

Indigenous Employment Strategy

2014 - 2017
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1. Introduction to the Strategy

Wilson Security's Indigenous Employment Strategy (the IES) aims to develop and deliver increased employment opportunities for Aboriginal and Torres Strait Islander people across its sites throughout Australia.

The Strategy also acknowledges that through improved engagement with Aboriginal and Torres Strait Islander communities and the provision of culturally safe and respectful workplaces, sustainable employment outcomes for Indigenous people can be achieved.

The key objectives of this strategy are improved accessibility leading to an increased Indigenous workforce; an increased knowledge and appreciation of Indigenous culture across the organisation; and improved relationships with external Indigenous organisations and local Aboriginal and Torres Strait Islander communities. This Strategy provides clear and measurable actions to address these objectives.

While the Strategy focuses predominantly on creating direct employment opportunities for Indigenous people, the Company recognises the increasing potential to engage with Indigenous owned and operated businesses to provide sub-contracting services, where appropriate. We also recognise that commercial engagement of Indigenous business can lead to increased employment opportunities for Indigenous people within those businesses.

This Strategy also contributes to the broader goals of Council of Australian Governments (COAG) Australian Government's *Closing the Gap* initiatives, in particular "to halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade." Wilson Security understands that through increased employment and economic development opportunities, Aboriginal and Torres Strait Islander people, families and communities will experience improved social and economic outcomes.

The implementation, monitoring and evaluation of the Indigenous Employment Strategy will be fully supported by Wilson Security through:

- ensuring accountability for the Strategy's outcomes
- ensuring stakeholder ownership of the Strategy
- ensuring an ongoing commitment to the Strategy from senior management
- ensuring adequate and appropriate resources are made available to support the aims of the Strategy
- ensuring all Wilson Security workplaces are culturally safe spaces for Aboriginal people, and
- ensuring a continued effort in developing relationships and partnerships with Indigenous communities and organisations.

A new approach to attracting Indigenous employees is necessary because traditional mainstream recruitment approaches are not the most effective way to attract Indigenous people to the workplace. The development of relationships and accessing the resources provided by Job Services Australia providers (JSAs) and Registered Training Organisations (RTOs) will support Wilson Security to achieve its objective of providing increased accessibility and therefore employment opportunities for Aboriginal and Torres Strait Islander Australians.

The Company sponsors of the IES are the National Operations Manager and the National HR Manager.



2. Methodology

A broad consultation process was undertaken to seek input on the development and implementation of the Indigenous Employment Strategy.

Consultations were undertaken with:

- Wilson Security company representatives including:
 - Human Resource Advisors
 - Operations Managers
 - National Training Manager
 - State Managers
- Aboriginal community organisations and businesses, including employment, training and mentoring services.
- Mainstream Job Services Australia (JSA) and RTOs

2.1 Consultation analysis

Consultations with relevant Wilson Security personnel provided an understanding of the current labour market environment in which Wilson Security operates. The consultations also provided an understanding of the current challenges faced by the security sector in relation to business development and employment. Those challenges are largely concerned with providing clients with a diversity of quality security related services in a changing market place. Further, as Wilson Security delivers services in client workspaces i.e. mining and construction sites, corporate offices, hospitals and universities etc., it is imperative that Wilson Security ensure their services, including staff, are aligned with the cultural and environmental expectations of the client's workplace. Other messages emerging from the consultations include:

- Wilson Security has a good reputation as an employer of choice in the security industry;
- Wilson Security employs a multicultural workforce;
and
- Developing and delivering an Indigenous Employment Strategy will see Wilson Security better aligned with its corporate partners which also have an Indigenous Employment Strategy.

These key messages provide an advantage to successful recruitment and retention and will serve to bolster the objectives of the overall Strategy.

