

Aboriginal and Torres Strait Islander Workforce Strategy

2021 - 2025





 Artwork: **Karrawirra Pari** by Allan Sumner

Acknowledgement of Country

The South Australian Health and Medical Research Institute (SAHMRI) acknowledges the Kurna People as the Traditional Custodians of the Adelaide region, where our buildings are located.

We recognise the Kurna people's cultural, spiritual, physical and emotional connection

with the land. We honour and pay our respects to Kurna elders, both past and present, and all generations of Kurna people, now and into the future.

We acknowledge the other Traditional Owners who live across South Australia, where SAHMRI research may be conducted.

Preface



A strong Aboriginal and Torres Strait Islander presence and voice throughout our SAHMRI community strengthens the work we all do for all communities.

SAHMRI stands on the traditional lands of the Kurna people, near an area which for millennia has been a place to meet and share knowledge.

Sharing knowledge is in SAHMRI's DNA, as is a deep commitment to strive for reconciliation and health equity for Australia's first people. A key pillar for achieving this is to strengthen our Aboriginal and Torres Strait Islander workforce.

SAHMRI is proud to be home to the Wardliparingga Aboriginal Health Equity Theme – Australia's largest dedicated Indigenous health research team and one of the largest in the world. Around 50% of Wardliparingga team members identify as being of Aboriginal and/or Torres Strait Islander descent. This is a significant achievement and one that enriches the research the team undertakes. We believe that employing more Aboriginal and Torres Strait Islander people across our organisation will bring

greater benefits to SAHMRI and to Indigenous communities.

Through this Workforce Strategy, SAHMRI commits to **grow** the next generation of Aboriginal and Torres Strait Islander researchers by promoting career pathways. We commit to **attract** young Aboriginal and Torres Strait Islander people to a career in health and medical science by being engaging advocates for STEM in our communities. We commit to **recruit** passionate Aboriginal and Torres Strait Islander people to SAHMRI in a variety of roles across the institute. We commit to **retain** these people by providing an inclusive and culturally safe professional environment while fostering opportunities to become research and community leaders. We commit to **develop** a level of research excellence, individually and collectively, that delivers impact for Indigenous health care, Indigenous communities more generally, the broader SAHMRI community and society as a whole.

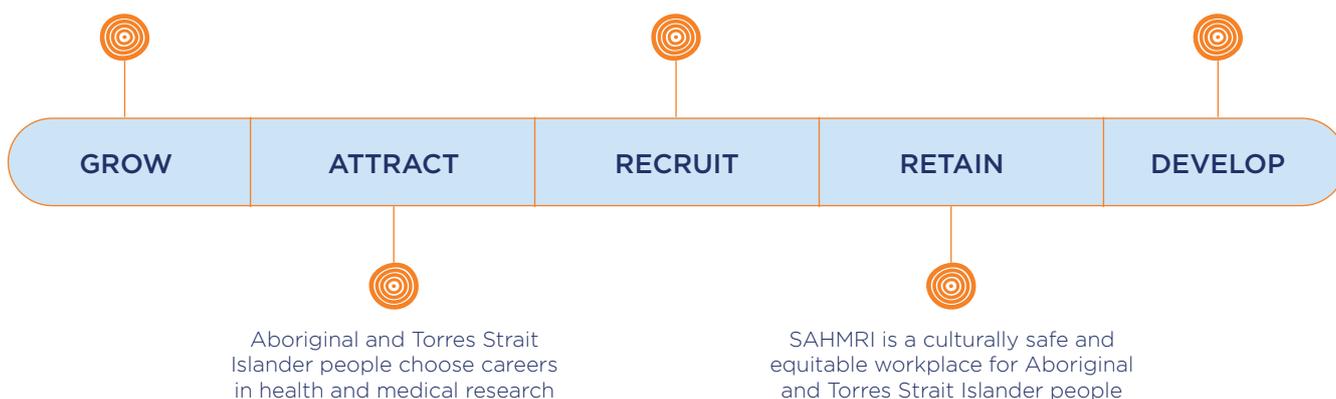
SAHMRI will move towards the goals detailed in this workforce strategy with purpose. We have set measurable targets which will be periodically assessed and reported on.

