

ATTACHMENT HK 2

This is the attachment marked "**HK 2**" referred to in the witness statement of Harold Rudolph Kirby dated 10th August, 2015.



MDAS
MALLEE DISTRICT ABORIGINAL SERVICES

**WORKFORCE
DATA 2015**

FOREWORD

SINCE ITS INCEPTION, MALLEE DISTRICT ABORIGINAL SERVICES HAS COMMITTED ITSELF TO GROWING AND DEVELOPING ITS ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE.

During the past three years, at a time of substantial organisational change, we faced many challenges. But to our board and our executive team, none has been more important than building a professional, responsive and competent workforce that is more reflective of the community we serve.

I am pleased and proud to present the first MDAS Employment Report – the analysis of our three-year focus on strengthening and building the capacity of the MDAS workforce. I hope you will be as excited as we are about the results and achievements it outlines.

We need, and now have, Aboriginal people employed right across the organisation, in Mildura, Swan Hill, Kerang and Robinvale. More than half of our staff identify as Indigenous, and these staff are in a wide range of roles, and at all levels - from trainees to the most senior executive positions.

The headlines of our achievements in this space, and detailed in this report, speak for themselves:

- The representation of Indigenous employees within the MDAS workforce has increased by 22.65% (from 60 to 105 employees) since 2012–13
- 52.8% (105 employees) of MDAS employees have identified as Indigenous.
- The Indigenous workforce at MDAS represents 5.5% of the total number of people of working age (15–64 yrs) living in the Mallee District that have identified as Indigenous*
- 40.6% (6) Managers/Lead Practitioners have identified as Indigenous and 40% (8) Team Leaders/Co-ordinators/Advanced Practitioners are Indigenous.
- The percentage of Indigenous new hires has increased by 23% over the past 3 years. The percentage of Indigenous new hires has increased year on year since 2012–15 across all divisions.

*2001 Census Data





- The 2014-15 employee turnover rate is 20.6%* (down from 28% in 2012-13)
- Meaningful, constructive and rewarding employment is a fundamental key to success – for individuals, organisations and communities. Our focus has been on developing a proficient organisation providing quality services to community, while creating opportunities for advancement and professional development for staff.
- We have recognised that developing our workforce is central to driving change and improved opportunities for Aboriginal people in the Mallee.

Among our initiatives have been:

- The first MDAS mentoring program, partnering less experienced staff with staff and community members who are willing to share their expertise.
- Implementing the first MDAS work experience program.
- Creating a study facility to support the professional development undertakings of staff.
- Implementing of a Cultural Awareness Training Program across the Mallee.

But our focus and effort also stems from the potential our leadership has to bring about wider change and opportunities. The essential steps in restructuring and modernising our organisation, such as implementing of a code of ethics, developing a strategic plan and endorsing a Statement of Values, were not only important functional steps. They have also helped put our stamp of expectation on MDAS and its people and are part of the changing fabric of MDAS that makes it a great organisation to work for and with.

Together, as this report shows, we are making, and will continue to make, tangible progress to realising our vision: To build “Generations of vibrant, healthy and strong Aboriginal communities”.

Rudolph Kirby

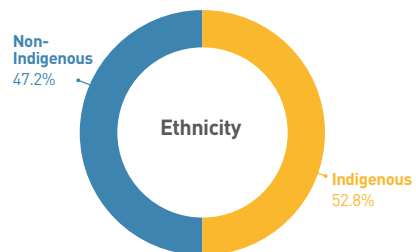
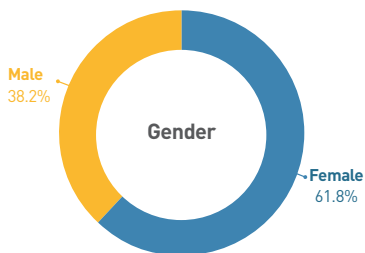
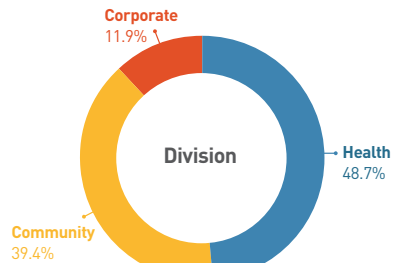
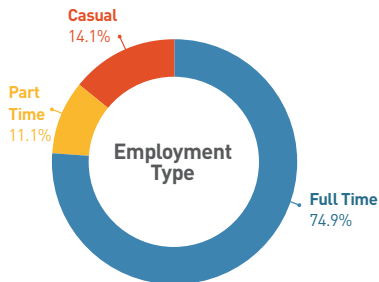
Chief Executive Officer

Mallee District Aboriginal Services



MDAS WORKFORCE 2014-15 SNAPSHOT

52.8% (105) OF MDAS EMPLOYEES HAVE IDENTIFIED AS INDIGENOUS. THIS IS A **75%** INCREASE SINCE 2012 (60 EMPLOYEES).



*Includes five (5) Elders.



JUSTINE WILLIAMS



When did you begin working at MDAS?

Since January 2010

What job were you in then and has your role changed?

I was employed then as a Receptionist. Nine months later I was offered a position as an Aboriginal Health Worker with the opportunity of completing a Certificate Three in Aboriginal and Torres Strait Islander Primary Health Care. I have been in the Aboriginal Health Worker role since 2011.

What do you enjoy about working for MDAS?

I enjoy supporting the community members coming in and using the services and programs and also seeing positive health outcomes on a daily basis.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I feel I contribute knowledge in relation to the health needs of our community. The health education and prevention services (such as health checks and informal conversations with community members) also supports and assists community members in navigating through the health system to receive to best outcomes for their specific needs.

Do you have plans to study or develop your career?

I am currently completing my Certificate Four in Aboriginal and Torres Strait Islander Primary Health Care in the clinical role, I am also applying to become an Aboriginal Health Practitioner by the end of the year. But my plans don't stop there – I would like to, sometime down the track, become a Community Midwife.

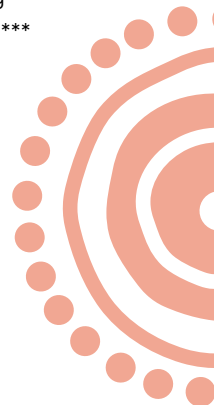
2014–15 MDAS WORKFORCE SNAPSHOT ANALYSIS

THE MDAS INDIGENOUS EMPLOYEE REPRESENTATION HAS INCREASED BY **22.65%**, FROM **30.15%** TO **52.8%** OVER THE PAST THREE YEARS.

