

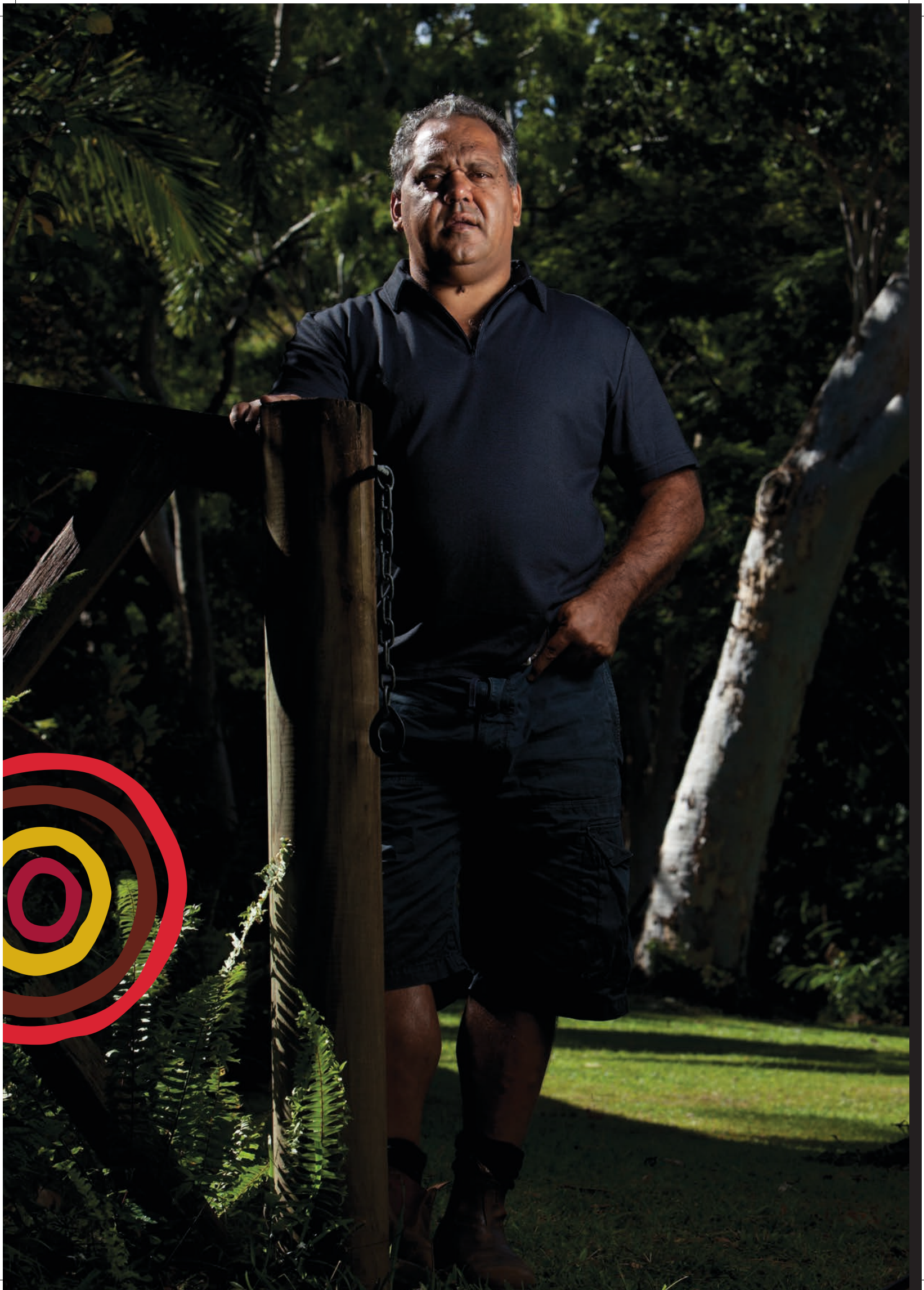


# JAWUN: A UNIQUE INDIGENOUS CORPORATE PARTNERSHIP MODEL

LEARNINGS AND INSIGHTS  
FROM NEW PARTNERSHIPS.

SEPTEMBER 2011





“JAWUN AS I SEE IT TODAY IS WHAT I  
ORIGINALLY ENVISAGED SO MANY YEARS AGO.  
A CORPORATE-PHILANTHROPIC PARTNERSHIP  
ENABLING AND SUPPORTING INDIGENOUS  
COMMUNITIES ACROSS AUSTRALIA BY  
PROVIDING SKILLED CORPORATE SECONDEES  
TO ASSIST WHERE HELP IS NEEDED MOST.  
THE REPLICATION OF THIS MODEL IS SET  
TO REAP GREAT BENEFITS, AS WE CAN  
NOW LOOK AT SHARING LEARNINGS  
BETWEEN COMMUNITIES; DEVELOPING  
A NEW GENERATION OF STRONG AND  
KNOWLEDGEABLE LEADERS; EXPANDING  
OUR KNOWLEDGE OF SOCIAL AND ECONOMIC  
ISSUES AND HOW BEST TO TACKLE THEM  
AND DO ALL OF THIS WITH THE CONTINUING  
SUPPORT OF CORPORATE AUSTRALIA.”

**Noel Pearson**

**Jawun Patron and Director of Cape York Institute  
for Policy and Leadership**

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# INTRODUCTION

## BACKGROUND

Established in 2001, Jawun is a small, not-for-profit organisation that leverages the capabilities of corporate and philanthropic Australia to support innovative programs of change in Indigenous communities. Embracing the most challenging social issue in Australia, our mission is to help Indigenous people build the capabilities "... to choose a life they have reason to value."<sup>1</sup> Jawun commenced its operations in Cape York in 2001 and established a base in Goulburn Murray five years later. In 2010, Jawun extended its operations to the East Kimberley in Western Australia and to Redfern-Waterloo in New South Wales.

In the 2010/11 financial year, 167 high-calibre corporate secondees were deployed to support over 30 Indigenous organisations across Australia, which equated to an in-kind contribution of \$6.3 million.

In addition to its core function of facilitating corporate secondees to support Indigenous communities, Jawun is also involved in Indigenous employment, via its local, place-based employment pilots. Furthermore, Jawun has been working in partnership with the Business Council of Australia on the development of a national, web-based information sharing tool on Indigenous employment.

As Jawun continues to grow and learn more about engaging with Indigenous communities, it has pledged to share its learnings and insights with its key government, corporate and philanthropic stakeholders.

## PURPOSE AND APPROACH

This report is the second such report produced by Jawun. The first, entitled 'Learnings and Insights. 10 Years On.', drew heavily on Jawun's decade of history working with its Indigenous partners in Cape York. The report was produced in 2010 and is available on Jawun's website at [www.jawun.org.au](http://www.jawun.org.au)

This 2011 report, entitled 'Learnings and Insights', looks forward and draws on Jawun's relatively new partnerships formed in Redfern, East Kimberley and via the local employment pilots in Cairns and Shepparton. The report is divided into two parts:

**Part 1:** Explores the key elements of the Jawun Model, the rationale for Jawun's expansion into new regions and the learnings that are emerging from those regions to date.

**Part 2:** Documents the progress and latest developments from Jawun's Indigenous employment pilots and explores the insights, emerging from the pilots, on the factors which drive successful Indigenous employment outcomes.

The insights presented in this report have been gathered by leveraging the practical learnings and experience from within our organisation and the collective insights of our corporate and Indigenous network. Direct quotations, examples, case studies and survey data are used throughout the report to appropriately reflect the knowledge and diverse perspectives of our stakeholders and to support the ideas presented in this report.

## ACKNOWLEDGMENTS

Jawun would like to thank our valued corporate, Indigenous and community stakeholders for their input into this report. Jawun would also like to acknowledge, in particular, the assistance provided by KPMG and Philip Black in compiling this report, Lavender CX Agency for designing and producing the report and Daniel Linnet for contributing to the photography.

1. Noel Pearson, Director Cape York Institute and Jawun Patron.

# PART 1:


## Extending the Jawun Model into other regions

In 2010, Jawun expanded its support into the Indigenous communities of Redfern-Waterloo, NSW and East Kimberley, WA. While Jawun is still in the formative stages of these partnerships, there are some useful insights already emerging from these regions.

This section of the report dissects the key elements of the Jawun Model, as well as what makes it successful. Within this context, we explain the rationale underpinning Jawun's decision to expand its support to two additional regions; and the process undertaken to select regions where Jawun could have the most impact.

The report then goes on to discuss the insights emerging from Jawun's involvement with the unique urban Indigenous community of Redfern-Waterloo and the remote Indigenous communities of the East Kimberley. Finally, we build on some of the broader drivers of successful corporate Indigenous partnerships, as well as the exciting opportunities for cross-regional learning, both of which have been directly informed by our recent experiences in the two new regions.

Jawun interviewed 27 corporate and Indigenous stakeholders, and these consultations were heavily drawn upon in forming the insights for this section of the report.



“As Jawun has expanded, we’ve focused on keeping that dynamic edge through innovation, flexibility and adaption. From our experience, tailoring our approach for each individual community has been essential to ensure the effectiveness and sustainability of the model.”

**Karyn Baylis**, CEO, Jawun

## THE JAWUN MODEL

In order to adequately understand the power of the Jawun Model, it is first necessary to understand the approach and methodology that underpin it.

Jawun prides itself on providing a unique, niche offering to Indigenous communities by engaging corporate Australia and leveraging its skills and resources for the benefit of these communities throughout Australia.

The fundamental driver behind the business model is that of improving the lives of Indigenous people in Australia by helping Indigenous people build the capabilities “to choose a life they have reason to value” – Noel Pearson.

With a focus on enablement and driving self-determination, Jawun engages corporate partners as a means of providing skills, resources and expertise to Indigenous communities to enable programs that promote self-reliance, entrepreneurial activity and business planning amongst Indigenous people.

The provision of these skills, expertise and resources manifests itself in the form of volunteers known as ‘corporate secondees’. These corporate secondees are seconded from Jawun’s corporate partners and act as a boots-on-the-ground presence for Jawun. These individuals are engaged for varying periods of time to assist Indigenous communities in driving outcomes to advance the economic and social agendas of the various regions.

**“Indigenous leaders and organisations teamed up with credible corporate players articulating a clear, sensible strategic approach... it adds a fair bit of guts to it.”**

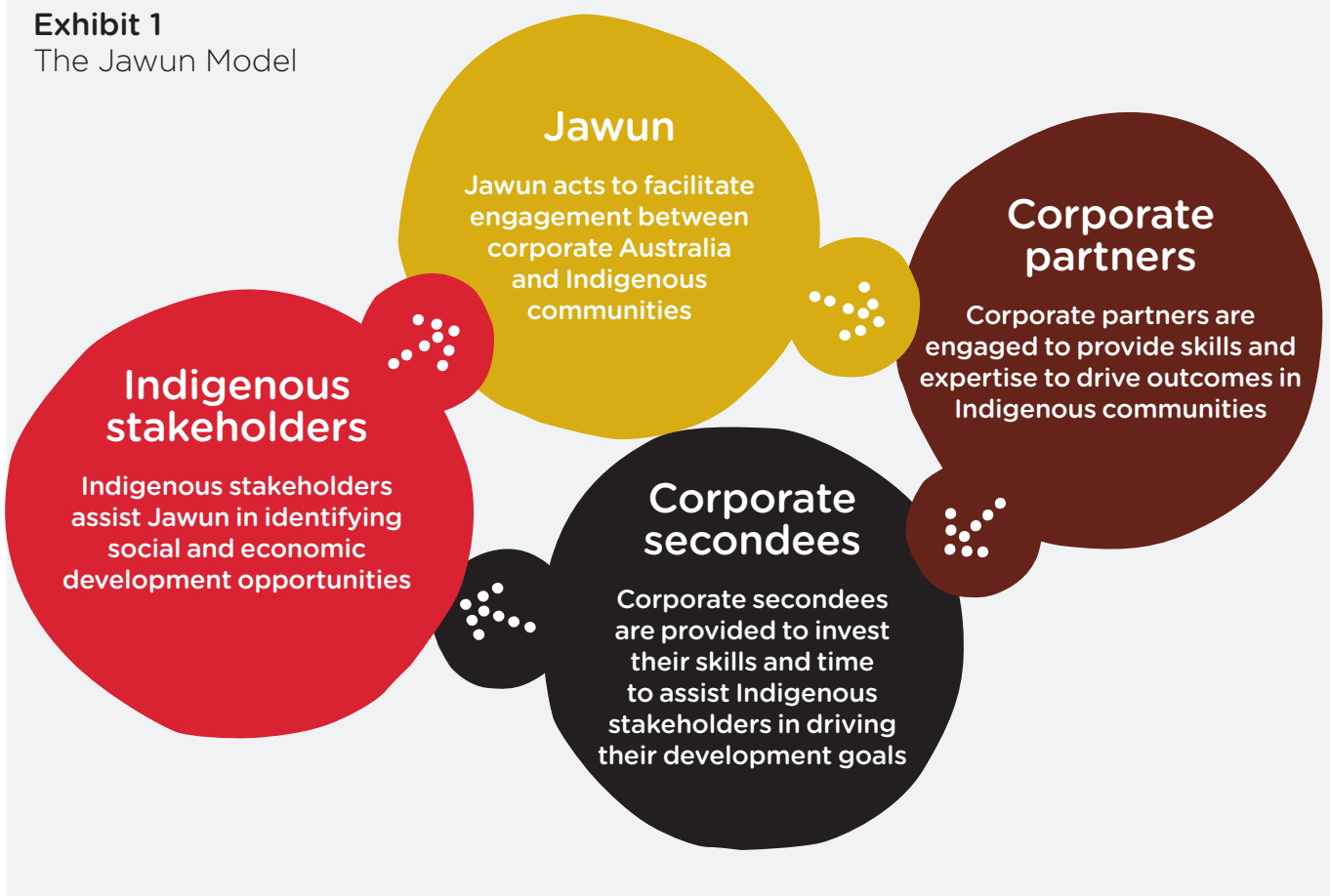
**Ralph Addis, former Chief Executive Officer, Wunan  
(commenting on the partnership with Jawun)**

To date, Jawun has placed in excess of 800 corporate secondees throughout various participating Indigenous communities across Australia. Currently, it is placing approximately 160 corporate secondees per annum, with that number expected to grow as corporate and Indigenous partners continue to express interest in supporting Jawun to expand its impact.

The Jawun Model relies heavily on four key parties to drive its business model and ensure the integrity of the outputs within Indigenous communities. Each party plays a specific role, working together, to ensure the success of Jawun in advancing social and economic outcomes in Indigenous communities.

### Exhibit 1

#### The Jawun Model



- Jawun itself plays a key facilitation role to link Corporate Australia with Indigenous stakeholders and to manage the operational side of engagement across the participating regions of Cape York (QLD), Redfern-Waterloo (NSW), East Kimberley (WA) and Goulburn-Murray (VIC). As facilitator, Jawun has developed, and continues to develop, strong and trusting relationships with key Indigenous stakeholders to ensure that a cohesive working relationship is established between the corporate secondees and Indigenous organisations. This role is coordinated by a central management team with Regional Directors located in each participating region who support the numerous rotations of corporate secondees
- the Indigenous stakeholders that Jawun engages are highly respected Indigenous community members who act to provide Jawun with a point of contact for engagement and to highlight the requirements of the specific communities and organisations. The Indigenous stakeholders work collaboratively with Jawun and its corporate partners to further the aims of their individual communities in line with a reform philosophy based on moving away from a passive welfare economy and striving to achieve social and economic dependence through education, employment and the establishment of robust social norms
- Jawun's corporate partners are the backbone of the organisation as they provide highly skilled secondees to partake in the program and give their time and corporate resources generously, to ensure the success of the model. Currently, Jawun's list of corporate partners include Westpac, Boston Consulting Group, KPMG, Wesfarmers, Freehills, Leighton Holdings, Cisco, NAB, John Holland, Leighton Contractors, Argyle Diamond Mine, Gilbert and Tobin, Allens Arthur Robinson and Tourism Australia
- corporate secondees are the lifeblood of the Jawun Model. These individuals volunteer their time and expertise and approach the challenges placed before them with passion and drive. Their dedication and commitment to assist Indigenous people in advancing their goals is impressive and genuine. Indigenous stakeholders will attest to the high calibre of these individuals and their willingness to provide the 'intellectual grunt to get things done'.

