

East Kimberley 'Hire Local' Mentoring Strategy

FOR CONSULTATION

AUGUST 2021



Priority 2

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'For Indigenous populations, the evidence shows that the **single biggest factor in improving health and social outcomes is self-determination.**

For self-determination to be effective, two things must occur – **Indigenous peoples assume leadership**, governance, authority over their lives and communities using a balance of traditional methods and contemporary realities (Aboriginal Terms of Reference) and develop their own vision of their futures.

Second, **governments and non-government agencies** admit that "business as usual", with them in power and control, is a major part of the problem. They **must be willing to change and give up some of that power and control.'**

- Associate Professor Gregory Phillips, 2016



An aerial photograph of a rugged landscape featuring numerous rounded, layered rock formations. The rocks exhibit distinct horizontal and wavy sedimentary or metamorphic patterns in shades of grey, brown, and yellow. Sparse green and yellow vegetation is scattered across the terrain. A semi-transparent orange rectangular box is overlaid on the lower-left portion of the image, containing the text "1 Context" in white.

1 Context

Recapping the East Kimberley Employment Roundtable 2020

East Kimberley Employment Roundtable 2020 brought together people from across East Kimberley who have deep experience in employment, its challenges and opportunities in the region to explore what could be done to bring more local people into sustained employment

COMMON GOAL

More local people in sustained employment

OVERALL OBJECTIVES

- 1 Explore the balance between labour supply and demand now and in the future
- 2 Understand and assess strengths and weaknesses of the East Kimberley Employment system
- 3 Commit to three tangible system improvements for immediate action

PARTICIPANTS

~30 participants from across the system...

Foundations and social impact agencies
(Minderoo, ...)

Government - federal, state, local
(NIAA, ...)

Industry representatives
(Rio Tinto, Chamber of Commerce & Industry WA, ...)

Employers (past, present and future)



Community member organisations
(KREAC, Waringarri Aboriginal Corporation, ...)

Employees (past, present and future)

Employment service providers
(EKJP, MG Corp – 100+ Jobs, ...)

Education & training providers
(TAFE, KGT, ...)

The strengths, opportunities and missing links of the East Kimberley employment system were identified and are well understood

Observations from Roundtable

STRENGTHS



- **Established employment system** – EKJP, KGT, 100+ Jobs, Jobs & Skills, etc.
- **Strong leaders** across the East Kimberley
- **Good will** and intent
- **Willingness to change** and try doing things differently
- **Volume of entry level jobs**, Indigenous traineeships and positions in organisations
- **Improved stakeholder engagement** and collaboration
- **Service providers feel they have the capabilities they need**
- **Multiple success stories** to celebrate

OPPORTUNITIES



- **Meet increased demand for labour and new skills** sets as a result of Covid-19, govt. stimulus, demographic shifts, mine closure, etc.
- **Invest in large cohort of working-age Aboriginal population** with low employment rates and a long-term stake in the region
- **Place 100 Aboriginal people in employment every year** to reach employment parity with all Australians aged 25-54 by 2031¹
- **Remember the human at the centre of these efforts**; address the multiple barriers people face entering and remaining in employment and better support our frontline workers in dealing with crisis

MISSING LINKS



- **Efforts to build strength, connection and resilience** in the system
- **Clarity on the roles of each service provider** in the system and where to collaborate
- **End-to-end, long-term career support** for individuals; addressing service gaps in the system
- **Access to complete data and information**; need for more information sharing
- **Alignment on a common set of metrics** to measure of success

Note | More supporting information and data on employment in the East Kimberley can be found in Appendix 2

1. Change in Aboriginal Social Indicators in the East Kimberley: 2001-2016, John Taylor.
Source: EK Employment Roundtable 2020 - Reflections and next steps.

In response to these observations, **three priority system improvements** were identified to be actioned over the next 12 months

Priorities

1

“Hire Local” - Create the banner under which the employment system stakeholders collaborate to improve outcomes, by providing the branding and ‘glue’ to unite focus, improve connectivity and promote better pooling of resources

2

Embed mentoring across the system to better support job seekers, employees, employers and support workers by either strengthening existing services or creating new ones



3

Develop system-specific changes to improve connectivity and effectiveness of the whole system over the longer term

Priority 1 has now been actioned – shifting focus to Priority 2 which is now in progress

Priorities

Status

<p>1</p>	<p>“Hire Local” - Create the banner under which the employment system stakeholders collaborate to improve outcomes, by providing the branding and ‘glue’ to unite focus, improve connectivity and promote better pooling of resources</p>	<p>Actioned </p> <ul style="list-style-type: none"> • Kimberley Employment Hub (KEH) launched in June 2020, located at 65 Konkerberry Dr, Kununurra • KEH is a central 'One Stop Shop' for employers and job seekers to access co-located services from EKJP, KGT, MG Corp (100+ Jobs) and Wunan Employment and Training <ul style="list-style-type: none"> • Job seekers can receive help with finding a job/apprenticeship/traineeship, preparing job application, upskilling, getting a license, accessing a computer and planning their career • Employers can receive help with recruitment, vacancy listing, application screening, incentives, Aboriginal employment advice and information on workforce development 
<p>2</p>	<p>Embed mentoring across the system to better support job seekers, employees, employers and support workers by either strengthening existing services or creating new ones</p>	<p>In progress (Focus of this document)</p>
<p>3</p>	<p>Develop system-specific changes to improve connectivity and effectiveness of the whole system over the longer term</p>	<p>Not started</p>



2 How we will embed mentoring across system

2

Priority Two

Embed mentoring across the system

Note | The Employment Roundtable acknowledges that 'mentoring' is a blanket term and recommends the term be adjusted depending on the program and its participants

Objectives

Embed mentoring across the system by strengthening existing services or creating new ones to better support...



