



An Evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy

Final Report

10 January 2019

**Prepared by Inside Policy for the Australian Public
Service Commission**

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Terminology

The term “Aboriginal and Torres Strait Islander” is used throughout this report in relation to people, including Commonwealth public sector employees. The term Indigenous is used in reference to overall employment and specific programs or roles.

The term “agency” is used throughout this report to describe all Commonwealth public sector agencies including departments. The report notes when findings relate to APS agencies only and not all Commonwealth public sector agencies.

List of Acronyms

AGIGRP – Australian Government Indigenous Graduate Recruitment Program

AGILE – Australian Government Indigenous Lateral Entry (Program)

ASL – Average Staffing Level

APS – Australian Public Service

APSC – Australian Public Service Commission

DFAT – Department of Foreign Affairs and Trade

EL – Executive Level

HR – Human Resources

IAGDP – Indigenous Australian Graduate Development Program

IAP – Indigenous Apprenticeship Program

IEN – Indigenous Employee Network

ILO – Indigenous Liaison Officer

NAIDOC – National Aboriginal and Islanders Day Observance Committee

PM&C – Department of Prime Minister and Cabinet

RAP – Reconciliation Action Plan

SES – Senior Executive Service

STEM – Science, Technology, Engineering and Mathematics

Executive Summary

In October 2018, the Australian Public Service Commission (APSC) engaged Inside Policy to conduct an independent evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy 2015-2018 ('the Strategy'). This report documents the findings and implications of the evaluation. It is intended that this report will aid the APSC in identifying what outcomes have been achieved under the Strategy, as well as to inform development by the APSC of a proposed way forward to build Indigenous employment in the Commonwealth public sector.

The Strategy was established in 2015 in response to the Review of Indigenous Training and Employment Programs undertaken by Andrew Forrest. The Strategy addresses the priority of building Indigenous employment in the Commonwealth public sector.

The Strategy set a goal of increasing the representation of Indigenous employees across the Commonwealth public sector to three percent by 2018. Towards this, it set out four action areas:

1. Expand the range of Indigenous employment opportunities.
2. Invest in developing the capability of Indigenous employees.
3. Increase the representation of Indigenous employees in senior roles.
4. Improve the awareness of Indigenous culture in the workplace.

The Strategy provided a suite of actions under each of the key action areas, to be adopted by agencies as appropriate.

Evaluation approach

The evaluation focused on the effectiveness of the Strategy in achieving its Indigenous employment objectives and on how the Strategy has been implemented across the Commonwealth public sector. The evaluation analysed data collected from a number of sources including:

- Publicly available agency Indigenous employment strategies, Reconciliation Action Plans and annual reports,
- Interviews with senior representatives of Commonwealth public sector agencies, Aboriginal and Torres Strait Islander employees and other relevant stakeholders,
- Focus groups with Indigenous Champions, Indigenous SES employees, Indigenous Liaison Officers and Aboriginal and Torres Strait Islander employees,
- Commonwealth employment data (from the Department of Prime Minister and Cabinet's website),
- Non-APS Agency Survey,
- APS Agency Survey,
- APS Employee Census, and
- APS Employment Database.

The evaluation triangulated this data to assess performance against the Strategy, guided by the following evaluation questions:

1. What outcomes have been achieved under the Strategy?
2. How has the Strategy been implemented? Focusing on the four key areas:
 - Expand the range of Indigenous employment opportunities.

- Invest in developing the capability of Indigenous employees.
 - Increase the representation of Indigenous employees in senior roles.
 - Improve awareness of Indigenous culture in the workplace.
3. What should be the focus of a future Strategy?

Key findings

The key findings for each of the evaluation questions are summarised below:

What outcomes have been achieved under the Strategy?

Compared to other Australian state and territory governments, the Commonwealth government is performing well in progress towards its Indigenous employment target.

Indigenous representation as a percentage of all Commonwealth public sector employees, based on self-identification by Indigenous employees, increased from 2.2 percent in 2015 to 2.9 percent in 2018. Across APS agencies, Indigenous representation as a percentage of all APS employees increased from 3.5 percent in 2015 to 4.3 percent in 2018.¹ Representation of Indigenous staff in senior roles increased from 2015 to 2018.

Indigenous ongoing employee engagements fluctuated between 2015 and 2018. Further, Indigenous ongoing employee separations grew as a proportion of all ongoing employee separations (3.6 percent to 5.4 percent). Taken together these changes mean that the Indigenous proportion of ongoing employee separations has increased faster than has the Indigenous proportion of total ongoing employee engagements. Also, the rate of Indigenous ongoing employee separations as a proportion of Indigenous ongoing employees has increased, while the rate of non-Indigenous ongoing employee separations as a proportion of non-Indigenous ongoing employees has decreased.

Overall, Indigenous employment as a proportion of total employment grew in all classifications (except APS 2) between 2015 and 2018.² Qualitative data about Aboriginal and Torres Strait Islander employment experiences provides a more nuanced perspective on career progression through APS classifications.

Agencies were most likely to have a RAP and to have implemented actions in areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) of the Strategy. Good practice initiatives included the DFAT Indigenous Taskforce, yarning circles, the Work Exposure in Government program and workshops/conferences for Aboriginal and Torres Strait Islander staff.

Common aspects of Aboriginal and Torres Strait Islander employment experiences identified by evaluation participants included:

- limited awareness and promotion of public sector opportunities outside Canberra,
- additional pressures, expectations and challenges faced by Aboriginal and Torres Strait Islander employees, and
- challenges relating to the dominant public sector culture.

¹ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

² Analysis of the relationship between changes in Indigenous engagements, separations and overall employment, and their contribution to the Indigenous employment target, is beyond the scope of this evaluation and warrants further consideration.

How has the Strategy been implemented? Focusing on the four key areas:

- *Expand the range of Indigenous employment opportunities.*
- *Invest in developing the capability of Indigenous employees.*
- *Increase the representation of Indigenous employees in senior roles.*
- *Improve awareness of Indigenous culture in the workplace.*

Action areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) were most commonly prioritised by agencies. Evaluation participants (in both interviews and focus groups) agreed that greater focus is needed on increasing representation of Aboriginal and Torres Strait Islander employees at senior levels (action area 3). Strategy implementation was not a priority for small agencies.

APS Agency Survey data indicated that a number of agencies report that they are undertaking actions to build culturally competent and unbiased recruitment panels, use affirmative measures, implement Indigenous talent management strategies and develop the capability of Indigenous employees.

There were mixed views on the target of three per cent Indigenous representation across the Commonwealth public sector. Overall there was general support for the target, but some evaluation participants felt that it had unintended consequences of skewing the focus towards recruitment rather than retention of Aboriginal and Torres Strait Islander employees.

Key enablers of successful implementation of actions under the Strategy included strong senior commitment and leadership, Indigenous Employee Networks, RAP commitments, manager commitment and cultural competence, human resources support and connection to agency priorities. Barriers to successful implementation of actions under the Strategy included capacity and resources, ASL caps, agency readiness to employ and support Aboriginal and Torres Strait Islander people and perceptions about the lack of suitable Indigenous candidates for specific roles. Overall, participants felt that the Strategy was a useful catalyst of public sector wide commitment to Indigenous employment but that other factors such as senior leadership and RAP commitments were more significant drivers of activity.

What should be the focus of a future Strategy?

Evaluation participants supported the four key action areas but generally agreed that the focus should shift from recruitment related activities (action area 1) to developing capability and increasing representation in senior roles (action areas 2 and 3).

There was general support for the existence of a target to drive accountability. However, most participants supported a more nuanced approach to target-setting, including the introduction of portfolio rather than agency targets and the introduction of targets at each APS classification.

Factors identified as contributing to the success of the Strategy included:

- Indigenous employee networks,
- Senior commitment and leadership, including Indigenous Champions,
- Embedding commitment and responsibility across all agency divisions,
- Partnerships with external organisations,

- Inter-agency networks to allow sharing of knowledge and resources, and
- Face-to-face cultural competency training.

Evaluation participants identified a range of opportunities to improve the Strategy, its implementation and outcomes, including:

- Implementing more structured career development pathways for Aboriginal and Torres Strait Islander employees,
- Increasing cultural competence and commitment to Indigenous employment of all public sector employees by embedding cultural competence into the Integrated Leadership System, and
- Using data more effectively to identify trends in Aboriginal and Torres Strait Islander employee experiences and inform future decision-making.

Supports required by agencies to achieve their Indigenous employment goals include:

- support to develop core cultural competence skills across APS agencies,
- targeted support for small, specialist and regional agencies,
- opportunities for Aboriginal and Torres Strait Islander employees to connect and network,
- co-ordination of engagement with Aboriginal and Torres Strait Islander high-school and university students to generate interest in public sector careers and increase the pool of available potential candidates, and
- greater co-ordination of efforts across agencies by the APSC, including through inter-agency networks.

Implications

The evaluation has identified some notable successes in implementation of the Strategy. Key to these is the finding that the target of three per cent Indigenous employment representation across the Commonwealth public sector has almost been achieved. However, the evaluation findings also suggest that progress towards achieving the target is not the sole indicator of good performance in employing, retaining and developing Aboriginal and Torres Strait Islander employees in the Commonwealth public sector and identify a number of areas for improvement in the future.

A future Strategy presents the opportunity to build on achievements to date and re-focus the Strategy to ensure it supports better performance across all four key action areas. Consultation with stakeholders clearly indicated that a future Strategy should be positioned to better support retention and career development and progression for Aboriginal and Torres Strait Islander employees. This will require greater emphasis on structured career development pathways, talent management and Aboriginal and Torres Strait Islander employee capability development.

Accordingly, the evaluation findings suggest that a future Strategy should:

- Retain the four key action areas.
- Consider a more complex Indigenous employment target.
- Strengthen Aboriginal and Torres Strait Islander capability development.
- Focus on building Aboriginal and Torres Strait Islander career pathways.
- Consider incentives for agencies to preference recruitment of Aboriginal and Torres Strait Islander people.
- Enhance the role of the APSC in supporting and facilitating Strategy implementation.

Introduction

In October 2018, the Australian Public Service Commission (APSC) engaged Inside Policy to conduct an independent evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy 2015-2018 ('the Strategy').

The evaluation focused on the effectiveness of the Strategy in achieving its Indigenous employment objectives and how the Strategy has been implemented across the Commonwealth public sector.

Specifically, the evaluation assessed what outcomes have been achieved under the Strategy and how the four key action areas of the Strategy have been implemented. This will inform future work by the APSC to improve Indigenous employment outcomes in the Commonwealth public sector.

This evaluation report:

- compares Commonwealth public sector progress towards achieving its Aboriginal and Torres Strait Islander employment target with other Australian jurisdictions,
- includes a high-level comparison of how the Strategy has been implemented by all 150 public sector agencies,
- identifies and discusses changes in key measures relating to outcomes under the Strategy,
- outlines insights into the experience of Aboriginal and Torres Strait Islander employees in the Commonwealth public sector,
- provides the APSC with an understanding of how the Strategy has been implemented across the four key action areas,
- identifies and discusses key factors affecting successful implementation of actions under the Strategy
- discusses the contribution the Strategy and the Commonwealth Indigenous employment target has made to agency efforts in the area of Aboriginal and Torres Strait Islander employment, and
- identifies actions and initiatives that should continue, emerging priorities and types of support required for a future Commonwealth Aboriginal and Torres Strait Islander Employment Strategy or other approach.

This report documents the findings of the Strategy evaluation and their implications. It is intended that this report will help identify the outcomes achieved by the Strategy as well as recommend future areas of focus to improve Indigenous employment outcomes in the Commonwealth public sector.

Structure of this report

The remainder of this document is structured accordingly:

Background:	This section provides an overview of the purpose and background of the Strategy.
Methodology:	This section outlines Inside Policy's approach to the evaluation including limitations to the analysis.
Findings:	This section details the findings of the evaluation against each of the evaluation questions.
Implications:	This section provides implications for future areas of focus to build Indigenous employment in the Commonwealth public sector based on the findings of this evaluation.
Appendix A:	Evaluation plan
Appendix B:	List of agencies that participated in the evaluation
Appendix C:	Scan of public sector agency Aboriginal and Torres Strait Islander employment initiatives
Appendix D:	APS Agency performance against Indigenous employment target 2015-2018
Appendix E:	Indigenous and non-Indigenous engagements 2015-2018
Appendix F:	Indigenous and non-Indigenous separations 2015-2018

Background

As one of the nation's largest employers, the Commonwealth public sector is well placed to directly contribute to improving employment outcomes for Aboriginal and Torres Strait Islander people. Building Indigenous employment in the Commonwealth public sector has been a priority of successive strategies and initiatives introduced since 2005 in response to the ongoing decline in Indigenous representation across Commonwealth public sector agencies.³

The current Strategy was established in 2015 in response to the Review of Indigenous Training and Employment Programs. The Strategy applies across the entire Commonwealth public sector comprising 150 agencies,⁴ with a total reach of over 300,000 employees.⁵

The Strategy set a goal of increasing the representation of Indigenous employees across the Commonwealth public sector to three percent by 2018. It also commits to specific agency-level targets reflective of each agency's regional footprint and Indigenous representation when the Strategy was released in 2015.

The Strategy recognises that achieving and sustaining employment outcomes rests on effective recruitment and retention approaches. To this end, it set out four key action areas:

1. Expand the range of Indigenous employment opportunities.
2. Invest in developing the capability of Indigenous employees.
3. Increase the representation of Indigenous employees in senior roles.
4. Improve the awareness of Indigenous culture in the workplace.

The Strategy is not prescriptive, noting that individual agencies have different needs. Rather, it provides a suite of actions under each of the key action areas to be adopted by agencies as appropriate. Actions under the Strategy include participation in Commonwealth public sector wide programs and Indigenous employment initiatives, as well as implementation of initiatives at the individual agency level.

Agencies are required to report annually to the APSC and in their annual reports on current Indigenous representation. In 2017, the APSC conducted a formative evaluation to report on progress of the actions within the Strategy and assist in informing future direction prior to and after the cessation of the Strategy.⁶ The Progress Report concluded that 'whilst the Strategy has had a significant impact in increasing employment opportunities for Aboriginal and Torres Strait Islanders, a collaborative

³ Australian Public Service Commission, 2013. *APS Employment and capability strategy for Aboriginal and/or Torres Strait Islander employees*. Accessed 30 October 2018. Available at: <<https://www.apsc.gov.au/publications-and-media/current-publications/aps-employment-and-capability-strategy-for-aboriginal-and-torres-strait-islander-employees>>.

⁴ A full list of agencies covered by the Strategy is available at <https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector>.

⁵ Australian Public Service Commission, 2017. *Commonwealth Aboriginal and Torres Strait Islander Employment Strategy: Progress report recommendations*. Accessed 5 November 2018. Available at: <<https://www.apsc.gov.au/commonwealth-aboriginal-and-torres-strait-islander-employment-strategy-progress-report>>.

⁶ Australian Public Service Commission, 2017. *Commonwealth Aboriginal and Torres Strait Islander Employment Strategy: Progress report recommendations*. Accessed 5 November 2018. Available at: <<https://www.apsc.gov.au/commonwealth-aboriginal-and-torres-strait-islander-employment-strategy-progress-report>>.

and strategic effort is still required to continuously improve the outcomes of diversity groups within our workforce.⁷ It made nine recommendations to guide progress under the final year of the Strategy and encourage agencies to examine and address areas for improvement.

⁷ Australian Public Service Commission, 2017. Commonwealth Aboriginal and Torres Strait Islander Employment Strategy: Progress report recommendations. Accessed 5 November 2018. Available at: <<https://www.apsc.gov.au/commonwealth-aboriginal-and-torres-strait-islander-employment-strategy-progress-report>>.

Methodology

This section details the purpose of the Strategy evaluation, evaluation questions, data collection methods and data limitations.

Purpose of the evaluation

The evaluation identifies the outcomes the Strategy has achieved (outcomes evaluation) and how the Strategy has been implemented (process evaluation). Specifically, in line with the APSC's requirements, the evaluation provides:

- an assessment of the effectiveness of the Strategy in achieving its Indigenous employment objectives, and
- an analysis of significant trends and issues emerging from the data collected which may impact on future initiatives to improve Indigenous employment outcomes in the Commonwealth public sector.

Scope of the evaluation

In the scope of this evaluation is:

- What contribution, if any, implementation of actions under the Strategy has made to achieving the goal of the Strategy.
- Update and review of information on government-led Aboriginal employment strategies across Australia prepared for the 2018 evaluation of the NSW Aboriginal Employment Strategy.
- Review and analysis of quantitative and qualitative data held by the APSC.
- Qualitative data collection and analysis through interviews and focus groups.
- Implications for future Commonwealth Indigenous employment initiatives.
- Assessment of agency activities based on desktop review of Indigenous employment strategies and annual reports published by agencies.⁸

Outside of the scope of this evaluation is:

- Causation or correlation analysis to distinguish between outcomes achieved by the Strategy and other initiatives.
- Economic evaluation (including return on investment) of the Strategy.
- Evaluation of specific actions or initiatives under the Strategy.
- Collection of new quantitative data.
- Direct engagement with agencies to access unpublished reports or information about Aboriginal employment initiatives.
- Examination of international jurisdiction approaches to Indigenous employment.
- Comprehensive count or assessment of agency-level activities under the Strategy.

Evaluation questions

The Strategy aims to increase the representation of Indigenous employees across the Commonwealth public sector to three percent by 2018, offer Indigenous Australians a range of entry pathways into the public service, better career development opportunities for existing Indigenous employees and increase the representation of

⁸ The full list of agencies included in the evaluation was drawn from the list on the Department of Prime Minister and Cabinet website: <<https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector>>.

Indigenous Australians in senior leadership positions. To understand if the Strategy achieved its intended outcomes, the evaluation answers the following questions:

1. What outcomes have been achieved under the Strategy?
2. How has the Strategy been implemented? Focusing on the four key areas:
 - Expand the range of Indigenous employment opportunities.
 - Invest in developing the capability of Indigenous employees.
 - Increase the representation of Indigenous employees in senior roles.
 - Improve awareness of Indigenous culture in the workplace.
3. What should be the focus of a future Strategy?

Data collection methods

This evaluation was conducted using a mix of qualitative and quantitative data collection methods. These methods were:



Consultation with Commonwealth public sector stakeholders including Indigenous Champions, senior agency representatives, Aboriginal and Torres Strait Islander employees and key informants.

Interviews

Inside Policy conducted a series of semi-structured interviews with key stakeholders. Interviews were conducted with representatives from a sample of 19 agencies, comprising five policy agencies, five larger operational agencies, two smaller operational agencies, two specialist agencies and two non-APS agencies. A full list of agencies that participated in the evaluation is available at **Appendix B**. In addition to agency representatives, interviews were conducted with key informants identified by the APSC as providing a critical perspective on implementation of the Strategy.

The purpose of the interviews was to:

- understand how the Strategy has been implemented across a range of agencies, including implementation priorities and factors affecting implementation,
- identify the influence of the target of three percent Indigenous representation on actions taken by agencies to increase Aboriginal and Torres Strait Islander representation,
- identify examples of best practice and success factors with respect to implementation of actions under the Strategy, and
- explore proposed improvements and the future focus of the Strategy.

Number of interviews conducted 21

Who participated in the interviews:

- 25 x agency representatives
- 3 x key informants

Interview length: 45 mins

Interview tool: Refer to the evaluation plan at **Appendix A**

Focus Groups

Inside Policy facilitated four focus groups with key Strategy stakeholders. The purpose of these focus groups was to:

- understand the experience of Aboriginal and Torres Strait Islander employees in the Commonwealth public sector,
- identify progress towards implementing the four key areas of the Strategy, factors affecting implementation and best practice across different agencies, and
- explore proposed improvements, emerging priorities and actions and initiatives that should continue.

Number of focus group participants:	16
Who participated in the focus groups:	<ul style="list-style-type: none">• Indigenous Liaison Officers• Indigenous SES• Indigenous Champions• Aboriginal and Torres Strait Islander Employees
Focus group length	2 hours per focus group
Discussion guides:	Refer to the evaluation plan at Appendix A .



Analysis of Commonwealth public sector workforce data

Inside Policy worked collaboratively with the APSC to identify and extract relevant Commonwealth public service workforce data, including data from the APS Agency Survey, APS Employee Census, APS Employment Database and some Commonwealth (non-APS) agency data.



Scan of Commonwealth public sector agency Indigenous Employment Strategies, Annual Reports and Reconciliation Action Plans

Inside Policy completed a desktop review of publicly available Commonwealth Public Sector Agency Indigenous Employment Strategies, Annual Reports and Reconciliation Action Plans. The purpose of the scan was to identify which agencies have:

- a stand-alone Indigenous Employment Strategy,
- a Reconciliation Action Plan, and/or
- information about actions taken to increase Indigenous employment in their Annual Reports.

This information assisted in providing a high-level overview of Indigenous employment across all 150 agencies.

The results of the scan are provided at **Appendix C**.

Data Limitations (Qualitative)

The data collected to inform the evaluation presented a number of limitations for analysis performed using qualitative data.

Limited participation in interviews and focus groups due to project timeframe

The evaluation aimed to interview representatives from 21 agencies and seven key informants and engage up to 40 participants in five different focus groups. Despite the efforts of the APSC and Inside Policy in engaging stakeholders, the limited evaluation time frame limited the number of interview and focus group participants.

Interview and focus group participants were also not representative of the diversity of agency type, size and location across the Commonwealth public sector. Although the evaluation aimed to engage with representatives from a range of agencies, in particular the interview participants did not always reflect the intended participants and matrix of agencies provided by the APSC.

Scan of Indigenous employment initiatives limited to publicly available documents

The scan of Indigenous employment strategies at Appendix C was limited to publicly available information obtained through internet searches. In interviews a number of agency representatives referred to the existence of agency Indigenous employment strategies and initiatives under the key action areas that were not available online.

Qualitative data not available for all Commonwealth public sector agencies

Qualitative data from the APS Employee Database and APS Agency Survey was only available for APS agencies. As a result, any analysis is limited to APS agencies and does not reflect trends across all 150 Commonwealth public sector agencies.

Data Limitations (Quantitative)

The quantitative data collected to inform the evaluation presented a number of limitations for analysis including:

Inter-year comparison and changing portfolio structures

Generally, the data analysis includes comparisons over the four years 2015 to 2018. Comparisons have been made at the aggregate level and where practical by individual portfolio. Portfolio level comparison had to be limited, however, due to the complexity created by changes to portfolio structures that took place during the comparison period. These changes included some existing Departments being disbanded (e.g. Environment) and new ones created (e.g. Jobs and Small Business; and Home Affairs). A number of existing agencies moved to different portfolios and new agencies were created.

Indigenous and non-Indigenous total employee numbers

The APS Employment Data shows that a significant minority of APS employees (31,965 or 21.2 percent) in 2018 have no data recorded to indicate if they are Aboriginal and/or Torres Strait Islander. This lack of data is mostly due to these employees responding incompletely or not at all to questions about their Aboriginal and/or Torres Strait Islander background, or their employee details not being updated in agency human resource management systems. A small number of employees are thought to consciously choose to not indicate whether they have this ethnicity.

Also noteworthy is that there have been historic information technology data migration issues that may have caused some of the Aboriginal or Torres Strait Islander ethnicity data to be lost. The impact of any such data losses is not known.

Inside Policy has adopted a different approach to the APSC in its treatment of missing data in regards to the number of employees that do or do not identify as either Indigenous or non-Indigenous. Where the APSC's approach has been to report the number of individuals who have self-identified, Inside Policy has augmented this with an estimate of the Aboriginal and Torres Strait Islander employees among the group that did not answer the Census question (except where otherwise indicated). Estimation was based on the proportion of yes and no answers to APS Employee Census question 14 a. The estimated number was used to arrive at an augmented total and proportion (the known "yes" answers augmented with an estimated number of the Aboriginal and Torres Strait Islander employees who did not give any answer to the question).

Indigenous and non-Indigenous engagement data volatility

APS engagement of ongoing Indigenous employees appears in recent years to have been quite volatile. In 2015, engagements of ongoing Indigenous employees accounted for 19 percent of all ongoing engagements. From 2016 to 2018, however, engagements of ongoing Indigenous employees accounted for an average of 8.6 percent of all ongoing engagements. Total engagements of both Indigenous and Non-Indigenous ongoing employees increased between 2015 and 2016 by 367 percent, then in 2017 decreased by 17 percent, then in 2018 decreased by 1 percent. These fluctuations tend to vary with the political cycle.

Indigenous and non-Indigenous separations and non-ongoing employees

Analysis of employee separations has been based on data for ongoing employees only. This is in line with advice from the APSC Workforce Information Group that non-ongoing separations data includes a significant number of employees who, at the expiry of their fixed term of employment or of their casual employment arrangement, immediately re-engage on some other employment basis. Hence the separations data for non-ongoing staff is thought to be artificially inflated and has not been used in the analysis.

Agency Survey and Employee Census data structure variation

There is significant variation over successive years in the APS Agency Survey and the APS Employee Census formats and associated data structures. The Survey and Census have a number of questions that were asked in some years but not others. Some continuing questions have different structures, formats, response choices, or identification numbers in different years. Taken together these factors significantly complicate the data analysis task and inevitably limit the analysis that can be performed.

Available quantitative data did not support analysis of all evaluation measures

The following quantitative measures outlined in the evaluation plan were not able to be determined due to limitations and gaps in source data:

- Perception of SES by Indigenous status
- Steps taken to increase SES diversity
- Recruitment measures used by classification. Recruitment measures were available but were not broken down by classification.

Findings

This section summarises the findings against each of the three evaluation questions.

What outcomes have been achieved under the Strategy?

Compared to other Australian state and territory governments, the Commonwealth government is performing well in progress towards its Indigenous employment target.

Indigenous representation as a percentage of all Commonwealth public sector employees, based on self-identification by Indigenous employees, increased from 2.2 percent in 2015 to 2.9 percent in 2018. Across APS agencies, Indigenous representation as a percentage of all APS employees increased from 3.5 percent in 2015 to 4.3 percent in 2018. Representation of Indigenous staff in senior roles increased between 2015 and 2018.⁹

Indigenous ongoing employee engagements fluctuated between 2015 and 2018. Indigenous ongoing employee separations grew as a proportion of all ongoing employee separations (3.6 percent to 5.4 percent).¹⁰

Taken together these changes mean that the Indigenous proportion of ongoing employee separations has increased faster than has the Indigenous proportion of total ongoing employee engagements. Also, the rate of Indigenous ongoing employee separations as a proportion of Indigenous ongoing employees has increased, while the rate of non-Indigenous ongoing employee separations as a proportion of non-Indigenous ongoing employees has decreased.

Overall, Indigenous employment as a proportion of total employment grew in all classifications (except APS 2) between 2015 and 2018.¹¹ Qualitative data about Aboriginal and Torres Strait Islander employment experiences provides a more nuanced perspective on career progression through APS classifications.

Agencies were most likely to have a RAP and to have implemented actions in areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) of the Strategy. Good practice initiatives included the DFAT Indigenous Taskforce, yarning circles, the Work Exposure in Government program and workshops/conferences for Aboriginal and Torres Strait Islander staff.

Common aspects of Aboriginal and Torres Strait Islander employment experiences identified by evaluation participants included:

- limited awareness and promotion of public sector opportunities outside Canberra,
- additional pressures, expectations and challenges faced by Aboriginal and Torres Strait Islander employees, and
- challenges relating to the dominant public sector culture.

⁹ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

¹⁰ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

¹¹ Analysis of the relationship between changes in Indigenous engagements, separations and overall employment, and their contribution to the Indigenous employment target, is beyond the scope of this evaluation and warrants further consideration.

How has the Strategy been implemented? Focusing on the four key areas:

- *Expand the range of Indigenous employment opportunities.*
- *Invest in developing the capability of Indigenous employees.*
- *Increase the representation of Indigenous employees in senior roles.*
- *Improve awareness of Indigenous culture in the workplace.*

Action areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) were most commonly prioritised by agencies. Evaluation participants agreed that greater focus is needed on increasing representation of Aboriginal and Torres Strait Islander employees at senior levels (action area 3). Strategy implementation was not a priority for small agencies.

APS Agency Survey data indicated that a number of agencies report that they are undertaking actions to build culturally competent and unbiased recruitment panels, use affirmative measures, implement Indigenous talent management strategies and develop the capability of Indigenous employees.

There were mixed views on the target of three per cent Indigenous representation across the Commonwealth public sector. Overall there was general support for the target, but some evaluation participants felt that it had unintended consequences of skewing the focus towards recruitment rather than retention of Aboriginal and Torres Strait Islander employees.

Key enablers of successful implementation of actions under the Strategy included strong senior commitment and leadership, Indigenous Employee Networks, RAP commitments, manager commitment and cultural competence, human resources support and connection to agency priorities. Barriers to successful implementation of actions under the Strategy included capacity and resources, ASL caps, agency readiness to employ and support Aboriginal and Torres Strait Islander people and perceptions about the lack of suitable Indigenous candidates for specific roles. Overall, evaluation participants felt that the Strategy was a useful catalyst of public sector wide commitment to Indigenous employment but that other factors such as senior leadership and RAP commitments were more significant drivers of activity.

What should be the focus of a future Strategy?

Evaluation participants supported the four key action areas but generally agreed that the focus should shift from recruitment related activities (action area 1) to developing capability and increasing representation in senior roles (action areas 2 and 3).

There was general support for the existence of a target to drive accountability. However, most participants supported a more nuanced approach to target-setting, including the introduction of portfolio rather than agency targets and the introduction of targets at each APS classification.

Factors identified as contributing to the success of the Strategy included:

- Indigenous employee networks,
- Senior commitment and leadership, including Indigenous Champions,
- Embedding commitment and responsibility across all agency divisions,
- Partnerships with external organisations,

- Inter-agency networks to allow sharing of knowledge and resources, and
- Face-to-face cultural competency training.

Evaluation participants identified a range of opportunities to improve the Strategy, its implementation and outcomes, including:

- Implementing more structured career development pathways for Aboriginal and Torres Strait Islander employees,
- Increasing cultural competence and commitment to Indigenous employment of all public sector employees by embedding cultural competence into the Integrated Leadership System, and
- Using data more effectively to identify trends in Aboriginal and Torres Strait Islander employee experiences and inform future decision-making.