In addition to these key attributes, Jawun seeks to differentiate itself and its business through a series of enablers that serve to reinforce the sustainability and efficacy of the business and the outcomes it drives.

## Exhibit 2

Key enablers to effectiveness and sustainability of the Jawun Model



These enablers focus on creating a more robust, sustainable and efficient business model by supporting the key operational activities that form part of the day-to-day running of Jawun. These enablers differentiate Jawun from its peers and they include:

### Acting as an enabler for Indigenous organisations and individuals

The Jawun Model focuses on enabling and supporting Indigenous organisations rather than directing these entities. The focus is on working with Indigenous counterparts to deliver outcomes rather than managing these outcomes directly. This approach has served to build strong relationships based on trust and mutual respect.

### Supporting a reform agenda

Jawun actively supports and seeks to reinforce a social and economic reform agenda within its operating regions. It seeks to align itself with reformist leaders and thereby indirectly assists with promoting and advancing social and economic reform outcomes.

**“There’s got to be a kind of quid-pro-quo between the community leadership and Jawun’s reform goals”**

**Noel Pearson, Director Cape York Institute and Jawun Patron**

### Maintaining a comprehensive secondee support infrastructure

To ensure a fulfilling corporate secondee experience and as a risk management measure, Jawun has created a comprehensive support structure for corporate secondees. This structure includes on-site inductions to familiarise secondees, regional accommodation and continuous support and mentoring from Regional Directors.

**“Jawun actively supports its corporate secondees in a range of ways. First and foremost, our Regional Directors act as mentors and support any needs the secondees may have. In addition to this, corporate secondees attend extensive induction and briefing sessions to ensure that they are comfortable and well-equipped to handle any challenges that may arise during the course of their secondment. Finally, secondees will attend a debrief that allows Jawun to develop a clear picture of the operating environment as experienced by a secondee and adapt as necessary.”**

**Rose Manzini, Jawun Regional Director, Cape York**

### Pursuing a robust corporate engagement model

Jawun has developed a series of strong corporate relationships, which it will continue to expand upon. Its model of engagement with Corporate Australia is based on the development of strong relationships across the corporate spectrum through speaking engagements, Senior Executive visits and business networking.

**“We provide our corporate partners and prospective corporate partners with an opportunity to experience first-hand the issues faced by Indigenous communities across Australia through a series of speaking engagements, educational offerings and executive tours which showcase Indigenous Australia to our corporate partners and highlight the impact of Jawun’s work. Specifically, a first-hand view of the reform agenda of our Indigenous partners and the role secondees play in community...”**

**Karyn Baylis, Chief Executive Officer, Jawun**


### Nurturing a secondee alumni network

When corporate secondees finish their engagement and return to the corporate world, they are strongly encouraged to join a network of former secondees. This network forms the basis of the Jawun alumni network, which acts to share knowledge; further engage Corporate Australia and assist in a number of volunteering and mentoring initiatives in Indigenous communities.

**“The alumni network provides corporate secondees with an opportunity to continue to stay engaged with Jawun and Indigenous affairs through networking, mentoring and broad business engagement. It satisfies the hunger that our secondees have to stay connected and continue to assist Indigenous Australia.”**

**Magda Khalil, Jawun Alumni Network Consultant**





“The Indigenous community have seen the benefit that Jawun can bring, and the key to the model is that you are linking in to what is already happening in the community.”

**Mandy Dahms**  
CEO, Wunan

# EXTENDING THE JAWUN MODEL

## Vision and Rationale

The vision and rationale of Jawun as an organisation is derived from a strong, philosophical belief that the best way to assist Indigenous people is by promoting self-reliance, entrepreneurial activity and business planning amongst Indigenous people. From the inception of Jawun, the organisation focused on assisting Indigenous communities outside of the traditional funding and service delivery approach. It seized on an opportunity to provide skilled human resources to help drive social and economic outcomes through skills transfer and capability enhancement.

**“To demonstrate that you could effect change by helping with skill as opposed to giving money – the idea of seconding people was born out of the notion that you could support communities in many different ways and support them to be more self-reliant and bring skills to them that they could never perform themselves.”**

**Ann Sherry, AO, CEO Carnival Australia and Founding Board Member of Jawun**

Jawun does not believe in passive welfare but rather promotes the creation of real economies through skills transfer, business development and the empowerment of Indigenous people across Australia. This ideological platform draws heavily from its patron, Indigenous leader and reformist, Noel Pearson, who advocates a move away from a passive welfare approach to promoting responsibility and self-determination amongst Indigenous people.

**“In an effort to move away from a passive welfare economy and to effect real change in our communities, we didn’t want money ... We wanted to take responsibility... We wanted skills and expertise and we wanted to have the opportunity to develop our skills and enhance our capabilities in order to take ownership of our future. We were in search of people with skills and expertise that could assist us in pursuing our reform agenda through skills transfer and capability enhancement. It is from this notion that Jawun was born....”**

**Noel Pearson, Director Cape York Institute and Jawun Patron**

It is this philosophy that led to Jawun’s inception and to its initial engagement in Cape York, and it is this philosophy that underpins Jawun’s engagement in Indigenous communities across Australia today.

The philosophy focuses on advancing social and economic change by bringing skills and expertise to bear where they are lacking and most needed in order to support the delivery of tangible outcomes for Indigenous people.

A 2004 Boston Consulting Group review of Jawun identified that there was ‘growing demand for Jawun-style partnerships’ and that there was a ‘desire among Indigenous leaders for philanthropic partnerships and expert, non-government assistance’.

It was with this mindset that the Jawun Board, motivated by the ongoing achievements of Jawun, decided to review the operational capacity and structure of the organisation.

In early 2010, these discussions began morphing into a more cohesive and structured argument for extending the Jawun engagement to new regions for the benefit of Indigenous Australians.

The basis for these discussions centred on:

- Jawun’s operational maturity
- the organisation’s experience in Cape York, QLD and Goulburn-Murray, VIC
- the increase in corporate commitment to such initiatives.

As a result of these discussions, the Jawun Board and Management believed that the organisation was well positioned to expand its footprint beyond Cape York and Goulburn-Murray. The next step was to determine where the Jawun Model could expand to, on the basis of the value it could add and the corporate support it could garner for the nominated regions.

**“It’s not hard dollars, it’s people power.....We have a ready enabled workforce that we’re putting into organisations that may not have the capability or the capacity, if not both.....that is one of the major benefits of this program.”**

**Ben Lawrence, Chief Human Resources Officer, Wesfarmers**

**“Where business can really help.... why the model is so powerful..... there is knowledge and expertise that can be brought to bear where knowledge and expertise is really lacking – that’s an ingredient that business can bring which the more you think about it is vital.”**

**Tony Berg, AM, Director Gresham Partners and Jawun Chairman**

## SELECTION PROCESS

Having established consensus that Jawun had the capability and experience to extend its impact into other regions, the next step was to determine where the Jawun Model could add the most value.

The key success criteria (outlined in detail below) take a holistic view of Indigenous engagement and were developed based on the learnings and insights gleaned from Jawun's engagement with Indigenous communities since its inception. The criteria focus broadly on the current social, economic and political conditions of the target region; the strength of Indigenous leadership and their willingness to engage, and the receptiveness to reform and change within a target region.

The initial areas considered for extending Jawun's Indigenous engagement were:

- Redfern-Waterloo: a small yet complex Indigenous community in the heart of Sydney, New South Wales
- Yarrabah: an Indigenous community, south of Cairns with 2,297 Indigenous residents
- Northeast Arnhem Land: home of the Yolngu people, located in the northeast Northern Territory
- The Kimberley: approximately 15,000 Indigenous residents in more than 56 communities across Northeast Western Australia.

It is important to note that Jawun will perform an analysis of the nominated community and will then subsequently approach that community to outline the value proposition of the model. However, it will only engage with the community if the organisation is welcomed to the community by a community leader or a body of community representatives. Before the decision is made to approach Indigenous stakeholders within a defined community, Jawun undertakes a robust analysis of the proposed operating environment and the conditions and terms under which it would operate. The decision-making process hinges on four key categories:

First and foremost, through Jawun's significant Indigenous engagement to date, it has developed a series of Jawun Model success factors that it believes underpin successful engagement in Indigenous communities.

These success factors are centred on the community's ability to pursue a social and economic reform agenda through strong functional leadership; an openness to change and new ideas; a willingness to be connected to other communities and corporate stakeholders; and an interest in learning from other communities. Jawun believes that if these factors exist, then they provide the basis for a strong alignment with Jawun's core principles and operating philosophy and, as such, the basis for a strong and sustainable partnership.

Jawun then looks at the scope of the opportunity with respect to the demographics of the target region, the potential for economic and social development and the scale of disadvantage witnessed in the region. These criteria dictate how much value Jawun can add within a defined region.

Jawun also assesses the community to judge whether or not it has a conducive community structure that will allow Jawun and its corporate partners to build on existing organisational and community structures to deliver outcomes for the Indigenous people of the area. Finally, Jawun looks at the value proposition from a corporate perspective. In acknowledging that such a partnership provides shared value, Jawun looks at the operational attractiveness of the region in terms of its ability to provide a positive and engaging corporate secondee experience and whether there is adequate infrastructure and facilities to support a Regional Director and frequent secondee rotations.

### Jawun Model success factors

#### Community Characteristics

- Strong functional leadership
- Openness to change and new ideas
- Willingness to be connected
- Interest in learning from other communities
- Alignment with Jawun philosophy

#### Scope of Opportunity

- Indigenous population and associated demographics
- Potential for economic development
- Scale of disadvantage

#### Conducive Structures

- Ability to support a 'hub' of organisations
- Number of existing Indigenous organisations
- Role, reach & functionality of existing organisations
- Historical significance
- Existing reform or revitalisation movements

#### Operational Attractiveness

- Potential to provide engaging secondee experience
- Location & Infrastructure
- Scope and access for regional director
- Transport
- Funding potential - government and philanthropic

The criteria are fundamentally aligned with the Jawun philosophy: that of promoting programs based on self-reliance, entrepreneurial activity and business planning amongst Indigenous people.

The fulfilment of the criteria outlined in these categories dictates whether Jawun will approach an Indigenous community. However, the criteria must be assessed holistically. For example, there may be a region where the scale of disadvantage is high and help is very much needed; however, unless there is functional Indigenous leadership and a vision for self-determination, the Jawun Model is unlikely to add value.

In approaching the community, Jawun will outline the value proposition of the model and will seek to engage with senior leadership within that community. A decision is then made by community leaders as to whether they would like Jawun assistance and if that is the case, Jawun will commence engaging with other stakeholders within that community once it is welcomed into it and has the blessing of key Indigenous representatives. It is these criteria that formed the foundation of the decision making process as Jawun looked to expand its footprint in regions outside of Cape York (QLD) and Goulburn-Murray (VIC).

The final result of this decision-making process was the selection of the East Kimberley in Western Australia and Redfern-Waterloo in New South Wales.

## EAST KIMBERLEY SELECTION OVERVIEW

The East Kimberley has provided Jawun with an opportunity to further test the efficacy of its operating model in another region with similar conditions to those of the Cape York Peninsula.

The East Kimberley area covers the regional towns of Kununurra, Halls Creek and Wyndham. It comprises 56 Indigenous communities with a population of 9,735 people, 49% of whom are Indigenous. The main industries in the region are mining, tourism and agriculture, and there has been significant investment in the area under the COAG National Partnership Agreement and the presence of the Rio Tinto Argyle Diamond Mine. It is serviced by a range of government and non-government organisations, with both State and Federal Governments being heavily represented and Indigenous organisations such as Wunan and MG Corporation acting as Indigenous development providers in the area.

In such a fertile and promising environment, Jawun was hopeful it could quickly establish a footprint and make an impact with the Indigenous organisations of the region.

### East Kimberley success criteria



The review and selection of the East Kimberley as a new region for engagement was a natural fit for Jawun. It comprehensively aligned with the key success criteria of the Jawun Model for success and it was clear that the community in the East Kimberley was ready and willing to have Jawun support it to drive social and economic outcomes in the region.

From a Jawun engagement perspective, the East Kimberley possessed the following desirable attributes:

- strong functional leadership led by Ian Trust and his organisation Wunan; the leadership here is driven by a desire to break the passive welfare dependency cycle through social and economic reform
- a willingness to drive change through a clearly articulated and demonstrable reform agenda focused on employment, education and housing
- a desire to be connected to and learn from other communities
- a fundamental alignment with the Jawun philosophy that looks at moving away from a passive welfare economy through enablement and advancing the reform agenda
- scale of disadvantage - the East Kimberley region contained a significant amount of disadvantage amongst the Indigenous population despite the presence of a booming regional economy
- a conducive community and organisation structure that had the strength and clarity of purpose to drive social and economic reform through organisations such as Wunan and MG Corporation
- an attractive operating environment that had the infrastructure and facilities to sustain the Jawun footprint and that of Jawun secondees.



## REDFERN-WATERLOO SELECTION OVERVIEW

As a region, Redfern-Waterloo, in the heart of Sydney, is perhaps Australia's most iconic Indigenous community. It is home to an incredible mix of Indigenous people from all across Australia.

It is also a place filled with symbolism. In many ways, Redfern-Waterloo's history tells the story of Indigenous and non-Indigenous Australia's changing relationship. 'The Block' has become representative of the struggle for survival of urban Indigenous communities, and the ever-changing face of the Redfern-Waterloo community reflects the evolution of the relationship between Indigenous and non-Indigenous people throughout the area.

Today Redfern-Waterloo is a place of enormous optimism. It is a hub for many successful Indigenous community organisations, businesses and institutions; all with a common goal to revitalise the area and the community.

There are approximately 625 Indigenous people living in Redfern-Waterloo (275 in Redfern and 350 in Waterloo), with many other Indigenous people coming to the area for work, study and social activities.

In the area, there are a large number of Indigenous organisations such as the Aboriginal Medical Service, the Aboriginal Legal Service, the Aboriginal Housing Company, Wyanga Aged Care, Gadigal Information

### Redfern-Waterloo Success Criteria



Service, Mudgin-Gal Women's Centre, Babana Men's Group, the National Centre for Indigenous Excellence, Tranby College and the Tribal Warrior Association.

The Redfern-Waterloo selection process applied the traditional selection criteria but also focused on a number of key opportunities that fell outside of the traditional criteria. In assessing the Redfern-Waterloo region using the selection framework, the Jawun Board and Management acknowledged that a number of the traditional Jawun success criteria did not exist in this particular region.

First and foremost, the Redfern-Waterloo region did not have a visible leadership structure nor did it pursue, or openly advocate, an overarching social or economic reform agenda.

In addition to this, the Management of Jawun noted a series of other factors seen as externalities enabled by the urban location that added to the complexity of the operating environment. These included the presence of and connection to mainstream Australia; the minority status of urban Indigenous people; and the general by-products of an urban environment such as housing shortages and access to alcohol and narcotics. However, there were a series of other factors that led the Board to favour engagement in the region despite this deviation from the traditional model.



These factors were:

- the opportunity to test the adaptability and efficacy of the Jawun Model in an urban environment
- the iconic nature of Redfern-Waterloo
- the existence of a hub of well established community organisations, led by strong individual leaders
- the proximity of the area and the ability to appeal to a broader audience of corporate partners and secondees
- the high level of corporate interest in the area and the supply-side benefits of such an engagement
- the opportunity to make a difference in a visible environment
- the willingness and engagement from key stakeholders in the Indigenous community.

With these factors in mind, the Jawun Board and Management decided to approach community representatives in Redfern-Waterloo.

After a series of workshops and discussions, Jawun was invited into the community by a number of community leaders and representatives. This provided Jawun Management and its Board with the opportunity to add value through corporate secondee support and it also provided a means to test the model in an urban setting.



Ross Love, Managing Partner, BCG Australia and New Zealand (left) and Ian Trust, Chairman & Executive Director, Wunan (right)

# INSIGHTS TO DATE

## 1. EAST KIMBERLEY

Jawun has been operating in the East Kimberley since January 2010, with over 67 corporate secondees supporting approximately 10 local Indigenous organisations. This has equated to \$1.8 million of in-kind contribution from our committed corporate partners. There have also been some valuable insights which have emerged from Jawun's partnership in the East Kimberley to date. These insights have been highlighted below:

### 1.1 Strong leaders owning and facilitating sustainable change

The importance of Indigenous leadership cannot be underestimated, and Jawun's engagement in the East Kimberley has reinforced the necessity of Indigenous leadership as a catalyst for change. In the East Kimberley, Jawun has engaged with Ian Trust, a highly respected community leader and reform advocate who has demonstrated his capacity to engage with, and educate, members of the community in pursuing a social and economic reform agenda.