Job seekers to become work ready and find the right job pathway



Employees to stay in employment and reach their full potential



Employers to be successful in employing Aboriginal people



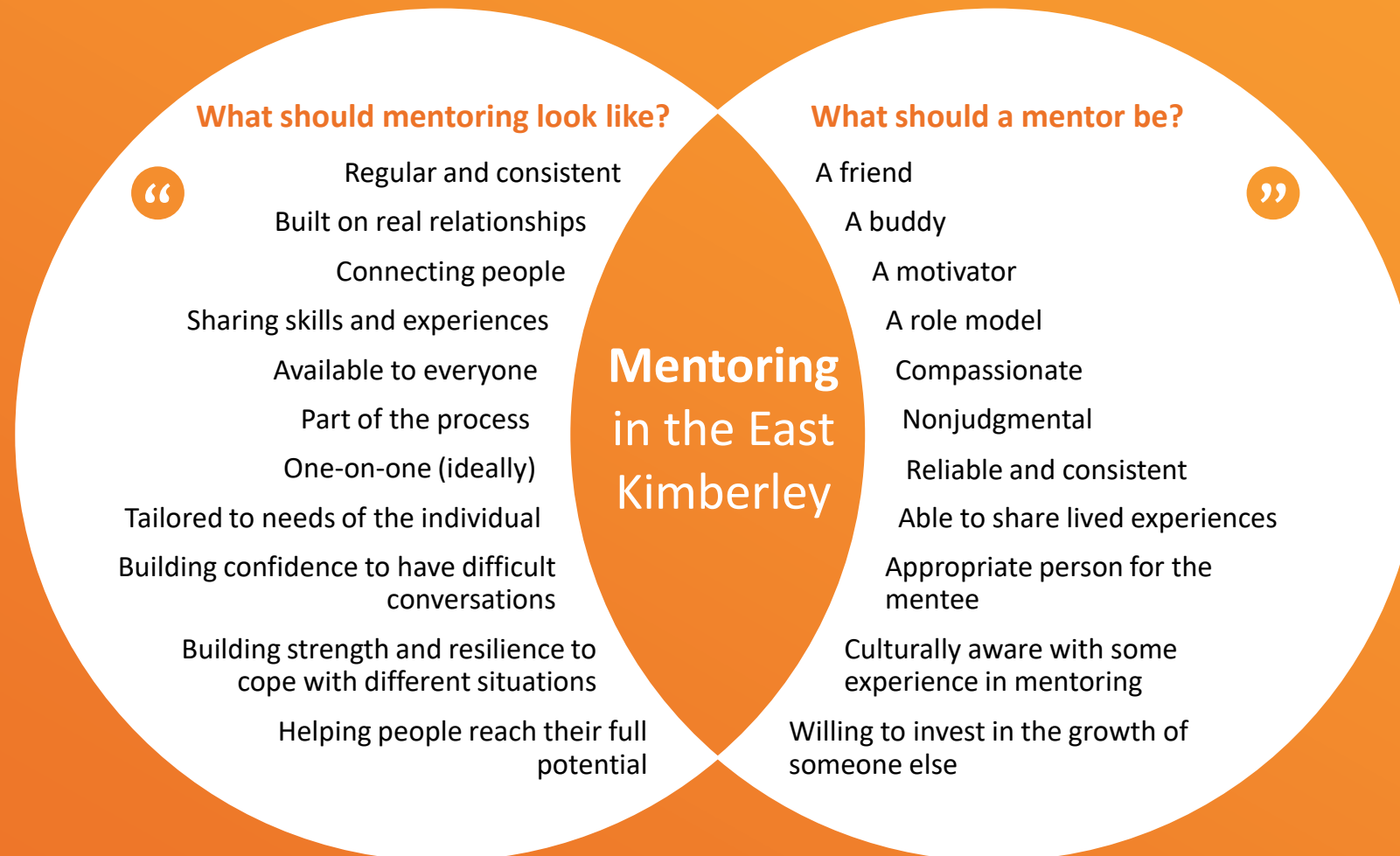
Support workers to feel mentally strong and equipped with skills they need



Contributing to the common goal of

More local people in sustained employment

We asked people across the employment system to define mentoring in the East Kimberley context



There are various approaches to mentoring



One-on-One Mentoring (Formal)

Traditional type of mentoring involving an experienced mentor meeting frequently with a less experienced mentee over a specified period. Formal program pairs mentors with mentees based on compatibility



One-on-One Mentoring (Informal)

Similar to formal mentoring except relationship occurs naturally through interactions in the community, workplace or social activities. Frequency and period of interactions are often less structured



Group Mentoring

One or several mentors work with a group of mentees to help them develop in a specific area. Often used when there is limited number of mentors available and to share information that is relevant to several people



Peer Mentoring

Participants are often from the same role, organisation or industry. Peers meet up to support each other and share learnings; this mentoring can be in a group or one-on-one



Distance or E-Mentoring





Mentoring via video, phone or email for mentors and mentees who are in different areas. Model allows for mentees to reach mentors with skills and experience that might not be available locally



Reverse Mentoring

Reverse of traditional one-on-one relationship in which a more senior person is mentored by a junior person. This model recognises that there are skill gaps and opportunities to learn on both sides of a traditional mentoring relationship

Mentoring approach must respond to the specific needs of each cohort

	 Job seekers		 Employees			 Employers	 Support workers
Cohorts in employment system	Youth <i>(High school aged)</i>	Adults <i>(On / not on Centrelink)</i>	New to work <i>(First 26 weeks)</i>	Finding stability <i>(26 weeks+)</i>	Ready to progress <i>(In sustained employment)</i>	<i>Of Aboriginal people</i>	<i>Front line employment service providers for Aboriginal people</i>
Identified support needs	<ul style="list-style-type: none"> Choosing a career path Exposure to different career options Building skills for employment Writing resume and applications Preparing for an interview 	<ul style="list-style-type: none"> Setting goals Choosing the right job/training option Building skills for employment Writing resume and applications Preparing for an interview 	<ul style="list-style-type: none"> Assessing job fit Creating good habits Having conversations with employer Understanding obligations Dealing with cultural differences Managing money 	<ul style="list-style-type: none"> Setting / re-assessing career goals Managing challenges inside / outside the workplace Developing new skills to progress Staying motivated 	<ul style="list-style-type: none"> Setting / re-assessing career goals Overcoming barriers to progression (personal / professional) Building confidence Developing new skills to progress (e.g., management) 	<ul style="list-style-type: none"> Guidance on hiring and working with Aboriginal people 	<ul style="list-style-type: none"> Avoiding burnout Managing tough situations Taking care of mental health
Employment data	<i>[Youth data to be added]</i>	33% employment rate among ATSI peoples in prime working age (25-54 years) ¹	9% of the ~570 people placed in employment (over the past year) made it to 26 weeks ²	Limited data	<50% of CEO/GM positions in Aboriginal organisations are held by Aboriginal people ³	N/A	N/A
Aim of support is to help...	Transition from school into right employment or training pathway	Become work ready and find the right job pathway	Have a positive first work experience and make it past 26 weeks	Remain in sustained employment	Reach full potential	Be successful in employing Aboriginal people	Feel mentally strong and equipped with skills they need
Desired outcome	More local youth entering employment or training before leaving the school system	More local people placed in employment	More local people in sustained employment	More local people in sustained employment	More local people in senior positions	More culturally safe workplaces and retention of local people in local businesses	Lower turnover of support workers
Recommended mentoring approach	One-on-One Mentoring	One-on-One Mentoring	One-on-One Mentoring	One-on-One Mentoring	One-on-One Mentoring	One-on-One Mentoring	Peer Mentoring

1. Aboriginal and Torres Straight Islander; calculated from ABS Census 2016, Change in Aboriginal Social Indicators in the East Kimberley (See Appendix 2). 2. EKJP claims from 1 July 2020 – June 30, 2021. 3. Analysis of CEO and GMs across EC members and other ACCOs in the East Kimberley. Source: Interviews with representatives from organisations across the East Kimberley employment system (See Appendix 1 for list of representatives).

Recommended actions to embed mentoring across the system

Cohorts in employment system	Job seekers		Employees			Employers	Support workers
	Youth <i>(High school aged)</i>	Adults <i>(On / not on Centrelink)</i>	New to work <i>(First 26 weeks)</i>	Finding stability <i>(26 weeks+)</i>	Ready to progress <i>(In sustained employment)</i>	Of Aboriginal people	Front line employment service providers for Aboriginal people
What exists today	<ul style="list-style-type: none"> ✓ Follow the Dream ✓ Shooting Stars ✓ TAFE ✓ Clontarf ✓ Workplace Learning ✓ First Job Initiative 	<ul style="list-style-type: none"> ✓ Kimberley employment providers (EKJP, KGT, Jobs and Skills Centre, 100+ Jobs) 	<ul style="list-style-type: none"> ≈ Some mentoring provided by post placement support, field and engagement officers (high ratios of 1:100 employees does not allow for proper mentoring as it has been defined) 	<ul style="list-style-type: none"> ≈ Informal community mentoring 	<ul style="list-style-type: none"> ≈ Informal community mentoring 	<ul style="list-style-type: none"> ✓ Kimberley Employment Hub - Employer guide on hiring and working with Aboriginal people 	<ul style="list-style-type: none"> ≈ Some internal initiatives to support and develop staff
Recommended action to strengthen existing services or create new	No action - already well catered for	No action - already well catered for	Strengthen	Create new	Create new	Strengthen	Strengthen
			<ul style="list-style-type: none"> • Improve post-placement support – Work with EKJP, 100+ Jobs and KGT to strengthen the approach to mentoring for those in their first 26 weeks of employment (e.g., increase capacity of officers) <p>Approach will be informed by investigation into why 80-90% are dropping out in first 26 weeks</p>	<ul style="list-style-type: none"> • Create evidence base – Investigate how many people are dropping out of employment post-26 weeks and reasons why • Propose new service – Develop evidence-based proposal for new service to support employees post-26 weeks (likely to include mentoring) 	<ul style="list-style-type: none"> • Set up a mentoring network – Create network of community mentors to provide mentoring to employees who are 'ready to progress'. Network has a coordinator who establishes and maintains the network – attracting, matching and guiding mentors and mentees 	<ul style="list-style-type: none"> • Tbd – options to strengthen the process of providing guidance/advice to employers 	<ul style="list-style-type: none"> • Support frontline staff – Strengthen support and development opportunities provided to frontline staff to help them be effective in their role (<i>internally led initiative</i>) <p>Start with holding workshop with service providers generate ideas</p>