The Building Blocks

The next generation of Aboriginal and Torres Strait Islander researchers

Aboriginal and Torres Strait Islander staff work across all SAHMRI themes and departments

Aboriginal and Torres Strait Islander research community achieves excellence



The Strategy

-  We will **GROW** the next generation of Aboriginal and Torres Strait Islander researchers by **promoting opportunities and pathways, into research for students and making available scholarship and mentoring opportunities to students.**
-  We will **ATTRACT** Aboriginal and Torres Strait Islander people to careers in research by **raising awareness of health and medical research as a career of choice and increasing employment pathways into research.**
-  We will **RECRUIT** Aboriginal and Torres Strait Islander staff to SAHMRI through **culturally informed and culturally competent recruitment processes** and by increasing our reach into the Aboriginal and Torres Strait Islander community.
-  We will **RETAIN** Aboriginal and Torres Strait Islander staff by having a **culturally safe and supportive workplace**, an equitable workplace and **opportunities for staff nearing contract completion.**
-  We will support Aboriginal and Torres Strait Islander researchers to **DEVELOP** research excellence by providing **continuous learning and development opportunities and opportunities to develop leadership qualities.**

Accountability and Reporting



HR & Organisational Development Team
SAHMRI Executive
Indigenous Collective

HR & Organisational Development Team

SAHMRI Leadership
HR & Organisational Development Team
Indigenous Collective
Gender Equity Group
Communications and Marketing

Benchmarking our workforce

- SAHMRI strives to increase the number of people who identify as Aboriginal and Torres Strait Islander across all Themes and Departments.
- Our Aboriginal and Torres Strait Islander workforce statistics are reviewed annually.

Collecting relevant data

- Prepare a bi-annual Aboriginal and Torres Strait Islander engagement survey report.
- Develop a SAHMRI Aboriginal and Torres Strait Islander Workforce survey that includes a minimum set of questions including but not limited to:
 - FTE
 - Position
 - Projects
 - Platform
 - Theme
 - Skills and qualifications
 - Experiences and issues working at SAHMRI
 - Contribution to SAHMRI additional to role
 - Attraction and retention
 - Professional development.

Reviewing and Reporting

- The Aboriginal and Torres Strait Islander Workforce Strategy is reviewed annually with Aboriginal and Torres Strait Islander staff and students and a summary is developed and communicated to the staff and community.
- Report to the SAHMRI Board workforce statistics, recruitment and retention data and survey results biannually and annual review of workforce strategy

The Roadmap



1. Nurture the Next Generation of Aboriginal and Torres Strait Islander Researchers

1.1 Promote opportunities for Aboriginal and Torres Strait Islander high school and university students to engage in health and medical research and research as a career.

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	SAHMRI is involved in at least 2 existing STEM initiatives to promote health and medical research as a career. For example, ASSETS, SAASTA, Aboriginal STEM & Power Cup	Annual	Capacity Development Platform Lead, Communication and Marketing, HR & Organisational Development Team
	The SAHMRI Student Night is promoted through the Aboriginal and Torres Strait Islander student support centres at all three universities	Annual	
	Student opportunities are promoted on SAHMRI's social media platforms	Ongoing	
	Aboriginal researchers deliver guest lectures/ classes in high schools and universities	Ongoing	
Long-term	A SAHMRI-wide experiential and activity-based student program is developed and implemented	Ongoing	

1.2 Develop and implement an Aboriginal and Torres Strait Islander Pathways into Research Initiative for students that covers research and professional support positions.

