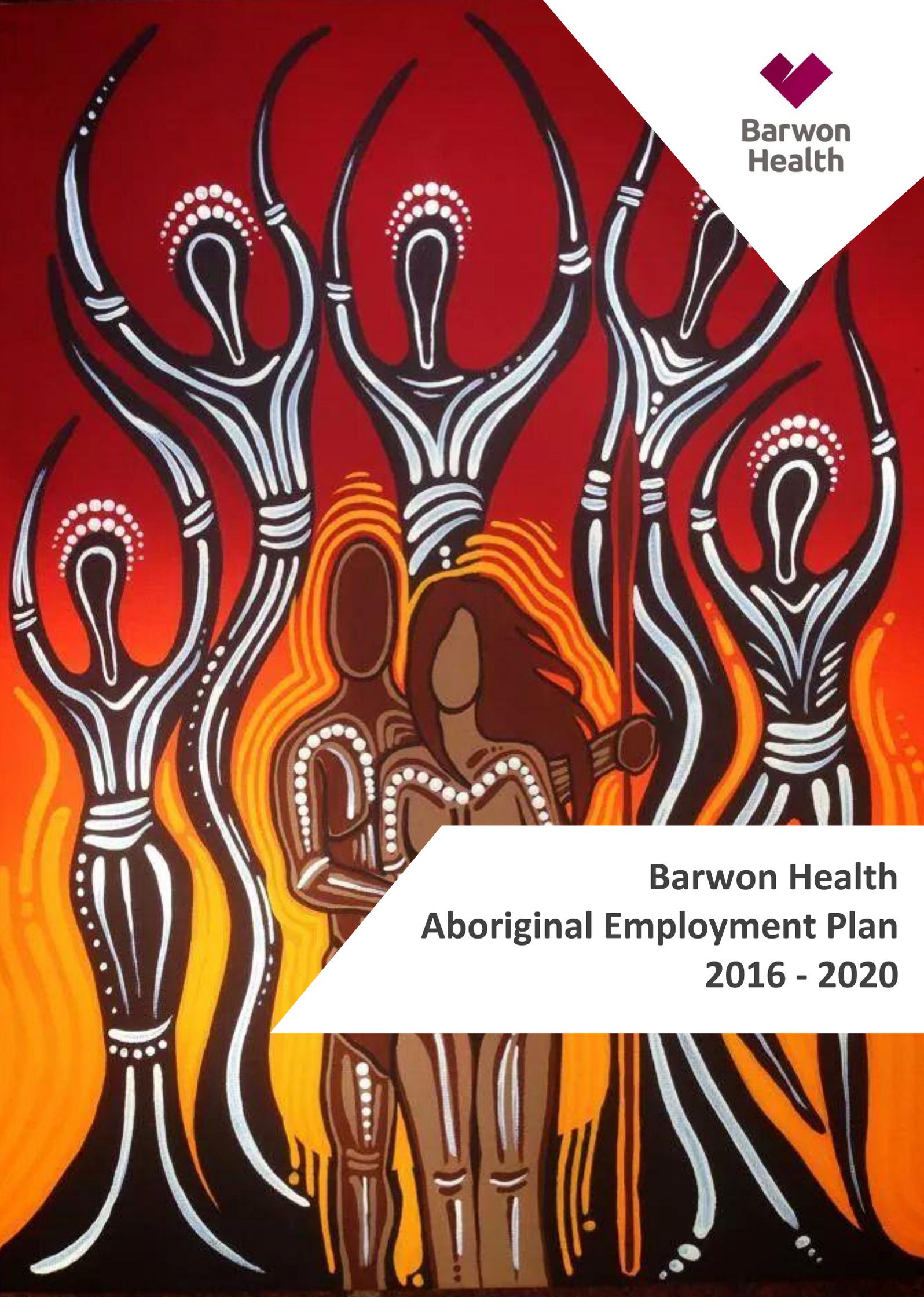




**Barwon
Health**



**Barwon Health
Aboriginal Employment Plan
2016 - 2020**

Acknowledgement

We, Barwon Health, acknowledge the Traditional Owners of the land, the Wadawurrung people of the Kulin Nation. We pay our respects to the Elders both past and present. We thank the Traditional Owners for custodianship of the land, and celebrate the continuing culture of the Wadawurrung people acknowledging the memory of honourable ancestors. We also welcome all Aboriginal and Torres Strait Islander people present today.