Consultations with external stakeholders provided the following insights:

- The need for improved relationships and closer engagement between private sector and Aboriginal and Torres Strait Islander communities;
- The need for Indigenous owned and operated organisations to develop closer commercial relationships with the corporate sector;
- The need for the promotion of Indigenous employment opportunities through culturally relevant resources;
- The importance of undertaking Aboriginal cultural education training and more specifically, local cultural education delivered by the local Aboriginal community;
- The need for employers to provide professional and cultural mentoring for Indigenous employees; and
- The need for employers to provide cultural mentoring for managers and team leaders working with Indigenous employees.

These key messages will serve to provide Wilson Security with a clear direction in attaining the objectives established by the Strategy.



3. Objectives

Each objective is accompanied by a set of strategies, which outline how the objective will be achieved. Following this section is the *Indigenous Employment Strategy Action Plan*, which provides detailed actions and areas of responsibility for each objective and strategy.

Objective 1

Establish effective partnerships with local indigenous communities and businesses and other key stakeholders of the Indigenous Employment Strategy.

Strategies:

- Wilson Security to identify relevant local Indigenous community groups and businesses;
 - Engage with relevant organisations and community groups to seek ways to further to the objectives of the Strategy.
- Identify potential sub-contracting opportunities (where relevant) for Aboriginal owned and operated businesses;
 - Become a member of Supply Nation;
 - Investigate opportunities arising through tenders i.e. sub-contracting opportunities.
- Identify opportunities for Wilson Security to contribute to and support activities and events in Indigenous communities;
 - NAIDOC Week events
 - Sports carnivals
 - School awards

Objective 2

Increase attraction, recruitment and retention of Aboriginal employees.

Strategies:

- Increase external stakeholders' awareness of Wilson Security's IES through the development and implementation of an external Communications Strategy that promotes accessibility and employment opportunities ;
 - Promote employment opportunities to relevant community groups, and employment and training services;
 - Engage Indigenous employment services to assist in identifying suitable Aboriginal candidates for employment opportunities;
- Promote (advertise) employment opportunities in relevant organisations and media where practicable i.e. Indigenous recruitment organisations; Koori Mail, National Indigenous Times, online employment forums – Linked In, etc.
- Identify and attend Indigenous Job Expos, information sessions or Career Days
 - Develop opportunities for current Aboriginal employees to speak with Aboriginal job seekers and about their experiences working for Wilson Security;
- Develop cultural and professional mentoring programs to support Indigenous employees and increase retention rates;
- Explore flexible workplace arrangements to support Indigenous employees' cultural and community commitments including exploration of a Cultural and Ceremonial Leave Policy;
- Develop and undertake Indigenous employee survey annually to obtain data on workplace experiences, needs and recommendations;
- Through the Performance and Development review process, identify career development opportunities and training and learning needs for Indigenous employees;
- Where possible, promote potential of transferability of employment to other regions, territories and states.



Objective 3

Promote awareness of Wilson Security's Indigenous Employment Strategy internally.

- Develop a Statement of Commitment to Indigenous Employment and explore its display in appropriately identified areas.

Strategies:

- Develop and implement an internal Communications Strategy to promote awareness of the IES objectives;
- Identify key internal 'Champions', who will be responsible for:
 - promoting the Strategy internally and externally; and
 - facilitating the progress of the Strategy.
- Ensure that all human resource and recruitment personnel, and management representatives are aware of the *Indigenous Employment Strategy* through the development of an internal communications strategy;
- Ensure the human resources personnel are culturally proficient through the delivery of Indigenous cultural awareness training;
- Ensure all staff involved in recruitment, including selection panel members, have undertaken cultural awareness training; and
- Ensure selection/interview panels include an Indigenous representative (where possible) when interviewing Indigenous applicants.

Objective 4

Ensure Wilson Security workplaces are culturally safe spaces for Aboriginal people to work.

