



**Australian Red Cross**  
THE POWER OF HUMANITY

# Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy 2009 - 2015

Final Board endorsed  
1 July 2009

# 1. Overview

## Scope

The Red Cross Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy, 2009-2015 is a component of the overarching Red Cross Aboriginal and Torres Strait Strategy, 2009-2015. The Employment and Retention Sub-strategy is the principal document that guides the organisation's policies and practices which relate to recruiting, retaining and supporting Aboriginal and Torres Strait Islander staff and volunteers. It is a whole of organisation sub-strategy.

## Vision

The vision is for Red Cross to commit to meaningful equity and diversity in the workplace by establishing and maintaining a workplace environment which embraces and celebrates the value of Aboriginal and Torres Strait Islander employees, their skills and contributions.

## Mission

1. To introduce new employment policies and practices to increase existing number of Aboriginal and Torres Strait Islander staff and volunteers across all Australian Red Cross programs.
2. To build a culture within Red Cross that supports Aboriginal and Torres Strait Islander staff and volunteers in order for them to make significant contributions to Red Cross' work.
3. To develop effective Aboriginal and Torres Strait Islander staff and volunteer retention systems through mentoring and partnering processes.

## Background

It must be noted from the outset that a focus on increasing Aboriginal and Torres Strait Islander employment does not in any way minimise Red Cross' overall commitment to a more diverse workforce, for example, increasing the number of staff and volunteers from culturally and linguistically diverse (CALD) communities and those with a disability. Our priority to increasing the number of Aboriginal and Torres Strait Islander staff and volunteers is underpinned by two key factors:

1. As the First Australians, it is well documented and understood that Aboriginal and Torres Strait Islander people are the most disadvantaged group in Australian society and as such we must act responsibly to help overcome this; and
2. Aboriginal and Torres Strait Islander people are the only group that have been specifically identified in our Seven Priority Areas.

As part of our commitment to addressing Aboriginal and Torres Strait Islander disadvantage<sup>1</sup>, Red Cross National Board endorsed the “Aboriginal and Torres Strait Islander Core Principles Policy”<sup>2</sup> and “Red Cross Indigenous Strategic Plan 2008-2010”<sup>3</sup>. To implement these key resolutions, it is critical that Red Cross’ workforce reflects the communities we serve. **To this end, Red Cross aims to increase the overall level of employees who identify as Aboriginal and Torres Strait Islander to six per cent, which is double the current percentage.** The Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy sets out practical measures for recruiting, retaining and supporting. Aboriginal and Torres Strait staff and volunteers and to increase

Red Cross operates within a diverse range of national and international communities and remains committed to developing policies which adequately address this operational environment. With only relatively recent involvement in Aboriginal development work, Red Cross has the opportunity to develop best practice in relation to this work.

Red Cross recognises that Aboriginal and Torres Strait Islander people must play a key role in addressing the needs of their own communities. Further, Red Cross strongly believes that we have a responsibility and obligation to ensure that Aboriginal and Torres Strait staff and volunteers are part of the broader Red Cross workforce in all operational programs and services, and in all support functions including finance; IT; and fundraising, marketing and communications. Red Cross therefore, recognises the skills, experience and capacity of Aboriginal and Torres Strait Islander people to contribute to Red Cross as a whole of organisation.

The Board endorsed Red Cross’ Aboriginal and Torres Strait Islander Strategy 2009 – 2015 (June 2009)states that:

“There is a significantly increased number of Red Cross Aboriginal and Torres Strait Islander staff and volunteers employed by Red Cross across the various programs and levels of the organisation across both services and support functions (Outcome 9):

- Ensure that Red Cross’ national People and Learning employment strategies include initiatives, actions, policies and processes which will: increase the employment and retention of Aboriginal and Torres Strait Island people through Red Cross; and increase the number of Aboriginal and Torres Strait Islander people who engage with Red Cross as volunteers or in other capacities (e.g. Community Helpers);
- Establish and foster formal and informal networks to promote employment opportunities with Red Cross, and to provide appropriate support for Aboriginal and Torres Strait Islander staff and volunteers;
- Develop a communications strategy to inform the Aboriginal and Torres Strait Islander people about Red Cross and our work;
- Develop and implement an effective management structure to support this strategic work;