Message from the CEO, Barwon Health

Barwon Health is committed to Closing the Gap between Aboriginal and Non-Aboriginal Australians. This has been demonstrated through various activities; most notably our initial Aboriginal Employment Plan (AEP) 2012 – 2015 and more recently the review and revised Aboriginal Employment Plan 2016 - 2020. This revised AEP acknowledges other Barwon Health strategic planning documents namely, the Barwon Health Strategic Plan 2015 - 2020 and the Barwon Health Reconciliation Action Plan 2016 - 2017. Together these documents guide our organisation in tangible ways and build on collaborative partnerships to enable us to achieve the 1% Aboriginal and Torres Strait Islander employment target.

In line with our Strategic vision and organisational values of Respect, Compassion, Commitment, Accountability and Innovation we are committed to maintaining a culturally inclusive and culturally supportive workplace whilst concurrently improving our service delivery and care to Aboriginal patients and their families.

Our revised five year Aboriginal Employment Plan 2016 – 2020 will progress the work completed to date with the view to reaching our modest employment target across all areas of the organisation. We aim to utilise new and innovative ways of attracting and retaining Aboriginal staff and establishing our position as an employer of choice for Aboriginal people in the Barwon South Western Region.

Thank you to all involved in the review process and I welcome the challenges ahead in our Aboriginal Employment Plan 2016 -2020.



Professor Belinda Moyes, CEO Barwon Health.

Message from the CEO, Wathaurong Aboriginal Cooperative Health Service

Wathaurong Aboriginal Co-operative has a long standing, strong partnership with Barwon Health. I fully support Barwon Health's Aboriginal Employment Plan and applaud Barwon Health's commitment towards achieving 1% workforce employment and retention of Aboriginal people. Wathaurong looks forward to continuing our collaboration with Barwon Health and supporting its strategies.



Mr Rod Jackson, CEO Wathaurong Aboriginal Cooperative

Artwork by Nathan Patterson, Wagiman man from Northern Territory, who currently lives on Wadawurrung Country (Geelong, Victoria)



OUR VALUES / RESPECT / COMPASSION / COMMITMENT / ACCOUNTABILITY / INNOVATION

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Mission statement:

With our consumers at the forefront, we excel in delivering efficient integrated care, education & research to advance health and well-being for all.

Vision statement:

Together with our community we build healthier lives, inspired by world class standards.

Values:

- RESPECT - We RESPECT the people we connect with.
- COMPASSION - We show COMPASSION for the people we care for and work with.
- COMMITMENT - We are COMMITTED to quality and excellence in everything we do.
- ACCOUNTABILITY - We take ACCOUNTABILITY for what we do.
- INNOVATION - We drive INNOVATION for better care.

Pillars:

- Our Consumers at the Forefront
- Our People at their Best
- Right Care, Right Time, Right Place
- Research, Education & Training for Excellence
- Our Community's Well-being

Enablers:

- Leadership Clinical and business management leadership that has the ambition and capability to deliver on the Vision
- Prosperity Generating the capacity to deliver on the Vision
- Knowledge Using the power of our data and world knowledge as integrated information for care to deliver on the Vision

Introduction

All Victorian public sector organisations have ongoing reporting requirements under Karreeta Yirramboi. They must provide data on: Aboriginal employees as part of the annual workforce data collection undertaken by the VPSC. The information collected forms part of the source material for The State of the Public Sector in Victoria. Annual progress reports in relation to the five action areas in Karreeta Yirramboi are also required.