- The total MDAS headcount @ 30/06/15 was 199 employees*.
- 48.7% of the MDAS workforce is employed in Health Services, 39.2% in Community and Family Services and 11.9% in Corporate Services/Other.
- 52.8% (105) of MDAS employees have identified as Indigenous. This is a 75% increase since 2012 (60 employees).
- The MDAS Indigenous employee representation has increased by 22.65%, from 30.15% to 52.8% over the past three years.
- 61.8% of the MDAS workforce are female and 38.2% male.
- Of the total female population of 123 employees, 45.5% have identified as Indigenous. Indigenous females represent 28% of the total MDAS workforce and 3.04% of the total female Indigenous population in the Mallee district**.
- Of the total male population of 76 employees, 64.47% have identified as Indigenous. Indigenous males represent 24.6% of the total MDAS workforce and 3.08% of the male Indigenous population in the Mallee District**.
- The average age of MDAS employees is 38.76%, with the Indigenous workforce being on average younger (36 yrs) than the Non-Indigenous part of the workforce.
- The average length of service @31/6/15 is 2.18 years.
- The total people costs for 2014–15* are \$11,758,494 which is \$59,088 per employee.
- \$490,734 was recorded as training costs, which is \$2,466 per person.***

*Includes five (5) Elders.
**2011 Census Quickdata.

***This represents a 70% increase in the spend since 2012, in support of MDAS investment in building organisational capacity





ANDY CHARLES

When did you begin working at MDAS?

I started my employment with MDAS in November 2011.

What job were you in then and has your role changed?

When I first started I was a Koori Youth Justice worker and I am now the Manager of Family and Youth Services within Family and Community.

What do you enjoy about working for MDAS?

What I enjoy most is helping support families and individuals within the community in their times of need and also to work towards achieving positive outcomes.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I feel that I contribute a level of consistency and reliability to the community in ensuring that all their various needs and requirements are being catered for.

Do you have plans to study or develop your career?

I have almost completed my Diploma in Community Services and am just about to commence an Advanced Diploma in Business Management. I am working towards a Senior Management role at MDAS.



MDAS TOTAL WORKFORCE SUMMARY 2012–15

	2012–13		
	Total	Indigenous	Non-Indigenous
Total Headcount	199	60	139
Full time	151	53	98
Part time	16	3	13
Casual	32	4	28
Male	77	26	51
Female	122	33	89
CEO/Executive	No Data Available		
Manager/Lead Practitioner			
Team Leader/Co-ord/Advanced Practitioner			
Practitioner			
Elder			
New Hires	56	14	42
Exits	56	7	49
Average Age	40.77	37.36	34.91
Average length of service	3.41	4.24	3.44
Total People Costs	\$9,062,987		
Average cost per employee	\$45,542.65		
Average Training Spend per Employee	\$734.34		



2013-14			2014-15		
Total	Indigenous	Non-Indigenous	Total	Indigenous	Non-Indigenous
230	88	142	199	105	94
177	78	99	149	85	64
17	3	14	22	6	16
36	7	29	28	14	14
86	41	45	76	49	27
144	47	97	123	56	67
No Data Available			15	6	9
			155	85	69
			75	36	39
			41	18	23
			5	5	0
90	34	56	75	36	39
69	11	58	41	18	23
39.94	35.65	42.61	39	36	42
2.61	2.78	2.5	2.18	2.12	2.24
\$9,485,637			\$11,758,494		
\$41,242			\$59,088		
\$1,316			\$2,466		



2011 CENSUS DATA

	Total AUS	%	Total VIC	%	Total Mallee	%	Total MDAS	%
Total	21,507,717	-	5,354,042	-	128,171	-	199	-
Male	10,634,013	49.4%	2,632,619	49.2%	63,434	49.5%	76	38.19%
Female	10,873,70	50.6%	2,721,423	50.8%	64,737	50.5%	123	61.81%
Labour force (15 yrs+)	10,658,460		2,675,476		58,500		199	
Median age	37 yrs		37 yrs		41			
Median age - labour force	40 yrs		40yrs		44 full time 43 part time		39	

Indigenous	548,369	2.5%	37,990	0.7%	3,434	2.7%	105	52.8%
Male	270,331	49.3%	18,675	49.2%	1,592	46.4%	49	46.67%
Female	278,037	50.7%	19,315	50.8%	1,841	53.6%	56	53.33%
Median age	21 yrs		22 yrs		19		36 yrs* (Median age MDAS Indigenous labour force)	
Indigenous status not stated					5744	14.5%		



DEREK JONES

When did you begin working at MDAS?

I first joined the organisation in 2000 and worked here for 12 years. I left for around six months and started back at MDAS three years ago

What job were you in originally and has your role changed?

The first job I had was in yard maintenance under the CDEP Program that was running at the time. I moved on to other roles in the organisation, though, including Alcohol and Other Drugs Worker and Assistant Administrator. When I came back three years ago it was to a position of Tobacco Action Worker and now I have been an Outreach Worker for past two years. Where I am now is the best by far.

What do you enjoy about working for MDAS?

I just love it having the connection with community and that's what makes the current job I am in so great. It's an important role that involves ensuring people have the medications and access to health services they need. I really build rapport with people and get to know them individually, doing things like picking up their medication

and Webster packs, delivering them and checking if they have appointments or need anything else.

What do you feel you are contributing (to the organisation or community), apart from 'doing your job'?

Often I take people to specialist's appointments and advocate for them. It gives me the benefit of being in touch with community and I love helping people so it's great that I get to see results daily – seeing how people are going and listening to their stories. Just getting people to come and use MDAS services is another important role. I come across people who are not using the service but when you give them a rundown of what's available and build some trust with them then they will often come in.

Do you have plans to study or develop your career?

On the medical perspective I want to be more informed about helping people understand what medications they are taking so I am currently doing Certificate Three in Aboriginal Health.

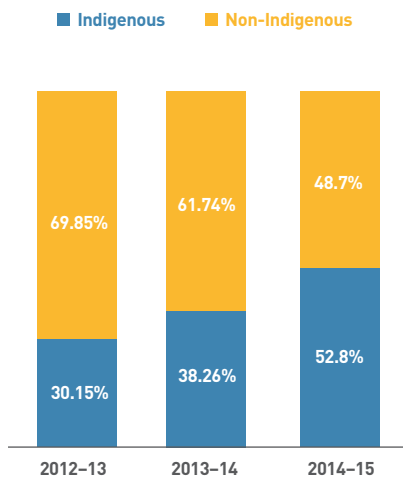


MDAS WORKFORCE ETHNICITY SUMMARY

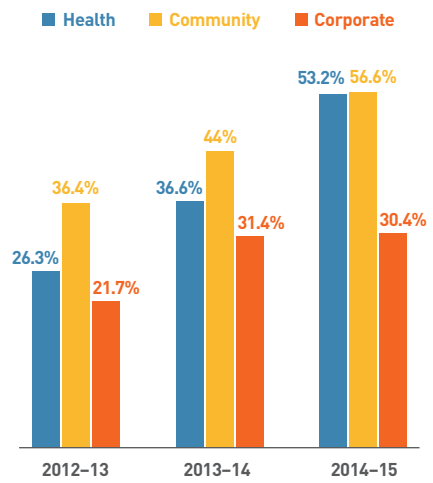
BOTH HEALTH SERVICES AND COMMUNITY & FAMILY SERVICES NOW HAVE **50%+** INDIGENOUS EMPLOYEES.

