



Connecting Business and young Aboriginal
people in the workplace

Employing Aboriginal and Torres Strait Islander Australians
A Guide for Employers

*Delivered by Regional Chambers of Commerce and Industry, funded by Department of
Training and Workforce Development*



Government of **Western Australia**
Department of **Training**
and **Workforce Development**



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Introduction

This package has been developed to provide employers a better understanding of how to create a supportive and culturally secure workplace for Aboriginal and Torres Strait Islander employees. It will also ensure that Aboriginal and Torres Strait Islander employees are aware of their workplace rights and responsibilities.

While many of the topics covered in this guide may be relevant to all industries. It should also be noted that information presented in this publication is only a guide and each business and employee will be differing in their experiences and expectations.

Employment relationships take time to foster but improved employment outcomes will improve social and economic wellbeing and at the same time changing attitudes in the broader community.

Throughout this report the term 'Indigenous' and 'Aboriginal' is used to denote Australia's Aboriginal and Torres Strait Islanders and traditional landowners.

The Australian and the Broome Chamber of Commerce and Industry recognises that while many Indigenous Australians have access to life's opportunities and a good standard of living, too many continue to face unacceptable levels of disadvantage in living standards, life expectancy, education, health and employment¹.

Indigenous Australians continue to experience significantly lower rates of labour force participation and higher rates of unemployment than non-indigenous Australians, despite recent gains². There is an acknowledged 'significant gap' in employment outcomes compared with non-indigenous Australians - *Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade (by 2018)*³.

- *There is a strong link between education and employment – at high levels of education there is virtually no employment gap between Indigenous and non-Indigenous Australians.*

¹ [Closing the gap, National Indigenous Reform Agreement COAG \(2009\)](#)

² [ABS Population Distribution, Aboriginal and Torres Strait Islander Australians, 2006](#)

³ [Closing the Gap - Prime Minister's Report 2016](#)

- *Indigenous employment rates are considerably higher in the major cities than in remote areas.*

A good employer/employee relationship requires understanding and commitment from both parties.

Most of these strategies – which many employers will already have in place are simply part of good human resource management. The information covers:

- Planning and Recruitment
- Induction
- Communication
- Retention
- Common Problems
- What else can our organisation do?
- Support services for Aboriginal and Torres Strait Islander employees (West Kimberley)

For further information, please contact *Working Together*, Broome Chamber of Commerce & Industry on 08 9193 5553 or workingtogether@broomechamber.com.au.

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Aboriginal and Torres Strait Islander People

It is recognised that Australian Aborigines and Torres Strait Islanders are two distinct cultural groups within Australia, within the definition of Indigenous Australian and within the diversity of the cultures of Indigenous Australians as a whole.

Australia wide, the Aboriginal and Torres Strait Islander population in 2011 (*ABS Census of Population and Housing*) provided that 90% of people (606,200 people) identified as being of Aboriginal origin only, 6% (38,100) were of Torres Strait Islander origin only, and 4% (25,600) were of both Aboriginal and Torres Strait Islander origin⁴.

By 2017, Australia is projected to have approximately 764,000 Aboriginal people and approximately 102,000 living within Western Australia⁵.

Benefits of employing an Aboriginal and Torres Strait Islander person

Aboriginal and Torres Strait Islander people are often overlooked as potential employees.

In the current economic environment, businesses within the West Kimberley must develop and implement competitive strategies for both the short and longer term. In many industries, skill and labour shortages are imminent and employers will need to develop innovative strategies to attract and retain employees to meet the labour needs of their business now and for the future.

Aboriginal and Torres Strait Islander communities are a growing source of capable workforce. Working in collaboration with the local Aboriginal Workforce Development Centre, *Working Together* aims to expand employment, training and mentorship opportunities for young Aboriginal people by connecting them with local business.

The Kimberley is characterised by a unique demographic set that is underpinned by an Aboriginal population of around 44% and a young workforce that is aiming to capitalise on regional opportunities.

“Employment levels are integral to the productivity and growth of the Kimberley economy, it is also fundamental in improving the quality of life in the Kimberley. Higher levels of labour force participation and employment results in greater levels of overall income and output for the local economy.”

