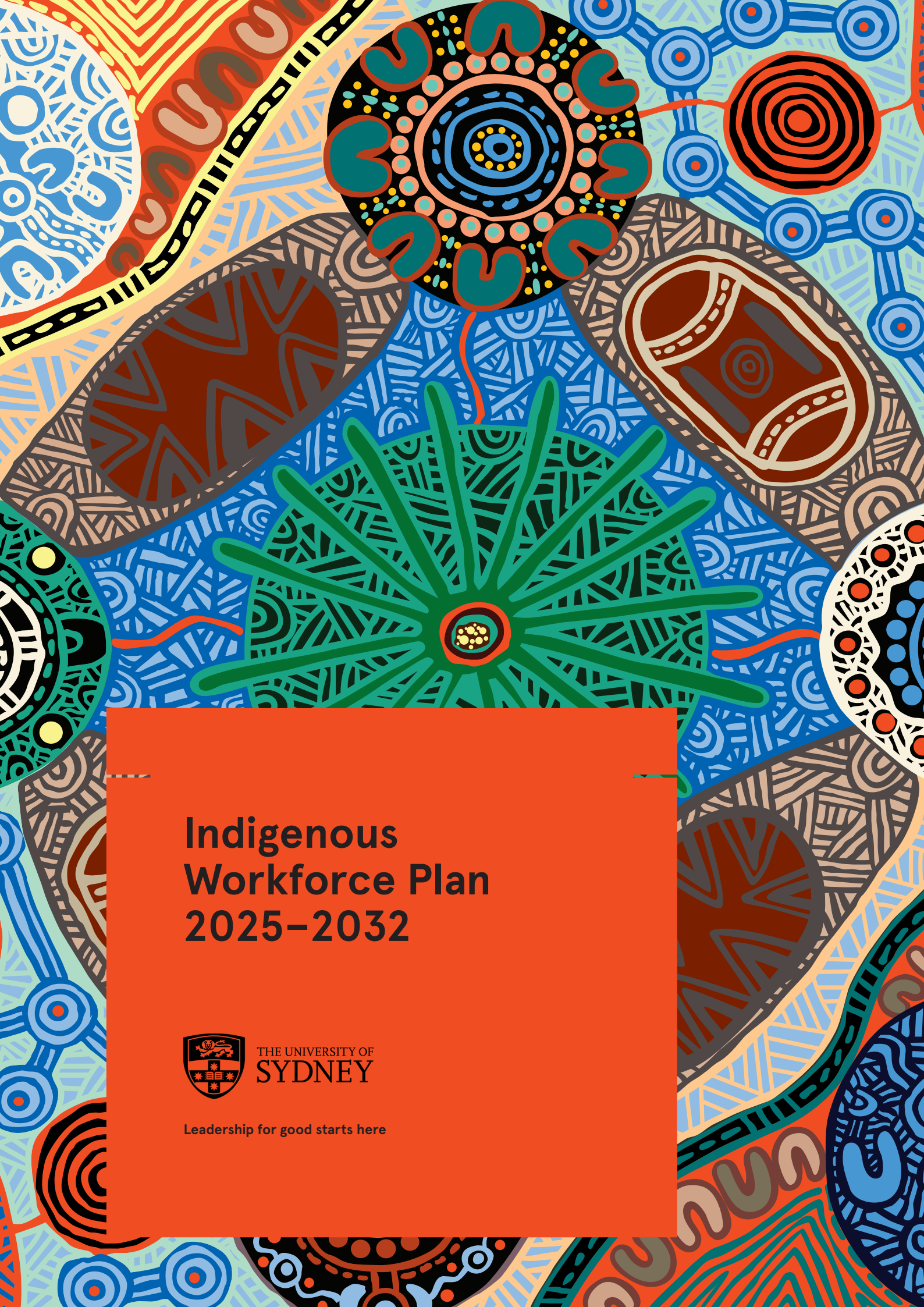




# Indigenous Workforce Plan 2025–2032



THE UNIVERSITY OF  
SYDNEY

Leadership for good starts here

## **Contact us**

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## Important Terms

Aboriginal and Torres Strait Islander: In line with the Diversity Council of Australia (DCA), throughout this report, we use the terms 'Aboriginal and Torres Strait Islander staff' and 'Aboriginal and/or Torres Strait Islander staff' (where the 'and/or' recognises that some individuals belong to both groups) 'Indigenous', 'First Nations' and 'First Peoples' interchangeably. Across these terms, we refer to Aboriginal and/or Torres Strait Islander staff at the University of Sydney. We recognise that this approach is not without contention. First, these terms do not reflect the diversity of First Nations Australians, and it is important to remember that many Aboriginal and/or Torres Strait Islander people prefer to be known by their specific group or clan names, and some by 'First Nations' and 'First Peoples'. Second, we acknowledge that some Aboriginal and/or Torres Strait Islander people do not like being referred to as Indigenous, as this is deemed a catchall term often used by the government to include all Aboriginal and Torres Strait Islander peoples. We have therefore, wherever possible, referred to Aboriginal and/or Torres Strait Islander staff, First Nations or First Peoples, but where appropriate and sometimes for brevity, we have used 'Indigenous'. We apologise if this causes any offence – this is not our intention.

# ACKNOWLEDGEMENT

The University of Sydney acknowledges the custodians and cultural authorities of the lands on which it operates. The campuses, clinical and research facilities are all situated on the lands of the Gadigal, Deerubbin, Dharug, Kamilaroi, Wiljali, Wangal, Tharawal, Bundjalung, Cammeraygal, Wiradjuri, Darkinjung, Bailai, Gooreng Gooreng, Gurang, and Taribelang Bunda peoples. We pay respects to their Elders, knowledge systems, customs and lores. We acknowledge and value the important role Aboriginal and Torres Strait Islander staff, students and communities bring to the University of Sydney.

| Site                                                                       | Description                                                                                                                                                                   |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Gadigal</b> (also known as Cadigal)<br>– Sydney, Darlington, Camperdown | Camperdown Campus, CBD Campus, Darlington Campus, Surry Hills Campus, Sydney Conservatorium of Music, Central Clinical School, The Gadigal Centre, Sydney College of the Arts |
| <b>Deerubbin</b> – Nepean/Penrith                                          | Nepean Clinical School                                                                                                                                                        |
| <b>Dharug</b> (also known as Dharuk)<br>– Westmead                         | Westmead Campus, Westmead Clinical School, Children’s Hospital Westmead Clinical School                                                                                       |
| <b>Kamilaroi</b> (also known as Gamilaraay)<br>– Narrabri                  | Plant Breeding Institute                                                                                                                                                      |
| <b>Wiljali</b> (also known as Wilyakali)<br>– Broken Hill                  | Broken Hill University Department of Rural Health (BHUDRH)                                                                                                                    |
| <b>Wangal</b> – Concord                                                    | Concord Clinical School                                                                                                                                                       |
| <b>Tharawal</b> (also known as Dharawal)<br>– Camden                       | Camden Campus                                                                                                                                                                 |
| <b>Bundjalung</b> (Badjelang) – Lismore                                    | University Centre for Rural Health                                                                                                                                            |
| <b>Cammeraygal</b> – St Leonards                                           | Northern Clinical School                                                                                                                                                      |
| <b>Wiradjuri</b> – Dubbo/Orange                                            | School of Rural Health                                                                                                                                                        |
| <b>Darkinjung Country</b> – Pearl Beach, Central Coast                     | Crommelin Biological Station, Faculty of Science                                                                                                                              |
| <b>Bailai, Gooreng Gooreng, Gurang, and Taribelang Bunda</b>               | One Tree Island Research Station, located off the coast of Gladstone in Queensland, Faculty of Science                                                                        |

*The local Aboriginal Land Councils who hold the cultural authority of the areas named.*

# VICE CHANCELLOR'S MESSAGE

## OUR 2025 FOCUS

The *One Sydney, Many People* strategy is our whole-of-University commitment to a uniquely Australian educational experience that embeds more than 60,000 years of Aboriginal and Torres Strait Islander learning approaches, culture, and knowledge into everything we do. Our people are critical to realising this vision, and this Workforce Plan is a pillar of our *One Sydney, Many People Strategy*.