Supports required by agencies to achieve their Indigenous employment goals include:

- support to develop core cultural competence skills across APS agencies,
- targeted support for small, specialist and regional agencies,
- opportunities for Aboriginal and Torres Strait Islander employees to connect and network,
- co-ordination of engagement with Aboriginal and Torres Strait Islander high-school and university students to generate interest in public sector careers and increase the pool of available potential candidates, and
- greater co-ordination of efforts across agencies by the APSC, including through inter-agency networks.

What outcomes have been achieved under the Strategy?

This question explores the changes in key measures relating to outcomes under the Strategy over time and the experiences of Aboriginal and Torres Strait Islander employees in the public sector. Quantitative data to answer this question was primarily drawn from the APS Employee Census and APS Employment Database. Qualitative data was drawn from interviews with Aboriginal and Torres Strait Islander key informants and focus groups with Aboriginal and Torres Strait Islander employees.

Key Findings:

Compared to other Australian state and territory governments, the Commonwealth government is performing well towards its Indigenous employment target.

Indigenous representation as a percentage of all Commonwealth public sector employees, based on self-identification by Indigenous employees, increased from 2.2 percent in 2015 to 2.9 percent in 2018. Across APS agencies, Indigenous representation as a percentage of all APS employees increased from 3.5 percent in 2015 to 4.3 percent in 2018.¹² Representation of Indigenous staff in senior roles increased from 2015 to 2018.

Indigenous ongoing employee engagements fluctuated between 2015 and 2018. Further, Indigenous ongoing employee separations grew as a proportion of all ongoing employee separations (3.6 percent to 5.4 percent).¹³ Taken together these changes mean that the Indigenous proportion of ongoing employee separations has increased faster than has the Indigenous proportion of total ongoing employee engagements. Also, the rate of Indigenous ongoing employee separations as a proportion of Indigenous ongoing employees has increased, while the rate of non-Indigenous ongoing employee separations as a proportion of non-Indigenous ongoing employees has decreased.

Overall, Indigenous employment as a proportion of total employment grew in all classifications (except APS 2) between 2015 and 2018. Qualitative data about Aboriginal and Torres Strait Islander employment experiences provides a more nuanced perspective on career progression through APS classifications.

Agencies were most likely to have a RAP and to have implemented actions in areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) of the Strategy. Good practice initiatives included the DFAT Indigenous Taskforce, yarning circles, the Work Exposure in Government program and workshops/conferences for Aboriginal and Torres Strait Islander staff.

Common aspects of Aboriginal and Torres Strait Islander employment experiences identified by evaluation participants included:

- limited awareness and promotion of public sector opportunities outside Canberra,
- additional pressures, expectations and challenges faced by Aboriginal and Torres Strait Islander employees, and
- challenges relating to the dominant public sector culture.

¹² Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

¹³ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

Outlined below are the findings against each of the following measures:

- Commonwealth performance compared to other jurisdictions.
- Achievement of three percent Indigenous employment target across the Commonwealth public sector.
 - Ongoing/non-ongoing employment by Indigenous status.
 - Classification type by Indigenous status.
 - Location by Indigenous status.
 - Change over time since 2015.
- Engagement and separations by Indigenous status, including:
 - number and percentage,
 - by classification level, and
 - net result for the year.
- Overall progress towards improving awareness of Indigenous culture in the workplace
 - Perception of immediate workgroup by Indigenous status
 - Perception of immediate supervisor by Indigenous status
 - Perception of SES by Indigenous status
 - Perception of my agency by Indigenous status
 - Level of comfort in current job by Indigenous status
 - Experience of discrimination and harassment by Indigenous status
- Experience of Indigenous employees in the public sector
- Overall progress under the four key action areas

Commonwealth performance compared to other jurisdictions

Compared to other Australian state and territory governments, the Commonwealth Government is performing well in progress towards its Indigenous employment target.

All Australian states and territories except Tasmania currently have an Indigenous employment target. Most targets reflect the proportion of total Aboriginal and Torres Strait Islander population in each state and territory.

Table 1 shows the targets set by each state and territory and the percentage of Aboriginal and Torres Strait Islander workforce in 2018.

Table 1: Indigenous employment targets and percentage of Indigenous workforce in each jurisdiction

Jurisdiction	Dedicated strategy?	Target	Timeframe	Current % of Indigenous workforce (2017) ¹⁴
Federal	✓	3%	2018	2.9%
ACT	✓	2%	2019	1.6%
NSW	✓	3.3%	2021	3.2%
VIC	✓	2%	2022	0.42%
QLD	×	3%	2022	2.02%
SA	×	2%	2020	1.77%
NT	✓	16%	2020	10.5%
WA	✓	3.2%	-	2.7%
TAS	×	-	-	-

It is important to note that all other jurisdictions also have longer timeframes to achieve their target. Further, the Commonwealth approach to targets is less mature than some jurisdictions which have complex targets that aim to increase representation at each employee classification level. For example, the Northern Territory Public Service is targeting 10 percent Indigenous employment at executive and other leadership positions in addition to the 16 percent sector wide.¹⁵ NSW has similar complex targets, including at least 1.8 percent in each classification by 2021 and the Premier's priority to double the number of Aboriginal and Torres Strait Islander people in senior leadership roles in the NSW government sector, from 57 to 114 by 2025.¹⁶

Achievement of three percent Indigenous employment target across the Commonwealth Public Sector

Aboriginal and Torres Strait Islander representation in the Commonwealth public sector as a proportion of total employees increased from 2.2 percent in 2015 to 2.9 percent in 2018.

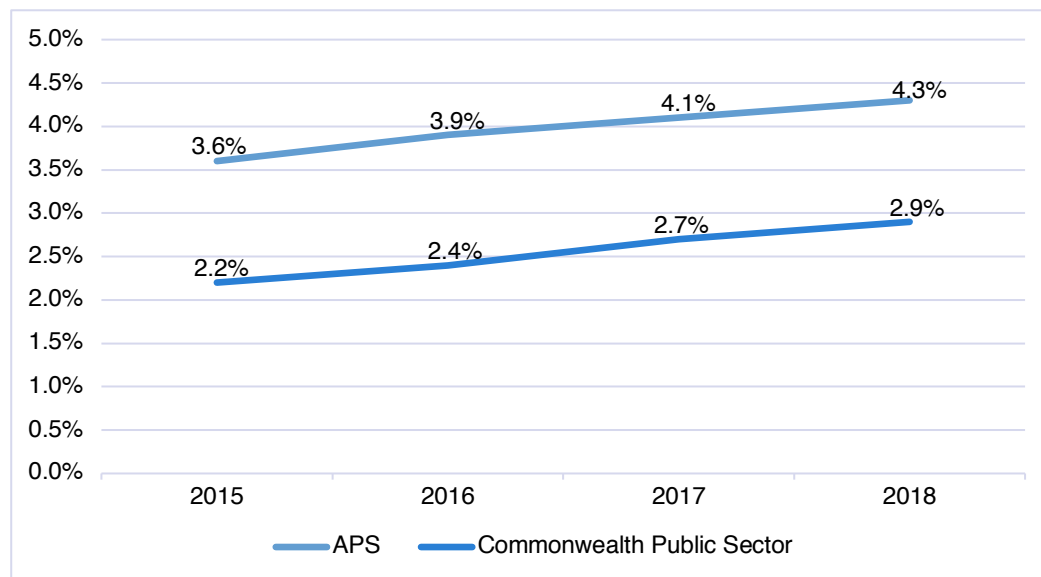
Data for the Commonwealth shows that total numbers of Aboriginal and Torres Strait Islander employees have increased from 6879 in 2015 to 8593 in 2018.

¹⁴ Current Aboriginal and Torres Strait Islander representation in each jurisdiction's public service are based on 2017 data for all jurisdictions except the Commonwealth which uses 2018 data. Data is drawn from current Indigenous employment strategies, or Diversity and Inclusion Plans that reference Indigenous-specific initiatives across jurisdictions. Where information was not available within such strategies, Inside Policy reviewed the latest (2017) version of jurisdictions' State of the Sector (or similar) reports.

¹⁵ Northern Territory Government, 2017. Indigenous Employment and Career Development Strategy 2015-2020 Progress Report. Available at: <https://ocpe.nt.gov.au/__data/assets/pdf_file/0008/386279/IECDS-Annual-Progress-Report-April-2017.PDF>. [Accessed 8 November 2018].

¹⁶ New South Wales Public Service Commission. (2017). Progress: State of the NSW Public Sector. Available at: <<https://www.psc.nsw.gov.au/reports---data/state-of-the-sector/state-of-the-sector-2017>> [Accessed 8 November 2018].

Figure 1: Indigenous representation as a proportion of total Australian Public Sector and Commonwealth public sector employees¹⁷

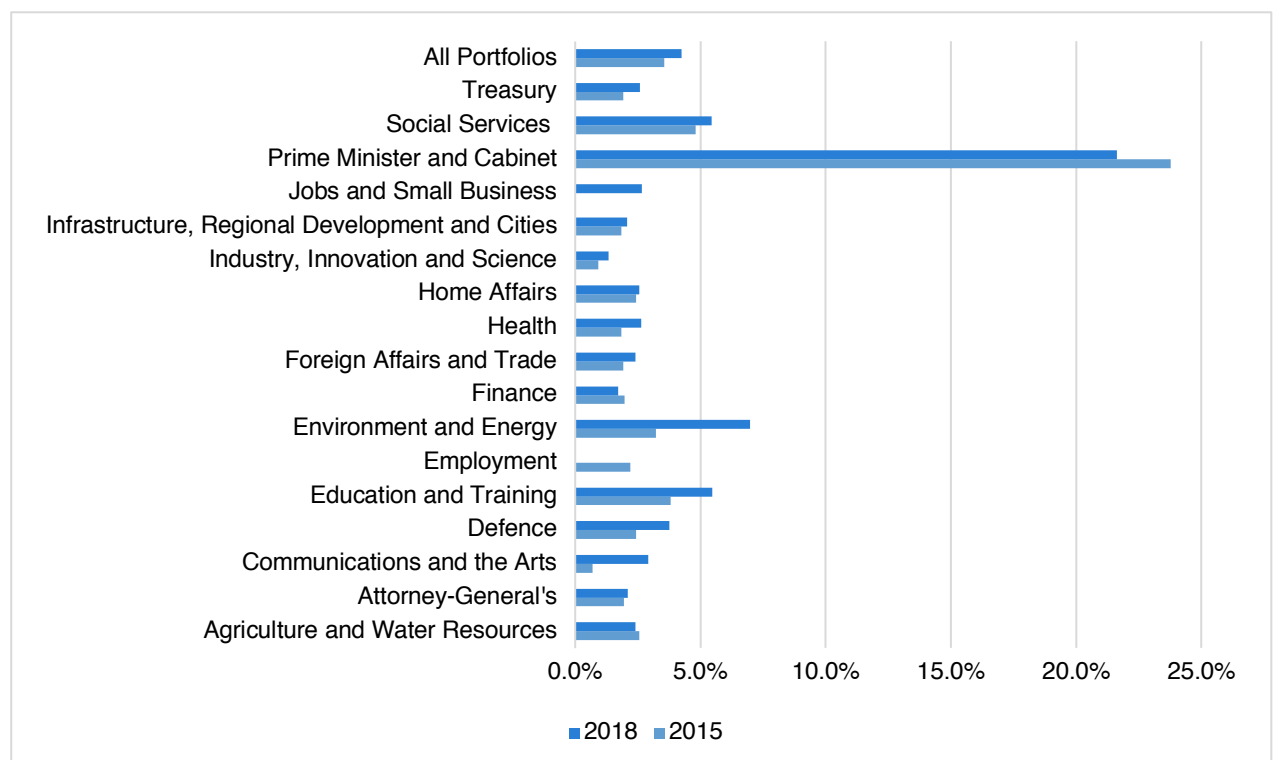


Aboriginal and Torres Strait Islander representation as a proportion of all APS agency employees increased from 3.5 percent in 2015 to 4.3 percent in 2018. This is an increase of 0.7 percentage points in the Indigenous proportion of all APS employees.

In 2015, there were 5415 Aboriginal and Torres Strait Islander staff employed in the APS (including ongoing and non-ongoing). By 2018, this number had increased to 6401.

¹⁷ APS employee figures have been adjusted to account for missing data. See Data Limitations for further explanation.

Figure 2: Proportion of total Aboriginal and Torres Strait Islander Employees by Portfolio¹⁸



The portfolios with the largest increases were: Environment and Energy (3.8 percentage points); Communications and the Arts (2.2 percentage points); Education and Training (1.7 percentage points); and Defence (1.3 percentage points). The PM&C portfolio had a decrease of 2.1 percentage points (from 23.8 to 21.6 percent).

The overall level of the Indigenous proportion of all APS employees has been strongly influenced by the top three performing portfolios, in both 2018 and 2015.

In 2018, three portfolios had Indigenous employee proportions that were above the average (4.3 percent) for all portfolios: PM&C (21.6 percent); Social Services (5.5 percent); and Environment and Energy (7.0 percent). The other 13 portfolios had Indigenous employee proportions that were below the average.

In 2015, three portfolios had Indigenous employee proportions that were above the average (3.6 percent) for all portfolios: PM&C (23.8 percent); Social Services (4.8 percent); and Education and Training (3.8 percent). The other 13 portfolios had Indigenous employee proportions that were below the average.

Ongoing / non-ongoing employment by Indigenous status¹⁹

¹⁸ Machinery of government changes affected portfolios between 2015 and 2018 eg. Employment (2015), Jobs and Small Business (2018).

¹⁹ Figures in this section have been adjusted to account for missing data. See Data Limitations for further explanation.

Consistent with the trend increase in the Indigenous proportion of all employees, the APS Employment Data showed that Aboriginal and Torres Strait Islander ongoing employees have also increased as a proportion of all ongoing employees, from 3.5 percent to 4.1 percent. This is an increase of 0.6 percentage points in the Indigenous proportion of all ongoing employees.

Aboriginal and Torres Strait Islander employees, however, appear less likely to be employed on an ongoing basis than do non-Indigenous employees. From 2015 to 2018 the proportion of all Aboriginal and Torres Strait Islander employees who are ongoing decreased slightly from 88.4 percent to 87.4 percent. During the same period the proportion of all non-Indigenous employees who are ongoing increased slightly, from 91.2 percent to 91.7 percent.

In addition to the proportion of Aboriginal and Torres Strait Islander employees who are ongoing slightly decreasing, there has been within the non-ongoing group a slight trend toward casual employment rather than employment on a fixed term or for a fixed task (45.5 percent of non-ongoing Aboriginal and Torres Strait Islander employees were casual in 2015, and this had marginally increased to 49.1 percent in 2018).

Classification type by Indigenous Status²⁰

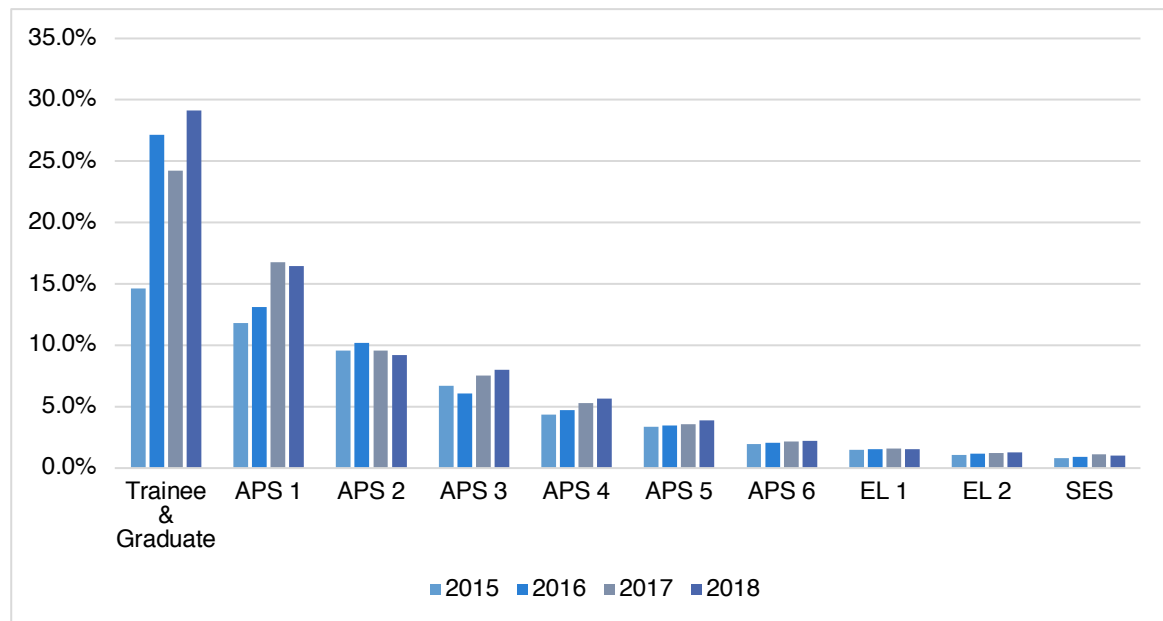
The APS Employment Data showed that among the different employment classifications, Indigenous employment as a proportion of total employment has grown in all classifications except APS 2 from 2015 to 2018.²¹

The Trainee and Graduate classification recorded the largest increase in proportion of 14.6 percentage points. The three SES classifications, treated as one, increased from a low base by 0.2 percentage points.

²⁰ Figures in this section have been adjusted to account for missing data. See Data Limitations for further explanation.

²¹ Data for the three SES classifications has been aggregated, so analysis of individual SES classifications was not done.

Figure 3: Indigenous employees by classification as percentage of total employees²²



Location by Indigenous Status

The APS Employment Data showed that the proportion of APS employees located in 16 capital cities and regional areas has remained almost unchanged over the four years from 2015 to 2018.

The proportion of Aboriginal and Torres Strait Islander employees located in capital cities has decreased very slightly from around 64 percent in 2015 to 61 percent in 2018. The proportion in regional areas increased very slightly from around 36 percent to 39 percent.

The proportion of non-Indigenous employees located in capital cities remained almost unchanged (around 86 percent in 2015 and 85 percent in 2018), as did the proportion in regional areas (around 13 percent in 2015 to 14 percent in 2018).

In 2015 and 2018, just over half of all Aboriginal and Torres Strait Islander employees worked in the three locations with the highest Indigenous employment proportions: Canberra (24.4 percent in 2018); Regional Queensland (15.5 percent in 2018); and Regional NSW (10.9 percent in 2018).

In both years, just over two-thirds of all Aboriginal and Torres Strait Islander employees worked in the five locations with the highest Indigenous employment proportions, which are the three above, as well as Brisbane (10.3 percent) and Regional Northern Territory (7.1 percent).

Change over time since 2015

The above four metrics have shown how Indigenous employment in the APS has changed over time since 2015.

²² Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

In summary, Indigenous employment has increased as a proportion of all APS employees over the four years. Ongoing employment of Aboriginal and Torres Strait Islander employees has decreased slightly over the period. From 2015 to 2018, Indigenous employment as a proportion of total employment has grown in all classifications (except APS 2). The Trainee and Graduate classification recorded the largest increase in proportion. The proportion of APS employees located in 16 capital cities and regional areas has remained almost unchanged over the four years.

Engagement and separations by Indigenous status, including:

- number and percentage,
- by classification level, and
- net result for the year.²³

Engagements

The APS Employment Data shows that Indigenous engagements by APS agencies have decreased disproportionately to all employee engagements.

From 2015 to 2018 Aboriginal and Torres Strait Islander ongoing employee engagements decreased as a proportion of all ongoing employee engagements from 19.0 percent to 8.1 percent. This is a decrease of 10.9 percentage points. This decrease appears to be significant and was especially large between 2015 and 2016.

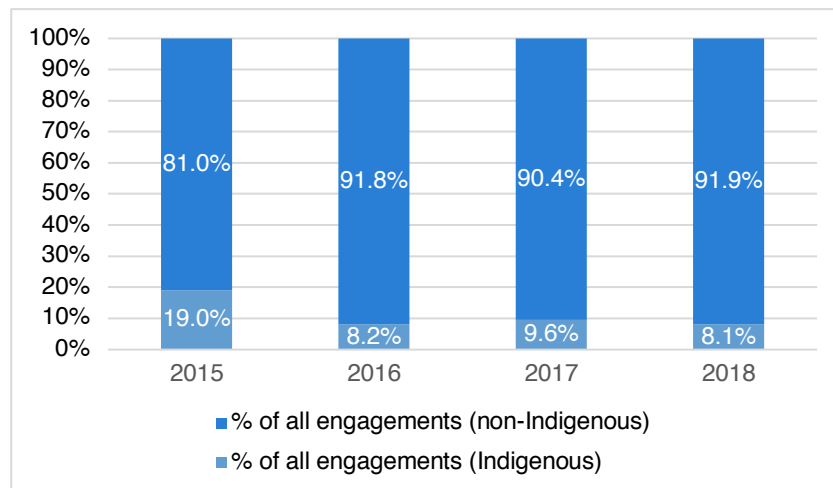
From 2015 to 2018 non-Indigenous ongoing employee engagements increased as a proportion of all ongoing employee engagements from 81.0 percent to 91.9 percent. This is an increase of 10.9 percentage points. This increase appears to be significant and was especially large between 2015 and 2016.

These changes occurred in the context of fluctuating overall total engagements. In 2015 there were 2,363 APS engagements, which increased to a peak in 2016 of 11,026, then decreased steadily to about 9,000 in both 2017 and 2018.²⁴

²³ Figures in this section have been adjusted to account for missing data. See Data Limitations for further explanation.

²⁴ APSC provided the following explanation for the significant variation in overall total engagements between 2015 and 2018: There was a government enforced recruitment freeze from late 2013. This hiring freeze was lifted from July 1 2015. This recruitment freeze had a much larger impact on non-indigenous employees than Indigenous employees. Large numbers of Indigenous employees were still recruited through graduate and trainee programs. Therefore, the proportion of Indigenous employees who were engaged in 2015 was artificially high. Using 2015 as the benchmark from which Indigenous numbers are compared is therefore misleading as it was a very atypical year.

Figure 4: Indigenous engagements as a proportion of total engagements²⁵



Engagement levels and proportional changes vary very significantly across the different employment classifications.

Among the Trainee and Graduate classification, Indigenous engagements as a proportion of all engagements grew from 10.8 percent in 2015 to 31.7 percent in 2018. Due to the fluctuations in total engagements noted above, however, the *absolute* level of Indigenous engagements at this classification also fluctuated during this period (126 in 2015; 546 in 2016; 493 in 2017; and 481 in 2018).

Among all other employment classifications, from APS1 to SES3, Indigenous engagements as a proportion of total engagements decreased significantly, in the range of 29 to 92 percent. During the same period, non-Indigenous engagement as a proportion of total engagements, however, increased in all classifications except Trainee and Graduate.

Indigenous engagement at the SES classifications has been particularly low. In 2015 and 2018 there were zero Aboriginal and Torres Strait Islander employees engaged at any SES level. However, total Aboriginal and Torres Strait Islander SES increased from 18 to 24 over the period.²⁶

Separations

The APS Employment Data shows that Indigenous separations by APS agencies have increased disproportionately to all employee separations.

From 2015 to 2018 Aboriginal and Torres Strait Islander ongoing employee separations grew as a proportion of all ongoing employee separations, from 3.7 percent to 5.4 percent. This is an increase of 1.7 percentage points.

²⁵ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

²⁶ Number of Indigenous SES uses raw numbers. Numbers have not been adjusted to account for missing data. See Data Limitations for further explanation.

Figure 5: Indigenous separations as a proportion of total separations²⁷



This increase in Aboriginal and Torres Strait Islander ongoing employee separations has significantly exceeded the increase in Aboriginal and Torres Strait Islander ongoing employees as a proportion of total ongoing employees (which increased from 3.6 to 4.3 percent, an increase of 0.7 percentage points).

There has also been an increase in Aboriginal and Torres Strait Islander ongoing employee separations as a proportion of Aboriginal and Torres Strait Islander ongoing employees, from 7.3 percent in 2015 to 8.5 percent in 2018 (a 1.2 percentage point increase).

From 2015 to 2018 non-Indigenous ongoing employee separations decreased as a proportion of all ongoing employee separations, from 7.0 percent to 6.6 percent. This is a decrease of 0.4 percentage points.

This decrease in non-Indigenous employee separations has exceeded the decrease in non-Indigenous ongoing employees as a proportion of total ongoing employees (which decreased by 0.7 percentage points).

There has also been a decrease in non-Indigenous ongoing separations as a proportion of non-Indigenous ongoing employees, from 7.0 percent in 2015 to 6.6 percent in 2018 (a 0.4 percentage point decrease).

Taken together these changes mean that the Indigenous proportion of ongoing employee separations has increased faster than has the Indigenous proportion of total ongoing employee engagements. Also, the rate of Indigenous ongoing employee separations as a proportion of Indigenous ongoing employees has increased, while the rate of non-Indigenous ongoing employee separations as a proportion of non-Indigenous ongoing employees has decreased.

²⁷ Figures have been adjusted to account for missing data. See Data Limitations for further explanation.

These changes warrant further investigation. They may only be partly explained by data volatility among junior classifications (especially Trainee, Graduate, APS 1 and APS 2 levels), which constitute a significant proportion of all separations.

Overall progress towards improving awareness of Indigenous culture in the workplace

Perception of immediate workgroup by Indigenous status

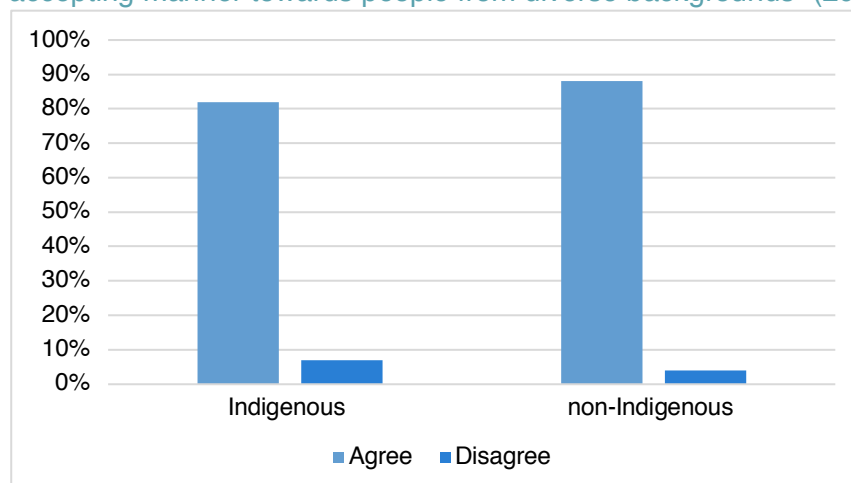
In the 2016, 2017 and 2018 APS Employee Censuses, two questions were asked regarding the perception of immediate workgroups.

The first of these questions (or its equivalent) asked respondents if the people in their workgroup “behave in an accepting manner towards people from diverse backgrounds”. Most Indigenous and non-Indigenous respondents agreed with this.

In 2018, Aboriginal and Torres Strait Islander respondents were slightly less likely than non-Indigenous respondents to agree (about 82 and 88 percent respectively). Aboriginal and Torres Strait Islander respondents were slightly more likely than non-Indigenous respondents to disagree (about seven and four percent respectively).

The 2016 “agree” and “disagree” proportions were almost identical to the proportions above for 2018.

Figure 6: Agreement with statement that: people in their workgroup “behave in an accepting manner towards people from diverse backgrounds” (2018)

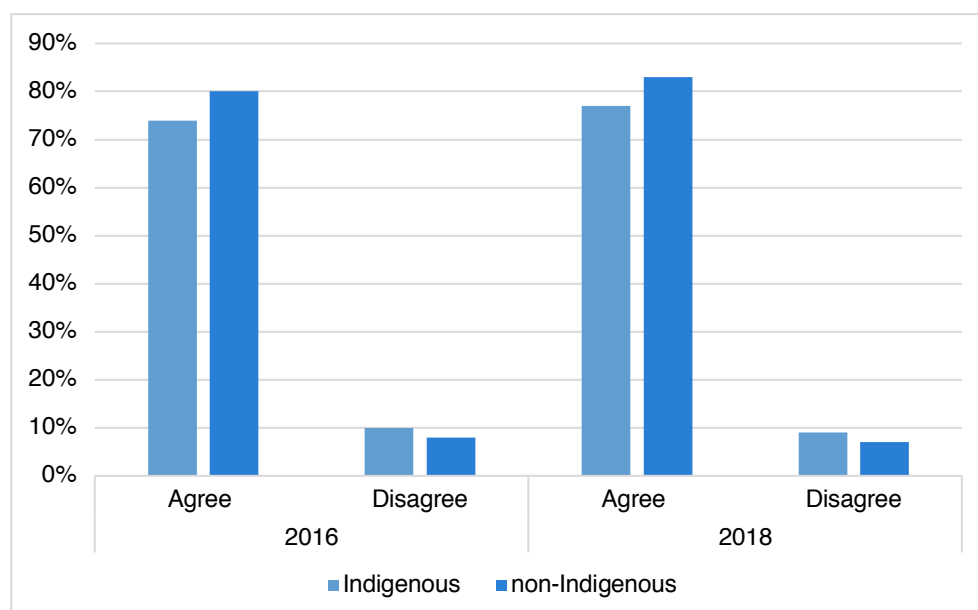


The second question (or its equivalent) asked respondents if the people in their workgroup “treat each other with respect”. Most Indigenous and non-Indigenous respondents agreed with this.

In 2018, Aboriginal and Torres Strait Islander respondents were slightly less likely than non-Indigenous respondents to agree (about 77 and 83 percent respectively). For both groups, this was an increase in the proportion agreeing, compared to 2016 (Indigenous about 74 percent, and non-Indigenous 80 percent).

In 2018, Aboriginal and Torres Strait Islander respondents were slightly more likely than non-Indigenous respondents to disagree (about nine and seven percent respectively). For both groups, this was a decrease in the proportion disagreeing, compared to 2016 (Indigenous about 10 percent, and non-Indigenous eight percent).