⁴ [The final population estimates of Aboriginal and Torres Strait Islander Australians as at 30 June 2011](#) ABS.Stat © Commonwealth of Australia as at 27 January 2016

⁵ Data extracted on 29 Nov 2016 04:14 UTC (GMT) from ABS.Stat © Commonwealth of Australia. Creative Commons Attribution 2.5 Australia (<https://creativecommons.org/licenses/by/2.5/au>)

“The region aspires to labour market outcomes that mirror the norms that apply across the State and the nation. Outcomes of this scale will transform the Kimberley both economically and socially.”

(Employment: Kimberley Development Commission Page updated: Mon Sep 12 2016
<http://kdc.wa.gov.au/economic-activity/employment/>)

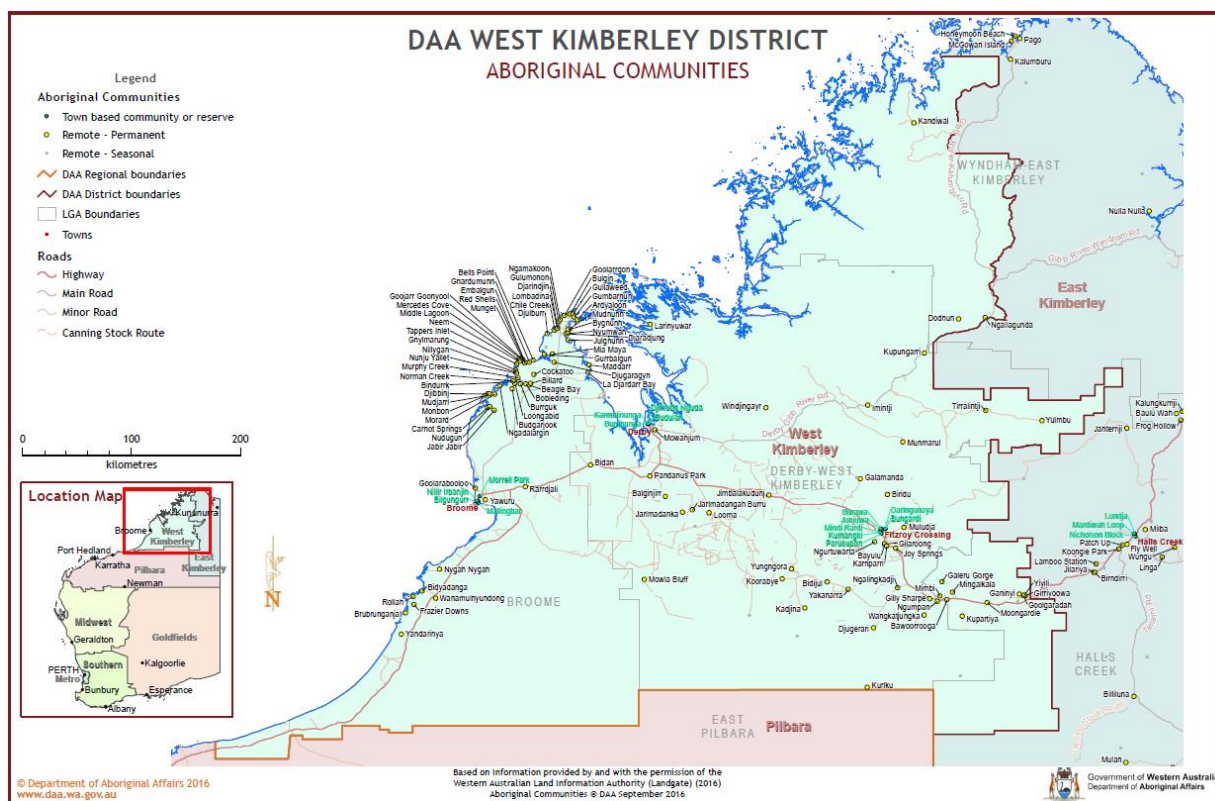
The benefits to you and your business may include the following:

- By employing a youthful workforce, there is the potential for building a sustainable, local and dedicated workforce with a commitment and connection to the region.
 - Your business connection with local communities can be strengthened and Aboriginal Australians will be more committed to working locally.
- Aboriginal and Torres Strait Islander communities are the fastest growing portion of the Australian population. Employing a workforce that is representative of the community in which you operate helps to develop trust and better engages with Aboriginal and Torres Strait Islander customers. This will likely lead to a deeper relationship; one where your customers' needs are met more fully and interactions with customers are more efficient.
- Your business may gain skills and knowledge from training and working with Aboriginal employees.
- There is the opportunity to market your business as an employer of choice which may assist in gaining a market edge with key clients and enhance the public reputation of your business.
- You may be eligible for financial incentives.
- Many government departments and corporates now ask for evidence to show how a tendering company is investing in greater equality for Aboriginal and Torres Strait Islander peoples. Having a holistic Aboriginal and Torres Strait Islander Employment Strategy and supplier diversity strategy - with successful outcomes to share - will assist your organisation in positioning itself to win these tenders.

- ...if you maintain a local focus, one excellent new employee might well lead to another; and another...and so on.

The West Kimberley

The Kimberley has a rich diversity of culture and heritage engendering a unique 'sense of place'. There are a number of Aboriginal language groups across the Kimberley today, each supporting their own diverse culture. The non-Aboriginal culture also includes a rich and diverse mix including Chinese, Japanese, Portuguese, and Papuan people who originally travelled to the Kimberley prior to European settlement in the 1800's.



Source: http://www.daa.wa.gov.au/globalassets/pdf-files/maps/communities/wkcoms_daa.pdf

Planning and Recruitment

If you have thought about the possible benefits of employing Aboriginal and Torres Strait Islander Australians, you may want to use the following questions to help with your planning process:

1. Why do you want to employ Aboriginal and Torres Strait Islander Australians?

Which potential benefits are most relevant to your business? Some may have been mentioned in the previous section. You may be able to identify other benefits that are unique to your situation.

2. How is your business promoted to Aboriginal and Torres Strait Islander Australians?

Many people find it difficult to make those initial career path decisions. How your business and industry is promoted may have influence on these decisions. Think about how you might inspire Aboriginal and Torres Strait Islander Australians to want to work for your business.

3. What success have you already had in working with Aboriginal and Torres Strait Islander Australians?

Reflecting on positive experiences is one way to build a foundation for further success. If you can identify the positives in your working relationships with Aboriginal and Torres Strait Islander Australians until now, you can pave the way for further progress.

4. Have your staff completed training in cross-cultural awareness?

Cultural awareness must be a two-way street. Effective and equitable community access and relationships need to be established and maintained through:

- Increasing community awareness
- Providing affordable opportunities
- Incorporating Aboriginal and Torres Strait Islander forms of knowledge and ways of learning or applying that knowledge
- Demonstrating awareness and appreciation of Aboriginal and Torres Strait Islander culture; and
- Supporting Aboriginal and Torres Strait Islander research through collaborative approaches.

Cross-cultural awareness can play a major role in developing better understandings among staff. It can build the foundation for workplace cohesion, and it can play a major role in managing cultural factors in the workplace.

Cultural Awareness Training can help your organisation:

- Understand issues that are specific to Aboriginal and Torres Strait Islander people such as kinship and social structures, and implications on the workplace
- Develop a plan for increasing your organisations effectiveness in recruiting Aboriginal and Torres Strait Islander people
- Enhance your skills and knowledge needed to assist Aboriginal and Torres Strait Islander people gain and retain employment
- Recognise situations that could lead to discrimination

Benefits of training include:

- Upgrading your skills and knowledge for future career development
- Protecting yourself from unknowingly discriminating in your day to day work
- Access to a supply of motivation Aboriginal and Torres Strait Islander applicants.

5. What is your current capacity to provide support for Aboriginal and Torres Strait Islander employees?

As with all employees, it is also important to make sure that new Aboriginal and Torres Strait Islander employees have skills matched to the jobs for which they have been recruited and are given appropriate training.

6. Do you have an employment strategy with set targets and goals?

Every business will make its own decisions about the strategies that are most appropriate given the size and circumstances. A documented strategy for Aboriginal and Torres Strait Islander employment can help to identify goals and targets, and the actions that are needed to achieve them.