Strategies:

- Identify and deliver an Indigenous cultural education package which builds awareness of Aboriginal and Torres Strait Islander culture throughout the organisation;
- Provide coaching and mentoring to managers of Indigenous employees to build their cultural competency skills;
- Identify Wilson Security clients that have similar Indigenous cultural policies in place and build upon that existing framework to address cultural security in workplaces;
- Consider the creative use of the Aboriginal and/or Torres Strait Islander flag design in collateral and corporate documentation and consider the display of local Aboriginal artwork in public areas of Wilson Security offices; and



Objective 5

Ensure effective monitoring and evaluation of the Indigenous Employment Strategy.

Strategies:

- Develop IES Evaluation Strategy to enable effective monitoring and reporting of IES outcomes;
 - Identify suitable metrics eg.
 - Current number of Indigenous employees;
 - Number of external stakeholders engaged
 - Number of staff who have completed Cultural Awareness training
 - Develop and undertake Indigenous employee survey annually to obtain data on workplace experiences, needs and recommendations.

- Develop IES Action Plan identifying;
 - key activities
 - required resources
 - key personnel and related responsibilities
 - metrics, success indicators
 - benchmark data
 - data sources

Prepare annual report on Indigenous Employment Strategy outcomes to the Chief Executive Officer of Wilson Security and other key stakeholders.



4. The Action Plan

**WILSON SECURITY
INDIGENOUS EMPLOYMENT STRATEGY
ACTION PLAN –2014 -2017**

Prepared by:

Endorsed by:

Date:

Date:

The Indigenous Employment Strategy

Wilson Security's *Indigenous Employment Strategy* aims to develop and deliver increased employment opportunities for Aboriginal people across its business. The Strategy also acknowledges that through the provision of a culturally safe and diverse workplace, sustainable employment outcomes for Aboriginal people can be achieved. An increased Indigenous workforce will also contribute toward the progression of improved social and economic outcomes for local Aboriginal and Torres Strait Islander community.

This Action Plan will be reviewed and updated annually to accurately reflect the progress of the Indigenous Employment Strategy. Hence, first 12 months of the Strategy will focus on:

- **Developing relationships with relevant Indigenous communities and organisations.**
- **Developing an internal communications plan – to provide a clear message as to the intent of the Strategy.**
- **Identify 'Champions' within Wilson Security who can lead and promote the Strategy.**

The following key indicates the progress achieved for each action.

Target met or improved upon	Requires monitoring	Immediate attention needed
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Objective 1 - Establish effective partnerships with the local Aboriginal community and other key stakeholders of the Indigenous Employment Strategy					
Activities	Resources Required	Responsibility:	Timing:	Performance Indicators/Outcomes:	Progress:
Identify and meet with relevant Indigenous community groups and businesses to progress the objectives of the Strategy		State Managers, Human Resources	December 2014 & then ongoing	At least one relevant Indigenous community organisation has been identified, and one meeting has taken place with each organisation.	■ ■ ■
Identify potential sub-contracting opportunities for relevant Aboriginal owned and operated businesses		State Managers	Ongoing	Sub-contracting opportunities for Indigenous businesses have been identified	■ ■ ■
Investigate membership to Supply Nation and commence development of an Aboriginal business procurement policy		Human Resources National Operations Manager	December 2014	<ul style="list-style-type: none"> Joined Supply Nation Commenced development of Aboriginal business procurement policy 	■ ■ ■
Identify opportunities for Wilson Security to contribute and support activities and events in Aboriginal communities		State Managers	Ongoing	Wilson Security have participated and contributed to at least one cultural event.	■ ■ ■



