMENT NO 26

EQUAL EMPLOYMENT OPPORTUNITY

FEBRUARY 1988

1 BACKGROUND

Equal employment opportunity is an employment practice which ensures that an organisation draws on the full range of available talent and selects the best person for any job.

Equal employment opportunity should ensure that everyone has the same access to that basic right of all Australians - that is, the right to work. It means that where criteria such as sex or race are irrelevant, they are not used as a means of denying some people that right.

The Equal Opportunity Act 1984 supports the basic premise that provided that educational and experience requirements are satisfied, equal opportunity in seeking and while remaining in employment is the right of every individual.

The Act makes it unlawful to discriminate against anyone because of his/her:

- . race;
- . sex;
- . marital status;
- . pregnancy;
- . political conviction;
- . religious conviction.

The Act also covers sexual harassment, discriminatory advertising and victimisation of a complainant.

2. OBJECTIVE

The objective of this Department is to eliminate and ensure the absence of discrimination between persons on the grounds of sex, marital status, pregnancy, race, political conviction or religious conviction and thereby to provide equal opportunity in employment.

3. STRATEGIES

To achieve this objective, the organisation will:

- 3.1 Recognise and fulfil its legal obligations under the Equal Opportunity Act 1984.

- 3.2 Fulfil its social responsibility towards its employees and the communities in which it operates.
- 3.3 Review periodically its personnel policies and practices to maintain a system where individuals are selected, promoted and treated solely on the basis of their merits and abilities which are appropriate to the job.
- 3.4 Seek to give all employees equal opportunity and encouragement to progress within the organisation by implementing the ongoing action program as defined in the Equal Opportunity Management plan.
- 3.5 Provide within the action program, training for all employees which will enhance employees' understanding of the need for an equal opportunity program.
- 3.6 Encourage active participation of all employees in equal opportunity planning and the implementation process.
- 3.7 Distribute and publicise this policy statement throughout the organisation as is appropriate.

4. RESPONSIBILITIES

- 4.1 It is the responsibility of all employees to accept their personal involvement in the practical application of this policy, although specific responsibility falls upon management, supervisory staff and staff involved in recruitment, selection, employee administration, training and career development.
- 4.2 The overall responsibility for monitoring the effectiveness of this policy and for implementing an ongoing action program to make this policy fully operative is vested in the Manager, Human Resources Branch.

Syd Shea
EXECUTIVE DIRECTOR

15 February 1988

A P P E N D I X 2

PROJECT 1: - DEVELOPMENT OF ABORIGINAL EMPLOYMENT AND TRAINING MANAGEMENT PLAN

REVISED PROPOSED ACTION PLAN AND TIMELINE (Co-ordinator)

1. Convene Project Team (September)

Isabelle Procter	- Co-ordinator, Senior Policy Officer
Bob Cooper	- Manager, Human Resources Branch
Mary Colreavy	- Adviser, Aboriginal Policy
Leon Henry	- Manager, Aboriginal Employment and Policy Unit, Public Service Commission
Roni Ellis	- Coordinator, Aboriginal Enterprise and Employment (DET)
Graham Burnfield	- Consultant, Aboriginal Employment (DEET)

Role of Project Team will be to overview progress of Project 1 and to have input with regard to issues that need consideration to effect satisfactory completion of the project. Meetings of the Project Team will be held fortnightly.

2. Collect Data (September - December)

Following processes will be used:

- i) Research literature and existing policies and strategy plans, eg.
 - . C Haynes' draft Policy Paper
 - . CALM's 5 Year Plan of Programmes for Aborigines
 - . South Australian Strategy Plan for Aborigines
 - . W A Public Service Commission Aboriginal Employment Policy
 - . W A Government's Platform/Policies on Aboriginal Affairs
 - . Federal Government's Aboriginal Employment Development Policy
 - . Department of Equal Opportunity in Public Employment Policy
 - . Aboriginal Lands Trust Draft Policy on Land Acquisition
(Land Management Implications)
 - . CALM's Human Resources and Equal Employment Opportunity Management Plans.
 - . Other relevant Federal and State Government Papers.
- ii) Consultation with relevant personnel:
 - a) CALM personnel, eg.
 - . Corporate Executive
 - . Human Resources Officers involved with appropriate areas such as
 - Industrial Relations
 - Equal Employment Opportunity
 - Recruitment
 - Traineeships