Source: Interviews with representatives from organisations across the East Kimberley employment system (See Appendix 1 for list of representatives).



3 Information on the five recommended actions

Recommendation for those New to work

(first 26 weeks)



WHAT WE KNOW

- Significant drop off rate in first 26 weeks of employment; only 9% of those placed in employment make it to 26 weeks¹
- Research into Indigenous mentoring programs has found regular mentoring in early stages of employment is crucial to support transition into sustained employment²
- Some mentoring is provided in first 26 weeks by employment officers (Post Placement Support Officers (PPSOs), Engagement Officers, Field Officers and Employment Coordinators)
- However, employment officers do not have capacity to do effective one-on-one mentoring and play the role of a 'mentor' (as it has been defined) due to high ratio of officers to participants (up to ~1:100) and high administrative workload that requires a different skill set to mentoring

WHAT WE NEED TO INVESTIGATE FURTHER

- Reasons why people are dropping out in first 26 weeks
- What is the best term to describe 'mentoring' to those 'New to work'

RECOMMENDED APPROACH TO EMBED MENTORING

Strengthen

One-on-One Mentoring

- Work with EKJP, 100+ Jobs and KGT to strengthen approach to mentoring in the first 26 weeks
 - Conduct research investigation into reasons why participants are dropping out (Research already in progress for EKJP – opportunity to extend to 100+ Jobs and KGT)
 - Use findings and local knowledge to determine strengthening approach (e.g., add capacity to officers or create new dedicated mentoring positions)



To help those 'new to work' to:
Have a positive first work experience and make it past 26 weeks

INDICATIVE COST ESTIMATES

- **Research** - N/A - Covered by existing EKJP funding
- **Implement approach** – Cost to strengthen mentoring tbd; likely covered by existing EKJP funding, funding for 100+ Jobs and KGT tbd

QUESTIONS to workshop

- > Anything to add to what we know and what we need to investigate further?
- > What is the latest update on the research and who else needs to be involved?
- > Based on our existing knowledge how can we strengthen **post-placement support** (by each provider)?

1. EKJP claims from 1 July 2020 – June 30, 2021. 2. Workplace mentoring for Indigenous Australians: A case study, 2009.

Source: Interviews with representatives from organisations in the East Kimberley employment system (See Appendix 1 for list of representatives).

Recommendation for those Finding stability

(26 weeks+)



WHAT WE KNOW

- Formal employment support ends at 26 weeks; after which there are limited employment support services available
- We know (anecdotally) that drop out rates are high post-26 weeks, particularly straight after formal support ends
- There are many reasons why people drop in and out of employment; including issues with their employer, health, housing, family, childcare, transport, etc.
- Employers try to help some of the issues but have limited capacity and would appreciate extra support
- Some mentoring to this group is provided informally by the employer or members in the community; mentoring relationships form organically so are not available to everyone

WHAT WE NEED TO INVESTIGATE FURTHER

- How many people drop out of employment post 26 weeks
- Reasons why they drop out of employment post 26 weeks
- What support services would help them stay in employment

RECOMMENDED APPROACH TO EMBED MENTORING

Create new

One-on-One Mentoring

- **Create evidence base**
 - Conduct investigation into how many people are dropping out of employment post-26 weeks and the reasons why (starting with 9% of ~570 from EKJP who have made it past 26 weeks)¹
- **Develop proposal for new service**
 - Develop evidence-base proposal for new service to support employees post-26 weeks (likely to include mentoring)

INDICATIVE COST ESTIMATES

- **Evidence base and proposal** - N/A - Personnel time to do analysis covered by Jawun secondment
- **Implement proposal** – Funding of new service to be determined based on design and approach

To help those
'finding stability'

to:

**Remain in
sustained
employment**



QUESTIONS to workshop

- > **Anything to add** to what we know and what we need to investigate further?
- > What are **examples of support** past 26 weeks that has worked well?

1. EKJP claims from 1 July 2020 – June 30, 2021.

Source: Interviews with representatives from organisations in the East Kimberley employment system (See Appendix 1 for list of representatives).

Recommendation for those Ready to progress

(in stable employment)



WHAT WE KNOW

- There is a lack of representation of Aboriginal people in middle to upper management in local organisations
 - <50% of CEO/GM positions in local Aboriginal organisations are held by Aboriginal people¹
- There are Aboriginal people in stable employment who are capable of taking the next step but often lack the confidence and motivation to do so
- Effective mentoring has the potential to upskill and build confidence to help these people reach their full potential
- Mentoring for this group is often informal through workplace or community relationships and not available to all who need it
- Many members of the community are already doing informal mentoring and have expressed interest being part of a formal mentoring network

WHAT WE NEED TO INVESTIGATE FURTHER

- Demand for mentoring – validate the demand from those 'ready to progress' to be paired with a mentor
- Supply of mentors – validate the number of mentors in the community willing to take on 1-2 mentees
- What is the best term to describe 'mentoring' to those 'Ready to progress'

RECOMMENDED APPROACH TO EMBED MENTORING

Create new

One-on-One Mentoring

- **Establish a formal East Kimberley Mentoring Network**
 - Create network of community mentors to mentor employees who are 'ready to progress'
 - Mentors are registered in the network with a profile that summarises their skills and experiences
 - Employees who are 'ready to progress' are offered the opportunity to be involved in network and be paired with a mentor based on their needs and the profile of the mentor
 - Network has a paid coordinator who establishes and maintains the network – attracting, matching and guiding mentors and mentees
 - *NOTE | It is recommended that appropriate terms for 'mentor' and 'mentee' be selected before network is created*

INDICATIVE COST ESTIMATES

- **Costs to establish and maintain network tbd** – Likely only personnel cost for coordinator in pilot phase; additional funding to be requested after proof of concept

To help those 'ready to progress' to: **Reach their full potential**



QUESTIONS to workshop

- > Anything to add to what we know and what we need to investigate further?
- > Do we agree that this network would be best coordinated through the Employment Hub?
- > What are some shortcuts to getting mentors and mentees onboard?

1. Analysis of CEO and GMs across EC members and other ACCOs in the East Kimberley.

Source: Interviews with representatives from organisations in the East Kimberley employment system (See Appendix 1 for list of representatives).

