

Kimberley Aboriginal Workforce Strategy Action Plan 2020 – 2023





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Acknowledgement of Country and People

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Juniper acknowledges the Aboriginal Peoples of the many traditional lands and language groups of the Kimberley region. It acknowledges the wisdom of Aboriginal elders both past and present and emerging.

Aboriginal readers are advised that the following document may contain images of deceased people



Foreword

Juniper is a leading provider of care, accommodation and support services for older Western Australians. It is a values driven, community benefit organisation that excels in social enterprise for the betterment of all people.

Juniper opened its doors in 1949 and since then it has grown to support more than 4,000 Western Australians in residential aged care, retirement villages and independent living and home and community care, employing more than 1800 staff and approximately 500 volunteers and student placements.

Juniper's response to increasing need encompasses a strong presence throughout metropolitan Perth and in the Great Southern, South West, Kimberley, Mid-West and Wheatbelt regions, giving Juniper a large service footprint across Western Australia.

In 2019, the Juniper Board revised the Strategic Plan guiding the organisation to consolidate on our strengths and build capacity to deliver sustainable services into the future.

Our Vision: A good life for all our people

Our Mission: To enhance the independence, spiritual fulfilment, and enjoyment of life of older people through care, accommodation and support services

Our Values: Welcome, Compassion, Respect, Hope

Our Goals: **Future CARE** – delivering the highest standards of care

Future WORKFORCE – attracting and developing people

Future SUSTAINABILITY – excelling in governance and management

Future CAPACITY – exceeding community expectations

Strategic Purpose in the Kimberley

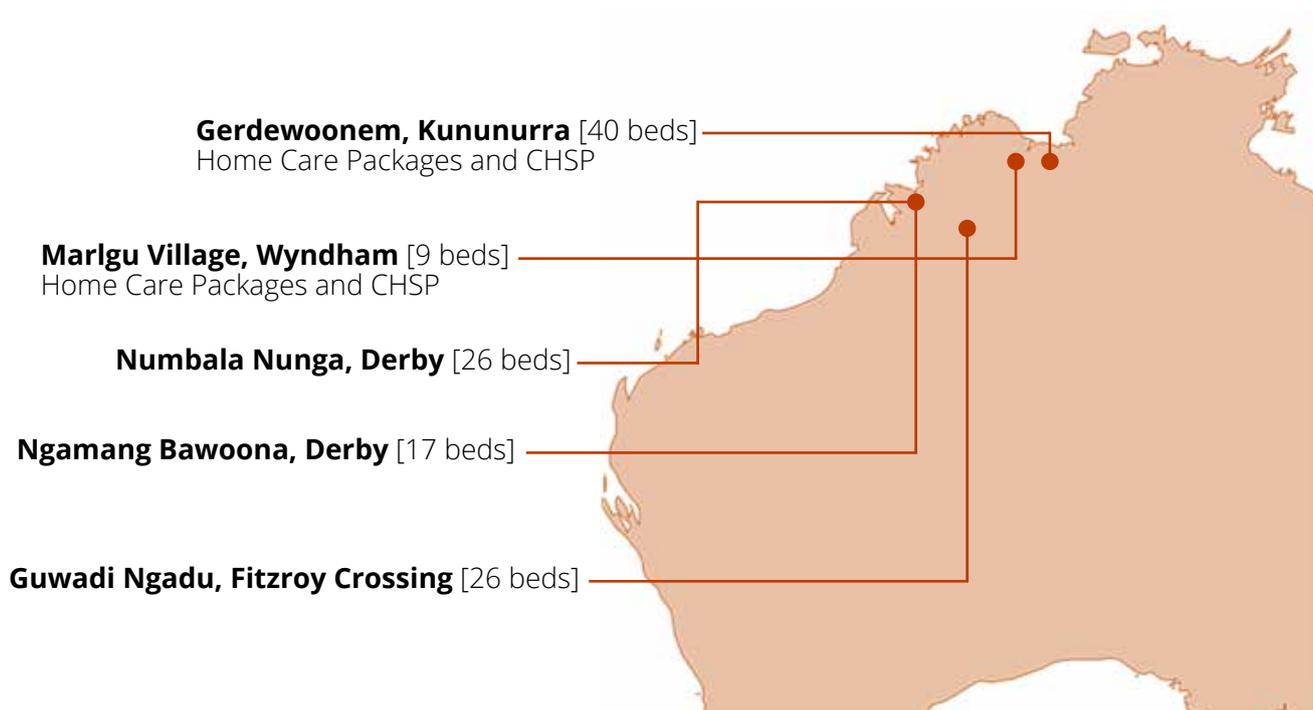
In 2019 Juniper defined its strategic purpose in the Kimberley. To ensure care, accommodation and support services to elderly people in the Kimberley region by working with local communities to build cultural safety and capacity for transition to Aboriginal controlled services.

