Aboriginal Economic Participation

Supporting Aboriginal and Torres Strait Islander People in Employment

Following extensive national consultation with Aboriginal people, community leaders, support service providers and resource companies a nationally endorsed competency has been established for individuals in leadership roles charged with the supervision of Aboriginal employees.

The competency provides a framework for identifying the organisational and individual support mechanisms that contribute to effective engagement, retention and development of Aboriginal people in the resources sector.

Establishing systems to support Aboriginal employees

This unit of competency *RIILAT401D Provide leadership in the supervision of Indigenous employees* provides a framework for oganisations to:

- Identify and/or develop policies, procedures and processes to provide effective support for Aboriginal employees
- Ensure supervisors have the skills and knowledge required to provide effective support to Aboriginal employees
- Ensure supervisors are aware of the policies, procedures and processes to provide effective support for Aboriginal employees.

It is important to understand that each employee is an individual and effective support will reflect a genuine interest in the best interest of the individual, building genuine relationships grounded in trust with a willingness to following through on commitments made.

You can use the **Elements** and **Performance Criteria** to evaluate your organizational readiness to provide effective support to Aboriginal people in the workplace.

The **Scope and Definitions** will provide guidance to the context, scope and application of terms in the Performance Criteria.

Employees who are engaged and supported will:

- develop skills more quickly;
- be more productive;
- work more safely; and
- contribute more effectively to team and work outcomes.

RIILAT401D Provide leadership in the supervision of Indigenous employees

Application

This unit describes a participant's skills and knowledge required for providing leadership in the supervision of Indigenous employees.

Elements and Performance Criteria

Element	Performance Criteria	How we support this capability and action
1 Identify the support requirements for Indigenous employees	1.1 Determine the scope and boundaries of the ***supervisory role*** in line with organisation policies, procedures and objectives in the employment and supervision of Indigenous employees 1.2 Identify the strengths and ***support requirements*** of Indigenous employees 1.3 Establish realistic ***expectations and conditions*** with stakeholders through negotiation 1.4 Discuss the benefits of mentoring with stakeholders and establish agreement on ***relationships and conditions*** 1.5 Identify and explore cultural factors, obligations and potential conflict using ***appropriate networks*** to effectively support and lead work group 1.6 Apply a framework for ***performance expectations*** consistent with the organisation's objectives, values and practices	

2 Facilitate support for Indigenous employees	2.1 Use a range of strategies to support, report on and promote the development of Indigenous team members in the work role and environment	
	2.2 Develop work practices that acknowledge diversity and encourage team members to develop empathy, respect, and collaboration	
	2.3 Provide encouragement and advice to support **decision making** which is consistent with personal and workplace goals and career development	
	2.4 Use appropriate networks to provide assistance to team members	
	2.5 Provide information, guidance and constructive feedback incorporating reflective practice to enhance engagement in the workplace	
	2.6 Address **cultural differences**, and personal and workplace **barriers** consistent with maintaining positive support and relationships	
3 Monitor individual and team performance and relationships	3.1 Provide planning guidance and support in a form and style to suit team member and workplace requirements	
	3.2 Provide regular and consistent feedback on progress towards achieving agreed expectations and personal and workplace goals	
	3.3 Recognise and negotiate **changes** in behaviour, expectations and outcomes with appropriate stakeholders	
	3.4 Recognise potential and experienced **tension and conflict** and seek advice and support to provide resolutions	

	3.5 Consult with team, other supervisors, mentors, and management to ensure corporate, workplace, team and individual goals are achieved	
4 Provide advice on the effectiveness of support strategies for Indigenous team members	4.1 Identify and analyse the benefits of culturally effective leadership in relation to **work practices, objectives and workplace outcomes** 4.2 Identify and recommend strategies to achieve individual and organisational objectives 4.3 Identify and report on the benefits and barriers in policies and practices for supporting Indigenous employees and make recommendations for improving individual and organisational outcomes	

