

## Aboriginal Workforce Composition

**Summary** The NSW Health Aboriginal Workforce Composition Policy is intended to provide direction to Local Health Districts, Specialty Health Networks and other NSW Health organisations to grow and develop their Aboriginal Workforce. Building on its previous iteration, in its Framework form (PD2016\_053), it sets out the Aboriginal workforce development priorities, targets and KPI's for NSW Health.

**Document type** Policy Directive

**Document number** PD2023\_046

**Publication date** 18 December 2023

**Author branch** Workforce Planning and Talent Development

**Branch contact** (02) 9391 9957

**Replaces** PD2016\_053

**Review date** 18 December 2028

**Policy manual** Not applicable

**File number** H23/16808

**Status** Active

**Functional group** Personnel/Workforce - Recruitment and selection, Workforce planning

**Applies to** Ministry of Health, Public Health Units, Local Health Districts, Board Governed Statutory Health Corporations, Chief Executive Governed Statutory Health Corporations, Specialty Network Governed Statutory Health Corporations, Affiliated Health Organisations, NSW Health Pathology, Public Health System Support Division, Cancer Institute, Government Medical Officers, Community Health Centres, NSW Ambulance Service, Dental Schools and Clinics, Public Hospitals

**Distributed to** Ministry of Health, Public Health System, Government Medical Officers, NSW Ambulance Service, Environmental Health Officers of Local Councils, Health Associations Unions, Tertiary Education Institutes

**Audience** All Staff of NSW Health

Secretary, NSW Health

This Policy Directive may be varied, withdrawn or replaced at any time. Compliance with this directive is mandatory for NSW Health and is a condition of subsidy for public health organisations.



# NSW Health

## POLICY DIRECTIVE

### Aboriginal Workforce Composition

#### **POLICY STATEMENT**

NSW Health is committed to supporting the growth and development of the NSW Health Aboriginal workforce. It will continue to actively contribute to the success of the Aboriginal workforce targets and outcomes, including small, specialist organisations, teams and services.

#### **SUMMARY OF POLICY REQUIREMENTS**

This Policy Directive sets out the Aboriginal workforce priorities for all NSW Health organisations for the period 2021-2026.

This Policy Directive provides direction to NSW Health to deliver against six key priority areas, meet minimum Aboriginal workforce representation targets, and to report against key performance indicators (KPI).

All NSW Health organisations must ensure that the minimum targets set within this Policy are met, which are based on legislative documents, frameworks and strategies. They must be communicated and applied to all teams, levels and occupations (clinical and non-clinical) within their NSW Health organisation.

NSW Health organisations must acknowledge and ensure there is transparency and delineation of responsibility across the key priority areas and KPIs that will be reported against for their NSW Health organisation.

NSW Health organisations must continue to set their local targets above the minimum targets stated in this Policy Directive, based on local Aboriginal populations and specific Aboriginal health service needs. This includes not only NSW Health organisations servicing regional areas with higher Aboriginal population proportionally, but also NSW Health organisations in the broader Sydney metropolitan area where approximately a third of the Aboriginal population of NSW live and is inclusive of local government areas with large Aboriginal community populations and suburbs with large Aboriginal communities.

Annual reports must be submitted to the NSW Ministry of Health, after each financial year on the KPI outcomes by NSW Health organisations, including the progress on stipulated representative target.

Reports and outcomes will be reviewed, and the Aboriginal Workforce Strategic Steering Committee will provide comment on needed actions to promote succession of the KPI/targets if outcomes are determined to be under delivered or underperformed against across NSW Health.



# NSW Health

## POLICY DIRECTIVE

### REVISION HISTORY

Version	Approved By	Amendment Notes
December 2023 (PD2023_046)	Deputy Secretary, People, Culture and Governance	Updated targets to reflect national and state policies. Inclusion of Aboriginal Health Practitioner targets as part of KPI reporting, increases the KPIs from 9 to 10. Reframed “responsible parties from high level agency to standard accountability within pre-existing role and / or service / program function.
November 2016 (PD2016_053)	Deputy Secretary, Governance, Workforce and Corporate	Revision to PD2011_048. The revised <i>Framework</i> has maintained Key Priorities, Outcomes and Actions. The <i>Framework</i> has reduced Key Performance Indicators from 18 to 9.
July 2011 (PD2011_048)	Deputy Director General	New policy

## **CONTENTS**

<b>1. BACKGROUND .....</b>	<b>2</b>
1.1. About this document .....	2
1.2. Key definitions .....	3
1.3. Legal and legislative framework .....	4
1.4. Related policy documents .....	4
<b>2. KEY PRIORITY AREAS .....</b>	<b>4</b>
2.1. Key Priority Area 1: Lead and plan Aboriginal workforce development .....	5
2.2. Key Priority Area 2: Build cultural understanding and respect .....	7
2.3. Key Priority Area 3: Attract, recruit, and retain Aboriginal staff .....	10
2.4. Key Priority Area 4: Develop and strengthen the capabilities of Aboriginal staff .....	14
2.5. Key Priority Area 5: Collaboration to achieve workforce priorities.....	17
2.6. Key Priority Area 6: Track our achievements and improve results.....	19
<b>3. REPORTING ON KEY PERFORMANCE INDICATORS.....</b>	<b>21</b>

## **1. BACKGROUND**

NSW Health has adopted the [National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021-2031](#) (National Plan), including the target 3.43% Aboriginal representation across all occupations and salary bands. The NSW Public Service Commission's [Aboriginal Employment Strategy 2019-2025](#) is broadly reflective of the purpose and intent of the national plan.

