

All In.
Human.
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Brilliant.

**NDIA Inclusion
and Diversity**

NDIA First Nations Employment and Inclusion Plan 2022-25





About the artwork and artist

The large purple and green community symbol in the centre represents the NDIS. The sun which surrounds the inside and outside of the NDIS community symbol represents the First Nations Employment and Inclusion Plan 2022-25, which is creating a brighter future for First Nations staff and people with a disability and their families. This has far reaching effects in their communities represented by the sun's rays which radiates throughout the design.

The pink, green and blue handprints and people at the bottom of the design represents the support which the NDIA and NDIS provide for individuals with a disability, their families and their communities. They represent the NDIS' plan for creating lifetime value for participants.

Footprints travel throughout the design representing the NDIS journey, they travel from community to community providing support for those living with a disability. These communities are in every state around Australia and the coloured designs around each of the smaller white community symbols represents our diverse regions and landscapes. Starting from the bottom left, in agricultural lands, to the rainforest and the bush, the desert, the waterways and coasts to the cities, with participants and staff as diverse as the lands they call home.

The four yellow, orange, pink and purple circles represents the Inclusion and Diversity Principles which are the fundamental aspiration of the agency when it comes to being an inclusive workplace that celebrates diversity.

The three purple circles with white icons which are surrounded by dots and connected to the NDIS community symbol represents the Plan's main focus areas.

Lastly the kangaroo and emu footprints represent the First Nations Employment Advisory Group who are helping the NDIA to always move forwards and never backwards towards reconciliation, the U symbols represent the members and the purple travelling lines and dots represents the many members travelling from their home communities to be a part of the Advisory Group.



Judi Sutton
Contemporary Indigenous
Artist

I am from the Kalkadoon people of North-West Queensland around the Mount Isa area. For thousands of years my people have ruled what is known to us as the 'Emu Foot Province'. I have always been a very creative person and expressed myself through my art. Born in my home country of Mount Isa, I instil my interpretation of country and culture into my artworks, inspired by the beautiful shapes, hues, flora and fauna of my land.

Aboriginal and Torres Strait Islander readers are warned that this document may contain images and names of deceased people.

Acknowledgement of Country

The National Disability Insurance Agency (NDIA) acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders past, present and emerging. We are committed to ensuring that the needs and aspirations of First Nations people is incorporated into the design, development, and monitoring of actions the NDIA will deliver within this document.

Terms we have used in this document

The NDIA respectfully uses the terms 'First Nations', 'Aboriginal and Torres Strait Islander' and 'Indigenous' in our First Nations Employment and Inclusion Plan to refer to Aboriginal People and Torres Strait Islanders of Australia and First Peoples. We acknowledge other cultural names may be preferred.

Contributor acknowledgement

The Agency would like to thank the assistance and input of the many contributors to the creation of this document, including the First Nations Advisory Group, First Nations staff, the NDIA SES Indigenous Champion, Scott McNaughton, and other NDIA employees.

Contact Us

The NDIA welcomes feedback on our First Nations Employment and Inclusion Plan. For more information about the development of this publication, or to request an alternative format, contact us through cultureandinclusion@ndis.gov.au.

Living the Values

The Agency affirms its commitment to being an inclusive workplace through its values. Underpinning the values is the central focus of the Agency, making the difference to the lives of our participants of the Scheme.

Values are beacons for reinforcing the guiding principles of an organisation's culture, including what drives employee's priorities, actions and behaviours within the organisation. In order to make the difference to the lives of our participants of the Scheme, our staff must live the values, and feel connected to the workplace by being supported and included to do their work.

Our staff are bound by the broader Australian Public Service (APS) values of being Impartial, Committed to Service, Accountable, Respectful, and Ethical.

ndis

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NDIA First Nations Employment and Inclusion Plan 2022-25

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Message from our Indigenous Champion



Scott McNaughton
NDIA SES Indigenous Champion

As the Agency's SES Indigenous Champion, I am pleased to present the NDIA's updated First Nations Employment and Inclusion Plan (the Plan). This Plan is a key deliverable of the NDIA Inclusion and Diversity Framework.

The Plan demonstrates the Agency's continuing efforts in improving employment outcomes for First Nations peoples and to having a diverse and inclusive workplace that is reflective of the communities we serve. It is important that participants of the Scheme, their families and their carers see themselves reflected in the

Agency's workforce when they seek assistance and access to the Scheme.