Figure 7: Agreement with statement that: people in their workgroup “treat each other with respect”



Perception of immediate supervisor by Indigenous status

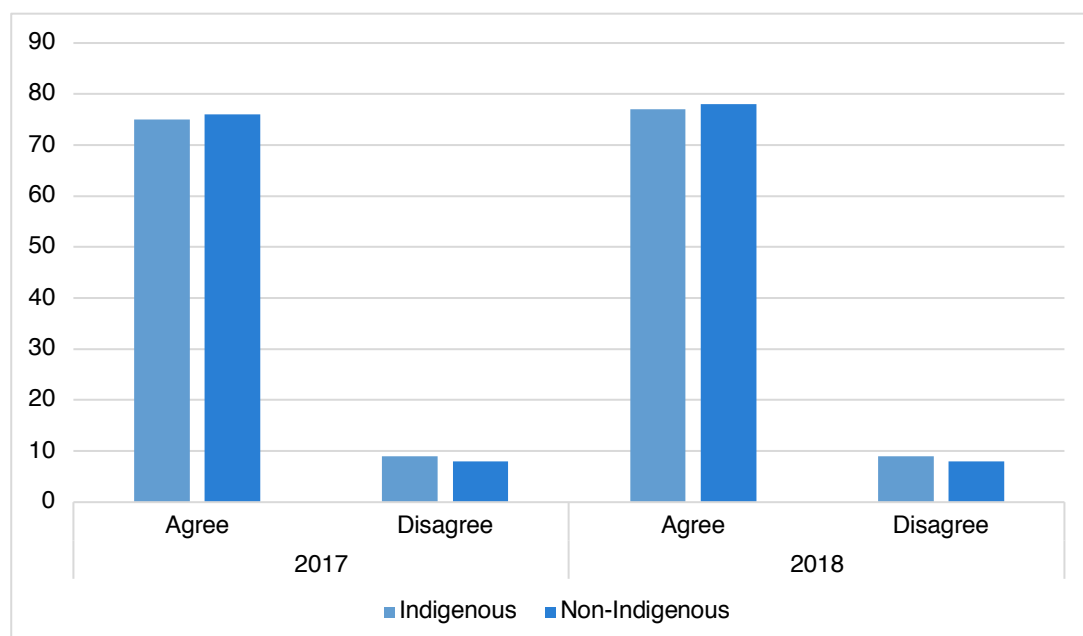
Various APS Employee Census questions were asked between 2015 and 2018 regarding perceptions of immediate supervisors by APS agency employees.

In the 2018 Census only, respondents were asked if their supervisor “actively supports people from diverse backgrounds”. Most Indigenous and non-Indigenous respondents agreed with this. Aboriginal and Torres Strait Islander respondents were equally as likely as non-Indigenous respondents to agree (about 85 percent for both groups). Aboriginal and Torres Strait Islander respondents were very slightly more likely than non-Indigenous respondents to disagree (about four and three percent respectively).

In the 2015 to 2018 Censuses, respondents were asked if their supervisor “treats people with respect”. Most Indigenous and non-Indigenous respondents agreed with this. In 2018, Aboriginal and Torres Strait Islander respondents were almost equally as likely as non-Indigenous respondents to agree (86 and 88 percent respectively). For both groups, this was an increase in the proportion agreeing, compared to 2015 (Indigenous about 83 percent, and non-Indigenous 84 percent). In 2018, Aboriginal and Torres Strait Islander respondents were about equally as likely as non-Indigenous respondents to disagree (about six and five percent respectively).

In the 2017 and 2018 Censuses, respondents were asked if their supervisor “invites a range of views, including those different to their own”. See Figure 8, below. Most Indigenous and non-Indigenous respondents agreed with this. In 2018, Aboriginal and Torres Strait Islander respondents were almost equally as likely as non-Indigenous respondents to agree (77 and 78 percent respectively). For both groups, this was a slight increase in the proportion agreeing, compared to 2017 (Indigenous about 75 percent, and non-Indigenous 76 percent). In 2018, Indigenous respondents were about equally as likely as non-Indigenous respondents to disagree (about nine and eight percent respectively). For both groups, these were the same proportions disagreeing as in 2017.

Figure 8: Agreement with statement: that supervisor invites a range of views



Perception of my agency by Indigenous status

In the 2015 to 2018 Employee Censuses, a question asked respondents if their “agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)”. Most Indigenous and non-Indigenous respondents agreed with this.

In 2018, Aboriginal and Torres Strait Islander respondents were slightly less likely than non-Indigenous respondents to agree (75 and 77 percent respectively). For both groups, this was a slight increase in the proportion agreeing, compared to 2015 (Indigenous about 71 percent, and non-Indigenous 69 percent). This means that in 2015 marginally more Aboriginal and Torres Strait Islander respondents agreed with this statement than did non-Indigenous respondents, whereas in 2018 the balance of agreement had reversed, with marginally more non-Indigenous respondents agreeing than did Aboriginal and Torres Strait Islander respondents.

In 2018, Aboriginal and Torres Strait Islander respondents were slightly more likely than non-Indigenous respondents to disagree (about seven and five percent respectively). For both groups, these were about the same proportions disagreeing as in 2015 (Indigenous about nine percent, and non-Indigenous six percent).

Level of comfort in current job by Indigenous status

In 2017 and 2018 Employee Censuses, respondents were asked about their comfort approaching their immediate supervisor.

One question asked respondents if they were comfortable approaching their immediate supervisor “about personal circumstances that may impact on work”. Most Indigenous and non-Indigenous respondents agreed with this.

In 2018, Aboriginal and Torres Strait Islander respondents were less likely than non-Indigenous respondents to agree (77 and 81 percent respectively). For both groups, this was a slight increase in the proportion agreeing, compared to 2017 (Indigenous about 75 percent, and non-Indigenous 80 percent).

In 2018, Aboriginal and Torres Strait Islander respondents were more likely than non-Indigenous respondents to disagree (about 12 and nine percent respectively). For both groups, these were about the same proportions disagreeing as in 2017 (Indigenous about 12 percent, and non-Indigenous 10 percent).

The second question asked respondents if they were comfortable approaching their immediate supervisor “about working-relationship issues”. Most Indigenous and non-Indigenous respondents agreed with this.

In 2018, Aboriginal and Torres Strait Islander respondents were less likely than non-Indigenous respondents to agree (73 and 77 percent respectively). For both groups, this was almost the same as the proportion agreeing in 2017 (Indigenous about 73 percent, and non-Indigenous 76 percent).

In 2018, Aboriginal and Torres Strait Islander respondents were slightly more likely than non-Indigenous respondents to disagree (about 13 and 11 percent respectively). For both groups, these were about the same proportions disagreeing as in 2017 (Indigenous about 14 percent, and non-Indigenous 11 percent).

Experience of discrimination and harassment by Indigenous status

Discrimination

In the 2018 Employee Census only, these three questions asked respondents about their experience of discrimination.

Question 82 asked respondents whether during the last 12 months and in the course of their employment they had “experienced discrimination on the basis of [their] background or a personal characteristic”. Most respondents answered no to this question (88 percent), but a significant minority answered yes (12 percent, or 11,720 respondents).

Aboriginal and Torres Strait Islander respondents were more likely than non-Indigenous respondents to answer yes (23 and 12 percent respectively). This was a difference of 11 percentage points, meaning the proportion of Aboriginal and Torres Strait Islander respondents answering yes was about 92 percent more than the proportion of non-Indigenous respondents answering no (i.e. about twice as large).

Aboriginal and Torres Strait Islander respondents were less likely than non-Indigenous respondents to answer no (about 77 and 88 percent respectively). This was a difference of 11 percentage points, meaning the proportion of Aboriginal and Torres Strait Islander respondents answering no was about 13 percent less than the proportion of non-Indigenous respondents answering no.

Aboriginal and Torres Strait Islander respondents to the 2018 Employee Census were more likely to answer yes, and less likely to answer no than non-Indigenous respondents when asked to self-report if they had experienced discrimination on the basis of their background or a personal characteristic.

Question 83 then asked those respondents that answered yes to Question 82 whether the discrimination occurred in their current agency, to which 93 percent answered yes and seven percent answered no.

The proportion of Indigenous and non-Indigenous respondents answering yes were almost identical (93 percent for both). The proportion of Indigenous and non-Indigenous respondents answering no were also almost identical (seven percent for both).

Question 84 then asked the 11,720 respondents that answered yes to Question 82 what the basis was of the discrimination they experienced. Multiple responses were allowed from a list of discrimination types that included “identification as an Aboriginal and/or Torres Strait Islander person”, which 3.7 percent (434) indicated was a discrimination type that they had experienced. Of this number, 84 percent were Aboriginal and Torres Strait Islander and 16 percent were non-Indigenous.

Taken together this means that a relatively small proportion of respondents identified that they experience discrimination. However, this represents at least 11,720 of the employees who responded to the Census, which implies an estimated population proportion in 2018 of 17,279 employees who have experienced discrimination.

Aboriginal and Torres Strait Islander employees are about twice as likely (i.e. 93 percent more likely) as non-Indigenous employees to indicate they have experienced discrimination. Among the 12 percent of respondents (11,720) who have identified as experiencing discrimination:

- about 7 percent (776) are Indigenous, which is disproportionately high compared to the Indigenous proportion of total employment (4.3 percent); and
- about 4 percent indicated this was because they identify as an Aboriginal and/or Torres Strait Islander person.

Harassment

In the 2015, 16, 17 and 18 Censuses, two questions asked respondents about their experience of harassment or bullying in the workplace.

Question 85 or its equivalent asked respondents if, during the last 12 months, they had been “subjected to harassment or bullying in [their] current workplace”. In 2018 most respondents answered no to this question (75 percent), but a significant minority answered yes (13 percent, or 13,039).

In 2018, Aboriginal and Torres Strait Islander respondents were more likely than non-Indigenous respondents to answer yes (19 and 13 percent respectively). For both groups, this was a decrease in the proportion who perceived they had been subjected to bullying or harassment in 2015 (Indigenous about 24 percent, and non-Indigenous 17 percent).

In 2018, Aboriginal and Torres Strait Islander respondents were less likely than non-Indigenous respondents to answer no (72 and 81 percent respectively). For both groups, this was an increase in the proportion that said no in 2015 (Indigenous about 68 percent, and non-Indigenous 77 percent).

Aboriginal and Torres Strait Islander respondents to the 2018 Employee Census were more likely to answer yes, and less likely to answer no than non-Indigenous respondents when asked to self-report if they had been subjected to harassment or bullying in their current workplace.

Question 86 in 2018, or its equivalent in 2017 and 2016, then asked those respondents that answered yes to Question 85 “what type of harassment or bullying did you experience”.

In 2018 the top five ranked responses for both Indigenous and non-Indigenous respondents were the same. These selections were also the top five ranked selections in 2016. The top five responses (Indigenous and non-Indigenous approximate percentages) were:

Table 2: Top five ranked types of harassment ²⁸

	2016		2018	
	Indigenous	Non-Indigenous	Indigenous	Non-Indigenous
Verbal abuse	47%	48%	49%	49%
Inappropriate and unfair application of work policies or rules	35%	35%	45%	37%
Interference with work tasks	30%	37%	37%	41%
Other	34%	30%	21%	20%
Cyberbullying	11%	8%	8%	7%

Experience of Indigenous employees in the public sector

Aboriginal and Torres Strait Islander focus group participants and key informants shared a range of reflections and insights about their public-sector employment experiences. Common aspects of these experiences identified from participant reflections included:

Limited awareness and promotion of public sector opportunities outside Canberra

Some focus group participants identified the concentration of public sector jobs in Canberra as a disincentive to joining and remaining with the public service because of the challenges associated with living away from their community and family. Notably, all participants consulted were based in Canberra and most had relocated to Canberra for public sector employment. For some participants, these challenges were heightened by negative perceptions by their families and/or communities about working in the public sector.

There was a lack of awareness of the APS job opportunities available outside Canberra and many participants expressed their concern that most if not all senior positions were concentrated in Canberra, contributing to ambivalence about choosing public sector positions over more locally-based private or non-government sector positions. Indigenous employee networks were identified as key to overcoming these challenges and ensuring greater retention of Aboriginal and Torres Strait Islander staff.

Indigenous employee networks were identified as key to overcoming the challenges of relocating to Canberra for Commonwealth public sector jobs and ensuring greater retention of Aboriginal and Torres Strait Islander staff.

Challenges presented by dominant public sector culture

Both focus group and interview participants identified a number of challenges presented by what they perceived was an incompatibility between Aboriginal and Torres Strait Islander people and culture and the dominant public sector culture.

All participants felt that there was a widespread lack of general cultural awareness and competency, which for some was a barrier to seeking out career progression opportunities, and for others caused breakdowns in their relationship with managers. All participants also identified that positive experiences resulted from supportive and

²⁸ Percentages sum to more than one hundred because multiple responses were allowed.

culturally competent managers that are genuinely flexible and responsive to cultural needs rather than responsive because of fear of causing offence.

Some participants also identified a mismatch between the expected characteristics and style of leadership in the public sector and Aboriginal and Torres Strait Islander approaches to building and maintaining relationships with stakeholders and communities. They expressed concern about the lack of value placed on these unique skills that Aboriginal and Torres Strait Islander positions can bring to the public sector.

Interview participants felt that there was need for more support for Aboriginal and Torres Strait Islander employees to understand the cultural norms and nuances of the public sector. As one participant expressed:

“It’s all very well to help someone find a job, you’ve also got to help them find their feet and understand the dynamics of where they’re working at and the difference between... sort of public service norms and behaviours which are considered good performance. The difference between that and also getting feedback about your performance and being picked on because of your Aboriginal and Torres Strait Islander background. I think some people struggle to make those differentiations.”

Views on identification

Participants expressed mixed views about identifying as Aboriginal and/or Torres Strait Islander but agreed that this was a very contested and contentious issue in public sector employment.

Some participants expressed reservations about identifying as they were concerned about how their data would be used and privacy would be maintained. Others held reservations based on their perception that it would open them up to discrimination and there were no strategic or other benefits to them of identifying. Further, some felt that it would only be necessary to identify if they were recruited through affirmative measures or worked on Aboriginal and Torres Strait Islander issues.

Interestingly, some participants referred to examples of Aboriginal and Torres Strait Islander employees “boycotting” or expressing their frustration with their experiences as Aboriginal and Torres Strait Islander staff and/or their agency by de-identifying.

Influence of perceptions of merit and target

Aboriginal and Torres Strait Islander focus group participants in particular emphasised the negative impacts of perceptions about the merit and capability of Aboriginal and Torres Strait Islander employees. Participants felt that their colleagues often treated them differently because of the perception that they may not have gained their position on merit, and described the negative impacts of this on their confidence and job satisfaction.

Some participants also referred to negative experiences of being placed in positions that were not compatible with their skills or interests. It was felt this resulted from the emphasis placed on ensuring that there are sufficient numbers of Aboriginal and Torres Strait Islander people employed to meet agency targets. Participants referred to the “low expectations” of Aboriginal and Torres Strait Islander employees often held by Human Resources managers and felt that achieving the target was often valued more than ensuring Aboriginal and Torres Strait Islander people are satisfied with their job and employment experience.

Opportunities and support for career progression

Focus group participants generally felt that there was a “glass ceiling” for Aboriginal and Torres Strait Islander employees, created in part by the perceived over-emphasis on entry-level programs and positions for Aboriginal and Torres Strait Islander people. Some focus group participants referred to a “glut” or “bottleneck” of Aboriginal and Torres Strait Islander staff from classifications APS 1-5 and expressed their concerns that consideration and support is not given to ensuring progression of junior staff to APS 6 and EL1 classifications. As one focus group participant expressed:

“We are in the door but just sitting there.”

Focus group participants also expressed their frustration at the lack of support for career progression provided after they complete their initial entry-level program, particularly during identified “crux points” – the transitions from APS 5/6 levels to EL1 and from EL 2 to SES. In particular, participants felt that there was a lack of support for building cultural awareness of managers and colleagues across the organisation (i.e. outside the team they were initially placed in or worked in for a number of years) and identified this as a barrier to progression.

This concern was echoed by Aboriginal and Torres Strait Islander key informants, particularly in relation to the difficulty in the transition to SES from EL 2:

“You'll find people who are in the same job for five or six or seven years, because they just found a place ..., a little bolthole, they're comfortable with and they don't want to deal with everything that they know they're going to have to deal with if they move and get promoted and find themselves dealing with new management and new peers.”

Support for capability and skill development

Both focus group and interview participants identified a lack of consistency in the amount and quality of support available for ongoing career development beyond entry level programs. Focus group participants expressed generally positive experiences of career development support in their first one or two years in the public sector but felt that both the quantity and quality of this support declined significantly once they completed these programs. This was identified as a barrier to developing skills, experience and capability that are vital to career development.

Interview participants referred to the distinct differences in the behaviours, skills and capabilities required at each APS level and felt that the lack of ongoing support provided to Indigenous employees was inhibiting their ability to develop the required characteristics to progress their career. As one interview participant expressed:

“Once a person has their intense year of being developed, you feel like they're just left to it.. And your career, basically, will progress or develop depending on the decisions you make in terms of the jobs you work in, the people you work for, and how you develop your skills.”

It was felt that more support for development both in and outside the public sector through secondment or other opportunities, and more structured career planning was particularly critical for Aboriginal and Torres Strait Islander staff to build their capability.

Some participants felt that the lack of ongoing support for development was reflective of a “set and forget” mentality to Aboriginal and Torres Strait Islander employment and identified this as a key contributor to negative public sector employment experiences and a disincentive to remaining in the public sector.

Other participants felt that this lack of support reflected a more systemic issue of “over-promoting and under-delivering” in terms of careers for Aboriginal and Torres Strait Islander people.

Pressures on and expectations of Aboriginal and Torres Strait Islander employees

Aboriginal and Torres Strait Islander focus group participants and key informants frequently referred to the additional pressures, expectations and challenges they faced as public sector employees, particularly as they progressed into senior roles.

Some participants highlighted their concern at the tendency to “pigeonhole” Aboriginal and Torres Strait Islander people in roles where they work almost exclusively on Aboriginal and Torres Strait Islander issues. Participants expressed their concerns both at the patronising view of Aboriginal and Torres Strait Islander people underpinning this and the lack of support provided to build the high level of resilience required to deal with the confronting reality of working on policies and/or programs affecting Aboriginal and Torres Strait Islander people they may not support.

This was also identified as a disincentive to staying in the public sector, especially when compared to other senior roles outside the public sector that can offer greater opportunities without the pressures of the public sector. As one interview participant expressed:

“I think junior staff are smart enough to look up the totem pole and see, do I really want to do that with that level of support. And certainly, people in EL 1 and EL 2 and SES roles, they look outside the APS and they see better pay and more influence, running... Aboriginal and Torres Strait Islander organisations, which are making a more immediate difference.”

Aboriginal and Torres Strait Islander SES focus group and interview participants strongly emphasised the additional pressures and expectations placed upon them to not only be role models, mentors and leaders for other Indigenous staff, but also to represent Aboriginal and Torres Strait Islander people and champion their issues, needs and aspirations. As one participant expressed:

“They’re (Aboriginal and Torres Strait Islander SES) incredibly visible... they’re called on to be on various committees which require senior indigenous representation or to be indigenous champions or, you know ... they are always initiating or participating in NAIDOC Week or Reconciliation Week events.”

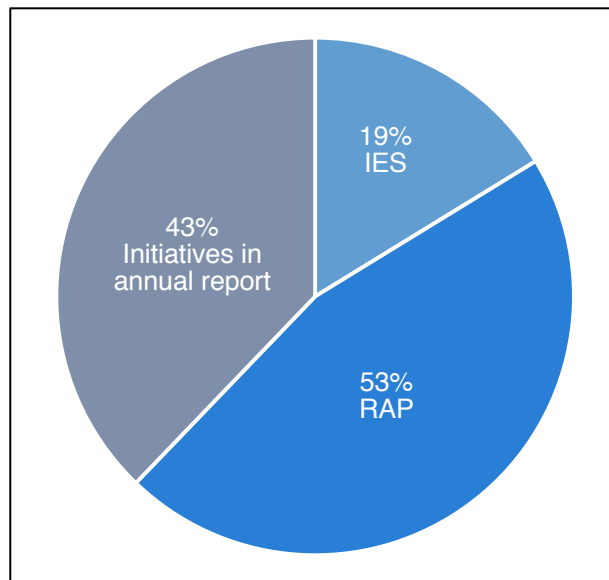
It was felt that there is a lack of awareness, consideration and support provided by agencies to Aboriginal and Torres Strait Islander people to assist them to fulfil these expectations.

Overall progress under the four key action areas:

Existence of Indigenous employment strategy or other initiatives by agency

A scan of agency websites and annual reports revealed that agencies were more likely to have a stand-alone Reconciliation Action Plan than a stand-alone Indigenous Employment Strategy.

Figure 9: Agency strategies, plans and initiatives



Through the 2018 APS Agency Survey, agencies and departments were asked what action plans and strategies they had in place during 2017-18. All of the 18 Commonwealth Government Departments reported that they had at least one of the following: Aboriginal and Torres Strait Islander Action Plan (15 Departments); Reconciliation Action Plan (15 Departments); or Cultural and Linguistic Diversity Action Plan (nine Departments).

Among non-Department agencies, 70 out of 77 (about 91 percent) had at least one of the above Action Plans. Thirty-four agencies had an Aboriginal and Torres Strait Islander Action Plan; 40 agencies had a Reconciliation Action Plan; and 21 agencies had a Cultural and Linguistic Diversity Action Plan.

Considering together 95 APS Departments and other agencies, about 93 percent had at least one of the above Action Plans.

In 2017, 100 percent of the 18 Commonwealth Government Departments had at least one of the following: Aboriginal and Torres Strait Islander Action Plan (14 Departments); Reconciliation Action Plan (18 Departments); or Cultural and Linguistic Diversity Action Plan (11 Departments).

Among non-Department agencies, 73 out of 75 (about 97 percent) had at least one of the above Action Plans. Thirty-eight agencies had an Aboriginal and Torres Strait Islander Action Plan; 40 agencies had a Reconciliation Action Plan; and 27 agencies had a Cultural and Linguistic Diversity Action Plan.

Considering together 93 APS Departments and other agencies, about 98 percent had at least one of the above Action Plans.

Table 3: Number of agencies with RAPs and Aboriginal and Torres Strait Islander Action Plans

	2017			2018		
	RAP	Aboriginal and Torres Strait Islander Action Plan	Other	RAP	Aboriginal and Torres Strait Islander Action Plan	Other
Departments	18	14	11	15	15	9
APS Agencies	40	38	27	40	43	21

Indigenous employment targets

In 2018, the APS Agency Survey showed that 100 percent of the 18 Commonwealth Government Departments reported that they had an Indigenous employment target. The mean average of these targets was 4.2 percent, the mode average was 2.5 percent, and the targets ranged between 2.5 percent (multiple Departments) and 17 percent (PM&C).

Although all APS agencies have Indigenous employment targets,²⁹ not all agencies self-report that a target exists for their agency. Among non-Department agencies, 44 out of 77 reported that they had an Indigenous employment target (about 57 percent of these agencies). The average of these targets was 2.7 percent, and the target averages ranged between 1.9 percent (Defence portfolio non-Department agencies) and 19 percent (PM&C portfolio non-Department agencies).

Considering together 95 APS Departments and other agencies, 62 reported that they had a target and the average target was 3.1 percent.

In 2017, 16 (or about 89 percent) of the 18 Commonwealth Government Departments reported that they had an Indigenous employment target. The average of these targets was 3.9 percent and the targets ranged between 2.5 percent (multiple Departments) and 17 percent (PM&C).

Among non-Department agencies, 44 out of 77 reported that they had an Indigenous employment target (about 57 percent). The mean average of these targets was 2.7 percent, the mode average was 2.5 percent and the target averages ranged between 1.9 percent (Defence portfolio non-Department agencies) and 19 percent (PM&C portfolio non-Department agencies).

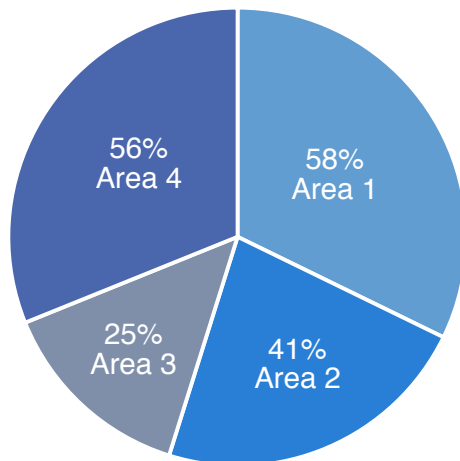
Considering together 93 APS Departments and other agencies, 63 reported that they had a target and the average target was 3.2 percent.

²⁹ Department of the Prime Minister and Cabinet, 2018. *Indigenous Representation in the Commonwealth Public Sector*. Accessed 5 November 2018. Available at: <<https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector>>.

Actions most and least implemented overall

The following data about the actions most and least implemented overall was extracted from the scan of Aboriginal and Torres Strait islander employment strategies available at **Appendix C**:

Figure 10: Agency initiatives by Strategy focus area



Area 1: Expand the range of Indigenous employment opportunities
Area 2: Invest in developing the capability of Indigenous employees
Area 3: Increase the representation of Indigenous employees in senior roles
Area 4: Improve awareness of Indigenous culture in the workplace

The scan revealed that over half of the agencies had initiatives or programs targeting Areas 1 and 4. Around 40 percent had programs targeting Area 2. The least implemented area overall was Area 3, with only a quarter of the agencies implementing initiatives in this area. Notably, 37 agencies had implemented initiatives in all four focus areas, including all 20 Departments.

Of the 38 agencies that had implemented initiatives under Area 3, 37 had implemented initiatives across all four areas. The only agency which did not have initiatives in all areas but did have an action for Area 3 was an Aboriginal Land Council. This suggests that agencies may be more likely to implement initiatives in Areas 1,2 and 4 before implementing initiatives in Area 3.

Data from the APS Agency Survey echoed these findings. Whilst only containing data from APS agencies, the survey showed that agencies were most likely to implement actions under Areas 1 and 4, and least likely to implement actions under Area 3.

Through the APS Agency Survey in 2017 and 2018, agencies were asked to rate their level of implementation across the four Strategy areas. Ratings levels were given according to the following scale:

1. Practices are applied inconsistently or unskillfully and have a poor level of acceptance.
2. Practices are performed and managed with some skill and consistency, and a focus on compliance.
3. Practices are defined, familiar, shared and skillfully performed.
4. Practices are embedded and seen as part of daily work and as adding real value to work.
5. Practices are continuously improved and leveraged for organisational outcomes.

The below table compares the average ratings by portfolios, departments and agencies of their level of implementation of initiatives across the four Strategy areas in 2017 and 2018.

Table 4: Rating of agency implementation of initiatives across the four Strategy areas

	2017		2018	
Area 1: Expand the range of Indigenous employment opportunities	Portfolios	2.4	Portfolios	2.5
	Departments	2.9	Departments	3.1
	Agencies (non-Department)	2.3	Agencies (non-Department)	2.4
Area 2: Invest in developing the capability of Indigenous employees	Portfolios	2.5	Portfolios	2.6
	Departments	2.9	Departments	3.1
	Agencies (non-Department)	2.4	Agencies (non-Department)	2.4
Area 3: Increase the representation of Indigenous employees in senior roles	Portfolios	2.0	Portfolios	2.0
	Departments	2.3	Departments	2.2
	Agencies (non-Department)	1.9	Agencies (non-Department)	1.9
Area 4: Improve awareness of Indigenous culture in the workplace	Portfolios	3.0	Portfolios	2.9
	Departments	3.4	Departments	3.2
	Agencies (non-Department)	2.9	Agencies (non-Department)	2.9

Examples of good practice agency initiatives

From interviews with agency representatives, and scans of RAPs and annual reports, the following programs and initiatives were provided as examples of good practice.

Department of Foreign Affairs and Trade (DFAT) Indigenous Taskforce

Formed in 2004, DFAT's Indigenous Taskforce (ITF) is a unique forum which was developed through a partnership between the department's Indigenous Employees Network (IEN) and the Departmental Executive. Meeting three times a year, it provides a formal consultation mechanism for the IEN to participate in strategic decision-making and make recommendations on departmental policies and programs impacting on Aboriginal and Torres Strait Islander staff, with support provided from the SES Indigenous Champion and IEN-nominated senior level Advocates.

The purpose of the ITF is to ensure the Department's Aboriginal and Torres Strait Islander employee voices are strongly heard in shaping the department's strategic responses. As a governance mechanism, the ITF oversees implementation of various strategies including the Department's Indigenous Recruitment and Career Development Strategy and the RAP.

Yarning Circles

A range of examples of different types of 'yarning circles' were provided as examples of good practice in improving awareness of Indigenous culture in the workplace.

DFAT runs yarning circles with Deputy Secretaries and junior Aboriginal and Torres Strait Islander employees. These yarning circles give Aboriginal and Torres Strait Islander employees the opportunity to share their experiences and challenges,

particularly around adapting to life in Canberra and the public service. They also assist in building open relationships and understanding between Aboriginal and Torres Strait Islander employees and senior leaders.

The National Health and Medical Research Council holds Yarning Sessions to provide non-Indigenous staff with the opportunity to ask an Indigenous facilitator a question or topic that they would like to explore or seek clarification on. The Yarning Sessions provide staff with a culturally safe environment to discuss the 'undiscussables' and contribute to a greater understanding and respect of cultural differences and needs, and how to apply this understanding in their various roles.

Treasury Indigenous secondee initiative

Treasury Human Resources team secured funding to engage an Indigenous secondee for six months to assist in driving senior leadership and commitment on Aboriginal and Torres Strait Islander employment and developing an Aboriginal and Torres Strait Islander employment strategy. The secondee provided practical support to build the capability of the team and played an important role in advocating for senior leadership and commitment to implementing actions.

Australia Post Emerging Leaders Program

In response to an internal push by Aboriginal and Torres Strait Islander employees to undertake qualifications to improve their choice and mobility in the workforce, Australia Post created the Emerging Leaders Program. The program supports employees to achieve their Certificate IV in Leadership and provides targeted culturally sensitive mentoring and coaching. The program was successful with 20 out of a cohort of 21 completing their Certificate IV qualification in 2018.

Australian Defence Force Entry-Level Programs

The Australian Defence Force offers various programs to Aboriginal and Torres Strait Islander people to prepare them for a role with Defence. The Indigenous Pre-Recruit Program is a six-week residential program held at the Kapooka Army base in Wagga Wagga, New South Wales. The program focuses on physical fitness, character development, and cultural appreciation. Participants come from all over Australia. Upon completion, members undertake recruit training with the Navy, Army or Air Force before commencing employment.

Defence also offers the Defence Indigenous Development Program for Army or Navy. The five-and-a-half-month residential training program is for young Aboriginal and Torres Strait Islander adults who may be challenged in reading and writing, or fitness. The course offers training in language, literacy and numeracy; military skills; physical fitness; Vocational Education and Training; cultural appreciation; and leadership and character development. Participants are paid to complete the course.