The University of Sydney is committed to achieving population parity in Aboriginal and Torres Strait Islander staff participation by 2032. Despite the efforts of many around the University, we remain well below the targets we've set to ensure we meet that goal. In October 2024, the University's fixed-term and continuing workforce includes 124 Aboriginal and Torres Strait Islander staff members, representing 1.22% of the total workforce.

This intractable slowing of our employment levels is deeply disappointing given how critical it is to the *Sydney in 2032* Aboriginal and Torres Strait Islander student aspirations.

At the time of writing this Plan, the *One Sydney, Many People Strategy 2021–2024* is in its final year, and consultation is underway to refresh, review and implement the next iteration of this strategy. The University is also in a leadership transition phase as we recruit a new Deputy Vice-Chancellor Indigenous Strategy and Services (DVC ISS). We expect a new DVC ISS to join the University and lead this important work in the first half of 2025.

Recognising the dedicated focus needed in this 2025 transition period, I will sponsor the Indigenous Workforce Plan in its first year. The DVC ISS (Interim) and the Chief Human Resources Officer will continue as co-executive leads in 2025.

2025 will be a critical year where I will ensure each portfolio, faculty, and school focuses on their accountability for employing Aboriginal and Torres Strait Islander people in continuing roles. Career development and cultural safety will also be a critical focus.

I look forward to working with our leaders, academics and professional staff to uplift our performance and focus on reaching the milestones needed for population parity in 2032.

**Professor Mark Scott**  
President and Vice Chancellor

# FOREWORD

As part of the *Sydney in 2032 Strategy*, the University commits to building on the First Peoples' knowledge of these lands. We acknowledge and celebrate that all we do should be grounded in these knowledges. We must be a place that works better for our students, staff, partners and Community members in order to see our Aboriginal and Torres Strait Islander staff thrive and excel.

We are proud to together sponsor the *Indigenous Workforce Plan 2025–2032*, a product of the collaborative efforts of many people from our respective portfolios and from the University and the community we serve. This Plan is a key enabler that builds upon and strengthens the *Walanga One Sydney, Many People Strategy*. To achieve the Plan's objectives, we will continue to partner and work with colleagues across the University, locally, regionally and nationally.

The *Indigenous Workforce Plan 2025–2032* reflects the University's unwavering commitment to fostering positive relationships with our local, regional and national Aboriginal and Torres Strait Islander Communities. It underscores our active engagement and respect for First Peoples' cultures and knowledge. Most importantly, it highlights our dedication to creating a culturally safe and inclusive workplace for our Aboriginal and Torres Strait Islander staff.

We are listening to feedback from our staff, and recognise the challenges Aboriginal and Torres Strait Islander Peoples face as they navigate the University environment. We are committed to providing career opportunities and programs tailored to these staff, providing pathways to job permanency and security, and supporting individual and collective career journeys.

We know we still have work to do. We all need to ensure that the University not only increases the participation of Aboriginal and Torres Strait Islander Peoples but also creates inclusive and culturally safe teaching, research, and professional work environments to showcase and respect the wealth of cultural knowledge, perspectives, skills and intersectional lived realities Aboriginal and Torres Strait Islander staff bring to the University. By doing this, we will enrich the experience of our entire University community.

We also understand the ongoing commitment we need to make to continually re-examine our systems, processes and practices across the employee lifecycle, seeking and listening to Aboriginal and Torres Strait Islander Peoples' feedback to ensure that the processes and practices are culturally appropriate and co-designed to deliver sustainable jobs, career development and a safe workplace. We are absolutely committed to lifting the cultural competence of our workforce, promoting truth-telling and advancing the principles of Reconciliation.

Aboriginal and Torres Strait Islander Peoples' employment is integral to the success of the University's strategic vision and is a key enabler of our *Walanga One Sydney, Many People Strategy*, so we will encourage all staff, starting with our Senior Leaders, to embed the principles and objectives of the *Indigenous Workforce Plan 2025–2032* throughout their work areas.

The University Executive has endorsed the commitments to the key objectives, principles and initiatives outlined in this *Indigenous Workforce Plan* and will lead, empower and support the University of Sydney's Indigenous workforce to excel and thrive while also monitoring and measuring the progress of the initiatives outlined in the *Workforce Plan*.

## Co-Executive Sponsors

Professor Jennifer Barrett, Interim Deputy Vice-Chancellor (Indigenous Strategy and Services)  
Ms Samantha Liston, Chief Human Resources Officer.





# VISION

The *Walanga One Sydney, Many People Strategy* sets a whole-of-University commitment to a uniquely Australian educational experience that harnesses and embeds the more than 60,000 years of Aboriginal and Torres Strait Islander learning approaches, culture, and knowledge into every part of the University. Our People are key to realising this vision.

When writing this Plan, the current *One Sydney, Many People Strategy 2021–2024* is in its final year, and consultation is underway to refresh, review and implement the new *Walanga One Sydney, Many People Strategy*. Core to realising this vision is a University-wide, all-of-leadership commitment to achieving population parity in Aboriginal and Torres Strait Islander staff participation by 2032, and every portfolio, faculty, and school has a significant role to play in:

1. Supporting, developing and growing sustainable careers for every Aboriginal and Torres Strait Islander staff member.
2. Recognising and valuing that the lived realities of Aboriginal and Torres Strait Islander staff will vary, and bespoke career development solutions are required to enable staff to thrive and excel at the University.
3. Recognising and valuing Aboriginal and Torres Strait Islander knowledges and culture, building capacity across the University to work in culturally appropriate ways and supporting a culturally safe workplace.
4. Raising awareness of the University as a culturally appropriate and responsive place for Aboriginal and Torres Strait Islander Peoples. Promoting the key messages of the Aboriginal and Torres Strait Islander Employee Value Proposition, which conveys the University's commitment to fostering a supportive and culturally safe environment.

# EXECUTIVE SUMMARY

In 2022, the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* set a population parity target of 3.2%. In 2024, Indigenous workforce participation remains below the target. In June 2024, the University's fixed-term and continuing workforce includes 115 Aboriginal and Torres Strait Islander staff members, representing 1.16% of the total workforce. While this percentage fluctuates between 1% and 1.2%, there has been a notable increase in the overall headcount of fixed, continuing and casual Indigenous staff from 128 in March 2020 to 265 in June 2024.

Specifically, full-time Aboriginal and Torres Strait Islander academic staff rose from 43 (1.16%) in March 2020 to 49 (1.24%) in June 2024. Additionally, full-time Aboriginal and Torres Strait Islander professional staff grew from 52 (1.09%) in March 2020 to 66 (1.10%) in June 2024. These positive trends are attributed to the targeted investments and initiatives focusing on recruitment, career development, and cultural safety.

According to recent data analysis exploring the population, education and employment of the NSW Aboriginal and Torres Strait Islander population within NSW and Greater Sydney, whilst the University has made progress in increasing its Aboriginal and Torres Strait Islander representation, it remains well below population parity.

There were 983.7k First Nations Peoples in Australia (3.8%) as of the 10th of August 2021 (Census), with NSW having the highest number, 339.7k (4.2% of the NSW population). When considering the working-age group, this number is notably less.

There are 155.5k working-age First Nations Peoples in NSW, or 2.96% of the total NSW working-age population, compared to the Greater Sydney Region, which is 1.5% of the working-age population.

The number of NSW Indigenous working-age talent is smaller than once understood. This adds weight to the need for tailored strategies outlined in the new *Indigenous Workforce Plan 2025–2032*. These strategies will continue to be required to attract talent from early career graduates to senior leaders, and to retain existing staff through pathways leading to permanency and sustainable career development opportunities in a competitive sector job market.

The University of Sydney Enterprise Agreement 2023–2026 sets the current workforce participation outcome at 3.8% by 2032. However, achieving population parity of Aboriginal and Torres Strait Islander staff can be challenging. This is why further consideration of the University's targets and continual investment in the initiatives outlined in the *Indigenous Workforce Plan 2025–2032* are required.