Support

Depending on specific needs, businesses seeking to employ an Aboriginal person may be able to access support services and funding.

Service providers may include:

- Employment Services and Agencies
- Group Training Organisations
- Training Providers
- Aboriginal and Torres Strait Islander Employment Centres – including Aboriginal Workforce Development Centre

Financial assistance may be available direct from government or via services for:

- On the job training
- Licences, uniforms and equipment for the new employee
- Mentoring and other workplace support
- Employing apprentices and trainees
- Wage assistance.

Assistance is available to help get started. Please contact Broome Chamber of Commerce & Industry's Working Together program on workingtogether@broomechamber.com.au.

Recruitment

When recruiting Aboriginal and Torres Strait Islander employees, it is possible for advertisements to state you are seeking Aboriginal and Torres Strait Islander applicants, otherwise you could use the following techniques to attract interest from Aboriginal and Torres Strait Islander applicants:

- Promote abilities required to undertake a role, not qualifications
- Develop partnership with Aboriginal Employment organisation
- Use word of mouth for advertising
- Talk with school career advisors and offer your business for work experience placement
- Facilitate an information or recruitment event about your business and employment opportunities
- Selection of the person should be based on capability or potential to perform the job.
- Clearly communicate your expectations while maintaining flexibility in relation to cultural issues

Screening and Interviewing

Be flexible in the screening and interviewing process but try to use the same tools and techniques for all applicants so you compare people and select on merit.

The best person for the job may not perform well in a standard interview. If the applicant looks uncomfortable, change your interview approach to help the applicant relax. For example, instead of asking question after question, try rewording the questions using an informal chatty style. Some employers have also adapted screening and interviewing techniques by:

- Helping applicants prepare for the interview with a phone call from a person on the selection panel
- Allowing family or other community members (mentors, jobseeker case managers, etc.) to attend the interview
- Holding group interviews, where candidates participate in an activity or group questions.

Panel members should be sensitive to the fact that some Aboriginal and Torres Strait Islander jobseekers find it difficult to back themselves because of their culture places greater importance on the group rather than the individual. As a result, applicants may use “us” or “we” instead of “I” or “me”.

Induction

Induction is an important opportunity to clearly communicate your expectations and to advise new staff of their responsibilities. It is also a time to inspire new staff to work with you. First impressions are important.

- Let other staff know when a new person is starting and to ensure they're prepared to make their new colleague welcome.
- Introduce the new person gradually to other staff – introducing too many work mates at once can be confusing
- Discuss fair and realistic expectations with your new employee – ALL need to know where they stand
- Explain ground rules to avoid any misunderstanding later on. This may include rules around working hours, and who to contact if they need a day off due to sickness or emergency
- Talk about policies and procedures including:
 - Wages and conditions of employment
 - Leave entitlements and processes for applying for leave
 - Occupational health and safety
 - Training and career development opportunities including career pathways
 - identify mentors and workplace buddies
- A workplace buddy or mentor can be very helpful, particularly in the first six to twelve months. This can really help people settle in.
- Encourage your new employee to talk with their supervisors, workplace buddy or mentor to discuss and resolve any personal or work related issues that might arise.

Communication

Communication aims to achieve shared understanding.

- Recognise individuality – Aboriginal people will differ in values, customs, beliefs and many other aspects of their identity
- Listen
- Use plain, clear language and avoid jargon and complex terminology to avoid miscommunication
- Make time to regularly have brief incidental chats or 'yarns'. Face to face is a better communication method than written
- Over time, get to know your employee and learn about their families and interests. This may help you understand any issues that arise.

Retention

Like other new employees, new Aboriginal and Torres Strait Islander staff may not necessarily be familiar with the workplace practices and culture of your business. Give people time to settle in and see how things are done. Many of the following suggestions make good sense for all employees, irrespective of culture.