Kimberley Service Provision

On 1 July 2014 Juniper became a major provider of residential aged care services in the Kimberley, accepting the auspice of the Frontier Services aged care services in Derby, Kununurra and Wyndham.

Juniper's service delivery today spans the east and west Kimberley and comprises:

- Juniper Marlgu Village in Wyndham
- Juniper Gerdewoonem in Kununurra
- Juniper Numbala Nunga in Derby
- Juniper Ngamang Bawoona in Derby
- Juniper Guwardi Ngadu in Fitzroy Crossing
- Home Care Packages in Kununurra and Wyndham
- Commonwealth Home Support Programme (CHSP) in Wyndham and Kununurra





Background

In early 2019 Juniper commenced a journey of strategic review and planning for its service operations in the Kimberley region.

A key cornerstone of the strategic review was the development of a comprehensive strategy that addressed financial sustainability, cultural security, workforce retention and development, building improvements and engagement with traditional custodian groups and Aboriginal controlled community organisations.

A recommendation was developed from this process and adopted in April 2019:

Juniper should develop a strategy to increase the employment of Aboriginal and Torres Strait Islander employees in the Kimberley and develop the supporting infrastructure and partnerships to recruit, retain and support new and existing Aboriginal staff.

Juniper's organisational strategic plan, amended in early 2019, set a measure of success with regard to its workforce:

Aboriginal people to make up at least 3% of our total workforce and at least 30% of our remote area workforce.

In mid-2019 Juniper employed a local Aboriginal person as Kimberley Service Development Manager whose primary focus for the subsequent six-month period was the design of a Juniper Kimberley Aboriginal Workforce Action Plan.

The key processes of the methodology entailed:

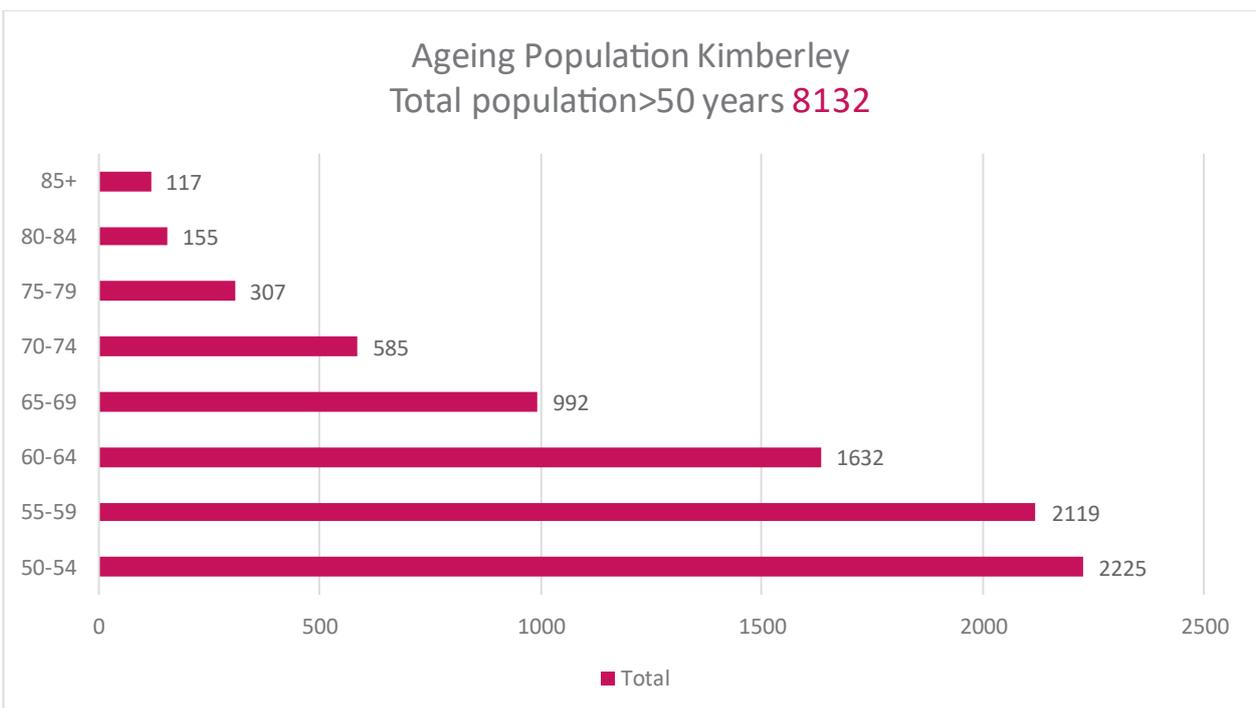
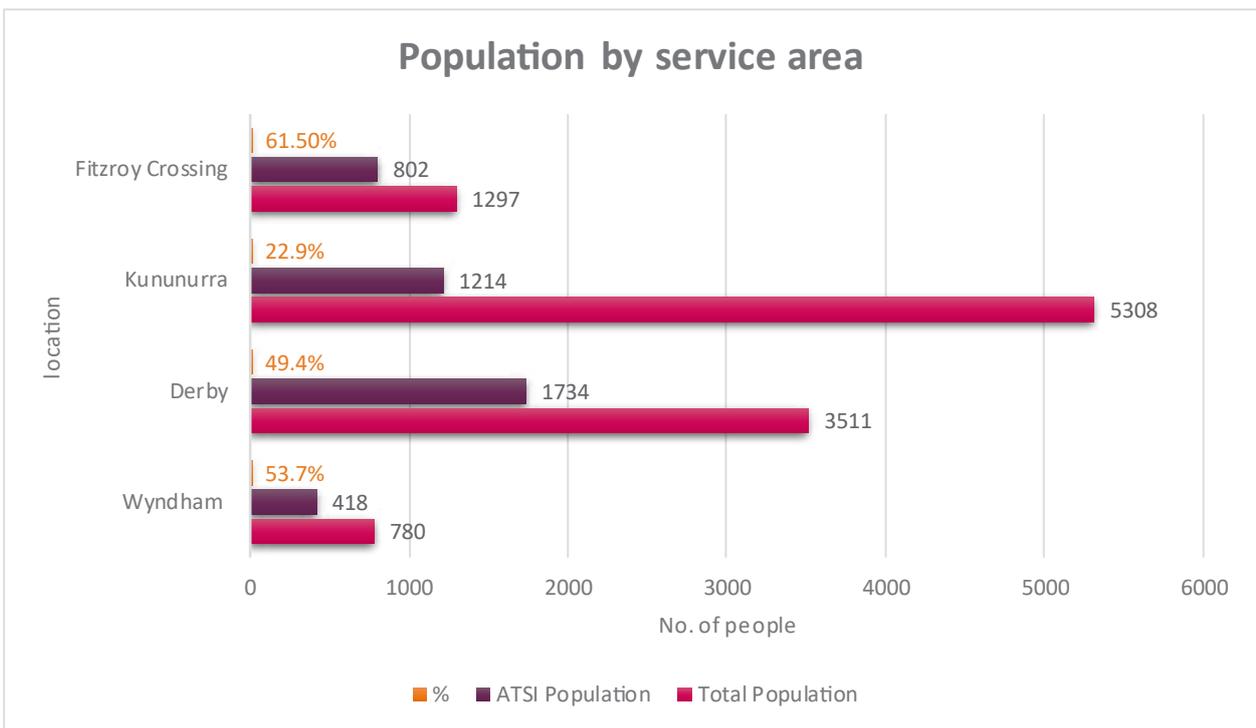
- A series of executive and senior management visits to the Kimberley to engage with a range of stakeholders and greater familiarisation with the remote service sites
- Research of related employment strategies in Australia that could provide useful references
- Communication with government training and funding departments
- Extensive range of meetings and workshops involving internal and external stakeholders both in the Kimberley and Perth to develop employment pathways for Juniper
- Complementing the Aboriginal Workforce Plan with parallel plans for developing an Aboriginal Community Engagement and Partnership Framework and a Workforce Cultural Appreciation and Competency Training Program, fostering cultural security conditions supportive of Aboriginal trainees and employees at Juniper sites