Through Ian's leadership and that of the organisation he chairs, Wunan, Jawun has been able to use corporate secondees to deliver maximum impact through strategic pieces of work.

The drive and clarity of purpose exhibited by Ian Trust has reinforced the great benefit of strong leadership in driving strategic outcomes within a community.

**"Ian Trust's vision is about seeing Aboriginal people in this area having the capabilities to choose a life that they value; and having education, having a solid home, having employment opportunities so you see more and more people owning their homes, having good jobs and having successful families."**

**Patricia Clancy, BCG Secondee**

### Exhibit 3

#### Portrait of a Leader - Ian Trust



Ian Trust is a passionate and dedicated leader within the East Kimberley community. He has been described as having an attitude of 'dogged determination' in pursuing his reform agenda throughout the region.

Ian has a strong and coherent vision for a better future for Indigenous people in the East Kimberley — a future beyond welfare and government dependency.

Ian has worked tirelessly to progress this vision through such initiatives as the ATSIC Regional Council's 'future building' strategy (1996) and reforms in the Aboriginal housing and infrastructure sector.

Today, Ian continues to pursue social and economic reform through Wunan, which promotes education, employment and housing opportunities to Indigenous community members throughout the East Kimberley.

As Chairman and Executive Director of Wunan, Ian has been instrumental in building bonds between Jawun, its corporate partners and Indigenous stakeholders.

He has also assisted in driving the direction of the Jawun engagement to ensure that corporate secondees are used in an effective and efficient manner.

## 1.2 Corporate secondees assist in enabling and accelerating real change within Indigenous communities

The experience in the East Kimberley has further reinforced the fact that corporate secondees provide Indigenous communities and organisations with the means and expertise to accelerate their plans for change.

Feedback from Indigenous leaders and other key stakeholders has highlighted that one of the main appeals of Jawun support is that it allows them to develop and accelerate their plans for change in whatever form that may take. The opportunity to test their ideas, refine them and bring them into a more defined and cohesive structure is greatly appreciated.

Quite often Indigenous leaders will acknowledge that they know what they want to do but have trouble articulating that action and putting a framework around it to ensure that it can be adequately implemented. In this scenario, corporate secondees are able to step in to assist Indigenous organisations and leaders with defining and crystallising their ideas.

**“The attractiveness of Jawun is about getting the skills, that intellectual grunt to put the legs underneath what we knew we wanted to do but did not have the capacity to achieve.”**

**Murray Coates, Jawun Regional Director, East Kimberley**

Jawun’s assistance to Wunan with the development of their ‘Living Change’ framework highlights the impact that corporate secondees can make by enabling and assisting Indigenous leaders in defining, developing and implementing strategy.

### Exhibit 4

#### The ‘Living Change’ framework



The Living Change framework is a community-led social and economic reform framework that aims to address the negative impact of passive welfare and the issues people and families struggle with every day that prevent them from taking up opportunities in education, employment, housing and leading a life they value.

The framework increases individual and family responsibility and sets high expectations for people, aiming to encourage people to be ambitious for their own personal benefit and that of their children. It does this by driving social reform to re-establish positive social norms and by providing aligned opportunities in the areas of education, employment and housing.

Wunan has been working on driving this type of social change in the local community since 2008. When Jawun started supporting the region at the beginning of 2010, NAB and Freehills secondees were instrumental in helping to move this thinking forward.

The next phase involved crystallising the vision and undertaking extensive community consultation and input. This phase was enabled and supported by a long-term secondee from Boston Consulting Group (BCG) and a number of other shorter-term corporate secondees from KPMG, Freehills and NAB. The BCG secondee, Patricia Clancy, has used her knowledge of, and experience in, Indigenous affairs to assist with the development of the framework. More pertinently, the secondee has assisted Wunan in leveraging the experience of Cape York partnerships who have developed a similar framework in the past.

Ian Trust, founder and Chairman of Wunan, outlines the effectiveness of the secondees in enabling and accelerating real change through the development of the Living Change framework:

**“In regard to the Living Change strategy in Halls Creek, she [the BCG secondee] has brought intricate knowledge of how it works and the necessary steps you have to do, which we weren’t aware of, which has been great.”**

By leveraging the corporate skills and expertise of the secondees, Wunan has been able to move ahead with its reform agenda and, as the Jawun Regional Director for the East Kimberley notes:

**“The BCG involvement has kick-started the action component of what’s been talked about for quite a while.”**



### 1.3 There is great benefit to promoting cross-regional learning and development

The opportunity for leaders, emerging and existing, to have access to and learn from lessons in other Indigenous communities has proved extremely powerful.

As an organisation, Jawun has facilitated this exchange of knowledge and experience by providing Indigenous leaders with the opportunity to travel to other regions and learn from the respective leaders in a particular region. This exchange has taken the form of 'Emerging Leader Tours' wherein leaders, nominated by their community, are taken on a study tour to enhance their knowledge of social and economic reform and to share their personal learnings for the broader benefit of all participants. The leaders of the East Kimberley were the forerunners of such an experience with their recent visit to consult with and hear from leaders in Cape York.

These tours have had a profound impact on their participants and many have returned to their communities reinvigorated and equipped with new tools and methodologies to enhance their communities. They have also allowed communities to benefit from the lessons learned in other communities and provide them with a perspective on how best to approach things. The power of this approach is that it is Indigenous leaders speaking with, and learning from, other Indigenous leaders. The power of the message and the transfer of knowledge are far greater in this setting because of a foundation of mutual experience, respect and trust.

Additionally, these tours serve to create personal relationships between community leaders and act as a starting point to the development of self-sustaining cross-regional relationships.

### Exhibit 5

#### East Kimberley emerging leadership tour to Cape York

A key strategic objective for Wunan and others in the East Kimberley is to empower local Aboriginal leaders to lead real change within the community and through government policy reform. In order to lead this real change, it is necessary for these emerging leaders to witness how this change can be achieved and also to interact with other leaders to share learnings and gain insights.

The Cape York study tour was conceived when several people began asking for more information about what was happening in Cape York in order to explore options that could be leveraged across the Kimberley for the benefit of the wider community. Jawun and Wunan were able to jointly coordinate a week-long visit showcasing the achievements, challenges and lessons learnt by those in the Cape over the last decade.

Through the Cape York Institute, Noel Pearson invited Ian Trust and a group of emerging East Kimberley leaders to visit Cape York to learn more about the Welfare Reform program, to share ideas and build relationships. This provided participants with an opportunity to study and learn from various leaders in Cape York. One participant noted that "I really understand the welfare reform agenda and how seemingly unconnected projects all play a part in moving things forward."

Jawun was also able to source a highly skilled secondee from NAB, Nick Walker. Nick's role was to build relationships and facilitate discussions amongst the Aboriginal leaders participating in the Cape York tour as they determined whether and how they might apply new learnings and ideas back into their own community. On tour, Nick held workshops with the group each night to discuss what they had learnt, what challenges they saw, if and how components could be transferred back to their community, and what actions they wanted to carry out. The East Kimberley emerging leaders' visit to Cape York was the first step in beginning a journey of shared learnings and insights between Indigenous communities. Such an approach will ultimately help emerging Indigenous leaders in dealing with the issues they face and seeking advice from leaders in other regions who are faced with similar issues.

It provided the participants with a clear view of what Indigenous communities in Australia were up against, but also what possible pathways existed to resolve these issues and advance Indigenous causes across the country.

"This trip was both depressing in some ways and very inspiring in other ways. I now see how far we have to go but I also know that it is possible."

**Jamie Elliot**  
Wunan Board Member

## 1.4 Increasing participation in employment by enabling local Indigenous service providers

The East Kimberley provides significant economic and employment opportunities due to regional investment in mining, tourism and agriculture. In the presence of such a developed and burgeoning economy, Indigenous organisations are focusing on the power of employment and economic development as a means to advance social reform and drive a move away from a passive welfare economy.

This approach is beneficial in many ways but, most pertinently, the focus of these organisations is one of promoting self-determination and self-reliance where

an employment position is viewed as a path to financial independence and broader individual development. Jawun has acted to support these initiatives through the provision of secondees to a number of organisations that focus on vocational training and employment outside of Community Development Employment Projects (CDEPs).

Bina-waji Nyurra-na Aboriginal Corporation provides a strong example of how Jawun corporate secondee support can have a direct impact on the development and sustainability of businesses in the East Kimberley that actively promote social and economic reform outcomes.

### Exhibit 6

#### Bina-waji Nyurra-na Aboriginal Corporation



Roy Wilson, Binawaji Nyurra-na Aboriginal Corporation, East Kimberley

Bina-waji is a pre-vocational and vocational training organisation that focuses on providing training for young people who have been branded 'too difficult' by the community and others. The name of the organisation, Bina-waji Nyurra-na, literally translates to 'teaching place for you mob' and it has been designed as a residential training centre to up-skill, and help find employment for, displaced youth in the East Kimberley region.

The trainees, under the tutelage of Roy and Helen Wilson, are taught vocational skills along with lessons in 'life skills' that focus on hard work, discipline, structure and responsibility as hallmarks of personal development.

Over the past 12 months, Bina-waji has hosted four Jawun secondees who have assisted the business by helping to develop a more robust and sustainable operating model. In essence, Bina-waji required assistance to develop a business model that was clearly understood by staff and that was premised on the idea of a robust and sustainable business. To facilitate this, Jawun engaged corporate secondees to assist with implementing sustainable business practices, educating and up-skilling staff and developing business cases with a view to gaining government funding.

## 2. REDFERN-WATERLOO

Early on, it was recognised that the framework for engagement in Redfern-Waterloo would need to be altered due to a series of unique political, cultural and organisational factors. Redfern-Waterloo was viewed by Jawun as unique for two primary reasons.

First and foremost, the leadership dynamic in Redfern-Waterloo consisted of a number of individuals, running organisations with disparate desires and ambitions and, as a result, there was no definitive single leadership body with which Jawun could directly align or through which it could work.

Secondly, the urban operating environment provided an additional layer of complexity with respect to engagement. In such an urban environment, there are a series of additional social, economic and political factors that add to the complexity of engagement.

In light of these factors, Jawun decided to take a ground-up or grassroots approach to Redfern-Waterloo, with a view to working with existing organisations and building capability as a means to enabling broader social and economic outcomes. In the typical model, Jawun would partner with a lead organisation or individual who is the key architect of a defined reform strategy. In Redfern-Waterloo, where such an architect did not exist, Jawun chose to pursue a bottom-up rather than top-down approach. This approach focuses on assisting organisations through skills transfer, capability development and broader organisational mentoring.

Although Redfern-Waterloo did not have a defined leadership structure, the community did have a sense of common purpose which was highlighted by the creation of the Aboriginal Advisory Group, which acts as an advisory body to ensure that Jawun's engagement in the area is in line with community expectation. It is hoped that through this approach, Jawun can enable the development of robust and mature organisations capable of supporting and providing for the Redfern-Waterloo community.

Jawun has been operating in Redfern-Waterloo since January 2010, with over 43 corporate secondees, supporting around 10 local Indigenous organisations. This has equated to \$1 million of in-kind contribution from our committed corporate partners. There have also been some valuable insights which have emerged from Jawun's partnership in Redfern-Waterloo to date. These insights have been highlighted.

"People were refining ideas, they were picking targets and they had the soldiers there; people, business and organisations were there ready to do it."

**Shane Phillips**  
CEO, Tribal Warrior  
Association on the  
Gamarada Forum

### 2.1 Where a cohesive leadership structure is not present, a mechanism for community consultation and engagement is required

One of the initial concerns voiced by Jawun stakeholders with regard to Redfern-Waterloo was its lack of defined leadership as a community. Throughout Jawun's history of engagement with Indigenous communities, it had become clear to the Jawun Board and its Management that leadership was one of the defining factors that drove success when engaging with Indigenous communities.

One of the complexities of the urban environment is that the community is often an amalgam of different Indigenous people hailing from different clans from across Australia. As such, it varies heavily from some of the remote communities which are more discrete communities with a defined clan and a strong traditional lineage and connection to the land.

In such an environment, the social dynamic is multifaceted and the potential for conflict is multiplied. As one member of the Jawun Board noted about the engagement in Redfern-Waterloo, "In an urban setting, the lack of coherence in the community itself is a risk – by definition, urban Indigenous communities tend to be an amalgam of people."

Recognising this key dynamic, Jawun tailored its approach to account for the multifaceted nature of the Redfern-Waterloo community.

This began with a two-day workshop known as the Gamarada Forum.

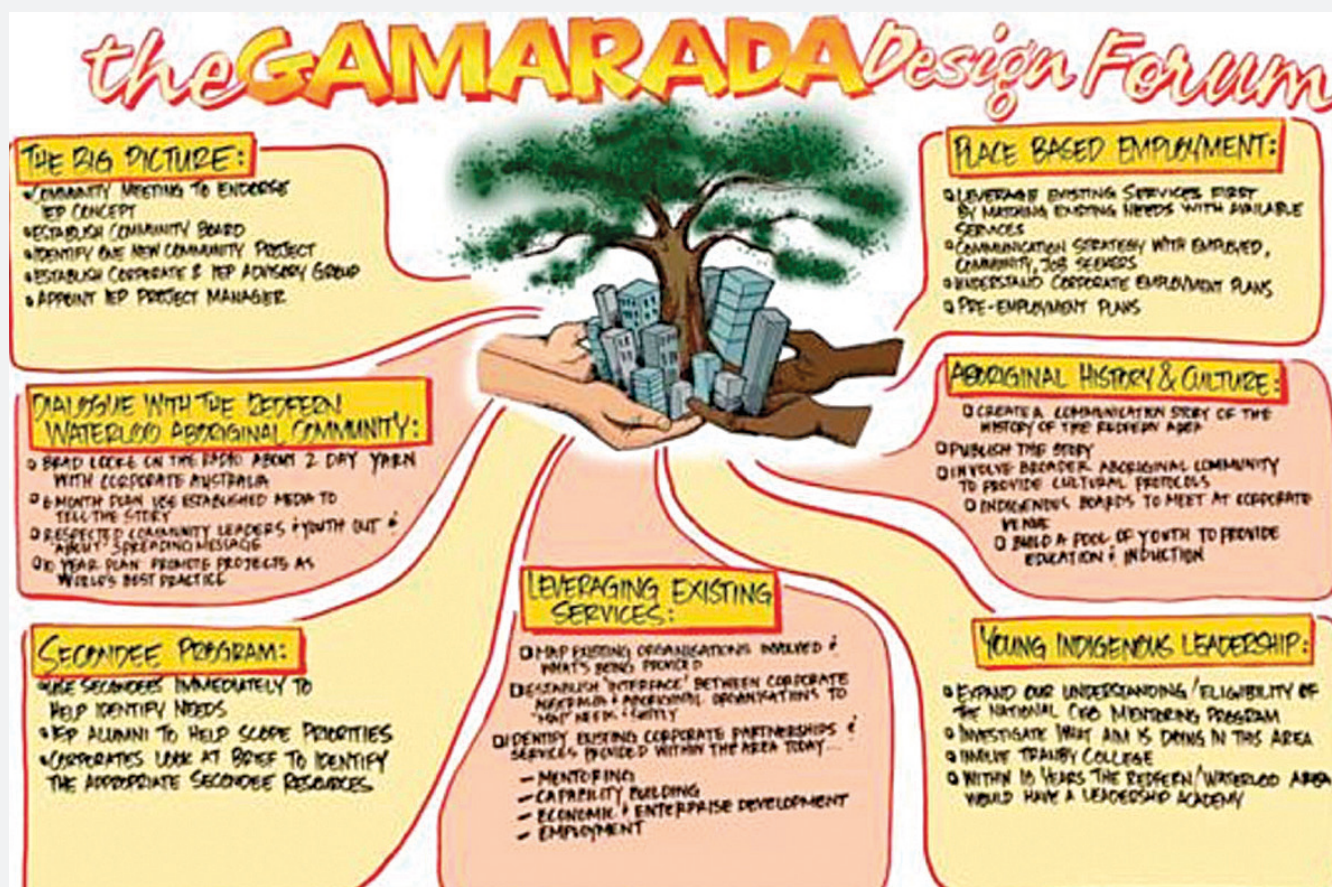
This forum hosted Indigenous leaders and stakeholders from various organisations across Redfern-Waterloo and sought to define how Jawun and Corporate Australia could work with these individuals as a group, to advance social and economic outcomes in Redfern-Waterloo. In doing this, Jawun engaged with all the necessary stakeholders within the diverse community to ensure that there was consensus – an extremely strong principle in Aboriginal culture.