The Agency had very good success with the first Aboriginal and Torres Strait Islander Employment Strategy 2018-20, and saw outcomes achieved from the actions contained in that strategy. The first strategy contained 33 deliverables of which 30 were completed and three have been carried over to the Plan.

For this Plan, the Agency consulted and sought input from First Nations peoples, and formed a First Nations Employment Advisory Group, which consisted of subject matter experts, and of course, First Nations staff.

The Advisory Group took guidance from existing strategic documents, such as the Commonwealth Aboriginal and Torres Strait Islander Workforces Strategy 2020-24, and the Commonwealth Closing the Gap Implementation Plan, and these helped drive the direction for the Plan.

The Agency has identified three key areas to centre actions on, based on the Commonwealth Aboriginal and Torres Strait

Islander Workforce Strategy focus areas, these being; Cultural Integrity, Career Pathways, and Career Development and Advancement.

We are actively working towards the employment goal of having five per cent of our workforce identify as First Nations. This is achievable if we continue to create a welcoming, inclusive and culturally safe work environment, and maintain our focus on attracting and retaining First Nations staff.

As Indigenous Champion, as well as the General Manager of our National Delivery division, I am personally committed to increasing representation of First Nations peoples in my area of operations. I would encourage other leaders within the Agency to do the same.

I look forward to seeing the outcomes from the NDIA First Nations Employment and Inclusion Plan continue to increase our inclusion of First Nations peoples within our Agency.

‘Working for NDIS is rewarding as I get to make a difference in the lives of others, meet new people and develop my skills. My team is more like a family as we support each other and value diversity in all forms of life, with acceptance for all.’

Tammy Chapman, Senior Planner
Shepparton VIC/TAS region, Yorta Yorta Country



Strategy Background

The NDIA is committed to the inclusion of everyone who works at, or comes in contact with our Agency. The [NDIA Inclusion and Diversity Framework](#) details that commitment, and contains an action to create this First Nations Employment and Inclusion Plan.

The Agency seeks to develop and increase an experienced workforce in the Australia Public Service (APS). First Nations people can bring their life experience, cultural heritage, knowledge and skills into the workplace to help the NDIA provide better services to our participants, families, carers and service providers. The purpose of the First Nations Employment and Inclusion Plan (the Plan) is to align with the Agency's Inclusion and Diversity Principles, and set the direction the NDIA will take in fulfilling its commitment to being a culturally safe employer for First Nations peoples.

The NDIA successfully launched and implemented its first Aboriginal and Torres Strait Islander Employment Strategy 2018-20 (the Strategy) in May 2018. This strategy aligned with the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy 2015-18.

In 2020, the Commonwealth announced a new Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 that set new directions for government agencies in closing the gap specifically in employment of First Nations people in the Australian Public Services (APS).

Our focus areas

In recognition of the APS Aboriginal and Torres Strait Islander Workforce Strategy 2020-24, the NDIA First Nations Employment and Inclusion Plan will focus on:



Cultural integrity – improving and embedding the understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally-safe work spaces and services, and creating a more inclusive Commonwealth public sector.



Career pathways – diversify and strengthen the pathways into and across the Commonwealth public sector.



Career development and advancement – individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.



‘I am a proud Kalkadoon man from Queensland. My heritage frames my fierce determination to contribute positively towards better outcomes for both Indigenous and Non-Indigenous communities. I have seen steady improvement in our culture towards ensuring that the Agency is inclusive of the views of Aboriginal and Torres Strait Islander staff, participants and stakeholders in our quest to deliver a world leading Scheme.’

Jamie Burr, Assistant Director Intergration Team,
Chair of First Nations Employment Network National Committee
Robina QLD, Yugambeh Country

Employment Goals

The APS Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 contains specific targets for First Nations recruitment and employment, which the NDIA endorses and will strive to achieve.

It is important that the NDIA, and the whole of the APS, measures and understands how well they are doing to improve employment outcomes for First Nations peoples. However, the Agency also recognises that beyond any percentage or target

are individual people, each with their unique life experience, and that employment opportunities in secure employment can make a significant contribution to greater social and economic participation for First Nations peoples.

Commonwealth Workforce Representation Targets

Source: Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24



Helping to build the talent pipeline

5%

Five per cent representation at APS4 to APS6 levels by 2022

5%

Five per cent representation at EL1 and EL2 levels by 2024



Progressing the talent pipeline

3%

Three per cent representation at the SES levels by 2024



Stretch target

3%

Three per cent representation at each classification level by 2024

'I joined the NDIA through the Indigenous Apprenticeship Program (IAP). It had always been a dream of mine to work for the NDIA. Having lived experience of disability through my son and the difficulties we faced within the system and sector, I knew I needed to find a role where I could best support other families and make difference in their lives.'