Kimberley Population

The Traditional Custodians of the land on which Juniper operates within the Kimberley Region are the Nykina, Bunuba, Balangarra and the Miriwung and Gajerrong people.

Within Juniper’s Kimberley facilities there are a higher percentage of Aboriginal people in residential care. The 2016 Census identified that 41.6% of Aboriginal and Torres Strait Islander people reside in the Kimberley region, compared to the overall percentage of 3.1% of Aboriginal and Torres Strait Islander people in Western Australia.

Source for data: Australian Bureau of Statistics 2016





Aboriginal Workforce Frameworks

The seven key government strategies that have formed the basis for the Action Plan include:

- Department of the Premier and Cabinet “A Path Forward Strategy”
- Department of Prime Minister and Cabinet “Closing the Gap” Report 2019
- Government of Western Australia State Training Plan 2018-2021
- Government of Western Australia Social Assistance and Allied Health Workforce Strategy
- Australia’s Aged Care Workforce Strategy
- 2036 and Beyond: A Regional Investment Blueprint for the Kimberley
- Government of Western Australia, Resilient Families, Strong Communities, A Roadmap for Regional and Remote Aboriginal Communities

Juniper’s Aboriginal Workforce Strategy Action Plan¹ 2020-2023

Juniper’s Kimberley Aboriginal Workforce Strategy Action Plan 2020-2023 focuses on providing sustainable employment opportunities for Kimberley Aboriginal people within the aged care industry. Identified challenges for Juniper in increasing its Aboriginal employment include but are not limited to:

- Insufficient levels of education, training and skills
- Reduced access to career pathway opportunities
- Finding support within a culturally secure environment
- Ensuring staff are valued for their knowledge and experience
- Socio-economic barriers to employment

The Plan is a key component of Juniper’s overall Kimberley Strategy that was identified as a priority for Juniper with the objective to:

- Increase the number of skilled Aboriginal employees in the Kimberley
- Strengthen cultural security capacity in the Kimberley
- Enhance community relationships and partnerships

Juniper has a large, diverse workforce **with 9% being Aboriginal employees**. There is a strategic commitment to increase Aboriginal workforce participation to 30% across the four Kimberley residential sites, with the main occupations being multiskilled carers, catering, domestic cleaning and nursing.

Juniper is strongly committed to discovering and implementing the best and most appropriate ways to provide services that build capacity and self-determination among Kimberley Aboriginal people. This commitment will include succession planning of the Residential Manager’s role by recruiting Kimberley Aboriginal cadets in their final year of undergraduate studies in the Business Management field.

