



Northern
Territory
Government

Parks and Wildlife Commission NT Indigenous Employment Strategy 2014 - 2017



Indigenous Employment Strategy 2014 to 2017



Andrew McMahan - Fire management
Litchfield National Park.

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Rangers at Fogg Dam removing a Saltwater Crocodile from a trap.

Indigenous Employment Strategy 2014 to 2017



Lance Spain Senior Ranger at Keep River National Park.



Fire management at Fogg Dam Conservation Reserve.

Indigenous Employment Strategy 2014 to 2017

Background

This Indigenous Employment Strategy is a tool to identify and advance employment opportunities for local Indigenous people on the Parks and Wildlife estate either via direct or indirect means. The Parks and Wildlife Commission is committed to advancing Indigenous employment through improved recruitment, retention and progression of its current and future Indigenous employees.

The Commission recognises that as a small agency, it is a small employer. For this reason, the Strategy also seeks to identify private sector employment and business enterprise opportunities that may exist on the Parks and Wildlife estate. This may include tourism and scheduled park maintenance activities as well as retail and hospitality opportunities at the Territory Wildlife Park and the Alice Springs Desert Park. The Commission will also actively pursue opportunities for growth and development through scholarships to undertake university studies in relevant fields of land management, business, administration, finance, botany, zoology and horticulture.

Joint Management arrangements have progressed significantly since their commencement in 1981. These arrangements have presented an opportunity to create a workforce which is representative of our community's cultural diversity across all classifications and levels within the Parks and Wildlife Commission.

This Strategy acknowledges that much has been learnt and knowledge accumulated over many years, and that all partners have come a long way in building the existing relationships. This Strategy is focused on continuing to build on these foundations to continue to work together to achieve outcomes for Indigenous employment now and into the future.

To achieve the goals set out in this Strategy and Action Plan, the Commission will work with relevant partners and appropriate NT Government agencies to identify and improve the necessary internal processes to advance direct Indigenous employment and retention rates, while also supporting relevant external funding and employment opportunities.



In 2012, Larrakia Nation Rangers fabricated and installed 166 m of boardwalk for 6 Casuarina Coastal Reserve beach accesses. Concrete sand anchors also had to be fabricated and installed. Pictured here are Larrakia Nation rangers connecting the boardwalks to the sand anchors prior to stretching and final dressing. The installation was done in collaboration with the Darwin PWC rangers.

Indigenous Employment Strategy 2014 to 2017

Aims

This Strategy will operate within the existing legislative and administrative arrangements in the *Parks and Reserves (Framework for the Future) Act*, the *Territory Parks and Wildlife Conservation Act* and existing Joint Management Plans and Lease Agreements.

The Parks and Wildlife Commission will make the following commitments to Indigenous Employment over the next three years:

- increase employment opportunities for local Indigenous Territorians;
- progression towards a 10 year goal of reaching and maintaining 30% Indigenous employment across the Parks and Wildlife Commission, reflecting the cultural diversity within the Northern Territory community;
- provide opportunities for training, capacity building and professional development to work towards proportional representation of Indigenous people across all levels within the Parks and Wildlife Commission;
- a commitment to provide trainees, apprentices and cadets with full-time employment following successful completion of their training;
- robust, fair and transparent recruitment processes to ensure the selection of suitably skilled and appropriate staff;
- budgets and resourcing figures made available to partner organisations;
- a commitment to provide ongoing support, training, development and mentoring; and
- in partnership with other organisations, seek funding to deliver Indigenous employment and training outcomes.

To achieve these commitments, the Commission has developed the accompanying Action Plan, which identifies the requirements and responsibilities of each partner in achieving these outcomes.



Bush food collection – Ruby saltbush collection at the Alice Springs Desert Park.

Associated documentation

This Strategy (including the associated Action Plan) will be consistent with:

- the Office of the Commissioner for Public Employment's Indigenous Employment and Career Development Strategy 2010-12 (and any succeeding strategy documents);
- the Parks and Wildlife Commission Indigenous Staff and Apprentice Handbook;
- the Parks and Wildlife Commission 'Flexible Work Practices Policy';
- the Northern Territory Government, 'Early Career Employment Programs';
- relevant legislation as relates to employment in the Northern Territory; and
- align with key NT and federal policies.



Keith Hayes at Fogg Dam Conservation Reserve, completing the chemical handling course associated with his Certificate III in Conservation and Land Management.