The University of Sydney's *Indigenous Workforce Plan 2025–2032* builds upon the work commenced with the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* as a key enabler of the *Walanga One Sydney, Many People Strategy*. The Indigenous Workforce Plan meets compliance requirements to ensure that the University has an Indigenous Workforce Strategy, compliant with Section 12 of the *Indigenous Student Assistance Grants Guidelines* (Cth) 2017 including targets for increasing Indigenous workforce participation, prioritising the attraction, career development and progression of Aboriginal and Torres Strait Islander academic staff.

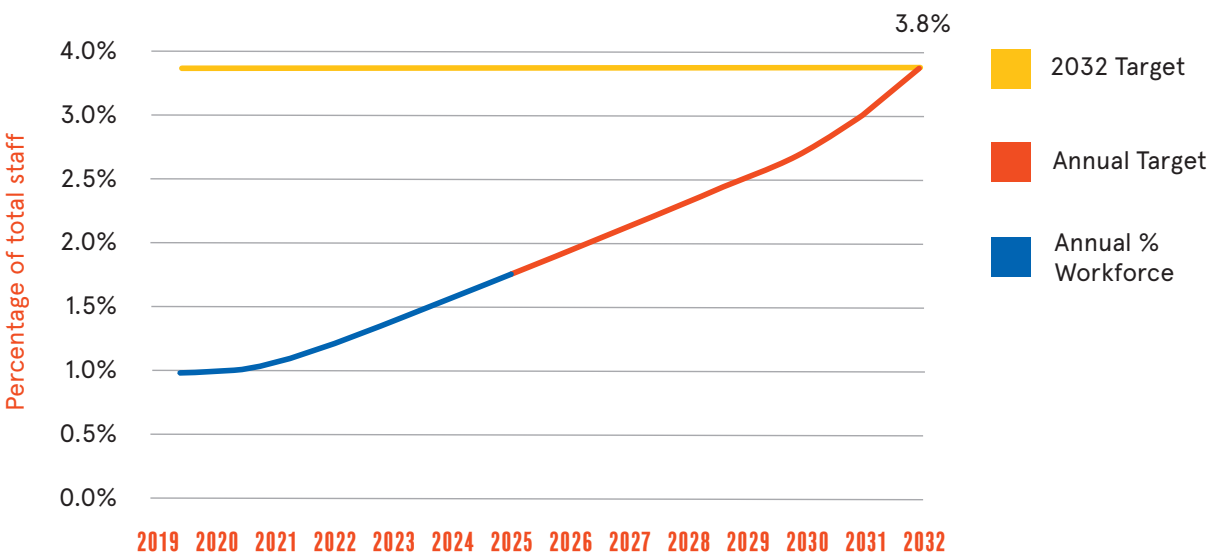


After careful review and consultation, we heard from our stakeholders that during the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*, the University made inroads to build trust and engagement. Progress has been made in building good foundations, improving the workplace experience and engagement with the community, and increasing Aboriginal and Torres Strait Islander staff participation.

The initiatives in the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*, will continue to be a focus in the *Indigenous Workforce Plan 2025–2032*, such as improving leadership accountability and continuing to review human resource processes to ensure they are culturally appropriate for Aboriginal and Torres Strait Islander candidates and staff.

We must allocate targeted operational funding to support sustainable job opportunities and long-term employment security. This commitment includes fostering a culturally safe work environment and continuously enhancing cultural awareness and competence among all staff, with a particular focus on leaders who have the greatest influence on workplace culture.

### Percentage Indigenous Workforce Progress against Targets



# OVERARCHING PRINCIPLES

The core principles of the *Indigenous Workforce Strategy 2025–2032* are:

- Respect for Aboriginal and Torres Strait Islander Peoples, their knowledge systems, diversity, customs, beliefs, and practices.
- Continue to empower our people, our practices, and every University community member to engage in culturally responsive ways.
- Continue to create inclusive and culturally safe working and learning environments to showcase and respect the wealth of cultural knowledge, perspectives, skills, and experiences that Aboriginal and Torres Strait Islander staff bring to the University.
- Further embed and continue to develop meaningful opportunities for Aboriginal and Torres Strait Islander staff across all levels of academic and professional positions across the University.

# OUR APPROACH

The review of the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* helped us to evaluate our strengths and opportunities for improvement. It also set the foundation for the future *Indigenous Workforce Plan 2025–2032*, which will expand on current initiatives and identify new ones.

During the life of the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*, many of the key initiatives that were implemented involved gathering feedback through studies, surveys, stakeholder interviews and focus groups to refine and tailor the program.

Several consultations, interviews, surveys and critical initiative reviews provided a view of the successes as well as opportunities for improvement, which informs the new *Indigenous Workforce Plan 2025–2032*. These include:

- 2023 Sydney Listens Staff Engagement Survey.
- 2024 Sydney Listens Staff Engagement Survey.
- The Aboriginal and Torres Strait Islander staff health and well-being review 2023–2024 – Summary and Action Plan including insights from the People at Work (PAW) survey.
- Aboriginal and Torres Strait Islander Academic Showcase and survey – Career development and progression of Aboriginal and Torres Strait Islander Academic Staff 2024.
- The Aboriginal and Torres Strait Islander Employee Value Proposition (EVP) report.
- *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*: stakeholder feedback interviews and questionnaire feedback from Yura Network to confirm the current state and guide the new *Indigenous Workforce Plan 2025–2032* development.

- NSW Aboriginal and Torres Strait Islander Representation data analysis exploring the population, education, and employment of the NSW Aboriginal and Torres Strait Islander population within NSW and Greater Sydney.
- The Aboriginal and Torres Strait Islander Advisory Group – guides the Indigenous Employment and Engagement team and provides an opportunity for feedback on the *Aboriginal and Torres Strait Islander Employment Plan*’s progress.

This review asked stakeholders specific questions about how well the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* met its main objectives:

1. **Community engagement:** The University of Sydney is recognised as an employer of choice for Aboriginal and Torres Strait Islander Peoples.
2. **Career attraction, development, and progression:** Creating pathways from entry-level to senior level in both professional and academic areas, with visible opportunities for career attraction, development, and progression.
3. **Workplace culture and experience:** A University culture that is inclusive and culturally safe.
4. **Accountability and best practice:** Leadership that embeds cultural capabilities and respect in policies and practices within their work areas.

This review has highlighted key successes that will have lasting impacts, providing a strong foundation for the Indigenous Workforce Plan 2025–2032 to build upon previous planning phases and initiatives, including:

## 1. Community engagement

In 2022/23, the Aboriginal and Torres Strait Islander Staff Network underwent a rebranding, emerging as the Yura Network. This renewal has fostered community and connection among our Aboriginal and Torres Strait Islander staff and students. For those working remotely or as the sole Aboriginal and Torres Strait Islander person in their team, the Yura Network has become a vital source of support and connection. The overwhelmingly positive feedback from our Aboriginal and Torres Strait Islander staff underscores the importance of the Yura Network in fostering a sense of belonging, engagement and connection at the University.

The Yura Network is described as inclusive and culturally safe, and based on feedback from existing staff, the priority of rebranding the staff network, focusing on access to knowledge about the University, communication, and building trust has been successful. The rebranding of the Yura Network has empowered and connected Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander communities in a culturally safe way. During the review, members of the Yura Network commented on the importance of connection to the Community and the Yura Network's positive impact on their own well-being and sense of cultural safety.

### A space for the Yura Network

While the Yura Network has been significant in fostering trust and connection amongst Aboriginal and Torres Strait Islander staff at the University, it still faces a critical challenge—the lack of a physical space. This is a gap that the new Plan aims to bridge. A dedicated space where the Yura Network can gather, share, and connect in a culturally safe environment is not just a want, but a need. Such a space would not only enhance well-being and engagement but also provide a tangible sense of place and belonging on the University of Sydney campus for the Yura Network.

## Community engagement and reputation

There has been a significant positive shift in the way the University has engaged with Aboriginal and Torres Strait Islander Communities. However, Aboriginal and Torres Strait Islander staff and allies are eager to see continued progress and accountability from University leadership. This includes holding peers and staff accountable to enhance their cultural responsiveness and further build upon the delivery of a culturally safe work environment at the University. The importance of sustained and supported community engagement cannot be overstated. It is the key to maintaining and building upon the positive shift in trust and attitudes towards the University.