The Plan provides clear strategies for implementation and positively contributes towards the ‘Closing the Gap’ Report 2019 targets for Aboriginal people.

Seven Pathway Streams have been identified in the Plan:

- 1 Workforce Development Pathway Program
- 2 Community Development Program (CDP) Aged Care Work Readiness
- 3 Traineeships / Apprenticeships
- 4 School Based Traineeships or Student Career Pathway Program
- 5 Cadetships
- 6 Leadership Development
- 7 Graduates

¹ **Note:** Juniper’s Kimberley Aboriginal Workforce Strategy Action Plan 2020-23 will be referred to as the ‘Plan’ throughout the document for sake of brevity.

Workforce Development Pathway Program

Provide education and training opportunities for current Aboriginal employees to enhance their career paths. This will include:

- 1 Scholarship programs with universities, vocational education and training and the Aboriginal health training sector;
- 2 Application to the WA Department of Training and Workforce Development Remote Enterprise Training Program to support current workforce development and ensuring that employees have the required level of skills and knowledge for the organisation's needs; and
- 3 Traineeships.

Community Development Program (CDP) Aged Care Work Readiness

Partnering with local Community Development Program (CDP) providers and North Regional TAFE to develop and implement a 12-week Aged Care Work Readiness program that comprises a blend of accredited and non-accredited training.

Traineeships/Apprenticeships

Offer up to two year traineeships for the CDP Aged Care Work Readiness graduates and to any new Aboriginal employees upon completion of their probation period of direct employment.

School – Based Traineeship

Provide Aboriginal school-based opportunities for young Aboriginal people in Yr11 or Yr12 to gain a qualification in aged care, continue with further education and training or employment, while at school.

Cadetships

Students who are in their final year of studies will have the opportunity to apply for the graduate program. Students will be placed in one of Juniper's Kimberley facilities and will receive a comprehensive industry specific induction, formal mentoring and ongoing professional training for working in aged care.

Leadership Development

Juniper is committed to creating management succession planning for each of its Kimberley residential facilities. Juniper will offer a cadetship opportunity to Kimberley Aboriginal students who are in their final year of studying Business Management.

Graduates

Students that are in their final year of studies will have the opportunity to apply for the graduate program. Students will be placed in one of Juniper's Kimberley facilities and will receive a comprehensive industry specific induction, formal mentoring and ongoing professional training.