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	One position is reserved within the SAHMRI School Work Experience program for a student who identifies as Aboriginal or Torres Strait Islander	Triannual	SAHMRI Executive, HR & Organisational Development Team, Capacity Development Platform Lead, Communication and Marketing
Mid-term	A list of honours, master and PhD projects for students is established and maintained	Annual	
	Marketing resources that promote student research opportunities are available	Annual	
Long-term	A student internship/placement program is implemented between SAHMRI and the three SA universities	Ongoing	

1.3 Provide scholarship and other opportunities to support students

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	SAHMRI continues to award the Neville Fazulla Scholarship	Annual	SAHMRI Executive, Capacity Development Platform Lead
Mid-term	Additional opportunities for scholarships are identified and promoted	Annual	

1.4 Provide opportunistic mentoring opportunities for Aboriginal and Torres Strait Islander high school and university students

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Resources from the SAHMRI Mentoring Program are made available to staff to support the mentoring of high school and university students	Ongoing	Capacity Development Platform Lead, HR & Organisational Development Team Organisational Development Coordinator, Communication and Marketing
Mid-term	SAHMRI promotes mentoring opportunities to Aboriginal and Torres Strait Islander high school and university students.	Ongoing	



2. Aboriginal and Torres Strait Islander People choose Careers in Health and Medical Research

2.1 Raise awareness of careers in health and medical research.

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	SAHMRI engage in 3 Aboriginal specific university student events at each of the SA universities	Annual	Capacity Development Platform Lead, Communication and Marketing, HR & Organisational Development Team
Mid-term	A campaign of Aboriginal and Torres Strait Islander researchers and their skills and experience	Annual	
	Development of marketing resources	Ongoing	
Long-term	4 external media articles that promote Aboriginal and Torres Strait Islander researchers – 3 SA and 1 National	Annual	
	All Aboriginal and Torres Strait Islander researchers are offered the opportunity to be profiled and promoted on SAHMRI's social media platforms	Annual	
	SAHMRI themes participate in Aboriginal specific events to promote health and medical research and researchers	Annual	

2.2 Increase Employment Pathways into SAHMRI Themes, Platforms and Corporate services

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Long-term	Pathways and opportunities are identified for traineeships, cadetships, research internship, students/graduates and post-doctoral researchers	Ongoing	SAHMRI Executive, HR & Organisational Development Team, RAP Project Officer
	A SAHMRI Aboriginal and Torres Strait Islander Cadetship and Traineeship program (with a pathway into a position) & Internship (university) program is implemented	Ongoing	

RECRUIT

3. Aboriginal and Torres Strait Islander staff work across all SAHMRI themes and departments

3.1 Culturally informed recruitment

3.1.1 Ensure SAHMRI policies and procedures are free from barriers that may impact the recruitment and selection of Aboriginal and Torres Strait Islander staff and their retention

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Positions are advertised with an indication of salary range and a statement is included stating salary is negotiable based on qualifications and experience	Ongoing	HR & Organisational Development Team, Indigenous Collective
Mid-term	Interview panels for all identified positions or where the position is required to work directly with Aboriginal and Torres Strait Islander people, organisations or communities consists of at least one Aboriginal or Torres Strait Islander person, preferably of the same gender	Ongoing	
	Position description template uses plain language and terminology and dual badge position titles to reflect the true nature of the role, e.g. research assistant/project officer	Ongoing	
	All SAHMRI positions advertised include the statement, "Aboriginal and Torres Strait Islander people are encouraged to apply"	Ongoing	
Long-term	New and existing recruitment policies and procedures reviewed to incorporate culturally safe practices	Ongoing	

3.2 Culturally competent recruitment

3.2.1 Educate employees who are on selection panels on how to be sensitive to the cultural needs when interviewing Aboriginal and Torres Strait Islander people

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	All managers complete Phase 1 online Cultural Awareness Training prior to undertaking a recruitment process	Ongoing	Hiring Managers, HR & Organisational Development Team, Organisational Development Coordinator, Indigenous Collective
Long-term	Aboriginal and Torres Strait Islander Recruitment and Selection online learning module developed (covers cultural sensitivities, identification of Aboriginal and Torres Strait Islander people, communication styles, questions and the way questions are asked, experience, skills, confidence)	Ongoing	
	All hiring managers complete the Recruitment and Selection online learning module prior to undertaking a recruitment process	Ongoing	