- Cadetships and Scholarships
 - National Park Trainee Ranger Programmes
 - Community Ranger Programmes
 - Wildlife Officer Trainee Programmes
 - Contract Employment
 - Training and Development
- . Selected Regional, District and Branch Managers.
 - . Aboriginal employees.
- b) Agencies involved with employment and training programmes for Aboriginal people:
- . Aboriginal Affairs Planning Authority (AAPA).
 - . Aboriginal Enterprise Company
 - . Aboriginal Development Commission (ADC).
 - . Aboriginal Lands Trust (ALT).
 - . Australian National Parks and Wildlife Services (ANPWS)
 - . Department of Aboriginal Affairs (DAA).
 - . Department of Employment, Education and Training (DEET).
 - . Department of Equal Opportunity in Public Employment (DEOPE)
 - . Department of Employment and Training (DET)
 - . Department of Regional Development and NorthWest
 - . Office of Industrial Relations
 - . Office of TAFE/Aboriginal Access Unit.
 - . Public Service Commission
 - . WA Tourism Commission
- c) Aboriginal people and representatives of community groups, eg.
- . Aboriginal Advisory Council
 - . Aboriginal Lands Trust
- d) Ministers for CALM and Aboriginal Affairs
- e) Union representatives, eg.
- . Australian Workers' Union
 - . Civil Service Association
 - . Miscellaneous Workers' Union

Consultative processes will involve:

- . visits to selected CALM Regions and Districts and other CALM location
- . meetings/workshops with individuals/groups
- . telephone discussions
- . contact by correspondence (may include questionnaire).

3. Prepare Draft Document for Submission to Corporate Executive (December)

This task will be the responsibility of the Co-ordinator. Proposed completion date for draft document is December 30, 1988.

Proposed sections for draft Aboriginal Employment and Training Management Plan include:

- a) Background
 - . Statement from Executive Director
 - . Acknowledgements
 - . Description of Developmental Processes
 - . CALM Policy Statement for Aboriginal Employment and Training

- b) Plan of Strategies and Implementation
 - . Demographic Profile of Aboriginal Employees
 - . Objectives and Intended Strategies:
 - Recruitment
 - Training and Development
 - Transfer and Promotion
 - Conditions of Service
 - . Implementation

- c) Appendices eg.
 - . PSC Policy on Aboriginal Employment
 - . CALM Policy Statement on Human Resources Management
 - . CALM EEO Policy Statement

Isabelle Procter
PROJECT CO-ORDINATOR

A P P E N D I X 3
ABORIGINAL EMPLOYMENT AND TRAINING WORKSHOP
WEDNESDAY NOVEMBER 30, 1988

TIMETABLE

- 9.30 am - Welcome
Roger Underwood, General Manager, CALM
- 9.40 am - Introduction to CALM
Syd Shea, Executive Director, CALM
- 9.50 am - CALM Draft Policy on Aboriginal Participation
CALM 5 Year Plan for Aboriginal Programmes

Chris Haynes, Director, National Parks, CALM
- 10.20 am - Aboriginal Employment and Training Project

Description of Project
Objectives of Workshop
Introduction of Project Team

Isabelle Procter
- 10.40 am - Morning Tea (Canteen)
- 11.00 am - Briefing Session

Membership of Group
Introduction of Group Leaders

Isabelle Procter
- 11.15 am - Small Group Discussion

Issues to be addressed:

Employment and Training Categories
Limitations and Constraints
Practical Courses of Action
Possible Involvement of Other Departments and Agencies

Facilitator: Isabelle Procter
- 12.30 pm - Lunch (Canteen)
- 1.30 pm - Reporting and Question Session