The document will also utilise existing resources within the NT Government, as relates to employment practices, evaluation of employee performance, occupational health and safety, and professional development and training.



The Survival in the Desert presentation at Alice Springs Desert Park provides an insight into Aboriginal life.

Meeting our Commitments

Within the Commission, individuals and work units will be identified to deliver on required outcomes identified within the Action Plan. This will ensure that targets and actions are not missed.

In addition, an individual will be selected to follow up on specific actions with work units within the Commission. This individual will also compile six-monthly reports of achievements against each of the activities presented in the Action Plan for presentation to the Leadership Team.

A key component of this Strategy is to ensure that strong and effective stakeholder engagement and relationships be established. To ensure this is effective, the Commission will identify an individual to pursue interagency partnerships and relationships as identified in the Action Plan.



Tarizma Kenyon, helping out at the Royal Darwin Show 2013

Coordination and Reporting

The Commission will report against the activities in the Action Plan on a six monthly basis (March and September). Reports will be provided to relevant partner organisations to inform achievement against specific goals, outcomes and programs. Reports may include information about numbers of employees (or full time equivalent employees), numbers of staff employed in each stream, number of apprentices and number of people engaged through the Flexible Employment Program.



Dale Campbell at Simpsons Gap showing his skills in boomerang making.



Play in the Park activities at Alice Springs Desert Park.

Action Plan

Acronyms

DoB	DoEm	DoEd	DCM	FEP	JM
Northern Territory Department of Business	Australian Government Department of Employment	Australian Government Department of Education	Northern Territory Department of the Chief Minister	Flexible Employment Program	Joint Management

DLGR	NTPS	OCPE	PWCNT	TO	VET
Northern Territory Department of Local Government and Regions	Northern Territory Public Sector	Northern Territory Office of the Commissioner for Public Employment	Parks and Wildlife Commission of the Northern Territory	Traditional Owner	Vocational Education and Training

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Inspire & Enable	Work with DoEd to identify and promote relevant courses through the VET in Schools Program	Promote relevant VET training for PWCNT (i.e. conservation and land management, business, planning, administration, management, retail, tourism and hospitality)	Enhanced education outcomes for local Indigenous students Increased employment of local Indigenous people in the NT	PWCNT has a greater involvement in the VET in schools program	DoEd -Department of Education PWCNT	<ul style="list-style-type: none"> Links with DoEd Identify training needs for all streams Ensure supervision is identified and available 	Aug 2014
	Explore opportunities for NTG university scholarships for Indigenous students	Identify potential funding sources to support scholarships and support university study Identify areas within the PWCNT that would support higher education trainees (natural resource management, marketing, education, botany, horticulture, zoology)	Quality PWCNT employees with established knowledge and skills Increased employment of local Indigenous people in the NT	Funding opportunities identified Areas within the organisation with capacity to support a university student identified Scholarships identified	Training providers PWCNT	<ul style="list-style-type: none"> Identify funding options Identify areas that could support students Existing scholarships identified 	July 2014
Attract & Retain	Identify pre-employment training programs for potential Indigenous employees to prepare for work in the PWCNT	Identify minimum requirements of new employees (literacy, numeracy, personal capability) at each level Identify pre-employment training program(s) that provide training in key areas	Quality PWCNT employees with established knowledge and skills Increased employment of local Indigenous people in the NT	Pre-employment / job readiness program identified Job capabilities identified for entry level employees Number of Indigenous staff progressing from entry level positions	PWCNT	<ul style="list-style-type: none"> Identify required knowledge / skills for new employees Locate training program(s) Seek external funding as appropriate 	July 2014