- Build good working relationships and two-way communications. Have realistic expectations and communicate them clearly
- On occasions, an Aboriginal employee have experience cultural obligations that impact on work. TRUST, RESPECT and CLEAR COMMUNICATION can assist in resolving these situations.
- Make it easy as possible for staff to ask questions and learn from one another.
- Make rosters more flexible
- Always ensure staff have had sufficient training and support to allow them to perform duties to the level you expect
- Show an interest in the work that is being performed and provide regular feedback. Regular incidental positive feedback is appreciated by most employees.
- Take the time to get their perspective and feedback on the workplace. This can identify potential training opportunities and career development.
- Don't be afraid to assign significant responsibilities or apply appropriate standards of accountability to your employees, but ensure that employees are not set up to fail: as for any employee, make the task clear and provide support to get the job done.
- Celebrate SUCCESS
- Be flexible
- In some cases, provide support for family of the employee.

Mentoring and Workplace Buddies

Establishing mentors within the workplace has assisted many organisations improve the recruitment and retention of Aboriginal and Torres Strait Islander employees.

Mentoring is a partnership that supports the development and development in the workplace by the sharing of experiences and knowledge. This often includes helping staff identify their own learning needs and ways of meeting them through a more experienced person.

A Workplace Buddy provides hands-on practical support to employees and allows on the job support.

When considering a Mentor:

- Ensure that the mentor can build a relationship with the employee based on mutual respect and trust;
- Make sure the mentor can communicate effectively and work across cultures
- Identify any cultural factors that may impact on the mentor-mentee relationship

Third party mentoring by an outside service provider such as a Job Search Agency may also be an effective option.

What can your organisation do?

Cultural Competency / Cross Cultural Awareness

Cross-cultural awareness can play a major role in developing better understanding among staff, can provide a role in understanding differences amongst colleagues and assist in developing a firm foundation for workplace unity.

Cultural Awareness Training can help your business to understand issues (and more specifically local issues) that may/may not impact on your staff. The knowledge and understanding gained from a programme such as this will impact on all areas of your business.

The BCCI can assist in developing your cultural competency and will provide valuable resources to progress. A program need not be expensive or time consuming; a few hours can provide the basis to progress cultural learnings.

- Provide cultural competency training for all staff and especially those in supervisory and management positions. Ensure that Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees attend training together where possible. This will give everyone a better understanding of cultural differences and similarities, help to build good working relationships and assist all to recognise situations that could lead to discrimination.

Mentoring

- Provider mentors for Aboriginal and Torres Strait Islander employees particularly for the first six to twelve months.

Significant Events

- Be aware of significant events that Aboriginal and Torres Strait Islander people observe throughout the year and consider how your organisation can be involved.
- **Survival Day** (26 January) – a national day of celebration in recognition of the survival and resilience of Aboriginal and Torres Strait Islander Australians.
- **The Apology** (13 February) – a national day of celebration commemorating the formal Apology to Australia's Aboriginal Peoples by Prime Minister Kevin Rudd in 2008
- **Sorry Day** (26 May) – a national day of commemoration to honour the generations of Aboriginal and Torres Strait Islander children (the Stolen Generation) who were taken from their families under forced removal policies that continued until the early 1980's. The day is marked by memorial services, commemorative meetings, survival celebrations and community gatherings

- **National Reconciliation Week** (27 May – 3 June) – a national week of celebrations to build on the respectful relationships of Aboriginal and Torres Strait Islander People and other Australians.
- **NAIDOC (National Aboriginal and Islander Day Observance Committee) Week** (the first full week in July) – A national week of events to celebrate achievements by Aboriginal and Torres Strait Islander people and communities.

Aboriginal and Torres Strait Islander Employment Strategy

- Regardless of the size of your organisation or number of Aboriginal and Torres Strait Islander people you employ, there will be value in developing a strategy that identifies the action you are taking (or intend to take) to attract, recruit and retain Aboriginal and Torres Strait Islander employees.

Reconciliation Action Plan

- Develop a reconciliation action plan (RAP) to formalise your organisations commitment to reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians
- More information from www.reconciliationaustralia.com.au

Common Problems

Equality and Discrimination

The Australian Human Rights and Equal Opportunity Commission points out that equality does not necessarily mean that everyone is treated the same way. It is often appropriate to treat groups differently so that, in the end, they can participate and benefit from opportunity.

Stereotypes

It is easy to fall into the trap of stereotyping people from other cultures. The reality is that Aboriginal and Torres Strait Islander people have a great diversity of languages, knowledge and experience.