Facilitator: Isabelle Procter
- 2.30 pm - Debriefing Session

Use of Workshop Information
Request for Further Input to Project Co-ordinator from Regional Staff of
Departments and Agencies

Isabelle Procter
- 3.00 pm - End of Workshop

Afternoon Tea (Canteen)

A P P E N D I X 4
ABORIGINAL EMPLOYMENT AND TRAINING WORKSHOP
NOVEMBER 30 1988

LIST OF PARTICIPANTS

*NEIL FONG	ABORIGINAL AFFAIRS PLANNING AUTHORITY
GARY YOUNG	"
*DI POTTER	ABORIGINAL DEVELOPMENT COMMISSION
ALEC GRANVILLE	"
BRIAN FITZPATRICK	ABORIGINAL ENTERPRISE CO LTD
BRYN ROBERTS	"
*KEN WYATT **	ABORIGINAL LANDS TRUST
PHIL MIRABELLA	"
MICK HALL	AUSTRALIAN WORKERS' UNION
MIK HALPIN	CIVIL SERVICE ASSOCIATION
ANDREW HENDERSON	"
LUDWIG KOMOROWSKI	DEPARTMENT OF ABORIGINAL AFFAIRS
MARY COLREAVY **	DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
BOB COOPER	"
TONY START	"
TONY BRANDIS **	"
ERIC JENKINS	"
*MATT CAVANA	"
*TREVOR WALLEY	"
*NOEL NANNUP	"
*STEPHEN VAN LEEWIN	"
*MAITLAND PARKER	"
JOHN MCKENZIE	"
ERICA MARSHALL	"
HUGH CHEVIS	"
PETER DONOVAN	DEPARTMENT OF EDUCATION, EMPLOYMENT AND TRAINING
GRAHAM BURNFIELD	"
JILLIAN MERCER	DEPARTMENT OF EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT
ALAN STEWART	DEPARTMENT OF EMPLOYMENT AND TRAINING
*KEVIN DOLMAN	"
ROSS GUYTON	DEPARTMENT OF REGIONAL DEVELOPMENT AND NORTH-WEST
RORY NEIL	MISCELLANEOUS WORKERS' UNION
JUDY ALLEN	OFFICE OF INDUSTRIAL RELATIONS
JO MURRAY	"
*LEON HENRY **	PUBLIC SERVICE COMMISSION
*JENNY PROCTER	"
*LEON VAN ERP	TAFE ABORIGINAL ACCESS

** DENOTES GROUP LEADER

* DENOTES ABORIGINAL PARTICIPANTS

A P P E N D I X 5
WESTERN AUSTRALIAN PUBLIC SERVICE COMMISSION
ABORIGINAL EMPLOYMENT POLICY

1. INTRODUCTION

The Western Australian Public Service Commission is committed to an effective and active policy of Equal Opportunity as provided for in the terms of the Western Australian Equal Opportunity Act 1984.

However, the Commission recognises that Aboriginal people as a group experience the highest levels of unemployment in the community, and that they suffer particularly severe disadvantages in obtaining access to normal employment opportunities. This is reflected in the disproportionately low numbers of Aboriginal people employed in the State Public Sector, and their distribution within the various departments and levels of the Service.

The Commission accepts that for the majority of Aboriginal people, the principles of Equal Opportunity will not of themselves result in a significant improvement to the present situation unless other measures are taken to overcome the disadvantages experienced by them.

It is in this context that the Commission believes that it is both appropriate and necessary for it to adopt a specific policy framework for Aboriginal employment in the Public Service.

2. DEFINITION OF AN ABORIGINAL PERSON

A number of definitions are applied in various Commonwealth and State Acts in relation to an Aboriginal person. For the purpose of the Commission's policy, the working definition is: "An Aboriginal person is a person of Aboriginal or Torres Strait Islander descent, who identifies as an Aboriginal or Islander and is accepted as such by the Community with which she or he is associated."