Achieving the overarching target of 3.43% across all roles (clinical and non-clinical) and all levels, inclusive of management and executive level roles, by 2031 will be staged through incremental targets. NSW Health will achieve 3.43% Aboriginal and Torres Strait Islander workforce minimum representation by:

- 2025 - 3.10%
- 2028 - 3.30%
- 2031 - 3.43%.

NSW Health organisations will bear the responsibility of setting their own targets above the minimum, based on the local needs of Aboriginal communities.

Where the local Aboriginal workforce is comprised of greater than 3.43%, NSW Health organisations must establish targets that, at a minimum, meet parity with the local Aboriginal population rate for the purpose of representation across the workforce.

NSW Health has outlined key priorities and actions to build on previous attempts to increase the Aboriginal workforce. The implementation of these priorities and actions will lead to a number of key outcomes being achieved to assist in growing a strong and culturally supported Aboriginal workforce.

Achieving these outcomes will require effective resource allocation, sustainable partnerships with Aboriginal people and relevant organisations, and cooperative efforts and leadership at all levels of government and across the health service delivery and education sectors.

### **1.1. About this document**

This Policy Directive provides direction to all NSW Health organisations to grow and develop their Aboriginal Workforce. It sets out the Aboriginal workforce development priorities, targets and key performance indicators for NSW Health for the period 2021-2026.

## 1.2. Key definitions

<b>Aboriginal</b>	<p>Collective reference to Aboriginal and/or Torres Strait Islander people per NSW Health is that Aboriginal people are the original inhabitants of NSW (see NSW Health Policy Directive <i>Aboriginal and Torres Strait Islander Peoples – Preferred Terminology to be Used</i> (<a href="#">PD2005_319</a>) and NSW Health Guideline <i>Communicating Positively: A Guide to Appropriate Aboriginal Terminology</i> (<a href="#">GL2019_008</a>)).</p> <p>“Aboriginal and/or Torres Strait Islander person means a person who</p> <ul style="list-style-type: none"> <li>(a) is a member of either or both the Aboriginal or Torres Strait Islander race of Australia, and</li> <li>(b) identifies as an Aboriginal person, and</li> <li>(c) is accepted by the Aboriginal community as an Aboriginal person.”</li> </ul>
<b>Aboriginal Identified Roles</b>	<p>Identified roles are those in which Aboriginality is a genuine occupational qualification. Typically, such roles work directly with Aboriginal people and are involved in developing and/or delivering services and programs which have an impact on Aboriginal people and/or involve dealing with Aboriginal communities.</p>
<b>Aboriginal Workforce</b>	<p>Refers to the Aboriginal staff members in NSW Health services, which for general reporting purposes reflects only those who choose to self-identify within the StaffLink system, however at times may also be reflected through:</p> <ul style="list-style-type: none"> <li>• Identified Aboriginal Health Worker and Aboriginal Health Practitioner roles</li> <li>• Other Identified positions, pathways or programs.</li> </ul>
<b>Cultural Capabilities</b>	<p>The skills, knowledge, and behaviours that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.</p>

### 1.3. Legal and legislative framework

- [Future Health: Strategic Framework Guiding the next decade of health care in NSW 2022-2032](#)
- [National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021-2031](#)
- [National Cultural Respect Framework 2016-2026](#)
- NSW Public Service Commission [Aboriginal Employment Strategy 2019-2025](#).

### 1.4. Related policy documents

Policy ID Number	Policy
<a href="#">GL2019_008</a>	<i>Communicating Positively: A Guide to Appropriate Aboriginal Terminology</i>
<a href="#">PD2005_319</a>	<i>Aboriginal and Torres Strait Islander Peoples - Preferred Terminology to be Used</i>
<a href="#">PD2017_034</a>	<i>Aboriginal Health Impact Statement</i>
<a href="#">PD2017_040</a>	<i>Recruitment and Selection of Staff to the NSW Health Service</i>
<a href="#">PD2022_028</a>	<i>Aboriginal Cultural Training – Respecting the Difference</i>

## 2. KEY PRIORITY AREAS

The key priority areas aim to support the growth and development of the NSW Health workforce against six key priority areas:

1. Lead and plan Aboriginal workforce development
2. Build cultural understanding and respect
3. Attract, recruit and retain Aboriginal staff
4. Develop and strengthen the capabilities of Aboriginal staff
5. Collaboration to achieve workforce priorities
6. Track our achievements and improve results.

