



Aboriginal & Torres Strait Islander
Employment Plan
2024 – 2026



Artwork by: ENOKi
(Dja Dja Wurrung/Yorta Yorta)

The imagery that can be found in this piece goes as follows:

From the centre you can see the Port Jackson Fig Tree on RMIT's city campus, which is a tree native to NSW but is believed that a bird or a bat deposited a seed here between 70 and 90 years ago, the inclusion of this tree in the piece represents the journey that some of the First Nations students and staff take to plant their roots within the community of RMIT.

In the background you can see a depiction of a city skyline to represent RMIT's city campus

and on the ground you can find scar trees, these scar trees can be found on the Bundoora campus and having them placed in the city within this image is to show the connection between the two campuses, and the figures represent the diverse First Nations community of both students and staff that gather from across the country on all RMIT campuses.

Soaring high in the sky amidst clouds, above the tree tops and buildings is Bunjil the Creator watching over the land as a symbol of strong spiritual and cultural safety that RMIT offers to their First Nations Students and Staff.

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Staff members at a Smoking Ceremony on Brunswick campus

Acknowledgement of Country

RMIT acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University. RMIT respectfully acknowledges their Ancestors and Elders, past and present. RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

Bundjil Statement

RMIT is a public University that stands on the lands of the Kulin Nation. The Bundjil Statement helps us to understand what it means to be on Kulin biik biik (land). For staff, the RMIT Code of Conduct embraces the Bundjil statement about working respectfully when you are on place, and wherever we conduct the business of the University.

Bundjil was a powerful man, who travelled as an eagle. He was the head man of the Kulin people. Bundjil taught us to always welcome guests. Bundjil asks what is your purpose for coming and understanding place.

When you are on place you make dhumbali (promise/commitment) to Bundjil and the land of the Kulin Nation.

The first dhumbali, is to obey the ngarn-ga (understandings) of Bundjil.

The second dhumbali, is to not harm the bubups (children).

The third is not to harm the biik biik (land) and wurneet (waterways) of Bundjil.

As the spirit of Kulin ancestors live in us, let the wisdom, the spirit and the generosity in which Bundjil taught us influence the decisions made on place. Do this by understanding your ways of knowing, your ways of doing, and your ways of being on place.

This document uses the term Aboriginal and Torres Strait Islander people to refer to individuals, and Aboriginal and Torres Strait Islander peoples to refer to groups. It also uses the term First Peoples and First Nations.



Staff members Michelle Gissara, Nic Radoll and Nicole Shanahan at NAIDOC March, 2023

Statement of dhumbali to First Peoples employment, retention and promotion

RMIT Group’s dhumbali (commitment) to advancing Aboriginal and Torres Strait Islander education, training, and employment outcomes adds to the successes of the past and continues to build on strong connections with Aboriginal and Torres Strait Islander communities.

We recognise that culturally safe workplaces and stable employment with real career pathways can have a transformative and positive effect on the lives of Aboriginal and Torres Strait Islander people, their families and communities. We are committed to Responsible Practice across RMIT and all of its functions and we recognise that Aboriginal and Torres Strait Islander Peoples are best placed to drive outcomes for community.

Purpose

The purpose of the Aboriginal and Torres Strait Islander Employment Plan 2024-2026 (the plan) is to operationalise the strategic commitments identified in the Aboriginal and Torres Strait Islander Workforce Development Strategy 2021-2025. It drives RMIT’s commitment to transition through reconciliation to Responsible Practice, with a particular focus on the strategic commitment to Indigenous staff embedded in the Knowledge with Action 2031 strategy.

Actions within the plan recognise that while RMIT has made progress regarding Aboriginal and Torres Strait Islander employment, there is still much work to do. By focusing on career opportunities; and by strengthening responsible practice and cultural safety, RMIT is making a commitment to recruitment, retention and progression of our Aboriginal and Torres Strait Islander workforce, which in turn will lead to increasing overall representation, particularly at senior academic, professional and teaching levels, and in leadership roles. The plan focuses on the role all employees play in creating culturally safe workplaces, including the elimination of racism and to recognising and valuing Indigenous knowledges in our curricula and our workplace.