Barwon Health is committed to improving employment outcomes for Aboriginal and / or Torres Strait Islander people within the Barwon South Western region of the Department of Health and Human Services. With a recognised teaching and learning emphasis the University Hospital Geelong and Barwon Health acknowledge the importance of increasing the Aboriginal and / or Torres Strait Islander workforce as a key factor in achieving the Aboriginal Employment Plan's target and actions.



Strategic Alignment:

The Barwon Health Aboriginal Employment Plan 2016-2020 is aligned with the following strategic documents:

- The Barwon Health Strategic Plan 2015-2020;
- The Barwon Health Strategic Workforce Plan 2015-2020 – Action Plan;
- The 2015-16 Statement of Priorities: Agreement between the Minister for Health and Barwon Health;
- Barwon Health Reconciliation Action Plan 2016-2017;
- Department Of Health And Human Services Koolin Balit: Expression Of Interest For Updating Aboriginal Employment Plans 2015-2016;
- Department Of Health And Human Services Aboriginal Employment Strategy 2016-2021;
- Koolin Balit: Victorian Government Strategic Directions For Aboriginal Health 2012–2022;
- Koolin Balit Aboriginal Health Workforce Plan 2014 – 2017;
- Karreeta Yirramboi Victorian Public Sector Employment And Career Development Action Plan 2010–2015;
- Karreeta Yirramboi: An Employer Toolkit To Grow Aboriginal Employment In Your Organisation;
- Victorian Aboriginal Economic Strategy 2013-2020;
- Victorian Aboriginal Affairs Framework 2013-2018;
- National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2011 – 2015 and;
- Memorandum of Understanding 2014 – Wathaurong Aboriginal Co-operative Health Service and Barwon Health.

Aboriginal and / or Torres Strait Islander Employment Target

Barwon Health employs 34 Aboriginal and / or Torres Strait Islander staff as at August 2016, which equates to 16.78 Full Time Effective (FTE) positions and is approximately 0.004 percent of the total workforce of approximately 7000 employees. The Barwon Health Aboriginal Employment Plan 2016-2020 target is to increase Aboriginal and / or Torres Strait Islander employment to one percent of the total workforce by the year 2020, which equates to 44 (FTE). The plan calls for Barwon Health to adopt new practices and ideas to meet the one percent target. Innovation in work practices that focus on driving change and increasing measurable outcomes are the foundations for the plan.