### 2.1. Key Priority Area 1: Lead and plan Aboriginal workforce development

Leaders must understand and demonstrate their commitment to promoting Aboriginal workforce development and planning.

No.	Actions	NSW Health Organisation	Core Responsibility
1.1	Build the portfolio of Aboriginal workforce members in the broader People & Culture teams to support and enable:	All	<ul style="list-style-type: none"> <li>Chief Executive / Deputy Secretary</li> <li>Directors People &amp; Culture</li> </ul>
1.1.1	Recruitment and retention strategies and actions		
1.1.2	Achievement of broad capability development with a focus on cultural safety/ person-centred capabilities which support mandatory training requirements		
1.2	Identify and establish the NSW Health organisation's level budgets to be managed through the People & Culture portfolio, which support Aboriginal Workforce activities and outcomes	All	<ul style="list-style-type: none"> <li>Chief Executive / Deputy Secretary</li> <li>Directors People &amp; Culture</li> </ul>
1.3	Enable and support clinical and non-clinical workforce pipelines through programs including:	All	<ul style="list-style-type: none"> <li>Chief Executive / Deputy Secretary</li> <li>Directors People &amp; Culture</li> <li>Executive Leadership Team / Tier 2 Executives</li> </ul>
1.3.1	Aboriginal talent pools		
1.3.2	Aboriginal work experience programs		
1.3.3	Aboriginal school-based apprentice and trainee programs		
1.3.4	Aboriginal cadetships, traineeships, and internships		
1.4	In consultation with key stakeholders, develop, implement and monitor Aboriginal workforce development action plans that include appropriate local targets, actions to be taken in line with this Policy, and accountability and internal reporting arrangements	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>



## Aboriginal Workforce Composition

<b>1.5</b>	Aboriginal workforce representation targets in action plans reflect local Aboriginal populations and health service needs and:	All	<ul style="list-style-type: none"> <li>• Service Agreement targets</li> <li>• Chief Executive / Deputy Secretary</li> <li>• Executive Leadership Team / Tier 2 business plans</li> </ul>
1.5.1	Address a 3.43% representation at all salary levels and occupations		
1.5.2	NSW Health organisation level workforce planning and priority supports establishing higher NSW Health organisation or service targets in regions, communities or services with higher Aboriginal population and/or client profiles		
<b>1.6</b>	Aboriginal Health Practitioner roles are embedded in workforce planning processes, with the view to embedding the registered clinical role within the multi-disciplinary team	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Workforce Planners</li> </ul>
<b>1.7</b>	Review and update Human Resource systems and processes to ensure they can accurately measure Aboriginal workforce representation and increase data validity for reporting	<ul style="list-style-type: none"> <li>• NSW Ministry of Health</li> <li>• eHealth NSW</li> </ul>	<ul style="list-style-type: none"> <li>• Human Capital Management (HCM) Update</li> <li>• Talent Strategy working group</li> <li>• Directors People &amp; Culture</li> <li>• Managers Aboriginal Workforce Development</li> </ul>
<b>1.8</b>	Actively encourage Aboriginal staff to self-identify through StaffLink as a means of improving Aboriginal workforce development and support	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Managers Aboriginal Workforce Development</li> </ul>
<b>1.9</b>	Explore budget enhancement opportunities to build the pipelines of skilled, capable (and as appropriate) registered Aboriginal people with the potential to be employed by NSW Health	All	<ul style="list-style-type: none"> <li>• Chief Executive / Deputy Secretary</li> <li>• Directors People &amp; Culture</li> </ul>

### 2.2. Key Priority Area 2: Build cultural understanding and respect

All NSW Health organisations understand, respect, honour and celebrate Aboriginal cultures, heritage and identity.

No.	Actions	NSW Health Organisation	Core Responsibility
2.1	All staff across NSW Health have completed the Aboriginal cultural training: <ul style="list-style-type: none"> <li>• <i>Respecting the Difference: Know the Difference</i> eLearning module, and</li> <li>• <i>Respecting the Difference: Be the Difference</i> face-to-face training</li> </ul> as per the NSW Health Policy Directive <i>Aboriginal Cultural Training – Respecting the Difference</i> ( <a href="#">PD2022_028</a> ).	All	<ul style="list-style-type: none"> <li>• Chief Executive / Deputy Secretary</li> <li>• Directors People &amp; Culture</li> <li>• Executive Leadership Team / Tier 2 Executives</li> <li>• Managers</li> <li>• Staff</li> </ul>
2.2	Grow the Aboriginal Respecting the Difference Facilitator workforce in NSW Health to:	All	
2.2.1	Build an internal capability to deliver mandatory training for each NSW Health organisation's ongoing mandatory training needs		<ul style="list-style-type: none"> <li>• Chief Executive / Deputy Secretary</li> <li>• Directors People &amp; Culture</li> </ul>
2.2.2	Address the Work, Health & Safety needs of the facilitators		<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> </ul>
2.2.3	Build the capability of the facilitators (as appropriate) to achieve appropriate Facilitator Banding through a relevant accredited program		<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Directors Organisational Development</li> </ul>
2.3	Incorporate Aboriginal cultural practices and protocols in official meetings and events, display the Aboriginal flag, acknowledge and promote key Aboriginal community events (such as the National Aborigines and Islanders Day Observance Committee (NAIDOC) Week)	All	<ul style="list-style-type: none"> <li>• Chief Executive / Deputy Secretary</li> <li>• Executive Leadership Team / Tier 2 Executives</li> <li>• Managers</li> </ul>
2.4	Review programs and services delivered to Aboriginal people and communities to ensure they respect and celebrate Aboriginal culture, heritage and identity, including implementation of the Aboriginal Health Impact Statement (see NSW Health Policy Directive <i>Aboriginal Health Impact Statement</i> ( <a href="#">PD2017_034</a> )) and the <a href="#">Aboriginal Cultural Engagement Self-Assessment Tool</a> .	All	<ul style="list-style-type: none"> <li>• All</li> </ul>