Target Programs

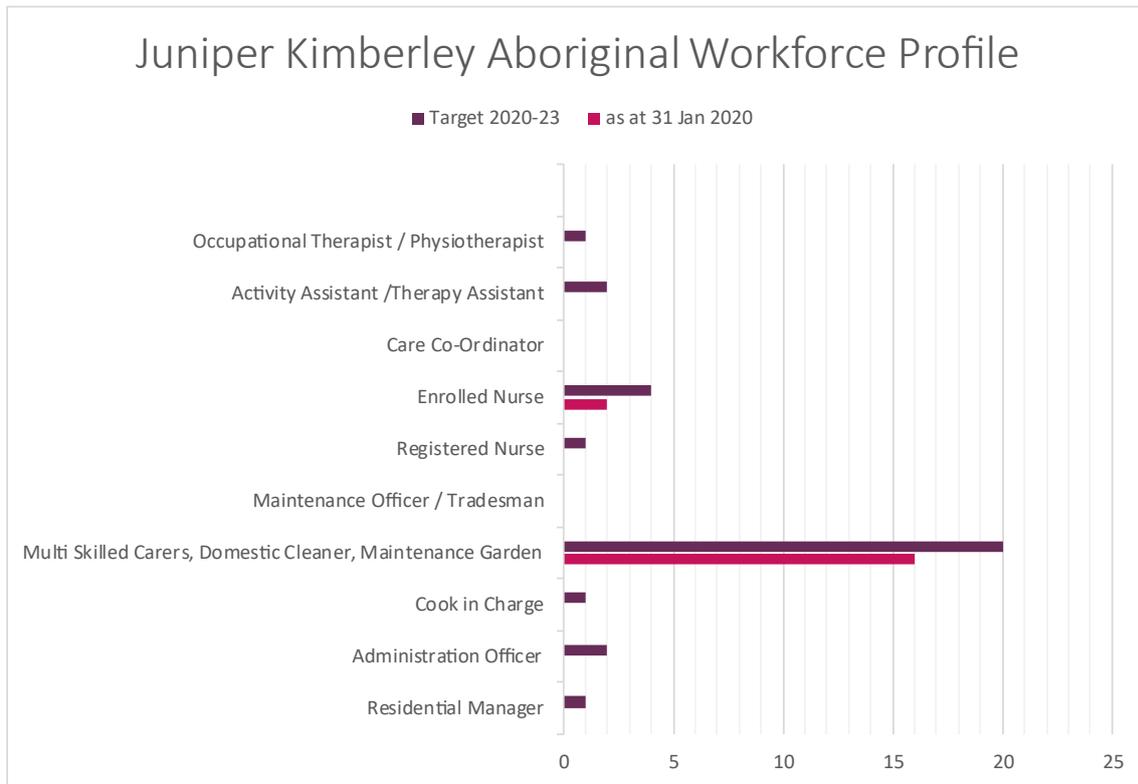
Initially five key target programs with phases for development are included in the Plan. The program areas are:

- Workforce Development Pathway Program
- Traineeship/Apprenticeship Program
- Student Career Pathway Program
- Cadetship Program
- Graduate Program

Details regarding each program can be found in Appendix A.



Juniper’s Kimberley Aboriginal Employment Profile



Professional Groupings	Current Aboriginal Employees	Program	Target for Aboriginal Employees 2020-23
Residential Manager	0	Leadership Development	1
Administration Officer	0	CDP Aged Care Work Readiness & Student Career Pathway Program	2
Cook in Charge	0	Traineeship & Apprenticeship Program	1
Multi Skilled Carers	10	CDP Aged Care Work Readiness Program	20
Domestic Cleaner / Cater / Laundry	5	CDP Aged Care Work Readiness Program	
Maintenance Gardener	1	CDP Aged Care Work Readiness Program	
Maintenance Officer / Tradesman	0	Traineeship / Apprenticeship	0
Registered Nurse	0	Cadetship Program	1
Enrolled Nurse	2	Traineeship / Apprenticeship	4
Care Co-Ordinator	0	Cadetship Program	0
Activity Assistant /Therapy Assistant	0	Traineeship Program	2
Occupational Therapist	0	Cadetship Program	1
Physiotherapist	0	Cadetship Program	



Governance for Plan Implementation

Kimberley Services Development Manager

Responsible for driving the development and implementation of the Plan with support from the Executive Director Mission.

Executive Leadership Team

Reviews the development of the Plan as part of the scope of Juniper's Kimberley Strategy in line with Juniper's Strategic Priorities 2019.

Juniper's Kimberley Aboriginal Workforce Working Group

Composition:

- Executive Directors for Human Resources, Operations and Mission
- Managers of Training and Development, Communications and Public Relations, Kimberley Operations
- Managers of each residential service
- Coordinator of student placements

Juniper's Partnership Steering Committees

Collective Impact Committee

The Collective Impact Committee will comprise Juniper's potential partners to oversee the implementation, monitoring and evaluation of the Plan. It is expected the following Departments and organisations will be involved:

- Majarlin Kimberley Centre for Remote Health, The University of Notre Dame
- Department of National Indigenous Affairs Australia
- Department of Training and Workforce Development

CDP Aged Care Work Readiness Steering Committee of Program

The purpose of the Steering Committee is to provide oversight of the operation of the Work Readiness Program and executive decision making relevant to the interest of the three parties. A senior representative from each organisation to comprise the membership of the this Committee.