3.2.2 Ensure all applicants applying for roles identified for Aboriginal or Torres Strait Islander people confirm their Aboriginality

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	All applicants applying for an identified Aboriginal or Torres Strait Islander position are able to confirm their Aboriginality (refer to Confirmation of Aboriginality procedure for more detail).	Ongoing	Hiring Managers, HR & Organisational Development Team, Organisational Development Coordinator, Indigenous Collective

3.2.3 Offer all Aboriginal and Torres Strait Islander interviewees the opportunity to have an interview mentor/broker to attend and engage in their interview process

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Long-term	Option to have a mentor/broker attend recruitment interview reflected in recruitment & selection policies	One-off	Hiring Managers, HR & Organisational Development Team, Organisational Development Coordinator, Indigenous Collective
	Option to have a mentor/broker attend recruitment interview included in the Recruitment and Selection online learning module	One-off	

3.3 A broad reach into the Aboriginal and Torres Strait Islander community

3.3.1 Develop innovative strategies for communicating with potential employees

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Create an outward facing suite of resources for the SAHMRI website that potential employees can access when applying for SAHMRI positions. Wardliparingga's vision, principles of working, SAHMRI RAP, the Indigenous Collective the workforce strategy, introductions of each theme, work experiences of Aboriginal and Torres Strait Islander employees and non-Indigenous employees, progress against key documents. All job advertisements to include a link to this website	One-off	HR & Organisational Development Team, RAP Project Officer
Mid-term	An Aboriginal and Torres Strait Islander talent register established and maintained	Ongoing	HR & Organisation Development, RAP Project Officer, Wardliparingga AHE, Communications and Marketing

3.3.2 Advertise employment opportunities in Aboriginal media, through networks and social media including word of mouth

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	All employment opportunities are advertised through Turkindi, Lowitja, NACCHO, SAHMRI and Wardliparingga's social media, email distribution list	Ongoing	HR & Organisational Development Team, Communications and Marketing, Indigenous Collective
Mid-term	Opportunities are advertised on the Aboriginal and Torres Strait Islander talent register	Ongoing	



4. SAHMRI is a Culturally-Safe and Equitable Workplace for Aboriginal and Torres Strait Islander People

4.1 Continue to support the deliverables of current and future Reconciliation Action Plans

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Long-term	Implementation of the RAP actions, including the implementation of Cultural Awareness training and Aboriginal and Torres Strait Islander workforce strategy	Ongoing	RAP Project Officer, RAP Committee, HR & Organisational Development Team, SAHMRI Executive
	SAHMRI's second RAP is drafted	One-off	

4.2 Make available Cultural Awareness Training to all members of the SAHMRI community to ensure a culturally-aware and safe workplace

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	New staff complete online cultural awareness training within their first 6 months of employment	Ongoing	HR & Organisational Development Team, RAP Project Officer, Cultural Awareness Working Group, SAHMRI Executive
Mid-term	Existing staff complete online cultural awareness training within the first 6 months of the training being implemented	Ongoing	
	Cultural awareness training is included in the SAHMRI Corporate Induction program	One-off	

4.3 Make available Bullying, Harassment & Discrimination training to all members of the SAHMRI community

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Existing staff complete the Bullying, Harassment & Discrimination training	Ongoing	HR & Organisational Development Team, SAHMRI Executive, Indigenous Collective
Long-term	An Aboriginal and Torres Strait Islander component is included in the Bullying, Harassment & Discrimination training	One-off	

4.4 Implement an Aboriginal and Torres Strait Islander staff and student Induction Program

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	An Aboriginal and Torres Strait Islander staff and student induction program is implemented (covers SAHMRI code of conduct, local Aboriginal cultural protocols and ACCORD principles, work expectations and responsibilities, SAHMRI Indigenous Collective ToR, SAHMRI Buddy)	Ongoing	HR & Organisational Development Team, RAP Project