Progress to date from the previous plan

STRATEGIC ACTION	OUTCOME
<i>Employment of an Aboriginal Recruitment and On-boarding Officer / Consultant within Workforce Partnerships.</i>	Achieved
<i>Research avenues for practical cross-cultural training.</i>	Achieved
<i>Identify initial departments who require cultural awareness training.</i>	Achieved
<i>Develop a policy and procedure for ongoing refresher training.</i>	Not achieved
<i>Continue connection with G21 Freedom from Discrimination Action Group.</i>	Not achieved
<i>Establish requirements for increased cultural recognition.</i>	Achieved
<i>Identify improvements in initial departments hosting Aboriginal employees.</i>	Not achieved
<i>Encourage current employees to identify themselves as Aboriginal.</i>	Achieved
<i>Further develop the current on boarding program for new employees to ensure it is culturally aware.</i>	Achieved
<i>Develop a training program and tools for supervisors and managers in best practice methods for training and supervising Aboriginal Employees.</i>	Achieved
<i>Ensure the environment is welcoming to Aboriginal employees.</i>	Achieved
<i>Establish communication and reporting requirements if the employment or traineeship is across departments.</i>	Achieved
<i>Ensure on-boarding communication and reporting guidelines are followed and requirements between departments e.g. Workforce Partnerships, and the department employing the staff member.</i>	Achieved
<i>Follow the organisational grievance procedure for supervisors, managers, and employees, if required and include as part of the on boarding program.</i>	Achieved
<i>Maintain and Review trainee and apprenticeship specific policies and procedures to ensure BH monitors and collects Government funding incentives.</i>	Achieved
<i>Follow the National Employment Standards, current leave entitlement policy relevant award / EBA to ensure that cultural leave is available and managed appropriately to address attendance to funerals and Aboriginal community events.</i>	Achieved
<i>Engagement with Department Managers and Aboriginal Recruitment Officer as vacancies occur to identify potential opportunities for Aboriginal employees</i>	Achieved
<i>Promotes and advocate the benefits of employing Aboriginal employees</i>	Achieved
<i>Ensure the collection and distribution of Aboriginal employment initiatives (State, Federal and Local).</i>	Achieved
<i>Assessment of the viability of new initiatives and implementation strategies for Barwon Health.</i>	
<i>Focus on partnership development with funding stream opportunities. Utilise the following funding streams to implement Aboriginal Employment Plan:</i>	
<i>Federal Apprenticeship funding.</i>	Not achieved
<i>Youth Employment Scheme.</i>	Achieved
<i>Indigenous wage subsidy.</i>	Unknown
<i>Skills Victoria funding.</i>	Achieved
<i>Job services Australia – negotiated directly with regional provider.</i>	Not achieved
<i>AFL sports ready traineeship.</i>	Not achieved
<i>University scholarship funding.</i>	Not achieved
<i>Secure management and executive support for each role to ensure a high probability of ongoing employment after the initial funding and training period.</i>	Not achieved
<i>Further develop current networks within the local Aboriginal community to introduce new employment opportunities at BH. Examples include: Koorie Mail, Wathaurong newsletter, Institute of Koorie Education (IKE) newsletter, the Indigenous Times, Victorian Aboriginal Community Controlled Health Organisations (VACCHO), Department of Health and Human Services (DHHS) and university programs.</i>	Achieved
<i>Review and update advertising branding and templates to include Aboriginal art.</i>	Achieved
<i>Develop marketing opportunities through BH Careers in Health Strategy.</i>	Achieved
<i>Ensure advertising material is appropriate and written clearly in order to adequately convey the role and application process.</i>	Achieved
<i>Include an Aboriginal panel member on selection panel.</i>	Achieved



<i>Provide support through the application and pre-interview to including position description interpretation and guidance to applicants.</i>	Achieved
<i>Ensure the interview process is engaging by selecting a relaxed environment for interviewing that includes cultural recognition.</i>	Achieved
<i>Structure questions and interview techniques that will engage an audience who may be attending their first formal interview.</i>	Achieved
<i>Provide feedback on interview performance for each candidate interviewed with practical tips for improvement.</i>	Achieved
<i>Update recruitment framework and tool kit to ensure selection practices are culturally diverse throughout the recruitment process.</i>	Achieved
<i>Implement a training program for all nominated internal mentors.</i>	Not achieved
<i>Partner mentors with new trainees and apprentices on the first day of employment.</i>	Not achieved
<i>Investigate external Indigenous mentoring programs i.e. Wathaurong Aboriginal Co-operative.</i>	Not achieved
<i>Extend the mentoring program to Career in Health initiatives.</i>	Not achieved
<i>Develop measures to determine mentoring effectiveness including surveying mentors and employees to establish future improvements.</i>	Not achieved
<i>Ensure the Aboriginal Employment Plan is included on the Workforce Leadership Governance and Aboriginal Health Committee agendas.</i>	Achieved
<i>Provide regular progress reports on implementation at Workforce Leadership Governance meetings.</i>	Achieved
<i>Aboriginal Employment Plan to be included as part of the quality initiatives within the all departments to ensure regular monitoring of plan progress.</i>	Not achieved
<i>Develop a strategy to assess the ongoing effectiveness of the program.</i>	Not achieved
<i>Ensure guidelines and process for reporting are understood and deadlines are met.</i>	Not achieved
<i>Utilise findings in subsequent Aboriginal employment appointments as the plan progresses.</i>	Not achieved