The following principles underpin the development of this Employment plan:

- We are guided by the wisdom and laws of Bundjil to influence our decisions made in relation to the Aboriginal and Torres Strait Islander workforce.
- Cultures, languages, and social and spiritual systems Practiced by Aboriginal and Torres Strait Islander Peoples, are respected, recognised and valued. They matter to RMIT.
- Driving a locally led ‘whole-of-university’ commitment to the recruitment and retention of Aboriginal and Torres Strait Islander people in all employment categories, across all specialisations and at all organisational levels is essential to achieving our strategic priorities.
- Focused capability development for Aboriginal and Torres Strait Islander employees that reinforces a “Grow our Own” model of developing strong Aboriginal and Torres Strait Islander leaders will drive equitable representation at all levels of RMIT and will reinforce cultural safety and Responsible Practice.
- Nurturing a workplace culture and environment that prioritises cultural safety is fundamental.

Supporting the strategic objectives of the workforce strategy

This employment plan supports and operationalises the achievement of the following seven (7) strategic objectives of the Aboriginal and Torres Strait Islander Workforce Strategy identified below:

- 1

A culture of safety and wellbeing
Culturally safe and inclusive working environments for Aboriginal and Torres Strait Islander people. Recognising, respecting and celebrating the cultural contributions of Aboriginal and Torres Strait Islander staff at RMIT.
- 2

Attraction and recruitment
Meaningful and sustainable career pathways for Aboriginal and Torres Strait Islander people across RMIT with authentic employee value propositions (EVPs) in market, including Academic, Vocational Education, Research, Professional roles (non-Academic roles for instance HR, Finance, Communications), leadership and graduate/cadet positions.
- 3

Retention and progression
Building on the skills of Aboriginal and Torres Strait Islander staff and providing opportunities for career advancement to nurture/encourage retention and leadership. Increase retention and promotion (Academic, Vocational Education and Professional) outcomes for Aboriginal and Torres Strait Islander staff at RMIT.
- 4

Meaningful career pathways for stronger representation
We will focus on secure employment, meaningful careers and progression opportunities to progress toward an aspirational goal of Aboriginal and Torres Strait Islander peoples representing 2% of RMIT’s Australian based workforce. Representation across Vietnam, Europe and other offshore locations will be monitored.
- 5

Aboriginal and Torres Strait Islander leadership
Indigenous knowledges and lived experiences are highly valued and should be taken into consideration regarding potential and promotional trajectory. Build career pathways into leadership roles for Aboriginal and Torres Strait Islander staff including focused and targeted leadership development opportunities.
- 6

Governance, systems and processes
Improving systems to support the career goals of current and future Aboriginal and Torres Strait Islander staff, including governance structures for a sustainable approach to workforce growth.
- 7

College, Portfolio and Entity Commitments
Active commitments of all Colleges, Portfolios and Entities to recruit and ensure career pathways for Aboriginal and Torres Strait Islander people and to create culturally safe workplaces. Recognising that Entities are earlier in their Responsible Practice journey; the First People’s workforce development team will partner with Entity representatives to build local employment plans that are appropriate for their workplace.



Strategic alignment

The development of the plan recognises that significant gains have been made at RMIT through our dhumbari to reconciliation articulated in our Dhumbah Gooroowa Reconciliation Plan including increases in representation and good retention.

This plan continues the commitments made in Dhumbah Gooroowa and operationalises the existing Aboriginal and Torres Strait Islander Workforce Development Strategy while recognising the need to align actions with the commitment to Responsible Practice identified in the RMIT Knowledge with Action strategy. The plan aims to work within the strategic framework illustrated in Figure 1 to continue and to accelerate our progress as we build organisational maturity in Responsible Practice.

Figure 1: Aboriginal and Torres Strait Islander Employment Plan Strategic Framework