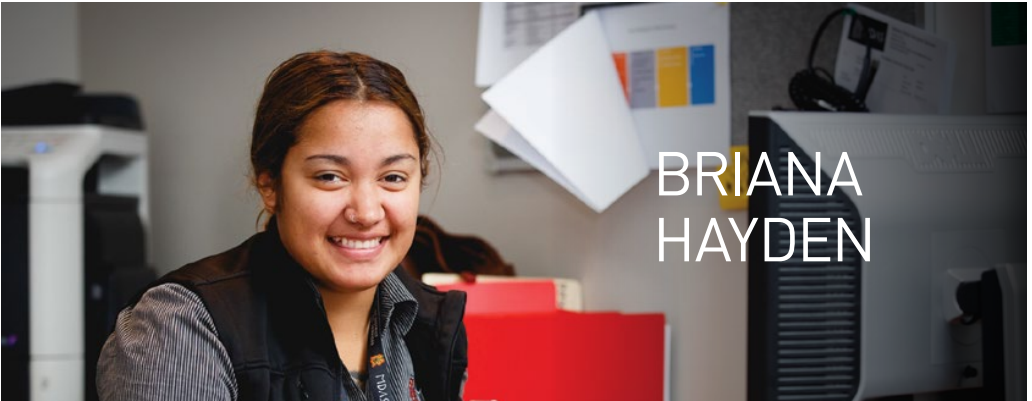
- 52.8% (105 employees) of the MDAS employee population @ 30/6/15 identified as Indigenous.
- This is up from 30.15% (60 employees) in 2012-13, representing a 22.65% increase in three years.
- Both Health Services and Community & Family Services now have 50%+ Indigenous employees.
- The largest change has been in Health Services which has moved from 26.3% (26 employees) Indigenous employees to 53.2% (50 employees) since 2012.
- The Indigenous employee representation in the Community & Family Services Division has increased by 20.2% to 56.6% (43 employees) over the last three years.

Total Workforce Ethnicity



Divisional Workforce Ethnicity





BRIANA HAYDEN

When did you begin working at MDAS?

I began working at MDAS on 13th January 2014.

What job were you in then and has your role changed?

When I first commenced at MDAS I was in the role of Fleet Assistant. Since August 2014 I have been in the role of Human Resources Services, Trainee.

What do you enjoy about working for MDAS?

The values and ethics the organisation stands for.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

At the moment I and a few other staff members are working on a potential youth summit to be held here in Mildura. I have also just started to be involved within implementing a Young Women's Program which is currently at the planning stage. I think these two programs will help our youth and, particularly, females to finally

be heard. It will also help build skills and attributes such as confidence, self-esteem, independence and motivation – all of which will help people progress to a brighter future.

Do you have plans to study or develop your career?

At the moment I am studying my certificate four in Human Resources. I have already gained my Certificates One and Two in Business throughout my schooling years and my current study will only help advance my knowledge and skills further.



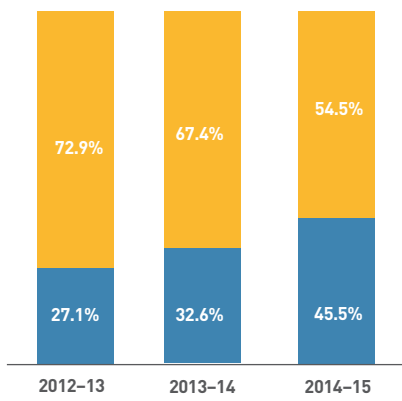
MDAS WORKFORCE GENDER SUMMARY

THE BIGGEST JUMP HAS BEEN IN THE NUMBER OF INDIGENOUS MALES EMPLOYED BY MDAS – FROM **26 (33.8%)** IN 2012 TO **49 (64.5%)** IN 2015.

- The MDAS employee population consists of 61.8% females, 38.2% males.
- Both the Indigenous female and Indigenous male employee representation has increased year by year over the last three years.
- The biggest jump has been in the number of Indigenous males employed by MDAS – from 26 (33.8%) in 2012 to 49 (64.5%) in 2015. This has primarily been in Health Services where the Indigenous male population jumped from 11 in 2012 to 26 in 2015. This represents 72.2% of all males in Health Services.

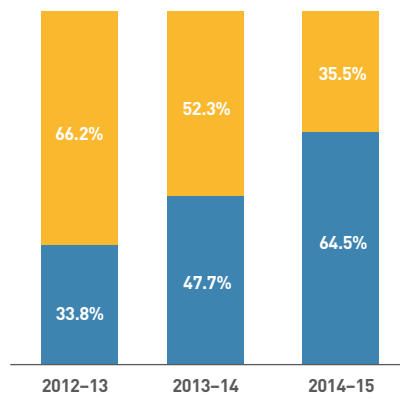
Female Employee Representation

■ Female Indigenous ■ Female Non-Indigenous



Male Employee Representation

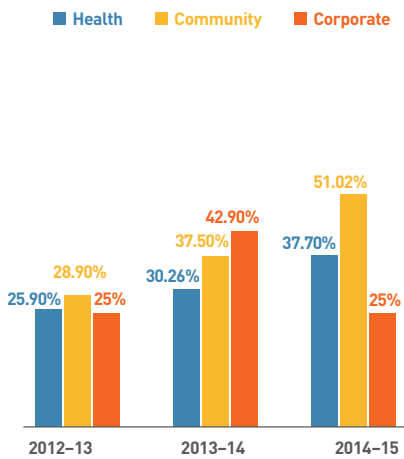
■ Male Indigenous ■ Male Non-Indigenous



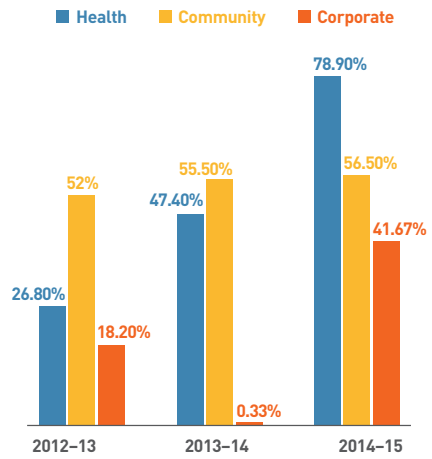


- The Indigenous female representation has increased from 33 in 2012 (27.1%) to 56 in 2015 (45.5%). In Community & Family Services the Indigenous female representation increased from 28.9% in 2012 to 54.9% in 2015.

Indigenous Female Divisional Representation



Indigenous Male Divisional Representation





MELANIE LANE

When did you begin working at MDAS?

I began working for MDAS in 2011 – it was called the Kerang Aboriginal Community Centre when I first started.

What job were you in then and has your role changed?

I was first employed as the Aboriginal and Torres Strait Islander Health Worker and the Care Coordinator. I successfully completed my certificate three ATSI Health Worker for this position. I was promoted to Senior ATSI Health Worker, Kerang Coordinator and the Kerang Community Facilitator which is my current position and I love it!

What do you enjoy about working for MDAS?

I enjoy working for MDAS as we are a fantastic organisation and an amazing team! We have great values!