The key objective of the forum was to establish the foundations for a sustainable relationship in the future by exploring and challenging the myths about Corporate Australia and the Indigenous community; by demonstrating genuine desire and ability to collaborate; and by defining mutual benefits from working together on key social and economic welfare issues within the community.

This would then lead into a broader discussion on how skills, resources and capabilities could be leveraged for the benefit of the Indigenous community in Redfern-Waterloo. The discussion in the workshop would also dictate how the Jawun Model could be adapted to be effective and relevant in an urban environment. Discussions at the forum identified challenges that need to be addressed, as well as exciting opportunities. A top-level roadmap for engagement was developed, which is exhibited over the page.

## Exhibit 7

### The Gamarada Forum



The 'Gamarada' (Friend) Design Forum was the starting point of Jawun's renewed engagement in the Redfern- Waterloo community. The intent of this two-day forum was to identify opportunities for urban

Aboriginal communities and Corporate Australia to connect and exchange ideas on a 10-year plan with the Redfern-Waterloo community.

"It was a great experience in that, on the one hand, the Indigenous people taking leadership is quite inspirational in itself... the other aspect of Gamarada was that you had a bunch of corporate representatives really wanting to help ... In a sense for the first time, there was real interest and support from the non-Indigenous community and there were ways that these corporate types could really support the Indigenous community and help them..."

**Tony Berg, AM, Director Chairman Gresham Partners and Jawun Chairman**

Following on from the Gamarada Forum, Jawun facilitated the creation of an Aboriginal Advisory Group in Redfern-Waterloo – a leadership body composed of Indigenous stakeholders from Redfern-Waterloo who would oversee Jawun's engagement in the area and act as a steering committee in deciding on resource allocation and community-based strategic initiatives.

"Some of our biggest cynics are now our greatest advocates."

**Brad Cooke**  
Jawun Regional Director,  
Redfern-Waterloo

## 2.2 The importance and power of listening

Redfern-Waterloo is a community with deep emotional scars and a deeply-held cynicism and wariness of government and, more broadly, of those claiming to want to help the community. This attitude was clear from the outset of Jawun's engagement in the community and it is still visible today.

In discussions held with a number of Indigenous leaders in the area, it is clear that this attitude is derived heavily from the idea that government and a number of volunteer organisations approach the Redfern-Waterloo community with an attitude of 'we know best, this is how you should solve your problems'. This approach is taken as deeply confrontational and offensive by the vast majority of the Indigenous stakeholders interviewed - all of whom are community leaders.

The Indigenous leaders highlight that they are acutely aware of their problems, yet they need assistance with building capability and developing strategies to cope with and overcome these problems. This is where Jawun has made a concrete impact by listening and demonstrating a genuine willingness to support, not drive or dictate efforts for social change.

**"I think it's a mutual respect where I have respect for their skills and they have respect for the knowledge of the people working here, and that mutual respect, you can't replace that, you can't engineer it, you can't duplicate it - it just has to be there."**

**Millie Ingram, CEO, Wyanga Aged Care**

From the outset of its engagement in Redfern-Waterloo, Jawun positioned itself as a non-partisan, objective facilitator of corporate expertise. It was clear that it was not operating in Redfern-Waterloo to direct change or mandate the right way to do things; it was there to assist and be of use where Indigenous organisations needed it. Jawun and its corporate secondees would sit down and listen to the problems of the Indigenous organisations and offer to assist in any way possible to overcome those problems.

This approach has been further refined by Westpac, which has adopted a diagnostic tool to better understand the problems faced by Indigenous organisations that it engages with. The output of this diagnostic tool, known as a 'Listening Report', outlines the needs and requirements of an Indigenous organisation as voiced by the organisation and its members.

### Exhibit 8: Westpac diagnostic tool

In Redfern-Waterloo, Westpac has used a diagnostic tool to great effect as a means to get a clear understanding of an organisation and its aims.

The tool focuses on a series of open-ended questions designed to elicit large amounts of information, which can then assist in the development of a clear view of the current state of the organisation. With this information, the Westpac team develops what is called a 'Listening Report'. This report consists of the information gathered and is presented to key stakeholders within an Indigenous organisation.

The outputs of the report are agreed by Westpac stakeholders and those of the Indigenous organisation. These outputs then form the basis of the recommended focus areas for Westpac secondees and mentors.

In line with the listening report, Westpac recruits mentors to lead particular focus areas and engage secondees to deliver discrete pieces of work that progress the focus areas.

This willingness to listen and engage has helped to create profound relationships between the corporate partners and the various Indigenous organisations in Redfern-Waterloo.

**"I think the most important thing that Jawun did with the people that they worked with is that they didn't come in with preconceived ideas and they didn't come in with their view of telling us how it should be done - that was a big change from anyone I've ever dealt with before."**

**Millie Ingram**  
CEO, Wyanga Aged Care

## 2.3 The power of enabling people and organisations

The unique nature of the Jawun Model focuses on enablement and organisational mentoring rather than service delivery. Corporate secondees are positioned to assist Indigenous organisations and stakeholders with capability development, skills transfer and general business skills development.

In this way, corporate secondees work beside their Indigenous counterparts to achieve outcomes and build capability rather than directing or managing, which is often a source of great tension and conflict. Suffice to say that the business acumen of the corporate secondees is greatly appreciated and often influences the decisions made and outcomes delivered by the Indigenous organisations.

This approach has been crucial to the success of the Redfern-Waterloo engagement and has been further tailored by one of Jawun's founding partners, Westpac, through the development of an 'Organisational Mentoring Program'. This program embeds long-term corporate secondees with organisations to act as business mentors to assist, nurture and develop the Indigenous organisation. According to Graham Paterson, Westpac, it is in essence, "an evolution of broad based volunteering, moving more into skilled volunteering and mentoring being a natural extension of that."

Such an approach is also enhanced by the close geographic proximity of Redfern-Waterloo to the central business district, which allows corporate secondees to travel frequently to the area and stay in contact with their Indigenous counterparts long after the end of their secondments.

### Exhibit 9

#### Organisational mentoring

Westpac has tailored its approach in Redfern-Waterloo to suit the unique operating environment by engaging its staff as organisational mentors whilst being heavily supported by Jawun's 'core' corporate secondee model.

These mentors are engaged for a 12-month period, working 1 day per month, to assist an Indigenous organisation with business development. They act as business coaches to assist organisations by guiding them and instilling corporate rigour into decision-making and general business activities.

This approach has been made even more effective by allocating corporate secondees alongside corporate mentors to deliver discrete pieces of work that advance the overall strategic direction of an organisation.

This unique mentoring approach has capitalised on the geographic proximity and ease of access to Redfern-Waterloo.

Furthermore, these longer-term commitments have been met with great appreciation from the Indigenous organisations, which are not often in a position to receive on-going counselling and guidance in corporate matters.

Indigenous stakeholders have been quick to recognise the value of corporate secondees as mentors and as general business resources.

**"A connection to Jawun, with access to skilled people to act as mentors and pass those skills on to some of us, has been invaluable – they've been able to help us understand better some of the principles of business."**

**Shane Phillips, CEO, Tribal Warrior Association**

## 2.4 The importance of being a true partner

The experience to date in Redfern-Waterloo has served to further reinforce the necessity of building trust in Indigenous communities and continually working on and deepening that trust. It was noted by Jawun Management that Indigenous stakeholders were initially extremely sceptical of Jawun and its intentions and were quick to ask Jawun what its intentions were and how these intentions fit into the bigger picture of the Redfern-Waterloo community.

Some members were so sceptical that they chose not to attend the Gamarada Forum based on previous negative experiences with volunteer organisations. For example, the Chief Executive Officer of Wyanga Aged Care, Millie Ingram, who is now one of the most vocal proponents of Jawun, refused to attend as she held strongly entrenched views of volunteer organisations working in the Redfern-Waterloo community. She expressed the view that "nobody is taking three days of my time to pick my brains."

Shane Phillips, Chief Executive Officer of the Tribal Warrior Association and another strong proponent of Jawun, was also sceptical at first. He remarks that his initial views of what could be achieved at the Gamarada Forum were mixed and that he attended "hoping for something, but sceptical."

As a result of this atmosphere in Redfern-Waterloo, Jawun has made a determined effort to focus on relationship development, rapport building and the 'human' side of the engagement, as well as business outcomes. One of the key mandates for the Redfern-Waterloo Regional Director was to focus on relationship development to ensure that there was a commensurate level of trust within the community.

The main mechanism for developing this trust outside of personal engagement by the Regional Director was to dedicate the inaugural batch of corporate secondees to projects that the Indigenous stakeholders viewed as important. This approach went hand in hand with a corporate secondee selection approach that focused on interpersonal skills and relationship development to ensure that the initial corporate secondee made a strong personal impact on top of a business impact.

The initial project work in Redfern-Waterloo was, in fact, a confidence-building measure designed to demonstrate the value proposition of the Jawun Model and to instil a sense of trust and mutual respect within the Indigenous community.

A prime example of this confidence-building approach was the work performed for Millie Ingram, Chief Executive Officer of Wyanga Aged Care.



Millie Ingram, CEO Wyanga Aged Care and Gary McDonald, St. George's seconded

## Exhibit 10

### Building confidence and trust in Redfern-Waterloo

Building confidence and trust in a community that is wary of outsiders and their promises of help is essential. Jawun's initial engagement in Redfern-Waterloo is testament to this. Jawun had noted that Millie Ingram, Chief Executive Officer of Wyanga Aged Care and a respected member of the community, was sceptical of the Jawun program. In light of this, Jawun offered to assist in any way possible as a means to build confidence and trust between the two parties.

Initially, this took the form of updating policy and procedure manuals for the aged care facility, something which was designed to highlight the value of the relationship rather than deliver groundbreaking outcomes.

The resultant work performed by the corporate seconded was of such a standard that Millie became a strong supporter of Jawun almost overnight. From that initial engagement, Millie has become a strong advocate of Jawun and has been the beneficiary of numerous corporate secondees who have assisted her in advancing the aims of her organisation. In addition, Millie now chairs the Aboriginal Advisory Group that advises Jawun on its engagement in Redfern-Waterloo.



Shane Phillips, CEO and Chairman, Tribal Warrior with Vicki Reed, KPMG secondee

## 2.5 Corporate 'know-how' helps Indigenous organisations access support and opportunities

One of the key pieces of feedback received by Jawun with respect to its engagement in Redfern-Waterloo has been that of the capability and understanding gaps experienced by Indigenous organisations, especially with reference to engaging with government – both State and Federal.

Indigenous stakeholders have relied heavily upon the skills and expertise of corporate secondees as a bridging capability to better understand and deal with the requirements surrounding government funding and broader government engagement. Additionally, corporate secondees have been engaged to assist

Indigenous stakeholders to develop product offerings and services that are in line with corporate and governmental expectations.

In essence, corporate secondees assist Indigenous organisations by presenting the Indigenous knowledge and expertise in a format that is appealing to, and easily understood by, government and corporate stakeholders.

A key example of such an approach assisting an Indigenous organisation is that of corporate secondee assistance provided to the Tribal Warrior Association, a maritime training and tourism company.

*“All of the secondees sent to us from KPMG are now considered friends by the whole Tribal team. They came in with open minds and hearts and helped us in ways we could not imagine.”*

**Shane Phillips**  
CEO Tribal Warrior  
Association

### Exhibit 11

#### Supporting Indigenous organisations with corporate expertise

The Tribal Warrior Association (Tribal Warrior) is an Indigenous tourism and maritime training organisation that seeks to provide opportunities by 'empowering disadvantaged Aboriginal and non-Indigenous people – encouraging them to become self-sufficient by providing specialised training programs leading to employment opportunities in the maritime industries'. As part of this vision Tribal Warrior, with Chief Executive Officer Shane Phillips at the helm, has branched out into tourism and cultural offerings as a means of generating revenue to train disadvantaged youth.

This expansion focused on commercial engagement, marketing and business development as a means to secure new business and commercial contracts. In order to achieve these outcomes, Tribal Warrior had to ensure it had a robust and sustainable base from which it could grow. To assist Tribal Warrior with its business development, Jawun facilitated the secondment of a number of corporate secondees from KPMG.

These secondees were brought in to support Tribal Warrior and to help its staff to better understand the strengths and weaknesses of its current operations and put in place a short and long-term action plan to ensure the future sustainability of its operations.

This started with a comprehensive operational review which identified a number of priorities for the organisation. In addition to this, a thorough assessment of the organisation's finances and cash flow has been conducted, and following this review, a funding strategy has been developed.



### 3. BROAD INSIGHTS ACROSS BOTH REGIONS

The recent engagement by Jawun in the East Kimberley and in Redfern-Waterloo has allowed it to expand its knowledge of Indigenous affairs and engagement within Indigenous communities. The experience of operating in the new regions has provided the organisation with a series of broad insights to assist others facing similar challenges in Indigenous affairs.

The following section outlines these broad insights:

#### 3.1 The need to be flexible and adaptable without compromising the fundamental enablers of the model

Having recently expanded to two additional regions, Jawun now finds itself operating four separate regions – all of which are unique. With the addition of Redfern-Waterloo and the East Kimberley to the portfolio of regions in 2010, Jawun has needed to remain flexible in order to adapt to the various operational complexities and idiosyncrasies of the regions.

As a result, the Jawun Board and Management have made a concerted effort to remain open to new ideas and to ensure that the model remains sustainable through evolution and adaptation. This approach comes with the absolute recognition that no two Indigenous communities are the same and even those that appear similar on the surface are, in fact, completely different.

Using Redfern-Waterloo as an example, Jawun's engagement in this particular region was an exercise in flexibility and adaptability. Whilst there were initial concerns over the lack of an articulated reform agenda and leadership structure, Jawun understood that with the right mechanisms in place, this represented an opportunity rather than a set-back. The organisation engaged through the Gamarada Forum, which was a catalyst for the creation of an Aboriginal Advisory Group, which now forms the backbone of a non-official leadership structure in the Redfern-Waterloo community.

#### 3.2 The importance of Indigenous ownership

One of the key differentiators of the Jawun Model is that it centres on the ability to enable Indigenous organisations and individuals rather than performing an activity or delivering a service. The model works with Indigenous people, not for them. Whilst this has been a focus since the inception of Jawun, as the organisation grows, it is becoming clear that such an approach has a number of advantageous by-products.

One of the main by-products of this approach is that Indigenous stakeholders take ownership of the work rather than developing an expectation that it will be performed for them. As a result, Indigenous stakeholders gain a sense of empowerment and purpose in seeing themselves contributing to outcomes by working alongside corporate secondees.

This perspective, for many of Jawun's Indigenous counterparts, is the first step down a road that will see them start to take responsibility in their professional and personal lives. Because Indigenous stakeholders are key participants, there is no room for passivity and people are driven to take an active approach to getting things done.

It has also been noted by a number of Indigenous leaders that the example set by corporate secondees is a call to action for their Indigenous counterparts, who are inspired by an attitude that focuses on being proactive and delivering outcomes.

"I have a great deal of respect for the professionalism of all stakeholders in ensuring that the works carried out and the commitment exhibited within our communities are done without a carnival-like atmosphere following. It just highlights that Jawun has indeed a true heart and vision for prosperity amongst our people."

**Jamie Elliot**  
Wunan Board Member and participant in Jawun's Emerging Leaders Program

### 3.3 Remembering that mutual benefit and reciprocity are the lynchpins of effective, self sustaining partnerships

As Jawun moves into new regions, the organisation finds itself explaining the model to corporate and Indigenous stakeholders and outlining the value proposition for engagement on both the corporate side and the Indigenous side.