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<sup>1</sup> In June 2008, the National Board endorsed the New Strategic Direction for Red Cross Services outlining Seven Priority Areas, one of which is addressing Aboriginal and Torres Strait Islander disadvantage

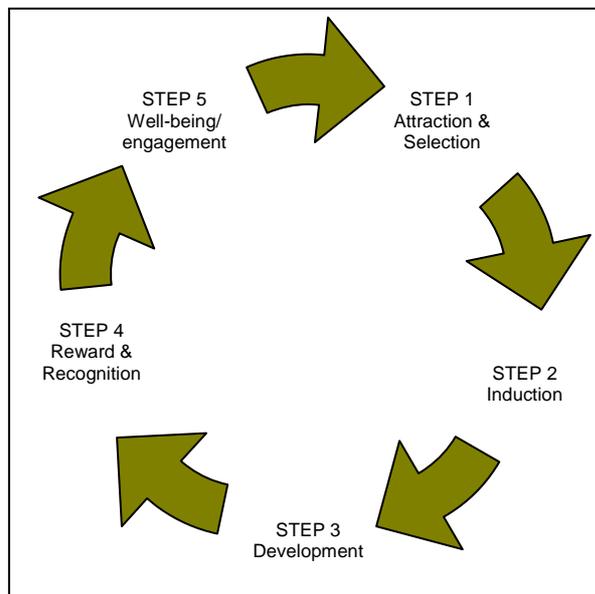
<sup>2</sup> Aboriginal and Torres Strait Islander Core Principles sets out clear “ways of working”, endorsed by the National Board, Feb 2007.

<sup>3</sup> Red Cross Indigenous Strategic Plan 2008 – 2010, endorsed by National Board, Aug 2008, but currently being revised and updated.

- Ensure that Red Cross' People and Learning strategy includes the building of organisational cultural awareness and cultural competence; and
- Ensure that staff and volunteers working in communities have the necessary infrastructure in place (e.g. accommodation, IT, phone, 4WD transport, supervision and support)."

## Employee life cycle

The life cycle of any member of our workforce relies on good leadership at each point. In relation to Aboriginal and Torres Strait Islander people, it is critical that managers are skilled to be culturally sensitive so that employees feel supported throughout the life cycle. The diagram below shows five key steps in the employee life cycle, beginning with the attraction and selection through to an employee's entry into the organisation and support and development while part of the organisation.



## Reporting and evaluation

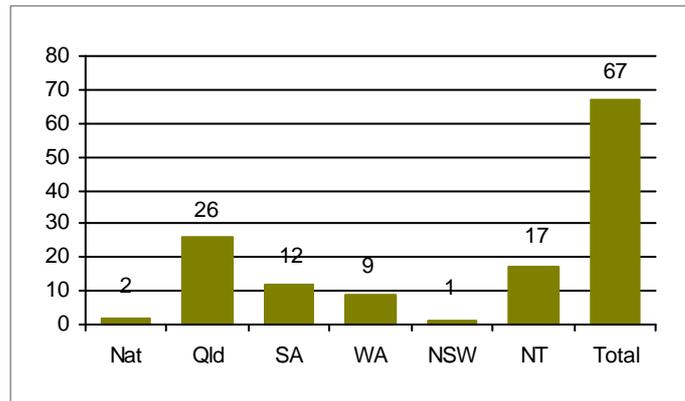
Red Cross' Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy will be reported against on an ongoing and regular basis, both for governance and management purposes. In order to do this, it is essential that Executive Directors, Managers, People and Learning and National Managers provide regular reports against the Key Performance Indicators. A reporting system will be implemented to ensure that we capture progress on a quarterly basis. Recognising that the Sub-strategy is a new way of working for Red Cross and given the current financial challenges, its implementation will be reviewed on an annual basis, with a report provided to the Board and NMT.

## 2. Current situation

Figure 1 below indicates that as at May 2009 there are in total 67 Aboriginal and Torres Strait Islander staff employed by Red Cross, including casuals. The data shows that nearly all of the staff are employed in programs and services. Female employees represent more than half of the total group. Of the 67 Aboriginal staff, 41 are employed on a full time basis. Of concern is that there is currently no known Aboriginal and Torres Strait Islander staff in Victoria, ACT or Tasmania.