Department of Prime Minister and Cabinet Work Exposure in Government Program

The Work Exposure in Government (WEX) program provides an opportunity for Aboriginal and Torres Strait Islander students in Years 11 and 12 from around Australia to go to Canberra for five days to learn about careers in the Australian Government.

The program involves a series of activities and events designed to showcase career options available in the Australian public service, such as meeting senior government officials, touring Parliament House, and a Careers Expo.

Supported by the Department of the Prime Minister and Cabinet, in 2018 the career expo brought together 18 government departments and agencies to provide advice and information to the Aboriginal and Torres Strait Islander students. At the expo, students learn about potential career pathways and government Aboriginal and Torres Strait Islander recruitment programs.

Aboriginal and Torres Strait Islander employee workshops and conferences

A number of agencies identified the importance of Aboriginal and Torres Strait Islander Employee workshops and conferences to increasing the capability of and improving the employment experiences of Aboriginal and Torres Strait Islander employees.

The Department of Education and Training holds an annual Aboriginal and Torres Strait Islander Employee Workshop which is accompanied by a job shadowing opportunity with a member of the Senior Executive Service. The workshop themes change each year, but explore topics that support career development of Aboriginal and Torres Strait Islander and support to assist the Department to retain them. Feedback from a previous workshop was positive with participants appreciating the ability to network and collaborate.

The Department of Agriculture and Water Resources also committed in their RAP to holding a national conference for Aboriginal and Torres Strait Islander employees every two years. The 2018 conference program included presentations and speeches from senior leaders and provided opportunities for Aboriginal and Torres Strait Islander employees to ask questions and learn more about career development opportunities.

Face to face cultural competence training

A number of agencies identified the value of face to face cultural competence training, particularly for managers of Aboriginal and Torres Strait Islander employees.

The Department of Health runs the *Cultural Appreciation Program* which is an internally facilitated program delivered to staff to build their knowledge and appreciation of Aboriginal and Torres Strait Islander perspectives, history, diversity and culture. The current Department of Health RAP sets a target of 50 percent of all staff participating in the *Cultural Appreciation Program* and there has been a focus on ensuring all senior staff complete the program.

The Torres Strait Regional Authority also has cultural competence training run by local elders and cultural practitioners. This training provides real scenarios on local needs and events, and practical training on cultural expectations. An important aspect of the training is the relationship it builds with the local people who can be used as contact points for the community, and it also assists the local economy.

How has the Strategy been implemented? Focusing on the key action areas:

- **Expand the range of Indigenous employment opportunities.**
- **Invest in developing the capability of Indigenous employees.**
- **Increase the representation of Indigenous employees in senior roles.**
- **Improve awareness of Indigenous culture in the workplace.**

This question considers the number and nature of actions taken and initiatives implemented under the Strategy. Data was primarily drawn from stakeholder interviews and focus groups and the APS Agency Survey to address this question.

Key Findings:

Action areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace) were most commonly prioritised by agencies. Evaluation participants agreed that greater focus is needed on increasing representation of Aboriginal and Torres Strait Islander employees at senior levels (action area 3). Strategy implementation was not a priority for small agencies.

APS Agency Survey data indicated that a number of agencies report that they are undertaking actions to build culturally competent and unbiased recruitment panels, use affirmative measures, implement Indigenous talent management strategies and develop the capability of Indigenous employees.

There were mixed views on the target of three per cent Indigenous representation across the Commonwealth public sector. Overall there was general support for the target, but some evaluation participants felt that it had unintended consequences of skewing the focus towards recruitment rather than retention of Aboriginal and Torres Strait Islander employees.

Key enablers of successful implementation of actions under the Strategy included strong senior commitment and leadership, Indigenous Employee Networks, RAP commitments, manager commitment and cultural competence, human resources support and connection to agency priorities. Barriers to successful implementation of actions under the Strategy included capacity and resources, ASL caps, agency readiness to employ and support Aboriginal and Torres Strait Islander people and perceptions about the lack of suitable Indigenous candidates for specific roles. Overall, evaluation participants felt that the Strategy was a useful catalyst of public sector wide commitment to Indigenous employment but that other factors such as senior leadership and RAP commitments were more significant drivers of activity.

Outlined below are the findings against each of the following measures:

- Types of actions undertaken under the four Strategy action areas.
- Extent to which each of the four action areas was a priority across the public sector.
- Extent to which the target of three per cent Indigenous representation influenced agency decision-making.
- Key factors affecting successful implementation of actions under the Strategy.

- Overall progress towards expanding the range of Indigenous employment opportunities.
 - Recruitment measures used.
 - Ways to build culturally competent and unbiased recruitment panels.
 - Number of diversity champions.
- Overall progress towards investing in developing the capability of Indigenous employees.
 - Talent management strategies which focus on Indigenous talent.
 - Representation of Indigenous staff needs in agency learning and development plans.
 - Developing capability by Indigenous status.
 - Understanding of development needs by Indigenous status.
- Overall progress towards increasing representation of Indigenous employees in senior roles.
 - Steps taken to increase SES diversity.
 - Number and percentage of Indigenous SES.
 - Intention to leave the APS by Indigenous status including reason.
 - Job satisfaction by Indigenous status.

Types of actions undertaken under the four Strategy action areas

Actions taken by agencies to advance Indigenous employment were drawn from:

- interviews with agency representatives and key informants,
- focus groups,
- a scan of RAPs, annual reports, Aboriginal and Torres Strait Islander Employment Strategies, and
- APS Agency Survey data.

Actions identified from these data sources are listed in the table below under the four action areas:

Table 5: Types of actions undertaken under the four action areas

Area 1: Expand the range of Indigenous employment opportunities	Area 2: Invest in developing the capability of Indigenous employees
<ul style="list-style-type: none"> • Specialised targeted recruitment by Indigenous recruitment agencies • Using affirmative action measures • Participation in APS-wide programs including the Indigenous Australian Graduate Development Program (IAGDP), Australian Government Indigenous Graduate Recruitment Program (AGIGRP) and Indigenous Apprenticeship Program (IAP) • Cadetship/apprenticeship/entry level programs • Graduate programs • Internships / work experience • Engagement with universities/schools to raise awareness of careers in APS available 	<ul style="list-style-type: none"> • Mentoring programs, including the APS Mentoring program • Scholarships for ongoing development opportunities • Shadowing opportunities • Development and leadership programs • Training programs • Private sector secondments • Participation in Aboriginal and Torres Strait Islander employee forums / conferences • Professional networking opportunities • Resume and application writing training • APS5/6 Career Development Working Group

<ul style="list-style-type: none"> • Career fairs / expos • Advertising jobs in Indigenous media • Indigenous merit register • Identified positions • Specialist Indigenous Employment Advisors • Dedicated HR staff/team responsible for increasing recruitment of Aboriginal and Torres Strait Islander employees • Flexible work arrangements (to allow staff to remain in Community) 	
Area 3: Increase the representation of Indigenous employees in senior roles	Area 4: Improve awareness of Indigenous culture in the workplace
<ul style="list-style-type: none"> • Targeted Indigenous SES recruitment – use of affirmative measures • Merit list for SES positions • Embedding career progression in performance management for Aboriginal and Torres Strait Islander employees • Participation in APS-wide development programs including the Australian Government Indigenous Lateral Entry Program (AGILE) and exELerate programs. • Targeted development initiatives including the Atlantic Fellows Program and Emerging Indigenous Executive Leaders Program • Career coaching workshops • Talent management programs • Head hunting Aboriginal and Torres Strait Islander people for senior roles 	<ul style="list-style-type: none"> • Indigenous employee networks • Cultural awareness training and resources • Exit survey questions on experiences of Aboriginal and Torres Strait Islander employee experiences – to inform improvements • Participation in interagency forums to share knowledge and resources • RAP actions and implementation committees • Initiatives to encourage and make it easier for Aboriginal and Torres Strait Islander people to self-identify. • Participation in the Jawun program. • NAIDOC / reconciliation week events • Cultural leave arrangements. • Training / capacity building of managers of Aboriginal and Torres Strait Islander staff • Indigenous Champions • Indigenous artwork in office spaces • Acknowledgement of traditional owners i.e. in email signatures, plaques, before meetings. • Yarning sessions / cultural discussions • Evaluation/audit of level of cultural safety

Extent to which each of the four action areas was a priority across the public sector

Evaluation participants generally felt that Aboriginal and Torres Strait Islander employment is a priority across the public sector. However, participants from small agencies in particular felt that Aboriginal and Torres Strait Islander employment was not a priority and was overridden by other competing priorities.

Most participants identified expanding the range of Indigenous employment opportunities (action area 1) as the highest priority for their agency, followed closely by improving the awareness of Indigenous culture in the workplace (action area 4). Many participants felt that it was important to pursue all four action areas simultaneously as they were complementary and all relevant to agency goals relating to Aboriginal and Torres Strait Islander employment. Most participants also identified a critical link between improving the awareness of Indigenous culture in the workplace and the other priority areas as they felt cultural competency across agencies was central to improving employment experiences and retaining for Aboriginal and Torres Strait Islander employees.

All participants strongly agreed that it was important that the Commonwealth public sector prioritise increasing representation of Aboriginal and Torres Strait Islander employees at senior levels (action area 3). However, they felt that this was more likely to be a focus in the future once they had increased the number of Aboriginal and Torres Strait Islander employees, developed their capability (action area 2) and consequently widened the pool of employees available to progress into senior roles.

Participants from agencies that had either met or exceeded their target and/or were further progressed in implementing Indigenous employment initiatives identified retention and increasing the representation of Indigenous employees in senior roles and as their highest priority. In contrast, participants from agencies that were still working towards their target and/or were not as progressed in implementing Indigenous employment initiatives were more likely to identify expanding the range of employment opportunities as their highest priority during the Strategy and for the immediate future.

Extent to which the target of three percent Indigenous representation influenced agency decision-making

There were mixed views on the influence of the target of three percent Indigenous representation. Overall, those consulted felt that existence of a target was helpful in focusing attention on Aboriginal and Torres Strait Islander employment as a priority and driving behavioral change within the sector.

Some evaluation participants felt that the target was useful as it was a tangible metric that could be used to leverage commitment at senior levels to implement actions. However, evaluation participants also felt that a flat target was a blunt instrument that had unintended consequences of skewing the focus of Indigenous employment initiatives towards recruitment and supporting a “bums on seats” mentality.

For agencies that had either met or exceeded their target and/or were further progressed in their implementation of Indigenous employment initiatives, the target was perceived to be less important to decision making than internal commitments. There was general support from these participants for more sophisticated targets at

each level/classification especially for SES. In contrast, participants from agencies that had not yet met their target felt that the target had significantly influenced their actions relating to Aboriginal and Torres Strait Islander employment.

Participants from smaller agencies noted that the target was less relevant to their agency as they would only need to employ very few people (one or two in some cases) to meet their target. They also noted that the target was aspirational given the limitation of Average Staffing Level Caps (ASL) caps on their ability to recruit staff, and supported the introduction of portfolio targets rather than individual agency-level targets.

Key factors affecting successful implementation of actions under the Strategy

Agency capacity and resourcing

Most evaluation participants identified agency capacity and resourcing as one of the most significant influences on their successful implementation of actions under the Strategy. The influence of capacity and resourcing was expressed in terms of both the external pressures of ASL caps, and internal pressures of limited budget and resources available to drive implementation of actions.

ASL caps were consistently identified as a barrier to implementing the Strategy priority of expanding the range of employment initiatives, as they effectively limit the number of employees that can be recruited. Some participants also felt that ASL caps contributed to ambivalence about targeted recruitment activities in agencies. In the context of limited opportunities to recruit for new positions, agencies felt targeted recruitment and use of affirmative measures were de-prioritised.

Participants from smaller agencies felt they were particularly affected by capacity and resourcing, especially because of the lack of staff and infrastructure available to implement Strategy actions. As interview participants expressed:

“We are a small agency, so our HR area also looks after privacy, security, and a bunch of other things. We simply don’t have the resources to take action under the Strategy.”

“Our money has to go to operations, and the ability for our operational staff to step away from their day to day work and focus on Indigenous employment is limited.”

Participants from larger agencies noted the positive influence of resources such as dedicated Human Resources staff and/or teams working on Aboriginal and Torres Strait Islander employee recruitment and retention on driving implementation of actions under the Strategy. However, some participants also noted the challenges in large agencies of ensuring that capacity and resources are channeled into a co-ordinated approach to achieve the best results. This was particularly noted in agencies with many disparate divisions (e.g. separate policy and operation/service delivery divisions).

Relevance of Strategy and actions to agency priorities

Evaluation participants frequently referred to the impact of other competing priorities on agency efforts to implement actions under the Strategy.

Many participants from both large and small agencies referred to the difficulty in prioritising and improving outcomes in a range of diversity areas, such as gender and disability, and Indigenous employment simultaneously.

Participants also noted that small agencies and/or agencies less advanced in their efforts on Indigenous employment were less likely to prioritise implementation of actions under the Strategy. This was often because they saw these as detracting from core business and not relevant to the overall priorities and objectives of their agency. If any actions were implemented by these agencies, participants noted these were generally actions around building cultural awareness, particularly the Jawun Secondment Program, or other actions that were not resource intensive.

In contrast, participants felt that larger agencies or agencies with a service delivery or community focus were more likely to implement a range of actions under the Strategy as these were well aligned with their core business and priorities. These agencies were more likely to implement a range of actions across all Strategy action areas.

Some participants also felt that agencies prioritised implementation of their Reconciliation Action Plan over the Strategy. In particular, participants from non-APS agencies compared to APS agencies were more likely to identify their agency's RAP as a key driver of actions relating to Aboriginal and Torres Strait Islander employment. Although the Strategy often aligned with agency RAPs, other areas including procurement were prioritised and as a result, participants often felt there was a lesser focus on employment.

Agency readiness to employ and support Aboriginal and Torres Strait Islander people

Many evaluation participants referred to the impact that agency culture and readiness to employ and support retention of Aboriginal and Torres Strait islander people had on successfully driving implementation of the Strategy.

All participants emphasised the importance of supportive and committed senior leaders and champions and felt that this was central to agency successes under the Strategy. Similarly, some participants referred to the positive impact of embedding responsibility for implementation of actions relating to Aboriginal and Torres Strait Islander employment across different divisions of the agency rather than solely in Human Resources. It was acknowledged that in agencies where this responsibility was concentrated in Human Resources, it was more difficult to build a culture of willingness and readiness to implement actions relating to the Strategy.

Aboriginal and Torres Strait Islander focus group and interview participants identified the negative impacts of what they perceived was a "commitment gap in middle management." Participants used this term in reference to direct managers or supervisors, eg. those at the EL1/EL2 level rather than SES level and above. This was explained as a perceived gap between the clear commitment and support for Aboriginal and Torres Strait Islander employment by SES level leaders in agencies and the commitment of managers at the EL1/EL2 level who interact with employees and influence everyday employment experiences. An example was provided of an unsuccessful IAGDP placement where the employee's manager was not provided with sufficient training and support to understand that extended periods of leave may be necessary to ensure a person is able to fulfil cultural duties and expectations.

Aboriginal and Torres Strait Islander participants felt that the cultural competency by middle managers and their commitment to developing and retaining Aboriginal and Torres Strait Islander employees was one of the most decisive factors in their successful career development and willingness to stay in the public sector.

This was echoed by some interview participants who felt that engagement with cultural awareness training was often very superficial and that many managers lacked experience and competency in interacting with and managing Aboriginal and Torres Strait Islander people. As one interview participant stated:

“To reach (the target of) 2.5 percent - I could hire the people I need to meet it in the next 4 weeks, but by June next year they all would have left because I don’t think we are ready to support them.”

Some participants felt that this lack of cultural awareness was a barrier to successfully implementing the Strategy as it contributed to ambivalence among managers towards employing Aboriginal and Torres Strait Islander people, particularly conducting targeted recruitment activities and using affirmative action measures. As one interview participant expressed:

“I would like to do affirmative action hires at EL2 and SES levels, but there is a lot of concern about this because of misinformation and the perception that this only lowers the bar rather than keeping the bar the same but opening it up to a larger pool.”

Perception of suitability of Aboriginal and Torres Strait Islander candidates for specific roles

The perception that there is a limited supply of Aboriginal and Torres Strait Islander people with the right skills and experience available to meet the demand from the public sector was frequently referenced as a barrier to successful implementation of actions under the Strategy.

In particular, participants from specialised agencies referred to perceived challenges in recruiting Aboriginal and Torres Strait Islander people with Science, Technology, Engineering and Mathematics (STEM) or other specialised qualifications. Participants also referred to the challenges presented by majority of public sector roles being based in Canberra, and felt that this was a disincentive to many Aboriginal and Torres Strait Islander people taking up public sector roles as it required them to re-locate from their families and communities. Many participants reported difficulties in sourcing suitable candidates through APS wide programs that had the relevant skills and background to meet their agency’s needs.

Some interview participants felt that the lack of suitable Aboriginal and Torres Strait Islander candidates was particularly influential on agency efforts to recruit senior/SES level employees. They perceived that there was such a small pool of suitable Aboriginal and Torres Strait Islander candidates at these levels that any success in recruitment by one agency was usually at the expense of another agency and had no impact on increasing the number of Aboriginal and Torres Strait Islander employees at these levels.

Clarity of Strategy governance, leadership and accountability

Some participants expressed concern about the clarity of responsibilities, governance and accountability under the Strategy and felt this affected their implementation of

actions under the Strategy. In particular it was noted that smaller agencies are not always aware of what actions they are required to take under the Strategy, reporting requirements, and the consequences of not undertaking actions. Aboriginal and Torres Strait Islander evaluation participants also expressed their concern that the strategy lacked “teeth” and did not go far enough to hold agencies accountable if they did not implement any actions.

Participants referred to the clearer governance and accountability requirements specified by Reconciliation Australia for RAPs and felt that a similar approach for the Strategy would be useful for driving implementation of actions.

Contribution of the Strategy

Most participants agreed that although the Strategy was a useful symbol of a public-sector wide commitment to Indigenous employment, it did not have a significant impact on agency actions.

Some participants noted that the Strategy was useful for securing senior commitment to, and leadership on, Aboriginal and Torres Strait Islander employment as it highlighted this as a priority across the public sector. Many participants also noted that it was useful as a reference point for setting high-level goals and provided a guide for agencies, but overall did not agree that it had influenced their initiatives and planned initiatives relating to Indigenous employment. It was again acknowledged that agency RAPs were often more influential on decision-making and actions than the Strategy.

Overall progress towards expanding the range of Indigenous employment opportunities:

Recruitment measures used

All Departments and other APS portfolio agencies

In 2018, APS Departments and other agencies recruited 451 employees using either Identified Indigenous Positions or Affirmative Measures-Indigenous initiatives.³⁰ This was a 205 percent increase on recruitment in 2017 using Identified Indigenous Positions initiatives (148 employees), and over eight times greater than recruitment in 2015 (47 employees) using Identified Indigenous Positions initiatives.

Recruitment using these initiatives by APS Departments and other agencies considered together has been increasing. Each APS Department and other agency recruited using these initiatives an average of 6.3 positions in 2018, 3.5 in 2017, and 3.3 in both 2016 and 2015.

Departments

In 2018, APS Departments recruited 683 employees using either designated Identified Indigenous Positions or Affirmative Measures-Indigenous initiatives. This was a 126 percent increase on recruitment in 2017 using Identified Indigenous Positions

³⁰ There are two different recruitment measures departments or agencies can use in relation to Indigenous employment. Identified Indigenous Positions are positions with specific selection criteria/job requirements that signify that the role has a strong involvement in issues relating to Aboriginal and Torres Strait Islander positions but are open to all eligible applicants. Affirmative Measure positions are positions open only to Aboriginal and Torres Strait Islander applicants.

initiatives (302 employees), and over 13 times greater than the level of recruitment in 2015 (47 employees) using Identified Indigenous Positions initiatives.

Recruitment using these initiatives by APS Departments has been significantly increasing. Each APS Department recruited using these initiatives an average of 25.1 positions in 2018, 8.2 in 2017, and 2.6 in both 2016 and 2015.

Other APS portfolio agencies

In 2018, APS portfolio agencies (not including Departments) recruited 397 employees using either designated Identified Indigenous Positions or Affirmative Measures-Indigenous initiatives. This was about a four percent decrease on recruitment in 2017 using Identified Indigenous Positions initiatives (412 employees), but about a 42 percent increase on recruitment in 2015 (280 employees) using Identified Indigenous Positions initiatives.

Recruitment using these initiatives by APS portfolio agencies has been slowly decreasing. Each APS agency (not including Departments) recruited using these initiatives an average of 2.0 positions in 2018, 2.3 in 2017, 3.4 in 2016 and 3.5 in 2015.

Non-APS agencies

In the 2017 and 2018 non-APS agency survey, agencies were asked what measures they had used in the last 12 months to recruit and / or retain Indigenous Australians. Over the two years, agencies were provided with three options regarding recruitment:

1. Advertise employment opportunities through IndigenousCareers.gov.au.
2. Advertise employment opportunities in Indigenous media (i.e. print, radio).
3. Participate in the Australian Public Service Commission's whole of government Graduate recruitment program.

For each of these three measures, participation decreased from 2017 to 2018. For measure 1, participation decreased from 6 to 5 agencies; for measure 2, from 16 to 12; and for measure 3, from 6 to 4.

In 2018, agencies were also given the option of whether they had advertised a position under Indigenous Affirmative measure or identified Indigenous position. Eleven agencies (or 18.3 percent) confirmed they had used these recruitment measures.

Ways to build culturally competent and unbiased recruitment panels

Culturally competent recruitment panels

In 2018, the majority of APS Departments and other agencies reported that they took steps to ensure recruitment panels were culturally competent (71 took steps and 24 did not). This is an increase compared to 2017, when 59 reported that they took steps and 34 did not.

In 2018, all almost all APS Departments reported that they took steps to ensure recruitment panels were culturally competent (17 took such steps and 1 did not). This is a significant increase compared to 2017, when only a minority of Departments reported that took such steps (8 took steps and 10 did not).

In 2018, the majority of APS other agencies (not including Departments) reported that they took steps to ensure recruitment panels were culturally competent (54 took steps and 23 did not). This is a slight increase compared to 2017, when 51 reported that they took these steps and 24 did not.

In 2017, agencies were asked in the APS Agency Survey what steps they had taken to ensure recruitment panels were culturally competent. Responses included that panel members were provided with cultural competency and awareness training, guidance material is supplied to panel members, a person from the same cultural background as the candidate is put on the panel where possible, and a Human Resources representative may be present. Agencies reported that in some cases, Aboriginal and Torres Strait Islander candidates were provided with the opportunity to provide feedback on the recruitment and selection process.

Unbiased recruitment panels

In 2018, the majority of APS Departments and other agencies reported that they took steps to ensure recruitment panels were unbiased (77 took steps and 18 did not). This is a decrease compared to 2017, when 82 reported taking these steps and 11 did not. In 2018, the majority of APS Departments reported taking steps to ensure recruitment panels were unbiased (15 took such steps and 3 did not). This is a decrease compared to 2017, when 17 reported taking these steps and 1 did not.

In 2018, the majority of APS other agencies reported that they took steps to ensure recruitment panels were unbiased (62 took such steps and 15 did not). This is a decrease compared to 2017, when 65 reported taking these steps and 10 did not.

In the 2017 and 2018 APS Agency Survey, agencies were asked what steps had been taken to ensure recruitment panels were unbiased. Responses indicated that panels were reviewed by Human Resources and/or they sat on the panel, conflict of interest had to be declared, and a diverse representation of panel members was sought. Training was provided by many agencies for panel members on reducing unconscious bias or cultural competency, while others provided general guidance on unconscious bias. Some engaged with an external recruitment provider to further reduce bias.

Diverse panel representation

In 2018, almost all APS Departments and other agencies reported taking steps to ensure recruitment panels had diverse representation of people on the panel (95 took steps and 1 did not). This is an increase compared to 2017, when 90 reported taking these steps and 5 did not.

In 2018, all APS Departments reported taking steps to ensure recruitment panels had diverse representation of people on the panel (18 out of 18 took such steps). This is an increase compared to 2017, when 17 reported taking such steps and 1 did not.

In 2018, almost all APS other agencies (not including Departments) reported taking steps to ensure recruitment panels had diverse representation of people on the panel (77 took steps and 1 did not). This is an increase compared to 2017, when 73 reported taking such steps and 4 did not.

In 2017, agencies were asked what steps they had taken to ensure recruitment panels had a diverse representation. Responses included that panels aimed to have a mix of genders, cultural backgrounds and work history, and an external member or Human Resources representative. For some agencies, a member of the diversity group must be a panel member when affirmative measures are used or, where possible, specifically an Aboriginal and Torres Strait Islander panel member if the candidate is Aboriginal and Torres Strait Islander.

Number of diversity champions

All Departments and other APS agencies

In 2018, the majority of APS Departments and other agencies had active SES champions for diversity or inclusion (82 Departments and agencies had SES champions and 13 did not). Among all 95 APS Departments and agencies there were 318 SES champions, which was an average of 3.9 SES champions per agency.

Departments

In 2018, all APS Departments had active SES champions for diversity or inclusion (18 Departments had champions). Among the 18 APS Departments there were 116 SES champions, which was an average of 6.4 SES champions per Department.

Other APS portfolio agencies

In 2018, the majority of APS other agencies had active SES champions for diversity or inclusion (64 agencies had SES champions and 13 did not). Among all 95 APS other agencies there were 202 SES champions, which was an average of 3.2 SES champions per agency.

Non-APS agencies

In the 2018 non-APS agency survey, 25 agencies out of 60 responded that they had an Indigenous and/or Diversity Champion, accounting for 41.7 percent of non-APS agencies.

Overall progress towards investing in developing the capability of Indigenous employees:

Talent management strategies which focus on Indigenous talent

In the 2018 APS Agency Survey, departments and agencies were asked to describe the focus of their formal talent management strategy. Responses, though generally not specific to Indigenous recruitment, included strength mapping, leadership development, formal talent assessment and succession planning, and an executive talent management program or register. Some only offered their talent management strategies to ELs and above. Only one agency identified that they were targeting Indigenous cohorts as part of their strategy.

Representation of Indigenous staff needs in agency learning and development plans

In the 2018 APS Agency Survey, agencies and departments were asked how they ensure diversity groups are represented or included in learning and development programs. Regarding the needs of Aboriginal and Torres Strait Islander staff, agencies responded that online training is provided which is culturally sound; cultural days are taken into consideration; Indigenous-specific learning and development such as the Certificate IV in Indigenous leadership are provided; and that Indigenous-specific scholarship programs are offered. Given the broad nature of the question asked, agencies also responded that training and development plans are adapted to the individual's needs and learning preferences.

Developing capability by Indigenous status

The APS Employee Census asked three questions relating different aspects of developing capability including performance management, career plans, and opportunities for career capability development. A question was also asked in the non-APS survey.

In the 2015, 16, 17 and 18 APS Employee Census, a question asked respondents if their overall experience of performance management in their agency had been useful for their development. In 2018, just under half of all respondents agreed with this, which was an increase from 2015 when 42 percent of respondents agreed.

In 2018, Indigenous respondents were more likely than non-Indigenous respondents to agree (56 and 47 percent respectively). This was an increase for both groups compared to all three previous years (2015: Indigenous 50 percent and non-Indigenous 43 percent). In 2018, Indigenous respondents were less likely than non-Indigenous respondents to disagree (18 and 22 percent respectively). This was similar to the responses in all three previous years (2015: Indigenous 19 percent and Non-Indigenous 25 percent).

In the 2018 APS Employee Census, this question asked respondents if their immediate supervisor discusses respondent's career plans. In 2018, the majority of respondents agreed (57 percent). Indigenous respondents were slightly more likely than non-Indigenous respondents to agree (58 and 56 percent respectively). Indigenous and non-Indigenous respondents were equally likely to disagree (19 percent).

In the 2018 APS Employee Census, a question asked respondents if their immediate supervisor provides them with opportunities to develop relevant capabilities for their career. In 2018, the majority of respondents agreed (63 percent). Indigenous and non-Indigenous respondents were equally as likely to agree (63 percent). Indigenous respondents were slightly more likely than non-Indigenous respondents to disagree (16 and 14 percent respectively).

In the 2017 and 2018 non-APS survey, agencies were asked what measures they had used in the last 12 months to recruit and / or retain Indigenous Australians. Over the two years, agencies were provided with three options regarding retention:

1. Operate an internal agency-based Indigenous employee network.
2. Provide targeted leadership development opportunities.
3. Provide mentoring and/or coaching to Indigenous employees.

For each of these three measures, participation decreased from 2017 to 2018. For measure 1, participation decreased from 15 to 10 agencies; for measure 2, from 14 to 8; and for measure 3, from 23 to 13.

Understanding of development needs by Indigenous status

In the 2018 APS Employee Census, a question asked respondents if they have a clear understanding of their development needs. In 2018, a majority of respondents agreed (74 percent). This question was not asked in previous years.

In 2018, Indigenous and non-Indigenous respondents were about equally as likely to agree (76 and 74 percent respectively). Indigenous and non-Indigenous respondents were also about equally as likely to disagree (7 percent for both groups).