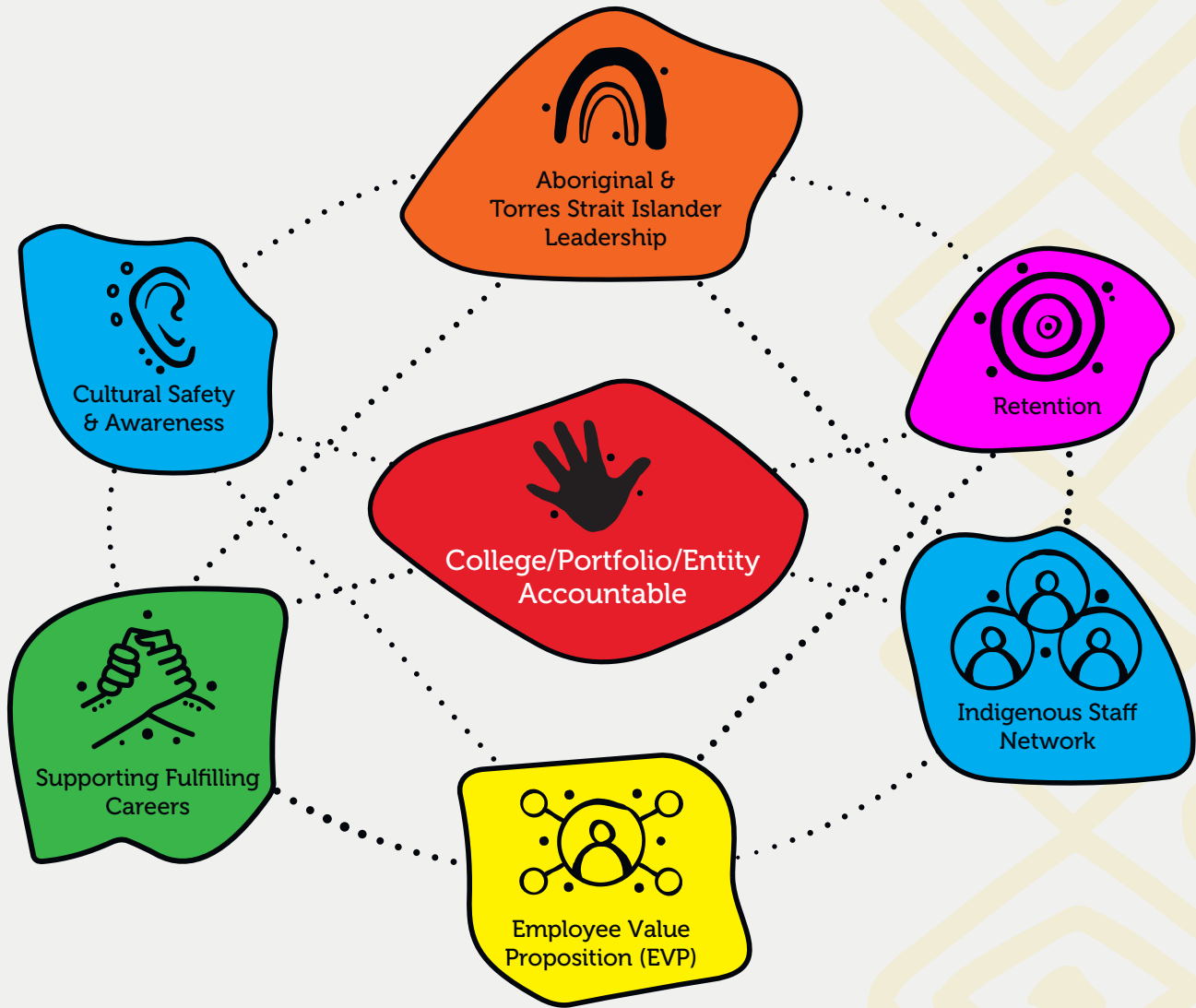


Interrelationship of the strategic objectives

While actions have been assigned to the strategic objective that is considered 'best fit' the themes in this plan are interrelated and, in many instances co-dependent.

It is, for example, essential that career development opportunities and culturally safe workplaces exist in order to achieve targets in retention. Similarly, strong retention of our Aboriginal and Torres Strait Islander workforce is crucial to increasing representation and leadership of Aboriginal and Torres Strait Islander employees.

Figure 2 illustrates the interrelationships of themes and action areas relevant to this plan.



Aboriginal and Torres Strait Islander Employment Action Plan

RMIT’s Aboriginal and Torres Strait Islander Employment Plan 2024 – 2026 is focused on 7 key success indicators. Each of the indicators are interrelated and require focus at both an enterprise, and College/Portfolio/Entity level. As in previous plans, a key pillar enabling change in this Employment Plan will be local College/Portfolio/Entity Plans.

Key Success Indicator(s) for Employment Plan 2024-2026

- 1

Building Employment Workforce
Maintain focus on attraction and recruitment alongside enhancing employment pathways and opportunities for Aboriginal and Torres Strait Islander people at RMIT University.
- 2

Retention
Retention of Aboriginal and Torres Strait Islander Workforce, exceeds 80% in line with overall RMIT retention rates.
- 3

Aboriginal and Torres Strait Islander Leadership
Aboriginal and Torres Strait Islander staff have equal or greater success in academic promotions and professional/Vocational Education career pathways when compared to the RMIT population.
- 4

Culture, Safety and Wellbeing
Aboriginal and Torres Strait Islander staff identify their workplaces as culturally safe. All Colleges, Portfolios and Entities can demonstrate actions taken to ensure an employment environment(s) that contributes to the cultural safety and wellbeing of Aboriginal and Torres Strait Islander staff.