Figure 2 provides a percentage breakdown of Aboriginal and Torres Strait Islander staff compared with the total staff numbers for National and State/Territory Offices. The percentage breakdown gives a more accurate and meaningful analysis of the challenges that lie ahead. Figure 2 also shows that SA has the highest percentage of Aboriginal and Torres Strait Islander staff as part of its workforce, followed by NT, Queensland and WA.

A key challenge for Red Cross is establishing an acceptable and realistic organisational target. Further, we must ensure that any increase in numbers should equate to an increase in senior roles and diversity of functions.



**Figure 1: Number of Aboriginal and Torres Strait Islander staff employed at Red Cross, May 2009**



**Figure 2: Percentage of Aboriginal and Torres Strait Islander staff employed at Red Cross, May 2009**

**Table 1: Breakdown of Aboriginal and Torres Strait Islander staff by gender and employment status as at May 2009**

Program	male	female	full time	part time	casual	Total
Sub Totals	20	47	41	13	13	67
TOTAL	67		67			67

It is important to note that the information in Table 1 may not be a true indicator as these statistics were manually collated based on People and Learning's knowledge. The intention moving forward is to survey all current Red Cross employees and capture background details in our Human Resources Information System, Aurion. Following on from this, a job application form will be developed, asking job applicants to state their cultural background. However, it should be noted that stating one's background is not compulsory.

**Table 2: Aboriginal and Torres Strait Islander Workforce by new Pay Range as at May 2009**

Pay Range	full time		part time		casual		total employees	
	female	male	female	male	female	male	female	male
Executive Management								
Range 10								
Range 9	1						1	0
Range 8							0	0
Range 7	2						2	0
Range 6	1	1					1	1
Range 5		1					0	1
Range 4	4	4		1			4	5
Range 3	16	7		1	9	3	25	11
Range 2		1	2	2	2		4	3
Range 1	4		7				11	0
<b>TOTAL</b>	<b>28</b>	<b>14</b>	<b>9</b>	<b>4</b>	<b>11</b>	<b>3</b>	<b>48</b>	<b>21</b>

Table 2 above is a breakdown of current positions as per the proposed Pay Range. The Pay Range has ten levels, with a further range within each level. The range is determined by a points system which assesses each position based on three key components: expertise, judgement and accountability.

To effect meaningful cultural change, Red Cross must employ Aboriginal and Torres Strait Islander staff across the full spectrum of the organisation's structure. Therefore, simply having Aboriginal staff in programs and junior positions is not enough – we must ensure representation at all levels. The table above highlights that there are very few Aboriginal staff in senior positions. This must be addressed in order that we build the organisation's credibility and capacity to deliver programs and impact public policy to reduce Aboriginal and Torres Strait Islander disadvantage.

### 3. Key considerations

The success of Red Cross' Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy relies on a shared commitment and responsibility of all staff and volunteers across the organisation, and at all levels across the organisation, ranging from governance to senior managers to operational staff. While People and Learning and Services (Indigenous Programs) play critical roles in supporting the recruitment and retention process, the single most important factor in successful recruitment and retention of Aboriginal and Torres Strait Islander staff and volunteers is our capacity to build and maintain meaningful and respectful relationships with Aboriginal communities and organisations.

Aboriginal people, as a general rule, do not respond to newspaper advertisements or access websites; rather they rely on community networks, word-of-mouth and Aboriginal media. To this end, before embarking on a recruitment process, all staff and volunteers must familiarise themselves with the newly developed **“Practice Manual – guidelines for Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people and communities”**. To inform and support Red Cross' work with Aboriginal and Torres Strait Islander people and communities, we must equip our staff and volunteers with the right set of skills, understanding and appreciation of the cultural, historical and social values and practices of communities. Our new direction requires new learnings and new practices. To this end, the Practice Manual provides concrete step-by-step guidelines for working in communities. An understanding and application of the Practice Manual is not an option but rather a mandatory requirement of all staff and volunteers engaged in our work with Aboriginal and Torres Strait Islander people and communities. The Practice Manual does not, however, substitute the need for professional cultural awareness training.