Teresa Ellis, Indigenous Apprentice (Business Support Officer)
Maroochydore QLD, Kabi Kabi/Gubbi Gubbi Country



Strategic Alignment

It is important that the First Nations Employment and Inclusion Plan aligns strategically with other Agency and government documents. This ensures that we are all working towards the same or similar goals, particularly with respect to First Nations peoples.

The NDIA is contributing to the overall efforts of the Australian Public Service to improve employment outcomes of First Nations peoples in the public service, in line with Closing the Gap measures.

In developing this Inclusion Plan, the Agency reviewed internal and external documents and strategies for guidance and direction. This information helped tailor actions to best suit the needs of the NDIA in achieving positive outcomes for First Nations peoples, and to position the NDIA as an employer of choice for First Nations peoples considering joining the APS and Agency.

Internally, the Agency researched and adopted information laid out in the following documents:

- NDIA Corporate Plan
- NDIA Inclusion and Diversity Framework
- NDIA People Strategy
- Aboriginal and Torres Strait Islander Engagement Strategy
- NDIA Innovate Reconciliation Action Plan (RAP)

Externally, the Agency researched and adopted information laid out in the following documents:

- Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24
- Closing the Gap Commonwealth Implementation Plan
- Gari Yala (Speak the Truth): Centering the experiences of Aboriginal and/or Torres Strait Islander Australians at work

Agency Inclusion and Diversity Principles

The Inclusion and Diversity Principles are the fundamental aspiration of the Agency when it comes to being an inclusive workplace that celebrates diversity. The actions contained in this Plan aim to progress these principles.

- 1 We are an employer of choice for workplace inclusion and diversity**
Support solutions that overcome barriers in the workplace and be visible in our community as an employer who values our people
- 2 Our workplace systems, structure and processes accommodate and celebrate diversity.** Encourage diverse representation in policy making, program management and decision-making forums
- 3 We foster a workforce that is fully informed about and committed to inclusion and diversity.**
Diversity and inclusion practices are integrated into Agency activities, to be part of our Agency DNA
- 4 We maintain a balanced working environment and ensure the wellbeing of our people.** Support a healthy workforce, offering a range of initiatives supporting health and wellbeing

Agency Commitment to First Nations staff



The Agency understands the importance of embracing the knowledge and wisdom of First Nations peoples, and that strong representation of First Nations staff leads to greater connection with our Scheme participants, their families and carers.

- In line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, and the NDIA Inclusion and Diversity Framework, the Agency commits to increase the number of First Nations staff to five per cent by 2022.
- We will also invest in training and development so more First Nations staff have equitable access to opportunities and provisions within the Agency, including professional development and career advancement.
- We are committed to providing consistent and sustained support for existing programs and resources, but also work on continuous improvement in our approach.
- We will introduce new and innovative ways of engaging with First Nations peoples already working within the Agency, and in how we attract and retain greater numbers of First Nations applicants wanting to work at the Agency.

First Nations Snapshot

First Nation Australians



798,000 First Nations peoples in Australia. Three quarters of which live in NSW, QLD and WA combined.¹



More than half are younger than 23 years of age.

This means there is a high proportion of young First Nations peoples seeking employment. Providing secure public service jobs greatly improves career aspirations, and progression opportunities.

Australian Public Service



First Nations representation is 3.5 per cent across the APS.²

First Nations staff remain employed in higher proportions at the lower classification levels and have comparatively high attrition rates.

First Nations NDIA Participants



37,313 Aboriginal and Torres Strait Islander people with disability are receiving NDIS support.³



This is an increase of 143 per cent over the past three years.



Employment for Aboriginal and Torres Strait Islander participants aged 15 to 24 increased from 9 per cent to 18 per cent after three years in the Scheme.