## 2. Career attraction, development and progression

### Talent mapping

In 2023, as part of the Aboriginal and Torres Strait Islander Employment Plan, Human Resources (HR) and Indigenous Strategy and Services (ISS) completed a talent mapping process identifying Aboriginal and Torres Strait Islander talent. The University has commenced proactively seeking and discussing potential opportunities and developing funding models to support attractive career offerings tailored to candidate needs, providing secure, sustainable career pathways for potential candidates.

### Specialist Indigenous Recruitment Panel

The University has recently implemented a specialist recruitment panel of First Nations recruiters who are technical and cultural experts in recruiting Aboriginal and Torres Strait Islander staff. This panel enables hiring managers to work with selected specialists and culturally appropriate recruitment suppliers to attract and recruit Aboriginal and Torres Strait Islander talent across various roles.

### Aboriginal and Torres Strait Islander Employee Value Proposition

In collaboration with a First Nations marketing and creative agency, the University Marketing and Communications team undertook a study to produce an Employee Value Proposition to target and attract Aboriginal and Torres Strait

Islander job seekers. The bespoke Employee Value Proposition will convey the University's commitment to fostering a supportive and culturally safe environment for Aboriginal and Torres Strait Islander staff, so it will be known throughout the community and national job market that the University of Sydney is a place that values and welcomes all First Nations Peoples.

### **Career development and progression**

In addition to the career and development offerings the University provides to all staff, Aboriginal and Torres Strait Islander staff can access a range of personalised and tailored professional support and career development opportunities. The intention is also to build relationships with students, community members, and alumni to encourage professional career development and lifelong learning based on reciprocity and shared knowledge.

### **Aboriginal and Torres Strait Islander mentoring program**

The Aboriginal and Torres Strait Islander mentoring program, launched in May 2023, has successfully provided mentors and mentees with support, learning and growth opportunities. This annual program is designed to support Aboriginal and Torres Strait Islander staff at the University of Sydney in developing and articulating their career plans and aspirations through a unique internal mentoring partnership with a more senior staff member or peer. The inaugural program in 2023 proved successful and enhanced cross-functional, cultural connections and networks and supported two-way communication and learning.

### **The Indigenous Career Development and Coaching Program**

The Indigenous Career Development and Coaching Program developed in 2023 empowers Aboriginal and Torres Strait Islander staff by providing personalised, strengths-based career development plans and expert career coaching support by culturally competent external specialists. Launched in 2023, this program will evolve as part of the new *Indigenous Workforce Plan* to ensure that academic and professional staff are fully aware

of the career development opportunities accessible through this program.

### **Indigenous Executive Leadership Programs**

Managers and supervisors can nominate Aboriginal and Torres Strait Islander leaders or staff for leadership development programs. These programs apply to emerging or existing leaders and are available for staff across all levels. These programs bridge to the University of Sydney's Leadership Academy Programs piloted in 2024. During the stakeholder interviews, it was also noted that Aboriginal and Torres Strait Islander staff input was sought and received during the development of the Leadership Academy programs.

## **3. Workplace culture and experience**

The Workplace culture and experience objective is a critical focus of the Plan, as all Aboriginal and Torres Strait Islander staff within the University have the right to work alongside colleagues and within teams committed to supporting cultural safety, inclusion and zero tolerance of racism. The University will continue to build capacity by supporting the workforce through cultural competence programs and initiatives promoted for all staff.

### **Cultural capability**

During the review, suggestions were provided that the University Executive monitor and measure participation and completion rates of the cultural competence modules and workshops, especially as the *Vice-Chancellor's Mandatory Compliance Directive, University of Sydney* states that the five cultural competence modules are required, not mandated. "*Required training means training that is deemed an expectation of staff to progress the strategy of the University, with non-compliance addressed and managed locally*". Many believe there are limited consequences for non-compliance at the local level and that lifting cultural awareness and competence will lift trust, respect, and cultural safety and improve the cultural experience for all University staff.

Equally, there is support for promoting the existing cultural competence modules as a participant benefit. Completing the modules

enables participants to understand their cultural context and to gain a deeper sense of self-understanding, which is a crucial attribute for gaining greater professional effectiveness as an academic, leader, technical or professional staff member. Another suggestion was for the modules to be rolled out to all staff via the Academic Planning and Development and Performance Planning and Development processes promoting the benefits of lifting one's cultural competence and self-awareness for professional development and personal effectiveness.

### ***Aboriginal and Torres Strait Islander Employment Plan 2022–2024: Good Practice Guide (GPG)***

The GPG was designed in 2023 to support leaders, supervisors, hiring managers, and human resource practitioners in carrying out their roles in building an inclusive and culturally safe University. The GPG provides an overview of Aboriginal and Torres Strait Islander cultural practices, behaviours, and communication styles, intending to educate and support managers to exercise cultural competence and ensure that the University is culturally safe for Aboriginal and Torres Strait Islander Peoples. Additionally, the GPG guides managers in recruiting and retaining Aboriginal and Torres Strait Islander staff through culturally sensitive recruitment practices, as well as providing staff with ongoing and appropriate support for cultural commitments and career development.

The guide and the accompanying workshops, led by the Senior Indigenous Engagement Coordinator and Director of the National Centre for Cultural Competence (NCCC), have received positive feedback.

### **Creating culturally safe workplaces**

The Manager, Indigenous Employment and the Director, National Centre for Cultural Competence collaborate to deliver workshops for managers and their staff. Several workshops on creating culturally safe work environments are available annually. These programs are well received and highly credited for improving cultural awareness and capability. The Cultural Competence Leadership Program (CCLP) and other immersive development options are deemed the preferable way to upskill staff in

cultural competence; however, the capacity to deliver more courses will need to be examined regarding current resourcing.

### **Cultural Load**

In the *Aboriginal and Torres Strait Islander staff health and well-being report 2023/24*, an action plan co-designed with the Yura Network and the Health and Well-being team states that a consistent theme experienced by academic and professional staff alike was the impact of cultural load. As outlined in the report and stakeholder interviews, a request was made for the University to educate leaders and the workforce on what it means for Aboriginal and Torres Strait Islander Peoples to experience cultural load in their day-to-day working lives.

The *Aboriginal and Torres Strait Islander staff health and wellbeing report 2023/24* also states that an unmanaged and unsupported cultural load on staff and students is a risk that the Enterprise Risk Register identifies. Stakeholders report that more awareness of how cultural load affects Aboriginal and Torres Strait Islander staff's productivity and well-being at the University should be supported and included in workload planning and job design. Developing and implementing a Cultural Safety policy will help create awareness of what makes a workplace culturally safe for Aboriginal and Torres Strait Islander staff. The University has prioritised the development of the Cultural Safety Policy.

There is no single approach to cultural load; approaches vary and are discipline and work-unit-specific. Further evidence-based research will be undertaken to support and implement cultural safety focusing on cultural load.

## **4. Accountability and best practice**

Since implementing the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*, Senior Executive staff have defined workforce targets and KPIs in their professional development plans. Each faculty, portfolio and unit have strategies and local implementation plans aligned to the *One Sydney, Many People Strategy*. These senior leaders report to the *One Sydney, Many People* (OSMP) control board and support their local areas. Some faculties



have Associate Deans Indigenous who support education and employment outcomes for the local areas and develop and deliver Indigenous strategies and initiatives.

During this review, Initiative Leads, Accountable Directors and their delegates expressed commitment to the outcomes of the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*. They could speak about their progress on the various initiatives. There is evidence of high engagement and a commitment to the delivery of the initiatives.

A key priority in the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* was the requirement for all portfolios, faculties and schools to reach defined workforce targets and commit to a range of actions to achieve them (outlined in the section titled Measures of Success and Targets). In addition, all actions had clear, accountable Directors/Leads, and there was a focus on upgrading and utilising current data to track progress.

Accountable Directors/Leads and their delegates have implemented the key initiatives in the Plan and have attended regular meetings chaired by the Director of Organisational Development to report on their progress. Of the 35 actions outlined in the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024*: 11 initiatives have been completed, only one is overdue, and 23 are on track to complete as they have all commenced or are in progress.