The following are some key employment-related considerations provided in the Practice Manual:

#### Understanding the community context

Recognising and appreciating our own cultural bias influences our actions because our perceptions are shaped by our own cultural context and experiences. When working in cross cultural settings it is all too easy to misunderstand what is going on, why certain things do or don't happen and for miscommunication and misunderstandings to occur. Misunderstandings and poor communication can lead to weak relationships and poor outcomes.

In expanding our work with Aboriginal and Torres Strait Islander people and communities it will be important that Red Cross staff have a sound knowledge and understanding of the communities and places where we work. Essential to developing strong, respectful relationships requires us to actively learn about local cultural values, protocols and particular ways of working which recognise the enormous diversity of Aboriginal and Torres Strait communities.

## Community engagement

It is essential for Red Cross staff to gain a good understanding of cultural structures, language and family groups within a community and to build relationships across all groups within communities. It will take time to establish networks and relationships – but spending time to do this properly will lay the foundations for meaningful community interactions.

Investing time and building good rapport with community members, often in informal events such as community festivals, sports carnivals, open days etc., will make an enormous difference to the engagement progress. Getting to know how the community works, who to speak with, who does what, is vital to forming solid foundations for our work.

Similarly, it is important to establish and maintain contact and communication with key community organisations, other service providers and Non Government Organisations (NGO), Government Business Managers, and government departments and agencies so that Red Cross activities are transparent and Red Cross builds a good reputation. At the same time, Red Cross' independence must be maintained.

## Partnerships

Under our “Ways of Working”<sup>4</sup> Red Cross is committed to working in partnership with Aboriginal and Torres Strait Islander communities, organisations and people. Unfortunately, ‘partnership’ has been widely overused in Aboriginal affairs and is often that of an unequal donor/recipient relationship. Genuine partnerships built on mutual trust, respect and equality are potentially powerful mechanisms to generate and mobilise sustainable change. Partnerships can bring together a diverse range of skills and expertise, and the use of different and complementary resources to provide greater efficiency and impact to maximise outcomes.

Partnerships have all the following characteristics:

- networking - sharing of information;
- coordination - exchanging information and changing or shaping activities for a common purpose;
- cooperation - exchanging information, mutual agreement to align activities, pooling and sharing of resources to achieve an agreed outcome;
- collaboration – in addition to sharing and exchanging information, joint agreement on activities and sharing of resources, collaboration also contributes to strengthening and enhancing the capacity of another party for mutual benefit and common purpose. This will often require one party to transfer, concede or give up part of their ‘turf’ to the other party in order to deliver an improved outcome.

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<sup>4</sup> In June 2008, the Red Cross National Board endorsed the “New Strategic Direction for Red Cross Services” setting out the Seven Priority Areas. Further, the Board also endorsed a number of resolutions including, “Our ways of working” and “Foundation Principles for Managing Change”.

Not all relationships will necessarily move from networking to collaboration as the nature of the relationship will depend on the need, purpose and willingness of the parties to engage in shared objectives. As the relationship matures and develops and moves towards collaboration, the more embedded it will need to become within the organisation's core work. This will have resource and structural implications and will need to be carefully considered.

If partnerships are to be meaningful and have any value they must have a clear purpose, add value to the work of the partners, be carefully planned and regularly monitored against agreed objectives.

### **Identify purpose of the partnership**

- Why is the partnership necessary?
- What value will it bring to the project?
- Are there shared objectives between the partners?
- How important are they to each of the parties?
- Are there different or competing interests? What are they and do they matter?
- Do each of the parties have a clear understanding of what they will contribute to the partnership?

### **Communication**

Use of appropriate language, engagement of interpreters and translators and appropriate communications tools will vary according to the particular needs of communities and community members. Many Aboriginal people use non-verbal communication (hand, facial gestures and silence) in ways that are often not well understood by non-Aboriginal people. Be especially sensitive to the use of silence. This doesn't mean that people aren't listening or haven't understood what's been said. Allow time for people to respond.

### **Language and terminology**

Community preference is for the use of the words "Aboriginal" and "Torres Strait Islander" to be used instead of frequently used generic term "Indigenous".