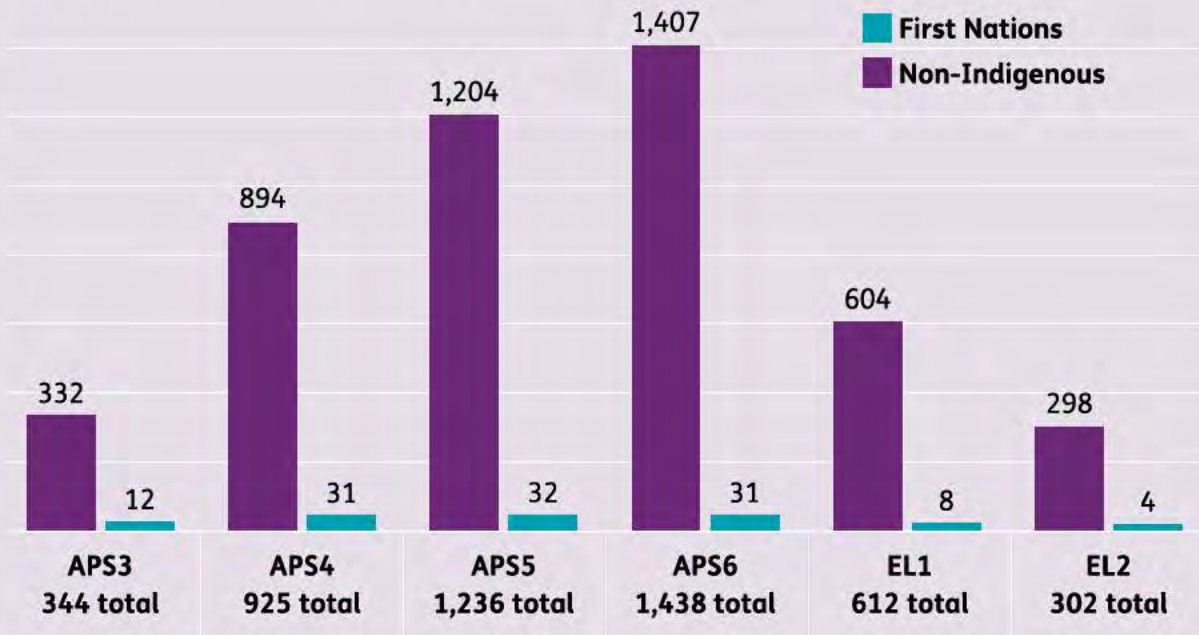
- 1 Source: ABS Estimates of Aboriginal and Torres Strait Islander Australians June 2016.
- 2 Source: The State of the Service Report 2020-21
- 3 NDIS Quarterly Report to disability ministers, Q3, 2021-22, 31 March 2022



NDIA First Nations staff

118 APS employees have identified as First Nations within NDIA Human Resource Information Systems (HRIS). This represents 2.4 per cent of our current APS workforce of 4,857. (March 2022)

The APS Employee Engagement Census, which the NDIA participated in, revealed that four per cent of census respondents identified as First Nations, which closely aligned to the Agency’s aim of an employment level of five per cent of its workforce identifying as First Nations.



*APS2, SES1-3, CEO categories each have zero First Nations employees. Figures as at March 2022.

Consultation Overview

The NDIA's consultation process involved various internal stakeholders and the formation of a First Nations Employment Advisory Group to ensure a broad range of experience, opinions and ideas. This importantly included speaking and listening to the voices of First Nations peoples.

The Commonwealth Workforce Strategy remains the primary source of guidance on where the NDIA Inclusion Plan must focus. The content of the Workforce Strategy and what the Agency will do to achieve outcomes is tailored for the NDIA by the input of the Agency's own stakeholders.

The Advisory Group representatives collaborated to improve existing programs and initiatives, and agreed on key actions for the Agency.

Representatives in the advisory group included:

- First Nations staff
- First Nations Employee Network (FNEN) members
- Members of the First Nations Employee Network National Committee
- Culture and Inclusion Team, People and Culture Division
- Non-Indigenous staff with subject matter expertise



'I am a proud Bidjara woman from Queensland and a single mum of two kids. A positive experience I have starting as an IAP apprentice is the relationships and bonds developed that continue even today. Over the past two years, I have dedicated time to being a mentor for current IAP apprentices.'

Melissa Gray, Quality Assurance Officer
Adelaide SA, Kaurna Country



NDIA's Achievements

The Agency's first Aboriginal and Torres Strait Islander Employment Strategy 2018-20 contained 33 actions. At the conclusion of the Strategy, 30 of those actions were achieved, with the remaining three being carried over into this Plan.

NDIA SES Indigenous Champion

The role of the SES Indigenous Champion is critical to the Agency in its commitment to First Nations staff and gives someone at the SES level an understanding of issues and concerns staff have at the ground level, in a culturally safe space. There was an increase in visibility of the Agency's SES Indigenous Champion over this period.