Overall progress towards increasing representation of Indigenous employees in senior roles:

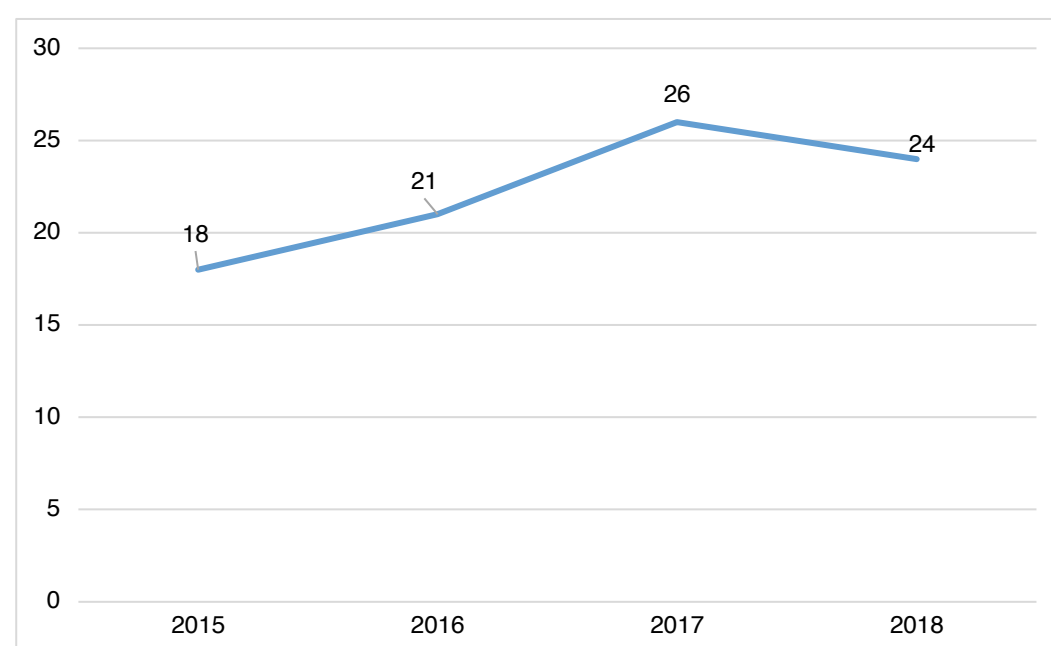
Number and percentage of Indigenous SES

Overall, as a number and percentage, representation of Aboriginal and Torres Strait Islander employees in the SES increased between 2015 and 2018.

As a percentage of total employees, Indigenous SES increased from 0.8 percent in 2015 to 1.0 percent in 2018. Between 2015 and 2018, the percentage of Indigenous SES peaked in 2017 at 1.1 percent (or 26 employees).

The number of Indigenous SES increased from 18 to 24 from 2015 to 2018.³¹

Figure 11: Number of Indigenous SES



Intention to leave the APS by Indigenous status including reason

Four main questions were asked in the APS Employee Census to gauge employees' intention to leave and the reason(s) behind this intention.

In the 2018 APS Employee Census, a question asked respondents whether they would "consider leaving the APS for other job opportunities". Almost half of respondents answered yes to this question (47 percent), with "no" and "unsure" responses being about equal (26 and 27 percent respectively). Indigenous respondents were about as likely as non-Indigenous respondents to answer yes (46 and 47 percent respectively), or no (24 and 26 percent respectively), or unsure (30 and 28 percent respectively).

In the 2018 and 17 APS Employee Censuses, respondents were asked if, in the last 12 months, they had applied for a job outside the APS. In both years a small proportion answered yes (12 percent). In 2018, Indigenous respondents were more likely than non-Indigenous respondents to answer yes (17 and 12 percent respectively). These

³¹ Number of Indigenous SES uses raw numbers. Numbers have not been adjusted to account for missing data. See Data Limitations for further explanation.

proportions were almost exactly the same as in 2017, when Indigenous respondents were also more likely than non-Indigenous respondents to agree (16 and 12 percent respectively).

In the 2018 and 17 APS Employee Censuses, a question asked respondents “which of the following statements best reflects your current thoughts about working for your agency?”. Responses to three relevant statements are in the table below:

Table 6: Survey responses regarding intention to leave the APS

	2017		2018	
	Indigenous	Non-Indigenous	Indigenous	Non-Indigenous
I want to leave my agency as soon as possible.	7%	6%	8%	6%
I want to leave my agency within the next 12 months.	9%	8%	8%	9%
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment.	11%	11%	13%	12%

Responses in both years were similar for Indigenous and non-Indigenous employees.

In the 2018 and 17 APS Employee Censuses, respondents were asked what their primary reason was “behind your desire to leave your agency”. Respondents were asked to select one statement from 12 choices. In 2018 the top five ranked selections for both Indigenous and non-Indigenous respondents were the same. See, table 6 below. In 2018, these selections accounted for 71 percent of Indigenous responses and 68 percent of non-Indigenous responses. These selections were also the top five ranked selections in 2017. In 2017, these selections accounted for 85 percent of Indigenous responses and 84 percent of non-Indigenous responses.

Table 7: Top five selections in 2017 and 2018 (Indigenous and non-Indigenous approximate percentages)

	2017		2018	
	Indigenous	Non-Indigenous	Indigenous	Non-Indigenous
There is a lack of future career opportunities in my agency	26%	30%	23%	26%
I want to try a different type of work or I'm seeking a career change	20%	16%	16%	14%
Other (please specify)	16%	19%	14%	12%
I am in an unpleasant working environment	12%	10%	11%	8%
Senior leadership is of a poor quality	11%	9%	7%	8%

Job satisfaction by Indigenous status

In the APS Employee Census, respondents were asked two questions regarding job satisfaction.

In the 2018 APS Employee Census, a question asked respondents if “considering everything” they were satisfied with their job. About two thirds of respondents agreed with this. In 2018, Indigenous respondents were very slightly less likely than non-Indigenous respondents to agree (67 and 68 percent respectively). Aboriginal and Torres Strait Islander respondents were equally as likely as non-Indigenous respondents to disagree (14 percent for both groups).

In each APS Employee Censuses from 2015 to 2018, respondents were asked if they were satisfied with their “non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)”. In 2018, most respondents agreed with this, but in 2015 the responses were about evenly balanced between agreement and disagreement.

In 2018, Aboriginal and Torres Strait Islander respondents were less likely than non-Indigenous respondents to agree (74 and 77 percent respectively). This was significantly different to the responses in 2015, when Indigenous respondents were more likely than non-Indigenous respondents to agree (54 and 50 percent respectively).

In 2018, Aboriginal and Torres Strait Islander respondents were more likely than non-Indigenous respondents to disagree (13 and 11 percent respectively). This was similar to the responses in 2015, when Aboriginal and Torres Strait Islander respondents were also more likely than non-Indigenous respondents to disagree (24 and 17 percent respectively), with both groups having a higher proportion of disagree responses in that year, compared to 2018.

What should be the focus of a future Strategy?

This question discussed what stakeholders consider to be the priority areas for a future Strategy. Data was drawn from stakeholder interviews and focus groups to address this question.

Key Findings:

Evaluation participants supported the four key action areas but generally agreed that the focus should shift from recruitment related activities (action area 1) to developing capability and increasing representation in senior roles (action areas 2 and 3).

There was general support for the existence of a target to drive accountability. However, most participants supported a more nuanced approach to target-setting, including the introduction of portfolio rather than agency targets and the introduction of targets at each APS classification.

Factors identified as contributing to the success of the Strategy included:

- Indigenous employee networks,
- Senior commitment and leadership, including Indigenous Champions,
- Embedding commitment and responsibility across all agency divisions,
- Partnerships with external organisations,
- Inter-agency networks to allow sharing of knowledge and resources, and
- Face-to-face cultural competency training.

Evaluation participants identified a range of opportunities to improve the Strategy, its implementation and outcomes, including:

- Implementing more structured career development pathways for Aboriginal and Torres Strait Islander employees,
- Increasing cultural competence and commitment to Indigenous employment of all public sector employees by embedding cultural competence into the Integrated Leadership System, and
- Using data more effectively to identify trends in Aboriginal and Torres Strait Islander employee experiences and inform future decision-making.

Supports required by agencies to achieve their Indigenous employment goals include:

- support to develop core cultural competence skills across APS agencies,
- targeted support for small, specialist and regional agencies,
- opportunities for Aboriginal and Torres Strait Islander employees to connect and network,
- co-ordination of engagement with Aboriginal and Torres Strait Islander high-school and university students to generate interest in public sector careers and increase the pool of available potential candidates, and
- greater co-ordination of efforts across agencies by the APSC, including through inter-agency networks.

Outlined below are the findings against each of the following measures:

- Types of actions and initiatives that should continue.
- Success factors.
- Opportunities for improvement.
- Emerging priorities.
- Types of supports required.

Types of actions and initiatives that should continue

Evaluation participants generally agreed that the four key action areas should remain a focus of the Strategy in the future. However, participants felt that the focus should shift from recruitment related activities (action area 1) to developing capability and increasing representation in senior roles (action areas 2 and 3).

Although there were mixed views on the target of three percent Indigenous representation across the Commonwealth public sector, there was general support for the existence of the target as a way to drive action and enforce accountability. However, many participants supported the introduction of a more nuanced target.

Participants from smaller agencies generally supported the introduction of targets set at portfolio rather than agency level. Many participants also generally supported the introduction of identified targets for Indigenous representation at each APS classification, especially representation at senior levels.

There was also support for continuing and expanding APS wide programs, specifically the IAGDP, and APSC run programs including AGILE. Many participants felt these programs were useful as they provided infrastructure and support for agencies to access potential employees they may not otherwise have access to or attract and meet their Aboriginal and Torres Strait Islander employment goals.

Success factors

Indigenous employee networks and active and visible commitment to Aboriginal and Torres Strait Islander employment were consistently identified as the factors most influential to agency success.

Aboriginal and Torres Strait Islander evaluation participants in particular felt that Indigenous employee networks were critical to increasing retention as they provide support, informal mentoring and a safe place to air grievances and develop solutions to challenges faced in the workplace. These networks were especially valued by staff who were new to the public sector and had relocated to Canberra away from their families and communities.

Evaluation participants frequently referred to the importance of senior leadership for driving commitment and action on Indigenous employment. Participants generally felt that Indigenous Champions had a positive influence on commitment to Indigenous employment and acted as an accountability mechanism ensuring implementation of actions under the Strategy.

Participants identified the following characteristics as essential for an effective Indigenous Champion:

- Positional leadership: The Champion has the required level of seniority, delegation and authority to influence change. For example, the Champion is able to set aside budget for actions to influence Aboriginal and Torres Strait Islander employment.
- Personal motivation: The Champion has a personal story/reason for their commitment to Aboriginal and Torres Strait Islander employment and communicates this to all staff, especially Aboriginal and Torres Strait Islander staff.
- Effective working relationship with Human Resources and Indigenous Liaison Officers (ILOs): The Champion regularly engages directly with Human Resources and particularly ILOs and works together with them to implement actions.
- Access and engagement: The Champion has an “open-door” policy for Aboriginal and Torres Strait Islander staff, regularly engages with them and listens to their feedback on agency commitment and activities.

Evaluation participants also identified the benefits of having Human Resources staff and/or teams dedicated to working on Aboriginal and Torres Strait Islander employment as they develop expertise on what does and does not work and provide support across the agency with recruitment and retention. However, many participants agreed that the greatest successes in this area resulted from embedding commitment to and responsibility for Aboriginal and Torres Strait Islander employment across the organisation rather than placing all of the responsibility on Human Resources.

Examples were provided of successes achieved through embedding commitments to increase Aboriginal and Torres Strait Islander employment opportunities in internal divisional plans, corporate plans and performance reports. Success was also most likely to be achieved through internal RAP implementation committees which were made up of senior staff from all parts of different agencies and held each part of the agency accountable for actions under the agency RAP.

Other success factors identified by evaluation participants included:

- Partnerships with other organisations that provide access to potential Aboriginal and Torres Strait Islander employees, including Indigenous recruitment agencies and organisations like CareerTrackers.
- Mandatory face-to-face cultural competency training for managers.
- The existence of a RAP and RAP implementation committee.
- Inter-agency networks that allow sharing of knowledge and resources on what does and doesn't work.

Opportunities for improvement

Evaluation participants identified a range of opportunities to improve the Strategy, its implementation and outcomes including:

- Greater and more structured engagement and programs with Aboriginal and Torres Strait Islander high-school and university students to promote public sector employment and generate interest from students with specific specialist skills required by some agencies e.g. STEM, finance, accounting.

- Implementing more structured career development pathways for Aboriginal and Torres Strait Islander employees, with appropriate capability and supports at all levels.
- Promoting greater accountability for increasing Aboriginal and Torres Strait Islander representation at senior levels through introducing targets at each employment classification.
- Setting targets and goals at portfolio rather than agency level to encourage greater accountability for smaller agencies and leveraging of resources and expertise.
- Flexibility with ASL caps to allow agencies to prioritise recruitment of Aboriginal and Torres Strait Islander employees.
- Increasing cultural competence and commitment to Aboriginal and Torres Strait Islander employment of all public sector employees at all levels by embedding cultural competence in the Integrated Leadership System.
- Embedding cultural safety in recruitment practices and performance management frameworks.
- Identifying gaps or issues unique to each agency which are preventing more or better-quality employment experiences for Aboriginal and Torres Strait Islander people and addressing them e.g. agency culture, myths about what actions can and cannot be implemented.
- Allowing more flexibility for Aboriginal and Torres Strait Islander employees so they are able to work in regional areas outside Canberra, meet family and community responsibilities and/or take up temporary work opportunities outside the public sector without losing their position.
- Ensuring Aboriginal and Torres Strait Islander employees have access to formal mentoring programs and/or supports to assist them in understanding and adapting to the public sector.
- Developing stronger and more active inter-agency networks to allow sharing of knowledge and expertise.
- Using data more effectively to identify trends in Aboriginal and Torres Strait Islander employment experiences, including reasons for separations. Analysis of this data should inform future decision-making to address issues identified.

Emerging priorities

Most evaluation participants agreed that the focus of a future Strategy should be on actions to improve the quality of employment experiences for Aboriginal and Torres Strait Islander employees and consequently improve their retention in the public sector. This includes an increasing focus on a structured approach to developing the capability of Aboriginal and Torres Strait Islander employees and supporting them at all stages of their employment journey to ensure their career development and progression. There was strong support for the importance of creating a culture where Aboriginal and Torres Strait Islander people are supported from the moment they enter the public service to develop and progress their career and advance into senior leadership positions.

Participants from agencies that were more progressed in their commitment to Aboriginal and Torres Strait Islander employment also identified increasing the representation of Aboriginal and Torres Strait Islander employees in senior roles as an emerging priority and future focus. For agencies that were less progressed in achieving their Aboriginal and Torres Strait Islander employment goals, emerging priorities included identifying ways to achieve maximum impact on outcomes from limited

resources and learning from other agencies successes and failures to implement effective actions.

Types of supports required

Evaluation participants suggested a range of supports that would be useful to agencies to assist them to implement the strategy and achieve their Aboriginal and Torres Strait Islander employment goals including:

- Greater co-ordination of efforts across agencies by the APSC, including through inter-agency networks to share resources and best-practice case studies.
- Practical support and guidance for agencies on using targeted recruitment and special measures.
- Targeted support for small agencies, specialist agencies and regional agencies to assist them in de-mystifying employment of Aboriginal and Torres Strait Islander people and developing agency readiness to employ Aboriginal and Torres Strait Islander people.
- Support from the APSC to introduce core mandatory cultural competence requirements for all public sector employees at all levels.
- Opportunities for Aboriginal and Torres Strait Islander employees from across the public sector to connect and enter into formal mentoring arrangements.
- Targeted and co-ordinated engagement with Aboriginal and Torres Strait Islander high-school and University students to generate interest in public sector careers and increase the pool of available potential candidates for agencies, particularly in specialist areas of demand e.g. STEM occupations.

Implications

This section sets out implications for the focus of future efforts to improve Indigenous employment outcomes in the Commonwealth public sector based on the findings of the evaluation.

The evaluation has identified some notable successes in implementation of the Strategy. Key to these is the finding that the target of three per cent Indigenous employment representation across the Commonwealth public sector has almost been achieved. However, the evaluation findings also suggest that progress towards achieving the target is not the sole indicator of good performance in employing, retaining and developing Aboriginal and Torres Strait Islander employees in the Commonwealth public sector and identify a number of areas for improvement in future.

A future Strategy presents the opportunity to build on achievements to date and re-focus the Strategy to ensure it supports better performance across all four key action areas. Consultation with stakeholders clearly indicated that a future Strategy should be positioned to better support retention and career development and progression for Aboriginal and Torres Strait Islander employees. This will require greater emphasis on structured career development pathways, talent management and Aboriginal and Torres Strait Islander employee capability development.

Accordingly, the evaluation findings suggest that a future Strategy should:

- Retain the four key action areas.
- Consider a more complex Indigenous employment target.
- Strengthen Aboriginal and Torres Strait Islander capability development.
- Focus on building Aboriginal and Torres Strait Islander career pathways.
- Consider incentives for agencies to preference recruitment of Aboriginal and Torres Strait Islander people.
- Enhance the role of the APSC in supporting and facilitating Strategy implementation.

Retain the four key action areas

Evaluation participants agreed that the four key action areas are still relevant to agencies and should remain a focus of the Strategy in the future. The evaluation found that the action areas are complementary and together have the potential to orient agencies towards not only increasing Indigenous representation but also ensuring meaningful and positive Indigenous employment experiences. In particular, recognition that improving awareness of Indigenous culture in the workplace and ensuring managers are culturally competent and workplace practices are culturally safe are critical to the success of initiatives under all key action areas.

Although actions have been implemented across all four action areas, most agencies have focused on actions under areas 1 (expand the range of Indigenous employment initiatives) and 4 (improve the awareness of Indigenous culture in the workplace). The evaluation findings make it clear that there are opportunities to improve employment experiences and outcomes for Aboriginal and Torres Strait Islander employees by re-focusing the Strategy to prioritise action areas 2 (invest in developing the capability of Indigenous employees) and 3 (increase the representation of Indigenous employees in senior roles). A focus on developing the capability of Indigenous employees and increasing the representation of Indigenous employees in senior roles is likely to orient

agencies towards retention and career development for Aboriginal and Torres Strait Islander employees.

Consider a more complex employment target

Although the Commonwealth public sector has almost achieved its Indigenous employment target within the specified time frame, its approach to targets is less mature than some jurisdictions.

Given the specific capacity and resourcing issues faced by small agencies, consideration should also be given to setting targets at goals and portfolio rather than agency level. This may encourage greater accountability for smaller agencies by making them accountable to their portfolio leader and facilitate greater leveraging of resources and expertise within portfolios.

Evaluation participants were generally supportive of the NSW approach to employment targets which stratifies the target across each employment classification. Such an approach would require agencies to achieve a certain level of representation at each classification. This would support increasing Indigenous representation at senior levels and driving agency commitment to career development and progression for Aboriginal and Torres Strait Islander employees.

Strengthen Aboriginal and Torres Strait Islander capability development

The evaluation identified clear opportunities for improvement in developing the capability of Aboriginal and Torres Strait Islander employees. Although positive experiences of career development support were reported in the first one or two years in the public sector, evaluation participants felt that the quantity and quality of this support declined once they completed entry level programs.

The future Strategy should guide and encourage agencies to strengthen Aboriginal and Torres Strait Islander capability development all levels. This may include:

- providing supports to assist Aboriginal and Torres Strait Islander employees to understand and adapt to the public sector,
- expanding existing mentoring programs,
- facilitating career development opportunities which give Aboriginal and Torres Strait Islander employees access to a broad range of experience across the Commonwealth Public Sector, and
- increasing opportunities for Aboriginal and Torres Strait Islander employees to connect with and support each other, for example, through formalising internal networks.

Focus on building Aboriginal and Torres Strait Islander career pathways

The evaluation identified a significant gap in support for Aboriginal and Torres Strait Islander employees to progress their careers in the public sector. There was strong support among evaluation participants for initiatives to support Aboriginal and Torres Strait Islander employees from the moment they enter the public service through progression into senior leadership positions.

A future Strategy should aim to ensure agencies implement more structured career development pathways for Aboriginal and Torres Strait Islander employees, with

appropriate capability and supports at all levels. This should include additional support at identified “crux points” – the transitions from APS 6 level to EL1 and from EL 2 to SES. It may also include guidance for Human Resources and managers on ensuring cultural safety in recruitment, career planning and performance management frameworks.

Consider providing resource or other incentives for agencies to preference recruitment of Aboriginal and Torres Strait Islander people

The evaluation found that agency capacity and resourcing was one of the most significant factors affecting successful implementation of the Strategy. In the context of increasing pressure on agencies to reduce staffing levels many evaluation participants felt that Aboriginal and Torres Strait Islander employment objectives were de-prioritised.

Evaluation participants were generally supportive of measures that would incentivise agencies to preference recruitment of Aboriginal and Torres Strait Islander people. These should be considered as a mechanism to increase the number of Aboriginal and Torres Strait Islander employees in the Commonwealth public sector.

Enhance the role of the APSC in supporting and facilitating Strategy implementation

The evaluation findings strongly support an increased and enhanced role for the APSC in supporting and facilitating Strategy implementation. The evaluation found that APSC efforts to support agencies and co-ordinate APS-wide initiatives were generally well received and valued.

To further support successful implementation of the Strategy, the APSC should consider enhancing the support provided to APS agencies, including:

- practical support for APS agencies to help them develop employees’ core cultural competence skills,
- targeted support for small, specialist and regional agencies,
- co-ordination of engagement with Aboriginal and Torres Strait Islander high-school and university students to generate interest in public sector careers and increase the pool of available potential candidates, and
- developing stronger and more active inter-agency networks that facilitate sharing of resources, expertise and best practice.

Appendix A – Evaluation Plan

Evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy

Purpose of this document

This document has been prepared by Inside Policy for the Australian Public Service Commission (APSC) to set out the scope and design of the evaluation of the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy (the Strategy). Specifically, this document outlines the purpose and scope of the evaluation, the key evaluation questions to be answered, data collection methods and data collection tools.

Objective of the evaluation

As outlined in the project plan, the APSC is seeking to:

- evaluate the effectiveness of the Strategy in achieving its Indigenous employment objectives, and
- inform future areas of focus to build Indigenous employment in the Commonwealth public sector.

Scope

In the scope of this evaluation is:

- What contribution, if any, implementation of actions under the Strategy has made to achieving the goal of the Strategy.
- Update and review of information on government-led Aboriginal and Torres Strait Islander employment strategies across Australia prepared for the 2018 evaluation of the NSW Aboriginal Employment Strategy.
- Review and analysis of quantitative and qualitative data held by the APSC.
- Qualitative data collection and analysis through interviews and focus groups.
- Implications for future Commonwealth Indigenous employment initiatives.
- Assessment of agency activities based on desktop review of Indigenous employment strategies and annual reports published by agencies listed at: <https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector>

Outside of the scope of this evaluation is:

- Causation or correlation analysis to distinguish between outcomes achieved by the Strategy and other initiatives.
- Economic evaluation (including return on investment) of the Strategy.
- Evaluation of specific actions or initiatives under the Strategy.
- Collection of new quantitative data.
- Direct engagement with agencies to access unpublished reports or information about Aboriginal employment initiatives.
- Examination of international jurisdiction approaches to Indigenous employment.
- Comprehensive count or assessment of agency-level activities under the Strategy.

Evaluation outputs

The output, or primary deliverable for this project is an evaluation report, which includes:

- A description of the purpose of the evaluation, including its scope, methodology and any data limitations.
- A findings section which includes:
 - results of the qualitative evaluation activities, including interviews and focus groups,
 - results of the quantitative data analysis,
 - assessment of agency progress under the Strategy,
 - summary case studies of agency good practice under the four Strategy action areas, and
 - comparison of Commonwealth progress against other Australian jurisdictions.
- An implications section which outlines the implications of the evaluation findings for future Commonwealth initiatives that aim to build Indigenous employment in the Commonwealth public sector.

The development of this report will be supported by a workshop held with the APSC and key stakeholders to test and validate the findings and implications of the evaluation. Feedback provided during this workshop will be incorporated into the draft evaluation report.

Evaluation questions

The evaluation will answer the following high-level questions:

4. What outcomes have been achieved under the Strategy?
5. How has the Strategy been implemented? Focusing on the four key areas:
 - Expand the range of Indigenous employment opportunities.
 - Invest in developing the capability of Indigenous employees.
 - Increase the representation of Indigenous employees in senior roles.
 - Improve awareness of Indigenous culture in the workplace.
6. What should be the focus of a future Strategy?

The remainder of this evaluation plan is framed around answering these questions.

Evaluation design

This evaluation is both outcome and process in nature. A mixed-method approach using both quantitative and qualitative data will be adopted to inform both the process and outcome aspects of the evaluation. The qualitative data will be triangulated with the quantitative data to answer the evaluation questions.

A summary of the process and outcome elements of the evaluation is below.

Element	Evaluation question	Method
Outcome	What outcomes have been achieved under the Strategy?	Qualitative & quantitative: <ul style="list-style-type: none"> • Comparison of Commonwealth performance against other jurisdictions. • Assessment of agency Indigenous employment strategies and annual reports. • APS Agency Survey. • APS Employee Census. • APS Employment Database.

Element	Evaluation question	Method
Process	<p>How has the Strategy been implemented? Focusing on the four key action areas:</p> <ul style="list-style-type: none"> • Expand the range of Indigenous employment opportunities. • Invest in developing the capability of Indigenous employees. • Increase the representation of Indigenous employees in senior roles. • Improve awareness of Indigenous culture in the workplace. 	<p>Qualitative & quantitative</p> <ul style="list-style-type: none"> • Stakeholder interviews. • Stakeholder focus groups. • APS Agency Survey. • APS Employee Census. • Review of agency Indigenous employment strategies and annual reports.
Process	<p>What should be the focus of a future Strategy?</p>	<p>Qualitative:</p> <ul style="list-style-type: none"> • Stakeholder interviews • Stakeholder focus groups

Data collection matrix

The table below matches each evaluation question to key measures, data collection methods and sources, and data collection tools.³²

Evaluation question	Measures	Method / source	Tool
What outcomes have been achieved under the Strategy?	<ul style="list-style-type: none"> Commonwealth performance compared to other jurisdictions: <ul style="list-style-type: none"> Implementation of Indigenous employment target. Achievement of Indigenous employment target. 	Quantitative: Comparison of Commonwealth performance against other jurisdictions. ³³	Cross-jurisdictional comparison tool .
	<ul style="list-style-type: none"> Achievement of 3 percent Indigenous employment across Commonwealth agencies by 2018 including: <ul style="list-style-type: none"> Number and percentage of Indigenous staff.. Ongoing/non-ongoing by Indigenous status. Classification type by Indigenous status Location by Indigenous status (location of workplace/capital city vs another location only). 	Quantitative and quantitative based on APSC data: <ul style="list-style-type: none"> APS Employment Database. APS Employee Census. Commonwealth agency data reported at: https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector	Quantitative and qualitative data analysis.

³² Measures dependent on APSC data will be subject to the availability of data relevant to those measures.

³³ Based on review and update of information used to inform the literature review by Inside Policy for the 2018 evaluation of the NSW Aboriginal Employment Strategy.

Evaluation question	Measures	Method / source	Tool
	<ul style="list-style-type: none"> ○ Change over time since 2015 • Engagement and separations by Indigenous status, including: <ul style="list-style-type: none"> ○ number and percentage. ○ by classification level. ○ net result for the year. 		
	<ul style="list-style-type: none"> • Overall progress towards improving awareness of Indigenous culture in the workplace: <ul style="list-style-type: none"> ○ Perception of immediate workgroup by Indigenous status. ○ Perception of immediate supervisor by Indigenous status. ○ Perception of SES by Indigenous status. ○ Perception of my agency by Indigenous status. ○ Level of comfort in current job by Indigenous status. ○ Experience of discrimination and 	Quantitative and qualitative based on APSC data: <ul style="list-style-type: none"> • APS Employee Census. 	Quantitative and qualitative data analysis.

Evaluation question	Measures	Method / source	Tool
	<p>harassment by Indigenous status.</p> <ul style="list-style-type: none"> Experience of Indigenous employees in the public sector. 	<p>Qualitative</p> <ul style="list-style-type: none"> Stakeholder interviews with representatives of 21 agencies comprising a mix of: <ul style="list-style-type: none"> Agency type. APS/non-APS agencies MoU participating/non-participating agencies. Strategy implementation maturity. Achieving/not yet achieved target. Stakeholder interviews with seven key informants ('critical friends') who can provide a critical perspective on the Strategy. Focus groups involving representatives of: <ul style="list-style-type: none"> Indigenous SES Network. Indigenous Champions. Indigenous Liaison Officers. Aboriginal and Torres Strait Islander employees. Human Resources Managers. 	<p>Semi-structured interview guides (see Data collection tools). Discussion guides for focus groups (see Data collection tools).</p>

Evaluation question	Measures	Method / source	Tool
	<ul style="list-style-type: none"> Overall progress under four key action areas: <ul style="list-style-type: none"> Existence of Indigenous employment strategy or other initiative by agency. Actions most and least implemented overall. Examples of good practice agency initiatives relevant to each action area. 	<p>Qualitative and quantitative based on:</p> <ul style="list-style-type: none"> APS Agency Survey data. <p>Desktop review of agency Indigenous employment strategies and annual reports.³⁴</p>	Performance scorecard.

³⁴ Based on documents published by agencies listed at: <https://www.pmc.gov.au/indigenous-affairs/employment/indigenous-representation-commonwealth-public-sector>

Evaluation question	Measures	Method / source	Tool
<p>How has the Strategy been implemented? Focusing on the key action areas:</p> <ul style="list-style-type: none"> Expand the range of Indigenous employment opportunities. Invest in developing the capability of Indigenous employees. Increase the representation of Indigenous employees in senior roles. <p>Improve awareness of Indigenous culture in the workplace.</p>	<ul style="list-style-type: none"> Types of actions undertaken under the four Strategy action areas. Extent to which each of the four action areas of the Strategy was a priority across the public sector. Extent to which the target of 3 percent Indigenous representation influenced agency decision-making. Key factors affecting successful implementation of actions under the Strategy. 	<p>Qualitative</p> <ul style="list-style-type: none"> Stakeholder interviews with representatives of 21 agencies comprising a mix of: <ul style="list-style-type: none"> Agency type. APS/non-APS agencies. MoU participating/non-participating agencies. Strategy implementation maturity. Achieving/not yet achieved target. Stakeholder interviews with seven key informants ('critical friends') who can provide a critical perspective on the Strategy. Focus groups involving representatives of: <ul style="list-style-type: none"> Indigenous SES Network. Indigenous Champions . Indigenous Liaison Officers. Aboriginal and Torres Strait Islander employees. Human Resources Managers. Desktop review of agency Indigenous employment strategies and annual reports. 	<p>Semi-structured interview guides (see Data collection tools). Discussion guides for focus groups (see Data collection tools) Performance scorecard.</p>

Evaluation question	Measures	Method / source	Tool
	<ul style="list-style-type: none"> Overall progress towards expanding the range of Indigenous employment opportunities: <ul style="list-style-type: none"> Recruitment measures used by classification. Ways to build culturally competent and unbiased recruitment panels. Number of diversity champions. Overall progress towards investing in developing the capability of Indigenous employees: <ul style="list-style-type: none"> Talent management strategies which focus on Indigenous talent. Representation of Indigenous staff needs in agency learning and development plans. Developing capability by Indigenous status. Understanding of development needs by Indigenous status. Overall progress towards increasing the representation of 	<p>Quantitative and qualitative based on APSC data:</p> <ul style="list-style-type: none"> APS Agency Survey. APS Employee Census. Non-APS Agency survey. 	Quantitative and qualitative data analysis.