- 5

Supporting Fulfilling Careers
Clear entry pathways for Aboriginal and Torres Strait Islander graduates and professional staff employment mobility at RMIT. Career and professional development plans in place for all First Nations people.
- 6

College, Portfolio and Entity Accountability
College, Portfolio and Entity Aboriginal and Torres Strait Islander Employment Plans are in place and are delivered, with regular status reporting to ATSIEC (Aboriginal and Torres Strait Islander Employment Committee).
- 7

Indigenous Staff Network
Encouraging Aboriginal and Torres Strait Islander Staff engagement and participation in the Indigenous Staff Network.

Achieving our goals

Staff members Elijah Money and Nicole Shanahan at the RMIT Graduation Parade

RMIT commits to maintaining focus on attraction and recruitment of Aboriginal and Torres Strait Islander staff including targeted / identified positions and culturally safe recruitment of all RMIT vacancies. RMIT further commits to providing and enhancing employment of Aboriginal and Torres Strait Islander employees with career development and training supports.

RMIT recognises the diversity of Aboriginal and Torres Strait Islander people and communities and is committed to a culturally safe and anti-racist workplace that is free from all forms of discrimination. The following considerations are integral to achieving your representation targets and supporting Aboriginal and Torres Strait Islander employees to build satisfying careers at RMIT.

- Increasing fixed term and ongoing employment opportunities for Aboriginal and Torres Strait Islander employees, while also recognising that casual employment is a preferred option for some employees.
- Conversion of casual employees into fixed term and ongoing positions is to be considered as appropriate.

- Inclusion and diversity principles of intersectionality is to be factored into actions to increase representation, including ensuring gender balance and generational diversity.
- Colleges, Portfolio and Entity plans commit to increasing local area representation through ongoing/fixed-term employment as Academics to Indigenous Higher Degree Research (HDR); and to graduates or undergraduate/Vocational Education students as interns, traineeships, work-integrated learning (WIL) or other entry level opportunities.
- First Peoples knowledges and lived experiences are highly valued at RMIT and will be taken into consideration regarding potential and promotional trajectory.

The seven (7) key success indicators in this plan are critical in supporting RMIT to achieve our aspiration of being an employer of choice for Aboriginal and Torres Strait Islander peoples. By attracting and retaining Aboriginal and Torres Strait Islander peoples and ensuring cultural safety we are building our capacity for Responsible Practice and building a place where Aboriginal and Torres Strait Islander staff and students want to build a career.



Action plan

Vice Chancellor's Pre-doctoral Fellow, Kevin Moore, speaking at the launch of RMIT's Indigenous Research Network

1 Building Employment Workforce

Action	Responsible	Accountable	Success Measure	Timeline
Employee Experience				
Colleges, Portfolios and Entities commit to building a positive experience including pathways for Aboriginal and Torres Strait Islander employees.	Chief People Officer	College/Portfolio/Entity representatives	College/Portfolio/Entity performance improvement plans for Aboriginal and Torres Strait Islander staff met as specified in local area action plans.	Reported annually to ATSIEC
Develop guidelines for 'cluster hiring' of Aboriginal and Torres Strait Islander employees.	Chief People Officer	Talent Acquisition	Clear guidelines to support Colleges and Portfolios who are considering cluster hiring as part of their local employment plan.	Q2 2024