Acronyms for Aboriginal and Torres Strait Islander, e.g. TI, TSI or other abbreviations, should not be used. The first letters of Aboriginal and Torres Strait Islander are capital case, in the same way that other cultural groups are recognised.

## 4. Practical tips for managers

Aboriginal people do **not**, as a general rule, simply respond to newspaper advertisements for jobs particularly with an organisation that they have no knowledge of or relationship with.

**Engage directly and proactively with local Aboriginal organisations** – e.g. Land Councils, health, legal services and resource organisations. Most Aboriginal organisations and people have very little knowledge or understanding of the Red Cross, or activities, or the fact that Robert Tickner is the CEO (Robert was the former Federal Minister for Aboriginal Affairs for many years and was generally well regarded by Aboriginal people across the country).

**Meet with and talk to CEOs and HR managers** – give them a briefing on the new strategic directions for Red Cross – that working with Aboriginal and Torres Strait Islander people to address disadvantage is a high priority for Red Cross. Talk about our current programs and focus on our work and our future direction through social-emotional wellbeing programs such as SAM Our Way etc. Ask if they might circulate job vacancies through their networks.

**Ask if they know of any Aboriginal people who might be interested in working with us** – provide contact details, etc. Also ask if we can put up notices for job vacancies on the organisations bulletin/notice boards (or provide electronic copies).

**Ask for other general contacts** – who else might Red Cross talk to? Are there any meetings or public forums we might be able to provide a briefing or presentation about Red Cross and our future direction.

**Find out if there is a local Aboriginal radio station** – make arrangements to talk to a presenter – talk up Red Cross, what we're doing, our very keen interest in recruiting local Aboriginal people. Give them details on where people can find out about job vacancies.

**Make contact** with the local Department of Aboriginal Affairs and the Indigenous Coordination Centres, FAHCSIA, Aboriginal Student Services, Centrelink and DEEWR. Again provide information about Red Cross, our work and that we're looking to recruit. Provide job vacancy notices in hard copy for bulletin/notice boards and electronic copies.

**Ensure at least one Aboriginal person is on the recruitment panel** – this could be someone from a local Aboriginal organisation or a respected community member. Make sure that we do a proper reference check about the candidates' track record.

## 5. Summary of outcomes

The following is a summary of the seven key outcomes which are further detailed in section 6.

### Outcome 1: Recruitment and selection

That Red Cross' staff is representative of the community it serves, where the number of Aboriginal and Torres Strait Islander is at least six per cent (that is, double the current numbers) of the total workforce, represents the full range of positions and classifications across the organisation and that staff skills and capacity are well matched with the roles and responsibilities so as to optimise performance and satisfaction.

### Outcome 2: Induction and orientation

That new Aboriginal and Torres Strait Islander staff and volunteers are appropriately supported to understand and navigate Red Cross organisational structure and operating environment so as to optimise their performance and satisfaction.

### Outcome 3: Learning and development

That Aboriginal and Torres Strait Islander staff and volunteers have access to quality, professional and culturally appropriate learning and development opportunities so as to maximise their employment experience at Red Cross and ensure that their skills and capacity are continually nurtured and encouraged.

### Outcome 4: Retention

That the turnover rate for Aboriginal and Torres Strait Islander is considered average and staff are positively engaged with the organisation.

### Outcome 5: Workplace culture

That Red Cross' workplace environment is culturally sensitive, welcoming, non-threatening and rewarding for Aboriginal and Torres Strait Islander staff.

### Outcome 6: Cultural awareness

That Red Cross staff and volunteers have the capacity and organisational support to work effectively and appropriately with Aboriginal and Torres Strait Islander people.

### Outcome 7: Community engagement

That Red Cross' engagement with Aboriginal and Torres Strait Islander people and communities is based on genuine partnership, involving shared responsibility and mutual understanding and benefits to all parties.