<b>2.5</b>	Acknowledge and accommodate cultural responsibilities and commitments of Aboriginal people in employment arrangements and workforce planning (such as <i>Sorry Business</i> ), the fact that many Aboriginal people will be seen by their communities as representatives of NSW Health outside work hours	All	<ul style="list-style-type: none"> <li>Managers of Aboriginal people in Identified roles</li> </ul>
<b>2.6</b>	Provide the Aboriginal workforce the opportunity to cite their perspective of cultural safety through consultation processes	All	<ul style="list-style-type: none"> <li>All to be captured through the Aboriginal Health Impact Statement processes</li> </ul>
<b>2.7</b>	Collect information (such as through surveys) on Aboriginal staff/ client perceptions of the workplace/ service and act on this (such as Patient Reported Experience Measures (PREMs) and Patient Reported Outcomes Measures (PROMs))	All	<ul style="list-style-type: none"> <li>People Matters Employee Survey (PMES) leads / Directors People &amp; Culture</li> <li>Bureau of Health Information</li> <li>Agency for Clinical Innovation</li> </ul>
<b>2.8</b>	The establishment of and participation in Aboriginal staff networks coordinated by the Aboriginal workforce team in People & Culture (or other support pathways as appropriate) is encouraged and supported at all levels	All	<ul style="list-style-type: none"> <li>Chief Executive / Deputy Secretary</li> <li>Executive Leadership Team / Tier 2 Executives</li> <li>Directors People &amp; Culture</li> <li>Managers / Roster managers</li> <li>Junior Medical Officer program leads</li> <li>Directors Allied Health</li> <li>Nursing &amp; Midwifery workforce</li> <li>Aboriginal Health Worker / Practitioner workforce lead</li> </ul>
<b>2.9</b>	Aboriginal staff retention is monitored and Human Resources systems and exit interviews used to identify cultural understanding issues affecting results	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
<b>2.10</b>	Engage in research and evaluation that promotes cultural safety in the workplace	All	<ul style="list-style-type: none"> <li>As appropriate</li> </ul>
<b>2.11</b>	Enhance the cultural capability of staff through the development and/or introduction of further learning, including:	All	



2.11.1	Enabling NSW Public Service Commission's <i>Everyone's Business</i> product via the My Health Learning portal for all staff members	<ul style="list-style-type: none"> <li>• Workforce Planning &amp; Talent Development Branch</li> <li>• Health Education and Training Institute (HETI)</li> </ul>	<ul style="list-style-type: none"> <li>• Self-directed learning for all staff</li> </ul>
2.11.2	Identifying in-service models which support further development of programs or enhancement of individual or team skills or services	All	<ul style="list-style-type: none"> <li>• As appropriate to identified need</li> </ul>

### 2.3. Key Priority Area 3: Attract, recruit, and retain Aboriginal staff

NSW Health will grow the Aboriginal workforce and create culturally safe workplaces and spaces for Aboriginal staff, utilising recruitment practices that are appropriate for Aboriginal people.

No.	Actions	NSW Health Organisation	Core Responsibility
<b>3.1</b>	Prioritise:	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Organisational Development team</li> <li>• General Managers and stream leads</li> <li>• Clinical Education teams</li> </ul>
3.1.1	Aboriginal talent pools		
3.1.2	Aboriginal work experience programs		
3.1.3	Aboriginal school-based apprentice and trainee programs		
3.1.4	Aboriginal cadetships, traineeships, and internships		
<b>3.2</b>	Prioritise the employment of Aboriginal people on successful completion of a NSW Health trainee or cadet program, into a relevant and suitable vacancy	All	<ul style="list-style-type: none"> <li>• Chief Executives / Deputy Secretaries</li> <li>• Executive Leadership Team / Tier 2 Executives</li> <li>• Business and operational managers (clinical and non-clinical)</li> </ul>
<b>3.3</b>	Embed the practice of “Targeting” positions for Aboriginal recruitment to grow achievement of a minimum of 3.43% participation in non-executive salary bands	All	<ul style="list-style-type: none"> <li>• Chief Executives / Deputy Secretaries</li> <li>• Executive Leadership Team / Tier 2 Executives</li> <li>• Directors People &amp; Culture</li> <li>• Business and operational managers (clinical and non-clinical)</li> </ul>
<b>3.4</b>	Develop, implement and use talent pools of Aboriginal job applicants assessed as suitable for roles at various levels	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Aboriginal Workforce</li> <li>• Human Resource Business Partners</li> <li>• Business and operational managers (clinical and non-clinical)</li> </ul>
<b>3.5</b>	Increase the number of:		
3.5.1	Aboriginal people receiving cadetships and scholarships to support their entry into nursing and midwifery professions	Nursing and Midwifery Office – NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Allocation statewide to clinical services</li> </ul>