Recommendation for Employers

(of Aboriginal people)



WHAT WE KNOW

- Some issues Aboriginal employees face in the workplace are driven by a lack of cultural awareness from the employer or limited capacity of employer to provide support to the employee
- There is no local cultural awareness training tailored specifically to employers in the EK; employers are often ill-equipped to successfully employ and retain Aboriginal people
- Government and NGOs tend to be more equipped because they have access to resources and training
- It is recommended that an employees' external mentor/employment officer also has a relationship with the employer to check-in and intervene if there are any issues in the workplace¹

WHAT WE NEED TO INVESTIGATE FURTHER

- Examples of programs with employers that are working well
- Hear from employers what would be practical and make a difference to them

RECOMMENDED APPROACH TO EMBED MENTORING

Strengthen

One-on-One Mentoring

- **Continue to reinforce existing guidelines** – Employment service providers to continue to have conversations with employers when taking on Aboriginal employees; also offering ongoing advice and guidance
- **Develop options to strengthen the process of providing support to employers**
 - Working with the Chamber of Commerce to hear from local employers what would make a difference to them and how we can build on existing services



To help
employers:
**Be successful
in employing
Aboriginal people**

INDICATIVE COST ESTIMATES

- [TBD]



QUESTIONS to workshop

- > **Anything to add** to what we know and what we need to investigate further?
- > Are there any **examples** of support provided to employer that has worked well?
- > **Who needs to be involved** in driving this recommendation?

1. Workplace mentoring for Indigenous Australians: A case study, 2009.

Source: Interviews with representatives from organisations in the East Kimberley employment system (See Appendix 1 for list of representatives).

Recommendation for Support workers

(Front line employment service providers for Aboriginal people)



WHAT WE KNOW

- Support workers (employment officers) are dealing with people in crisis every day and often facing challenges in their own personal lives
- These factors combined mean the risk of burnout is high and contribute to a high turnover of people in support positions
- Support workers are crucial to the successful delivery of employment programs and ultimately the improvement of employment outcomes for Aboriginal people
- In order to be effective, frontline workers need to feel mentally / physically strong and equipped with the skills they need for the job
- Creating a supportive work environment/culture can only be done internally therefore it must be an internally led initiative
- Peer mentoring is recommended for employment service providers to come together, share ideas and hold each other accountable for internally driving this initiative

WHAT WE NEED TO INVESTIGATE FURTHER

- Hear from frontline workers what would make a difference to them

RECOMMENDED APPROACH TO EMBED MENTORING

Strengthen

Peer Mentoring

- **Strengthen support and development opportunities provided to frontline staff to help them be effective in their role**
 - **start with workshop for employment service providers**
 - Hold workshop(s) with employment service providers to generate ideas on how to better support frontline workers
 - Ideas are informed by best practice and input from frontline workers on what would make a difference for them
 - Ideas to be implemented internally by managers across the different employment service providers
 - Option for group to get together on an ongoing basis to stay accountable and share back learnings, challenges, what worked/what didn't



To help **support workers:**

To feel mentally strong and equipped with skills they need

INDICATIVE COST ESTIMATES

- N/A – Internally driven initiative






QUESTIONS to workshop

- > **Anything to add** to what we know and what we need to investigate further?
- > Could one of the monthly Employment Roundtable meetings be used to workshop ideas and subsequent Roundtables meetings used to check-in on progress?






4 Next steps to progress
recommendations




How do we take these recommendations forward

Cohorts in employment system	Employees 			Employers 	Support workers 
	New to work (First 26 weeks)	Finding stability (26 weeks+)	Ready to progress (In sustained employment)	Of Aboriginal people	Front line employment service providers for Aboriginal people
	Strengthen	Create new	Create new	Strengthen	Strengthen
Recommended action to strengthen existing services or create new	<ul style="list-style-type: none"> Improve post-placement support – Work with EKJP, 100+ Jobs and KGT to strengthen the approach to mentoring for those in their first 26 weeks of employment (e.g., increase capacity of officers) <p>Approach will be informed by investigation into why 80-90% are dropping out in first 26 weeks</p>	<ul style="list-style-type: none"> Create evidence base – Investigate how many people are dropping out of employment post-26 weeks and reasons why Propose new service – Develop evidence-based proposal for new service to support employees post-26 weeks (likely to include mentoring) 	<ul style="list-style-type: none"> Set up a mentoring network – Create network of community mentors to provide mentoring to employees who are 'ready to progress'. Network has a coordinator who establishes and maintains the network – attracting, matching and guiding mentors and mentees 	<ul style="list-style-type: none"> Tbd – options to strengthen the process of providing guidance / advice to employers] 	<ul style="list-style-type: none"> Support frontline staff – Strengthen support and development opportunities provided to frontline staff to help them be effective in their role (internally led initiative) <p>Start with holding workshop with service providers generate ideas</p>
Where should we start? (Prioritisation)					

How do we take these recommendations forward

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Where should we start? (Prioritisation)					
Who will lead the delivery?					
Who else needs to be involved?					

How do we take these recommendations forward

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Where should we start? (Prioritisation)					
Who will lead the delivery?					
Who else needs to be involved?					
What are the immediate next steps?					

Source: Interviews with representatives from organisations across the East Kimberley employment system (See Appendix 1 for list of representatives).



Next steps

- **Use next Employment Roundtable to**
 - XXX



Appendix 1 | Additional back-up slides on the 5 recommendations

BACK-UP | Best practice principles from other Indigenous mentoring programs

Key considerations for developing and implementing Indigenous mentoring programs have been identified based on reviews of workplace Indigenous mentoring practices currently implemented across Australia

Mentoring Indigenous employees is not a standard process; whilst many may not have difficulties adjusting to the workplace, others may face significant challenges, especially involving cross-cultural sensitivities. Therefore, mentoring cannot be an ad hoc activity and needs to be planned and tailored to the needs of the Indigenous employee, their work colleagues and the employer or formal training provider.

Two way mentoring – it is essential that we value Indigenous ways of knowing, doing and being, and embed these practices into the day to day operations when providing mentoring for Indigenous employees and trainees. One way mentoring involves ‘blaming’ that prompts resistance from those being mentored and ultimately acts to perpetuate the current status quo of Indigenous disadvantage (Tanyah Nasir, 2008).

Mentoring can address different needs, including;

- training support – evaluation of career choices and links to support resources
- role modelling – the mentor can identify their own responses and actions to specific challenges in the workplace including those that may have arisen from their home situation and may parallel mentee experiences
- attention and concern – provision of appropriate levels of empathy and concern whilst not over sympathising to encourage efforts
- instilling accountability and reliability
- listening – being a sounding board

The importance of not only working with the mentee but also with their employer and family is clearly highlighted by all programs

Evaluation is important to make necessary adjustments and assess the level of effectiveness of the mentoring program

- Informal evaluation (and monitoring) of the program is important throughout the program through feedback from mentees on an ongoing basis
- Formal evaluation by all participants (mentor, trainers, supervisors, co-ordinator, and other work team members) should occur approximately 6 monthly

The mentoring relationship can go through three main stages:

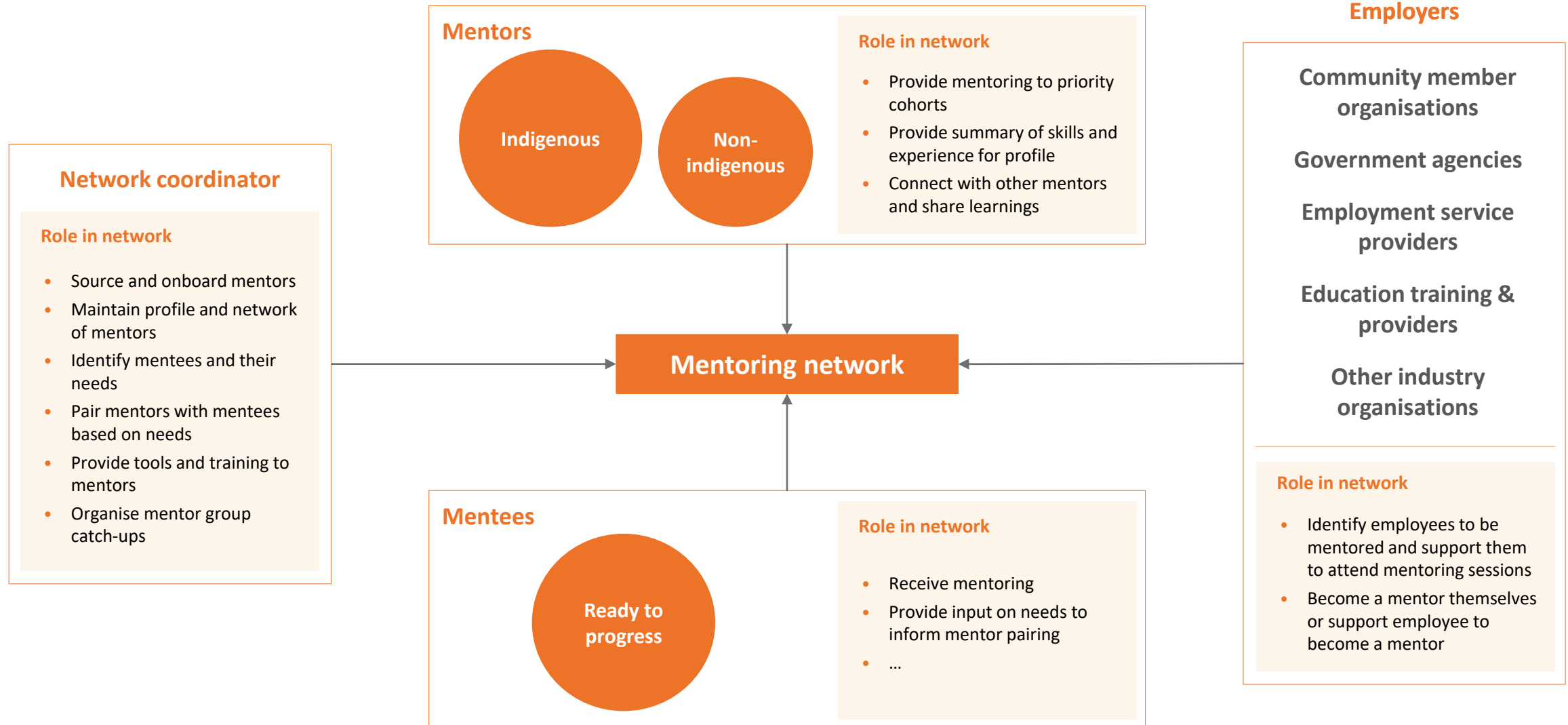
- *Developing rapport and building trust* – helping the employees achieve specific tasks assists in this process, yet it can take time to achieve, especially where communication styles differ from those of the mentor or past experiences and disappointments result in a wariness to commit or trust
- *Setting and reaching goals* – assisting mentees identify specific goals, breaking these down into manageable steps and considering ways to achieve these
- *Bringing closure to the relationship* – recognising the finite life of the mentoring relationship when the mentee has achieved a level of consolidation within their role and is effectively managing the different roles and responsibilities

The employer needs to recognise and implement particular measures which support employees participation in mentoring

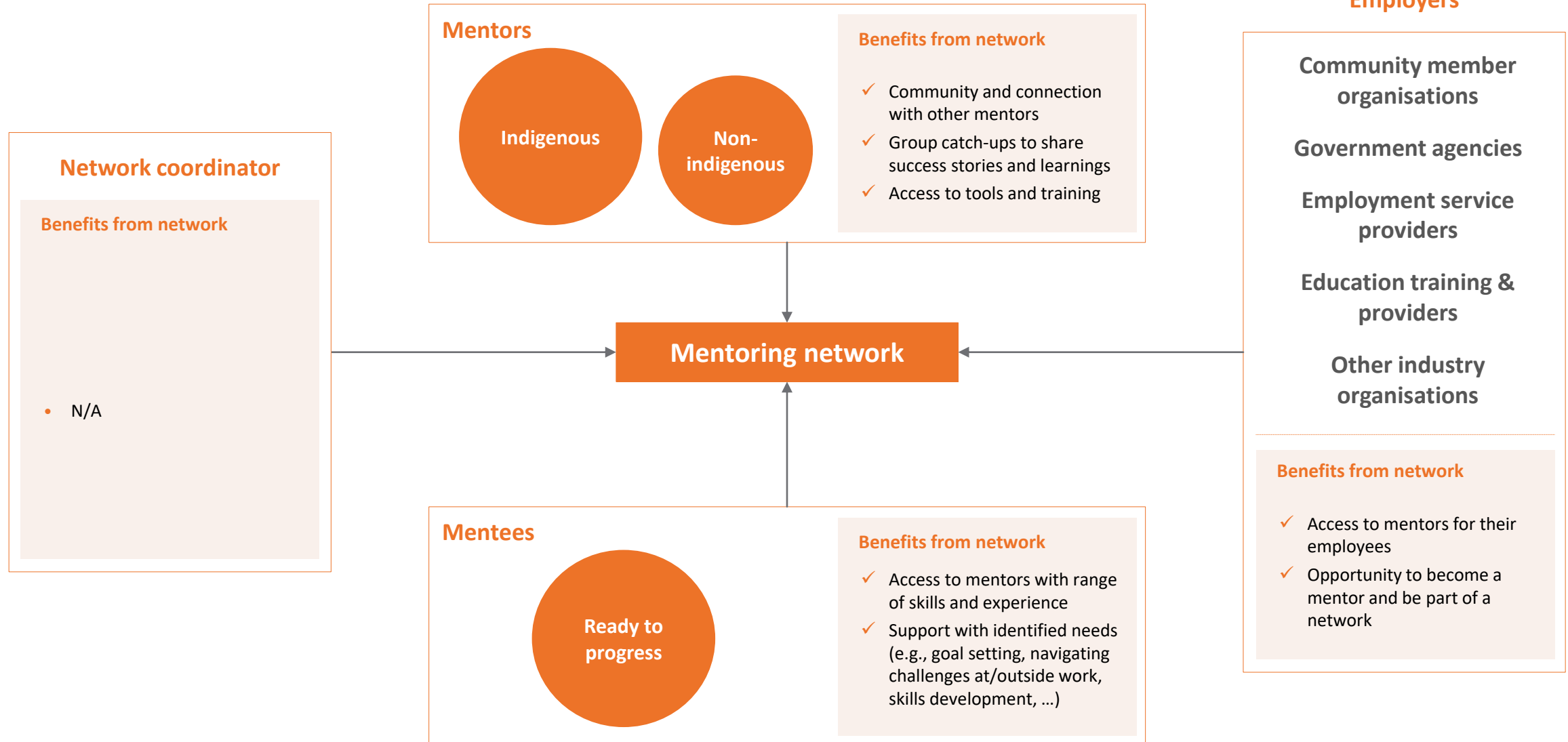
- Clearly articulating company commitment to mentoring at all levels and mainstreaming the mentoring process throughout the company
- Providing a level of flexibility within the workplace to enable people to attending mentoring sessions
- Allocating resources to support the mentee to access mentoring or training programs recommended by the mentor

Note: It is acknowledged that these best practice principles are generic and can be drawn upon in the development of a mentoring program, but the program must also be tailored to the local East Kimberley context. Source: University of Queensland, Australia, 2010. 'Good Practice in Mentoring of Indigenous Employees'.