## 6. Key outcomes

### Outcome 1

#### Recruitment and selection

That Red Cross' staff is representative of the community it serves, where the number of Aboriginal and Torres Strait Islander is at least six per cent (that is, double the current numbers) of the total workforce, represents the full range of positions and classifications across the organisation and that staff skills and capacity are well matched with the roles and responsibilities so as to optimise performance and satisfaction.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
1.1 Ensure familiarity with the "Practical Tips for managers" (see page 11).	<ul style="list-style-type: none"> <li>Red Cross becomes recognised as an Aboriginal employer of choice.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors, National and State/ Territory Functional Managers</li> </ul>
1.2 Ensure proactive networking is used to seek Aboriginal and Torres Strait Islander applicants as an alternative to the more traditional practice of newspaper advertising.	<ul style="list-style-type: none"> <li>Distribution list to Aboriginal organisations and individuals of all Red Cross job vacancies</li> <li>Number of job applications from Aboriginal and Torres Strait Islander applicants.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors, National and State/ Territory Functional Managers</li> </ul>
1.3 Proactively engage Aboriginal organisations and leaders in the recruitment process and request their assistance in "spreading the word".	<ul style="list-style-type: none"> <li>Demonstrated and established networks and contacts within the Aboriginal community and contacts register developed and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors</li> </ul>
1.4 Ensure interview panels always include a senior Aboriginal leader from a reputable organisation involved with the community or location when interviewing an Aboriginal prospective employee.	<ul style="list-style-type: none"> <li>Successful participation of external/ non-Red Cross Aboriginal people on selection panels.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors</li> </ul>
1.5 Ensure Position Descriptions are written in a way that resonates with Aboriginal people.	<ul style="list-style-type: none"> <li>A generic bank of PD templates and guidelines are developed</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, National and State/ Territory Functional Managers</li> </ul>
1.6 Support and encourage applicants to prepare for and attend face to face interviews.	<ul style="list-style-type: none"> <li>Pre interview assessment and identification of particular needs or support in order to attend face to face interviews.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors</li> </ul>
1.7 Ensure applicants have the means to attend interviews and offer travel assistance where required.	<ul style="list-style-type: none"> <li>Level/type of assistance provided to interviewees.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, National and State/ Territory Functional Managers</li> </ul>
1.8 Ensure national standards for selection processes for Aboriginal and Torres Strait Islander applicants are adopted.	<ul style="list-style-type: none"> <li>Recruitment and selection process adopted.</li> <li>Training provided.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, National and State/ Territory Functional Managers</li> </ul>

## Outcome 2

### Induction and orientation

That new Aboriginal and Torres Strait Islander staff and volunteers are appropriately supported to understand and navigate Red Cross organisational structure and operating environment so as to optimise their performance and satisfaction.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
2.1 In addition to the national staff induction package, Aboriginal and Torres Strait Islander staff will receive individual assistance to successfully integrate into the organisation.	<ul style="list-style-type: none"> <li>Process developed and implemented nationally.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, National and State/ Territory Functional Managers</li> </ul>
2.2. Develop a mentoring program for Aboriginal and Torres Strait Islander staff to assist in with induction and navigating the organisation.	<ul style="list-style-type: none"> <li>Mentoring program developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, National and State/ Territory Functional Managers</li> </ul>

## Outcome 3

### Learning and development

That Aboriginal and Torres Strait Islander staff and volunteers have access to quality, professional and culturally appropriate learning and development opportunities so as to maximise their employment experience at Red Cross and ensure that their skills and capacity are continually nurtured and encouraged.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
3.1 Ensure that appropriate training opportunities are available to Aboriginal and Torres Strait Islander staff. Training (including on the job training, partnerships with Aboriginal and Torres Strait Islander training organisations and tertiary training institutions).	<ul style="list-style-type: none"> <li>• Training opportunities documented through Performance, Review and Development process.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers</li> </ul>
3.2 Research suitable training institutions to support the training of staff particularly, but not limited to, vocational training.	<ul style="list-style-type: none"> <li>• As above.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers, staff</li> </ul>
3.3 Ensure that individual work plans include clear and realistic learning and development goals.	<ul style="list-style-type: none"> <li>• Work plans documented in Performance, Review and Development process.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers</li> </ul>
3.4 Develop an organisation-wide career development and pathways policy for Aboriginal and Torres Strait Islander staff.	<ul style="list-style-type: none"> <li>• Research and document all entry and career pathways for Aboriginal and Torres Strait Islander staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, P&amp;L</li> </ul>
3.5 Explore potential academic scholarships for young entrants into Red Cross workforce.	<ul style="list-style-type: none"> <li>• Organisations offering scholarships are identified and meetings are conducted with them.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;L</li> </ul>
3.6 Develop and implement a range of entry pathways such as cadetships, student placements, work experience and internships.	<ul style="list-style-type: none"> <li>• Research and document all entry and career pathways for Aboriginal and Torres Strait Islander staff.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;L, National and State/ Territory Functional Managers</li> </ul>