Evaluation question	Measures	Method / source	Tool
	<p>Indigenous employees in senior roles:</p> <ul style="list-style-type: none"> ○ Steps taken to increase SES diversity. ○ Number and percentage of Indigenous SES. ○ Intention to leave the APS by Indigenous status including reason. ○ Job satisfaction by Indigenous status. 		

Evaluation question	Measures	Method / source	Tool
What should be the focus of a future Strategy?	<ul style="list-style-type: none"> Types of actions and initiatives that should continue. Success factors. Opportunities for improvement. Emerging priorities. Types of supports required. 	<p>Qualitative</p> <ul style="list-style-type: none"> Stakeholder interviews with representatives of 21 agencies comprising a mix of: <ul style="list-style-type: none"> Agency type. APS/non-APS agencies. MoU participating/non-participating agencies. Strategy implementation maturity.. Achieving/not yet achieved target. Stakeholder interviews with seven key informants ('critical friends') who can provide a critical perspective on the Strategy. Focus groups involving representatives of: <ul style="list-style-type: none"> Indigenous SES Network. Indigenous Champions. Indigenous Liaison Officers. Aboriginal and Torres Strait Islander employees. 	<p>Semi-structured interview guides (see Data collection tools).</p> <p>Discussion guides for focus groups (see Data collection tools).</p>

		<ul style="list-style-type: none"> ○ Human Resources Managers. • Desktop review of agency Indigenous employment strategies and annual reports.. 	
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Data collection tools

Semi-structured interview guides

21 x 45-minute interviews will be conducted with representatives of agencies set out in the matrix developed by the APSC (at Appendix A). These comprise a mix of:

- Agency type.
- APS/non-APS agencies.
- MoU participating/non-participating agencies.
- Strategy implementation maturity.
- Achieving/not yet achieved target.

7 x 45-minute interviews with key informants ('critical friends') will be conducted with participants agreed with the APSC.

Agency representatives

1. What is your role with respect to increasing Indigenous employment, including implementation of actions under the Strategy?
2. Which of the four Strategy action areas has been the highest priority for your agency? Why?³⁵
3. Which of the action areas has had the least focus by your agency? Why?
4. Can you provide examples of actions undertaken by your agency under the Strategy that have been effective?
5. What factors have affected your agency's implementation of actions under the Strategy?
 - Explore:
 - Agency capacity / resourcing.
 - Relevance of Strategy / actions to agency priorities.
 - Agency readiness to employ and support Indigenous people.
 - Clarity of Strategy governance / leadership / accountability.
6. How did your agency arrive at its Indigenous employment target? To what extent has the target of 3 percent Indigenous representation across the Commonwealth public sector influenced your agency's decision-making?
 - Prompts:
 - Would another kind of target be more effective?
 - Is there a better approach than a target to drive Indigenous employment outcomes?
7. What efforts within the agency have helped achieve your agency's Indigenous employment goals?
8. What contribution has the Strategy made to this?
9. What do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What has been most successful / helpful?
 - What are the emerging priorities for your agency?
 - What kinds of support / resources would help support Indigenous employment outcomes in your agency?

³⁵ The four Strategy action areas are: Expand the range of Indigenous employment opportunities; Invest in developing the capability of Indigenous employees; Increase the representation of Indigenous employees in senior roles; Improve awareness of Indigenous culture in the workplace.

Key informants

1. What has been your involvement with the Strategy?
2. How much do you think each of the four action areas has been prioritised in implementation of the Strategy?³⁶
 - Prompt: Has one area been prioritised too much? Not enough?
3. What are examples of Commonwealth agency good practice in these areas that you are aware of?
4. What influence do you think the target of 3 percent Indigenous representation has had on achieving outcomes in the Commonwealth public service?
 - Prompts:
 - Would another kind of target be more effective?
 - Is there a better approach than a target to drive Indigenous employment outcomes?
5. What factors do you think have affected implementation of the Strategy?
 - Prompts:
 - External policy environment eg. Close the Gap refresh.
 - Clarity of Strategy governance / leadership / accountability.
 - Agency readiness to employ and support Indigenous people.
 - Issues relating to self-identification by Indigenous staff.
6. What do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What has been most successful / helpful?
 - What are the emerging priorities:
 - Internal to the Commonwealth public service.
 - External eg. Indigenous labour market issues.

³⁶ The four Strategy action areas are: Expand the range of Indigenous employment opportunities; Invest in developing the capability of Indigenous employees; Increase the representation of Indigenous employees in senior roles; Improve awareness of Indigenous culture in the workplace.

Focus group discussion guides

5 x 2-hour focus groups of 6 - 8 participants will be held with representatives of:

- Indigenous SES Network.
- Indigenous Champions Network.
- Indigenous Liaison Officers.
- Aboriginal and Torres Strait Islander employees.
- Human Resources Managers.

Indigenous SES Network

1. What has been your involvement with the Strategy?
2. How much do you think each of the four action areas has been prioritised in implementation of the Strategy?³⁷
 - Prompt: Has one area been prioritised too much? Not enough?
3. What are your views on efforts to increase the representation of Indigenous employees in senior roles?
4. What influence do you think the target of 3 percent Indigenous representation has had on achieving outcomes under the Strategy?
 - Prompts:
 - Would another kind of target be more effective?
 - Is there a better approach than a target to drive Indigenous employment outcomes?
5. What factors do you think have affected implementation of the Strategy?
 - Prompts:
 - External policy environment eg. Close the Gap refresh.
 - Clarity of Strategy governance / leadership / accountability.
 - Agency readiness to employ and support Indigenous people.
 - Issues relating to self-identification by Indigenous staff.
6. Based on your experience as Indigenous SES in the Commonwealth public sector, what do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What has been most successful / helpful?
 - What are the emerging priorities?

³⁷ The four Strategy action areas are: Expand the range of Indigenous employment opportunities; Invest in developing the capability of Indigenous employees; Increase the representation of Indigenous employees in senior roles; Improve awareness of Indigenous culture in the workplace.

Indigenous Champions

1. What has been your involvement with the Strategy?
2. What steps have you taken to champion the Strategy?
3. How much do you think each of the four action areas has been prioritised in implementation of the Strategy?³⁸
 - Prompt: Has one action area been prioritised too much? Not enough?
4. What are examples of good practice in these areas that you are aware of?
5. What influence do you think the target of 3 percent Indigenous representation has had on achieving outcomes under the Strategy?
 - Prompts:
 - Would another kind of target be more effective?
 - Is there a better approach than a target to drive Indigenous employment outcomes?
6. What factors do you think have affected implementation of the Strategy?
 - Prompts:
 - Clarity of Strategy governance / leadership / accountability.
 - Agency readiness to employ and support Indigenous people.
 - Issues relating to self-identification by Indigenous staff.
7. What do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What has been most successful / helpful?
 - What are the emerging priorities?

Indigenous Liaison Officers

1. What has been your involvement with the Strategy?
2. To what extent do you think each of the four action areas has been prioritised in implementation of the Strategy?³⁹
 - Prompt: Has one area been prioritised too much? Not enough?
2. What are examples of good practice in these areas that you are aware of?
3. What influence do you think the target of 3 percent Indigenous representation has had on achieving outcomes under the Strategy?
4. What factors do you think have affected implementation of the Strategy?
 - Prompts:
 - Clarity of Strategy governance / leadership / accountability.
 - Agency readiness to employ and support Indigenous people.
 - Issues relating to self-identification by Indigenous staff.
5. Based on your experience as Indigenous Liaison Officers in the Commonwealth public sector, what do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What are the emerging priorities?
 - What has been most successful / helpful?

³⁸ As above

³⁹ As above

Aboriginal and Torres Strait Islander employees

1. How has a target of 3 percent Indigenous representation affected Indigenous employment outcomes in the Commonwealth public sector?
2. What actions or initiatives are you aware of to help achieve this target?
3. How would you describe the opportunities available to Aboriginal and Torres Strait Islander employees in the Commonwealth public sector?
4. How would you describe how your capability has been developed?
5. How would you describe your team / manager / agency's awareness of Aboriginal and Torres Strait Islander cultures?
6. How do you think Indigenous employees in the Commonwealth public sector feel about identifying as Indigenous? What factors influence the decision to identify/not identify?
7. What do you think should be the focus of a future Strategy?

Human Resources Managers

1. What has been your involvement with the Strategy?
2. How much do you think each of the four action areas has been prioritised in implementation of the Strategy?⁴⁰
 - Prompt: Has one action area been prioritised too much? Not enough?
3. What are examples of good practice in these areas that you are aware of?
4. What influence do you think the target of 3 percent Indigenous representation has had on achieving outcomes under the Strategy?
 - Prompts:
 - Would another kind of target be more effective?
 - Is there a better approach than a target to drive Indigenous employment outcomes?
5. What factors do you think have affected implementation of the Strategy?
 - Prompts:
 - Clarity of Strategy governance / leadership / accountability.
 - Agency readiness to employ and support Indigenous people.
 - Issues relating to self-identification by Indigenous staff.
6. What do you think should be the focus of a future Strategy?
 - Prompts:
 - What activities and initiatives should continue?
 - Where are the opportunities for improvement?
 - What has been most successful/helpful?
 - What are the emerging priorities?

⁴⁰ The four Strategy action areas are: Expand the range of Indigenous employment opportunities; Invest in developing the capability of Indigenous employees; Increase the representation of Indigenous employees in senior roles; Improve awareness of Indigenous culture in the workplace.

Appendix B – List of agencies that participated in the evaluation

- Department of Agriculture and Water Resources
- Australia Post
- Australian Bureau of Statistics
- Australian Financial Security Authority
- Australian Office of Financial Management
- Australian Public Service Commission
- Australian Securities and Investment Commission
- Clean Energy Regulator
- Department of Defence
- Department of Environment and Energy
- Fair Work Commission
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Home Affairs
- Department of Human Services
- Department of Industry, Innovation and Science
- IP Australia
- Department of Jobs and Small Business
- Bureau of Meteorology
- Department of Parliamentary Services
- Department of Social Services
- Tertiary Education Quality and Standards Agency
- Torres Strait Regional Authority
- The Treasury
- Department of Veterans' Affairs

Appendix C - Scan of public sector agency Aboriginal and Torres Strait Islander employment initiatives

Department / Agency	Stand-alone Indigenous Employment Strategy? ⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A ⁴²	B ⁴³	C ⁴⁴	D ⁴⁵
Aboriginal Hostels Limited	X	X	X	X	X	X	X
Administrative Appeals Tribunal	X	✓	✓	✓	✓	X	✓
Airservices Australia	✓	✓	✓	✓	✓	✓	✓
Anindilyakwa Land Council	X	X	X	X	X	X	X
Army and Air Force Canteen Service (Frontline Defence Services)	X	X	X	X	X	X	X
Asbestos Safety and Eradication Agency	X	X	✓	X	X	X	X
Attorney-General's Department	X	✓	✓	✓	✓	X	✓
Australia Council for the Arts	X	✓	X	✓	✓	✓	✓
Australian Aged Care Quality Agency	X	X	✓	X	X	X	X
Australian Broadcasting Corporation	✓	✓	✓	✓	✓	✓	✓
Australian Building and Construction Commission	X	✓	X	X	X	X	X
Australian Bureau of Statistics	X	✓	✓	✓	✓	X	✓
Australian Centre for International Agricultural Research	X	X	X	X	X	X	X
Australian Commission for Law Enforcement Integrity	X	✓	X	✓	X	X	✓
Australian Commission on Safety and Quality in Health Care	X	X	✓	✓	X	X	X

⁴¹ Only includes strategies from 2015 to 2018 which were stand-alone (i.e. were not part of a wider diversity strategy). Strategies which are forthcoming are not included.

⁴² Expand the range of Indigenous employment opportunities

⁴³ Invest in developing the capability of Indigenous employees

⁴⁴ Increase the representation of Indigenous employees in senior roles

⁴⁵ Improve awareness of Indigenous culture in the workplace

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
Australian Communications and Media Authority	X	X	X	X	X	X	X
Australian Competition and Consumer Commission	X	✓	✓	✓	✓	X	✓
Australian Criminal Intelligence Commission	X	✓	✓	✓	✓	X	✓
Australian Curriculum, Assessment and Reporting Authority	X	X	X	X	X	X	X
Australian Defence Force	✓	✓	✓	✓	✓	✓	✓
Australian Digital Health Agency	X	X	X	X	X	X	X
Australian Electoral Commission	X	✓	✓	✓	✓	X	✓
Australian Federal Police	X	✓	✓	✓	✓	X	✓
Australian Film Television and Radio School	X	X	X	X	X	X	X
Australian Financial Security Authority	X	✓	✓	✓	✓	X	✓
Australian Fisheries Management Authority	X	X	✓	✓	X	X	X
Australian Grape and Wine Authority	X	X	X	X	X	X	X
Australian Hearing Services	X	✓	X	✓	✓	✓	✓
Australian Human Rights Commission	X	X	X	X	X	X	X
Australian Institute of Aboriginal and Torres Strait Islander Studies	X	✓	✓	✓	✓	X	✓
Australian Institute of Family Studies	X	X	X	X	X	X	X
Australian Institute of Health and Welfare	X	✓	X	✓	✓	X	✓
Australian Institute of Marine Science	X	X	✓	✓	X	X	✓
Australian Law Reform Commission	X	✓	X	✓	X	X	✓

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
Australian Maritime Safety Authority	X	X	X	✓	X	X	✓
Australian National Audit Office	X	✓	✓	✓	X	X	✓
Australian National Maritime Museum	X	✓	✓	✓	X	X	X
Australian National University	X	✓	X	✓	✓	✓	✓
Australian Nuclear Science and Technology Organisation	X	X	X	X	X	X	X
Australian Office of Financial Management	X	X	X	X	X	X	X
Australian Organ and Tissue Donation and Transplantation Authority (Organ and Tissue Authority)	X	X	X	X	X	X	X
Australian Pesticides and Veterinary Medicines Authority	X	X	X	X	X	X	X
Australian Postal Corporation	✓	✓	✓	✓	✓	X	✓
Australian Prudential Regulation Authority	X	✓	X	✓	✓	X	✓
Australian Public Service Commission	✓	✓	✓	✓	✓	✓	✓
Australian Radiation Protection and Nuclear Safety Agency	X	X	X	X	X	X	X
Australian Reinsurance Pool Corporation	X	X	✓	✓	X	X	X
Australian Research Council	✓	✓	✓	✓	✓	X	✓
Australian Securities and Investments Commission	X	✓	✓	✓	✓	X	✓
Australian Skills Quality Authority	X	X	X	X	X	X	X
Australian Sports Anti-Doping Authority	X	X	X	X	X	X	X
Australian Sports Commission	X	✓	X	✓	✓	X	✓

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
(Australian Institute of Sport)							
Australian Taxation Office	X	✓	✓	✓	✓	X	✓
Australian Trade and Investment Commission	X	✓	✓	✓	✓	X	✓
Australian Transaction Reports and Analysis Centre	X	X	X	X	X	X	X
Australian Transport Safety Bureau	X	X	X	X	X	X	X
Australian War Memorial	X	✓	X	✓	X	X	✓
Bureau of Meteorology	X	✓	✓	✓	✓	X	✓
Cancer Australia	X	✓	X	✓	X	X	✓
Central Land Council	X	X	X	X	X	X	X
Civil Aviation Safety Authority	X	✓	✓	✓	✓	X	✓
Clean Energy Finance Corporation	X	X	X	X	X	X	X
Clean Energy Regulator	X	X	X	✓	X	X	X
Climate Change Authority	X	X	X	X	X	X	X
Comcare	X	✓	✓	✓	X	X	✓
Commonwealth Grants Commission	X	X	X	X	X	X	X
Commonwealth Scientific and Industrial Research Organisations	✓	✓	✓	✓	✓	✓	✓
Commonwealth Superannuation Corporation	X	X	X	X	X	X	X
Cotton Research and Development Corporation	✓	X	✓	✓	X	X	✓
Defence Housing Australia	X	✓	X	X	X	X	✓
Department of Agriculture and Water Resources	✓	✓	✓	✓	✓	✓	✓
Department of Communications and the Arts	X	✓	✓	✓	✓	✓	✓

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
Department of Defence	✓	✓	✓	✓	✓	✓	✓
Department of Education and Training	✓	✓	X	✓	✓	✓	✓
Department of Finance	✓	✓	X	✓	✓	✓	✓
Department of Foreign Affairs and Trade	✓	✓	✓	✓	✓	✓	✓
Department of Health	✓	✓	✓	✓	✓	✓	✓
Department of Home Affairs	X	✓	✓	✓	✓	✓	✓
Department of Human Services	✓	✓	✓	✓	✓	✓	✓
Department of Industry, Innovation and Science	X	✓	✓	✓	✓	✓	✓
Department of Infrastructure, Regional Development and Cities	✓	✓	✓	✓	✓	✓	✓
Department of Jobs and Small Business	✓	✓	✓	✓	✓	✓	✓
Department of Parliamentary Services	✓	✓	✓	✓	✓	✓	✓
Department of Social Services	✓	✓	✓	✓	✓	✓	✓
Department of the Environment and Energy	✓	✓	✓	✓	✓	✓	✓
Department of the House of Representatives	X	✓	X	✓	✓	✓	✓
Department of the Prime Minister and Cabinet	✓	✓	✓	✓	✓	✓	✓
Department of the Senate	X	✓	X	✓	✓	✓	✓
Department of the Treasury	✓	✓	✓	✓	✓	✓	✓
Department of Veterans' Affairs	X	✓	✓	✓	✓	✓	✓
Digital Transformation Agency	X	X	X	X	X	X	X

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
Export Finance and Insurance Corporation	X	X	X	X	X	X	X
Fair Work Commission	X	X	X	X	X	X	✓
Federal Court Statutory Agency	X	X	X	X	X	X	X
Fisheries Research and Development Corporation	X	X	X	X	X	X	X
Food Standards Australia New Zealand	X	X	X	X	X	X	X
Future Fund Management Agency	X	X	X	X	X	X	X
Geoscience Australia	✓	✓	X	✓	✓	✓	✓
Grains Research and Development Corporation	X	X	X	X	X	X	X
Great Barrier Reef Marine Park Authority	X	✓	X	X	X	X	✓
Independent Parliamentary Expenses Authority	X	X	X	X	X	X	X
Indigenous Business Australia	✓	✓	✓	✓	✓	✓	✓
Indigenous Land Corporation	X	✓	✓	✓	✓	✓	✓
Infrastructure Australia	X	X	X	X	X	X	X
IP Australia	✓	✓	✓	✓	✓	✓	✓
Murray-Darling Basin Authority	✓	✓	✓	✓	✓	✓	✓
National Archives of Australia	X	✓	✓	X	X	X	✓
National Blood Authority	X	X	✓	✓	X	X	X
National Capital Authority	X	X	X	X	X	X	X
National Disability Insurance Agency	X	✓	✓	✓	✓	✓	✓
National Film and Sound Archive of Australia	X	✓	✓	✓	X	X	✓
National Gallery of Australia	X	X	X	X	X	X	X
National Health and Medical Research Council	✓	✓	✓	✓	✓	✓	✓
National Health Funding Body	X	X	X	X	X	X	X

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
National Library of Australia	✓	X	✓	✓	✓	✓	✓
National Mental Health Commission	X	X	X	X	X	X	X
National Museum of Australia	X	✓	✓	✓	✓	X	✓
National Offshore Petroleum Safety and Environmental Management Authority	X	X	X	X	X	X	X
National Portrait Gallery of Australia	X	X	X	X	X	X	X
National Transport Commission	X	X	X	X	X	X	X
Northern Australia Infrastructure Facility	X	X	X	X	X	X	X
Northern Land Council	X	X	X	X	X	X	X
Office of National Assessments	X	✓	X	✓	X	X	✓
Office of Parliamentary Counsel	X	✓	X	✓	X	X	✓
Office of the Auditing and Assurance Standards Board	X	X	X	X	X	X	X
Office of the Australian Accounting Standards Board	X	X	X	X	X	X	X
Office of the Australian Information Commissioner	X	X	X	X	X	X	X
Office of the Commonwealth Director of Public Prosecutions	X	✓	X	X	X	X	X
Office of the Commonwealth Ombudsman	X	✓	X	X	X	X	✓
Office of the Fair Work Ombudsman	X	✓	X	✓	X	X	✓
Office of the Inspector-General of Intelligence and Security	X	X	X	X	X	X	X
Office of the Inspector-General of Taxation	X	X	X	X	X	X	X

Department / Agency	Stand-alone Indigenous Employment Strategy?⁴¹	Stand-alone Reconciliation Action Plan?	Initiatives Detailed in Annual Report	A⁴²	B⁴³	C⁴⁴	D⁴⁵
Office to the Official Secretary to the Governor-General	X	✓	X	✓	✓	X	✓
Old Parliament House	X	✓	X	✓	X	X	✓
Parliamentary Budget Office	X	✓	X	✓	X	X	✓
Productivity Commission	X	X	✓	✓	✓	X	X
Professional Services Review	X	X	X	X	X	X	X
Reserve Bank of Australia	X	✓	✓	✓	X	X	✓
Royal Australian Mint	X	X	X	X	X	X	X
Rural Industries Research and Development Corporation	X	X	X	X	X	X	X
Safe Work Australia	X	X	✓	✓	✓	X	✓
Screen Australia	X	X	X	X	X	X	X
Special Broadcasting Service Corporation	X	✓	✓	✓	✓	✓	✓
Sydney Harbour Federation Trust	X	✓	X	✓	X	X	✓
Tertiary Education Quality and Standards Agency	X	X	X	X	X	X	X
Tiwi Land Council	X	X	✓	✓	X	✓	X
Torres Strait Regional Authority	X	X	X	X	X	X	X
Tourism Australia	X	✓	✓	✓	X	X	✓
Workplace Gender Equality Agency	X	X	X	✓	X	X	✓
Wreck Bay Aboriginal Community Council	X	X	✓	✓	✓	X	✓

Appendix D - APS Agency performance against Indigenous employment targets

		Employment Category by Portfolio, Department and Agency																														
		2015							Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees		
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total					
Agriculture and Water Resources		98	2.7%	2.4%	3522	97.3%	87.1%	3620	4	1.5%	0.1%	267	98.5%	6.6%	271	2	1.3%	0.05%	152	98.7%	3.8%	154	104	2.6%	3941	97.4%	4045					
	Department of Agriculture and Water Resources	94	2.8%	2.5%	3245	97.2%	87.0%	3339	4	1.5%	0.1%	267	98.5%	7.2%	271	2	1.7%	0.1%	118	98.3%	3.2%	120	100	2.7%	3630	97.3%	3730					
	Other agencies	4	1.4%	1.3%	277	98.6%	87.9%	281	0		0.0%	0		0.0%	0	0	0.0%	0.0%	34	100.0%	10.8%	34	4	1.3%	311	98.7%	315					
Attorney-General's		106	2.1%	1.7%	4944	97.9%	80.2%	5050	2	5.4%	0.0%	35	94.6%	0.6%	37	12	1.1%	0.2%	1065	98.9%	17.3%	1077	120	1.9%	6044	98.1%	6164					
	Attorney-General's Department	35	3.2%	2.5%	1064	96.8%	76.5%	1099	0	0.0%	0.0%	33	100.0%	2.4%	33	5	1.9%	0.4%	253	98.1%	18.2%	258	40	2.9%	1350	97.1%	1390					
	Other agencies	71	1.8%	1.5%	3880	98.2%	81.3%	3951	2	50.0%	0.0%	2	50.0%	0.0%	4	7	0.9%	0.1%	812	99.1%	17.0%	819	80	1.7%	4694	98.3%	4774					
Communications and the Arts		6	0.7%	0.7%	810	99.3%	93.1%	816	0	0.0%	0.0%	6	100.0%	0.7%	6	0	0.0%	0.0%	48	100.0%	5.5%	48	6	0.7%	864	99.3%	870					
	Department of Communications and the Arts	3	0.8%	0.7%	355	99.2%	88.5%	358	0	0.0%	0.0%	6	100.0%	1.5%	6	0	0.0%	0.0%	37	100.0%	9.2%	37	3	0.7%	398	99.3%	401					
	Other agencies	3	0.7%	0.6%	455	99.3%	97.0%	458	0		0.0%	0		0.0%	0	0	0.0%	0.0%	11	100.0%	2.3%	11	3	0.6%	466	99.4%	469					
Defence		309	2.5%	2.4%	12294	97.5%	95.3%	12603	1	25.0%	0.0%	3	75.0%	0.0%	4	4	1.4%	0.0%	291	98.6%	2.3%	295	314	2.4%	12588	97.6%	12902					
	Department of Defence	268	2.6%	2.6%	9859	97.4%	97.2%	10127	0	0.0%	0.0%	2	100.0%	0.0%	2	1	5.9%	0.0%	16	94.1%	0.2%	17	269	2.7%	9877	97.3%	10146					
	Other agencies	6	1.5%	1.0%	404	98.5%	67.2%	410	0		0.0%	0		0.0%	0	3	1.6%	0.5%	188	98.4%	31.3%	191	9	1.5%	592	98.5%	601					
	Department of Veterans' Affairs	33	1.8%	1.7%	1830	98.2%	95.2%	1863	0		0.0%	0		0.0%	0	0	0.0%	0.0%	59	100.0%	3.1%	59	33	1.7%	1889	98.3%	1922					
	Other agencies	2	1.0%	0.9%	201	99.0%	86.3%	203	1	50.0%	0.4%	1	50.0%	0.4%	2	0	0.0%	0.0%	28	100.0%	12.0%	28	3	1.3%	230	98.7%	233					
Education and Training		53	3.3%	3.0%	1577	96.7%	89.9%	1630	0		0.0%	0		0.0%	0	14	11.3%	0.8%	110	88.7%	6.3%	124	67	3.8%	1687	96.2%	1754					
	Department of Education and Training	39	2.9%	2.8%	1310	97.1%	95.3%	1349	0		0.0%	0		0.0%	0	0	0.0%	0.0%	26	100.0%	1.9%	26	39	2.8%	1336	97.2%	1375					
	Other agencies	14	5.0%	3.7%	267	95.0%	70.4%	281	0		0.0%	0		0.0%	0	14	14.3%	3.7%	84	85.7%	22.2%	98	28	7.4%	351	92.6%	379					
Employment		68	2.3%	2.2%	2856	97.7%	90.7%	2924	0	0.0%	0.0%	1	100.0%	0.0%	1	1	0.4%	0.0%	224	99.6%	7.1%	225	69	2.2%	3081	97.8%	3150					
	Department of Employment	53	4.1%	3.9%	1255	95.9%	92.6%	1308	0	0.0%	0.0%	1	100.0%	0.1%	1	0	0.0%	0.0%	46	100.0%	3.4%	46	53	3.9%	1302	96.1%	1355					
	Other agencies	15	0.9%	0.8%	1601	99.1%	89.2%	1616	0		0.0%	0		0.0%	0	1	0.6%	0.1%	178	99.4%	9.9%	179	16	0.9%	1779	99.1%	1795					
Environment and Energy		102	2.7%	2.4%	3666	97.3%	84.6%	3768	27	30.3%	0.6%	62	69.7%	1.4%	89	11	2.3%	0.3%	466	97.7%	10.8%	477	140	3.2%	4194	96.8%	4334					
	Department of the Environment and Energy	75	4.3%	3.7%	1680	95.7%	82.1%	1755	25	29.4%	1.2%	60	70.6%	2.9%	85	10	4.8%	0.5%	197	95.2%	9.6%	207	110	5.4%	1937	94.6%	2047					
	Other agencies	27	1.3%	1.2%	1986	98.7%	86.8%	2013	2	50.0%	0.1%	2	50.0%	0.1%	4	1	0.4%	0.0%	269	99.6%	11.8%	270	30	1.3%	2257	98.7%	2287					
Finance		47	2.1%	1.4%	2229	97.9%	66.5%	2276	18	5.7%	0.5%	296	94.3%	8.8%	314	1	0.1%	0.0%	762	99.9%	22.7%	763	66	2.0%	3287	98.0%	3353					
	Department of Finance	21	1.6%	1.3%	1277	98.4%	80.3%	1298	1	0.4%	0.1%	279	99.6%	17.5%	280	0	0.0%	0.0%	12	100.0%	0.8%	12	22	1.4%	1568	98.6%	1590					
	Other agencies	26	2.7%	1.5%	952	97.3%	54.0%	978	17	50.0%	1.0%	17	50.0%	1.0%	34	1	0.1%	0.1%	750	99.9%	42.5%	751	44	2.5%	1719	97.5%	1763					
Foreign Affairs and Trade		78	1.9%	1.9%	3953	98.1%	94.3%	4031	0	0.0%	0.0%	2	100.0%	0.0%	2	2	1.3%	0.0%	157	98.7%	3.7%	159	80	1.9%	4112	98.1%	4192					
	Department of Foreign Affairs and Trade	75	2.1%	2.0%	3500	97.9%	95.6%	3575	0	0.0%	0.0%	2	100.0%	0.1%	2	1	1.2%	0.0%	84	98.8%	2.3%	85	76	2.1%	3586	97.9%	3662					
	Other agencies	3	0.7%	0.6%	453	99.3%	85.5%	456	0		0.0%	0		0.0%	0	1	1.4%	0.2%	73	98.6%	13.8%	74	4	0.8%	526	99.2%	530					
Health		74	1.9%	1.7%	3888	98.1%	87.5%	3962	0	0.0%	0.0%	33	100.0%	0.7%	33	8	1.8%	0.2%	441	98.2%	9.9%	449	82	1.8%	4362	98.2%	4444					
	Department of Health	65	2.1%	2.0%	2967	97.9%	89.1%	3032	0	0.0%	0.0%	33	100.0%	1.0%	33	7	2.6%	0.2%	258	97.4%	7.7%	265	72	2.2%	3258	97.8%	3330					
	Other agencies	9	1.0%	0.8%	921	99.0%	82.7%	930	0		0.0%	0		0.0%	0	1	0.5%	0.1%	183	99.5%	16.4%	184	10	0.9%	1104	99.1%	1114					
Home Affairs		268	2.4%	2.3%	10683	97.6%	92.7%	10951	1	33.3%	0.0%	2	66.7%	0.0%	3	10	1.8%	0.1%	561	98.2%	4.9%	571	279	2.4%	11246	97.6%	11525					
	Department of Home Affairs	152	2.2%	2.1%	6797	97.8%	92.2%	6949	0	0.0%	0.0%	1	100.0%	0.0%	1	10	2.4%	0.1%	411	97.6%	5.6%	421	162	2.2%	7209	97.8%	7371					
	Other agencies	116	2.9%	2.8%	3886	97.1%	93.5%	4002	1	50.0%	0.0%	1	50.0%	0.0%	2	0	0.0%	0.0%	150	100.0%	3.6%	150	117	2.8%	4037	97.2%	4154					
Industry, Innovation and Science		34	0.9%	0.9%	3598	99.1%	90.9%	3632	2	2.2%	0.1%	88	97.8%	2.2%	90	1	0.4%	0.0%	237	99.6%	6.0%	238	37	0.9%	3923	99.1%	3960					
	Department of Industry, Innovation and Science	34	1.0%	0.9%	3497	99.0%	90.8%	3531	2	2.2%	0.1%	88	97.8%	2.3%	90	1	0.4%	0.0%	230	99.6%	6.0%	231	37	1.0%	3815	99.0%	3852					
	Other agencies	0	0.0%	0.0%	101	100.0%	93.5%	101	0		0.0%	0		0.0%	0	0	0.0%	0.0%	7	100.0%	6.5%	7	0	0.0%	108	100.0%	108					
Infrastructure, Regional Development and Cities		22	1.7%	1.7%	1241	98.3%	95.1%	1263	0		0.0%	0		0.0%	0	2	4.8%	0.2%	40	95.2%	3.1%	42	24	1.8%	1281	98.2%	1305					
	Department of Infrastructure, Regional Development and Cities	19	1.7%	1.6%	1119	98.3%	95.6%	1138	0		0.0%	0		0.0%	0	2	6.3%	0.2%	30	93.8%	2.6%	32	21	1.8%	1149	98.2%	1170					
	Other agencies	3	2.4%	2.2%	122	97.6%	90.4%	125	0		0.0%	0		0.0%	0	0	0.0%	0.0%	10	100.0%	7.4%	10	3	2.2%	132	97.8%	135					
Jobs and Small Business																																
Department of Jobs and Small Business																																
Other agencies																																
Prime Minister and Cabinet		553	19.0%	16.0%	2351	81.0%	68.2%	2904	102	45.1%	3.0%	124	54.9%	3.6%	226	164	51.9%	4.8%	152	48.1%	4.4%	316	819	23.8%	2627	76.2%	3446					
	Department of the Prime Minister and Cabinet	349	17.6%	16.3%	1629	82.4%	76.2%	1978	2	7.7%	0.1%	24	92.3%	1.1%	26	25	18.8%	1.2%	108	81.2%	5.1%	133	376	17.6%	1761	82.4%	2137					
	Other agencies	204	22.0%	15.6%	722	78.0%	55.2%	926	100	50.0%	7.6%	100	50.0%	7.6%	200	139	76.0%	10.6%	44	24.0%	3.4%	183	443	33.8%	866	66.2%	1309					
Social Services		1671	5.0%	4.6%	31582	95.0%	86.2%	33253	56	2.6%	0.2%	2135	97.4%	5.8%	2191	38	3.2%	0.1%	1160	96.8%	3.2%	1198	1765	4.8%	34877	95.2%	36642					
	Department of Social Services	148	4.6%	4.5%	3099	95.4%	93.3%	3247	3	60.0%	0.1%	2	40.0%	0.1%	5	2																