4.5 Train supervisors of Aboriginal and Torres Strait Islander staff and students

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	Develop a list of FAQs for supervisors, staff and students	Ongoing	HR & Organisational Development Team, Organisational Development Coordinator, RAP Project Officer, Indigenous Collective, SAHMRI Executive
Long-term	A “Supervisors of Aboriginal and Torres Strait Islander Staff and Students” online learning module developed		
	Managers complete the Supervisors of Aboriginal and Torres Strait Islander Staff and Student’s module		

4.6 Provide access to culturally responsive SAHMRI Employee Assistance Program providers, including Aboriginal providers

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	An Aboriginal provider is available through the SAHMRI Employee Assistance Program	Ongoing	HR & Organisational Development Team, RAP Project Officer
Mid-term	Options to access other EAP providers are available, including online	Ongoing	

4.7 Implement an Aboriginal and Torres Strait Islander buddy system for new employees and students

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	All new Aboriginal or Torres Strait Islander staff and students are offered a SAHMRI buddy	Ongoing	HR & Organisational Development Team, RAP Project Officer, Indigenous Collective

4.8 Implement an Aboriginal and Torres Strait Islander staff and student Induction Program

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	All new Aboriginal and Torres Strait Islander staff and students are provided information about the Indigenous Collective	Ongoing	HR & Organisational Development Team, RAP Project Officer, SAHMRI Executive, Line Managers

4.9 Promote, encourage and participate in recognised dates of Aboriginal and Torres Strait Islander significance

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Dates of Aboriginal and Torres Strait Islander significance and events are communicated through the Grater News	Annual	SAHMRI Executive, Communications and Marketing, RAP Committee, RAP Project Officer, Indigenous Collective
	SAHMRI hosts a Reconciliation Week and NAIDOC Week event	Annual	
	SAHMRI staff attendance (during paid work hours) at community Reconciliation Week and NAIDOC Week events	Annual	
	A procedure to guide attendance at cultural events is developed	Annual	
	All staff are provided with a RAP Date of significance Mouse Pad	One-off	

4.1 Opportunities internally and externally for staff nearing contract completion

4.1.1 Improve contract renewal processes

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Contract renewal is finalised by no later than three months before the completion of the existing contract	Ongoing	Managers, Theme Leaders, HR & Organisational Development Team, SAHMRI Executive
Mid-term	A contract renewal procedure is developed and implemented	Ongoing	

4.1.2 Increase opportunities for employment

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	SAHMRI positions and opportunities are promoted through Grater News	Ongoing	Managers, Theme Leaders, HR & Organisational Development Team, Communication and Marketing
Mid-term	A Future Opportunities Pool for staff nearing (3 months or less) the end of their contract is created	Ongoing	

4.1.3 Continually improve employment experiences

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	SAHMRI Exit Survey/Interview is reviewed to ensure it's inclusive of Aboriginal and Torres Strait Islander staff	Ongoing	Hiring Managers, HR & Organisational Development Team, Organisational Development Coordinator, Indigenous Collective
	Provide all staff exiting SAHMRI the opportunity to participate in an Exit Survey/Interview	Ongoing	
	Non-identifiable exit survey/interview data reported to SAHMRI Executive and Board. High-level data of total percentage of Aboriginal & Torres Strait Islander participants reported to SAHMRI Executive and Board	Ongoing	

5. Develop Aboriginal and Torres Strait Islander Research Community to Achieve Excellence

5.1 Continuous learning and development

5.1.1 Develop and implement 5-year plan to build Aboriginal and Torres Strait Islander research capacity and capability (includes but not limited to research skills, capacity/professional development, grant writing, project and grant management, further education pathways, study leave arrangements, leaders and leadership opportunities, opportunities for students, skills bank, coaching, sponsorship, governance)

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Long-term	An Aboriginal and Torres Strait Islander Researcher Development Strategy developed	One-off	SAHMRI Executive, HR & Organisational Development Team Organisational Development Coordinator, Capacity Development Platform Lead, Indigenous Collective, EMCR Committee
	The Aboriginal and Torres Strait Islander Research Development Strategy is being implemented	Ongoing	