Action Plan

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Attract & Retain	Identify the required skills for each level and ensure that the Commission employs the right person for the job at each level	<p>Develop competency standards that identify minimum capabilities and requirements of staff at each level</p> <p>Consult with TOs to increase awareness of the need for transparent recruitment processes, minimum requirements for jobs at each level, and to identify pathways for training and up-skilling to increase competitiveness for positions in the PWCNT</p>	<p>Proportional representation of local Indigenous staff across all levels of PWCNT</p> <p>Enhanced career progression for local Indigenous people</p> <p>A strong and capable PWCNT workforce</p>	<p>Clear requirements of staff and minimum competencies (literacy, numeracy) are available prior to recruitment</p> <p>Number of Indigenous staff promoted within the PWCNT</p>	<p>PWCNT with assistance from OCPE</p> <p>Land Councils</p>	<ul style="list-style-type: none"> Complete competency standards Identify pre-employment program Consultation with TOs 	Oct 2014
	Explore new opportunities for Apprenticeships and Traineeships, and Cadetships within the PWCNT	<p>Identify new opportunities for apprenticeships, traineeships, cadetships</p> <p>Establish relationships / links with other agencies and Departments (Territory and Commonwealth)</p>	<p>A strong and capable PWCNT workforce</p> <p>Quality apprentices integrated into the PWCNT</p> <p>Position the PWCNT as an employer of choice for local Indigenous people</p>	<p>Number of Indigenous staff progressing from entry level jobs within PWCNT</p>	<p>DoB</p> <p>DoEd (Fed)</p> <p>DoEm (Fed)</p>	<ul style="list-style-type: none"> Form links with DoEd Develop minimum capabilities and skills required by trainees Form relationships with DoEm 	Jun 2014
	Review the PWCNT Indigenous Staff and Apprentice Handbook	<p>Revise the Indigenous Staff and Apprentice Handbook</p>	<p>Enhanced career progression for local Indigenous people</p>	<p>PWCNT Indigenous Staff and Apprentice Handbook reviewed</p>	<p>PWCNT</p> <p>Land Councils</p>	<ul style="list-style-type: none"> Review handbook 	May 2014

Action Plan

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Attract & Retain	Grow and maintain an inclusive workplace for all staff	Review existing policies and procedures to ensure inclusivity and equality Adopt relevant OCPE documents to support staff	An inclusive PWCNT workforce Involve Indigenous staff at all levels regarding policy development	Existing policies and procedures reviewed OCPE documents identified and made available to staff through links on the intranet	PWCNT	<ul style="list-style-type: none"> Review existing workplace policies and processes Identify new approaches to ensure inclusivity 	Aug 2014
	Review the FEP and implement an alternative arrangement if required	Review the FEP to identify whether it is sound under the <i>Work Health and Safety Act 2011</i> and meets procurement requirements of the Northern Territory Government Identify training requirements for FEP PWCNT to consider alternative approaches to employment (e.g. casual or job shared arrangements)	Flexible employment options that meet all legal requirements of the PWCNT	Alternative employment practices considered and where possible, implemented Training requirements identified FEP reviewed	PWCNT	<ul style="list-style-type: none"> FEP review undertaken Legal advice sought Alternative employment approaches identified Training identified Funding sought to support training (as appropriate) 	Apr 2014
Grow & Develop	Encourage short-term (and pilot) development opportunities in other Government agencies and non-Government organisations	Support career development and / or mobility of Indigenous employees across the public sector (as well as within PWCNT; across parks and regions) to broaden knowledge and skills	Proportional representation of local Indigenous staff across all levels of PWCNT	Percentage employment and retention of Indigenous staff Number of staff taking on short term employment opportunities in other agencies	OCPE PWCNT	<ul style="list-style-type: none"> All managers / staff 	Ongoing

Action Plan

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Grow & Develop	Promote opportunities in leadership, career development and training for Indigenous employees	<p>Identify relevant training programs</p> <p>Promote leadership and other training throughout the agency (higher duties, exchanges and Indigenous forums)</p> <p>Put in place an 'Electronic Toolbox', made up of documents from a range of sources to support Indigenous employees</p>	Proportional representation of local Indigenous staff across all levels of PWCNT	<p>Electronic toolbox available on the intranet to all staff</p> <p>Number of Indigenous staff progressing through levels within the PWCNT</p> <p>Number of staff trained in different areas</p>	<p>PWCNT</p> <p>Land Councils</p>	All managers / staff	Jun 2014
	Promote staff involvement in the OCPE Leadership Programs, Kigaruk and Lookrukin	Support involvement in the NTPS Indigenous leadership programs, Kigaruk and Lookrukin, to assist progression within the NTPS	Proportional representation of local Indigenous staff across all levels of PWCNT	Number of people who have completed Kigaruk and Lookrukin	OCPE	All managers / staff	Ongoing
Enhance Partnerships	PWCNT nurtures sustainable relationships with Indigenous communities to promote relationships, opportunities and outcomes	<p>PWCNT ensures that established Indigenous ranger groups and the Land Councils are aware of the required competencies and training requirements for on ground activities on park</p> <p>PWNCT ensure that rangers are invited to participate in activities on country</p> <p>Ranger groups are encouraged to include PWCNT activities in work plans and programs</p>	Increased number of local Indigenous community ranger groups, TOs and the community engaged in management on parks and reserves	<p>Indigenous communities are involved in on-ground activities on park</p> <p>Implementation Plans, detailing opportunities, investment opportunities, operational needs and barriers developed for Indigenous communities and PWCNT to work together</p>	<p>Land Councils</p> <p>PWCNT</p>	<ul style="list-style-type: none"> Identify employment opportunities Identify activities that could be undertaken in partnership Develop and manage contracts Write implement-action plans at park / regional level 	Ongoing