CDP Aged Care Work Readiness Case Management Team of Program Participants

The purpose of the Case Management Team is to coordinate processes to support individual participants progress through the program. Each organisation will be invited to nominate key contact staff member for operational planning, coordination and decision making.

Juniper's Kimberley Development Manager will continue to be an active member of the newly formed Kimberley Regional Workforce Committee and seek membership on other committees regarding Aboriginal student career pathway support.

Monitoring & Evaluation

Processes are in place to support the successful implementation of the Plan which includes:

Juniper's processes:

- Weekly project meetings via Skype between the Executive Director Mission and the Kimberley Service Development Manager
- Kimberley Aboriginal Workforce Working Group
- Regular reporting to the CEO and Executive Team on the progress of the Plan by Executive Director Mission

Partnership processes:

- Ongoing planning and review meetings in Perth and Kimberley throughout 2020-23 with key stakeholders
- A partnership working group chaired by Juniper to monitor and evaluate partnership training and employment programs.

The above processes will monitor a range of data including outcomes and barriers to success, building on learning to improve employment outcomes.

Risks & Challenges

The implementation of the Plan faces identified risks and challenges that could impact on its success.

Residential Aged Care Operations

The challenging realities of the ongoing maintenance of operation cannot be underestimated. Managers of services are presented with demanding operational challenges whether it be securing adequate staffing on any one day, property maintenance issues, IT problems, impact of extreme weather conditions on operations and safety issues for residents and staff.

This limits staff availability to be proactive in supporting the implementation of strategic plans. Juniper is aware of this reality and is committed to supporting teamwork and realistic expectations of operational staff in the implementation of this Plan.

Securing Partnerships

Fundamental to each employment pathways program is successful engagement and ongoing partnerships with Aboriginal controlled organisations, particularly with those with mandates to enable the training and employment of Aboriginal people. Partnerships with TAFE, schools and universities are also essential for some of the pathway programs.

Risk always exists where there are multiple parties involved in achieving desired outcomes. Juniper will work to mitigate risk with proactive and respectful ongoing communication and review processes. However, Juniper does not have control over the factors that may arise for an organisation that impact on their capacity to deliver on their agreed participation and contribution.

Securing Funding

Even though Juniper and partnering organisations will be drawing on their existing resource base to contribute to the different program pathways, additional funding will need to be sourced. Research has identified a range of State and Federal government funding sources, however at the time of writing this document applications are yet to be submitted.



Employee Attraction and Retention

The ongoing attraction and retention of participants for the different pathway programs will be challenging. Systemic barriers related to work readiness, pre-training, on the job training and ongoing employment exist in Aboriginal communities in remote regions that undermine employment attraction and retention. In addition, the aged care sector has not had a high profile for Aboriginal job seekers.

Relationships with Education Providers

It is imperative that strong relationships exist between Juniper and the education and training providers for outcomes to be achieved. Specifically, the relationship will need to cover the following topics:

- Support for students
 - Initial
 - Ongoing
- Police clearances
- Performance management
- Review and reporting
- The ongoing identification and mitigation of challenges and risks

Outcome Measures

Demonstrable and measurable improvements across Juniper in:

- Workforce targets, particularly employment and retention
- Employee engagement and workplace culture, including Aboriginal cultural competence
- Performance development
- Interdisciplinary collaboration in the development and delivery of workforce strategies

At the broader level, it is expected that investment in this Plan will result in a positive workplace culture with highly skilled, committed, innovative, accountable and valued employees that will lead to improvements in aged care delivery; increased attraction and retention of employees; and improved health and wellbeing outcomes for the Aboriginal residents and community clients.