3.5.2	Aboriginal Allied Health cadets	Aboriginal Workforce and Allied Health – NSW Ministry of Health	<ul style="list-style-type: none"> <li>Statewide cadetships available</li> <li>NSW Health organisations engaging in clinical cadet placements</li> </ul>
3.6	Build workforce planning capability to identify priority health services for and needs of Aboriginal people, to aid in the design of service models/ models of care/ workforce models, with the goal of appropriate representation in the workforce outcomes	All	<ul style="list-style-type: none"> <li>Workforce Planning – NSW Ministry of Health</li> <li>NSW Health organisation Clinical Planning</li> <li>Health Infrastructure</li> <li>Agency for Clinical Innovation</li> </ul>
3.7	Aboriginal Health Worker and Aboriginal Health Practitioner priorities:		
3.7.1	Establish a 4th clinical pillar for Aboriginal Health Workers and Practitioners within NSW Health's structure, as a peer to Allied Health, Nursing & Midwifery, and Medical workforce structures	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> <li>Local Health Districts and Specialty Health Networks replicate within NSW Health organisations</li> <li>Ambulance to scope</li> </ul>
3.7.2	Embed in Service Agreements the growth points for the Aboriginal Health Practitioner in NSW Health organisations	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> </ul>
3.7.3	Embed Aboriginal Health Practitioner workforce considerations in clinical service plan reviews, redevelopment activities, and broader workforce planning models, ensuring inclusion in the multi-disciplinary team design	All	<ul style="list-style-type: none"> <li>Workforce Planners</li> <li>Aboriginal Workforce</li> </ul>
3.7.4	Review the <a href="#">NSW Health Service Aboriginal Health Workers' (State) Award</a> , including the development of senior clinical/ team roles based on updates to the national qualification	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workplace Relations Branch</li> <li>Aboriginal Workforce Unit</li> </ul>
3.7.5	Review the NSW Health <a href="#">Aboriginal Health Worker Guidelines</a> and <a href="#">Decision Making Framework for Aboriginal Health Practitioners</a>	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce Unit</li> </ul>
3.7.6	Establish a unique Treasury Group in which to map the Aboriginal Health Worker and Aboriginal Health Practitioner workforce	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Performance Unit</li> </ul>

3.7.7	Partner in the development of the Centre for Aboriginal Health's work within the Aboriginal Health Practitioner in the emergency department space	Centre for Aboriginal Health – NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce – NSW Ministry of Health</li> <li>Nursing and Midwifery Office – NSW Ministry of Health</li> <li>Agency for Clinical Innovation</li> <li>Aboriginal Community Controlled Health Services (ACCHS) / Aboriginal Health and Medical Research Council (AHMRC)</li> <li>Emergency Departments</li> <li>As appropriate</li> </ul>
<b>3.8</b>	Review and enable processes which influence and shape the successful recruitment of Aboriginal people into leadership/ senior leader roles, including by the:		
3.8.1	<a href="#">NSW Health Talent Strategy</a>	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> </ul>
3.8.2	Development of an inclusive NSW Health Employee Value Proposition	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> </ul>
3.8.3	Health Executive Support Unit processes	NSW Ministry of Health	<ul style="list-style-type: none"> <li>People, Culture &amp; Governance</li> </ul>
3.8.4	Develop an Aboriginal nursing and midwifery emerging leadership strategy to support career development	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Nursing and Midwifery Office</li> </ul>
<b>3.9</b>	Capability development		
3.9.1	Enhance Performance and Talent (PAT) system processes which support the development of 'cultural capabilities' of all staff per the NSW Public Service Commission (PSC) Capability Framework	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> </ul>
3.9.2	Embed standard elements related to Respecting the Difference actions into the PAT	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Talent Development</li> </ul>
<b>3.10</b>	Use identified good practices in recruiting Aboriginal people as set out in the NSW Health <a href="#">Stepping Up</a> – be prepared to adjust “standard” practices to accommodate cultural differences	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> <li>Criminal Record Check delegated assessors</li> <li>Human Resources Business Partners</li> <li>Hiring Managers</li> <li>Aboriginal Workforce</li> </ul>