		2 0 1 8																									
		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non-Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
Agriculture and Water Resources		94	2.2%	2.0%	4142	97.8%	88.9%	4236	5	2.0%	0.1%	248	98.0%	5.3%	253	13	7.6%	0.3%	158	92.4%	3.4%	171	112	2.4%	4548	97.6%	4660
	Department of Agriculture and Water Resources	82	2.2%	2.0%	3578	97.8%	89.0%	3660	5	2.1%	0.1%	234	97.9%	5.8%	239	12	9.8%	0.3%	111	90.2%	2.8%	123	99	2.5%	3923	97.5%	4022
	Other agencies	12	2.1%	1.9%	564	97.9%	88.4%	576	0	0.0%	0.0%	14	100.0%	2.2%	14	1	2.1%	0.2%	47	97.9%	7.4%	48	13	2.0%	625	98.0%	638
Attorney-General's		67	2.1%	1.7%	3119	97.9%	79.0%	3186	3	2.2%	0.1%	133	97.8%	3.4%	136	13	2.1%	0.3%	612	97.9%	15.5%	625	83	2.1%	3864	97.9%	3947
	Attorney-General's Department	19	2.9%	2.7%	639	97.1%	90.1%	658	0	0.0%	0.0%	6	100.0%	0.8%	6	1	2.2%	0.1%	44	97.8%	6.2%	45	20	2.8%	689	97.2%	709
	Other agencies	48	1.9%	1.5%	2480	98.1%	76.6%	2528	3	2.3%	0.1%	127	97.7%	3.9%	130	12	2.1%	0.4%	568	97.9%	17.5%	580	63	1.9%	3175	98.1%	3238
Communications and the Arts		53	3.2%	2.7%	1604	96.8%	82.2%	1657	1	1.4%	0.1%	70	98.6%	3.6%	71	3	1.3%	0.2%	221	98.7%	11.3%	224	57	2.9%	1895	97.1%	1952
	Department of Communications and the Arts	21	4.1%	3.8%	494	95.9%	89.2%	515	0	0.0%	0.0%	4	100.0%	0.7%	4	1	2.9%	0.2%	34	97.1%	6.1%	35	22	4.0%	532	96.0%	554
	Other agencies	32	2.8%	2.3%	1110	97.2%	79.4%	1142	1	1.5%	0.1%	66	98.5%	4.7%	67	2	1.1%	0.1%	187	98.9%	13.4%	189	35	2.5%	1363	97.5%	1398
Defence		445	3.8%	3.7%	11184	96.2%	93.3%	11629	2	5.6%	0.0%	34	94.4%	0.3%	36	5	1.5%	0.0%	323	98.5%	2.7%	328	452	3.8%	11541	96.2%	11993
	Department of Defence	410	4.5%	4.5%	8738	95.5%	94.9%	9148	1	11.1%	0.0%	8	88.9%	0.1%	9	3	6.0%	0.0%	47	94.0%	0.5%	50	414	4.5%	8793	95.5%	9207
	Other agencies	9	1.5%	1.3%	596	98.5%	89.4%	605	0	0.0%	0.0%	2	100.0%	0.3%	2	1	1.7%	0.1%	59	98.3%	8.8%	60	10	1.5%	657	98.5%	667
	Department of Veterans' Affairs	22	1.3%	1.2%	1626	98.7%	88.4%	1648	0	0.0%	0.0%	0	0.0%	0.0%	0	1	0.5%	0.1%	191	99.5%	10.4%	192	23	1.3%	1817	98.8%	1840
	Other agencies	4	1.8%	1.4%	224	98.2%	80.3%	228	1	4.0%	0.4%	24	96.0%	8.6%	25	0	0.0%	0.0%	26	100.0%	9.3%	26	5	1.8%	274	98.2%	279
Education and Training		102	5.7%	5.4%	1677	94.3%	89.2%	1779	0	0.0%	0.0%	7	100.0%	0.4%	7	1	1.1%	0.1%	92	98.9%	4.9%	93	103	5.5%	1776	94.5%	1879
	Department of Education and Training	71	5.0%	4.8%	1358	95.0%	91.3%	1429	0	0.0%	0.0%	7	100.0%	0.5%	7	0	0.0%	0.0%	52	100.0%	3.5%	52	71	4.8%	1417	95.2%	1488
	Other agencies	31	8.9%	7.9%	319	91.1%	81.6%	350	0	0.0%	0.0%	0	0.0%	0.0%	0	1	2.4%	0.3%	40	97.6%	10.2%	41	32	8.2%	359	91.8%	391
Employment																											
Department of Employment																											
Other agencies																											
Environment and Energy		123	3.5%	3.0%	3371	96.5%	82.1%	3494	114	55.9%	2.8%	90	44.1%	2.2%	204	50	12.3%	1.2%	358	87.7%	8.7%	408	287	7.0%	3819	93.0%	4106
	Department of the Environment and Energy	83	4.8%	4.0%	1647	95.2%	79.0%	1730	113	69.3%	5.4%	50	30.7%	2.4%	163	47	24.6%	2.3%	144	75.4%	6.9%	191	243	11.7%	1841	88.3%	2084
	Other agencies	40	2.3%	2.0%	1724	97.7%	85.3%	1764	1	2.4%	0.0%	40	97.6%	2.0%	41	3	1.4%	0.1%	214	98.6%	10.6%	217	44	2.2%	1978	97.8%	2022
Finance		45	2.2%	1.3%	1995	97.8%	58.9%	2040	11	0.9%	0.3%	1241	99.1%	36.6%	1252	2	2.1%	0.1%	93	97.9%	2.7%	95	58	1.7%	3329	98.3%	3387
	Department of Finance	32	2.5%	2.1%	1229	97.5%	81.1%	1261	0	0.0%	0.0%	231	100.0%	15.2%	231	0	0.0%	0.0%	23	100.0%	1.5%	23	32	2.1%	1483	97.9%	1515
	Other agencies	13	1.7%	0.7%	766	98.3%	40.9%	779	11	1.1%	0.6%	1010	98.9%	54.0%	1021	2	2.8%	0.1%	70	97.2%	3.7%	72	26	1.4%	1846	98.6%	1872
Foreign Affairs and Trade		91	2.4%	2.4%	3649	97.6%	95.7%	3740	0	0.0%	0.0%	0	0.0%	0.0%	0	1	1.4%	0.0%	70	98.6%	1.8%	71	92	2.4%	3719	97.6%	3811
	Department of Foreign Affairs and Trade	87	2.6%	2.6%	3207	97.4%	96.7%	3294	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0.0%	24	100.0%	0.7%	24	87	2.6%	3231	97.4%	3318
	Other agencies	4	0.9%	0.8%	442	99.1%	89.7%	446	0	0.0%	0.0%	0	0.0%	0.0%	0	1	2.1%	0.2%	46	97.9%	9.3%	47	5	1.0%	488	99.0%	493
Health		140	2.8%	2.6%	4942	97.2%	90.1%	5082	0	0.0%	0.0%	164	100.0%	3.0%	164	5	2.1%	0.1%	233	97.9%	4.2%	238	145	2.6%	5339	97.4%	5484
	Department of Health	134	3.4%	3.2%	3816	96.6%	92.1%	3950	0	0.0%	0.0%	29	100.0%	0.7%	29	5	3.1%	0.1%	158	96.9%	3.8%	163	139	3.4%	4003	96.6%	4142
	Other agencies	6	0.5%	0.4%	1126	99.5%	83.9%	1132	0	0.0%	0.0%	135	100.0%	10.1%	135	0	0.0%	0.0%	75	100.0%	5.6%	75	6	0.4%	1336	99.6%	1342
Home Affairs		300	2.6%	2.5%	11100	97.4%	94.0%	11400	2	0.7%	0.0%	265	99.3%	2.2%	267	1	0.7%	0.0%	139	99.3%	1.2%	140	303	2.6%	11504	97.4%	11807
	Department of Home Affairs	287	2.7%	2.6%	10194	97.3%	94.1%	10481	2	0.8%	0.0%	261	99.2%	2.4%	263	1	1.1%	0.0%	92	98.9%	0.8%	93	290	2.7%	10547	97.3%	10837
	Other agencies	13	1.4%	1.3%	906	98.6%	93.4%	919	0	0.0%	0.0%	4	100.0%	0.4%	4	0	0.0%	0.0%	47	100.0%	4.8%	47	13	1.3%	957	98.7%	970
Industry, Innovation and Science		46	1.4%	1.3%	3338	98.6%	91.0%	3384	2	1.9%	0.1%	102	98.1%	2.8%	104	1	0.6%	0.0%	179	99.4%	4.9%	180	49	1.3%	3619	98.7%	3668
	Department of Industry, Innovation and Science	46	1.4%	1.3%	3230	98.6%	90.9%	3276	2	1.9%	0.1%	102	98.1%	2.9%	104	1	0.6%	0.0%	171	99.4%	4.8%	172	49	1.4%	3503	98.6%	3552
	Other agencies	0	0.0%	0.0%	108	100.0%	93.1%	108	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0.0%	8	100.0%	6.9%	8	0	0.0%	116	####	116
Infrastructure, Regional Development and Cities		21	2.2%	2.1%	953	97.8%	94.0%	974	0	0.0%	0.0%	11	100.0%	1.1%	11	0	0.0%	0.0%	29	100.0%	2.9%	29	21	2.1%	993	97.9%	1014
	Department of Infrastructure, Regional Development and Cities	17	2.0%	2.0%	827	98.0%	95.3%	844	0	0.0%	0.0%	1	100.0%	0.1%	1	0	0.0%	0.0%	23	100.0%	2.6%	23	17	2.0%	851	98.0%	868
	Other agencies	4	3.1%	2.7%	126	96.9%	86.3%	130	0	0.0%	0.0%	10	100.0%	6.8%	10	0	0.0%	0.0%	6	100.0%	4.1%	6	4	2.7%	142	97.3%	146
Jobs and Small Business		85	2.8%	2.7%	2957	97.2%	92.7%	3042	0	0.0%	0.0%	1	100.0%	0.0%	1	0	0.0%	0.0%	147	100.0%	4.6%	147	85	2.7%	3105	97.3%	3190
	Department of Jobs and Small Business	67	4.5%	4.3%	1430	95.5%	92.8%	1497	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0.0%	44	100.0%	2.9%	44	67	4.3%	1474	95.7%	1541
	Other agencies	18	1.2%	1.1%	1527	98.8%	92.6%	1545	0	0.0%	0.0%	1	100.0%	0.1%	1	0	0.0%	0.0%	103	100.0%	6.2%	103	18	1.1%	1631	98.9%	1649
Prime Minister and Cabinet		493	16.3%	13.6%	2540	83.7%	70.0%	3033	125	53.6%	3.4%	108	46.4%	3.0%	233	167	46.0%	4.6%	196	54.0%	5.4%	363	785	21.6%	2844	78.4%	3629
	Department of the Prime Minister and Cabinet	337	18.2%	17.2%	1519	81.8%	77.7%	1856	3	13.0%	0.2%	20	87.0%	1.0%	23	16	20.8%	0.8%	61	79.2%	3.1%	77	356	18.2%	1600	81.8%	1956
	Other agencies	156	13.3%	9.3%	1021	86.7%	61.0%	1171																			

		Change 2015-2018 (percentage points, percentage)													
		Ongoing				Casual Non-Ongoing				Other Non-Ongoing				All Employees	
Portfolio	Dept or Total of Other Agencies	Indigenous % of total Ongoing (ppt)	%	Indigenous % of All Total (ppt)	%	Indigenous % of total Casual (ppt)	%	Indigenous % of All Total (ppt)	%	Indigenous % of total Other Non Ongoing (ppt)	%	Indigenous % of All Total (ppt)	%	Indigenous % of All Total (ppt)	%
Agriculture and Water Resources		-0.5%	-18.0%	-0.4%	-16.7%	0.5%	33.9%	0.0%	8.5%	6.3%	485.4%	0.2%	464.2%	-0.2%	-6.5%
	Department of Agriculture and Water Resources	-0.6%	-20.4%	-0.5%	-19.1%	0.6%	41.7%	0.0%	15.9%	8.1%	485.4%	0.2%	456.4%	-0.2%	-8.2%
	Other agencies	0.7%	46.4%	0.6%	48.1%			0.0%		2.1%		0.2%		0.8%	60.5%
Attorney-General's		0.0%	0.2%	0.0%	-1.3%	-3.2%	-59.2%	0.0%	134.3%	1.0%	86.7%	0.1%	69.2%	0.2%	8.0%
	Attorney-General's Department	-0.3%	-9.3%	0.2%	6.4%	0.0%		0.0%		0.3%	14.7%	-0.2%	-60.8%	-0.1%	-2.0%
	Other agencies	0.1%	5.7%	0.0%	-0.3%	-47.7%	-95.4%	0.1%	121.2%	1.2%	142.1%	0.2%	152.7%	0.3%	16.1%
Communications and the Arts		2.5%	335.0%	2.0%	293.7%	1.4%		0.1%		1.3%		0.2%		2.2%	323.4%
	Department of Communications and the Arts	3.2%	386.6%	3.0%	406.7%	0.0%		0.0%		2.9%		0.2%		3.2%	430.8%
	Other agencies	2.1%	327.8%	1.6%	257.8%			0.1%		1.1%		0.1%		1.9%	291.4%
Defence		1.4%	56.1%	1.3%	54.9%	-19.4%	-77.8%	0.0%	115.2%	0.2%	12.4%	0.0%	34.5%	1.3%	54.9%
	Department of Defence	1.8%	69.4%	1.8%	68.6%	11.1%		0.0%		0.1%	2.0%	0.0%	230.6%	1.8%	69.6%
	Other agencies	0.0%	1.7%	0.4%	35.2%			0.0%		0.1%	6.1%	-0.3%	-70.0%	0.0%	0.1%
	Department of Veterans' Affairs	-0.4%	-24.6%	-0.5%	-30.4%			0.0%		0.5%		0.1%		-0.5%	-27.2%
	Other agencies	0.8%	78.1%	0.6%	67.0%	-46.0%	-92.0%	-0.1%	-16.5%	0.0%		0.0%		0.5%	39.2%
Education and Training		2.5%	76.3%	2.4%	79.6%			0.0%		-10.2%	-90.5%	-0.7%	-93.3%	1.7%	43.5%
	Department of Education and Training	2.1%	71.9%	1.9%	68.2%			0.0%		0.0%		0.0%		1.9%	68.2%
	Other agencies	3.9%	77.8%	4.2%	114.6%			0.0%		-11.8%	-82.9%	-3.4%	-93.1%	0.8%	10.8%
Employment															
Environment and Energy		0.8%	30.0%	0.6%	27.3%	25.5%	84.2%	2.2%	345.7%	9.9%	431.4%	1.0%	379.8%	3.8%	116.4%
	Department of the Environment and Energy	0.5%	12.3%	0.3%	8.7%	39.9%	135.7%	4.2%	344.0%	19.8%	409.4%	1.8%	361.7%	6.3%	117.0%
	Other agencies	0.9%	69.1%	0.8%	67.6%	-47.6%	-95.1%	0.0%	-43.4%	1.0%	273.3%	0.1%	239.3%	0.9%	65.9%
Finance		0.1%	6.8%	-0.1%	-5.2%	-4.9%	-84.7%	-0.2%	-39.5%	2.0%	1506.3%	0.0%	98.0%	-0.3%	-13.0%
	Department of Finance	0.9%	56.9%	0.8%	59.9%	-0.4%	-100.0%	-0.1%	-100.0%	0.0%		0.0%		0.7%	52.7%
	Other agencies	-1.0%	-37.2%	-0.8%	-52.9%	-48.9%	-97.8%	-0.4%	-39.1%	2.6%	1986.1%	0.1%	88.4%	-1.1%	-44.3%
Foreign Affairs and Trade		0.5%	25.7%	0.5%	28.3%			0.0%		0.2%	12.0%	0.0%	-45.0%	0.5%	26.5%
	Department of Foreign Affairs and Trade	0.5%	25.9%	0.6%	28.0%			0.0%		-1.2%	-100.0%	0.0%	-100.0%	0.5%	26.3%
	Other agencies	0.2%	36.3%	0.2%	43.3%			0.0%		0.8%	57.4%	0.0%	7.5%	0.3%	34.4%
Health		0.9%	47.5%	0.9%	53.3%	0.0%		0.0%		0.3%	17.9%	-0.1%	-49.4%	0.8%	43.3%
	Department of Health	1.2%	58.2%	1.3%	65.7%	0.0%		0.0%		0.4%	16.1%	-0.1%	-42.6%	1.2%	55.2%
	Other agencies	-0.4%	-45.2%	-0.4%	-44.7%			0.0%		-0.5%	-100.0%	-0.1%	-100.0%	-0.5%	-50.2%
Home Affairs		0.2%	7.5%	0.2%	9.3%	-32.6%	-97.8%	0.0%	95.2%	-1.0%	-59.2%	-0.1%	-90.2%	0.1%	6.0%
	Department of Home Affairs	0.6%	25.2%	0.6%	28.4%	0.8%		0.0%		-1.3%	-54.7%	-0.1%	-93.2%	0.5%	21.8%
	Other agencies	-1.5%	-51.2%	-1.5%	-52.0%	-50.0%	-100.0%	0.0%	-100.0%	0.0%		0.0%		-1.5%	-52.4%
Industry, Innovation and Science		0.4%	45.2%	0.4%	46.1%	-0.3%	-13.5%	0.0%	8.0%	0.1%	32.2%	0.0%	8.0%	0.4%	43.0%
	Department of Industry, Innovation and Science	0.4%	45.8%	0.4%	46.7%	-0.3%	-13.5%	0.0%	8.4%	0.1%	34.3%	0.0%	8.4%	0.4%	43.6%
	Other agencies	0.0%		0.0%				0.0%		0.0%		0.0%		0.0%	
Infrastructure, Regional Development and Cities		0.4%	23.8%	0.4%	22.8%			0.0%		-4.8%	-100.0%	-0.2%	-100.0%	0.2%	12.6%
	Department of Infrastructure, Regional Development and Cities	0.3%	20.6%	0.3%	20.6%			0.0%		-6.3%	100.0%	-0.2%	-100.0%	0.2%	9.1%
	Other agencies	0.7%	28.2%	0.5%	23.3%			0.0%		0.0%		0.0%		0.5%	23.3%
Jobs and Small Business															
Prime Minister and Cabinet		-2.8%	-14.6%	-2.5%	-15.3%	8.5%	18.9%	0.5%	16.4%	-5.9%	-11.4%	-0.2%	-3.3%	-2.1%	-9.0%
	Department of the Prime Minister and Cabinet	0.5%	2.9%	0.9%	5.5%	5.4%	69.6%	0.1%	63.9%	2.0%	10.5%	-0.4%	-30.1%	0.6%	3.4%
	Other agencies	-8.8%	-39.8%	-6.3%	-40.2%	8.1%	16.2%	-0.3%	-4.5%	-23.2%	-30.5%	-1.6%	-15.0%	-8.2%	-24.2%
Social Services		0.7%	14.7%	0.6%	14.1%	-0.5%	-18.3%	-0.1%	-35.1%	-0.2%	-4.8%	0.0%	44.8%	0.6%	13.2%
	Department of Social Services	1.7%	37.2%	1.6%	36.5%			-0.1%	-100.0%	1.0%	33.3%	0.0%	74.2%	1.6%	34.3%
	Other agencies	2.5%	223.5%	1.6%	170.6%			0.0%		-0.8%	-22.6%	0.2%	49.9%	1.9%	130.4%
	Department of Human Services	0.7%	12.9%	0.7%	14.3%	-0.3%	-13.2%	-0.1%	-31.0%	0.1%	3.7%	0.0%	11.2%	0.6%	12.8%
Treasury		0.6%	31.6%	0.7%	35.9%	-39.8%	-93.7%	0.0%	-21.4%	2.3%	564.0%	0.0%	67.1%	0.7%	34.0%
	Department of the Treasury	0.3%	83.5%	0.3%	76.2%	0.0%		0.0%		0.0%		0.0%		0.3%	76.2%
	Other agencies	0.7%	32.0%	0.7%	37.0%	-47.2%	-94.4%	0.0%	-20.2%	3.1%	747.4%	0.0%	69.5%	0.7%	35.0%
All Portfolios		0.6%	17.6%	0.6%	18.1%	-0.5%	-7.8%	0.1%	40.7%	2.6%	71.8%	0.0%	21.7%	0.7%	19.5%
All Departments		0.7%	16.7%	0.7%	18.0%	2.9%	96.1%	0.1%	80.0%	1.8%	57.6%	0.0%	27.6%	0.8%	20.0%
	All Other Agencies	0.4%	14.9%	0.3%	13.3%	-42.8%	-85.6%	0.1%	19.2%	3.4%	86.3%	0.1%	24.1%	0.5%	15.6%

All employees by Indigenous/Non-Indigenous and employment category

		2 0 1 5																									
		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
All Portfolios		3870	3.5%	3.1%	108244	96.5%	88.0%	112114	230	4.2%	0.2%	5297	95.8%	4.3%	5527	276	5.1%	0.224%	5114	94.9%	4.2%	5390	4376	3.6%	118655	96.4%	123031
All Departments		2980	3.9%	3.6%	73101	96.1%	89.0%	76081	90	3.0%	0.1%	2937	97.0%	3.6%	3027	97	3.2%	0.1%	2939	96.8%	3.6%	3036	3167	3.9%	78977	96.1%	82144
All Other Agencies		890	2.5%	2.2%	35143	97.5%	86.0%	36033	140	5.6%	0.3%	2360	94.4%	5.8%	2500	179	7.6%	0.4%	2175	92.4%	5.3%	2354	1209	3.0%	39678	97.0%	40887

Adjusted totals - "No Data" employees allocated on a pro rata basis

All employees by Indigenous/Non-Indigenous and employment		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
All Portfolios		4788.5	3.5%	3.1%	133934.5	96.5%	88.0%	138723	285	4.2%	0.2%	6554	95.8%	4.3%	6838.8	342	5.1%	0.2%	6328	94.9%	4.2%	6669	5415	3.6%	146816	96.4%	152231
All Departments		3687.3	3.9%	3.6%	90450.69	96.1%	89.0%	94138	111	3.0%	0.1%	3634	97.0%	3.6%	3745.4	120	3.2%	0.1%	3637	96.8%	3.6%	3757	3919	3.9%	97721	96.1%	101640
All Other Agencies		1101.2	2.5%	2.2%	43483.79	97.5%	86.0%	44585	173	5.6%	0.3%	2920	94.4%	5.8%	3093.3	221	7.6%	0.4%	2691	92.4%	5.3%	2913	1496	3.0%	49095	97.0%	50591.1

Data Source: APS Employment Data

2 0 1 6																										
Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees					
Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total	
4177	3.7%	3.3%	108290	96.3%	86.5%	112467	320	4.8%	0.3%	6294	95.2%	5.0%	6614	342	5.6%	0.3%	5787	94.4%	4.6%	6129	4839	3.9%	120371	96.1%	125210	
3333	4.2%	3.8%	76892	95.8%	87.6%	80225	152	3.7%	0.2%	3926	96.3%	4.5%	4078	125	3.6%	0.1%	3352	96.4%	3.8%	3477	3610	4.1%	84170	95.9%	87780	
844	2.6%	2.3%	31398	97.4%	83.9%	32242	168	6.6%	0.4%	2368	93.4%	6.3%	2536	217	8.2%	0.6%	2435	91.8%	6.5%	2652	1229	3.3%	36201	96.7%	37430	

Adjusted totals - "No Data" employees allocated on a pro rata basis

All employees by Indigenous/Non-Indigenous		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
All Portfolios		5191	3.7%	3.3%	134571	96.3%	86.5%	139761	398	4.8%	0.3%	7821	95.2%	5.0%	8219.1	425	5.6%	0.3%	7191	94.4%	4.6%	7616.4	6013	3.9%	149584	96.1%	155597
All Departments		4142	4.2%	3.8%	95552.8	95.8%	87.6%	99694.7	189	3.7%	0.2%	4879	96.3%	4.5%	5067.7	155	3.6%	0.1%	4165	96.4%	3.8%	4320.8	4486	4.1%	104597	95.9%	109083
All Other Agencies		1049	2.6%	2.3%	39017.9	97.4%	83.9%	40066.8	209	6.6%	0.4%	2943	93.4%	6.3%	3151.5	270	8.2%	0.6%	3026	91.8%	6.5%	3295.6	1527	3.3%	44986.6	96.7%	46514

2 0 1 7																										
Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees					
Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total	
4350	3.9%	3.6%	106148	96.1%	87.6%	110498	314	5.4%	0.3%	5495	94.6%	4.5%	5809	305	6.4%	0.3%	4496	93.6%	3.7%	4801	4969	4.1%	116139	95.9%	121108	
3429	4.4%	4.1%	74583	95.6%	88.6%	78012	168	4.3%	0.2%	3729	95.7%	4.4%	3897	112	4.9%	0.1%	2193	95.1%	2.6%	2305	3709	4.4%	80505	95.6%	84214	
921	2.8%	2.5%	31565	97.2%	85.6%	32486	146	7.6%	0.4%	1766	92.4%	4.8%	1912	193	7.7%	0.5%	2303	92.3%	6.2%	2496	1260	3.4%	35634	96.6%	36894	

Adjusted totals - "No Data" employees allocated on a pro rata basis

All employees by Indigenous/Non-Indigenous		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
All Portfolios		5458	3.9%	3.6%	133191	96.1%	87.6%	138649	394	5.4%	0.3%	6895	94.6%	4.5%	7288.9	383	6.4%	0.3%	5641	93.6%	3.7%	6024.12	6235	4.1%	145727	95.9%	151962
All Departments		4303	4.4%	4.1%	93584	95.6%	88.6%	97886.7	211	4.3%	0.2%	4679	95.7%	4.4%	4889.8	141	4.9%	0.1%	2752	95.1%	2.6%	2892.23	4653.9	4.4%	101014.8	95.6%	105669
All Other Agencies		1156	2.8%	2.5%	39607	97.2%	85.6%	40762.3	183	7.6%	0.4%	2216	92.4%	4.8%	2399.1	242	7.7%	0.5%	2890	92.3%	6.2%	3131.89	1581	3.4%	44712.27	96.6%	46293.3

2 0 1 8																												
Ongoing								Casual Non-Ongoing								Other Non-Ongoing								All Employees				
	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total		
s	4406	4.1%	3.7%	104158	95.9%	87.8%	108564	312	6.4%	0.3%	4553	93.6%	3.8%	4865	324	6.2%	0.3%	4876	93.8%	4.1%	5200	5042	4.3%	113587	95.7%	118629		
	3494	4.6%	4.3%	72939	95.4%	89.3%	76433	161	5.8%	0.2%	2600	94.2%	3.2%	2761	123	5.0%	0.2%	2320	95.0%	2.8%	2443	3778	4.6%	77859	95.4%	81637		
	912	2.8%	2.5%	31219	97.2%	84.4%	32131	151	7.2%	0.4%	1953	92.8%	5.3%	2104	201	7.3%	0.5%	2556	92.7%	6.9%	2757	1264	3.4%	35728	96.6%	36992		