3. POLICY PRINCIPLES

Specifically, the policy of the Western Australian Public Service Commission for Aboriginal people is to:

- 3.1 Acknowledge the importance of Aboriginal culture and values and its diversity, together with the principles of Aboriginal self-determination and consultation.
- 3.2 Develop and implement effective strategies for the employment of Aboriginal people in all levels of the Public Sector.
- 3.3 Actively encourage and support Aboriginal people to seek and to pursue careers in all occupational groups within the Public Sector and to provide information concerning Public Sector employment and training in a manner which is accessible and understandable to Aboriginal people.
- 3.4 Ensure that induction and training is provided to Aboriginal recruits which recognises their special needs.
- 3.5 Provide information and counselling on staff development and career opportunities available in the Public Sector to Aboriginal people as well as to develop and implement appropriately structured career development programmes for Aboriginal staff.
- 3.6 Co-ordinate, encourage and assist departments and other relevant Agencies and authorities in the increased employment and training of Aboriginal people within their organisation and to effectively communicate to them the Commission's Aboriginal Employment Policy and its implementation strategies.

- 3.7 Develop and implement cross-cultural awareness programmes within the Public Sector to increase cultural sensitivity, promote effective work communication and enhance cross-cultural relationships between Aboriginal and non-Aboriginal people.
- 3.8 Regularly review the statement of policy and its mechanisms to assess their effectiveness and to make appropriate amendments

A P P E N D I X 6
D R A F T
RELATIONSHIP BETWEEN CALM AND ABORIGINAL
INTERESTS - POLICY

INTRODUCTION

Aboriginal people in Western Australia now live in a wide range of circumstances varying from close to traditional lifestyle to that of city dwellers. Amongst many Aboriginal individuals and communities there is still a very strong interest in the land and the natural values of the land. This is especially true amongst traditional groups in the more remote parts of the State.

The disposition and interests of Aboriginal people and those of the Department of Conservation and Land Management, its associated bodies and its predecessors, have been bound to intersect. This has occurred in recent years through the training and employment of Aboriginal people as park rangers, the involvement of Aboriginal people in discussions about management plans and interaction in discussions about the future of national parks, nature reserves and other land in the Pilbara, Kimberley and Western Desert, to name a few. The general interaction between Aborigines and the Department has therefore occurred in a variety of ways and in a range of circumstances. With this in view it seems appropriate to guide these interactions within a framework of policy.

The general objectives and functions of the Department of Conservation and Land Management are described in the CALM Act and in subsidiary documents such as policy statements and most importantly the first section of the Corporate Plan. At a glance it can be seen that the mission (to provide for the use of the natural environment without detracting from possible future use), the charter (to conserve Western Australia's wildlife and manage public lands and waters entrusted to the Department for the benefit of present and future generations), and the primary objectives (Management, Conservation, Production, Recreation and Knowledge) all allow for, and in some cases invite, the contribution of Aboriginal people towards their fulfilment. There are many cases where the objectives of CALM can be assisted by the experience, knowledge and expertise of Aboriginal people. In some cases the knowledge of Aboriginal people is very close to the only source of knowledge available and in some cases also Aborigines are the only people who are available to protect the land (e.g. at the Rudall River National Park). In many cases also it is obviously important and satisfactory for Aboriginal people to be involved in some of the prime functions of the CALM Act such as the protection of cultural sites which deserve protection from the perspective of both Aboriginal and European culture.

These are some of the benefits which those responsible for the administration of the CALM Act can derive from Aboriginal people and interests. On the other hand, there are benefits which Aborigines can derive from the presence of the Department, as part of the broader social objectives of the Government towards Aboriginal people: for example, restoring a sense of esteem amongst Aboriginal individuals and communities; fairness in employment; facilitating a return to traditional lands and away from poverty and despondency associated with fringe dwelling; and assistance with the protection of land values specifically important to Aboriginal people.

Whereas it is not the responsibility of the Department to fulfil these broader social objectives, it does have a contributory role in allowing them to be fulfilled while at the same time deriving benefits from the knowledge and experience of Aboriginal people as mentioned above. To this end it is therefore appropriate for employment and associated training of Aborigines to be developed by the Department as resources allow.