BACK-UP | Who is in the network and what is their role



BACK-UP | What are the benefits of being involved



BACK-UP | Examples of workplace cultural awareness trainings for employers/employees

Select examples

Provider



Program

ABORIGINAL CULTURAL AWARENESS FOR WORKPLACES

The 7 Steps™ to Practical Reconciliation – Interactive Workshops

Indigenous Cultural Awareness & Competency

Duration

Half day

Half or full day

Half day

Target audience

Employers / employees

Employers / employees

Employers / employees

Content covered

- How Indigenous history continues to impact Aboriginal education and employment
- Practical strategies to create respectful, welcoming, supportive workplaces
- How to manage incidences and have the tough conversations
- How to motivate and encourage the right behaviour
- ...

- Why cultural awareness is important in the workplace
- Cultural differences and how they might impact work performance (communication, family, kinship, sorry business, cultural leave, ...)
- Addressing unconscious bias
- How to be an ally in the workplace
- ...

- Understanding and appreciating Indigenous culture in the workplace
- Historical impact on health, wellbeing, employment and social inclusion
- Impact of culture on values, attitudes and behaviours in the workplace
- Tools and resources to create a culturally safe workplace
- ...

BACK-UP | Ideas to better support our frontline workers



Supporting our frontline workers by providing...

To...

Flexible working arrangements



to manage intensity of workload and make time for commitments outside of work

Learning & development opportunities



to help workers feel equipped with the skills they need to do their job and able to progress into new positions

Social activities



to build team morale, social connection and create a positive workplace culture

Daily team huddles



to create daily connection and accountability; share priorities for the day and raise any issues/blockers

Weekly team debrief sessions



to encourage open communication; sharing of wins, losses, challenges and learnings

Staff lunches



to reward staff and encourage them to take a break and connect socially




Access to local counselling services



to address the mental and emotional toll of working with people in crisis; support mental and emotional wellbeing

Ideas from best practice research and interviews with people in the East Kimberley employment system

How do we take these recommendations forward (*Proposed approach*)

Cohorts in employment system	Employees 			Employers 	Support workers 
	New to work (First 26 weeks)	Finding stability (26 weeks+)	Ready to progress (In sustained employment)	Of Aboriginal people	Front line employment service providers for Aboriginal people
	Strengthen	Create new	Create new	Strengthen	Strengthen
Recommended action to strengthen existing services or create new	<ul style="list-style-type: none"> • Improve post-placement support – Work with EKJP, 100+ Jobs and KGT to strengthen the approach to mentoring for those in their first 26 weeks of employment (e.g., increase capacity of officers) <p>Approach will be informed by investigation into why 80-90% are dropping out in first 26 weeks</p>	<ul style="list-style-type: none"> • Create evidence base – Investigate how many people are dropping out of employment post-26 weeks and reasons why • Propose new service – Develop evidence-based proposal for new service to support employees post-26 weeks (likely to include mentoring) 	<ul style="list-style-type: none"> • Set up a mentoring network – Create network of community mentors to provide mentoring to employees who are 'ready to progress'. Network has a coordinator who establishes and maintains the network – attracting, matching and guiding mentors and mentees 	<ul style="list-style-type: none"> • Tbd – options to strengthen the process of providing guidance / advice to employers] 	<ul style="list-style-type: none"> • Support frontline staff – Strengthen support and development opportunities provided to frontline staff to help them be effective in their role (internally led initiative) <p>Start with holding workshop with service providers generate ideas</p>
Where should we start? (proposed prioritisation)	<i>High priority – start now</i>	<i>Lower priority – start later</i>	<i>High priority – start now</i>	<i>Lower priority – start later</i>	<i>Lower priority – start later</i>
Who will lead the delivery? (proposed owners)	<ul style="list-style-type: none"> • EKJP 	<ul style="list-style-type: none"> • tbd 	<ul style="list-style-type: none"> • Employment Hub Coordinator 	<ul style="list-style-type: none"> • Employment Hub 	<ul style="list-style-type: none"> • tbd
Immediate next steps	<ul style="list-style-type: none"> • Complete research 	<ul style="list-style-type: none"> • Determine approach to create evidence base 	<ul style="list-style-type: none"> • Recruit coordinator 	<ul style="list-style-type: none"> • tbd 	<ul style="list-style-type: none"> • Determine list of participants • Set up workshop

How will we implement recommended actions across the East Kimberley

COHORT	RECOMMENDED ACTION	HOW action will be implemented in across the East Kimberley region		
		Kununurra (KNX)	Halls Creek (HC) & Wyndham	Kalumburu, Warmun, Tjurabalan, ...
1 New to work <i>(First 26 weeks)</i>	Improve post-placement support – Work with EKJP, 100+ Jobs and KGT to strengthen the approach to mentoring for those in their first 26 weeks of employment (e.g., increase capacity of officers)		Strengthening approach for EKJP, 100+ Jobs and KGT to also be implemented in HC and Wyndham	
2 Finding stability <i>(26 weeks+)</i>	Create evidence base – Investigate how many people are dropping out of employment post-26 weeks and reasons why Propose new service – Develop evidence-based proposal for new service to support employees post-26 weeks (likely to include mentoring)		Include HC and Wyndham in research Develop service that can also be delivered in HC and Wyndham	
3 Ready to progress <i>(In sustained employment)</i>	Set up a mentoring network – Create network of community mentors to provide mentoring to employees who are 'ready to progress'. Network has a coordinator who establishes and maintains the network – attracting, matching and guiding mentors and mentees	All recommended actions will start in Kununurra to test and learn	Identify mentors and mentees in HC and Wyndham Offer remote mentoring where appropriate	TBD – based on engagement with Empowered Communities
4 Employers <i>Of Aboriginal people</i>	TBD – options to strengthen the process of providing guidance / advice to employers		Offer guidance/advice to employers in HC and Wyndham	
5 Support workers <i>Front line employment service providers for Aboriginal people</i>	Support frontline staff – Strengthen support and development opportunities provided to frontline staff to help them be effective in their role (internally led initiative) Start with holding workshop with service providers generate ideas		Invite service providers from HC and Wyndham to workshop in KNX or run separate workshops in HC and Wyndham	

Appendix 2 | Community consultation to date

Community consultation to date (I/II)

Empowered Communities	Organisation	Location	Individual	Expressed interest at Roundtable (Y/N)	First meeting	Second meeting	Third meeting	Employment Roundtable
Members	Mirima Council Aboriginal Corporation (MDWg)	Kununurra	KJ Olawsky	N	10/06/2021 – 9am	28/06/2021 – 11am		
	Waringarri Arts Aboriginal Corporation (WAAC)	Kununurra	Cathy Cummins	Y	28/06/21 – 1.30pm			
	Kununurra Region Economic Aboriginal Corporation (K.R.E.A.C)	Kununurra	Skye Peart	Y	tbc			
	Kununurra Waringarri Aboriginal Corporation (KWAC)	Kununurra	Des Hill	Y	03/06/2021 – 11.30am			
	Wunan Foundation Inc.	Kununurra	Richard Beeck	Y	09/06/2021 – 11am			27/07/2021 – 2pm
	Wunan Foundation Inc.	Kununurra	Michelle Bailey	N	04/06/2021 – 11.30am	29/06/2021 – 2.30pm		
	Wunan Foundation Inc.	Kununurra	Barry King, David Ross	N	03/06/2021 – 12pm			
Non-members	100+ Jobs (MG Corp)	Kununurra	Jeremy Donovan	N	03/06/2021 – 2pm	11/06/2021 – 10am	28/06/2021 – 2pm	
	100+ Jobs (MG Corp)	Kununurra	Keith Pitt	Y	03/06/2021 – 2pm	21/07/2021 – 3pm		27/07/2021 – 2pm
	Kimberley Group Training (KGT)	Kununurra	Maud Kearns	Y	04/06/2021 – 2pm	20/07/2021 – 2pm		27/07/2021 – 2pm
	Rio Tinto	Kununurra	Rowena Alexander	Y	28/06/2021 – 1pm			
	East Kimberley Job Pathways (EKJP)	Kununurra	Michele Pucci	N	03/06/2021 – 9.30am	30/06/2021 – 10am	08/07/21 – 2pm	27/07/2021 – 2pm

Note: First meeting – to gather input on context, mentoring in the East Kimberley and support needs across cohorts in employment system. Second and third meetings - to test recommendations.