Action	Responsible	Accountable	Success Measure	Timeline
Developing our Brand				
Develop and launch an Employee Value Proposition for Aboriginal and Torres Strait Islander staff.	Chief People Officer	First Peoples Workforce Development Team	Increasing number of Aboriginal and Torres Strait Islander Staff taking up EVP offers, (Baseline measure to be obtained in 2024).	Q2 2024
Aboriginal and Torres Strait Islander employer brand as key attraction and recruitment tool.	Chief People Officer	First Peoples Workforce Development Team	Connection to brand identity by Aboriginal and Torres Strait Islander candidates and employees (baseline measure to be obtained in 2024).	Q3 2024
Growing our own Aboriginal and Torres Strait Islander Talent				
Continued support from each College for 1 Vice Chancellors Indigenous Doctoral Fellow per year.	College DVCs	College representative Research and Innovation	At least one recruitment per College.	Semester 1 annually
Continued support from each College for a VC Indigenous Research Fellow per year.	College DVCs	College representative Research and Innovation	At least one recruitment per College.	Ongoing
Research and implement an entry level program or initiative to grow representation of Vocational Education teachers.	College of Vocational Education	College representative	Commitment included in local area plan and developed/piloted.	Q4 2025
Develop and launch a pilot First Peoples Graduate Program for Professional and Academic staff.	Chief People Officer	First Peoples Workforce Development Team	Pilot program launched and evaluated for ongoing implementation.	Launch – Q1 2024 Evaluation – Q3 2025
Recruitment				
Advertise all externally advertised roles in Indigenous Media (e.g. Koori Mail special edition education/employment).	Chief People Officer	Talent Acquisition	Increased proportion of First People's applicants.	Ongoing
All Aboriginal and Torres Strait Islander applicants are included in shortlists presented to hiring managers for interview.	Chief People Officer	Talent Acquisition	Maintain high offer and acceptance rates for First Peoples applicants.	Ongoing
An active talent pool of Aboriginal and Torres Strait Islander people who have expressed interest in working for RMIT is maintained and reviewed as part of recruitment processes.	Chief People Officer	Talent Acquisition	Increased proportion of First Peoples applicants.	Ongoing
Increased take up of Special Measures as a mechanism for increasing Aboriginal and Torres Strait Islander people in Colleges, Portfolios and Entities.	Chief People Officer	First Peoples Workforce Development Team	Increase number of Special Measures campaigns.	Q1 2024
Ensure RMIT HR systems are always able to accurately capture Aboriginal and Torres Strait Islander workforce.	Chief People Officer	Talent Team	Accurate reporting of Aboriginal and Torres Strait Islander workforce on a quarterly basis.	Ongoing

2 Retention

Action	Responsible	Accountable	Success Measure	Timeline
Develop an Aboriginal and Torres Strait Islander Retention Strategy.	Chief People Officer	Principal Advisor, First Nations Workforce Development	Implementation of Retention Strategy.vv Annual Operating Plan (80% retention) targets are met.	Q1 2024
Conduct exit interviews with departing Aboriginal and Torres Strait Islander staff and develop annual report identifying themes and improvements required to aid retention.	Chief People Officer	Principal Advisor, Indigenous Workforce Development	80% of all exiting Aboriginal and Torres Strait Islander staff interviewed and reported to ATSIEC annually.	Ongoing, report twice annually
On-Country roles – exploring opportunities for roles on country, i.e., Vice Chancellor Indigenous Predoctoral Fellows and Vice Chancellor Indigenous Research Fellows.	Chief People Officer DVC	Research and Innovation First Peoples Workforce Development Team	Updated employment conditions/contracts.	Reporting twice a year.
Hold annual stay conversations with a portion of Aboriginal and Torres Strait Islander Employees.	Chief People Officer	Principal Advisor, Indigenous Workforce Development	10% of Aboriginal and Torres Strait Islander staff interviewed each calendar year.	Q1 2024 and ongoing
Develop an RMIT position on recognising the impact of cultural contribution and considerations in 'Achievement Relative to Opportunity' (ARTO) and workload allocations.	PVC, Indigenous Education, Research and Engagement	Office of Indigenous Education, Research and Engagement	Implementation of university wide approach for Academic, Vocational Education and Professional Staff workplans/ work allocations.	Q4 2024
Review Policies and Guidelines that impact the recruitment, development and retention of the Aboriginal and Torres Strait Islander workforce.	Chief People Officer	People team Policy review working group	People related policies are identified and reviewed.	Q4 2025
Develop and Implement a Guideline for the recognition of Aboriginal and Torres Strait Islander staff committee participation and cultural contribution/leadership within the RMIT Policy suite.	Chief People Officer Chief Operating Officer	RMIT policy Team First Peoples Workforce Development team	Guideline developed and implemented.	Q4 2024
Leverage 'Always on' campaigns like Athena Swan – Vocational Education – Academic Talent Pool - to identify and proactively recruit highly skilled Aboriginal and Torres Strait Islander staff.	Chief People Officer	College/Portfolio/Entity	Increased employment at Academic Level B-E and HEW 6-10. Teacher 3-5 and SE 1-3.	Reported twice annually to ATSIEC
Conduct regular check in conversations with Aboriginal and Torres Strait Islander staff members to ensure engagement and wellbeing, and to identify and resolve any concerns or issues.	Chief People Officer	First Peoples Workforce Development team HR BPs Talent team	Aboriginal and Torres Strait Islander employees report cultural safety in workplace (Staff survey).	Ongoing
Embed Responsible Practice, cultural safety and the priorities of this plan in the sustainability and equity evaluation (SEE) to monitor impact and ensure positive outcomes for Aboriginal and Torres Strait Islander Staff, Students and communities.	Chief Operating Officer	Organisational Development team Student Equity Team Sustainability team	Responsible practice and cultural safety are embedded in SEE tool for program evaluation.	Q1 2024
Build principles of cultural safety and Responsible Practice into leaderships programs across RMIT.	Chief People Officer	Head of Leadership and OD	All leadership programs feature improving understanding and application of responsible practice and cultural safety.	Q4 2024