Urban and remote areas

The impact of culture on Aboriginal and Torres Strait Islander employment is often greater in remote communities, where traditional authority and practices tend to be stronger. However, there are no hard and fast rules about this, especially given that many Aboriginal and Torres Strait Islander people move between urban and remote areas.

Communication

Communication aims to achieve shared understanding. In some situations, staff may be less included to ask questions. This may mean taking a little more time avoiding jargon and complex terminology, using plain, clear language, and creating opportunities where people can learn by doing

Family

The vast majority of Aboriginal and Torres Strait Islander people would list their family, and extended family, as the number one priority in their lives. Balancing demands of family and career can be a challenge for some employees in the workplace and can often lead to conflicts. Some employers have found that showcasing the business to families can help to overcome the challenge of conflicting demands.

Role models and pressures to perform

Aboriginal and Torres Strait Islander role models are best defined and recognised by Aboriginal and Torres Strait Islander communities. Aboriginal and Torres Strait Islander Australian's are sometimes encouraged to be high achievers as examples of what their people can achieve in the mainstream culture. This can lead to significant stress for the individuals involved. Employers can sometimes contribute to this kind of pressure without intending to.

Issues of workplace performance are best treated as part of the normal employer-employee relationship including performance assessment.

Absenteeism

As with non-Aboriginal and Torres Strait Islander staff, there can be any number of reasons why an Aboriginal and Torres Strait Islander employee might be absent from work. While those reasons are usually legitimate, some employees may be uncomfortable about informing their non-Aboriginal and Torres Strait Islander supervisors or managers, and may then be worried about returning to work to face the music. Building trust with individuals, as well as developing systems and strategies that help employers to know what is happening in the wider family or community, may help to address these issues. Mentors can assist also.

Literacy and education

High school and basic literacy skills are requirements for nearly all jobs. 30% of Aboriginal and Torres Strait Islander adults are lacking basic numeracy skills.

Cultural differences

Employers and co-workers may not understand or respect the unique cultural differences of Aboriginal people which can create a worksite atmosphere of disrespect, resentment or distrust.

Self-esteem

Poverty, broken families, racism, stereotypes, discrimination, few role models all contribute to low self-esteem. It's hard to present well in a job interview when one is struggling with low self-esteem.

Poverty and poor housing

A majority of Aboriginal and Torres Strait Islander people, start each day in an overcrowded, inadequate home that likely needs repairs, has asbestos, mould, and may not have drinking water. Unhealthy living conditions affect a person's mental and physical wellbeing.

Lack of driver's license

A real stumbling block in remote communities; just getting to the nearest office to write the initial test can be challenging; taking driver's training is similarly a challenge as there may not be easily accessed training providers or, for that matter, a vehicle on which to learn.

Transportation

Few remote communities are serviced by public transit; vehicle insurance is expensive and out of reach for many in pre-employment situations; again, owning a vehicle or having access to a vehicle is frequently not a reality;

Child care

Safe, affordable child care is a challenge for mainstream Australians - it is even more of a challenge for parents in Aboriginal communities.

Inadequate Work Readiness

The main barrier to marginalised Aboriginal and Torres Strait Islander people entering the workforce is not their skill level or their experience, but their level of work-readiness. To get work-ready, Aboriginal workers from remote communities might need to familiarise themselves with alarm clocks and getting to work without relying on someone from the community. Some of those signing up for jobs may never have worked in an office, answered to a boss or received a salary. Older Aboriginal workers can act as **mentors for the young**. The power of role models is important, as the young people benefit from talking to their own people who work full-time

Mentors also help young workers overcome the urge to give up and return to not having a job. Teaching life skills is just as essential as teaching work skills - how to hold on to a job, how to secure a family's future.