5.1.2 Implement and review performance development plans, including reviewing and updating position descriptions

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	Each employee has a performance development plan implemented and reviewed on a regular basis (6-12 months)	Annual	SAHMRI Executive, HR & Organisational Development Team
	A procedure/guidance is available to assist managers to undertake the performance development processes	Ongoing	
Long-term	Develop and implement a formal succession planning program	One-off	

5.1.3 Encourage and support staff participation in the SAHMRI learning and development programs

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Collect Data on participation of Aboriginal and Torres Strait Islander staff participation in SAHMRI learning & development programs is reported on a quarterly basis	Ongoing	SAHMRI Executive, HR & Organisational Development Team, Line Managers

5.1.4 Support participation in the SAHMRI Mentoring Program and mentoring opportunities more broadly e.g. two-way mentoring

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	External mentoring opportunities for Aboriginal and Torres Strait Islander staff are available	Ongoing	SAHMRI Executive, HR & Organisational Development Team, Line Managers
Long-term	Culturally safe resources for mentors and mentees are available	Ongoing	

5.1.5 Develop and implement a networking program for Aboriginal and Torres Strait Islander staff

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Two Aboriginal and Torres Strait Islander specific networking events are hosted by SAHMRI	Annual	HR & Organisational Development Team, Capacity Development Platform, Communications & Marketing Team
	Networking opportunities where appropriate are included in SAHMRI events	Ongoing	

5.2 Leadership and representation

5.2.1 Develop and implement an Acting in Higher Positions/Shadowing procedure

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	An Acting in Higher Positions procedure is implemented	One-off	SAHMRI Executive, HR & Organisational Development Team

5.2.2 Increase the participation of Aboriginal and Torres Strait Islander staff on SAHMRI boards and committees

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Mid-term	SAHMRI Board and Committee membership includes at least one Aboriginal and Torres Strait Islander person with the relevant skills, knowledge and/or expertise required	Ongoing	SAHMRI Executive, HR & Organisational Development Team
	Mentoring opportunities are available to support Aboriginal staff participation on boards and committees	Ongoing	
	Governance training is available for Aboriginal staff interested in or currently participating on relevant SAHMRI boards and committees	Ongoing	

5.2.3 Participation of Aboriginal and Torres Strait Islander staff in the annual SAHMRI Leadership Program

TIMEFRAME	ACTION	CYCLE	RESPONSIBILITY
Short-term	Two positions are reserved for an Aboriginal and/or Torres Strait Islander staff member to participate in the SAHMRI Leadership Program	Annual	HR & Organisational Development Team

Evaluation framework

TIMELINE	
KEY	Short term
	Mid term
	Long term

STATUS	
KEY	Complete
	In progress
	No action

NO.	ACTION	TARGET	STATUS				
			2021	2022	2023	2024	2025
1	A SAHMRI-wide experiential and activity-based student program is developed and implemented						
2	SAHMRI is involved in at least 2 existing STEMM initiatives to promote health and medical research as a career. For example, ASSETS, SAASTA, Aboriginal STEM & Power Cup	2 annually					
3	The SAHMRI Student Night is promoted through the Aboriginal and Torres Strait Islander student support centres at all three universities						
4	Aboriginal and Torres Strait Islander students attend the SAHMRI Student Night	10 students					
5	Student opportunities are promoted on SAHMRI's social media						
6	Aboriginal researchers deliver guest lectures/classes in high schools and universities						
7	One position is reserved within the SAHMRI School Work Experience program for a student who identifies as Aboriginal or Torres Strait Islander	1 annually					
8	A student internship/placement program is implemented between SAHMRI and the three SA universities						
9	A list of honours, master and PhD projects for students established and maintained						
10	Marketing resources that promote student research opportunities are available						
11	SAHMRI continues to award the Neville Fazulla Scholarship	1 annually					
12	Additional opportunities for scholarships are identified and promoted						
13	Resources from the SAHMRI Mentoring Program are made available to staff to support the mentoring of high school and university students						
14	SAHMRI promotes mentoring opportunities to Aboriginal and Torres Strait Islander high school and university students						
15	A campaign of Aboriginal and Torres Strait Islander researchers and their skills and experience						