Research Fellow, Dr Vicki Couzens,
Photo courtesy of Australia Council for the Arts



Pro Vice Chancellor Indigenous Education, Engagement and Research, Professor Gary Thomas at RMIT's Graduation 2023

3 Aboriginal and Torres Strait Islander Leadership

Action	Responsible	Accountable	Success Measure	Timeline
Develop and rollout a mentoring program for Aboriginal and Torres Strait Islander staff at RMIT.	Chief People Officer	Early Careers Advisor Organisational Development team	Increased internal mobility and internal appointments across RMIT.	Launched by Q3 2024 Evaluation Q3 2025
Develop a formal work shadowing/ secondment program for Aboriginal and Torres Strait Islander staff in professional roles to gain exposure to senior leadership.	Chief People Officer	Principal Advisor, Indigenous Workforce Development Organisational Development team (People)	Annually at least 60% of employees seeking shadow secondment opportunities have participated in either shadowing or secondments.	Q4 2024 launch Success measure achieved by end of plan
Implement and Develop an approach to identifying professional development opportunities for Aboriginal and Torres Strait Islander staff in pursuit of leadership roles.	Chief People Officer	Careers and capability team	Develop professional development leadership Guidelines. Pilot program in 2024.	Pilot Q3 2024 Implement Q2 2025
Explore opportunities to 'ringfence' 1x Research Leave within each College per year for Indigenous VCRF and/or successful appointed Predoctoral Fellows.	Chief People Officer DVC	HR BPs	Recommendation to be provided if this is a viable option.	Q3 2024
Sponsor annual Jill Weaven Human Resources scholarship.	Chief People Officer	Chief People Officer	Annual Jill Weaven scholarship recipient 2024-2026.	Q4 2024 – and annual

4 Culture, Safety and Wellbeing

Action	Responsible	Accountable	Success Measure	Timeline
Develop and implement tailored onboarding and induction opportunities for new staff in partnership with Colleges, Portfolios and Entities.	Chief People Officer	Early Careers Advisor	Create tailored onboarding and induction.	Q2 2024
Support the RMIT shift to Responsible Practice including integrating the capability framework suite (in development).	Chief People Officer	Organisational Development team	Review and Promotion of cultural capability development offers Campaign to highlight the value of core training.	Ongoing
Ensure that Aboriginal and Torres Strait Islander staff are aware of the benefit provisions under the Enterprise Agreement when they kerr-boo-on-ool (join) RMIT.	Chief People Officer	First Peoples Workforce Development team	Increased use of benefit provisions.	Q2 2024
Implement cultural competence and cultural safety capability programs across RMIT.	Chief People Officer	Head of Culture and Capability	Increased uptake of cultural competence development.	Q3 2024

5 Supporting fulfilling careers

Action	Responsible	Accountable	Success Measure	Timeline
Maximise opportunities for Aboriginal and Torres Strait Islander Professional Vocational Education & Academic staff to engage in internal and external professional development. (Sequester places in key leadership programs and other premium development programs for Aboriginal and Torres Strait Islander staff).	Chief People Officer	Organisational Development team	Increased promotion outcomes (academic, professional and Vocational Education). Reduce attrition. Improve staff survey engagement.	Ongoing
Support members of the Indigenous Staff network to develop career and/or professional development plans.	Chief People Officer	Principal Advisor, Indigenous Workforce Development Capability and Careers team	All ISN members who want a career development plan have one in place.	Q3 2024
Establish a central pool of development funding and priority program placements for Aboriginal and Torres Strait Islander staff, including support to achieve goals identified in career development plans.	Chief People Officer	Colleges, Portfolios and Entities	Participation of staff equal or greater than RMIT average.	Q2 2024
Review and implement opportunities for staff to become accredited in Vocational Education Teaching and Training.	Chief People Officer	Organisational Development team	Increased number of accredited Vocational Education Teaching and Training staff.	Q3 2024
Build and deliver a behavioural change program focused on antiracism.	Chief People Officer	Organisational Development team	Program evaluation measures.	Q1 2024