One of the key focuses of that value proposition is that Jawun provides an opportunity to enter into a true partnership. The partnership between Corporate and Indigenous Australia provides both partners with mutual benefits. On the corporate side, the opportunities for staff to engage with Indigenous Australia and to develop personally through experience are key selling points. On the Indigenous side, Indigenous stakeholders can benefit from the corporate skills and expertise provided by their corporate partners.

The focus on building partnerships differentiates Jawun from a volunteering organisation and implies a sense of mutual responsibility and awareness. On occasion, this means that Jawun may need to have (and has had) some tough discussions with its Indigenous and corporate counterparts as a means to establish the ground rules for engagement.

On the Indigenous side, these discussions focus on the fact that Jawun does not seek to enable passivity by delivering outcomes and, in a commercial sense, it will not place corporate secondees in a situation that is not mutually beneficial to both partners. In some communities, this discussion takes place in the context of governmental services delivering services to and sustaining the community without question over a long period of time.

On the corporate side, these discussions focus on the necessity for a dedicated commitment to Jawun in terms of the quality and quantity of secondees provided and the length of the commitment from the corporate partner. Jawun is firm with this message and defines its value proposition for its partners on this basis. The organisation believes that establishing these ground rules and focusing on working with the community, not for the community is a crucial part of the success of the model.

### 3.4 The value of personal development to corporate secondees

Whilst it is hard to quantify the value of a corporate secondment to the individual, the testimony received from Jawun and its corporate partners indicates that this program is viewed as a life-changing experience for the vast majority of secondees. Jawun receives this feedback consistently across all the regions it supports. Secondees have indicated the significant value they receive from engaging in Indigenous communities and the sense of worth they gain from delivering skills and expertise to an area that so desperately requires them.

In addition to the altruistic sense of purpose gained, corporate secondees have noted that it has greatly increased their relationship development and rapport-building skills, stakeholder management abilities and, more broadly, their cultural and socio-economic awareness. These skills can then be put to great use by corporate secondees in any environment upon their return to the corporate world.

From a management perspective, corporate secondees return from their experience reinvigorated and inspired with enhanced skills that can be put to good use in the corporate environment.

“There’s no doubt that it is a great development opportunity for the individual.”

**Stephanie Rice,**  
Indigenous Affairs  
Manager, NAB

“I’ve taken from this a whole lot of confidence, I can look at complex problems on my own and help people come up with a great solution.”

**Patricia Clancy,**  
BCG Secondee

“It’s a life-changing event for secondees and significantly enhances their professional capability.”

**Ross Love,**  
Senior Partner and  
Managing Director, BCG  
Australia/NZ and Jawun  
Board Member

“Jawun provides the transformative power of a touch and feel experience.”

**Rosie Southwood,**  
Aboriginal Affairs  
Manager, Wesfarmers

### 3.5 There is great benefit to promoting cross-regional learning and development

One of the key out-takes from Jawun's engagement in the East Kimberley has been the power of cross-regional learning and its ability to accelerate change in Indigenous communities. Whilst Jawun has only recently been in a position to share learnings across regions, as it expands, it will continue to make this a key priority area for knowledge and information sharing and Indigenous leadership development.

Having seen its impact in the East Kimberley, Jawun has commenced replicating this strategy to facilitate cross-regional learning across all of its operating environments.

The power of this approach is twofold. Firstly, it allows Indigenous stakeholders to witness what has worked in other areas and what has not for the benefit of their community. Secondly, it provides Indigenous stakeholders with inspiration from others in similar situations. The message is made even more powerful by the fact that the dialogue is between Indigenous stakeholders. As

Ann Sherry, one of Jawun's founding members notes, "The opportunity to learn from each other is very powerful."

"We can learn a lot from the other places and at the same time, build a sense that there are a lot of people striving for the same goals that we have."

**Noel Pearson,**  
Director, Cape York  
Institute and Jawun  
Patron

"All the networking that Jawun facilitates is really very powerful, as you just get to the right answer faster as we know that from our own professional work."

**Ross Love,**  
Senior Partner and Managing  
Director, BCG Australia/NZ  
and Jawun Board Member

## CLOSING COMMENTS

The insights from Jawun and its corporate and Indigenous partners, gained from their experiences in building sustainable partnerships in Cape York, Goulburn-Murray, Redfern-Waterloo and the East Kimberley, highlight the great complexity of engaging with Indigenous communities and, interestingly, the great gains that can be realised through this type of engagement.

Growing these partnerships in a sustainable fashion, in an environment with elementary social and economic infrastructure, endemic education and employment issues, and large capability and skills deficits is extremely challenging for Jawun and its corporate and Indigenous partners. However, the practical outcomes being achieved on the ground in the Indigenous regions that Jawun supports indicate that with the right facilitation model, Corporate Australia has a powerful role to play in empowering Indigenous communities to "choose a life they have reason to value."

Uncle Charles 'Chicka' Madden – a respected member of the Redfern-Waterloo community – has noted that "out of little things, big things grow" in reference to the assistance that Jawun provides.

It is with this sentiment that Jawun will continue to engage with Indigenous communities using this innovative model as a means to support Indigenous reformists to address the complex and difficult issues that the Indigenous people of Australia face. As one of Jawun's corporate liaisons, Kate Chaney from Wesfarmers, notes "Jawun is by far the best at speaking both languages" and as such, is placed in a strong position to continue to support and enable Indigenous communities.

It is hoped that the learnings and insights outlined in this 2011 'Learnings and Insights' Report will serve to reinvigorate lateral thinking and drive others with an interest in Indigenous affairs to start to look at more dynamic, innovative and adaptable approaches to dealing with the issues faced.

"Jawun allows us to provide a richer and deeper experience to our staff with respect to Indigenous Australia whilst driving social and economic development outcomes."

**Tim O'Leary,**  
General Manager  
Community & Corporate  
Responsibility, NAB

# PART 2:

## Insights from Jawun's 'place-based' approach to Indigenous employment

### OVERVIEW

In June 2010, Jawun commenced two regional place-based Indigenous employment pilots, designed to test the feasibility of 'mainstreaming' Indigenous employment. 'Mainstreaming Indigenous employment' refers to the ability of Indigenous applicants to gain employment through 'mainstream' HR processes and training programs, thus eliminating the need for 'Indigenous-specific' recruitment and training programs.

In Jawun's 2010 'Learnings and Insights' Report, some initial learnings were documented via a case study, which focused entirely on the initial stages of the Shepparton employment pilot.

In this 2011 report, Jawun draws on an additional 12 months of experience and learnings from the pilots in Shepparton, as well as in Cairns. This part of the report starts with a brief update on the outcomes of the pilots to date. This is followed by an analysis of the factors which drive successful Indigenous employment outcomes.

Jawun has undertaken comprehensive stakeholder research to support the perspectives presented in this report. 12 local employers and Indigenous community stakeholders were interviewed and 47 (35 corporate and 12 Indigenous community) stakeholders were surveyed.

"It's 2011, why don't we see more Aboriginals working with the major employers? Shepparton is a major regional centre, there are many government and private employers here: agriculture, hospitals, schools, retail and banking; also, we have one of the largest regional councils."

**Paul Briggs, OAM**  
President, Rumbalara  
Football and Netball Club



## PLACE-BASED EMPLOYMENT PILOTS

In June 2010, Jawun utilised its existing corporate networks, relationships and understanding to design employment pilots in Cairns and Shepparton. Since then, these pilots have involved developing processes, aligning efforts of employers with local Indigenous training and support organisations and implementing small-local interventions. Furthermore, Jawun appointed locally based employment brokers in each region, to facilitate outcomes implement strategies to improve Indigenous employment in the two pilot regions. These key steps had the overall objective of accelerating sustainable employment outcomes for local Indigenous participants.

Jawun identified Shepparton and Cairns as suitable locations for these employment trials. Both regions offered attributes which were conducive to testing a new approach to 'Closing the Gap' on Indigenous employment. These attributes included: significant Aboriginal populations, strong local leadership, the existence of Indigenous employment and social inclusion agendas and, importantly, Jawun relationships in place, to foster collaboration with key stakeholders, including large local employers.

It is worth noting that considerable effort has been put into 'Closing the Gap' across both locations in recent years; however, progress has been slow. Each region offers more than 30 employment-related organisations with little collaboration between agencies and varying levels of long-term success.

## OUTCOMES TO DATE BY REGION

### Shepparton

The Shepparton pilot has been up and running for over a year. Key outcomes for 2010/11 include:

- 38 Indigenous applicants have been placed in entry-level employment across Coles, Target, Kmart, Bunnings, Officeworks and Woolworths
- a retention rate of over 90% at 13 weeks was achieved over the period of the trial
- Jawun's employment model was rated as 'invaluable' by 90% of participants responding to an online survey
- Indigenous youth are engaging in 'chat' around employment on social networking sites
- there is an increased presence of Indigenous youth in mainstream employment, building pride and confidence in the local community.

## CAIRNS

The Cairns pilot commenced with Jawun placing a secondee from St. George Bank to facilitate the trial and build stakeholder relations. Progress in Cairns has been comparatively slower than in Shepparton, despite strong local Indigenous organisations and a willingness by major employers to actively engage in creating new Indigenous job opportunities. The primary reasons for this initial difficulty were imbalances in supply and demand for Indigenous applicants, as well as some reluctance from the local stakeholders to support a 'mainstream' employment approach.

Since January 2011, with a refocus on practical job assistance support and the recruitment of additional Indigenous organisations to join the support coalition, the success rate of the Cairns pilot has begun to build.

Key outcomes as at 30 June 2011 were:

- 13 candidates were placed
- the retention rate was 50% at 13 weeks, which is above DEEWR reported national JSA levels (26% at 13 weeks)
- a key gap was identified in quality post-placement support and mentoring within the support coalition
- 30 candidates have been nominated by Indigenous support organisations since January 2011, with 20 participants classified 'job ready'
- concrete plans are in place for two of the participating support organisations to collaborate in providing targeted pre-employment training programs.

## INDIGENOUS EMPLOYMENT SURVEY

Jawun has gathered many insights from its place-based approach to Indigenous employment in Cairns and Shepparton. In an effort to build on and validate some of this knowledge, and in addition to the local stakeholder interviews conducted for this report, Jawun designed two surveys to elicit further input from its stakeholders. An online survey was sent to corporate stakeholders, and a hard copy survey was issued to local Indigenous community stakeholders.

Both surveys were structured to test and validate the emerging insights from the pilots and to better understand the perspectives of both corporate and Indigenous stakeholders. Respondents were presented with a series of statements to which they were asked to register their level of agreement: 'Strongly Agree', 'Agree', 'Neutral', 'Disagree', 'Strongly Disagree'.

The statements in each survey were tailored slightly to reflect the different audiences, but were substantively the same, for the purposes of comparison and analysis. The results were then ranked on the basis of overall agreement ('Agree' plus 'Strongly Agree') with the statement.

The level of participation for each survey was as follows:

- survey to corporate stakeholders: This was an online survey completed by 35 corporate stakeholders. 56 surveys were sent out, with an overall response rate of 63%
- survey to community stakeholders: This was a hard copy survey completed face to face with 12 local Indigenous community stakeholders in Cairns and Shepparton.

The key insights from the surveys have been highlighted throughout the report. Many respondents to the surveys commented that it was difficult to adopt a 'one size fits all' approach to Indigenous employment. Jawun supports this perspective, and the survey data collected indicate the relative level of support from Jawun's stakeholder base, with some of the ideas presented in this report to help validate and prioritise these perspectives. Many of these stakeholders who have been involved in Jawun's employment efforts will be drawing on this experience as well as their own experience in Indigenous employment initiatives.



## FACTORS FOR SUCCESSFUL INDIGENOUS EMPLOYMENT OUTCOMES

While the 'placed-based' pilots have offered many insights into the challenges of Indigenous employment, the clear message is that mainstreaming Indigenous employment with regard to low to medium support applicants is possible, economical and sustainable.

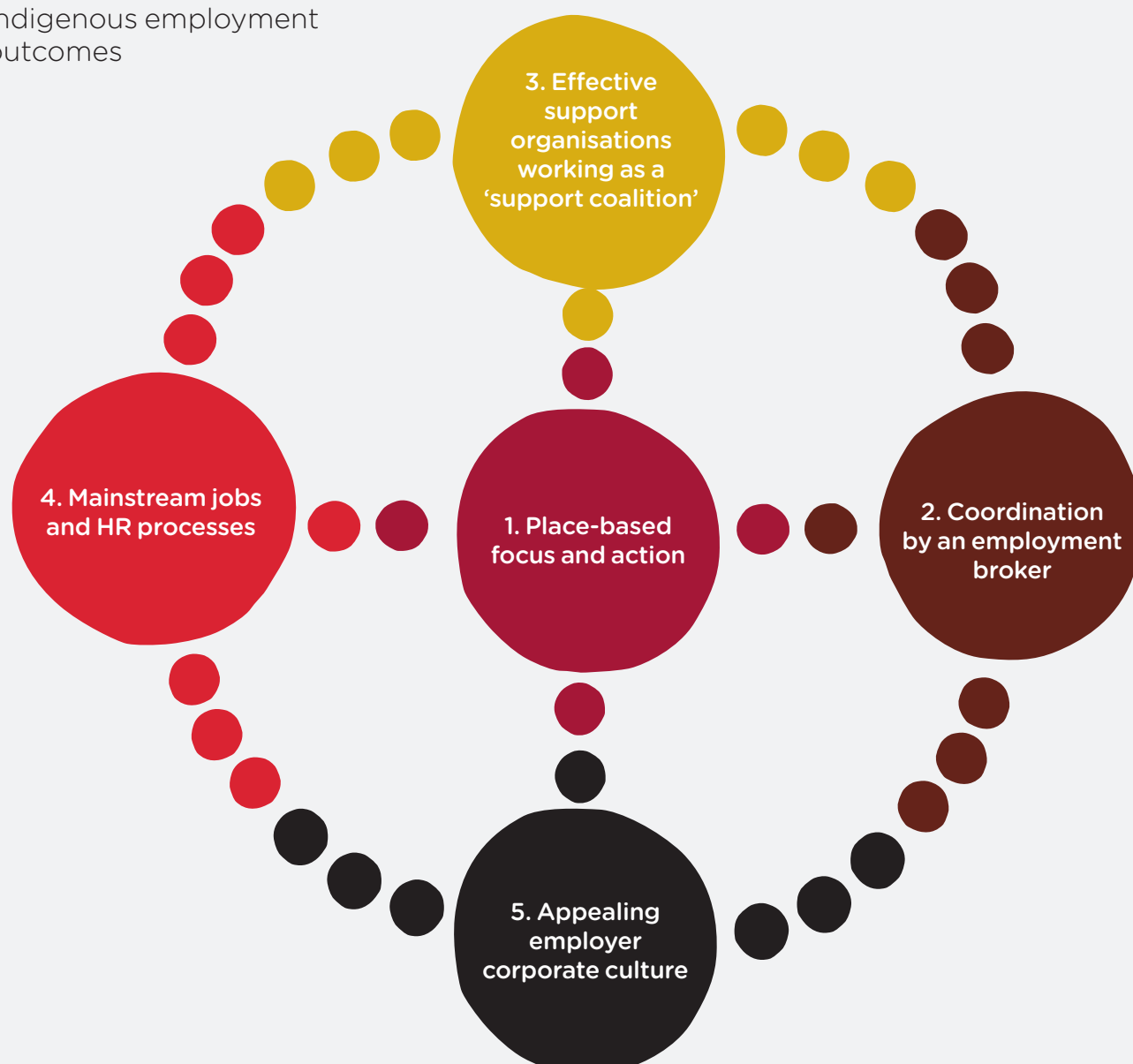
However, it must be acknowledged that mainstream employment presents significant challenges and complexity for many Indigenous Australians unable to achieve minimum standards of job readiness due to fundamental psychological, societal and structural barriers. A mainstream approach applied to high support applicants is futile without significant additional support.

Hence, it is important to stress that Jawun's support of a mainstream employment approach as articulated in this document, is with reference to Indigenous job applicants requiring low to medium support.

Regional employment approaches that tailor the standard recruitment pathway to mainstream Indigenous employment can achieve cost-effective and sustainable outcomes. Based on Jawun's experience with the Cairns and Shepparton employment pilots, there are five key factors that drive successful employment outcomes in the longer term. These are illustrated in the exhibit below.