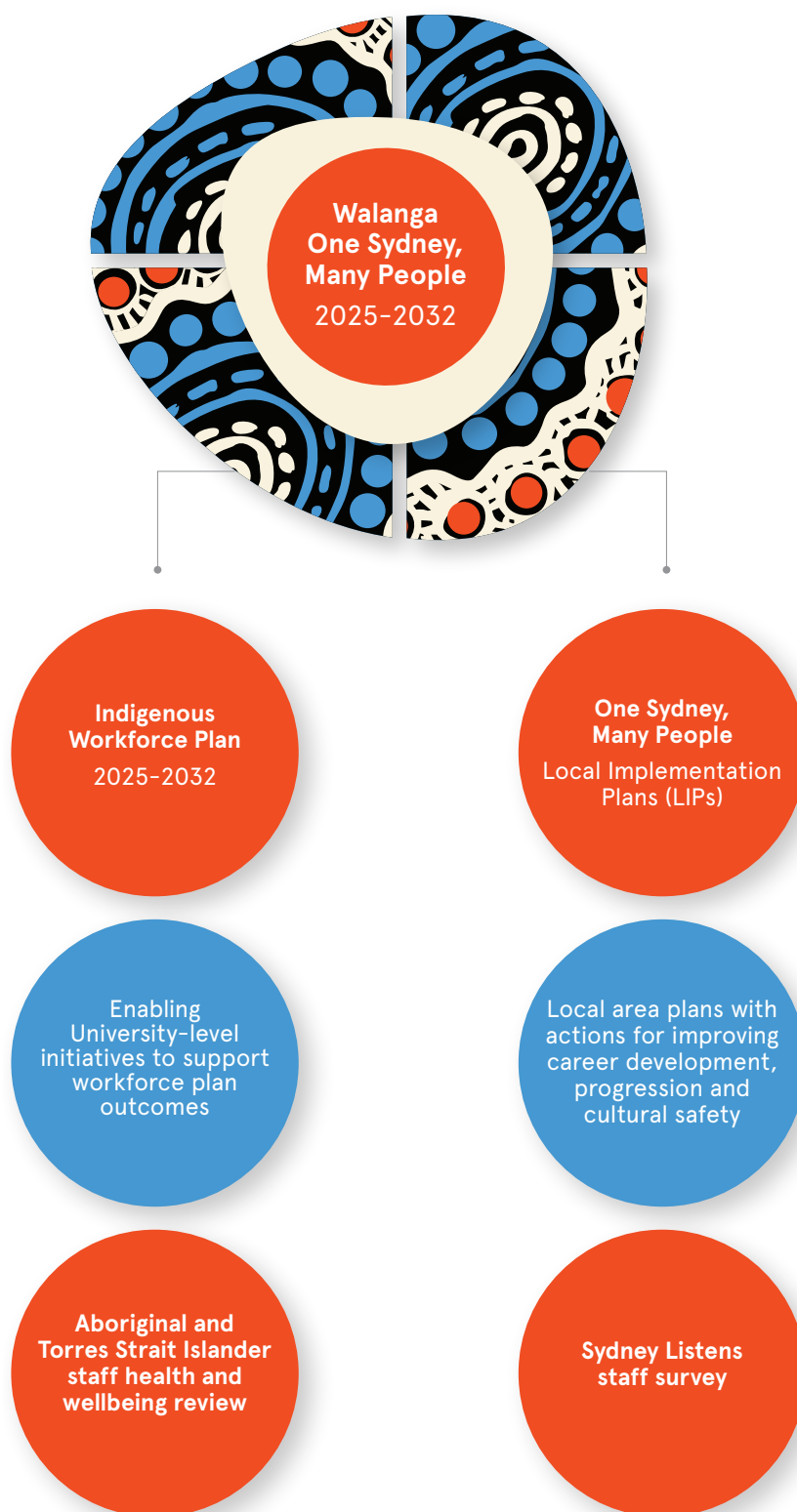
Many updated initiatives from the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* will carry into the *Indigenous Workforce Plan 2025–2032*. Some began implementation in 2024, others are ongoing annual programs like Mentoring and Career Development, while initiatives such as the Reconciliation Action Plan and Cultural Safety Policy require more time to complete.

The Manager, Indigenous Employment reports quarterly to the Executive Sponsors, who provide six-monthly updates to the University Executive People and Culture Committee (UEPCC) and the University Executive.

Participants of the review commented about the inadequate resourcing of the core Indigenous Employment and Engagement team that coordinates the delivery of the Program of work underpinning the *Indigenous Workforce Plan's* initiatives. There is a desire to see the Manager, Indigenous Employment, and the Indigenous Employment and Engagement team appropriately resourced and supported to deliver the program of work and to see the Plan positioned as a significant strategic initiative.

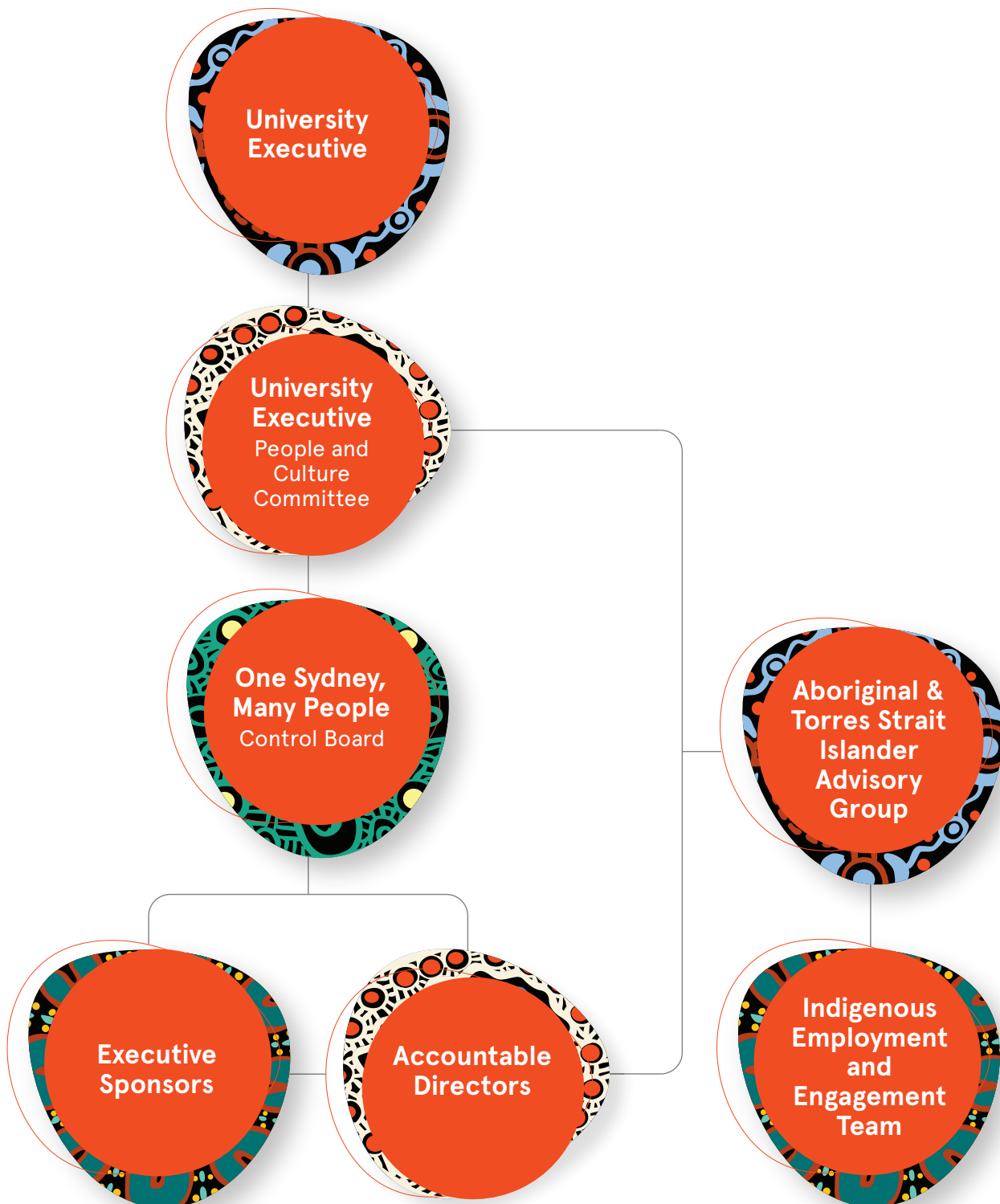
Many have said that the *Aboriginal and Torres Strait Islander Employment Plan 2022–2024* has delivered significant value in the past two years. Still, staff turnover, lack of appropriate resources and job insecurity resulting from short-term investment are key undermining factors and barriers to achieving ongoing success in a competitive sector and job market.