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I feel that I am contributing my time, skills and values to both the community and the organisation and making a difference in my local community.

Do you have plans to study or develop your career?

I do have plans to further develop my career with MDAS. I am currently enrolled and have started my Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care.



**JODY
CROFT**

When did you begin working at MDAS?

I began working with MDAS in 2007.

What job were you in then and has your role changed?

Firstly, I was working as an Office Receptionist before moving into the Medical Receptionist role. After a few years there I was able to move into a female Aboriginal and Torres Strait Islander Health Worker role, which was fantastic as I always have had an interest in working in the health/healing area. In 2014 I registered with the Australian Health Practitioner Regulation Agency as a Certificate Four ATSI Primary Health Care (Practice). This has now enabled me to receive a Medicare rebate for certain services provided. Registering with AHPRA now qualifies me to be an ATSI Health Practitioner.

What do you enjoy about working for MDAS?

I thoroughly enjoy working with the community members in providing health care and being a support for community with health care needs. I also appreciate the opportunities with furthering our education as employees and working with a multi-skilled health team.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I feel I am contributing to our community's health care needs, whether that be through education, advocating, providing a referral or providing services like triage checks, health checks and point-of-care testing. It is wonderful that as part of my role, I can also support other areas that are significant with our line of work, such as being part of the QAAMS (Quality Assurance for Aboriginal Medical Services) as the Vic/Tas State Leader, allowing us to have input into providing pathology services in Aboriginal Medical Services in Vic/Tas. Now being registered with AHPRA, it feels good, that I can contribute through Medicare revenue also.

Do you have plans to study or develop your career?

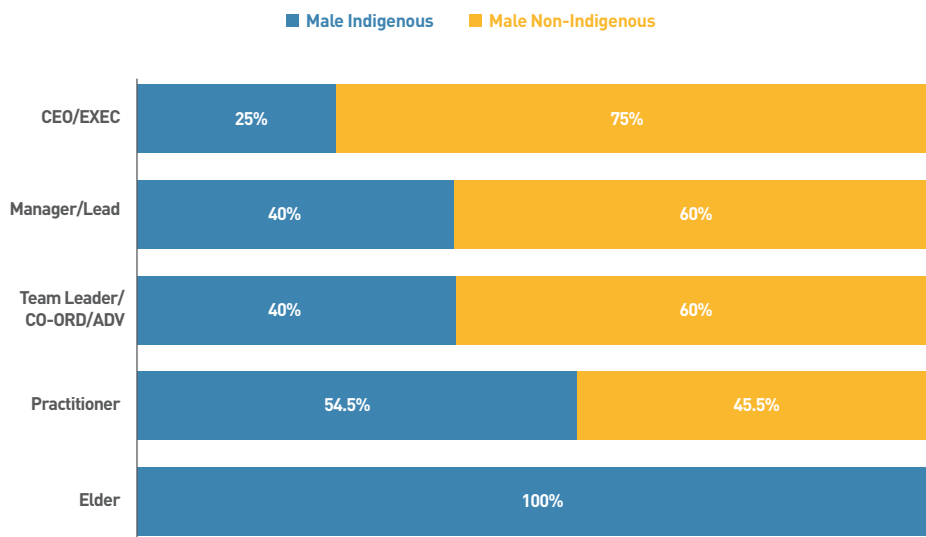
I am currently studying a Diploma in Management through Victorian Aboriginal Community Controlled Health Organisation (VACCHO) so that I can support our Health Manager and staff in an acting capacity when required.

MDAS LEVEL SUMMARY

40% OF MANAGERS (6) & 40% OF TEAM LEADERS (8) ARE INDIGENOUS. THE MAJORITY OF MDAS' PRACTITIONERS (54.5%) ARE INDIGENOUS EMPLOYEES.

- The MDAS employee population can be grouped into five key classifications or levels.
 - 2% CEO/Executive team (4)
 - 7.5% Managers/Lead Practitioners (15)
 - 10% Advanced Prac/Co-ordinator /Team Leader (20)
 - 77.9% Practitioner (155)
 - 2.5% Elder (5)
- 25% (1) of the Executive team, is Indigenous.
- 40% (6) Managers/Lead Practitioners are Indigenous.
- 40% (8) Team Leaders/Co-ordinators/Advanced Practitioners are Indigenous.
- 54.5% (85) Practitioners are Indigenous employees.

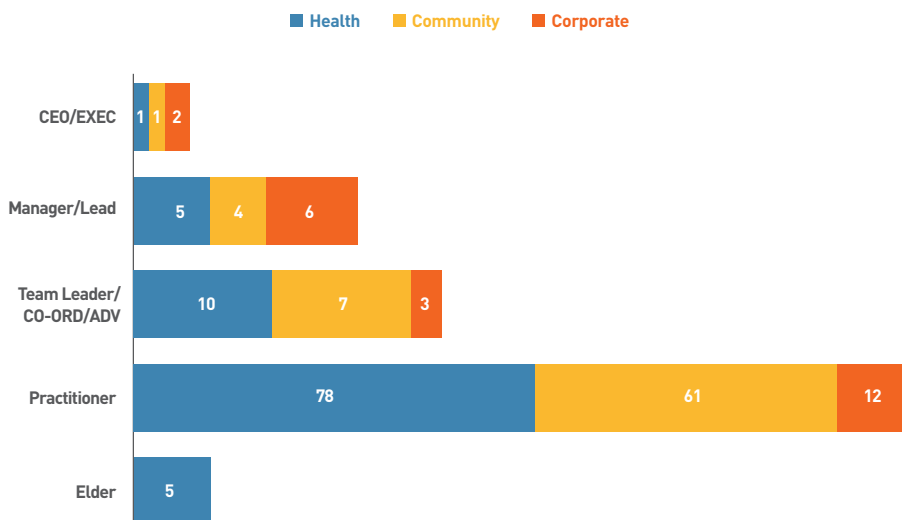
Levels By Ethnicity 2014–15





- The total training spend in 2014–15 was \$490,799 or an average of \$2,466 per employee. There has been a 70% increase in training spend since 2012 (from \$734 per employee) in support of MDAS' investment in its people and building organisation capacity – professionalising the workforce, developing management and leadership capability.
- Employees are being encouraged to build their qualifications, knowledge, skills and experience to perform in their jobs and deliver service excellence, invest in their future and realise their full potential.

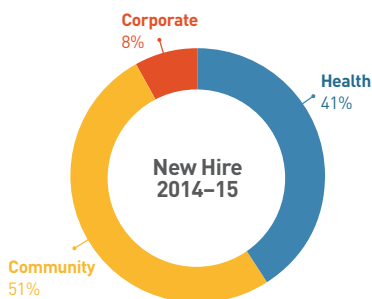
Levels By Division 2014–15





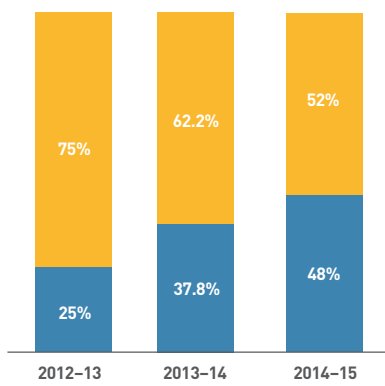
MDAS NEW HIRE SUMMARY

A TOTAL OF **221** PEOPLE WERE HIRED INTO MDAS OVER THE THREE YEARS FROM 1 JULY 2012 TO 30 JUNE 2015.