Community consultation to date (II/II)

Empowered Communities	Organisation	Location	Individual	Expressed interest at Roundtable (Y/N)	First meeting	Second meeting	Third meeting	Employment Roundtable
Non-members	Chamber of Commerce and Industry of Western Australia (CCIWA)	Kununurra	Landi Bradshaw	N	28/6/21 – 10am			
	Technical and Further Education (TAFE)	Kununurra	Rosemary Taffinder	N	29/6/21 – 12.30pm			
	East Kimberley Chamber of Commerce	Kununurra	Kerry Robertson	N				27/07/2021 – 2pm
	NIAA	Kununurra	Leo Nickels	N				27/07/2021 – 2pm
Members	Puranyangu Rangka Keerem Aboriginal Corporation (PRK Radio)	Halls Creek	Annabelle Cox	N	21/6/21 – 12pm			
	Yura Yungi Medical Service Aboriginal Corporation (YY)	Halls Creek	Brenda Garstone	N	21/6/21 – 2pm			
	Jungarni-Jutiya Aboriginal Corporation (JJ)	Halls Creek	Sharon Bambling	N	21/6/21 – 1pm			
	Jungarni-Jutiya Aboriginal Corporation (JJ)	Halls Creek	Robyn Long	N	22/6/21 – 9am			

Appendix 3 | Employment in the East Kimberley

Setting the scene

Structure of the challenge

Demand for local labour now...

- Local businesses are experiencing labor shortages, and these can be filled by local labour
- Decreased supply of non-local labour (FIFO, overseas workers, backpackers)
- WA Government stimulus (Covid-19, regional)



What can we do now to increase the connection between local labour and job opportunities?

...and in the future

- Structural demographic and economic changes driving demand for personal care and services
- WA government goal to diversify industries and create 30k jobs in regional WA by mid 2024
- Opportunities from mine closure over next 3-5 yrs



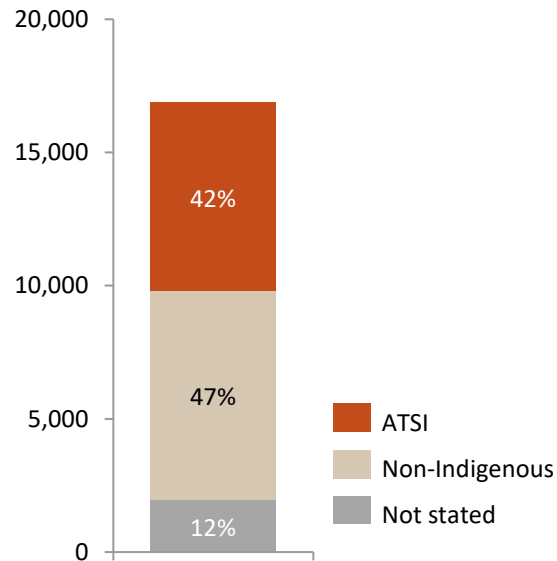
What skill building, policy change or advocacy do we need to start today to fill jobs locally in the future?