# PLAN ALIGNMENT AND ACCOUNTABILITY



The Plan will run from 2025 to 2032, with a review scheduled and completed by the end of 2028.

# GOVERNANCE STRUCTURE



# MEASURES OF SUCCESS

## Workforce participation

- 0.3% increase of continuing and fixed-term Aboriginal and Torres Strait Islander academic and professional staff as a share of total staff (excluding casual staff) by 2029 to reflect the working-age population of Greater Sydney (1.5%).
- 1.8% increase of continuing, fixed-term and casual Aboriginal and Torres Strait Islander academic and professional staff as an outcome by 2032 to reflect the total working-age population of New South Wales (2.96%).
- An increase in the headcount of 15 Aboriginal and Torres Strait Islander fixed-term and continuing staff each year during the life of the Plan.
- An increase in the headcount of 39 Aboriginal and Torres Strait Islander staff (continuing, fixed-term, and casual staff) each year during the life of the Plan.
- 3.8% of Aboriginal and Torres Strait Islander staff as an outcome of (continuing, fixed-term and casual staff) by 2032 as per the *University of Sydney Enterprise Agreement 2023-2026* target.
- Increase the percentage of the workforce (headcount) who are Aboriginal and Torres Strait Islander in the faculty/University Schools by 10% each year.

## Engagement and Wellbeing

- Sydney Listens: Aboriginal and Torres Strait Islander staff engagement scores are maintained or higher than the University of Sydney all staff score—the baseline is 68% for fixed-term and continuing staff and 63% for casual staff.
- Sydney Listens: Aboriginal and Torres Strait Islander staff perception of supervisor—“*My supervisor genuinely cares about my wellbeing*”—80% baseline is maintained or higher.

## Cultural Safety and Cultural Load

- Sydney Listens: Aboriginal and Torres Strait Islander staff degree of trust and cultural safety—“*I can be my authentic self at work*”—69% baseline is maintained or higher.
- Sydney Listens: Aboriginal and Torres Strait Islander staff cultural load—“*The amount of extra Indigenous-related work I am expected to do in addition to my day-to-day work responsibilities is manageable*”. 41% baseline is maintained or higher.



# OBJECTIVES OF THE INDIGENOUS WORKFORCE PLAN 2025-2032

The objectives will focus on:

1. **Community Engagement:** The University of Sydney will invest in and engage with Aboriginal and Torres Strait Islander communities by celebrating and acknowledging Aboriginal and Torres Strait Islander cultures. We will continue to build strong relationships through partnerships by connecting and engaging with local, regional, and national Aboriginal and Torres Strait Islander communities.
2. **Attraction and Onboarding of Aboriginal and Torres Strait Islander Staff:** The University of Sydney will continue to develop strategies and implement initiatives that ensure the University operates in culturally responsive ways. This will ensure that Aboriginal and Torres Strait Islander candidates and new starters have an enriched experience from the commencement of their career journey with the University.
3. **Sustainable Career Development and Pathways to Permanency:** The University of Sydney will develop sustainable career pathways by ensuring available opportunities across all levels, including academic, research and professional roles. Using identified and targeted roles, the University will aim to provide pathways to permanency and sustainable careers for Aboriginal and Torres Strait Islander staff.
4. **Workplace Culture and Experience:** Aboriginal and Torres Strait Islander staff will have an inclusive and culturally safe workplace experience both on campus, where they meet, and in digital spaces. A workplace that supports health, cultural safety, and emotional well-being so staff can thrive and excel at the University.
5. **Leadership Accountability:** The University Leadership and sponsors of this Plan, aligned with the values of trust and accountability, will monitor the outcomes and impacts of the Workforce Plan's initiatives, reporting biannually through the University Executive's People and Culture Committee the progress of the initiatives and with the intent to remove any barriers to their achievement.





## Community Engagement

The University of Sydney will invest in and engage with Aboriginal and Torres Strait Islander communities by celebrating and acknowledging Aboriginal and Torres Strait Islander cultures. We will continue to build strong relationships through partnerships by connecting and engaging with local, regional, and national Aboriginal and Torres Strait Islander communities.

We want Aboriginal and Torres Strait Islander communities to see the University as a place that cultivates local, national and global Indigenous cross-cultural connections and continues to invest and engage with First Nations staff, students and alumni.

We will continue building on connections within communities via partnerships with Indigenous businesses and organisations.



| Action                                                                                                                                                                                                   | Responsibility                                                                                                                                         | Peak Effort                                                                           |                                                                                       |                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                          |                                                                                                                                                        | 2027                                                                                  | 2030                                                                                  | 2032                                                                                  |
| 1. Celebrate and acknowledge Aboriginal and Torres Strait Islander cultures at the University, such as NAIDOC week, MABO day, and Reconciliation Week.                                                   | Lead: Director Organisational Development<br>Partners: All Faculties, Schools, ISS, HR, MarComms                                                       |    |    |    |
| 2. Promote the University as an inclusive and culturally safe workplace through community-building initiatives to build reputation and demonstrate the University's commitment to First Nations Peoples. | Lead: Director Organisational Development<br>Partners: All Faculties, Schools, ISS, HR, MarComms                                                       |    |    |    |
| 3. Invest in the Yura Network events and activities to reach members across all sites and regions.                                                                                                       | Lead: Director Organisational Development<br>Partners: Manager Indigenous Employment, Senior Manager, D&I                                              |    |    |    |
| 4. Identify and create a cultural hub and place for the Yura Network on Campus to work, host events, collaborate with colleagues and engage with the Community.                                          | Lead: VP Operations<br>Partners: ISS, HR                                                                                                               |  |  |  |
| 5. Continue to support and partner with Aboriginal and Torres Strait Islander businesses through procurement strategies and supplier panels.                                                             | Lead: VP Operations<br>Partners: Recruitment, Organisational Development, HR Performance Workforce Planning and Insights, D&I                          |  |  |  |
| 6. Strengthen ties and network with Aboriginal and Torres Strait Islander staff and student alumni at the University to promote career development opportunities and partnerships.                       | Lead: Alumni Office<br>Partners: Gadigal Centre, Yura Network, Recruitment, Organisational Development, HR Performance Workforce Planning and Insights |  |  |  |
| 7. Develop and implement the inaugural University of Sydney Reconciliation Action Plan (RAP), aligning the initiatives in the Workforce Plan to the RAP.                                                 | Lead: VC's Office<br>Partners: Provost Office, ISS, HR                                                                                                 |  |  |  |



## Attraction and Onboarding of Aboriginal and Torres Strait Islander staff

The University of Sydney will continue to develop strategies and implement initiatives that ensure its processes and practices are culturally responsive so that Aboriginal and Torres Strait Islander applicants and new starters have an enriched experience from the commencement of their career journey with the University.

This includes reviewing current recruitment procedures to ensure they are inclusive and encourage Aboriginal and Torres Strait Islander applicants, as well as creating talent pools and mapping talent to identified and targeted roles at all levels.