OBJECTIVE

To put in place a systematic framework which allows for the productive interaction between the Aboriginal people of the State and CALM, and the controlling bodies within the broader framework of the objectives of the CALM Act, and the CALM Corporate Plan.

POLICY

1 **Functions:**

In consideration of its relationship with Aboriginal interests, the Department and controlling bodies will always recognise the prime function as expressed in Act, mission statement and charter of the Corporate Plan.

Notwithstanding this, the Department and associated controlling bodies recognise the substantial interests which they have in common with Aboriginal people and communities, and will make every effort within the limits of available resources to consider the interests of Aboriginal people in the fulfilment of their tasks.

2 **Consultation:**

In the more remote parts of the State where Aboriginal traditional interests can be readily identified, the responsible officer of the Department will ensure that consultation occurs with the appropriate Aboriginal group before new works are undertaken. In general, Aboriginal interests are protected by Section 33(3) which does not allow for new works to occur except in the presence of a management plan or where "necessary operations" are required. However, in such circumstances "communication with" the appropriate Aboriginal community or organisation should occur even where a necessary operation is contemplated. Where no appropriate organisation is known, the responsible officer should request advice from a reputable advising agency, e.g. the WA Museum or the AAPA.

The manner of consultation with representatives of Aboriginal communities will necessarily vary according to circumstances, but in general advice in the form of a *-fait accompli-* should be avoided. In general the broad outline of what is intended will be given, together with some suggested options where possible.

3 **Management Plans:**

In the preparation of management plans, the planning team will observe the principles outlined in (2) above. As indicated above, most Aboriginal interests should be protected by the requirements laid down under Section 33(3). The commencement of a management plan contemplates changes, new works and new initiatives, all of which may affect Aboriginal interests.

In the case of remote areas, before the management plan is commenced, the planning team should contact the community or interest group and explain the purpose and reason for the commencement of the plan and seek advice about interests of the community. Before the plan is submitted to the NPNCA, the planning team should discuss its content and direction with the community and in particular, outline initiatives and directions as they may affect that community.

In some circumstances it may be appropriate for the management plan to be prepared together with representatives of the community. This would normally occur only after representations by the community to the Government for special consideration and in the light of special circumstances.

In the more settled part of the State consultation for management planning should occur where an Aboriginal organisation has expressed an interest in the area.

4 **Councils, Advisory Committees and Consultative Committees:**

Where representations are made by an Aboriginal community or organisation for the establishment of special arrangements, it may be determined by Government that a council should be set up to allow for the unusual or particular interests of the community or association. Such establishment would normally occur only after approval by the Government.

More usually, advisory or consultative committees should be set up where the community or association establishes a number of issues which need resolution. These committees will be established according to the procedures outlined in the Departmental Advisory Committees Policy (Policy No. 4). Those in the more remote areas of the State will include at least one representative of an Aboriginal community or association.

5 Employment:

The Department will follow the Public Service Board policy on Aboriginal employment, whether or not Aboriginal people are employed under the Public Service Act. Recognising the very small proportion of Departmental staff employed in the more remote areas of the State, the Department will nevertheless make every endeavour to employ as many Aboriginal people as possible within these areas and within the more settled parts of the State as well. In a number of circumstances, it will be necessary for the Department to approach the Government for special consideration.

In its endeavour to provide the most supportive possible work environment for Aboriginal people, the Department will provide training about Aboriginal culture for non-Aboriginal employees.

6 Training for Aboriginal People:

Consistent with the Departmental policies (e.g. Training and Career Development Policy - Policy No 6) training will be oriented towards the requirements of employment for Aboriginal people within the Departmental structure. However, bearing in mind the function of the Department to be involved also in the protection of wildlife throughout the State and also bearing in mind that the Department has corporate knowledge and skills which are not readily obtainable elsewhere, the Department will also provide training for Aboriginal people who will be working predominantly in areas other than reserves vested in a controlling body under the CALM Act. In this regard, it may be necessary to liaise with other State or Federal Government Departments to establish special programs under the supervision of Regional Managers.