### Exhibit 12

Factors for successful Indigenous employment outcomes



## 1. PLACED-BASED FOCUS AND ACTION

In Jawun's experience, the barriers to greater Indigenous employment are not in the lack of training and support services or lack of general employment opportunities. However, there is a very real need to identify existing job vacancies more effectively and to find a different approach to facilitating employment outcomes for local Indigenous people. Hence, the Jawun pilots adopted a local or 'place-based' approach and focused on linking applicants with current vacancies, linking support organisations with employers and facilitating greater cooperation between local support organisations.

As progress with the pilots to date has shown, place-based focus and action enable the ability to:

- build local capability to link with local job opportunities
- build personal understanding of key local managers
- earn the trust of the local community.

### 1.1 Build local capability to link with local job opportunities

The unique role that local support organisations can play in improving Indigenous employment outcomes is discussed, in detail, in Section 3 entitled: 'Effective support organisations, working as a 'support coalition''. However, in Jawun's experience, there is a wide range of capability across local support organisations in the pilot areas of Cairns and Shepparton.

Anecdotal evidence from the pilots suggested that a number of job applicants or trainees felt that they had been "trapped in the training or certificate cycle." The perception was that some training organisations push participants through endless cycles of training or 'light-touch' coaching programs that often do not lead to employment outcomes. Many Indigenous-candidates are left feeling disheartened and-with a sense that they are only suitable for 'Indigenous specific' roles or 'identified positions' within the workforce.

"National or state-wide support and assistance service are good, but they have had limited success in working with the local schools and (Indigenous) community. Local support and focus is what's missing. I know the life story and stage (of work readiness) that my clients are at. I can contact local employers. I see them down the street and at football. It's a personal connection."

Employment Support Officer,  
Rumba Ripples, Shepparton

### Jawun Survey:

**Whilst many corporate stakeholders agreed that building partnerships with support organisations was worthwhile, fewer felt that the organisations they had dealt with in the past added value to their recruitment and retention efforts.**

91% of corporate stakeholders agreed that 'building partnerships with local Indigenous support organisations was worthwhile and important', while only 66% of corporate stakeholders agreed that 'the support organisations they have dealt with to date added value to their Indigenous recruitment efforts' and 57% agreed that 'Indigenous support organisations added value to their efforts to retain and support Indigenous staff'.

Jawun, via its locally-based employment brokers, has been able to provide effective links between support organisations and employers. The broker works to identify the future and current employment requirements of local employers, which allows support organisations to better prepare and match skill requirements of potential Indigenous candidates to real job opportunities. Thus increasing the motivation of the candidates, reducing untargeted training and improving the prospect of a positive employment outcome.

Whilst Jawun's broker model has been effective in providing this 'bridging capability' between the support organisations and employers, there are potentially other facilitation models that work just as well. The optimum scenario, of course, would be for the local support organisations to build their internal capabilities such that they can broker effective links with employers themselves and provide more targeted support to candidates.

### Recommendation:

**Building on local capability to link to employer opportunities is essential in achieving effective and targeted support for Indigenous job applicants.**

Successful long-term outcomes in Indigenous employment can be achieved by connecting to real employment opportunities with local employers. It is essential for Indigenous support services to build capability to connect with these employers.

For support organisations lacking that ability, some support and facilitation will be required either from a broker type facilitation model or from the support organisation taking a collaborative approach and learning from other support organisations which have been effective in building these linkages.





Westfarms Executives visit Shepparton to look at the Indigenous employment opportunities

"If local managers don't have a commitment to engaging Indigenous employees, a national or state directive is only goodwill and not acted upon."

**Chris Giblin**, Ganbina Case Manager, Shepparton.

## 1.2 Build personal understanding of key local managers

Jawun's employment pilots identified a clear correlation between an employer's personal interaction and engagement with Indigenous employees, and the successful retention of Indigenous employees in their organisations. Improving the understanding of key local managers helps build employee confidence, loyalty and retention.

### Jawun Survey:

**A very high proportion of stakeholders agreed that the personal engagement of local managers in the community is vital.**

97% of corporate stakeholders and 82% of Indigenous community stakeholders surveyed agreed that 'the personal engagement of local managers within the community is vital'.

Taking a place-based approach to Indigenous employment allows steps to be put in place to help build the understanding and engagement of employers. In Jawun's experience, employer relations with Indigenous support organisations and their case managers also improve with employers demonstrating personal interest in candidates.

### Exhibit 13

#### Personal interest is vital

The manager of a large retailer in Shepparton developed a genuine personal interest in the Indigenous staff working within his business. This included meeting candidates' families, welcoming the extended family of Indigenous staff as valued customers, understanding and demonstrating knowledge of local Indigenous history and culture, as well as attending community and local sporting events.

The community trust earned by this manager has meant that he was able to more effectively engage with future Indigenous applicants, current Indigenous employees and the wider Indigenous community.

### Recommendation:

**Business leaders should be visible in actively leading a personal engagement approach.**

Time taken to build personal engagements through interactions with Indigenous candidates need not be a drain on employer time or resources. Small, visible efforts go a long way to building Indigenous employee confidence and trust in employment relationships, leadership and the organisation.

### 1.3 Earn the trust of the local community

During the course of the Jawun pilots, those employers who had trusted relationships with the local Indigenous community were, on the whole, more effective at recruiting Indigenous applicants and generally achieved better retention rates.

Taking a place-based approach to working with employers and support organisations allowed Jawun to develop small processes to allow employers to build and earn the trust of the local Indigenous community. While not overly demanding, maintaining a trusted employer-community relationship requires continued work and effort. While it is important for employers to reach out to communities by attending key community events, such as NAIDOC week celebrations, they also need to demonstrate their daily good intent towards the community by:

- ensuring equal access to their services and products for Indigenous customers
- actively addressing discrimination
- including Indigenous community and senior leaders/Elders in key employer events – such as new store openings or general business sponsored community events.

#### Exhibit 14

##### Cairns community sports day

In November 2010, Jawun worked with community and employer partners to run a 'community sporting day', with the aim of breaking down some of the negative perceptions between mainstream employers and the Indigenous community. The day attracted about 60 participants and was represented by five local employers. The Branch Manager who attended from Westpac was enthusiastic about the day.

**“Meeting local families was a great way for us to build our local community connections. I hope that we get more (Indigenous) people interested in working at Westpac.”**

**Local Branch Manager, Westpac**

Recognising that organising stand-alone events is not always the best method to engage community members, Jawun has also worked with other community groups to achieve these aims. In May 2011, Jawun assisted in attracting the attendance of a more diverse range of employers to a major regional 'under 16' boys sporting and employment event.



Cairns Community Sports Day

#### Jawun Survey:

**Many Indigenous community stakeholders agreed that employers should support Indigenous community events. A higher proportion of these stakeholders also supported employer initiatives which really embedded cultural understanding in the workplace.**

82% of Indigenous community stakeholders agreed that it was 'important for employers to support Indigenous community events such as NAIDOC week celebrations etc'. However, a higher proportion (90%+) of these stakeholders agreed that it was also very important to 'build cross-cultural understanding' and 'respect for Indigenous culture in the workplace'.

#### Recommendation:

**It is important for employers to support local Indigenous community events and organisations. However, even more impactful is real cultural change within organisations, which is visible to Indigenous people in both their interactions with the company as consumers, employees or potential employees.**

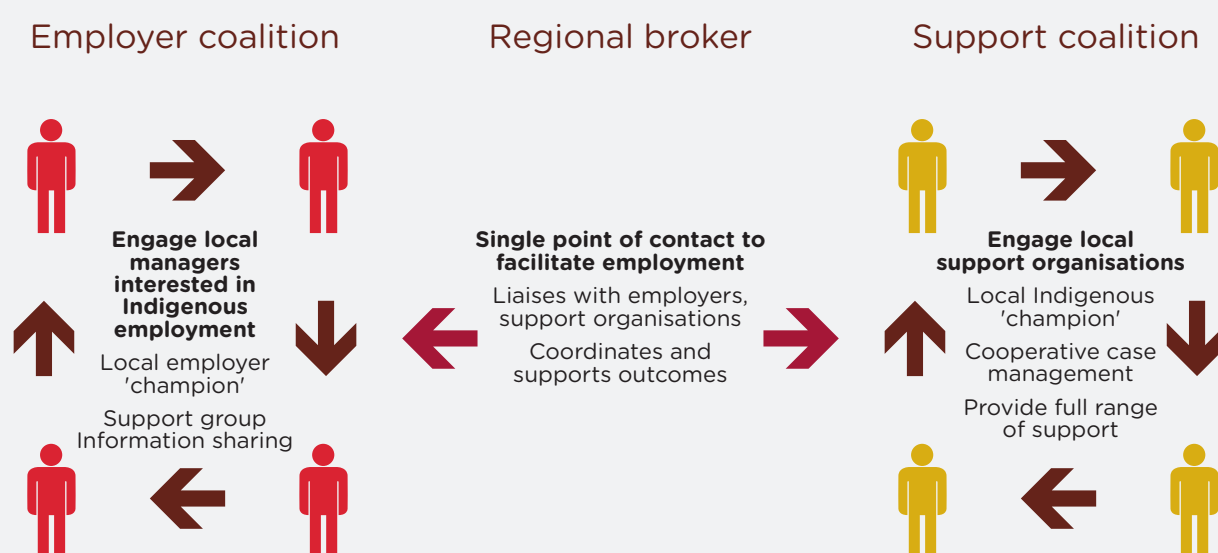
## 2. COORDINATION BY AN EMPLOYMENT BROKER

A key part of the Jawun place-based employment pilots has been the use of a local 'employment broker'. The employment brokers in Cairns and Shepparton have strong relationships with local employers and local support organisations. Additionally, a key function of the broker has been the local coordination of the 'support coalition' and potential Indigenous job applicants to match the needs of Indigenous job seekers with the labour requirements of employers.

### Exhibit 15

#### Place-based employment pilot and the role of the employment broker

Regional broker is the key to facilitating local employers and support organisations



Whilst Jawun has opted for an employment broker approach, there may indeed be other variants of this facilitation model that could be just as effective:

These variations might include:

1. Single employers developing niche internal skills and capability applied nationally across organisational regions, geographies and brands. This is the current approach of Rio Tinto and Australia Post; additionally, Wesfarmers has commenced a trial in Kalgoorlie coordinating Indigenous employment efforts across a number of brands locally. Acquiring skills and knowledge via this method, however, is costly to each individual employer and is likely to result in duplication of services across different employers applying similar approaches.
2. Local employers and/or associations developing place-based solutions by tapping into local employment issues and focusing on a united approach. Australian Employment Service (AES) was founded by a local farmers' association, identifying a critical business need for skilled and non-skilled agricultural workers in the rural region of Bourke.

3. Scale up key Indigenous employment support organisations to create a national coalition approach, focused on delivery of proven services. Under a national partnership approach, the 'Support Coalition' mechanism could be used to provide comprehensive support to Indigenous employment programs, initiatives and strategies across multiple locations and regions of Australia.

The insights discussed by Jawun, however, focus on our experience with the place-based employment broker approach. As progress with the pilots to date has shown, coordination by an employment broker enables the ability to:

- share best employment practices locally
- assist with building trust between support organisations and employers
- ensure clear understanding of employer expectations.

## 2.1 Share best employment practices



### Jawun Survey:

**The majority of corporate stakeholders agreed that it is important to share best employment practices with each other and to measure the outcomes of Indigenous employment objectives within their organisation.**

89% of corporate stakeholders agreed that it is 'important for companies to share the results and approach of their Indigenous employment initiatives with other companies'. Furthermore, 94% of corporate stakeholders agreed that 'it is important to measure the outcomes of their Indigenous employment objectives'.

Jawun's employment broker has actively promoted the sharing of best practice initiatives through employer alliances, networks, or Indigenous-specific employer discussions, which are proving to be useful mechanisms in building greater employer acceptance of Indigenous applicants, and in addressing the uncertainty of what is required to recruit and retain Indigenous employees. Additionally, local employer networks and discussions provide businesses with guidance and encouragement from their peers on working processes that support improving local Indigenous employment outcomes.

### Exhibit 16

#### Goals of an employer coalition – peer-to-peer sharing

Local 'a key mechanism to share best practice initiatives at a local level. Additionally, coalitions build local employer momentum through group support to mainstreaming Indigenous employment efforts and outcomes. At present, the Jawun employment broker is playing an important role in building and facilitating local employer alliances. However, Jawun's ultimate objective is to create self-sustaining, employer-to-employer peer relationships.

**“Hearing from a number of employers at once, their local and organisational concerns, certainly helps us support them better.”**

**Liana Sangster (KPMG), Jawun Employment Broker**

Jawun's efforts to date, in establishing and building support for local employer coalitions, has highlighted the challenges that employers face in sharing and learning from each other in this manner. Some of these challenges include: Time constraints, willingness to share information, conflict between competitive employers, reluctance of employers to share failures as sign of mismanagement or inaction. However, local employers realise that they have much to learn about engaging with local Indigenous communities and Indigenous applicants and the first series of Jawun facilitated 'employer coalition' meetings have been well received.

**“Meeting and hearing from community leaders was certainly useful, hearing of their concerns and plans for the future... (and) hearing of the different approaches that other employers have taken locally, in both working with Jawun's employment broker and support organisations and the applicants themselves, highlighted what we could be doing differently and more importantly with no or little extra effort.**

**Local Factory Manager, Shepparton**

### Recommendations:

#### Share and Learn. Success breeds success.

Businesses at a local level can learn from each other with regard to what works and what does not. Businesses should use existing networks and alliances as a platform to share best practice outcomes which support Indigenous employment. Business should build shared learnings into their organisation and be prepared to revise programs to create the most successful outcomes possible for both the organisation and the Indigenous employees.



## 2.2 Build trust between support organisations and employers

A driving factor to having good post-employment support for Indigenous employees is that the case managers employed at Indigenous support organisations have positive relationships with employers. However, most support organisations and their case managers indicated that this generally was not the case.

One factor for this situation is that Indigenous case managers seldom had mainstream work experience and had limited understanding of the key concerns for an employer. In some cases, there appears to be a lack of understanding and trust towards employers.

### Jawun Survey:

**Views from employers and Indigenous support organisations differed on the commercial realities underpinning a company's Indigenous employment efforts.**

97% of corporate stakeholders agreed that 'Indigenous employment efforts that are aligned with a company's core business needs and practicalities are essential for Indigenous employment agendas to gain traction in an organisation'. However, only 73% of Indigenous community stakeholders agreed with this.

Coordination by the Jawun employment broker has facilitated a greater understanding of private sector job options and job requirements, as well as more open relationships between case managers and employers. Jawun has observed from its pilots that in situations where strong relationships have existed between employers and case managers, this has had a positive influence on Indigenous employee retention outcomes.

### Recommendation:

**It is worthwhile for employers and support organisations alike to build strong links and work together towards improving Indigenous employment outcomes.**

Employers need to provide opportunities for case managers to become more aware and understanding of employer needs and drivers. Equally, case managers need to recognise that they have a role to play in building a trusted relationship that can lead to positive outcomes for candidates.

### 2.3 Ensure clear understanding of employer expectations

Indigenous support organisations identified that lack of clarity around employer expectations often leads to misunderstandings in the workplace. Jawun's employment brokers have been working to ensure employers proactively discuss workplace expectations during the application process and that support organisations are familiar with general workplace expectations and specific expectations of particular employers.

By clearly setting and discussing standard workplace expectations, employers can help Indigenous employees understand their responsibilities. In turn, this helps alleviate issues of 'problem' behaviour, such as the commonly cited example of Indigenous employees failing to come to work without appropriate notification.

While it is generally accepted that many Indigenous Australians shy away from traditional representations of non-Indigenous power, including employers, and are often not confident to ask questions, many employers sometimes expect that all new employees should come with a good understanding of workplace expectations. Some employers may be overly sensitive in discussing workplace expectations with new Indigenous employees, in case they may offend them.

Like most employees, Indigenous employees work better within a framework of clear understanding of expectations. Clearly communicating expectations and policies, particularly towards unwanted behaviour, can greatly reduce the number of misunderstandings.

#### Exhibit 17

##### Australia Post – leading the way

Jawun has been working with Australia Post since the beginning of 2011. Job candidates participating in the Cairns-based pilot regard Australia Post as an 'employer of choice'.