3.11	Include standard communication in every recruitment episode highlighting Aboriginal recruitment priorities of NSW Health; and include an Aboriginal workforce contact person as an adjunct for recruitment support	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
3.12	People & Culture's Aboriginal workforce team embedded through all aspects of recruitment	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
3.13	Promote <i>Stepping Up</i> website to Aboriginal job seekers and NSW Health's hiring managers, to support recruitment and retention strategies.	All	<ul style="list-style-type: none"> <li>Recruitment teams</li> <li>Aboriginal Workforce</li> </ul>
3.14	Aboriginal staff members health and wellbeing is prioritised, including actions such as:		
3.14.1	NSW Health organisation commitment to Aboriginal Employee Assistance Program provider(s)	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
3.14.2	NSW Health organisation considerations of cultural and psychosocial wellbeing under SafeWork NSW provisions	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> <li>Work Health &amp; Safety</li> </ul>
3.14.3	Identifying opportunities for Ngangkari Traditional Healers in staff well-being initiatives	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
3.14.4	Embed the principle of building Aboriginal teams when creating Identified roles to respond to program needs, rather than creating a single Identified role working in isolation	All	<ul style="list-style-type: none"> <li>Hiring Managers</li> <li>Human Resources Business partners</li> <li>Workforce Planners</li> </ul>



## 2.4. Key Priority Area 4: Develop and strengthen the capabilities of Aboriginal staff

Aboriginal staff will be able to increase their skills, qualifications and development opportunities.

No.	Actions	NSW Health Organisation	Core Responsibility
4.1	Gather relevant information on Aboriginal staff capabilities, aspirations and development needs and use this to improve Aboriginal workforce development and planning	All	<ul style="list-style-type: none"> <li>• People &amp; Culture</li> </ul>
4.2	Apply effective professional development and performance management in alignment with service needs through the Performance and Talent (PAT) system	All	<ul style="list-style-type: none"> <li>• People, Culture &amp; Governance</li> <li>• Directors People &amp; Culture</li> </ul>
4.3	Ensure all Aboriginal staff have access to ongoing professional development, education, training and support in planning and pursuing their individual career pathways	All	<ul style="list-style-type: none"> <li>• People, Culture &amp; Governance</li> <li>• Directors People &amp; Culture</li> <li>• Organisational Development</li> <li>• Line Managers</li> </ul>
4.4	Support staff who have been recruited into Aboriginal Identified roles to address any skill gaps that might restrict their career progression and mobility throughout NSW Health	All	<ul style="list-style-type: none"> <li>• People, Culture &amp; Governance</li> <li>• Directors People &amp; Culture</li> <li>• Organisational Development</li> <li>• Line Managers</li> </ul>
4.5	Support Aboriginal medical, nursing and midwifery, allied health graduates and Aboriginal Health Workers and Aboriginal Health Practitioners during their transition to working to full scope of practice in NSW Health and provide a culturally safe workplace	All	<ul style="list-style-type: none"> <li>• Clinical portfolio leads</li> <li>• Line managers</li> </ul>
4.6	Support Student Placement Agreements with a focus on clinical experience as part of:	All	<ul style="list-style-type: none"> <li>• Health Education and Training Institute</li> <li>• Workforce Planning and Talent Development – Workforce Policy Development</li> </ul>

## Aboriginal Workforce Composition

4.6.1	<ul style="list-style-type: none"> <li>• Certificate III Allied Health Assistance</li> <li>• Certificate IV Allied Health Assistance</li> <li>• Certificate III Hospital or Health Services Pharmacy Support</li> <li>• Certificate IV Hospital or Health Service Pharmacy Support</li> </ul>	All	<ul style="list-style-type: none"> <li>• Local Health Districts</li> <li>• Specialty Health Networks</li> </ul>
4.6.2	<ul style="list-style-type: none"> <li>• Certificate IV Aboriginal and/or Torres Strait Islander Primary Health Care (Practice)</li> <li>• Diploma Aboriginal and/or Torres Strait Islander Primary Health Care (Practice)</li> </ul>	All	<ul style="list-style-type: none"> <li>• Local Health Districts</li> <li>• Specialty Health Networks</li> </ul>
4.7	Include Aboriginal staff in succession plans for management and leadership roles across NSW Health	All	<ul style="list-style-type: none"> <li>• Chief Executives / Deputy Secretaries</li> <li>• Health Executive Support Unit</li> <li>• Agency Talent Strategy leads</li> <li>• Workforce Planning</li> </ul>
4.8	Develop staff capability to:	All	<ul style="list-style-type: none"> <li>• Hiring Managers</li> <li>• Line Managers</li> </ul>
4.8.1	Fill senior roles through secondments, short-term acting in higher roles, job shadowing and mentoring	All	<ul style="list-style-type: none"> <li>• Chief Executives and Executive Directors</li> </ul>
4.8.2	Support and enable cultural mentoring for Aboriginal staff	All	<ul style="list-style-type: none"> <li>• Managers Aboriginal Workforce Development</li> </ul>
4.9	Support within agencies to facilitate and enable secondments which grow the capability of Aboriginal staff members	All	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development</li> <li>• Chief Executives / Deputy Secretaries</li> <li>• Directors People &amp; Culture</li> <li>• Line Managers</li> </ul>
4.10	Support Aboriginal staff participation in NSW Public Service Commission leadership development programs and NSW Health management and leadership program	All	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development</li> <li>• Chief Executives / Deputy Secretaries</li> <li>• Directors People &amp; Culture</li> <li>• Line Managers</li> </ul>
4.11	Commit to ensuring and enabling the professional development of Aboriginal staff through inclusion of programs in the PAT system, for example:	All	