New Hires By Ethnicity

■ Indigenous ■ Non-Indigenous



- A total of 221 people were hired into MDAS over the three years from 1 July 2012 to 30 June 2015.
- There were 75 new hires in 2014-15. The majority (51%) of new hires in the last year have been in the Community & Family Services division.
- The percentage of Indigenous new hires has increased by 24.52% over this period.
- 84 of the new hires over the 2012-15 period have identified as Indigenous.
- The percentage of Indigenous new hires has increased year on year since 2012-15 across all divisions.
- 36% of new Indigenous hires in 2014-15 were in Health Services, 52.8% in community and Family and 11% in Corporate Services

TAHNAYA GIDDINGS



When did you begin working at MDAS?

I started my first job at MDAS in 2008.

What job were you in then and has your role changed?

I was originally employed as a junior Family Preservation case worker. In 2010 I started working in the Aboriginal Child Specialist Advice and Support Service (ACSASS) team, which was something I was always interested in as it worked closely with Child Protection. In 2014 I became the Team Leader of the ACSASS program. I am currently the Acting Manager of the Children's Placement Services team.

What do you enjoy about working for MDAS?

I enjoy how much you are supported to train and develop your skills. I also love seeing young Aboriginal people given the opportunity to develop their expertise and set themselves up in their careers. I am very confident in community services work now because of how MDAS has supported me and assisted me to develop my skills and qualifications.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I have been with MDAS for a while and feel I contribute to the organisation by always doing my best and stepping up to any challenges set out for me. As a young Aboriginal person, my experience with MDAS is something I can share with other young people and hope they could have the same opportunities that I have had to achieve their career aspirations.

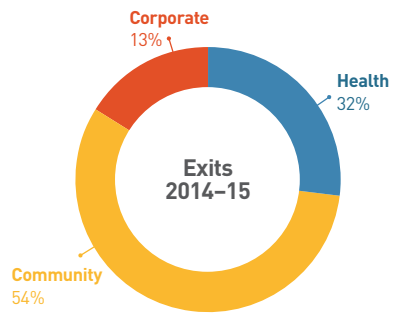
Do you have plans to study or develop your career?

Since being with MDAS, I have completed a Cert IV in Community Services (Protective Care), Cert IV in Alcohol and Other Drugs work, Diploma in Community Services and I am starting a Post-Graduate Certificate in Family Therapy later in the year. I'm also currently completing a Diploma in Quality Auditing.

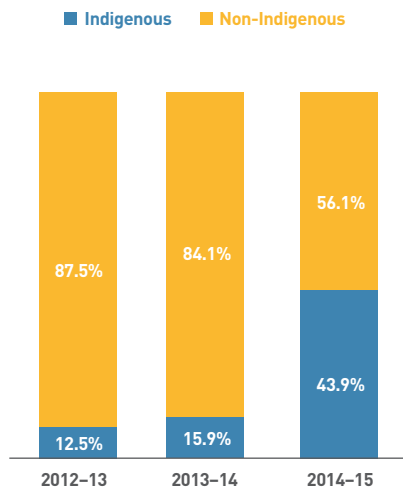
MDAS WORKFORCE TURNOVER SUMMARY

THE MDAS TURNOVER RATE IN 2014–15
WAS **20.6%**, DOWN FROM **28%** IN 2012–13.

- The MDAS turnover rate in 2014–15 was 20.6%, down from 28% in 2012–13.
- Health Services had the lowest turnover rate in 2014–15 at 13%, down from 28% the previous two years.
- Of the 166 exits over the last three years, only 36 or 21.7% were Indigenous employee exits.
- As MDAS grows, there is an increasing need to underpin sustainable success on a high performance culture. All employees will need to apply themselves and build their qualifications, skills and experience in order to meet the requirements of their roles and continue to perform.