## Outcome 4

### Retention

That the turnover rate for Aboriginal and Torres Strait Islander is considered average and staff are positively engaged with the organisation.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
4.1 Ensure all Red Cross staff and volunteers' individual work plans include a requirement to understand and apply "workplace culture" and "cultural awareness" outcomes in day-to-day operations.	<ul style="list-style-type: none"> <li>Requirement built into individual Performance, Review and Development process.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, National and State/ Territory Functional Managers</li> </ul>
4.2 Introduce performance indicators for all Red Cross managers to develop specific retention strategies relevant to their area of responsibility.	<ul style="list-style-type: none"> <li>As above.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, National and State/ Territory Functional Managers</li> </ul>
4.3 Develop partnerships with Aboriginal and Torres Strait Islander organisations to encourage the formation of supportive workplace to workplace associations.	<ul style="list-style-type: none"> <li>Partner organisations identified and meetings are conducted with them,.</li> <li>Agreements for workplace to workplace exchange and support developed and implemented.</li> <li>Identify and implement the temporary transfer of non-Aboriginal Red Cross staff to Aboriginal organisations where mutual benefit is demonstrated.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, National and State/ Territory Functional Managers</li> </ul>
4.4 Facilitate, where possible, co-locating Aboriginal staff in programs providing higher levels of support to each other.	<ul style="list-style-type: none"> <li>Formal and informal forums for Aboriginal staff-to-staff support developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, National and State/ Territory Functional Managers</li> </ul>
4.5 Build flexibility into work contracts or job descriptions to enable job sharing, part time or other flexible employment arrangements allowing for Aboriginal and Torres Strait Islander staff sufficient time to attend cultural and family obligations (in particular, funerals).	<ul style="list-style-type: none"> <li>Policies reflect cultural leave and flexible work practices.</li> <li>Aboriginal and Torres Strait Islander staff feel supported.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, P&amp;L</li> </ul>

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4.6 Develop secondment programs for Aboriginal and Torres Strait Islander staff currently employed by the public sector, universities and Aboriginal organisations.

- Secondment opportunities identified and implemented in a cross section of Red Cross programs and functions.

- Executive Directors, National and State/ Territory Functional Managers
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## Outcome 5

### Workplace culture

That Red Cross' workplace environment is culturally sensitive, welcoming, non-threatening and rewarding for Aboriginal and Torres Strait Islander staff.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
5.1 Design activities and projects which enhance a culturally friendly workplace, where Aboriginal and non-Aboriginal staff can share positive experiences.	<ul style="list-style-type: none"> <li>Red Cross workplace activities and events attended by Aboriginal people and organisations (non Red Cross staff)</li> <li>Celebration of NAIDOC</li> <li>Reconciliation activities.</li> <li>Participation by staff in cultural events and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors</li> <li>P&amp;L Managers</li> </ul>
5.2 Locate and display Aboriginal art, especially from areas where Red Cross works in partnership with Aboriginal programs.	<ul style="list-style-type: none"> <li>Aboriginal art is displayed in front receptions in all state and territory capital offices.</li> <li>Aboriginal and Torres Strait Islander flags.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors</li> </ul>
5.3 Ensure Aboriginal specific news and media is available and accessible to all staff and volunteers.	<ul style="list-style-type: none"> <li>Koori Mail and National Indigenous Times available to view in all Red Cross offices across the country.</li> </ul>	<ul style="list-style-type: none"> <li>Communications Department</li> <li>Executive Directors</li> </ul>
5.4 Develop and strengthen organisational cultural competency.	<ul style="list-style-type: none"> <li>Demonstrated knowledge and understanding of Aboriginal and Torres Strait Islander cultures, contemporary issues and Red Cross program responses.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;L, Executive Directors and Managers</li> </ul>
5.5 Increase the number and classification of Aboriginal and Torres Strait Islander staff employed by Red Cross.	<ul style="list-style-type: none"> <li>Progressive increase in Aboriginal and Torres Strait Islander employees across the organisation (full time, casual and part time).</li> <li>Reduction in turnover of Aboriginal and Torres Strait Islander employees.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Directors, National and State/ Territory Functional Managers and P&amp;L</li> </ul>