INITIATIVE ACTION	OUTCOME
<i>Develop a partnership with local secondary schools</i>	Not achieved
<i>Liaise with stakeholder including (Wathaurong Aboriginal Co-operative, Gordon TAFE, Department of Education Koorie Transition Officer, Local Learning and Employment Network</i>	Achieved
<i>Progress structured work experience model</i>	Not achieved
<i>Explore 'Health Snapshot' / 'Taster' opportunities</i>	Achieved
<i>Support VET in school health and community service initiatives</i>	Unknown
<i>Monitor the outcomes of Careers in Health initiatives and the transition to full time Health industry careers</i>	Not achieved
<i>Evaluate the benefit of student placements in establishing relationships with local students and promoting the health sector as an employment option</i>	Achieved
<i>Identify departments who may provide traineeship or apprenticeship opportunities to Aboriginal people</i>	Achieved
<i>Determine the number of trainees or apprentices to be engaged over the period of the plan</i>	Not Achieved
<i>Ensure preferred training organisations can provide training for anticipated numbers of Aboriginal trainees or apprentices</i>	Achieved
<i>Utilise the objectives outlined below in the 'training section' to establishing and monitor RTO and TAFE partnerships</i>	Achieved
<i>Support trainees and apprentices</i>	Achieved
<i>Identify Barwon Health staff to train and tutor Aboriginal trainees or apprentices</i>	Not Achieved
<i>Facilitate applications for funding for trainees or apprentices</i>	Achieved
<i>In consultation with Barwon Health's Aboriginal Health Unit, Education and Training Unit and Aboriginal organisations, promote the benefits of the Apprenticeship and Traineeship program internally & externally</i>	Achieved
<i>Identify departments and positions where training is required</i>	Not Achieved
<i>Identify & scope specific training required for relevant positions and employees in line with BH Core Capability Framework</i>	Not Achieved



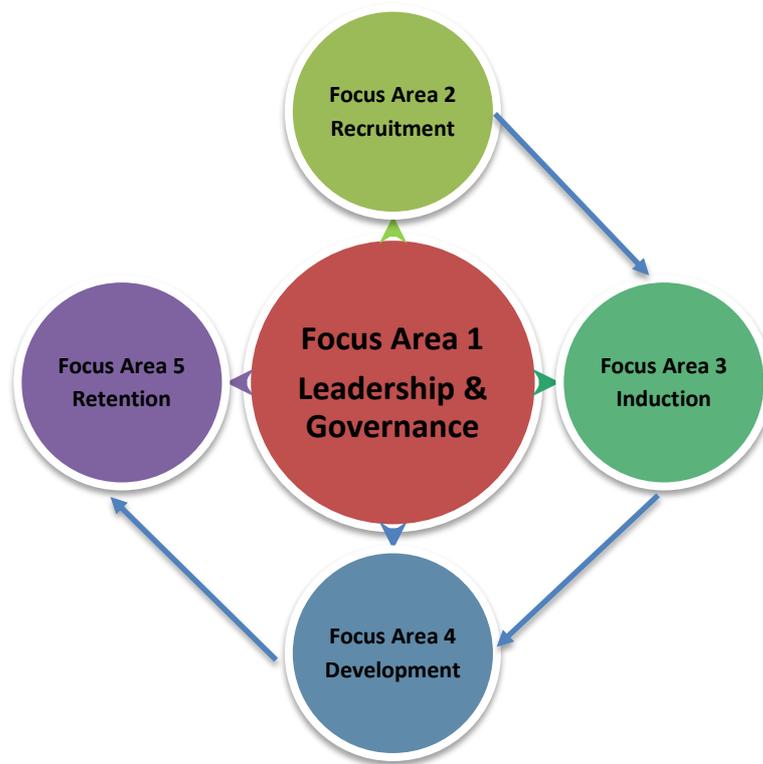
<i>With support from Education and Training Department, establish the required partnerships with TAFE or RTO to deliver the training required in each vocation</i>	Not Achieved
<i>Assess the performance of the training organisations and the potential of delivering high standards of competency training to BH</i>	Achieved
<i>Establish with the training organisations the communication methods and frequency to monitor employee's training progress</i>	Not Achieved
<i>Assess the RTO or TAFE's capacity to assist with literacy and numeracy training – consider using the DEEWR WELL program to assist if required</i>	Not Achieved
<i>Assess the human resources required to assist with the competency based training</i>	Not Achieved
<i>Establish the technology and infrastructure requirements to employ and train each Aboriginal employee</i>	Not Achieved
<i>Identify positions for Aboriginal employees (possibly exempt under changes to the Equal Opportunity Act 2010)</i>	Achieved
<i>Ensure ongoing identification of opportunities throughout the year at BH as vacancies occur within the organisation</i>	Achieved
<i>Market identified opportunities through Koorie media and local networks</i>	Achieved
<i>Investigate increased opportunities for Aboriginal students within existing student placement agreements</i>	Not Achieved