7 Residence by Aboriginal People on Reserved Land:

Aboriginal employees of the Department will reside on reserves, where appropriate, in the same way as non-Aboriginal employees. Where it can be demonstrated that Aboriginal people other than employees can assist in fulfilling the objectives of the Department and its controlling bodies, residence may be permitted under such conditions as are established in the management plan. In such cases, the plan would call for the establishment of leases for this purpose. Leases would normally be sufficient for a living area and associated infrastructure. The management plan would be required to prescribe conditions which met the overall objectives of the Department and the reserve itself.

8 Hunting and Gathering:

Hunting and gathering are dealt with by the Wildlife Conservation Act (S.23) in which the certain exemptions are made for Aboriginal people.

Areas under the control of the CALM Act are deemed to be occupied for the purposes of the Wildlife Conservation Act, and Aboriginal people wishing to hunt and gather within the reserves require the permission of the Executive Director before so doing.

Permission will not be provided in the more settled parts of the State and will normally be provided in the more remote areas of the State only in association with a management plan and after discussion with the community about conditions.

Permission will not be provided for the hunting of rare and endangered species.

A P P E N D I X 7
DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
PROGRAMMES FOR ABORIGINES: PROPOSALS FOR 5 YEAR PLAN

Since its formation CALM has been involved in the delivery of various programmes for Aborigines. In the light of limited available resources however, and the increasing demands for such programmes, the Department is now trying to provide these services within a 5 year plan. The programmes proposed for delivery by CALM fall into four categories.

1. TRAINING AND EMPLOYMENT OF ABORIGINES

A Strategy for the Training and Employment of Aborigines is in the process of being developed by CALM. The target is forty (40) Aborigines to be employed by CALM in State-funded positions within the next five years. At present eighteen (18) Aborigines are employed by CALM across the State. This number comprises of five (5) salaried officers and thirteen (13) wages staff. The Strategy will propose the employment and/or training of Aborigines through the following programmes.

a) Training Officer

CALM currently employs two temporary Aboriginal Training Officers (on 2 year contracts) with Aboriginal Community Development Program (ACDP) funding until the end of the 1988/89 financial year. As a consequence of this program and the greater interaction between CALM and Aboriginal people throughout the State, it has become very evident that there is an on-going need for such training officers. At least 3 FTE's are needed to meet these demands, as well as an on-going operations budget.

b) Park Rangers

CALM is currently training Aborigines to become Park Rangers. Upon completion of programs, Trainee Rangers can be employed by CALM provided FTE's are made available. At present there are eight (8) Aborigines employed by CALM as Park Rangers. The training process has required special funding through DEET, AAPA, ANPWS and CALM. CALM has met capital costs such as vehicles, accommodation and training facilities and to date has absorbed trainees into the Departmental salaries and wages budget. It is possible that an additional twenty-five (25) Aborigines can be trained by CALM as Park Rangers over the next five (5) years. This permanent employment will depend on having FTE's.

c) Community Rangers

CALM is currently co-ordinating the training of Aborigines to become Community Rangers for their own communities. So far fifteen (15) Aborigines are being trained in this capacity.

The training process has required special funding through DEET and AAPA with considerable staff input from CALM in the form of specialized training personnel (approximately the equivalent of 1 FTE). It is envisaged that an additional twenty five (25) Aborigines could be trained as Community Rangers over the next five (5) years with continued support from DEET and an on-going budget for training.

d) CALM Field Officer Training Cadetships

At present Aborigines can apply and compete for CALM Cadetships through mainstream procedures. So far no Aboriginal applicants have been able to meet the criteria for selection. The identification of Aboriginal applicants for mainstream selection is currently being undertaken in consultation with Aboriginal agencies and communities.