Cultural Security

It is important to Juniper that we provide a culturally secure environment for our Aboriginal employees. Juniper is currently developing a Kimberley Cultural Awareness Program to deliver across each of our Kimberley services and Central Office. Juniper will also engage local Traditional Owner groups or cultural centres to provide local cultural awareness for all Juniper employees across the Kimberley.

Mentoring

Juniper partner organisations such as group training organisations will provide mentoring to trainees throughout the duration of their traineeships. On commencement of the traineeships, trainees will be buddied with a Juniper staff member to provide on-the-job training and mentor support.

Juniper's Kimberley Development Manager will provide mentor training to all relevant Juniper staff to ensure staff are equipped with the appropriate tools.

Appendix A: Program Areas

Workforce Development Pathway Program

Objective	Actions
Support existing Aboriginal employees to pursue opportunities to develop to their full potential through improved professional development programs	Conduct skills audit on existing Aboriginal employees
	Identify funding and resources to support effective training and education opportunities for Aboriginal employees.
	Conduct goals and aspiration plans for existing Aboriginal employees.
	Provide education and training opportunities for current employees through scholarship programs with universities, registered training organisations and Aboriginal health training sector.
	Ensure universities, vocational education and training and the Aboriginal health training sector provides tutorial support for Aboriginal employees engaging in further studies.
	Provide on the job mentoring and culturally secure support to existing Aboriginal employees.
	Establish partnership with Kimberley Aboriginal Medical Services (KAMS) to develop career pathway opportunities for Multiskilled carers into the Aboriginal Health Worker training program.

Traineeship / Apprenticeship Program

Objective	Action
Provide 12-month Cert III Aged Care Traineeships	Develop partnership with local Community Development Program Providers and local registered training organisations to co-design, implement and monitor a 12-week CDP Cert II Aged Care Work Readiness Program across each local area.
	Apply for Tranche Two 1000 Jobs Package Program to support the employment of CDP Aged Care Work Readiness graduates into a 12-month Cert III Aged Care Traineeships
	Identify other funding and resources to support the implementation, monitoring and evaluation of the traineeship/ apprenticeship program
	Establish partnership with KAMS to develop career pathway opportunities for Aboriginal Health Worker graduates
	Establish local Traineeship Committee across the Region to monitor and evaluate the program
	Provide backbone support to the Traineeship Committees

Student Career Pathway Program

Objective	Action
Provide career pathway opportunities to Yr 11 and/ or Yr 12 students through the School Based Traineeships Program	Engage with secondary schools across the four sites in the Kimberley Region to promote aged care career pathway opportunities for Yr 11 and Yr 12s
	Attend Career Expos across the Kimberley Region
	Develop a Schools Recruitment Strategy; <ul style="list-style-type: none"> Engage with the local Aboriginal Education Committees Enable current Aboriginal employees to talk to students/ potential staff Implement a yearly careers day at each facility
	Develop an Aboriginal specific traineeships and career pathway resources for distribution to communities, schools and youth organisations
	Work with secondary schools, universities and vocational education and training sector to develop pathways to support career development and progression into the aged care industry.
	Research and seek membership to join student career pathway committees

Cadetship Program

Objective	Actions
Recruit students undertaking their final year of undergraduate studies in Nursing, Allied Health and Business Management	Develop partnership with universities offering undergraduate studies in Nursing, Allied Health and Business Management.
	Juniper will liaise directly with universities, youth foundations and community to identify potential emerging young leaders that express an interest in the aged care industry.
	Seek funding and resources to support the implementation of the cadetship program
	Develop an Aboriginal specific cadetship resource for distribution to partner universities

Graduate Program

Objective	Actions
Recruit students interested in aged care undertaking their final year of undergraduate studies to transition from academia to aged care practice.	Develop an Aboriginal specific cadetship resource for distribution to partner universities. Seek funding and resources to support the implementation of the cadetship program. Juniper will liaise directly with universities, youth foundations and community to identify potential emerging young leaders that express an interest in the aged care industry.