Focus Areas:

Senior leadership and governance, both Aboriginal and / or Torres Strait Islander and non-Indigenous creates the authorising environment that enables innovation and delivers sustainable outcomes. Building Barwon Health's relationship and profile with Aboriginal and / or Torres Strait Islander communities is vital to the success of this plan. Aboriginal and / or Torres Strait Islander communities are key stakeholders and share a common interest in positive outcomes for Aboriginal and / or Torres Strait Islander people including employment and career development. Barwon Health is committed to creating and driving workforce change that empowers Aboriginal and / or Torres Strait Islander people to take on leadership roles now and into the future.

The focus areas are the overall methods Barwon Health intends to use to reach the target of the plan. Within each focus area Barwon Health will outline the actions to be undertaken. The focus areas follow the structure and content of the employee life cycle.



Focus area 1 – Leadership and Governance

Leadership and governance oversees all of the other focus areas. It operates throughout the employee life cycle and provides a framework for success in all other focus areas. The governance, monitoring and reporting of the plan is critical for achieving the intended outcomes. The overall accountability for the plan sits with the Barwon Health Executive Board.

Progress will be monitored by the Barwon Health Aboriginal Health Council. The secretariat and central coordination functions will be undertaken by the Workforce and Culture Directorate. To progress Leadership and Governance for the plan Barwon Health will:

- Develop a monitoring and accountability structure that provides clear oversight and allocation of responsibilities.
- Identify relevant key stakeholders and organisations as having valuable contributions to make to the implementation of Aboriginal Employment Plans.
Accountability: Department Chiefs and Chief of Workforce and Culture.
- Establish the Barwon Health Aboriginal Health Council (BHAHC) to oversee program direction for all strategic and operational planning relating to Aboriginal Health and Employment programs at Barwon Health. The Council representative membership will be derived equally from Barwon Health Executive and Specialist Representatives from the Victorian Aboriginal Community Controlled Health Organisation Inc. (VACCHO). Detailed representative membership of the Council will be established through initial discussions between Barwon Health and VACCHO.
- Establish the VACCHO – Barwon Health Aboriginal Health Agreement working party of the BHAHC to draft the VACCHO – Barwon Health Aboriginal Health Agreement. The parties to the Agreement shall be Barwon Health and VACCHO and the partnership agreement will be re-signed every four years by the Chairperson of the Board of Directors, Barwon Health and the Chairperson of the Board, VACCHO. The terms of reference for the Agreement will be established by the working party. The agreement will outline the means by which the partnership between VACCHO and Barwon Health takes its formal structure.
Accountability: Chairperson, Board of Directors, Barwon Health and Chairperson, Board, VACCHO.
- Regularly itemise the Aboriginal Employment Plan as a matter of priority for both the Aboriginal Health Advisory Gathering and Workforce Governance Committee agendas.
Accountability: Aboriginal Health Advisory Gathering, Workforce Governance Committee.
- Conduct progress monitoring of actions within the Aboriginal Employment Plan in all department quality initiatives, including as a regular agenda item at departmental meetings.
Accountability: Heads of Departments, and Chair, Aboriginal Health Advisory Gathering.
- Establish an identified senior leadership position to oversee, develop and implement strategic initiatives of Aboriginal Health.
Accountability: CEO, Barwon Health.
- Conduct bi-annual reviews of the ongoing effectiveness, and progress toward achieving the planned actions of the Aboriginal Employment Plan. The review panel to be headed by the Chief of Workforce and Culture.
Accountability: Chief, Workforce and Culture, and Aboriginal Health Advisory Gathering.
- Apply unexpended salary funding to subsidise a fixed term contract to December 31st 2020 for a Koorie Workforce Talent Acquisition Officer position at 1 (FTE) – full-time. Remaining position funding to be derived from the Directorate of Workforce and Culture budget.
Accountability: Chief, Workforce and Culture, and Workforce Governance Committee.