As a part of a National Workforce Diversity and Indigenous Employment Program, Australia Post has a 'cultural leave policy' as part of its standard remuneration packages. Issues and misunderstanding started to arise when Indigenous employees took genuine cultural leave without appropriately notifying their managers. Australia Post identified that the notification requirement and policies were informal and undefined. It has now built well-understood processes for cultural leave protocols, by having a clear policy that is communicated to all employees including Indigenous employees. The new policy requires employees to formally lodge an electronic 'cultural leave application' in a similar manner for approval for sick or annual leave.

With all employees now aware of the workplace expectation for cultural leave, there has been a significant decline in unapproved cultural leave.

#### Recommendation:

**Employers should be up front about their expectations and job requirements. It is better for retention to have all new employees understand workplace expectations prior to accepting a new job.**



### 3. EFFECTIVE SUPPORT ORGANISATIONS, WORKING AS A 'SUPPORT COALITION'

The unique skills and support provided by Jawun's local support organisations are second to none. Individually and collectively they provide peer-support, mentoring, training, education support, aspiration building, leadership development and employment support to hundreds, if not thousands, of Indigenous clients every year.

However, these organisations working together as a local 'support coalition' has a number of additional benefits, which include increasing the number and type of applicants that are available to fill current vacancies and allowing more flexibility to deal with the considerable differences in support needs of individual applicants.

As progress with the pilots to date has shown, facilitating local support organisations to work as a 'support coalition' enables these organisations to:

- collaborate – working together builds success
- collaborate in building effective partnership approaches with employers
- provide holistic pre-employment support, underpinned by long-term development
- provide reassurance to employers of the Indigenous applicant's 'job readiness'
- align definitions of 'job readiness' across support organisations
- provide on-going post placement support which is critical to retention.

#### 3.1 Collaborate – working together builds success

Traditionally, Indigenous and community support organisations are reluctant to work collaboratively, even while appreciating the impossible challenge of achieving Indigenous employment outcomes alone. This appears to be the case even when funding and organisational resources are limited, and when there are higher than ideal case manager workloads and clear evidence exists of considerable duplication of services.

Jawun's employment pilots actively seek to foster understanding and collaboration between local support organisations that have proven success in achieving employment outcomes.

A collaborative approach between Indigenous support organisations seeks to provide a holistic, regionally focused shared services provisions to Indigenous candidates that deliver successful Indigenous employment outcomes as well as reducing duplication, waste and organisational workloads.

#### Exhibit 18

Collaborative efforts deliver successful outcomes for both organisations and their Indigenous candidates



Nintiringanyi Office, Cairns

Nintiringanyi is a respected Cairns-based Indigenous support organisation assisting mostly medium to high support Indigenous candidates throughout Greater Cairns. Nintiringanyi identified gaps in literacy and communication competencies as inhibitors to their Indigenous clients gaining employment with local employers in the region. Nintiringanyi developed training programs aimed at specifically addressing these skill gaps.

Jawun investigated the potential for Nintiringanyi to partner with the registered training organisation, RediTeach, to develop and provide this training. RediTeach is a leading private, Cairns-based RTO, which is focused on Certificate 2 and Certificate 3 coursework and practical programs, designed to provide students with broad-based entry-level qualifications for mainstream employment positions. A partnership with RediTeach, to assist with the program development and delivery, made sense to both Jawun and Nintiringanyi.

Now, RediTeach develops the coursework and curriculum and provides qualified instructors. Nintiringanyi provides the facilities and the clientele.

RediTeach has also identified many clients requiring similar training requirements and now directs students to Nintiringanyi's family and personal support program, providing their programs with better scale and long-term viability.

#### Recommendation:

##### Keep the circle strong.

Collaboration between support organisations can be challenging but is more likely to earn the trust and engagement of employers and provide better support to Indigenous job applicants.

### 3.2 Collaborate in building effective partnership approaches with employers

Partnerships between employers and support organisations can, at times, be challenging; often due to varying starting points between stakeholders and managing competing priorities of employment initiatives.

Support organisations need to actively build and maintain a constructive and collaborative environment for their own benefit and the benefit of the other 'support coalition' members. For a successful partnership to grow and develop, all parties must commit to being supportive, cooperative and respectful of one another's point of view and cultural differences.

#### Exhibit 19

##### Overstepping the mark

A local retail operation in one of Jawun's pilot regions has been instrumental in driving Indigenous employment in their community.

Within the partnership framework facilitated by Jawun, an Indigenous support organisation used this relationship to approach the employer for additional financial and sponsorship contributions for the nonemployment-based community programs which it runs.

This created friction in the relationship with the employer and with the members of the 'support coalition'. The employer believed its contribution towards Indigenous employment had been generous and perceived these additional requests as being outside the scope of a fair partnership.

It is important in partnerships to understand stakeholder perspectives, share responsibility and ownership of objectives. Simply because an employer has a corporate Indigenous policy or demonstrates a willingness to employ Indigenous candidates does not pass the burden of responsibility wholly to that employer. In fact, this actively discourages employers from a partnership approach.

#### Recommendation:

**Employer and support organisation partnerships can be difficult. Set expectations. Be willing to compromise, understanding long-term benefits flow to all parties in the end.**

It takes time and effort to build successful partnerships and willingness among all involved to commit long-term. Mutual respect and understanding are key attributes required in a partnership's longevity.

Businesses need to take the time to understand and genuinely respond to Indigenous community needs and aspirations. But they must also be prepared to be clear about their own expectations.

While the aim of Indigenous employment partnerships is to fundamentally assist Indigenous workforce participation, there are benefits to employers and communities alike.



Topaz McAuliffe, ex Jawun Employment Broker, Cairns, seconded from St George Bank

### 3.3 Provide holistic pre-employment support, underpinned by long-term development

It is generally accepted that the vast majority of Indigenous candidates seeking employment today require pre-placement support. Pre-employment support services provided by Indigenous support organisations are critical to achieving successful employment outcomes.

The most effective support organisations achieve successful Indigenous employment outcomes by coupling long-term social and personal development program support, which builds crucial motivation and life skills for candidates' future employment potential. Often, programs do not translate into immediate employment outcomes over the short-term; however, it is a long-term approach that delivers ultimate success.





## Exhibit 20

Building Indigenous work readiness – success through a focused, long-term approach

Ganbina aims to build better pathways for Indigenous youth into employment and further education by taking actions to prevent youth seeing ‘no future and no hope’ and disengaging from education at an early age. Junior school educational support is a key focus for Ganbina, which aims to create generational change in Aboriginal education. Ganbina believes there is little point focusing on employment outcomes if Indigenous youth do not complete school or achieve minimum educational standards.

In addition to a long-term focus on Indigenous youth education, Ganbina works to build relationships with youth from a very early age and assists in the development of ‘soft skills’ and motivation towards work readiness over many years. However, government does not fund long-term approaches that do not relate to short-term measurable results or impact employment statistics.

Successful Indigenous support organisations understand the value a long-term approach delivers towards improving Indigenous employment outcomes and often seek private funding to support their initiatives.

## Recommendation:

**Long-term funding horizons are needed.**

It is a fundamental challenge for Indigenous support organisations to provide long-term support to Indigenous candidates, when program funding is program-specific and short-term. Funding approaches need to be reviewed and need to support programs that drive generational change in Indigenous education, training and, ultimately, employment outcomes.

Leading Indigenous organisations consistently feature youth support in education as a key platform in delivering not only education outcomes but employment outcomes as well.

### 3.4 Provide reassurance to employers of the Indigenous applicant's 'job readiness'

Employers participating in Jawun's employment pilots note an appreciation and unexpected benefit flowing from utilising the services of Indigenous support organisations in assessing and vetting the 'job readiness' of Indigenous candidates prior to employment.

Employers can easily assess and match competency skills to roles but have limited understanding of other key factors that impact Indigenous retention and employment outcomes. Most, if not all Indigenous support organisations offer deep understanding of a candidate's home life and their underlying capability to undertake employment successfully and their capacity to integrate into mainstream workplaces and the rigours of work life. Capable Indigenous support organisations can pre-qualify candidates and deliver 'job-ready' applicants to employers.



Mark Roberts, Coles employee, Shepparton

#### Exhibit 21

Lack of reassurance leads to difficulty

A major retailer received a number of Indigenous applications online through its standard employment pathway for mainstream employment positions. Testing candidates' skill levels confirmed employment suitability. The testing, however, was unable to provide an understanding and perspective on the Indigenous candidates' home and social life as key factors of work readiness.

A number of candidates employed through this process were unable to successfully integrate into the working environment due to social dysfunction in their home life and were unable to maintain employment beyond a few weeks.

#### Exhibit 22

Employers link to local support organisations



Liana Sangster (KPPMG), Jawun Employment Broker, Shepparton (left) working with Teena Knight, Case Officer, Ganbina (right) and Susan Davis, Case Officer, Ganbina (middle)

The local Jawun employment broker has been working with Ganbina and has directly linked Ganbina with local retailers Woolworths and Kmart. Today, Woolworths' Regional HR Advisor in the Goulburn Valley region, Narelle Claney, and Kmart Store Manager, Wayne Dagger, each approach Ganbina directly as local employment opportunities become available.

Ganbina staff are well connected with the local business community. They see the value in building partnerships with employers and know how to go about it. The staff also have a good understanding of employer expectations which enables them to more effectively match candidates to opportunities on the basis of skills as well as overall 'job readiness'.

Two thirds of employee placements via the Jawun employment pilot in Shepparton are sourced via Ganbina.

#### Recommendation:

**Employers should build relationships with capable Indigenous support organisations that understand their business needs. Ultimately, it makes the employer's job easier.**

Businesses have a range of different options and approaches to help increase Indigenous employment participation. There is real value in connecting and sourcing Indigenous candidates through effective Indigenous support organisations.



### 3.5 Align definitions of 'job readiness' across support organisations

Many employers indicate their biggest challenge in Indigenous employment is identifying job-ready candidates. Employers rely on Indigenous support organisations to ensure that Indigenous candidates are job ready at the interview stage. However, many employers have reported that the level of support provided by these organisations prior to employment of Indigenous applicants was ineffective and inadequate.

Jawun through their employment broker has worked with the local support organisations and the 'support coalition' to determine an accepted standard for job readiness and to ensure all applicants are job ready before being interviewed by employers.

Refer also to the discussion under point 1.1: 'Build local capability to link with local job opportunities'.

### 3.6 Provide on-going post placement support which is critical to retention

Based on the experience from the employment pilots, the majority of Indigenous support organisations believe post-employment support is essential for Indigenous employees to maintain long-term employment.

From social inclusion issues in the workplace to ingrained social and family dysfunction, quality case management support can tackle the key barriers to on-going employment outcomes. Having an effective 'support coalition' helps increase the breadth of potential support options and programs available to an employee.

However, Indigenous support organisations and employers are not always aligned on the challenges faced by Indigenous employees in a new work environment, or on the best approach in addressing these challenges.

#### Jawun Survey:

**Indigenous community and corporate stakeholders differed in their perceptions of the challenges faced by Indigenous employees and on what is involved to retain them.**

82% of Indigenous community stakeholders agreed that 'new Indigenous employees often find the work environment challenging' and 91% agreed that 'it is important to develop dedicated programs to assist and support Indigenous employees, in order to retain them'.

In contrast, only 63% of corporate stakeholders agreed that 'new Indigenous employees often find the work environment challenging' and only 62% agreed that 'it is important to develop dedicated programs, to assist and support Indigenous employees, in order to retain them'.

#### Exhibit 23

##### Failed outcomes – Cairns based employer

Initial Indigenous employment trials of a Cairns-based employer focused largely on building a successful recruitment process. It experienced great success in attracting and recruiting over a dozen new Indigenous employees; however, due to lack of post-employment case management support, only half of the candidates employed remained in employment over six weeks.

The employer is now working closely with Jawun's Cairns-based employment broker to source appropriate post-placement support for its new Indigenous employees, in an effort to improve retention.

#### Recommendation:

##### On-going support improves retention of Indigenous employees.

Employers need to recognise that on-going post placement support is essential to Indigenous retention. If employers do not have the capability to do this in-house, they should align themselves with a local support organisation who can provide on-going support to new Indigenous employees. Or enquire into whether a new applicant is being supported by a local support organisation and take the time to connect with that support organisation.

## 4. MAINSTREAM JOBS AND MAINSTREAM HR PROCESSES

Two elements were instrumental in guiding Jawun's employment pilots to focus on mainstream jobs:

- the private sector or the 'mainstream' account for the vast majority of employment opportunities, both nationally and locally in Shepparton and Cairns
- private sector employers are experienced in recruiting, training and retaining employees for 'mainstream' jobs. In fact, that is the norm for all of their recruitment. Local managers, and even regional HR managers, have limited experience with specifically targeted employment programs for minority groups, such as the Indigenous community, and would likely find such targeted programs costly and difficult. This extra difficulty and cost are seen as barriers to adopting locally run 'Indigenous only' recruitment programs.

Key learnings from the employment pilots to date support the following mainstream approaches:

- recruit the right person for the job
- align perceptions of 'Indigenous job readiness' with mainstream expectations
- minor adjustments to existing processes can have a big impact
- personalising the application of mainstream HR processes can be beneficial
- utilising standard HR processes is ultimately more cost effective and sustainable.

### 4.1 Recruit the right person for the job

As is the case with most 'mainstream' employment job opportunities and recruitment need to align with real business needs. Creating specialised roles to fit special capabilities is costly and unsustainable, longer term.

#### Jawun Survey:

**Creating 'Indigenous only roles' as a means to recruit and retain more Indigenous employees had very little support from corporate and Indigenous community stakeholders alike.**

Only 9% of corporate stakeholders and 27% of Indigenous community stakeholders agreed that introducing 'Indigenous only roles' or 'identified positions' is the best method to recruit and retain more Indigenous employees.

Furthermore, retention of employees correlates directly with the correct initial placement of personnel into positions which enable them to grow and succeed. A common corporate term is 'right people, right roles'.

Recruiting a candidate with the right skills to perform a 'real' role within an organisation is critical. This applies equally or more so to Indigenous participants who already feel vulnerable in the workplace due to a number of reasons, including but not limited to, perceived or actual prejudice and general lack of cultural understanding from co-workers and management. Correctly matching employment to skill levels helps build Indigenous employee confidence while assisting employees overcome other disincentives evident in the workplace.

#### Recommendation:

**Recruit for real roles and appropriately match the skills of the candidate with the requirements for the job.**

Ultimately this makes good business sense for the employer and gives the Indigenous candidate a better chance of success in their new work environment and on their longer-term employment pathway.

## 4.2 Align perceptions of 'Indigenous job readiness' with mainstream expectations

The definition of 'job readiness' should be the same for Indigenous and non-Indigenous applicants and it should fundamentally align with mainstream employer expectations, to result in sustainable Indigenous employment outcomes. Many Indigenous support organisations make job readiness overly complex, with candidates deemed 'ready' only when they have achieved a targeted level of education, demonstrate adequate soft skills and show personal motivation.

The reality of developing Indigenous candidates capable of achieving all these competencies is challenging for many communities who may be experiencing inter-generational disadvantage and dysfunction. This has resulted in a culture of endless training programs and skills development that often do not equate to employer requirements.

"There's so much training that Aboriginal kids leaving school and adults go through, and a lot of people just want to work, but they can't find the right opportunity."

**Stuart Machin**  
Director Store Development and Operations, Coles

### Recommendation:

**Support organisations need to adopt a clear definition of 'job readiness' that aligns with mainstream employer expectations and real jobs.**

Stop training for 'training's sake'. Be flexible in developing programs and encourage continuous improvement which is better aligned to employer and industry requirements.

Understanding employers' expectations of 'job readiness' is critical and where there are identified gaps, Indigenous support organisations must be willing to address shortfalls, which includes adjusting current program services delivery, to better align to employer needs.

## 4.3 Minor adjustments to existing HR processes can have a big impact

Of the local employers interviewed for this report, around half of them slightly tailor or adjust their standard employment pathways, as a mechanism to increase Indigenous participation levels. With limited direct guidance or additional resources from corporate office, employers at the local level tended to vary standard employment processes rather than design specialised Indigenous-specific programs.

There is tremendous diversity in these 'minor adjustments' to the standard employment process across local employers, but key variations consistently include: attending Indigenous employment career days, workplace familiarisations, events promoting family values and Indigenous staff interactions, mock interviews, industry mentoring or one-on-one interviews as distinct from group interview approaches.