Definitions of Scope and Terms

Supervisory role may include**:**	- team leadership - cultural leadership - positive role modelling - mentoring - training - assessment - performance management - offering a wide range of support oriented to: - achieving work related goals - individual and team development - guidance in personal or career growth - advice in adjusting to a culturally different work environment - positive reinforcement and guidance - positive role modelling - workplace cultural support and advocacy - identifying and applying relevant organisational policies, procedures and ethical standards - developing and working with culturally diverse supporting networks - establishing open working relationships - identifying aspects of the work environment that may contribute to cultural conflict - working with individuals to identify: - goals and objectives - strengths - barriers to workforce participation - support networks - providing appropriate support to achieve personal and career goals
Support may include:	- information, strategies and resources oriented to: - successfully adjusting to a culturally different work environment - achieving skills development and work related goals - individual and team development - personal or career growth - positive reinforcement and guidance - positive role modelling - workplace cultural support and advocacy - mentoring - referral to specialist support agencies including: - health - drug and alcohol services - language, literacy and numeracy - financial - accommodation - family - transport
Expectations and conditions may include:	- requirements of policies and procedures - job descriptions and employment conditions - workplace code of conduct - training and competency assessment - agreement on the role of mentoring and role models - active involvement of parties in the goal setting process and the development and review of personal management plans - relevant relationships with family and community

	• relationship with team members and management
Stakeholders may include:	• Industry experts • trainees • management • trainers • community leaders and members
Relationships and conditions may include:	• informal workplace development program based on support from personal relationships • formal mentoring process associated with a contracted apprenticeship or traineeship, involving a formal training and development plan • the role of buddies, peer support and role models • individual management plans • performance management and feedback
Appropriate networks may include:	• advisors with special knowledge of cultural practices, history, relationships and obligation relevant to members of the work team including: • leaders in the relevant culture community • team members belonging to the culture • special culture consultants • human resource consultants • role models • mentors • trainers • wellbeing services • health, drug and alcohol monitoring services
Performance expectations may include:	• individual management plans • agreed performance standards • individual and team goals and targets • skills development and competencies • personal and team objectives and productivity • career opportunities and development
Decision making may include:	• personal and family aspirations • work experiences • further training and education • career development and progression • application for promotion positions • consensus decision making • financial security
Cultural differences may include:	• the effects of the history of contact between Indigenous and European cultures and its impact on current cross cultural issues including: • traditional lifestyle and values • cultural cohesiveness and divisions • racism • assumptions • stereotyping • differences specific to individuals and communities including: • work and family values • ways of communicating • language • individual and collective responsibilities • taboos and prohibitions • death in family or community • personal and workplace expectations

	• experiences with drugs and alcohol • experience with the justice system • relationships and communication between members of a culture group • relationships and status in the community and the workplace • family history, connections and responsibilities • cultural knowledge and influence • cultural politics • tribal justice • ceremonies • sorry business
Barriers may include:	• confusion and conflict • misunderstandings • discrimination and stereotyping • perceived and real inconsistencies in behaviour and treatment • poor self esteem, social withdrawal and isolation • conflict between work and family expectations and obligations • avoidance relationships within kinship systems such as poison cousins • poor literacy and numeracy • feelings of shame and inadequacy • limited exposure and experience • conflict of values • language • different learning and working styles • workplace culture
Changes may include:	• adjustments to individual management plan • alternative duties and rosters • different mentoring arrangements • different levels of support and resources • implementing recommendations from advisors • adjustments in response to personal and family obligations • work locations • accommodation • financial management • new training and work experiences
Tension and conflict may include:	• perception of nepotism and favouritism • racism • clash of values • inconsistent behaviour and responses • failure of communication • conflicting expectations • false or misleading assumptions • stereotyping • concepts of identity • concepts of belonging and group behaviour
Work practices, objectives and workplace outcomes may include:	• work routines and timeframes • management and supervision • roles and responsibilities • compliance with policies and procedures • relationship with authority • work effectiveness and behaviour • levels of literacy and numeracy • communication

	- employee retention - induction, training and skills development - career progression
Strategies may include:	- taking time to develop personal relationships and trust with individual team members - developing trust and credibility through honest and reliable communication and actions - fair and open feedback and advice - taking account of personal styles in learning and working - flexible allowances made in times and rosters - separating or combining individuals and groups - clarification and review of objectives - negotiated individual management plans - recognising and acknowledging good work performance - respecting confidences and personal sensitivities - taking the initiative when team members don't promote themselves - being aware of personal and family needs and issues - building networks with communities - seeking and respecting advice and leadership from cultural experts - recognising and rewarding talent
Benefits may include:	- increased levels of commitment, engagement and confidence - team harmony and mutual respect - increased productivity and worksite safety - development of workplace competence and self-confidence - skills recognition and job satisfaction - improved retention and career progression - developing insight into organisational culture, attitudes and expected behaviours - supportive environment in which strengths, weaknesses, successes and failures can be evaluated - improved networking opportunities and support - improved relations with local communities