Focus area 2 – Recruitment

Recently, there has been significant focus on creating jobs for Aboriginal people across the private and public sectors. This has created a highly competitive environment for both qualified and experienced talent. The challenge for Barwon Health is to engage with other partners, including the Aboriginal community-controlled sector, in order to develop the talent pool.

To progress Recruitment for the plan Barwon Health will:

1. Investigate funding sources and the establishment of an annual recurring scholarship in the amount of \$10,000 available to Aboriginal and / or Torres Strait Islander enrolled students to assist with HECS-HELP and related study costs within an undergraduate qualification in health or an allied health discipline. Recipients agree to undertake 12 months' work within Barwon health upon course completion. It may be appropriate to name the scholarship after a worthy Aboriginal and / or Torres Strait Islander person in acknowledgement of their contribution to health services within the region.
Accountability: CEO, Barwon Health or nominee.
2. Further identify Aboriginal and / or Torres Strait Islander positions in strategic areas of operation such as graduate student positions within nursing, occupational therapy, physiotherapy, allied health services, junior medical officers, and social work.
Accountability: Chair, Aboriginal Health Advisory Gathering.
3. Identify environments that include cultural recognition and ensure culturally appropriate introductions are in the Barwon Health recruitment and selection policies and guidelines.
Accountability: Workforce Talent Acquisition Coordinator, Workforce and Culture.
4. Identify position specific targets per department, for traineeships and apprenticeships, prior to ensuring preferred training organisations can provide training.
Accountability: Chair, Aboriginal Health Advisory Gathering.
5. Further investigate opportunities to identify prospective Aboriginal and / or Torres Strait Islander employment opportunities across departments and to further develop networks within and without Barwon Health to identify prospective Aboriginal and / or Torres Strait Islander employees.
Accountability: Departments, Chief of Workforce and Culture, and the Aboriginal Health Advisory Gathering.
6. Present every new position created to the Koorie Workforce Talent Acquisition Officer, prior to advertising, for consideration regarding possible Aboriginal and / or Torres Strait Islander applicants.
Accountability: Chief of Workforce and Culture.
7. Develop employment opportunities within the establishment of the Northern Health Hub.
Accountability: Chief of Workforce and Culture.
8. Strategically target marketing events in consultation with the Wathaurong Aboriginal Cooperative to enhance awareness within the local Aboriginal community about health career and employment opportunities within Barwon Health.
Accountability: Aboriginal Health Advisory Gathering.



Focus area 3 – Induction

Creating an environment which embeds cultural perspectives in all dimensions of the organisation is fundamental to the cultural well-being of Aboriginal people working within Barwon Health. Barwon Health has been building its cultural inclusiveness over a number of years through Reconciliation Action Plans and the delivery of Aboriginal cultural awareness training. However, more specific measures are required, to make Barwon Health an inclusive and culturally safe place to work. Induction plays an important role in the recruitment, mentoring and retention of employees. At Barwon Health, some training is provided online and other components are delivered in person. Barwon Health's induction process can vary quite considerably, depending on the area, the role and the manager concerned.