NO.	ACTION	TARGET	STATUS				
			2020	2021	2022	2023	2024
16	Development of marketing resources						
17	4 external media articles that promote Aboriginal and Torres Strait Islander researchers	3 SA and 1 National					
18	All Aboriginal and Torres Strait Islander researchers are offered the opportunity to be profiled and promoted on SAHMRI's social media						
19	SAHMRI themes participate in Aboriginal specific events to promote health and medical research and researchers						
20	SAHMRI engage in Aboriginal specific university student events at each of the SA universities	3 events annually					
21	Pathways and opportunities are identified for traineeships, cadetships, research internship, students/graduates and post-doctoral researchers						
22	A SAHMRI Aboriginal and Torres Strait Islander Cadetship and Traineeship program (with a pathway into a position) & Internship (university) program is implemented	1-3 annually					
23	New and existing recruitment policies and procedures reviewed to incorporate culturally safe practices						
24	Interview panels for all identified positions or where the position is required to work directly with Aboriginal and Torres Strait Islander people, organisations or communities consists of at least one Aboriginal or Torres Strait Islander person, preferably of the same gender	100%					
25	Position description template uses plain language and terminology and dual badge position titles to reflect the true nature of the role, e.g. research assistant/project officer	100%					
26	Positions are advertised with an indication of salary range and a statement is included stating salary is negotiable based on qualifications and experience	100%					
27	All SAHMRI positions advertised include the statement, "Aboriginal and Torres Strait Islander people are encouraged to apply"	100%					
28	Aboriginal and Torres Strait Islander Recruitment and Selection online learning module developed (covers cultural sensitivities, identification of Aboriginal and Torres Strait Islander people, communication styles, questions and the way questions are asked, experience, skills, confidence)						
29	Hiring managers complete the Recruitment and Selection on-line learning module prior to undertaking a recruitment process	100%					
30	Managers complete Phase 1 online Cultural Awareness Training prior to undertaking a recruitment process	100%					

NO.	ACTION	TARGET	STATUS				
			2020	2021	2022	2023	2024
31	Option to have a mentor/broker attend recruitment interview reflected in recruitment & selection policies						
32	Option to have a mentor/broker attend recruitment interview included in the Recruitment and Selection online learning module						
33	Applicants applying for an identified Aboriginal or Torres Strait Islander position are able to confirm their Aboriginality (refer to Confirmation of Aboriginality procedure for more detail).	100%					
34	An Aboriginal and Torres Strait Islander talent register established and maintained						
35	Employment opportunities are advertised through Turkindi, Lowitja, NACCHO, SAHMRI and Wardliparingga's social media, email distribution list	100%					
36	Opportunities are advertised on the Aboriginal and Torres Strait Islander talent register	100%					
37	Create an outward facing suite of resources for the SAHMRI website that potential employees can access when applying for SAHMRI positions that introduce Wardliparingga's vision, principles of working, SAHMRI RAP, the Indigenous Collective the workforce strategy, introductions of each theme, work experiences of Aboriginal and Torres Strait Islander employees and non-Indigenous employees, progress against key documents. All job advertisements to include a link to this website.						
38	Implementation of the RAP actions, including the implementation of cultural awareness training and Aboriginal and Torres Strait Islander workforce strategy						
39	SAHMRI's second RAP is drafted						
40	Existing staff complete online cultural awareness training within the first 6 months of the training being implemented	75%					
41	New staff complete online cultural awareness training within their first 3 months of employment	75%					
42	Cultural awareness training is included in the SAHMRI Corporate Induction program						
43	Existing staff complete the Bullying, Harassment & Discrimination training	75%					
44	An Aboriginal and Torres Strait Islander component is included in the Bullying, Harassment & Discrimination training						
45	An Aboriginal and Torres Strait Islander staff and student induction program is implemented (covers SAHMRI code of conduct, local Aboriginal cultural protocols and ACCORD principles, work expectations and responsibilities, SAHMRI Indigenous Collective ToR, SAHMRI Buddy)						