Action Plan

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Enhance Partnerships	Employment opportunities are identified for community rangers, TOs and the wider community for on-park activities	<p>PWCNT works with communities to identify opportunities within each park (JM and other) for employment and investment, and identifies operational needs / barriers</p> <p>Develop partnerships to identify concession and business opportunities (retail, tourism, hospitality) (all parks, incl. wildlife)</p>	<p>Increased opportunity for Indigenous people and communities to generate economic benefits through parks and reserves</p> <p>Enhanced environmental and social outcomes for parks and reserves</p>	<p>Joint Management partners are involved in on-ground activities on park</p> <p>Review contracts, period contracts, and procurement processes to encourage contractors to employ local Indigenous people</p>	<p>Land Councils</p> <p>PWCNT</p> <p>Tourism NT</p>	<ul style="list-style-type: none"> Identify employment opportunities Identify and establish JM activities 	Dec 2014
Nurture new opportunities	Identify tourism, management and other opportunities to enhance visitor experiences or biodiversity outcomes on parks for Indigenous communities	<p>PWCNT identify business and contract opportunities on or adjacent to all parks</p> <p>Interagency working group formed to analyse opportunities across all parks to guide a tourism sub-strategy</p> <p>DoB / DLGR assist to develop documents / plans</p>	<p>Increased opportunity for Indigenous people and communities to generate economic benefits through parks and reserves</p>	<p>Value of tourism ventures identified and established</p> <p>Tourism sub-strategy completed</p> <p>Contract opportunities identified</p>	<p>PWCNT</p> <p>Tourism NT</p> <p>Land Councils</p> <p>DoB</p> <p>DCM (Regional Development)</p>	<ul style="list-style-type: none"> Establish links with other agencies Contract opportunities identified and delivered 	Dec 2015
	Work in collaboration to identify alternative funding sources for operational activities on parks and reserves	<p>PWCNT works with the TOs (JM and other parks) to investigate alternative funding sources with the support of the Land Councils</p> <p>Funding opportunities for joint submissions are investigated</p>	<p>Increased opportunity for Indigenous people and communities to generate economic benefits through parks and reserves</p>	<p>Number of people benefitting from non-PWCNT funds for activities on- or off-park</p>	<p>Land Councils</p> <p>PWCNT</p>	<ul style="list-style-type: none"> Discussions with Land Councils and TOs Funding opportunities identified / submissions made 	Jun 2015

Action Plan

	Strategy	Requirements for successful completion	Outcome(s)	Performance measure(s) / reporting	Responsible Agency	PWCNT requirement	Timing
Nurture new opportunities	Identify opportunities for concessionaire arrangements for Indigenous communities on parks and reserves	<p>PWCNT identifies business and contract opportunities on or adjacent to park and at the Wildlife Parks (hospitality, tourism, retail)</p> <p>DoB to assist to develop documents / plans</p>	Increased opportunity for Indigenous people and communities to generate economic benefits through parks and reserves	Value of concessions identified and established	<p>PWCNT</p> <p>Land Councils</p> <p>DoB</p> <p>DCM (Regional Development)</p>	<ul style="list-style-type: none"> identify potential opportunities establish links with other agencies 	Ongoing
	Identify alternative business opportunities for Indigenous communities on parks and reserves	<p>PWCNT identify business and economic opportunities on park</p> <p>Land Councils work with DoB and TOs to develop business plans to enable Indigenous rangers and communities to be engaged in fee-for-service contract work</p> <p>DoB assist to developing a business model</p>	Increased opportunity for Indigenous people and communities to generate economic benefits through parks and reserves	<p>Successful establishment of investment or business opportunities</p> <p>Value of business opportunities or contracts</p>	<p>PWCNT</p> <p>Land Councils</p> <p>DoB</p> <p>DCM (Regional Development)</p>	<ul style="list-style-type: none"> Facilitate links between other parties 	Ongoing