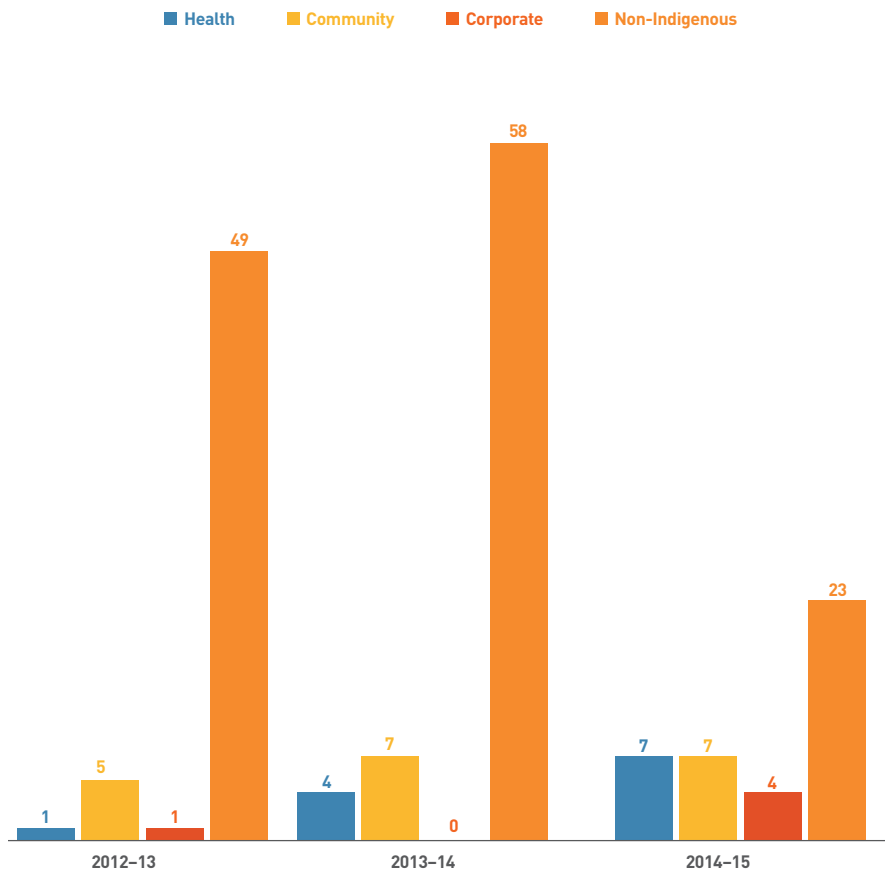


Exits By Ethnicity



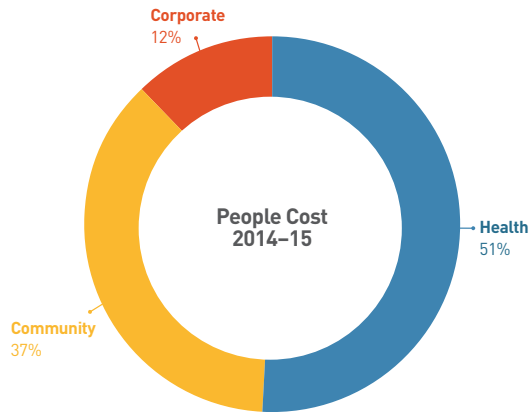


Indigenous Exits By Division



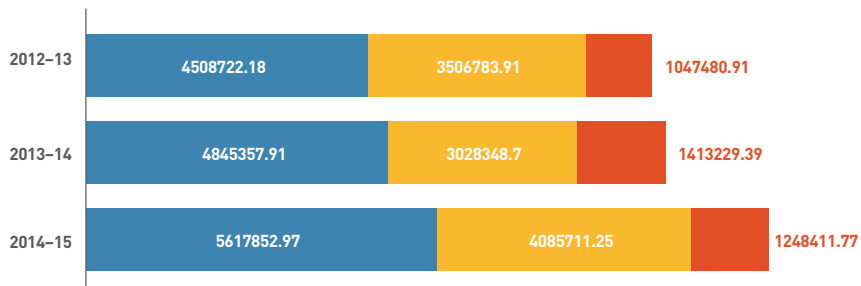


MDAS WORKFORCE COST SUMMARY



People Cost By Division

■ Health ■ Community ■ Corporate



ROSIE FAULKHEAD



When did you begin working at MDAS?

I have been at MDAS since 2010.

What job were you in then and has your role changed?

I started as a Reception Trainee doing a school-based apprenticeship and attended TAFE two days a week. I then moved on to a Customer Services Officer position and now I am the Aboriginal Family Led Decision-making Convenor.

What do you enjoy about working for MDAS?

The great thing about my job is working with and for community – I love the idea that we are all working for a positive change. I love that MDAS is a family orientated organisation and that we are all under the mindset that we are here for families and here for community.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

Our community needs young people who are prepared to be leaders. I hope my contribution is to show other youth in my community that they can do anything they put their minds to. I volunteer with the Koori Youth Night Patrol and am on the youth committee at headspace. I am an advocate for my culture and my rights, but I try to do it in a way that represents all the youth in my community.

Do you have plans to study or develop your career?

I am already doing a Certificate Four in Community Services. But my passion is to help bring about sustainable community development so my long term goal is to study community and project development.





ABORIGINAL EMPLOYMENT STRATEGY 2013–16 PROGRESS REVIEW

Attraction & Recruitment	
1.1	<p>Increase the number of quality student placements</p> <p>1.1.1 Identify work that guarantees a quality student placement</p> <p>1.1.2 Offer educational support so students on placement continue to secure qualifications</p> <p>1.1.3 Ensure students experience a diversity of roles and work areas</p> <p>1.1.4 Create stronger pathways between high schools and TAFE</p>
1.2	<p>Break down the barriers for Aboriginal people trying to enter the workforce</p> <p>1.2.1 Promote meetings at MDAS where community members can hear about roles being advertised and ask questions</p> <p>1.2.2 Provide practical assistance to help community members prepare for a specific job, especially those trying to re-enter the workforce e.g. Elders, young mums and the long-term unemployed</p> <p>1.2.3 Weight employment criteria so it reflects the value and importance that Aboriginal culture and heritage brings to a position in an Aboriginal-controlled organisation</p> <p>1.2.4 Include the word 'key selection criteria' next to 'capability' in the Position Description</p>
1.3	<p>Demonstrate an organisational commitment to ensuring Aboriginal culture and values are integrated within the service</p> <p>1.3.1 Develop and implement a consistent orientation program for all staff</p> <p>1.3.2 Implement an Aboriginal acknowledgement statement for all staff emails and external or other significant meetings</p>
Measures	
1a	60% of MDAS employees are Aboriginal by December 2015.
1b	Increased participation of Aboriginal people across all levels in MDAS.
1c	Aboriginal staff are represented on every selection panel by December 2013.
1d	Increased participation in the MDAS orientation process for all employees.
1e	Acknowledgement statement present on all employee emails by October 2013.



Retention & Development	
2.1	<p>Establish interdepartmental and cross organisational mentors</p> <p>2.1.1 Establish interdepartmental mentors within MDAS</p> <p>2.1.2 Identify co-mentors in different organisations to assist with ideas, collaboration and learning</p> <p>2.1.3 Use the TAFE mentoring course to train staff and community</p>
2.2	<p>Build staff capability so there is a choice to progress at MDAS or enter mainstream organisations</p> <p>2.2.1 Build qualifications that enable MDAS staff to enter mainstream agencies.</p>
2.3	<p>Demonstrate an organisational commitment to ensuring Aboriginal culture and values are integrated within the service</p> <p>1.3.1 Develop and implement a consistent orientation program for all staff</p> <p>1.3.2 Implement an Aboriginal acknowledgement statement for all staff emails and external or other significant meetings</p>
2.4	<p>Establish a MDAS study culture and facility</p> <p>2.3.1 Schedule study days for staff who are enrolled in further education</p> <p>2.3.2 Create a quiet study facility with modern technology (eg. laptops)</p> <p>2.3.3 At the facility, make available a mentor so studying is both a positive, productive and successful experience for staff</p>
2.5	<p>Introduce a buddy system for those involved in outreach services and to strengthen the link between the Mildura, Swan Hill and Kerang offices</p> <p>2.4.1 Organise a buddy for those involved in outreach services or when starting a new position</p> <p>2.4.2 Buddy new Swan Hill staff with a worker in Mildura to understand how they manage clients and administrative processes and to forge stronger relationships between staff .</p>
2.6	<p>Provide non-Aboriginal staff with a MDAS 'culture coach'</p> <p>2.5.1 Have an Aboriginal person available to advise a non-Aboriginal buddy on cultural responsibilities in their program.</p>
2.7	<p>Increase skills and engagement of Aboriginal employees in formal education and training pathways</p> <p>2.6.1 Develop a Study Support Policy for MDAS with additional support measures for Aboriginal employees.</p>
Measures	
2a	Increased number of Aboriginal employees with university qualifications.

Other	
3.1	Promote cultural inclusion through the development and facilitation of a Cultural Awareness Training Program across the Mallee District
3.2	Explore the feasibility of MDAS becoming a job network provider
3.3	Determine the viability of partnering with TAFE to secure childcare places at their new facility
3.4	Celebrate all significant cultural days by treating all significant cultural days with the same level of respect and importance



INDI CLARKE

When did you begin working at MDAS?

I have been working at MDAS now for about 16 months.

What job were you in then and has your role changed?

When I first started I was employed as the Administration Trainee. However, in that position I took a real liking to Communications and Events work.

At the start of this year I was lucky enough to step into a new position, which is the Community Engagement Facilitator.

What do you enjoy about working for MDAS?