Setting the scene

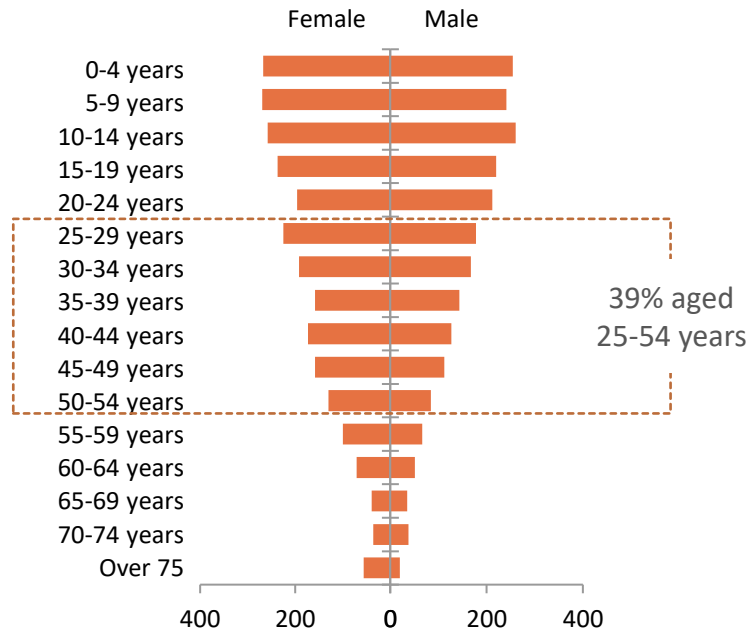
Structure of the challenge

Local labour supply in EK needs to draw on Aboriginal cohort as a priority

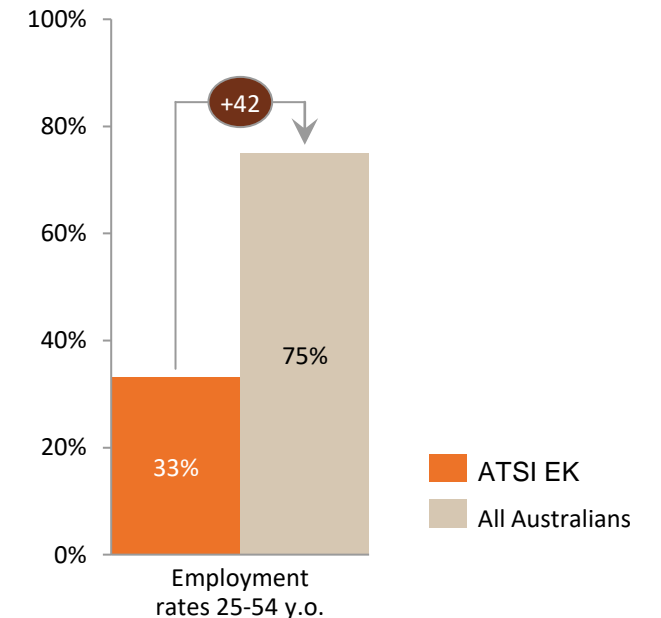
42% ATSI resident population



39% prime working age group



Employment rate at only 33%



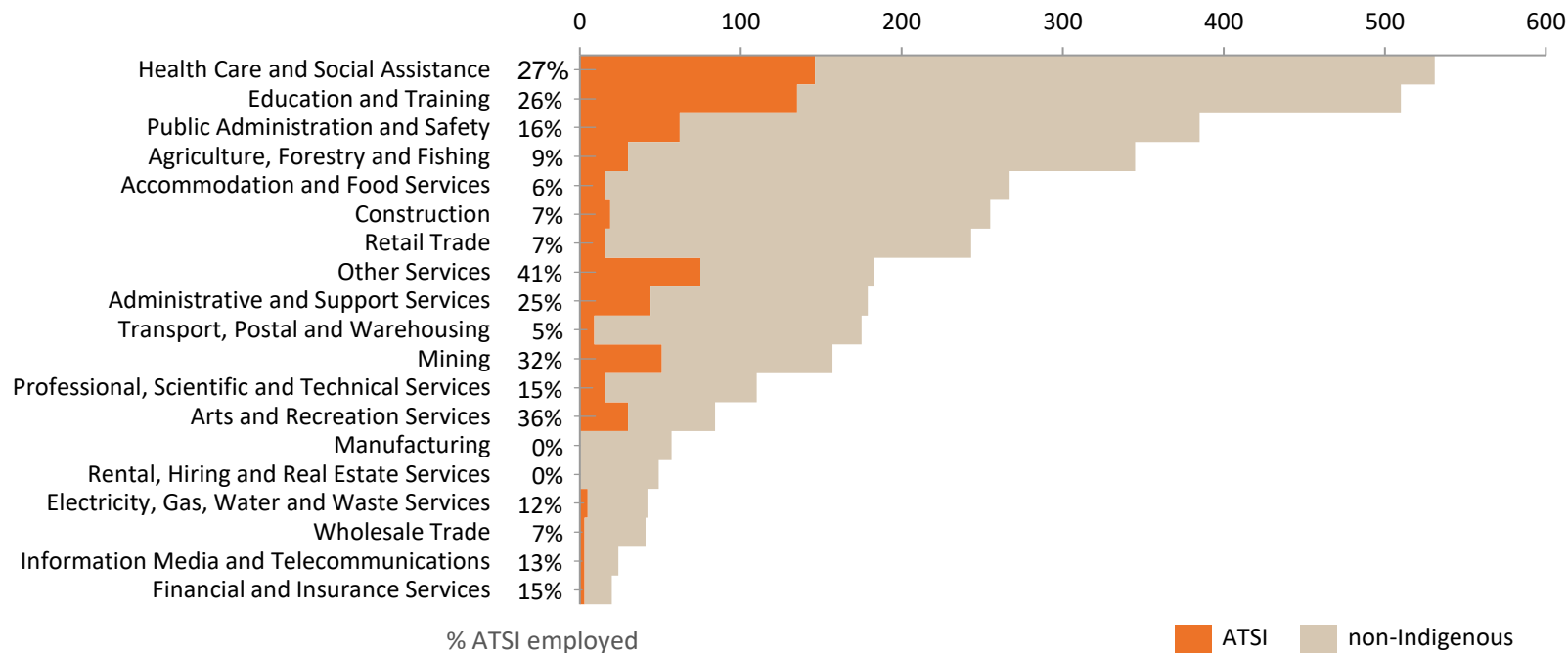
Note. ATSI calculation includes aboriginal, Torres Strait Islander and Both Aboriginal and Torres Strait Islander
 Source: Calculated from ABS Census 2016; Change in Aboriginal Social Indicators in the East Kimberley: 2001-2016, John Taylor

Setting the scene

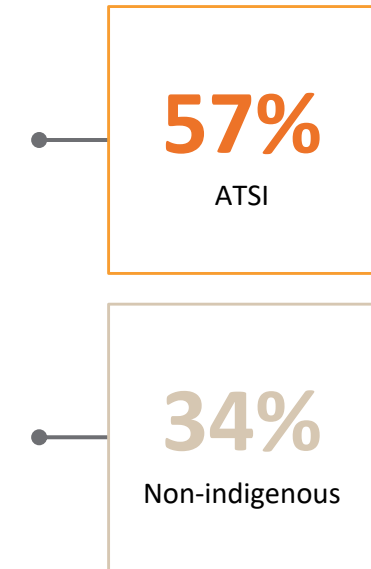
Structure of the challenge

If we cannot strengthen the connection between local labour and employers, we risk an increasingly transient working population

Jobs by industry in East Kimberley, 2016:



2016 same address as five years ago:

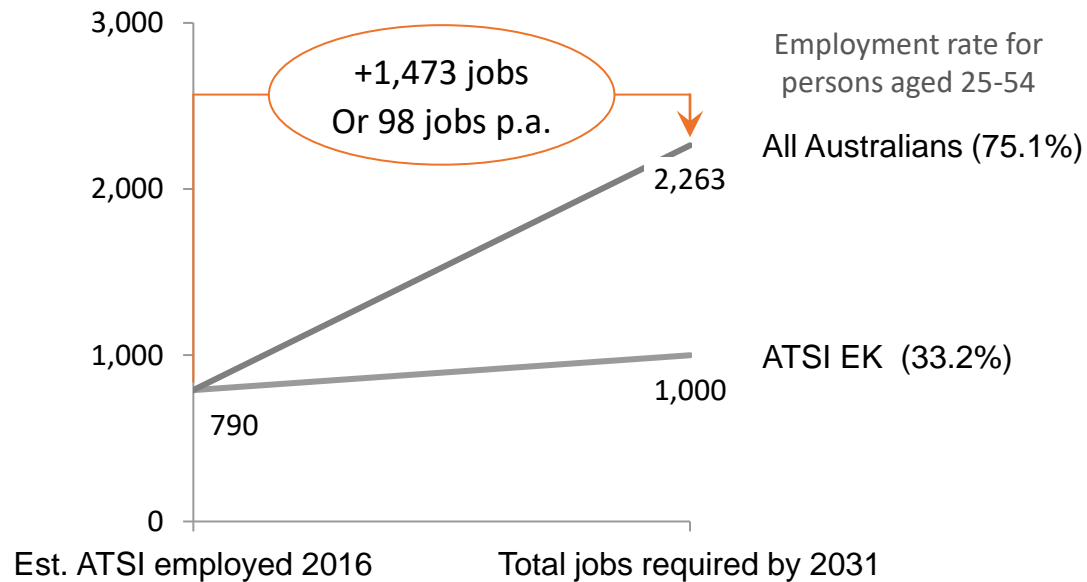


Source: Calculated from ABS Census 2016

Setting the scene

Structure of the challenge

We need to add 98 jobs p.a. to close the employment gap by 2031



A different workforce skill mix will be needed to meet new demand

Top 10 employing industries in EK 2018/2019 ¹	Covid-19 Impact (AUDm) ²	Projected growth to 2024 ³
Mining	-0.8	-6%
Health Care and Social Assistance	2.1	12%
Education and Training	1.0	5%
Public Administration and Safety	1.4	7%
Agriculture, Forestry and Fishing	-2.5	5%
Accommodation and Food Services	-2.3	12%
Construction	-1.8	6%
Retail Trade	-0.3	-4%
Transport, Postal and Warehousing	-2.8	3%
Other Services ⁴	-0.2	2%

1. Based on number of people employed; 2. Change in wages & salaries paid in EK Sep Quarter '19 to '20; 3. Based on outback WA projections, North and South; 4. Includes repair and maintenance and personal and other services

Source: Change in Aboriginal Social Indicators in the East Kimberley: 2001-2016, John Taylor; RDA Kimberley economic profile; Labour Market Information Portal

Setting the scene

Structure of the challenge

Developing vocational skills will not be enough

Barriers to motivation

- Perceived value of education & employment
- Family and community support
- Presence of role models
- System literacy – knowing who can help
- Systemic racism
- ...



Barriers to job entry

- Education/Qualifications
- Prior work experience
- Application and interview skills
- Driver's licence, vehicle access
- Police record
- Birth certificate / identification
- Discriminatory hiring processes
- ...



Barriers to stable employment

- Family caring duties
- Household crowding
- Fitness for work (alcohol, drugs, passing medicals)
- General health
- Employer ability to retain
- Cultural safety
- Availability of permanent positions
- ...



Mapping the system

What are the functional roles of a strong system?