NO.	ACTION	TARGET	STATUS				
			2020	2021	2022	2023	2024
46	A "Supervisors of Aboriginal and Torres Strait Islander Staff and Students" online learning module developed						
47	Managers complete the Supervisors of Aboriginal and Torres Strait Islander Staff and Student's module	75%					
48	A list of FAQs for supervisors, staff and students developed						
49	An Aboriginal provider is available through the SAHMRI Employee Assistance Program						
50	Options to access other EAP providers are available, including online						
51	New Aboriginal or Torres Strait Islander staff and students are offered a SAHMRI buddy	100%					
52	New Aboriginal and Torres Strait Islander staff and students are provided information about the Indigenous Collective	100%					
53	Dates of Aboriginal and Torres Strait Islander significance and events are communicated through the Grater News						
54	SAHMRI hosts a Reconciliation Week and NAIDOC Week event	2 events annually					
55	SAHMRI staff attendance (during paid work hours) at community Reconciliation Week and NAIDOC Week events						
56	A procedure to guide attendance at cultural events is developed						
57	Staff are provided with a RAP Date of significance Mouse Pad	100%					
58	Contract renewal is finalised by no later than three months before the completion of the existing contract						
59	A contract renewal procedure is developed and implemented						
60	A Future Opportunities Pool for staff nearing (3 months or less) the end of their contract is created						
61	SAHMRI positions and opportunities are promoted through Grater News						
62	SAHMRI Exit Survey/Interview is reviewed to ensure it's inclusive of Aboriginal and Torres Strait Islander staff						
63	Provide staff exiting SAHMRI the opportunity to participate in an Exit Survey/Interview	100%					
64	Non-identifiable exit survey/interview data reported to SAHMRI Executive and Board. High-level data of total percentage of Aboriginal & Torres Strait Islander participants reported to SAHMRI Executive and Board	Quarterly					

NO.	ACTION	TARGET	STATUS				
			2020	2021	2022	2023	2024
65	An Aboriginal and Torres Strait Islander Researcher Development Strategy developed						
66	The Aboriginal and Torres Strait Islander Researcher Development Strategy is being implemented						
67	Each employee has a performance development plan implemented and reviewed on a regular basis (6-12 months)	100%					
68	A procedure/guidance is available to assist managers to undertake the performance development processes						
69	Develop and implement a formal succession planning program						
70	Collect Data on participation of Aboriginal and Torres Strait Islander staff participation in SAHMRI learning & development programs is reported on a quarterly basis	Quarterly					
71	Culturally safe resources for mentors and mentees are available						
72	External mentoring opportunities for Aboriginal and Torres Strait Islander staff are available						
73	Aboriginal and Torres Strait Islander specific networking events are hosted by SAHMRI.						
74	Networking opportunities where appropriate are included in SAHMRI events						
75	An Acting in Higher Positions procedure is implemented						
76	SAHMRI Board and Committee membership includes at least one Aboriginal and Torres Strait Islander person with the relevant skills, knowledge and/or expertise required						
77	Mentoring opportunities are available to support Aboriginal staff participation on boards and committees						
78	Governance training is available for Aboriginal staff interested in or currently participating on relevant SAHMRI boards and committees						
79	Two positions are reserved for an Aboriginal and/or Torres Strait Islander staff member to participate in the SAHMRI Leadership Program						



ABN: 54 141 228 346

SAHMRI North Terrace, Adelaide SA 5000

P +61 (0)8 8128 4000 **E** reception@sahmri.com

PO Box 11060, Adelaide SA 5001

www.sahmri.org

Follow us on:

 www.facebook.com/sahmri

 www.twitter.com/sahmriAU