To develop Induction for the plan Barwon Health will:

1. Allocate responsibility to Departmental Chiefs for ensuring the completion of multiple practical cross-cultural awareness training is achieved within Departments.
Accountability: Department Chiefs.
2. Identify a detailed schedule and methodology for delivering multiple cultural awareness training opportunities throughout the life of the plan to strategically targeted areas and departments.
Accountability: Department Chiefs and Chief of Workforce and Culture.
3. All staff commencing employment at Barwon Health must complete the online cross cultural awareness training module as a minimum to participate in cross cultural awareness training throughout the period of the plan. It is recommended that regular automated email alerts be sent to staff until completion of relevant training has been achieved.
Accountability: Department Chiefs and Chief of Workforce and Culture.
4. Further investigation and development of the Barwon Health on boarding program be undertaken to ensure employees become culturally aware. Areas and Departments should be responsible for ensuring the on boarding process is culturally aware for their areas.
Accountability: All Departments and Workforce and Culture.
5. Ensure the application and selection process flowchart be accessible on the Barwon Health intranet for inclusion in the recruitment and selection process, and be incorporated into the cyclical review process for recruitment and selection policies and guidelines.
Accountability: Workforce Talent Acquisition Coordinator, Workforce and Culture.



Focus area 4 – Development

The current data confirms that there are minimal numbers of Aboriginal people who hold senior roles within Barwon Health. Aboriginal staff consulted for input into the revised plan highlighted that they were very interested in professional development and career advancement within Barwon Health. Many also expressed an interest in having careers that flourish and recognition for contributions they make to influence change within Aboriginal communities.

To progress Development for the plan Barwon Health will:

1. Complete strategic identification of relevant departments and positions where training is required and that funding available through Koolin Balit be accessed to ensure the application of strategic training is applied to the positions identified.
Accountability: Chair, Aboriginal Health Advisory Gathering.
2. Raise staff awareness about the ongoing refresher opportunities for cross cultural awareness training. Chiefs of Departments are accountable for implementing ongoing refresher cross cultural awareness training throughout the period of the plan. Outcomes will be measured by the number and frequency of staff attending appointed training opportunities throughout the life of the plan.
Accountability: Department Chiefs and Chief of Workforce and Culture.
3. Assess the viability of new Aboriginal Employment initiatives and implementation strategies for Barwon Health (Local, State, and Federal).
Accountability: Chair of Workforce and Culture.
4. Further investigate a Fees-HELP Scholarship to support the professional development of Aboriginal and / or Torres Strait Islander Barwon Health staff to complete a Graduate Certificate in Management (Public Sector).
5. Develop an Executive Mentor Program for Aboriginal and / or Torres Strait Islander staff to support the professional development of employees within and beyond the initial period of the funding and training of a position.
Accountability: Chair of Workforce and Culture.



Focus area 5 – Retention

The retention of staff is strongly linked to how safe and valued they feel in the workplace and increasing career development opportunities.

To progress Retention for the Plan Barwon Health will:

1. Further investigate examination of the Indigenous Advancement Strategy (IAS) grant guidelines within the Department of the Prime Minister and Cabinet regarding (IAS) grant funding to subsidise the wages of a range of positions for Aboriginal and / or Torres Strait Islander employees at Barwon Health.

Accountability: Chair of Workforce and Culture, Barwon Health Foundation.

2. Develop a Mentor Preparation Training Program (MPTP) to train mentors for the task of mentoring Aboriginal and / or Torres Strait Islander employees. The program should include existing elements, such as the completion of online cultural awareness training module and supervisor essentials training module, as well as a staff scholarship to support completion of formal qualifications such as the Graduate Certificate of Management (Public Sector). The staff scholarship is made available to employees possessing a Bachelor degree or above.

Accountability: Chief Officer, Workforce and Culture, and Heads of Units.

3. Nominated mentors complete the Mentor Preparation Training Program (MPTP) to standardise the quality of mentorship available to Aboriginal and / or Torres Strait Islander employees.

Accountability: Chief Officer, Workforce and Culture, and Heads of Units.