We will continue to adapt current processes and co-design culturally appropriate pre-boarding and onboarding steps within Human Resources processes to ensure all new staff are guided through each stage of the recruitment process. We want staff to be supported during onboarding and pre-boarding and welcomed to the University in culturally appropriate ways, connecting Aboriginal and Torres Strait Islander candidates and staff early in the process with the Yura Network to ensure a successful orientation and ongoing retention.

| Action                                                                                                                                                                                                                           | Responsibility                                                                                                                 | Peak Effort                                                                           |                                                                                       |                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                  |                                                                                                                                | 2027                                                                                  | 2030                                                                                  | 2032                                                                                  |
| 8. Improve the candidate experience for Aboriginal and Torres Strait Islander staff by reviewing current recruitment practices to ensure they are culturally responsive, safe and timely.                                        | Lead: Director Recruitment<br>Partners: HR Partnering, HR Performance Workforce Planning and Insights, ISS                     |    |    |    |
| 9. Develop and codesign with Yura Network an Indigenous pre-employment and onboarding process that is culturally responsive.                                                                                                     | Lead: Director Recruitment and Director Partnering<br>Partners: HR, MarComms, Yura Network                                     |    |    |    |
| 10. Identified Aboriginal and Torres Strait Islander Onboard Consultant role developed to support pre-employment and onboarding process.                                                                                         | Lead: CHRO<br>Partners: Recruitment, D&I and HR Partnering                                                                     |    |    |    |
| 11. Promote and formalise the current Buddy program for Aboriginal and Torres Strait Islander new starters.                                                                                                                      | Lead: Director Organisational Development<br>Partners: D&I, Yura Network and ISS                                               |    |    |    |
| 12. Build upon and implement the initiatives outlined in the Aboriginal and Torres Strait Islander Employee Value Proposition, both internal and external facing strategies targeting job seekers, candidates and the Community. | Lead: MarComms<br>Partners: Recruitment, Organisational Development, ISS                                                       |  |  |  |
| 13. Deploy the Talent Mapping program undertaken to identify external Aboriginal and Torres Strait Islander academic, professional and leadership talent.                                                                        | Lead: Recruitment<br>Partners: Partnering, ADIs, ISS                                                                           |  |  |  |
| 14. Create tailored remuneration and benefits offerings for key talent attraction that are sector-competitive and provide potential candidates with a path to career development and permanent ongoing employment.               | Lead: Senior Manager Remuneration and Director Partnering<br>Partners: ISS, Organisational Development, Recruitment, HR Policy |  |  |  |
| 15. Increase the visibility of the University of Sydney as a culturally responsive employer by continued participation at career events, expos, job fairs and Community events.                                                  | Lead: Recruitment<br>Partners: Organisational Development, D&I, ISS, Gadigal Centre                                            |  |  |  |
| 16. Update careers pages and website to showcase career opportunities, cultural safety initiatives and shared stories from First Nations staff – EVP                                                                             | Lead: MarCommms<br>Partners: Organisational Development, D&I, Recruitment                                                      |  |  |  |

| Action                                                                                                                                                                                                                                                       | Responsibility                                                                                                       | Peak Effort                                                                         |                                                                                     |                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                              |                                                                                                                      | 2027                                                                                | 2030                                                                                | 2032                                                                                |
| 17. Provide probation guidance and support for Aboriginal and Torres Strait Islander academics and professional staff.                                                                                                                                       | Lead: Partnering and Organisational Development<br>Partners: Organisational Development, D&I, Recruitment, HR Policy |  |  |  |
| 18. Provide navigation and guidance to all new starters on the HR policies such as Academic, Planning and Development (AP&D) and Performance, Planning and Development (PP&D).                                                                               | Lead: Director Organisational Development<br>Partners: ADIs, ISS, Faculties and Schools                              |  |  |  |
| 19. Ensure all HR, Hiring Managers and Chairs of Committees have Good Practice Guide resources and are trained in cultural awareness and competence modules to support a safe experience for all Aboriginal and Torres Strait Islander candidates and staff. | Lead: Organisational Development<br>Partners: D&I, NCCC                                                              |  |  |  |



## **Sustainable Career Development and Pathways to Permanency**

The University is committed to fostering sustainable career paths and permanent job opportunities for Aboriginal and Torres Strait Islander staff across all academic and professional levels. By offering stable employment, we aim to provide job security and sustainable career development to retain our existing Aboriginal and Torres Strait Islander staff and provide an enriched career experience.

We will also continue to enhance personalised career development for Aboriginal and Torres Strait Islander staff, including support through academic probation and progression.

Additionally, we support diverse entry-level pathways, including traineeships and graduate programs, and we are dedicated to developing Aboriginal and Torres Strait Islander leadership through identified and targeted recruitment, accelerated development programs, and mentoring.



| Action                                                                                                                                                                                                                                                     | Responsibility                                                                                                             | Peak Effort                                                                           |                                                                                       |                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                            |                                                                                                                            | 2027                                                                                  | 2030                                                                                  | 2032                                                                                  |
| 20. Review of Aboriginal and Torres Strait Islander staff on casual and fixed-term contracts to support sustainable careers and a pathway to permanency.                                                                                                   | Lead: Heads of Schools and Faculties<br>Partners: HR Operations and Consulting; HR Partnering                              |    |    |    |
| 21. Source and support early and mid-career programs for academic and professional staff including Leadership programs.                                                                                                                                    | Lead: Director Organisational Development<br>Partner: D&I, Yura Network, ISS, Schools and Faculties, HR Partnering         |    |    |    |
| 22. Actively identify positions that can be funded as part of the operation budget in schools/faculties and PSUs in line with Dean and School KPIs.                                                                                                        | Lead: Heads of Schools, Faculties and PSUs & Finance<br>Partners: Finance Partners, HR Partnering                          |    |    |    |
| 23. Continue to monitor the Mentoring Program and Career Development and Coaching Program, linking to key processes and resources such as Academic Promotions, Academic, Planning and Development (AP&D) and Performance, Planning and Development (PP&D). | Lead: Director Organisational Development<br>Partners: ISS, Yura Network, D&I, HR Partnering and Academic Promotions Team  |  |  |  |
| 24. Provide guidance to Aboriginal and Torres Strait Islander Academic staff during promotion application rounds for levels B, C, D and E.                                                                                                                 | Lead: HR Partnering and Academic Promotions Team<br>Partners: D&I, Yura Network Academic staff, Organisational Development |  |  |  |
| 25. Provide supporting resources for committees, Chairs, and HOS in cultural competence and leverage good practice in supporting Academic staff as they apply for Promotion rounds.                                                                        | Lead: HR Partnering and Academic Promotions Team<br>Partners: D&I, Yura Network Academic staff, Organisational Development |  |  |  |
| 26. Establish and implement the ISS Indigenous Recruitment Fund (aka Indigenous Employment Fund) and appoint Indigenous Recruitment Fund Coordinators.                                                                                                     | Lead: CHRO, DVC ISS<br>Partners: Recruitment, D&I, ISS                                                                     |  |  |  |



## Workplace Culture and Experience

Aboriginal and Torres Strait Islander staff at the University of Sydney have an inclusive and culturally safe workplace experience on campuses and in digital spaces.

A workplace that supports the health, cultural safety and emotional well-being of all Aboriginal and Torres Strait Islander staff so they can thrive and excel at the University.

We want Aboriginal and Torres Strait Islander staff to feel culturally safe and draw strength from their identity, culture, and communities. This requires a unified effort and commitment to strengthen and lift cultural capability of the workforce. By better understanding and valuing the unique strengths, skills, and abilities that Aboriginal and Torres Strait Islander staff, their families, and communities bring to the University, we can ensure the workplace culture and experience are inclusive for all.