## Aboriginal Workforce Composition

4.11.1	Respecting the Difference Facilitators to undertake training through <a href="#">My Health Learning (MHL)</a>	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> <li>• Organisational Development leads</li> <li>• Line managers</li> </ul>
4.11.2	Aboriginal Workforce representatives supported to gain Human Resources or industrial qualifications if identified as a goal	All	<ul style="list-style-type: none"> <li>• Directors People &amp; Culture</li> </ul>
<b>4.12</b>	Support relevant Aboriginal staff and line managers to attend a biennial state-wide Aboriginal Health Worker - Aboriginal Health Practitioner forum	All	<ul style="list-style-type: none"> <li>• People, Culture and Governance – lead</li> <li>• Chief Executives / Deputy Secretaries</li> <li>• Directors People &amp; Culture</li> <li>• Line Managers as enablers to Aboriginal Health Worker and Aboriginal Health Practitioner participation</li> </ul>

## 2.5. Key Priority Area 5: Collaboration to achieve workforce priorities

Collaborative partnerships with education and training providers and local Aboriginal organisations will strengthen career pathways and opportunities for the current and future Aboriginal workforce.

No.	Actions	NSW Health Organisation	Core Responsibility
5.1	Re-establish the peak Aboriginal Workforce Strategic Steering Committee to address high-level governance, priorities and new business related to improving the Aboriginal workforce objectives of NSW Health	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• People, Culture &amp; Governance</li> <li>• Workforce Planning and Talent Development</li> <li>• Workforce Planning and Talent Development – Aboriginal Workforce</li> </ul>
5.2	Involve representatives of local Aboriginal communities to identify priorities for Aboriginal Workforce Advisory Committees, events and appropriate cultural respect training	All	<ul style="list-style-type: none"> <li>• Aboriginal Workforce</li> <li>• People &amp; Culture</li> </ul>
5.3	Employee Value Proposition includes growing the value of Aboriginal people within NSW Health organisations	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development</li> <li>• Talent Strategy working group</li> </ul>
5.4	Strengthen relationships with University and vocational education and training (VET) sector to improve the Aboriginal student throughput in areas of priority across the breadth of clinical and non-clinical roles	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development – Workforce Policy Development</li> <li>• Workforce Planning and Talent Development – Aboriginal Workforce</li> </ul>
5.5	Support student to career objectives by:		
5.5.1	Engaging with the NSW Department of Education to grow schools' career advisor network knowledge and capability on career pipelines in the health sector	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development – Workforce Policy Development</li> <li>• Workforce Planning and Talent Development – Aboriginal Workforce</li> </ul>
5.5.2	Work with schools, training providers and Opportunity Hubs to provide opportunities for Aboriginal students for structured vocational education work placements and school-based apprenticeships and traineeships	All	<ul style="list-style-type: none"> <li>• Aboriginal Workforce</li> </ul>
5.5.3	Enable work experience opportunities and programs for Aboriginal students	All	<ul style="list-style-type: none"> <li>• Organisational Development</li> </ul>



## Aboriginal Workforce Composition

5.6	Collaborate with the Aboriginal Community Controlled Health Sector in promoting careers in health to Aboriginal communities	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Aboriginal Workforce</li> <li>• Workforce Policy Development</li> </ul>
5.7	Identify opportunities to collaborate in health promotion and service delivery, and to organise developmental secondments between the Aboriginal Community Controlled Health Sector and NSW Health	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Workplace Relations (Interagency secondments advice)</li> </ul>
		All	<ul style="list-style-type: none"> <li>• Public Health Units</li> <li>• Service Planning Units</li> <li>• Directors People &amp; Culture</li> <li>• Line Managers</li> </ul>
5.8	Involve representatives of the Aboriginal Community Controlled Sector into local Aboriginal workforce planning development	All	<ul style="list-style-type: none"> <li>• Health Infrastructure</li> <li>• Workforce Planners</li> </ul>

### 2.6. Key Priority Area 6: Track our achievements and improve results

Leaders are to ensure accuracy of Aboriginal workforce data and implement effective monitoring and evaluation practices.