I really love working in my role because it's working with community and working on events that help and celebrate our community. I feel as though my position is a rewarding and amazing job and it allows me to do the work that I enjoy.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I believe I contribute to my organisation and community through my role but also through my personality. I am a young man who is passionate and love to have a smile on my face and I want the best for my community.

Do you have plans to study or develop your career?

At the moment I am in a great place within my role but one day I would like to step further up the ladder within MDAS or continue on within community work. I feel that giving to community is an amazingly rewarding job and what we do here at MDAS in all our services is extremely important to the community and our future.

TAMARA HANDY



When did you begin working at MDAS?

November 2014

What job were you in then, and has your role changed?

First I was a Casual Transport Driver. But in January I moved into a full-time position in Reception

What do you enjoy about working for MDAS?

I previously worked in retail, but I feel more comfortable working here. I think the main thing I appreciate is that I am given the independence and responsibility to do my job.

What do you feel you are contributing to the organisation or community, apart from 'doing your job'?

I find in the reception role that a lot of people feel confident to come and talk about things and by listening and supporting them, I can give them the confidence to speak up. I like to be a supportive colleague which I think is important in the workplace. I enjoy being the first friendly face or friendly person that clients or people coming into MDAS meet at reception.

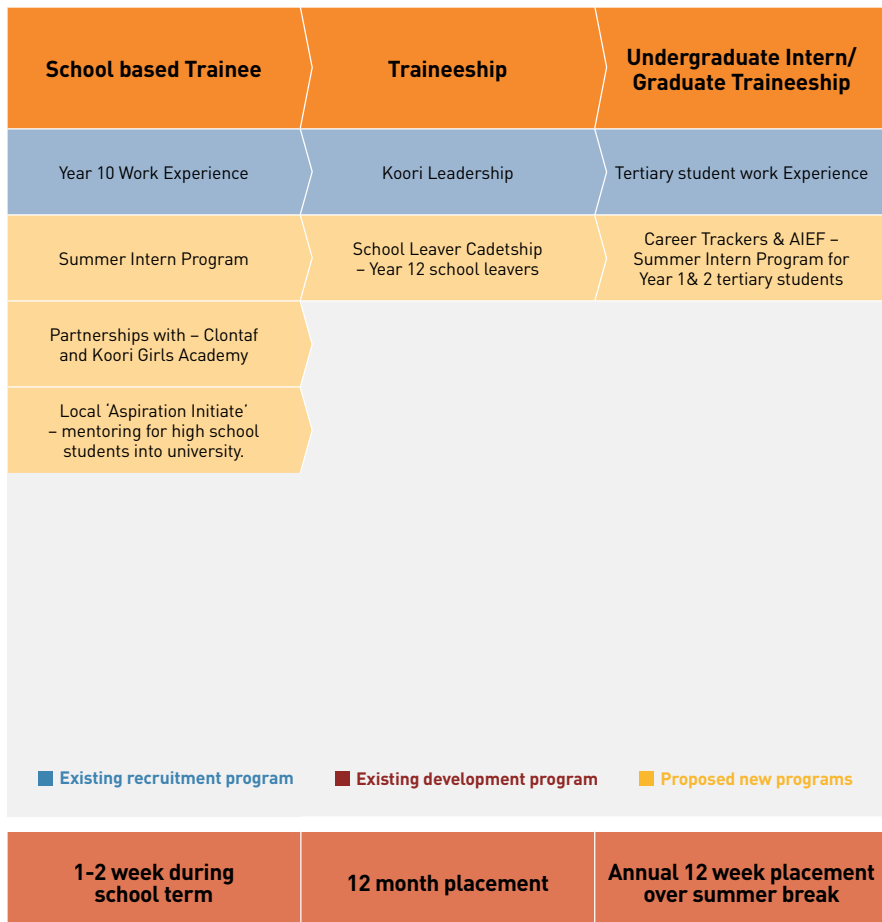
Do you have any plans to study ?

A Certificate Three in Nursing. I have just started it and I am enjoying it very much. I am also studying as a Personal Trainer so that after my Certificate Three is finished I can move on to Physiotherapy.