6 College, Portfolio and Entity accountability

Action	Responsible	Accountable	Success Measure	Timeline
Colleges, Portfolios and Entities are to develop action plans outlining resources and commitments to build our Aboriginal and Torres Strait Islander workforce. These plans will be published by the College/Portfolio/Entity on their intranet.	VCE Members	College/Portfolio/ Entities representatives	Achievement of commitments as reported to ATSIEC.	Action plans developed by Q1 2024 Minimum yearly report back to ATSIEC
Commitment to include College, Portfolio and Entity actions articulated in this plan in local area action planning, including representation and retention targets, development and leadership opportunities.	VCE Members	College/Portfolio/ Entities representatives	Achievement of commitments as reported to ATSIEC.	Action plans developed by Q1 2024 Minimum yearly report back to ATSIEC
Active support of early careers programs including pre-docs, research fellows and the pilot graduate program in addition to commitments to opportunities for students as interns, traineeships, work integrated learning (WIL) or other entry level opportunities.	VCE Members	College/Portfolio/ Entities representatives	Achievement of commitments as reported to ATSIEC.	Action plans developed by Q1 2024 Minimum yearly report back to ATSIEC
Colleges and Portfolios will identify work shadow and/or secondment opportunities with Senior leaders for Aboriginal and Torres Strait Islander staff to participate in. Entities will offer work shadow opportunities as appropriate.	VCE Members	College/Portfolio/ Entities representatives	Achievement of commitments as reported to ATSIEC.	Action plans developed by Q1 2024 Minimum yearly report back to ATSIEC
Colleges, Portfolios and Entities will identify senior roles (HEW 8 - 10) (Academic B - E) where we can specifically develop attraction campaigns for Aboriginal and Torres Strait Islander people.	VCE Members	College/ Portfolio/Entities representatives/Head of School/Dean/ Executive Dean.	Increase appointment of First Nations workforce at senior levels	Annually

7 Indigenous Staff Network

Action	Responsible	Accountable	Success Measure	Timeline
RMIT will continue support for the Indigenous Staff Network ensuring Quarterly meetings and other forums.	Chief People Officer	First Peoples Workforce Development team	Ongoing secretariat support for ISN.	Quarterly
All Colleges, Portfolios and Entities include a commitment to supporting Aboriginal and Torres Strait Islander staff to participate in the Indigenous Staff Network within core work.	VCE Members	Nominated College/ Portfolio/Entity representative	Participation in ISN.	Quarterly
An annual conference/workshop will be held in Q4 of each calendar year for Indigenous Staff Network focused on professional development and cultural connection.	Chief People Officer	First Peoples Workforce Development team	Workshop developed and delivered.	Q4 2024 Q4 2025 Q4 2026
Develop a series of staff communications and engagements to celebrate and acknowledge Aboriginal and Torres Strait Islander culture and continue to support the staff network and provide connection opportunities.	Chief People Officer	First Peoples Workforce Development team	RMIT meets or exceeds retention target.	Q2 2024 Q2 2025 Q2 2026

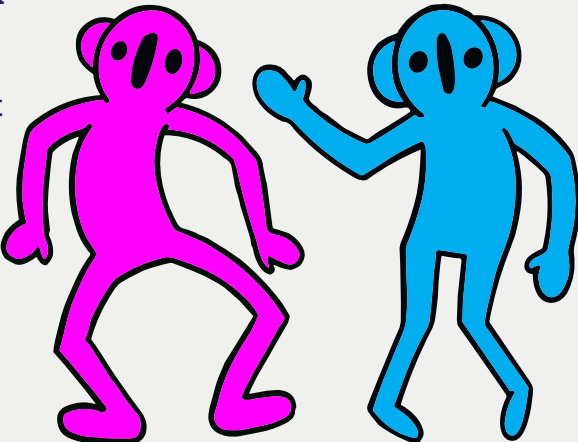




Students and staff with a possum skin cloak

Measuring impact

Status, progress, achievements and challenges of the Aboriginal and Torres Strait Islander Employment Plan will be reported to the Aboriginal and Torres Strait Islander Employment Committee (ATSIEC) at an enterprise level. Colleges, Portfolios and Entities are also required to report progress against local action plans to ATSIEC annually.