More information and support services

Working Together

Broome Chamber of Commerce & Industry

6 Napier Terrace, Broome

Phone: 08 9193 5553

Mobile: 0488 220 414

Email: workingtogether@broomechamber.com.au

*Local Business Support & Advice, Aboriginal and
Torres Strait Islander Engagement Strategies*

Kimberley Personnel

1/36 Frederick Street, Broome

Phone:

Email: admin@kimberleypersonnel.org.au

Web: www.kimberleypersonnel.org.au

Disability Employment Services

Nyamba Buru Yawuru Ltd

55 Reid Road, Broome

Phone: 08 9192 9600

Email: yawuru@yawuru.org.au

Web: www.yawuru.org.au

*Cultural Emersion Training, Cultural Awareness,
Transition to Work Services*

KGT Employment

Unit 3 / 4, 9 Short Street, Broome

Phone 08 9192 8877

Email: admin@kgt.org.au

Web: www.kgt.org.au

*Apprenticeships, Traineeships, Group Training in
Broome & Derby*

North Regional TAFE

Broome Campus

68 Cable Beach Road, Broome

Phone: 1300 996 573

Web: www.nrtafe.wa.edu.au

Email: info@nrtafe.wa.edu.au

Training and Vocational Services

Aboriginal Workforce Development Centre

Shop 6/20 Dampier Terrace, Broome

Phone: 08 9192 6763

Email: broome.awdc@dtwd.wa.gov.au

Web: www.dtwd.wa.gov.au/awdc

*Aboriginal and Torres Strait Islander Jobseekers,
AWDC Jobs Board*

Wunan Workforce Development Centre

2 / 3 Short Street, Broome

Phone: 08 9192 8530

Web: www.wunan.org.au

Career Development, Mentoring

Nirrumbuk Aboriginal Corporation

34 Blackman Street, Broome

Phone: 08 9193 7100

Email: joe@nirrumbuk.org.au

Web: www.nirrumbuk.org.au

*Training, Employment, Group Training Organisation,
Labour Hire, Language & Literacy Programs*

Mamabulanjin Aboriginal Corporation

640 Dora Street, Broome

Phone: 08 9192 1662

Email: mac@mac.org.au

Green Army, Training, Mentoring, Counselling

North Regional TAFE

Derby Campus

40 Clarendon Street, Derby

Phone: 08 9191 0666

Web: www.nrtafe.wa.edu.au

Email: info@nrtafe.wa.edu.au

Training and Vocational Services

Kimberley Employment Services

Shop 29, Paspaley Plaza, Broome

Phone: 08 9192 6700

Email:

reception@kimberleyemploymentservices.com.au

Web: www.kimberleyemploymentservices.com.au

Job Services Agency, JobActive

The Apprenticeship Community

3-4/9 Short Street, Broome

Phone: 08 6165 3362

Mobile: 0428 381 786

Web: www.apprenticeshipcommunity.com.au

Apprenticeships, Traineeships, Mentoring, Broome & Derby

Madalah – Nyirra Murrulayi

6 Baggot Street, Broome

Phone: 08 9192 2840

Email: era@madalah.com.au

Web: www.madalah.com.au

Employment Related Accommodation – Short term accommodation Broome & Derby

Apprenticeship Support Australia

Phone: 1300 363 831

Mobile: 0429 106 785

www.apprenticeshipsupport.com.au

Apprenticeships, Traineeships, Mentoring, Broome & Derby

Further Reading Resources:

Train Together – Working Together Aboriginal Workforce Development Strategy

Department of Training & Workforce Development

<http://www.dtwd.wa.gov.au/sites/default/files/uploads/awdc-ttwt-2014.pdf>

Regional Planning and Infrastructure Framework - Kimberley

Part A: Regional Strategic Planning

December 2015

http://www.planning.wa.gov.au/dop_pub_pdf/Kimberley_Regional_Planning_and_Infrastructure_Framework_Part_A.pdf

Reconciliation Australia - Workplace Ready Program

<http://www.reconciliation.org.au/workplace/>

2036 AND BEYOND: A REGIONAL INVESTMENT BLUEPRINT FOR THE KIMBERLEY

Kimberley Development Commission

<http://kdc.wa.gov.au/wp-content/uploads/2016/08/2036-and-Beyond-A-Regional-Investment-Blueprint-for-the-Kimberley.pdf>

National Indigenous Reform Agreement (Closing The Gap) – 2009

Intergovernmental Agreement on Federal Financial Relations

http://www.federalfinancialrelations.gov.au/content/npa/health/_archive/indigenous-reform/national-agreement_sept_12.pdf