## Exhibit 24

### Coles Cairns

In Cairns, Coles developed a local 'hands on' approach to employing Indigenous staff. In 2010, Coles focused on attracting young Indigenous school leavers looking to transition into full or part-time work in the region.

Coles developed a recruitment pilot to test a new approach to attracting and recruiting local Indigenous employees. Coles approached and loosely partnered with a local school for Indigenous students. As part of the recruitment program, Coles held a Career Day where Indigenous students could walk through their local Coles store with friends and teachers. Participants observed various departments throughout the store with a particular focus on butchery and bakery trade options. Coles used this opportunity to showcase its Indigenous personnel, at work, in the Coles environment. Department managers discussed areas of responsibility and the benefits offered by Coles to potential employees.

Students interested in pursuing opportunities were able to ask questions and speak to the local store manager and HR coordinator. Applicants were further assisted by Coles staff to complete paper-based applications and interviews were arranged shortly thereafter.

Coles also offered students the option of work experience for six business days to trial the workplace. At the end of this work experience, candidates demonstrating commitment and desirable work attitudes were offered positions.

Over 20 Indigenous students attended the Coles Career Day and store tour, of which 10 were successfully recruited for a range of part-time and casual positions.

### Recommendation:

**Small contributions go a long way to improving Indigenous employment outcomes.**

Programs developed within current organisational employment frameworks, that add value and are consistent with core processes, are invaluable tools for success in Indigenous recruitment and retention.

"Use the tools we've got, tweak them a bit and we have a great model. Success breeds success. I'll have the community beating down the door for a job in no time."

**Jason Millard**  
Coles Store Manager,  
Port Douglas



Adrian Appo, OAM, CEO of Ganbina, talking to Sara Hamilton from NCIE, Redfern, Emerging Leader Tour participant

#### 4.4 Personalising the application of mainstream HR processes can be beneficial

Of the businesses interviewed for this report, around 20% implement additional Indigenous-specific programs to retain Indigenous employees. However, the majority indicated that they have standard employment-based retention processes within their organisations, which they utilise to assist with retention of Indigenous staff.

In contrast to Indigenous recruitment, there are more common initiatives operating across businesses to support Indigenous retention. Most consistently, programs of Indigenous employee mentoring and business-wide cultural awareness training feature repeatedly. Cultural awareness programs are generally implemented 'top-down' as part of a corporate policy agenda, whereas local management have taken the lead in developing mentoring programs.

Of employers implementing mentoring initiatives, most indicate that new Indigenous employees find the social environment of employment challenging, particularly young, first-time employees. Mentors support Indigenous employees as they progress through their first days, weeks and months of employment. However, employers note difficulty in securing suitable mentors, particularly mentors that are Indigenous, as an on-going issue.

#### Exhibit 25

##### Personalised application of a new-starter workplace buddy program

After experiencing difficulties in retaining Indigenous staff in the first months of commencement, a regional employer extended its standard two-day new-starter buddy program to allow for up to two weeks of workplace buddying for new Indigenous employees.

The employer identified that Indigenous candidates needed longer to settle into employment and in understanding job roles and expectations. Through the two-week program, the employer assigned a dedicated workplace 'buddy' to all new Indigenous employees and incorporated daily five minute pre-shift chats with the manager.

According to the employer, this required minimal additional effort or cost, as after a few days the 'buddy' could basically resume full workplace duties and still provide informal advice and reassurance to new Indigenous employees.

#### 4.5 Utilising standard HR processes is more cost effective and sustainable

Of the organisations interviewed for this report, the majority of stakeholders confirmed that their organisation had an articulated corporate diversity policy. More specifically, most stakeholders referred to an Indigenous employment policy in place within their organisations. A smaller proportion of stakeholders, however, were able to identify formal business processes supporting the implementation of these Indigenous employment practices.

The commitment to 'Indigenous-specific' employment programs requires focused effort and substantial investment in organisational time and resources. Many organisations are working hard to deliver these programs and this report acknowledges and supports the hard work of those businesses that are making significant contributions in the area of specialised Indigenous employment programs.

For many other businesses, however, altering the standard pathway to support Indigenous employment is costly and impractical. For these businesses, a mainstream approach is more sustainable longer term.

##### Jawun Survey:

**A high proportion of Indigenous community stakeholders agreed with employers using mainstream employment pathways for Indigenous applicants; however, corporate stakeholders still required some convincing.**

91% of Indigenous community stakeholders agreed that 'utilising the same standard HR processes (as used for non-Indigenous employees), with small adjustments or additional steps, is a better approach than adopting Indigenous-specific HR standards and procedures'. In contrast, 66% of corporate stakeholders agreed with this idea.

#### Exhibit 26

Significant program investment by business in Indigenous employment efforts. Is it sustainable?

One of the organisations Jawun works with in Cairns confirmed its commitment and support to 'Closing the Gap' through development and execution of a national Reconciliation Action Plan (RAP). This commitment was supported by significant investment in strategy, implementation and appointment of key personnel to Indigenous Regional HR Coordinator positions. These roles were nationally responsible for designing Indigenous-specific recruitment and retention programs, to assist local operations implement and roll out the company's affirmative Indigenous policies.

An Indigenous Regional Support Coordinator was appointed to oversee Indigenous employment efforts and commitment in the Cairns region. However, following that employee taking maternity leave, the organisation found it very difficult to sustain the programs developed as they were not embedded in their mainstream recruitment and retention processes. Local management discussed feeling a lack of connection to the program and cited little motivation for pursuing the program, that was mostly driven from a corporate level. Local operators reported other more important business drivers that should be focused on. Without the Indigenous-specific HR Coordinator to drive the program at a local level, managers found it difficult to continue to implement the Indigenous employment approach that had been put in place.

#### Recommendation:

**Commitment to an Indigenous agenda should be made within the framework of standard employment pathways.**

Some organisations have the capacity to invest and develop significant Indigenous employment strategies that are delivering real benefits to Indigenous individuals and communities alike. For other businesses willing to contribute to improving Indigenous employment, small adjustments along the standard employment pathway can greatly assist successful Indigenous employment outcomes and mainstream Indigenous employment efforts. Tailoring the standard employment pathway is infinitely more sustainable when developed within the framework of an organisation's current norms and practices. Significant alteration creates unnecessary complexity around Indigenous employment processes for most businesses, often discouraging local business participation.





Rose Johnson, Officeworks employee, Shepparton

## 5. AN ATTRACTIVE CORPORATE CULTURE

Organisational culture and values are important to attracting and recruiting talent, irrespective of an Indigenous employment agenda. Like all potential employees, Indigenous applicants will look for an employer with a corporate culture that they can identify with; one that aligns with their personal values.

### 5.1 A corporate culture that is attractive and visible to Indigenous candidates

Specific values are more relevant to Indigenous applicants, particularly with regard to respect for workplace diversity, family values and Indigenous cultural practices. Employers that demonstrate a commitment to key Indigenous values generally have more influence and success with regard to recruiting Indigenous applicants.

#### Jawun Survey:

**A high proportion of corporate and Indigenous community stakeholders agreed that it is important to build real cultural understanding and respect in the workplace.**

90%+ of corporate and Indigenous community stakeholders agreed that it is important to 'build cross-cultural understanding in the workplace', to 'build an understanding and respect for Indigenous culture in the workplace' and for 'staff to learn about and respect local Indigenous customs'.

### Exhibit 27

#### Westpac/Jawun Mature Age Recruitment Pilot - Cairns

In 2010, Westpac engaged Jawun to assist in developing an innovative Indigenous recruitment program, to attract and retain suitable applicants for an Indigenous Mature Age Traineeship pilot.

Introducing the somewhat unconventional step of hosting a BBQ for Indigenous applicants and their families proved an invaluable learning for Westpac. The BBQ brought together five mature age applicants and 28 of their family members to share an informal meal with Westpac managers and branch staff. This gave the Indigenous applicants a chance to ask questions and begin to understand the 'corporate culture' of Westpac, one that recognises their employees as their most valuable asset, supports all of their employees and recognises family obligations and commitments.

Furthermore, the relaxed atmosphere of the BBQ allowed applicants to ask informal questions and become more familiar with their potential future co-workers. It also gave Westpac management an opportunity to build relationships, trust and informally assess candidates' commitment and potential customer service skills in a non-threatening environment.

**"Having the bank welcome my family to the pre-interview BBQ showed me that they respect family and family commitment. Also I was proud to show my kids what type of job I could possibly be doing."**

**La Donna Hegerty, Cairns Mature-age Trainee, Westpac**

Westpac cited this as a great process, supplementary to more traditional employment processes, that assisted greatly in determining the best candidates for its Indigenous Mature Age Traineeship Program.

### Recommendation:

#### Showcase your corporate culture

An employer's corporate culture is an important driver of successful recruitment efforts for both Indigenous and non-Indigenous applicants. Many Indigenous applicants may not be familiar with an employer's corporate culture or lack some of the tools to assess their personal fit with an employer such as: peer network discussions, previous work experience with the same or similar managers, etc. For these candidates it is helpful for employers to provide additional ways to showcase their internal culture.





“I realised in my week with Jawun that the approach to recruiting, employing and retaining Aboriginal and Torres Strait Islander peoples had to be different to our normal everyday recruitment and employment programs. Why? Because we needed an organisational culture that enabled the combining of two cultures. I wasn't sure if we had that or not.”

**Stuart Machin**

Director Store Development and Operations, Coles

## 5.2 Strong leadership and personal commitment from senior executives

Many employers may come to the conclusion that cultural change is necessary within their organisations, to engage more effectively and be more welcoming to Indigenous people. Achieving this type of positive cultural shift can be very powerful. However, as with any type of organisational change, this requires a significant commitment and it does not happen ‘overnight’. Personal commitment and understanding from the senior leadership, combined with the know how to make it happen at all levels of the organisation are the key hallmarks of success for this type of organisational change.

**“Organisational leadership and local champions are the combined way to success. It cannot be a top down approach, it must include grassroots know how and so together the programs have more chance of success.”**

**Kate Blizzard, Diversity and Flexibility, Group HR, Westpac**

### Jawun Survey:

**A high proportion of corporate and Indigenous community stakeholders agreed that it is important for the leadership, within an employer organisation, to demonstrate their personal commitment to Indigenous values.**

91% of Indigenous community stakeholders and 86% of corporate stakeholders agreed that it is important for ‘key managers within an organisation to demonstrate their personal commitment to Indigenous values’.

**An equally high proportion of these stakeholders also agreed that it was important to build and communicate support for Indigenous employment at all levels of an organisation.**

90%+ of corporate and Indigenous community stakeholders agreed that ‘it is crucial to build support for Indigenous employment at all levels of an organisation’ and ‘it is important to communicate, organisation-wide, the objectives of your Indigenous employment agenda’.

## Exhibit 28

### A personal journey shapes retail giant's Indigenous employment direction

Today, Coles employs over 500 Indigenous employees nationally with a goal to increase Indigenous workforce participation levels to over 2,000. In order to achieve this, Coles has in place an Aboriginal and Torres Strait Islander Plan which aligns with Wesfarmers' RAP and is being embedded across the 2,200 Coles sites across Australia.

In 2010, Stuart Machin, Director Store Development and Operations, Coles, participated in one of Jawun's senior executive visits to the East Kimberley. Stuart has himself said that prior to this visit, like many people, he had a limited understanding of Aboriginal culture and the entrenched challenges faced by Aboriginal people.

Over the course of about a week, Stuart had the chance to meet with Ian Trust, Chairman of Wunan, and other local Indigenous leaders. He was immersed in the local culture and had the chance to interact with the local community. Stuart says he came away with a deeper appreciation for not only the challenges but a strong sense of the hope and opportunity to improve the lives of Indigenous people.

In line with a broad push by parent company Wesfarmers to improve its engagement with Indigenous communities, Stuart set about shaping the future direction of the Indigenous employment approach at Coles.

**"In Coles it has taken us 18 months to really get our program off the ground. It hasn't just 'happened!' Firstly I needed to test the culture... After a few months of talking about my week with Jawun (to anyone and everyone who would listen) I then started to engage some key people who would role model our approach and start the ball rolling."**

**Stuart Machin, Director Store Development and Operations, Coles**

The essential elements of Coles' unique approach are as follows:

- personal commitment and vision of senior management
- coles has Indigenous coordinators in each state to ensure that the drive to improve Indigenous employment outcomes is embedded in Coles stores across Australia

- career days held at local Coles stores to showcase an inclusive work culture that Indigenous employees feel welcome to join
- all Indigenous recruits participate in a three week job-ready program prior to the commencement of employment
- cross-cultural awareness training takes place with existing staff prior to the Indigenous employees commencing work
- Coles has created a program called 'First step' and this program gives potential candidates the chance to 'have a go', apply for a job and then receive support and mentoring whilst at work
- strong relationships with DEEWR, the AFL, AES and Jawun
- an Indigenous steering group within Coles, which Stuart Machin chairs, represented by 12 leaders from across the business who have clear ownership over the Coles Aboriginal and Torres Strait Islander plan.

**"I think the uniqueness in our program is the fact we have taken time to really try to understand that this does require a different type of approach. Aboriginal people tend to need more support and encouragement and they need to understand that as a business we have a culture of embracing Aboriginal and Torres Strait Islander culture and when they realise that, when they realise they will get respect and understanding, then Aboriginal people put their hand up also."**

**Stuart Machin, Director Store Development and Operations, Coles**

Coles' efforts are already starting to pay off...

- Coles has put over 50 leaders and 200 team members through cultural awareness training, with 100 Coles stores taking part in the program
- over 450 Aboriginal and Torres Strait Islanders have been recruited over the past 12 to 16 months with an 85% retention rate
- today, Coles has just over 520 Aboriginal and Torres Strait Islander employees, with plans to increase that number even more.

## Recommendation:

**Personal vision and commitment at the senior executive level can, if acted upon in the right way, have a powerful impact in shaping a more appealing culture for Indigenous job applicants.**

## CLOSING COMMENTS

The insights to date from Jawun's employment pilots indicate that Indigenous applicants, requiring low to medium support, can be recruited and retained within the mainstream employment framework. However, as we have highlighted, there are some key enablers that underpin this 'mainstream' approach, such as:

- place-based focus and attention
- coordination by an employment broker (or similar facilitation mechanism)
- employers partnering with effective support organisations who work together as a 'support coalition'
- an appealing employer culture.

In summary, the approach advocated in this report, and underpinned by learnings from Jawun's employment pilots, involves working within mainstream processes that make practical business sense to employers. Operating within this framework, while at the same time adopting a partnership approach and focusing on a few critical enablers, will collectively deliver the best chance of success in driving sustainable Indigenous employment outcomes.



# JAWUN PARTNERS

## Indigenous:

Jawun supports over 30 Indigenous organisations across Australia, some of which are presented below:



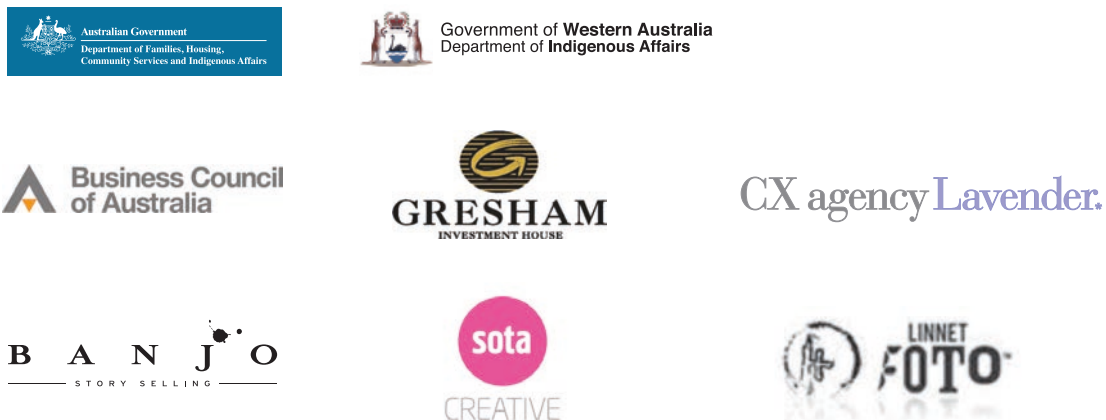
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We are proud to acknowledge the traditional owners of the land and communities Jawun supports. Without their welcome and trust, our partnerships would not be possible.





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