## Outcome 6

### Cultural awareness

That Red Cross staff and volunteers have the capacity and organisational support to work effectively and appropriately with Aboriginal and Torres Strait Islander people.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
6.1 Develop Red Cross capacity, knowledge and skills required to work effectively with Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> <li>• “Guidelines for working with Aboriginal and Torres Strait Islander people and communities” implemented across the organisation in particular in People and Learning strategies.</li> <li>• Respect for diversity is part of the Red Cross Behavioral Capability Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers and program staff</li> </ul>
6.2 Develop a national register of providers of cultural awareness education and training (CCAT must be relevant to the particular location and places where we are working).	<ul style="list-style-type: none"> <li>• Increased level and number of engagement with Aboriginal and Torres Strait Islander organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;L staff – national and State/Territory</li> </ul>
6.3 In collaboration with People and Learning, implement and roll out the “Working with Aboriginal and Torres Strait Islander People and Communities Guidelines”.	<ul style="list-style-type: none"> <li>• Implementation Plan developed.</li> <li>• Training sessions conducted across each State/Territory, with the maximum number of the workforce completing the training.</li> <li>• Guidelines incorporated into program design and planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers and program staff</li> </ul>
6.4 Ensure all staff and volunteers attend compulsory cultural training.	<ul style="list-style-type: none"> <li>• One hundred percent of the Red Cross workforce (staff and volunteers) attend cultural awareness training.</li> <li>• Red Cross Induction Package includes specific section on working with Aboriginal and Torres Strait Islander people and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors and P&amp;L</li> </ul>

## Outcome 7

### Community engagement

That Red Cross' engagement with Aboriginal and Torres Strait Islander people and communities is based on genuine partnership, involving shared responsibility and mutual understanding and benefits to all parties.

Actions	Key Performance Indicators	Responsibility
What do we need to do in order to achieve the outcome?	How will we know we've achieved what we said we would?	
7.1 Adopt and maintain active use of the "Guidelines for Working with Aboriginal and Torres Strait Islander people and communities" in all aspects of program work involving Aboriginal communities.	<ul style="list-style-type: none"> <li>• "Practice Manual – guidelines for Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people and communities" rolled out across each state and territory.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, National and State/ Territory Functional Managers and program staff</li> </ul>
7.2 Undertake an audit of Aboriginal organisations which may have some relevance to the work of Red Cross in each State and Territory.	<ul style="list-style-type: none"> <li>• Information collected, file notes and records maintained, periodic updating of key information.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, P&amp;L with input and advice from National Functional Managers and program staff</li> </ul>
7.3 Seek opportunities to develop relationships with Aboriginal organisations that may be relevant to the work of Red Cross.	<ul style="list-style-type: none"> <li>• Frequency of contact and networking with Aboriginal organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, senior Managers</li> </ul>
7.4 Ensure that early engagement and consultation with the relevant Aboriginal organisations and communities is part of all program design and development.	<ul style="list-style-type: none"> <li>• Nature and scope of relationships established.</li> <li>• Negotiation of partnership agreements, MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, Program Managers</li> </ul>
7.5 Invite Aboriginal speakers to come and share their experiences at regular forums for all staff and volunteers.	<ul style="list-style-type: none"> <li>• Presentations, events, seminars held.</li> <li>• Staff attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, Program Managers</li> </ul>
7.6 Develop local peer support mechanisms for Aboriginal and Torres Strait Islander staff and volunteers.	<ul style="list-style-type: none"> <li>• Formal and informal forums for Aboriginal staff-to-staff support developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Directors, State/ Territory and National Functional Managers</li> </ul>