Summary of targets

Achievement of the actions identified in this plan are expected to support RMIT to meet targets identified in table 1 below. The impact and effectiveness of the plan will be evaluated against these measures.

Table 8: Aboriginal and Torres Strait Islander workforce strategy targets

Success Measure	Target 2024	Target 2026	2030 (aspirational)
Retention	80%	80%	90%
Aboriginal and Torres Strait Islander leadership	1% rep at Academic D+ SE1+ % rep at HEW 9+	1.5% rep at Academic D+ SE1+ 1.5% rep at HEW 9+	Equitable representation at all levels
Culture, safety and wellbeing	70% of RMIT staff have undertaken and completed training or development in cultural safety	80% of RMIT staff have undertaken and completed their training in cultural safety	90% of RMIT staff have undertaken and completed their training & development in cultural safety
Culture, Safety and Wellbeing (Survey)	70% of Aboriginal and Torres Strait Islander Staff report that their workplace is culturally safe*	80% of Aboriginal and Torres Strait Islander Staff report that their workplace is culturally safe	90% of Aboriginal and Torres Strait Islander Staff report that their workplace is culturally safe.

*Initial measure will be taken in the 2024 staff survey and will not be reportable until after this date.

RMIT has an aspirational target of 2% representation and will monitor representation against this aspiration through to 2026, but the primary aim of the plan, and therefore our key measures of success are leadership, meaningful careers, retention and culturally safe workplaces. With these critical pillars in place, representation across RMIT will also improve.

Workforce demographics and insights will be reported to ATSIEC quarterly and will include:

- Aboriginal and Torres Strait Islander employee numbers and % representation
- Breakdown of employment type (Ongoing, fixed term and casual)

- Breakdown of representation across employment classifications (Academic, Vocational Education and Professional) and College/Portfolio/Entity.
- Colleges, Portfolios and Entities will be required to report against local action plans at least annually to ATSIEC.
- An annual report against enterprise level actions acquitted over the calendar year will be reported to ATSIEC and VCE in Q1 each year.
- Retention metrics will be reported to VCE as part of the annual HR metrics report.

Appendix

Glossary of terms and acronyms

Term/Acronym	Definition
Achievement Relative to Opportunity (ARtO)	An evaluative framework in which there is a positive acknowledgement of what a staff member can or has achieved given the opportunities available to them
Always on	An ongoing attraction and recruitment strategy to identify Aboriginal and Torres Strait Islander Staff. This strategy enables recruitment without a specific vacancy.
ATSIEC	Aboriginal and Torres Strait Islander Employment Committee.
Cluster hiring	A standard process of hiring new employees in groups rather than individually. This may occur through programs such as the graduate program, or as part of a College/Portfolio commitment. This type of hiring can support retention, create workplace cultural safety and belonging.
Identified position	A position that has been determined as appropriate to be filled only by a person with a particular attribute. This may be based on required skills, and can also be for the purpose of promoting substantive equality.
First Peoples workforce Development team	Team Responsible for development of this plan and coordinating implementation and reporting requirements. This team is part of RMITs People function.
Grow our own	Creating entry level positions and opportunities with targeted development that provide opportunities for Aboriginal and Torres Strait Islander staff to create meaningful career paths and increase
Responsible Practice	<p>Responsible Practice is the process of embedding what we have learnt during our Dhumbah Goorowa (reconciliation) journey and translating this into daily behaviours, relationships, policies, and activities without the need for a guiding Reconciliation Plan.</p> <p>Responsible Practice is about behaving in a fair, honest and ethical manner in all our activities and relationships. This involves recognising, interpreting, and acting upon multiple principles and values according to the field in which we work and the context of all our activities and relationships. These principles and values include reconciliation, cultural safety, ethical responsibility and diversity, among others, as well as being conscious of and working to address the power dynamics, biases and prejudices at play in our own and other's behaviours and that are embedded structurally within the university and across society more broadly.</p>
Ringfence	To the creation of a virtual barrier that segregates a portion of a company's financial assets from the rest. This may be done to reserve money for a specific purpose.
Special Measures	An action that allows and encourages people and organisations to treat people differently in specific situations if those people or organisations are taking action to address genuine equality for disadvantaged groups with the aim of achieving substantive equality.
Targeted roles	A targeted role/position, is advertising a mainstream role targeting only Aboriginal and/ or Torres Strait Islander people. Targeted role positions do not necessarily require Indigenous-specific knowledge. The primary purpose is to recruit an Indigenous person in the role.