Adjusted totals - "No Data" employees allocated on a pro rata basis

All employees by Indigenous/Non-Indigenous		Ongoing							Casual Non-Ongoing							Other Non-Ongoing							All Employees				
Portfolio	Dept or Total of Other Agencies	Indig-enous	% of total Ongoing	% of All Total	Non-Indig-enous	% of total Ongoing	% of All Total	Total Ongoing	Indig-enous	% of total Casual	% of All Total	Non-Indig-enous	% of total Casual	% of All Total	Total Casual	Indig-enous	% of total Other Non Ongoing	% of All Total	Non-Indig-enous	% of total Other Non Ongoing	% of All Total	Total Other Non Ongoing	Indig-enous	% of All Total	Non-Indig-enous	% of All Total	All Total
All Portfolios		5593	4.1%	3.7%	132224	95.9%	87.8%	137817	396	6.4%	0.3%	5780	93.6%	3.8%	6175.9	411	6.2%	0.3%	6190	93.8%	4.1%	6601.16	6401	4.3%	144193	95.7%	150594
All Departments		4435	4.6%	4.3%	92593	95.4%	89.3%	97028.1	204	5.8%	0.2%	3301	94.2%	3.2%	3505	156	5.0%	0.2%	2945	95.0%	2.8%	3101.27	4796	4.6%	98838.4	95.4%	103634
All Other Agencies		1158	2.8%	2.5%	39631	97.2%	84.4%	40788.8	192	7.2%	0.4%	2479	92.8%	5.3%	2670.9	255	7.3%	0.5%	3245	92.7%	6.9%	3499.88	1605	3.4%	45355	96.6%	46960

All employees by Indigenous/Non-Indigenous and classification

Classification	2 0 1 5					Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total
	Indig-enous	% of total	Non-Indig-enous	% of total	Total																				
Trainee & Graduate	144	14.6%	841	85.4%	985	404	27.2%	1083	72.8%	1487	360	24.2%	1125	75.8%	1485	337	29.2%	819	70.8%	1156	337	29.2%	819	70.8%	1156
APS 1	290	11.8%	2163	88.2%	2453	331	13.1%	2192	86.9%	2523	327	16.8%	1624	83.2%	1951	353	16.5%	1789	83.5%	2142	353	16.5%	1789	83.5%	2142
APS 2	312	9.6%	2951	90.4%	3263	320	10.2%	2815	89.8%	3135	260	9.6%	2460	90.4%	2720	227	9.2%	2235	90.8%	2462	227	9.2%	2235	90.8%	2462
APS 3	1013	6.7%	14119	93.3%	15132	1000	6.1%	15462	93.9%	16462	1070	7.5%	13154	92.5%	14224	1072	8.0%	12294	92.0%	13366	1072	8.0%	12294	92.0%	13366
APS 4	1130	4.4%	24790	95.6%	25920	1212	4.7%	24484	95.3%	25696	1299	5.3%	23180	94.7%	24479	1373	5.7%	22854	94.3%	24227	1373	5.7%	22854	94.3%	24227
APS 5	556	3.4%	15997	96.6%	16553	572	3.5%	15979	96.5%	16551	601	3.6%	16201	96.4%	16802	636	3.9%	15713	96.1%	16349	636	3.9%	15713	96.1%	16349
APS 6	491	1.9%	24731	98.1%	25222	537	2.0%	25708	98.0%	26245	575	2.2%	25957	97.8%	26532	575	2.2%	25640	97.8%	26215	575	2.2%	25640	97.8%	26215
EL 1	316	1.5%	21263	98.5%	21579	330	1.6%	20898	98.4%	21228	332	1.6%	20664	98.4%	20996	325	1.6%	20483	98.4%	20808	325	1.6%	20483	98.4%	20808
EL 2	106	1.1%	9561	98.9%	9667	112	1.2%	9445	98.8%	9557	119	1.2%	9466	98.8%	9585	120	1.3%	9449	98.7%	9569	120	1.3%	9449	98.7%	9569
SES	18	0.8%	2239	99.2%	2257	21	0.9%	2305	99.1%	2326	26	1.1%	2308	98.9%	2334	24	1.0%	2311	99.0%	2335	24	1.0%	2311	99.0%	2335
Total (All Portfolios)	4376	3.6%	118655	96.4%	123031	4839	3.9%	120371	96.1%	125210	4969	4.1%	116139	95.9%	121108	5042	4.3%	113587	95.7%	118629	5042	4.3%	113587	95.7%	118629
All Departments	3167	3.9%	78977	96.1%	82144	3610	4.1%	84170	95.9%	87780	3709	4.4%	80505	95.6%	84214	3778	4.6%	77859	95.4%	81637	3778	4.6%	77859	95.4%	81637
All Other Agencies	1209	3.0%	39678	97.0%	40887	1229	3.3%	36201	96.7%	37430	1260	3.4%	35634	96.6%	36894	1264	3.4%	35728	96.6%	36992	1264	3.4%	35728	96.6%	36992

Note: Total numbers do not include No Data responses. This does not affect Indig-Non Indigenous proportions.

Adjusted totals - "No Data" employees allocated on a pro rata basis

All employees by Indigenous/Non-Indigenous and classification

Classification	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total	Indig-enous	% of total	Non-Indig-enous	% of total	Total
Trainee & Graduate	178.18	14.6%	1040.6	85.4%	1218.8	502.05	27.2%	1345.8	72.8%	1847.9	451.72	24.2%	1411.6	75.8%	1863.3	427.81	29.2%	1039.7	70.8%	1467.5	427.81	29.2%	1039.7	70.8%	1467.5
APS 1	358.83	11.8%	2676.4	88.2%	3035.2	411.33	13.1%	2724	86.9%	3135.3	410.31	16.8%	2037.7	83.2%	2448	448.12	16.5%	2271.1	83.5%	2719.2	448.12	16.5%	2271.1	83.5%	2719.2
APS 2	386.05	9.6%	3651.4	90.4%	4037.4	397.66	10.2%	3498.2	89.8%	3895.8	326.24	9.6%	3086.7	90.4%	3413	288.17	9.2%	2837.2	90.8%	3125.4	288.17	9.2%	2837.2	90.8%	3125.4
APS 3	1253.4	6.7%	17470	93.3%	18723	1242.7	6.1%	19214	93.9%	20457	1342.6	7.5%	16505	92.5%	17848	1360.9	8.0%	15607	92.0%	16968	1360.9	8.0%	15607	92.0%	16968
APS 4	1398.2	4.4%	30674	95.6%	32072	1506.1	4.7%	30426	95.3%	31932	1629.9	5.3%	29085	94.7%	30715	1743	5.7%	29012	94.3%	30755	1743	5.7%	29012	94.3%	30755
APS 5	687.96	3.4%	19794	96.6%	20482	710.82	3.5%	19857	96.5%	20568	754.11	3.6%	20328	96.4%	21083	807.37	3.9%	19947	96.1%	20754	807.37	3.9%	19947	96.1%	20754
APS 6	607.53	1.9%	30601	98.1%	31208	667.32	2.0%	31947	98.0%	32614	721.49	2.2%	32570	97.8%	33291	729.94	2.2%	32549	97.8%	33279	729.94	2.2%	32549	97.8%	33279
EL 1	391	1.5%	26310	98.5%	26701	410.09	1.6%	25970	98.4%	26380	416.58	1.6%	25928	98.4%	26345	412.57	1.6%	26002	98.4%	26415	412.57	1.6%	26002	98.4%	26415
EL 2	131.16	1.1%	11830	98.9%	11961	139.18	1.2%	11737	98.8%	11876	149.32	1.2%	11878	98.8%	12027	152.33	1.3%	11995	98.7%	12147	152.33	1.3%	11995	98.7%	12147
SES	22.272	0.8%	2770.4	99.2%	2792.7	26.096	0.9%	2864.4	99.1%	2890.5	32.624	1.1%	2896	98.9%	2928.6	30.467	1.0%	2933.7	99.0%	2964.2	30.467	1.0%	2933.7	99.0%	2964.2
Total (All Portfolios)	5415	3.6%	146816	96.4%	152231	6013	3.9%	149584	96.1%	155597	6235	4.1%	145727	95.9%	151962	6401	4.3%	144193	95.7%	150594	6401	4.3%	144193	95.7%	150594
All Departments	3919	3.9%	97721	96.1%	101640	4486	4.1%	104597	95.9%	109083	4654	4.4%	101015	95.6%	105669	4796	4.6%	98838	95.4%	103634	4796	4.6%	98838	95.4%	103634
All Other Agencies	1496	3.0%	49095	97.0%	50591	1527	3.3%	44987	96.7%	46514	1581	3.4%	44712	96.6%	46293	1605	3.4%	45355	96.6%	46960	1605	3.4%	45355	96.6%	46960

Data Source: APS Employment Data

Location of Workplace

		2 0 1 5						
		Indigenous	% of Indigenous Staff in All Locations	% of Total Staff	Non-Indigenous	% of Non-Indigenous Staff in All Locations	% of Total Staff	Total Staff
ACT	Canberra	1053	24.1%	2.2%	47110	39.7%	97.8%	48163
NSW	Sydney	351	8.0%	2.3%	15053	12.7%	97.7%	15404
	Regional NSW	458	10.5%	6.1%	7030	5.9%	93.9%	7488
VIC	Melbourne	223	5.1%	1.4%	15955	13.4%	98.6%	16178
	Regional VIC	50	1.1%	1.8%	2704	2.3%	98.2%	2754
QLD	Brisbane	417	9.5%	4.5%	8881	7.5%	95.5%	9298
	Regional QLD	676	15.4%	15.0%	3839	3.2%	85.0%	4515
SA	Adelaide	162	3.7%	2.3%	6837	5.8%	97.7%	6999
	Regional SA	22	0.5%	6.9%	297	0.3%	93.1%	319
WA	Perth	158	3.6%	3.3%	4655	3.9%	96.7%	4813
	Regional WA	117	2.7%	13.0%	782	0.7%	87.0%	899
TAS	Hobart	83	1.9%	3.1%	2565	2.2%	96.9%	2648
	Regional TAS	30	0.7%	6.9%	403	0.3%	93.1%	433
NT	Darwin	334	7.6%	24.9%	1006	0.8%	75.1%	1340
	Regional NT	223	5.1%	43.3%	292	0.2%	56.7%	515
OS	Overseas	19	0.4%	1.5%	1246	1.1%	98.5%	1265
Total		4376		3.6%	118655		96.4%	123031
	All Capital							
	Cities	2781	63.6%	2.7%	102062	86.0%	97.3%	104843
	All Regions	1576	36.0%	9.3%	15347	12.9%	90.7%	16923

2 0 1 6						
Indigenous	% of Indigenous Staff in All Locations	% of Total Staff	Non- Indigenous	% of Non- Indigenous Staff in All Locations	% of Total Staff	Total Staff
1152	23.8%	2.4%	46438	38.6%	97.6%	47590
356	7.4%	2.3%	15186	12.6%	97.7%	15542
548	11.3%	7.1%	7175	6.0%	92.9%	7723
248	5.1%	1.5%	16489	13.7%	98.5%	16737
65	1.3%	1.9%	3391	2.8%	98.1%	3456
477	9.9%	4.9%	9325	7.7%	95.1%	9802
739	15.3%	16.0%	3883	3.2%	84.0%	4622
178	3.7%	2.5%	6947	5.8%	97.5%	7125
18	0.4%	5.7%	300	0.2%	94.3%	318
185	3.8%	3.6%	4945	4.1%	96.4%	5130
131	2.7%	15.7%	701	0.6%	84.3%	832
91	1.9%	3.4%	2590	2.2%	96.6%	2681
43	0.9%	8.3%	477	0.4%	91.7%	520
285	5.9%	23.7%	916	0.8%	76.3%	1201
303	6.3%	47.3%	338	0.3%	52.7%	641
20	0.4%	1.6%	1270	1.1%	98.4%	1290
4839		3.9%	120371		96.1%	125210
2972	61.4%	2.8%	102836	85.4%	97.2%	105808
1847	38.2%	10.2%	16265	13.5%	89.8%	18112

Note: Numbers of staff do not include null responses recorded as "No Data". Actual staff numbers are higher.
Data Source: APS Employment Data

		2 0 1 7						
		Indigenous	% of Indigenous Staff in All Locations	% of Total Staff	Non- Indigenous	% of Non- Indigenous Staff in All Locations	% of Total Staff	Total Staff
ACT	Canberra	1195	24.0%	2.6%	45597	39.3%	97.4%	46792
NSW	Sydney	339	6.8%	2.3%	14551	12.5%	97.7%	14890
	Regional	561	11.3%	7.7%	6701	5.8%	92.3%	7262
VIC	Melbourne	260	5.2%	1.6%	15785	13.6%	98.4%	16045
	Regional VIC	71	1.4%	2.2%	3173	2.7%	97.8%	3244
QLD	Brisbane	493	9.9%	5.2%	9015	7.8%	94.8%	9508
	Regional QLD	765	15.4%	16.7%	3821	3.3%	83.3%	4586
SA	Adelaide	188	3.8%	2.8%	6585	5.7%	97.2%	6773
	Regional SA	20	0.4%	6.6%	284	0.2%	93.4%	304
WA	Perth	184	3.7%	3.8%	4620	4.0%	96.2%	4804
	Regional WA	115	2.3%	15.8%	614	0.5%	84.2%	729
TAS	Hobart	94	1.9%	3.6%	2484	2.1%	96.4%	2578
	Regional TAS	44	0.9%	9.0%	446	0.4%	91.0%	490
NT	Darwin	275	5.5%	24.4%	852	0.7%	75.6%	1127
	Regional NT	346	7.0%	52.0%	319	0.3%	48.0%	665
OS	Overseas	19	0.4%	1.4%	1292	1.1%	98.6%	1311
Total		4969		4.1%	116139		95.9%	121108
	All Capital Cities	3028	60.9%	3.0%	99489	85.7%	97.0%	102517
	All Regions	1922	38.7%	11.1%	15358	13.2%	88.9%	17280

2 0 1 8						
Indigenous	% of Indigenous Staff in All Locations	% of Total Staff	Non- Indigenous	% of Non- Indigenous Staff in All Locations	% of Total Staff	Total Staff
1230	24.4%	2.7%	44439	39.1%	97.3%	45669
351	7.0%	2.5%	13920	12.3%	97.5%	14271
549	10.9%	7.8%	6526	5.7%	92.2%	7075
259	5.1%	1.6%	15439	13.6%	98.4%	15698
77	1.5%	2.2%	3368	3.0%	97.8%	3445
518	10.3%	5.5%	8912	7.8%	94.5%	9430
783	15.5%	17.3%	3746	3.3%	82.7%	4529
190	3.8%	2.9%	6469	5.7%	97.1%	6659
16	0.3%	5.6%	270	0.2%	94.4%	286
174	3.5%	3.6%	4652	4.1%	96.4%	4826
119	2.4%	14.4%	707	0.6%	85.6%	826
89	1.8%	3.6%	2369	2.1%	96.4%	2458
45	0.9%	9.5%	431	0.4%	90.5%	476
259	5.1%	24.6%	794	0.7%	75.4%	1053
360	7.1%	55.5%	289	0.3%	44.5%	649
23	0.5%	1.8%	1256	1.1%	98.2%	1279
5042		4.3%	113587		95.7%	118629
3070	60.9%	3.1%	96994	85.4%	96.9%	100064
1949	38.7%	11.3%	15337	13.5%	88.7%	17286

Appendix E - Indigenous and non-Indigenous Engagements 2014-2018*

	Employees - Engagements																							
	2015												2016											
	Indigenous					Non-Indigenous					Total Engs	Total Emps	Indigenous					Non-Indigenous					Total Engs	Total Emps
	N Engs	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Engs	N Engs	Total Non-Indig-enous Emps	% of Non Indig-enous Emps	% of Total Emps	% of All Engs	Engs	N	N Engs	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Engs	N Engs	Total Non-Indig-enous Emps	% of Non-Indig-enous Emps	% of Total Emps	% of All Engs	Engs	N
Trainee & Graduate	126	178	70.9%	10.6%	10.8%	1041	1041	100.0%	87.0%	89.2%	1167	1196	546	502	108.8%	34.8%	27.1%	1469	1346	109.1%	93.6%	72.9%	2015	1570
APS 1	5	359	1.4%	0.1%	13.8%	31	2676	1.2%	0.7%	86.2%	36	4349	5	411	1.1%	0.1%	9.4%	44	2724	1.6%	1.1%	90.6%	48	3898
APS 2	101	386	26.1%	2.2%	66.7%	50	3651	1.4%	1.1%	33.3%	151	4672	133	398	33.4%	2.7%	27.3%	353	3498	10.1%	7.1%	72.7%	486	5004
APS 3	120	1253	9.6%	0.6%	48.9%	126	17470	0.7%	0.6%	51.1%	246	19398	141	1243	11.3%	0.7%	5.6%	2354	19214	12.3%	11.3%	94.4%	2495	20767
APS 4	39	1398	2.8%	0.1%	27.4%	102	30674	0.3%	0.3%	72.6%	141	30638	48	1506	3.2%	0.2%	2.4%	1967	30426	6.5%	6.4%	97.6%	2015	30578
APS 5	8	688	1.2%	0.0%	5.1%	149	19794	0.8%	0.7%	94.9%	157	20670	26	711	3.7%	0.1%	2.0%	1290	19857	6.5%	6.2%	98.0%	1316	20932
APS 6	9	608	1.4%	0.0%	3.5%	232	30601	0.8%	0.7%	96.5%	241	31246	26	667	3.9%	0.1%	2.0%	1289	31947	4.0%	3.9%	98.0%	1315	32670
EL 1	6	391	1.6%	0.0%	4.4%	133	26310	0.5%	0.5%	95.6%	139	25853	15	410	3.7%	0.1%	1.9%	767	25970	3.0%	3.0%	98.1%	782	25484
EL 2	1	131	1.1%	0.0%	2.6%	55	11830	0.5%	0.5%	97.4%	56	11521	8	139	6.0%	0.1%	2.3%	350	11737	3.0%	3.0%	97.7%	358	11486
SES 1	0	16	0.0%	0.0%	0.0%	17	1939	0.9%	0.9%	100.0%	17	1821	4	18	23.1%	0.2%	2.7%	152	2005	7.6%	7.7%	97.3%	156	1963
SES 2	0	4	0.0%	0.0%	0.0%	10	554	1.8%	1.9%	100.0%	10	530	0	5	0.0%	0.0%	0.0%	31	573	5.4%	5.7%	100.0%	31	542
SES 3	0	2	0.0%	0.0%	0.0%	2	277	0.7%	1.7%	100.0%	2	116	0	3	0.0%	0.0%	0.0%	9	286	3.1%	7.2%	100.0%	9	125
All	450	5415	8.3%	0.3%	19.0%	1913	146816	1.3%	1.3%	81.0%	2363	152231	908	6013	15.1%	0.6%	8.2%	10118	149584	6.8%	6.5%	91.8%	11026	155597

*Data begins financial year 2014/15

Note: Indig-Non Indig proportion used to adjust Separations numbers, by pro rata allocation of "No Data" separations that have unknown Indigenous status.

Note: SES total employment data was provided at aggregate level, for All SES. For the purpose of analysis this data has been split between SES bands 1, 2 and 3 on the basis of 0.7, 0.2 and 0.1 respectively.

Data Source: APS Employment Data

	2017												2018											
	Indigenous					Non-Indigenous					Total Engs	Total Emps	Indigenous					Non-Indigenous					Total Engs	Total Emps
	N Engs	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Engs	N Engs	Total Non-Indig-enous Emps	% of Non-Indig-enous Emps	% of Total Emps	% of All Engs	Engs	N	N Engs	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Engs	N Engs	Total Non-Indig-enous Emps	% of Non Indig-enous Emps	% of Total Emps	% of All Engs	Engs	N
Trainee & Graduate	493	452	109.0%	29.6%	24.3%	1530	1412	108.4%	91.9%	75.7%	2023	1665	481	431	111.5%	40.2%	31.7%	1039	1048	99.1%	86.7%	68.3%	1520	1198
APS 1	13	410	3.2%	0.4%	22.9%	44	2038	2.2%	1.5%	77.1%	57	2909	5	452	1.2%	0.2%	9.8%	49	2290	2.1%	1.7%	90.2%	54	2889
APS 2	148	326	45.4%	3.2%	32.2%	313	3087	10.1%	6.8%	67.8%	461	4609	84	291	28.9%	1.8%	37.5%	140	2861	4.9%	2.9%	62.5%	224	4796
APS 3	137	1343	10.2%	0.7%	8.4%	1506	16505	9.1%	8.2%	91.6%	1643	18460	99	1372	7.2%	0.6%	4.1%	2303	15738	14.6%	13.1%	95.9%	2402	17610
APS 4	35	1630	2.2%	0.1%	2.3%	1503	29085	5.2%	5.1%	97.7%	1538	29491	54	1758	3.0%	0.2%	3.5%	1456	29256	5.0%	4.9%	96.5%	1510	29458
APS 5	34	754	4.5%	0.2%	3.2%	1024	20328	5.0%	4.8%	96.8%	1058	21233	20	814	2.4%	0.1%	1.8%	1054	20114	5.2%	5.1%	98.2%	1074	20849
APS 6	40	721	5.5%	0.1%	3.1%	1261	32570	3.9%	3.8%	96.9%	1301	33124	25	736	3.3%	0.1%	2.0%	1175	32822	3.6%	3.6%	98.0%	1200	32981
EL 1	19	417	4.5%	0.1%	2.7%	664	25928	2.6%	2.6%	97.3%	683	25543	6	416	1.6%	0.0%	1.0%	664	26220	2.5%	2.6%	99.0%	670	25672
EL 2	12	149	8.1%	0.1%	4.1%	282	11878	2.4%	2.4%	95.9%	294	11670	3	154	2.1%	0.0%	1.2%	262	12096	2.2%	2.2%	98.8%	265	11761
SES 1	1	23	5.4%	0.1%	2.6%	47	2027	2.3%	2.4%	97.4%	48	1977	0	22	0.0%	0.0%	0.0%	49	2071	2.4%	2.4%	100.0%	49	2017
SES 2	0	7	0.0%	0.0%	0.0%	19	579	3.3%	3.4%	100.0%	19	560	0	6	0.0%	0.0%	0.0%	26	592	4.4%	4.7%	100.0%	26	557
SES 3	0	3	0.0%	0.0%	0.0%	6	290	2.1%	5.0%	100.0%	6	119	0	3	0.0%	0.0%	0.0%	6	296	2.0%	4.8%	100.0%	6	124
All	874	6235	14.0%	0.6%	9.6%	8257	145727	5.7%	5.4%	90.4%	9131	151962	725	6454	11.2%	0.5%	8.1%	8275	145404	5.7%	5.5%	91.9%	9000	150594

Appendix F - Indigenous and non-Indigenous Separations 2014-2018*

	Ongoing Employees - Separations																							
	2015												2016											
	Indigenous					Non-Indigenous					Total Seps	Total Emps	Indigenous					Non-Indigenous					Total Seps	Total Emps
	Seps	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Seps	Seps	Total Non-Indig-enous Emps	% of Non Indig-enous Emps	% of Total Emps	% of All Seps	Seps	N	Seps	Total Indig-enous Emps	% of Indig-enous Emps	% of Total Emps	% of All Seps	Seps	Total Non-Indig-enous Emps	% of Non Indig-enous Emps	% of Total Emps	% of All Seps	Seps	N
Trainee & Graduate	39	178	21.7%	3.2%	50.9%	37	1041	3.6%	3.1%	49.1%	76	1196	45	502	9.0%	2.9%	44.6%	56	1346	4.2%	3.6%	55.4%	101	1570
APS 1	27	359	7.4%	0.6%	31.3%	58	2676	2.2%	1.3%	68.7%	85	4349	18	411	4.5%	0.5%	31.3%	41	2724	1.5%	1.0%	68.8%	59	3898
APS 2	54	386	13.9%	1.1%	16.2%	277	3651	7.6%	5.9%	83.8%	331	4672	67	398	16.9%	1.3%	24.1%	212	3498	6.1%	4.2%	75.9%	279	5004
APS 3	79	1253	6.3%	0.4%	6.9%	1060	17470	6.1%	5.5%	93.1%	1139	19398	118	1243	9.5%	0.6%	11.9%	873	19214	4.5%	4.2%	88.1%	991	20767
APS 4	72	1398	5.1%	0.2%	4.1%	1676	30674	5.5%	5.5%	95.9%	1748	30638	90	1506	6.0%	0.3%	5.8%	1464	30426	4.8%	4.8%	94.2%	1554	30578
APS 5	50	688	7.2%	0.2%	3.6%	1341	19794	6.8%	6.5%	96.4%	1391	20670	59	711	8.2%	0.3%	4.6%	1226	19857	6.2%	5.9%	95.4%	1285	20932
APS 6	37	608	6.1%	0.1%	1.6%	2265	30601	7.4%	7.2%	98.4%	2302	31246	31	667	4.7%	0.1%	1.6%	1880	31947	5.9%	5.8%	98.4%	1911	32670
EL 1	37	391	9.6%	0.1%	1.7%	2154	26310	8.2%	8.3%	98.3%	2191	25853	25	410	6.0%	0.1%	1.1%	2250	25970	8.7%	8.8%	98.9%	2275	25484
EL 2	10	131	7.9%	0.1%	0.9%	1137	11830	9.6%	9.9%	99.1%	1147	11521	16	139	11.4%	0.1%	1.5%	1066	11737	9.1%	9.3%	98.5%	1082	11486
SES 1	2	16	14.4%	0.1%	1.3%	168	1939	8.7%	9.2%	98.7%	170	1821	3	18	18.8%	0.2%	1.9%	174	2005	8.7%	8.8%	98.1%	177	1963
SES 2	0	4	0.0%	0.0%	0.0%	72	554	13.0%	13.6%	100.0%	72	530	0	5	0.0%	0.0%	0.0%	71	573	12.4%	13.1%	100.0%	71	542
SES 3	0	2	0.0%	0.0%	0.0%	13	277	4.7%	11.2%	100.0%	13	116	0	3	0.0%	0.0%	0.0%	14	286	4.9%	11.2%	100.0%	14	125
All	395	5415	7.3%	0.3%	3.7%	10270	146816	7.0%	6.7%	96.3%	10665	152231	458	6013	7.6%	0.3%	4.7%	9341	149584	6.2%	6.0%	95.3%	9799	155597

*Data begins financial year 2014/15

Note: Indig-Non Indig proportion used to adjust Separations numbers, by pro rata allocation of "No Data" separations that have unknown Indigenous status.

Note: SES total employment data was provided at aggregate level, for All SES. For the purpose of analysis this data has been split between SES bands 1, 2 and 3 on the basis of 0.7, 0.2 and 0.1 respectively.

Data Source: APS Employment Data

	2017												2018											
	Indigenous					Non-Indigenous					Total Seps	Total Emps	Indigenous					Non-Indigenous					Total Seps	Total Emps
	Seps	Total Indigenous Emps	% of Indigenous Emps	% of Total Emps	% of All Seps	Seps	Total Non-Indigenous Emps	% of Non Indigenous Emps	% of Total Emps	% of All Seps	Seps	N	Seps	Total Indigenous Emps	% of Indigenous Emps	% of Total Emps	% of All Seps	Seps	Total Non-Indigenous Emps	% of Non Indigenous Emps	% of Total Emps	% of All Seps	Seps	N
Trainee & Graduate	53	452	11.8%	3.2%	43.9%	68	1412	4.8%	4.1%	56.1%	121	1665	76	431	17.6%	6.3%	57.6%	56	1048	5.3%	4.7%	42.4%	132	1198
APS 1	10	410	2.3%	0.3%	15.7%	51	2038	2.5%	1.8%	84.3%	61	2909	20	452	4.3%	0.7%	28.3%	49	2290	2.2%	1.7%	71.7%	69	2889
APS 2	58	326	17.7%	1.2%	23.9%	183	3087	5.9%	4.0%	76.1%	241	4609	33	291	11.5%	0.7%	11.6%	255	2861	8.9%	5.3%	88.4%	288	4796
APS 3	146	1343	10.9%	0.8%	12.2%	1044	16505	6.3%	5.7%	87.8%	1190	18460	157	1372	11.4%	0.9%	13.5%	1005	15738	6.4%	5.7%	86.5%	1162	17610
APS 4	109	1630	6.7%	0.4%	6.5%	1581	29085	5.4%	5.4%	93.5%	1690	29491	127	1758	7.2%	0.4%	6.9%	1719	29256	5.9%	5.8%	93.1%	1846	29458
APS 5	57	754	7.6%	0.3%	4.0%	1379	20328	6.8%	6.5%	96.0%	1436	21233	48	814	5.9%	0.2%	3.3%	1400	20114	7.0%	6.7%	96.7%	1448	20849
APS 6	42	721	5.9%	0.1%	2.0%	2077	32570	6.4%	6.3%	98.0%	2119	33124	53	736	7.1%	0.2%	2.3%	2212	32822	6.7%	6.7%	97.7%	2265	32981
EL 1	28	417	6.6%	0.1%	1.6%	1727	25928	6.7%	6.8%	98.4%	1755	25543	28	416	6.7%	0.1%	1.6%	1661	26220	6.3%	6.5%	98.4%	1689	25672
EL 2	7	149	4.6%	0.1%	0.8%	875	11878	7.4%	7.5%	99.2%	882	11670	11	154	7.0%	0.1%	1.2%	889	12096	7.4%	7.6%	98.8%	900	11761
SES 1	0	23	0.0%	0.0%	0.0%	174	2027	8.6%	8.8%	100.0%	174	1977	3	22	15.7%	0.2%	2.1%	158	2071	7.6%	7.8%	97.9%	161	2017
SES 2	0	7	0.0%	0.0%	0.0%	64	579	11.0%	11.4%	100.0%	64	560	0	6	0.0%	0.0%	0.0%	64	592	10.8%	11.5%	100.0%	64	557
SES 3	0	3	0.0%	0.0%	0.0%	20	290	6.9%	16.8%	100.0%	20	119	0	3	0.0%	0.0%	0.0%	18	296	6.1%	14.5%	100.0%	18	124
All	485	6235	7.8%	0.3%	5.0%	9268	145727	6.4%	6.1%	95.0%	9753	151962	544	6454	8.4%	0.4%	5.4%	9498	145404	6.5%	6.3%	94.6%	10042	150594