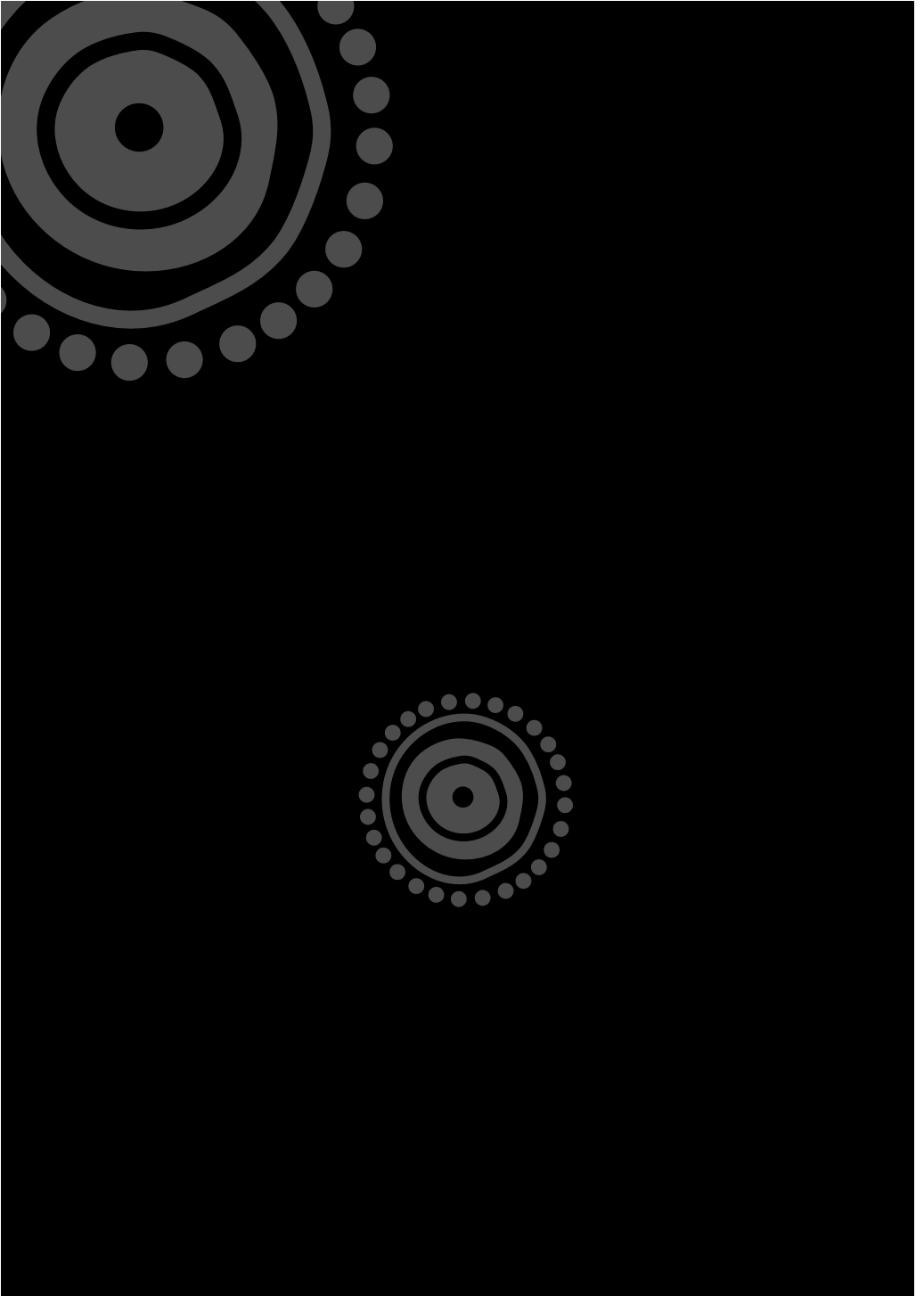
PATHWAYS TO EMPLOYMENT

MDAS ABORIGINAL EMPLOYMENT STRATEGY BUILDS PATHWAYS TO EMPLOYMENT AND PROMOTES A WORK ENVIRONMENT THAT ATTRACTS, RETAINS AND MOTIVATES STRONG PERFORMING ATSI EMPLOYEES

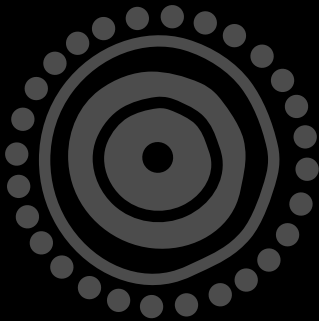




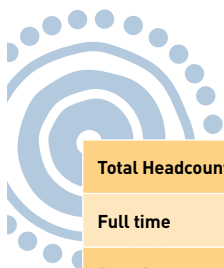
Corporate Careers	Health Careers	Community & Family Services careers
Work Experience	Memorandum of Understanding placements- Monash	Work Experience
HR Services Trainee (Briana Haydon)	Warrakoo Trainee (Kane Smith)	Trainees(Lynette walker, Pam McCormack, Tamara Handy)
Aboriginal Employment Program		
Graduate Recruitment & Development Program – 2 to 3 year Graduate Trainee Program – min. 2 placements each year.		
Management Training Courses agreed for selected Aboriginal employees		
MDAS Mentoring Program		
Emerging Leaders Program		
MDAS Career Advancement Program – 3-5 year succession driven management development for high achieving Koori employees.		
Managed /Structured Programs – recruitment AND development focus		
Experienced Hires: Connect using geography specific user friendly recruitment tools		



APPENDICES



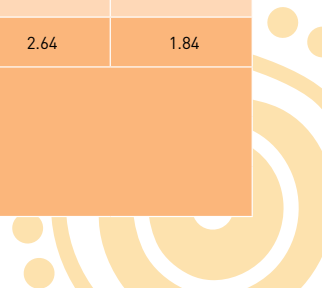
HEALTH SERVICES SUMMARY 2012-15



	2012-13		
	Total	Indigenous	Non-Indigenous
Total Headcount	99	26	73
Full time	70	22	48
Part time	13	2	11
Casual	16	2	14
Male	41	11	30
Female	58	15	43
CEO/Executive	No Data Available		
Manager/Lead Practitioner			
Team Leader/Co-ord/Advanced Practitioner			
Practitioner			
Elder			
New Hires	25	6	19
Exits	28	1	27
Average Age	42.4	41.08	38.82
Average length of service	3.36	4.88	3.39
Total People Costs	\$4,648,764		
Average cost per employee	\$46,957		
Average Training Spend per Employee	\$652		



2013-14			2014-15		
Total	Indigenous	Non-Indigenous	Total	Indigenous	Non-Indigenous
120	44	76	94	50	44
89	38	51	70	40	30
12	2	10	12	3	9
19	4	15	12	7	5
44	21	23	36	26	10
76	23	53	58	24	34
No Data Available			1	0	1
			5	1	4
			10	4	6
			78	45	33
			0	0	0
50	18	32	31	13	18
34	4	30	13	7	6
41.33	37.82	43.77	41	37	45
2.55	3.16	2.2	2.27	2.64	1.84
\$4,475,479			\$5,097,692		
\$37,296			\$54,231		
\$1,195			\$591		



COMMUNITY & FAMILY SERVICES WORKFORCE SUMMARY 2012–15

	2012–13		
	Total	Indigenous	Non-Indigenous
Total Headcount	77	28	49
Full time	59	26	33
Part time	3	1	2
Casual	15	2	13
Male	25	13	12
Female	52	15	37
CEO/Executive	No Data Available		
Manager/Lead Practitioner			
Team Leader/Co-ord/Advanced Practitioner			
Practitioner			
Elder			
New Hires	21	6	15
Exits	22	5	17
Average Age	38.97	34.57	35.31
Average length of service	3.13	3.82	4.05
Total People Costs	\$2,798,518		
Average cost per employee	\$36,344		
Average Training Spend per Employee	\$656		





2013-14			2014-15		
Total	Indigenous	Non-Indigenous	Total	Indigenous	Non-Indigenous
75	33	42	76	43	33
56	30	26	57	38	19
5	1	4	9	3	6
14	2	12	10	2	8
27	15	12	25	15	10
48	18	30	51	28	23
No Data Available			1	0	1
			4	3	1
			7	3	4
			64	37	27
			0	0	0
22	10	12	38	19	19
28	7	21	22	7	15
38.16	35.36	40.36	35	34	37
2.67	2.67	2.09	1.66	1.42	1.96
\$3,253,896			\$4,434,024		
\$43,385			\$58,342		
\$1,624			\$4,557		





CORPORATE SERVICES /OTHER WORKFORCE SUMMARY 2012–15

	2012–13		
	Total	Indigenous	Non-Indigenous
Total Headcount	23	5	18
Full time	22	5	17
Part time	0	0	0
Casual	1	0	1
Male	11	2	9
Female	12	3	9
CEO/Executive	No Data Available		
Manager/Lead Practitioner			
Team Leader/Co-ord/Advanced Practitioner			
Practitioner			
Elder			
New Hires	10	2	8
Exits	6	1	5
Average Age	39.74	33.6	41.01
Average length of service	4.56	3.2	4.81
Total People Costs	\$1,615,480.91		
Average cost per employee	\$70,248		
Average Training Spend per Employee	\$13,50		



2013-14			2014-15		
Total	Indigenous	Non-Indigenous	Total	Indigenous	Non-Indigenous
35	11	24	23	7	16
32	10	22	22	7	15
0	0	0	1	0	1
3	1	2	0	0	0
15	5	10	12	5	7
20	6	14	11	2	9
No Data Available			2	1	1
			6	2	4
			3	1	2
			12	3	9
			0	0	0
18	6	12	6	4	2
7	0	7	6	4	2
39	27.82	44.13	41	36	44
2.69	1.64	3.17	3.87	2.71	4.43
\$1,756,262			\$2,226,778		
\$50,179			\$96,816		
\$694			\$2,320		



MDAS Vision

*Generations of vibrant,
healthy and strong
Aboriginal communities*