| Action                                                                                                                                                                                                                                                                                                                                    | Responsibility                                                                                                 | Peak Effort                                                                           |                                                                                       |                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                           |                                                                                                                | 2027                                                                                  | 2030                                                                                  | 2032                                                                                  |
| 27. Develop and implement the Cultural Safety Policy, implement policy launch guidelines, and provide supporting resources.                                                                                                                                                                                                               | Lead: DVC ISS<br>Partners: Organisational Development, NCCC, D&I, Yura Network, HR Policy team                 |    |    |    |
| 28. Vice-Chancellor and UE to consider the promotion of cultural competence modules in line with the RAP and to regularly monitor the efforts undertaken by local areas to lift cultural competence.                                                                                                                                      | Lead: VC Office<br>Partners: CHRO, Organisational Development, D&I                                             |    |    |    |
| 29. Develop a strategy to upskill all staff in cultural competence across the University with a priority focus on those staff and leaders who teach, conduct research and supervise First Nations staff and students as part of the Academic Excellence Framework.                                                                        | Lead: Vice-Provost<br>Partners: DVC, ISS, Provost Office, DVC Education, CHRO, Organisational Development, D&I |    |    |    |
| 30. Continue to promote the benefits of cultural competence resources such as the Good Practice Guide, National Centre for Cultural Competence, Massive Open Online Course and Culturally Competent Leadership Program workshops on the intranet, in forums and via the development of toolkits to upskill and create cultural awareness. | Lead: Director Organisational Development<br>Partners: D&I, ISS, NCCC, Yura Network, MarComms                  |  |  |  |
| 31. Develop and implement health and well-being strategies to support staff who seek culturally-specific clinical supervision given duties they perform as part of their role (e.g. counselling/clinical services or handling culturally sensitive materials).                                                                            | Lead: Chief Safety Officer<br>Partners: D&I, Wellbeing Team, Yura Network, ISS                                 |  |  |  |
| 32. Develop and provide Aboriginal and Torres Strait Islander staff with access to visual collateral for cultural presentations.                                                                                                                                                                                                          | Lead: MarComms<br>Partners: Organisational Development, D&I, Yura Network                                      |  |  |  |
| 33. Develop an intersectional approach to the delivery of programs and events to support an inclusive, welcoming, safe and appropriate culture for all staff.                                                                                                                                                                             | Lead: Director Organisational Development<br>Partners: D&I, Mosaic, Yura Network, DAWN, PRIDE, Women at Sydney |  |  |  |



## Leadership Accountability

Aligned with the values of trust and accountability, University leadership and Plan sponsors will monitor the outcomes and impacts of the Workforce Plan's initiatives. Progress will be reported biannually to the University Executive's People and Culture Committee, with a focus on removing any barriers to success..

Leaders and Supervisors will have clear performance goals in each portfolio, faculty, and school expressing the requirement to increase the representation of Aboriginal and Torres Strait Islander Peoples across the University. Support will be provided through a range of enabling services and resources. However, the local areas will develop *One Sydney, Many People* Local Implementation Plans and detail local actions being undertaken.

The key sponsors and leaders of faculties and divisions will be responsible for reporting on the initiatives in this Plan at the *One Sydney, Many People* (OSMP) control board and through the University Executive (UE) meetings.

Leaders will work on their cultural self-awareness, support their teams in cultural competence, and share the education resources with their staff at frequent unit/team meetings and town halls to create a culturally safe environment.

| Action                                                                                                                                                                                                                                                                                    | Responsibility                                                                                                                                                             | Peak Effort                                                                           |                                                                                       |                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                           |                                                                                                                                                                            | 2027                                                                                  | 2030                                                                                  | 2032                                                                                  |
| 34. Implement Annual University Executive and Portfolio level Workforce Plan reporting and KPIs.                                                                                                                                                                                          | Lead: CHRO<br>Partners: HR Partnering; Organisational Development, Remuneration and Benefits, VC Office, Strategy and Planning Office                                      |    |    |    |
| 35. Embed workforce objectives in Executive and Senior Leader annual performance planning to achieve the Plan's objectives.                                                                                                                                                               | Lead: CHRO<br>Partners: Organisational Development, D&I, HR Partnering                                                                                                     |    |    |    |
| 36. Embed in all Academic, Planning and Development (AP&D) and Performance, Planning and Development (PP&D) goals to complete cultural competence modules or education each year, citing the career benefits.                                                                             | Lead: Director Organisational Development<br>Partners: MarComms, HR Partnering                                                                                             |    |    |    |
| 37. Report annually on the progress of the <i>Indigenous Workforce Plan</i> and prepare review points during the life of the Plan.                                                                                                                                                        | Lead: CHRO, DVC ISS<br>Partners: D&I, Organisational Development, Data and Analytics team, Accountable Directors and Leads, HR Performance Workforce Planning and Insights |  |  |  |
| 38. Monitor implementation and improvements of the exit interview approach and regularly review the data.                                                                                                                                                                                 | Lead: Director HR Partnering<br>Partners: Organisational Development, HR Partnering, HR Operations and Consulting                                                          |  |  |  |
| 39. Implement improvements to the performance conduct and grievance handling processes to ensure reviews are managed by culturally responsive engaging practitioners who are culturally competent and have demonstrated experience in grievance handling and performance conduct matters. | Lead: Director Workplace Relations<br>Partners: D&I, HR Partnering                                                                                                         |  |  |  |
| 40. Revise existing leadership programs to ensure that there is a cultural competence component, e.g. Advancing Leaders, Foundational Leadership programs.                                                                                                                                | Lead: Director Organisational Development<br>Partners: D&I, ISS, NCCC                                                                                                      |  |  |  |
| 41. Project management and administration of the <i>Indigenous Workforce Plan</i> including supporting roles (Senior Project Officer x2, Recruitment Officer x1, Recruitment Partner x1, Education Designer x1, Team Lead x1).                                                            | Lead: CHRO, Director Organisational Development<br>Partners: D&I                                                                                                           |                                                                                       |                                                                                       |                                                                                       |



# Reference and source documents

These are internal documents for internal use only with the exception of *One Sydney, Many People 2021-2024* and *Sydney in 2032 Strategy*.

*The Aboriginal and Torres Strait Islander Employment Plan 2022-2024*, University of Sydney, Human Resources Unit, August 2023.

*The One Sydney, Many People Strategy 2021-2024*, University of Sydney, Indigenous Strategy and Services.

*Sydney in 2032 Strategy*, Marketing and Communications, the University of Sydney, August 2022.

Aboriginal and Torres Strait Islander staff health and wellbeing review, Health and Safety PSU: report to address action 19 of the *Aboriginal and Torres Strait Islander Employment Plan 2022-2024*, University of Sydney, Human Resources Unit, August 2023.

The Aboriginal and Torres Strait Islander EVP – Communications Strategy and Key Messaging, University of Sydney, Marketing and Communications, 2024: to address action 2 of the *Aboriginal and Torres Strait Islander Employment Plan 2022-2024*, University of Sydney, Human Resources Unit, August 2023.

2023 Sydney Listens Staff Engagement Survey, Human Resources, University of Sydney.

2024 Sydney Listens Staff Engagement Survey, Human Resources, University of Sydney.

Aboriginal and Torres Strait Islander Academic Showcase and Survey – Career development and progression of Aboriginal and Torres Strait Islander Academic Staff – 2024.

The University of Sydney, Cultural Competence Modules, National Centre for Cultural Competence:

- Cultural Competence Module 1 – Journey of Self Discovery;
- Cultural Competence Module 2 – What do you mean by Cultural Competence;
- Cultural Competence Module 3 – Racism runs deep;
- Cultural Competence Module 4 – Know your world See my world;
- Cultural Competence Module 5 – Sydney and Aboriginal Self-determination.

VC Mandatory Compliance Directive, University of Sydney.

*Aboriginal and Torres Strait Islander Employment Plan 2022-2024: Good Practice Guide*, Human Resources Unit, University of Sydney.



THE UNIVERSITY OF  
SYDNEY



### Commissioned artwork:

*'Yanhambabirra Burambabirra Yalbailinya' (Come, Share and Learn), 2020 by Luke Penrith for the One Sydney, Many People Strategy.*

Depicting a rich interconnected story of knowledge, community and growth, 'Yanhambabirra Burambabirra Yalbailinya' reflects the history and future aspiration of the University. This work has been created to represent the *One Sydney, Many People Strategy* and celebrates our collective vision for the future.

### Artist's biography:

Luke Penrith's ancestry is connected through the Wiradjuri, Wotjobaluk, the Yuin and the Gumbaynggirr Nation. His passion is mentoring and nurturing Aboriginal and Torres Strait Islander job seekers and supporting Aboriginal businesses. Lore, culture and heritage are paramount to Luke. His art reflects what he sees, hears and can smell and touch; he is a modern contemporary Aboriginal artist living in Brungle NSW. Luke's bloodlines are connected through the rivers, the mountains, the coastline and the plains.