Objective 2 - Increase attraction, recruitment and retention of Aboriginal and Torres Strait Islander employees.					
Activities	Resources Required	Responsibility:	Timing:	Performance Indicators/Outcomes:	Progress:
Develop and implement External Communications Strategy to promote IES to community and other external stakeholders		National Operations Manager & National HR Manager	December 2014	External Communications Plan developed	
Identify and attend Indigenous Job Expos, Information sessions or career days		Human Resources	December 2014 & then ongoing	Attended at least one Indigenous Jobs Expo, Information sessions or career days	
Identify Indigenous staff to speak with Indigenous job seekers about working with Wilson Security.		Team leaders, State Managers, Human Resources	December 2014 & then ongoing	Staff identified and have attended meeting with job seekers at information sessions.	
Develop Employee Survey		National HR Manager	December 2014 and then annually	Staff survey developed	
Develop/ identify suitable cultural and professional mentoring to support Indigenous employees		National HR Manager	January 2015	Mentoring program developed/identified .	
Investigate benefits of a Cultural Leave Policy		National HR Manager	June 2015	Cultural Leave Policy discussion paper developed	



Objective 3 - Increase awareness of Wilson Security's Indigenous Employment Strategy to internal stakeholders.					
Activities	Resources Required	Responsibility:	Timing:	Performance Indicators/Outcomes:	Progress:
Develop and implement internal IES Communications Strategy		National HR Manager	June 2014	Internal IES Communication Strategy developed and implemented <ul style="list-style-type: none"> IES distributed throughout Wilson Security 	
Identify key internal 'Champions' to undertake promotion and support of the IES to internal stakeholders <ul style="list-style-type: none"> HR to provide support to 'Champions' to assist them in progressing the IES objectives 		State Managers	June 2014	One 'Champion' identified in each state and provided with individual support to undertake the role.	
Identify suitable Indigenous Cultural Awareness program and obtain approval to roll out training incrementally		National HR Manager	June 2015	Suitable Indigenous Cultural Awareness program identified and approval obtained	
Ensure <i>all</i> mainstream employment opportunities are also promoted through Indigenous channels i.e. local community organisations, job search agencies etc. <ul style="list-style-type: none"> Identify relevant sources 		Human Resources	June 2014	All employment opportunities promoted to Indigenous job seekers.	
Deliver cultural awareness training to all staff incrementally (if approved)		Human Resources	December 2015 onwards	Cultural Awareness training delivered to all staff involved in recruitment processes and Managers/Team Leaders of Indigenous personnel	
Ensure selection/interview panels have an Indigenous person (where appropriate) when interviewing Indigenous applicants		Human Resources		All selection/interview panels responsible for interviewing Indigenous applicants contain an Indigenous representative	



Objective 4 – Ensure Wilson Security workplaces are culturally safe for Aboriginal people to work							
Activities	Resources Required	Responsibility	Timing	Performance Indicators/Outcomes	Progress		
Identify and provide mentoring for managers of Indigenous employees to build their cultural competency skills			June 2015	Mentoring for managers made available			
Investigate potential sources of local Aboriginal artwork to be displayed in public areas of the organisation			January 2015	Some artwork purchased and displayed			
Develop a “Statement of Commitment” to be displayed in appropriate areas of Wilson Security offices			January 2015	Statement of Commitment developed and displayed			



Objective 5 – Ensure effective monitoring and evaluation of the Aboriginal Employment Strategy					
Activities	Resources Required	Responsibility:	Timing:	Performance Indicators/Outcomes	Progress:
Undertake organisational census to determine: <ul style="list-style-type: none"> • current number of Indigenous employees • workplace and training needs of Indigenous employees • other workplace experiences 		Human Resources	December 2014	Organisational census completed and analysed	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 33%; background-color: #90EE90;"></div> <div style="width: 33%; background-color: #FFD700;"></div> <div style="width: 33%; background-color: #FF0000;"></div> </div>
Prepare annual report on progress of Indigenous Employment Strategy outcomes to Chief Executive Officer and other key stakeholders			December 2014	Annual Report finalised and tabled	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 33%; background-color: #90EE90;"></div> <div style="width: 33%; background-color: #FFD700;"></div> <div style="width: 33%; background-color: #FF0000;"></div> </div>