No.	Actions	NSW Health Organisation	Core Responsibility
6.1	Evaluate qualitative and quantitative information on the NSW Health organisation's implementation of this Policy.	All	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development</li> <li>• Directors People &amp; Culture</li> </ul>
6.2	Collect and report against the Aboriginal Workforce Key Performance Indicator targets – listed under Section 3 and in the associated Information Bulletin that will be published on a yearly basis	NSW Ministry of Health	<ul style="list-style-type: none"> <li>• Workforce Planning and Talent Development               <ul style="list-style-type: none"> <li>○ Workforce Planning and Performance Unit are to provide 6 monthly workforce data to Aboriginal Workforce Unit from the State-wide Management Reporting Service (SMRS) for KPIs 1-7</li> <li>○ Agencies report annually on KPIs 8 and 10 - manual submission of outcomes to Workforce Planning and Talent Development - Aboriginal Workforce Unit (WPTD-AWU)</li> <li>○ Aboriginal Workforce AWU compile and distribute reports annually.</li> </ul> </li> <li>• Health Education and Training Institute provide Respecting the Difference (RTD) report to WPTD-AWU on 6 monthly data for KPI 9</li> <li>• WPTD-AWU report RTD training data to Public Service Commission annually in April to address commitment to <a href="#">"Unfinished Business"</a> Recommendations 6 and 29</li> </ul>

6.3	NSW Health workforce data collections and reports enable routine reporting on Aboriginal workforce numbers, recruitment, professional development and exits	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Workforce Planning and Performance Unit</li> </ul>
6.4	Collect and analyse performance data and circulate summary report annually to the executive and leadership teams, Directors People & Culture, Aboriginal workforce teams, Centre for Aboriginal Health, Directors Aboriginal Health	NSW Ministry of Health	<ul style="list-style-type: none"> <li>People, Culture &amp; Governance</li> </ul>
6.5	Make relevant key performance data available through an online dashboard	NSW Ministry of Health	<ul style="list-style-type: none"> <li>State-wide Management Reporting Service</li> </ul>
6.6	Review and update the Dashboard for improved function	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce</li> <li>Workforce Planning and Performance Unit</li> </ul>
6.7	Re-establish a promotional program/ newsletter to promote strategies and improve engagement with Aboriginal workforce priorities and practices	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce</li> <li>Managers Aboriginal Workforce Development</li> </ul>
6.8	Support the state-wide network of Managers Aboriginal Workforce Development (MAWDs) with provision of quarterly meetings and encourage the sharing of their knowledge and experience across all organisations in NSW Health	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce</li> <li>Workforce Planning and Talent Development</li> </ul>
6.9	Record identified positions in StaffLink establishment	All	<ul style="list-style-type: none"> <li>Directors People &amp; Culture</li> </ul>
6.10	Re-establish the Aboriginal Workforce Strategic Steering Committee to support executive leadership and governance in the delivery of Aboriginal workforce priorities and outcomes	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce Unit</li> <li>Workforce Planning and Talent Development</li> <li>Deputy Secretary, People, Culture &amp; Governance</li> </ul>
6.11	Support relevant staff and hiring managers to attend a biennial state-wide NSW Health <i>Stepping Up</i> Forum	NSW Ministry of Health	<ul style="list-style-type: none"> <li>Aboriginal Workforce (Lead)</li> <li>Aboriginal and non-Aboriginal staff and managers</li> <li>Chief Executives / Deputy Secretaries</li> <li>Executive Leadership Teams</li> <li>Directors People &amp; Culture</li> <li>Line Managers (as enablers to attendance)</li> </ul>

### **3. REPORTING ON KEY PERFORMANCE INDICATORS**

To be able to achieve the 6 key priority areas/ outcomes, key performance indicators (KPI) will be reported against annually to measure the progress of implementation (see Section 2.6 Key Priority Area 6.2).

The NSW Ministry of Health will collect and report on the following KPIs from each NSW Health organisation:

1. Aboriginal employees against total employees. Progress towards the target of minimum 3.43% by 2031. Aboriginal representation at all salary levels and occupations across the Aboriginal health workforce in NSW is to be reported by Local Health Districts, Specialty Health Networks and other NSW Health organisations on incremental targets.
2. Percentage of Aboriginal workforce by occupation.
3. Percentage of Aboriginal workforce by salary level (male / female / other).
4. Aboriginal recruitment entries and exits to NSW Health.
5. Number of Aboriginal cadetships.
6. Number of Aboriginal traineeships – school-based trainees.
7. Development of a local Aboriginal Workforce Strategy Implementation Plan.
8. Establishing an Aboriginal Employment Coordinator (or a Manager of Aboriginal Workforce Development). This is to be developed as annual numerical targets in the NSW Health organisation Service Agreement, also refer to the associated Information Bulletin that will be published on a yearly basis.
9. Mandatory training target completion rates of the Aboriginal Cultural Training Respecting the Difference. The NSW Health Policy Directive *Aboriginal Cultural Training – Respecting the Difference* ([PD2022\\_028](#)) stipulates a 90% target.
10. Establishing Aboriginal Health Practitioners. This is to be developed as annual numerical targets in the relevant NSW Health organisation level Service Agreement, refer to the associated Information Bulletin that will be published on a yearly basis.

Annual reports and feedback on outcomes will be reported to the Deputy Secretaries, Chief Executives, and other relevant stakeholders by the Aboriginal Workforce Strategic Steering Committee.