In addition, a pilot scheme is proposed for three (3) Cadetships to be made available for Aborigines on a special entry basis for a three (3) year period (if required). The objective of the pilot scheme would be to enable Aborigines to participate in and progress through the course with adequate support and time to promote their successful completion. Successful Aboriginal cadets would be employed in State-funded positions by CALM. As the Cadetships would be additional to the normal intake, special DEET funding would be required, and FTE's allocated.

e) Contract Employment

CALM is currently involved in contract employment of Aborigines in nature conservation. This programme provides opportunities for Aborigines to gain experience in contracting and to develop appropriate knowledge and skills required for contract jobs. Depending on the nature of the contract, supervision is provided by CALM Regional/District Managers or Rangers-In-Charge. The Contract Employment Programme for Aborigines is jointly funded by Federal and State Departments. The Australian National Parks and Wildlife Service (ANPWS) provides funding for the wages component of the programme while CALM is responsible for the capital costs. In the long term it is anticipated that contract employment for Aborigines will be funded by State funds through the normal contract system.

f) Administrative and Clerical Personnel

It is proposed that CALM increase the numbers of Aborigines employed as administrative and clerical staff. The initial training and employment of clerical salaried staff in base and middle management levels may need to be implemented through jointly funded Commonwealth/State Aboriginal employment and training programmes co-ordinated by the Aboriginal Client Services Unit within the Public Service Commission. Aborigines employed and/or trained initially in this capacity could be absorbed into State-funded positions within CALM if FTE's are available or allocated.

g) Construction and Maintenance Personnel

In accordance with the principles of Government Policy for employment of Aborigines, it is intended that CALM will increase training and employment opportunities for Aborigines in such categories of employment as Forest Workers, Reserve Management Assistants and Park Maintenance Workers. Recruitment will be on the basis of available FTE's.

2. ABORIGINAL COMMUNITY AWARENESS AND EDUCATION

CALM has an increasing degree of involvement with Aboriginal communities in respect of conservation and wildlife management, as well as the management of people (e.g. tourists) and their impact on the environment. The three principle ways in which CALM proposes to deliver such services to Aboriginal communities are as follows:

a) Community Rangers

The training of Community Rangers has already been discussed in 1 (c) above.

b) Cross-Cultural Awareness

The organization of cross-cultural awareness programs is an important component of community awareness and education - it helps develop trust and understanding on both sides and enhances communication. CALM has run one such course already which was attended by CALM staff, including Aboriginal employees, as well as Aboriginal Community representatives and had Aboriginal speakers. Further courses are planned on an as-needs basis, it is anticipated at least one course per year for the next five years is

needed. CALM will meet the cost of participation by employees, however special funding would be required to pay for consultants and the transport and accommodation of community representatives.

c) Resource Materials

With special funding and the co-operation of some other Government Departments (e.g. DEET, DAA, Ministry of Education), CALM could produce resource materials for use in Aboriginal communities. For example, videos and books which explain CALM's functions, the roles of various personnel, the Department's employment and training programmes, and environmental management issues affecting Aboriginal communities. The recording of consultation processes would also be useful so that these experiences can be shared by a wider audience.

3. CROSS-CULTURAL AWARENESS FOR CALM PERSONNEL

Cross-cultural awareness programmes are essential for improving communication and awareness between Aboriginal and non-Aboriginal cultures. These programs help develop positive attitudes and understanding as well as providing participants with techniques to assist in cross-cultural interactions.

These programmes need to involve both Aboriginal and non-Aboriginal employees, and they are enhanced by including Aboriginal persons from outside the Department (see 2[b] above). It is anticipated that at least one course per year for the next five years is needed. CALM will meet the costs of participation by staff, however special funding would be required to pay for consultants and the transport and accommodation of community representatives (as in 2[b]).

4. LIAISON AND INFORMATION SERVICES

In addition to the discrete programmes listed above, CALM also provides services to other agencies and departments servicing Aboriginal needs or interacting with Aboriginal people. For example, CALM provides information and advice to the Aboriginal Lands Trust, Aboriginal Affairs Planning Authority, Aboriginal Sites Department, Environmental Protection Authority, Department of Mines, Department of Land Administration, Department of Aboriginal Affairs, and many others. CALM is meeting the cost of this service within its normal operational budget but as such demands increase it may require an additional budgetary allocation.