Through multiple communication channels, there was increased awareness of the Champion's role and improved support for all other important First Nations activities – including Indigenous Entry Level Programs, secondment and professional development opportunities, the First Nations Employee Network, and promotion of dates of significance across the Agency.

Cultural Awareness and Training

Mandatory Aboriginal and Torres Strait Islander cultural awareness training was introduced for all NDIA staff and partners in 2019. As at the end of May 2021, of the 11,406 enrolments 23 per cent had not yet started, 1 per cent in progress and 76 per cent were complete. A new e-Learning module launched in 2021, titled Celebrating Diversity – First Nations Cultures. As at April 2022, 89.5 per cent of NDIA staff have completed this training.

Managers attended information sessions regarding employee ceremonial and cultural leave entitlements.

In 2020, the Agency developed and delivered Acknowledge This! Workshops, guiding staff on

how to thoughtfully give an Acknowledgment of Country. As at June 2022, 657 staff have attended this workshop.

Two First Nations staff participated in the APS excELerate program targeted at the APS5 or APS6 level. The program provided opportunities to support the engagement, retention and leadership capabilities to advance into Executive Level roles.

The Agency established a Buddy program for new First Nations staff commencing with the Agency.

Seventeen NDIA First Nations staff completed mentor training in 2019 and 2020. Indigenous Entry Level Program apprentices in 2020 and 2021 have participated in the Mentor program, receiving support during their program.

Recruitment, Employment and Retention

New policy guidelines were developed and implemented for First Nations staff for Affirmative Measures recruitment panels to support First Nations representation within the NDIS. In addition, Affirmative Measures panel members must have completed Aboriginal and Torres Strait Islander Cultural Capability training. For new site volume recruitment, the Agency also used Affirmative Measures.

The Agency continued to participate in Indigenous entry-level recruitment programs:

- Indigenous Apprenticeships Program (IAP) – facilitated by Services Australia, and



Koorie Aspiration Day, Geelong, April 2022

Sia Gilmore standing in front of the NDIA employer stall, including NDIA banners and a range of Agency information on table.



NDIA graduation event, April 2021

Indigenous Australian Government Development Program (IAGDP) graduates, from left to right, Natasha Leach, Kelsey Gilmore, and Alec O'Sullivan

- Indigenous Australian Government Development Program (IAGDP) – facilitated by the Department of Education, Skills and Employment

Since 2016, the Agency's participation in these programs has resulted in the employment of 20 IAP, and 10 IAGDP apprentices. Of the 30, twenty-six are still currently working with the Agency.

There has also been extensive promotion of staff attendance at Aboriginal and Torres Strait Islander community events nationally and regionally.

First Nations Employee Network

There has been an increased promotion of the First Nations Employee network (FNEN), formerly known as Aboriginal and Torres Strait Islander Employee

Network (ATSIEN). The Network membership has grown from 58 members in May 2018 to 85 members as at June 2021.

The First Nations Employee Network National Committee (the Committee) has also been created to act as a formal body within the FNEN.

The Committee to date has provided:




- advice on Acknowledgment of Country protocols
- policy advice and input into Participant Exits procedures and Cultural Awareness packages
- representation on the First Nations Employment Advisory Working Group to develop this Inclusion Plan
- representation on Agency Consultative Network (ACN).






First Nations Employment and Inclusion Plan Focus Area 1

Cultural integrity

The Agency is committed to developing awareness and understanding of First Nations cultures. Examples of this include the Agency's delivery of culturally safe learning content, and supporting an active First Nations Employee Network (FNEN). Actions such as these contribute to improving and embedding the understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally-safe work spaces and services, and creating a more inclusive Commonwealth public sector.

 Actions	 Outcome	 Timeline
1.1 Explicitly recognise the value, and embed the voice of Aboriginal and Torres Strait Islander staff into Agency's work.	First Nations Employee people's voices are integrated into established decision-making paths for matters affecting First Nations peoples.	Q3 FY 2023-24
1.2 Develop and launch Reconciliation Action Plan (RAP) with actions targeted to contribute to reconciliation in the agency and the communities in which it operates.	Agency demonstrates a genuine commitment towards reconciliation with First Nations peoples and communities	Q2 FY 2022-23
1.3 Investigate networking and collaboration opportunities with other agencies of similar service or industry focus to build innovation and information sharing networks.	Ensure Agency is engaged in forums that improve knowledge sharing, innovation, and best practice through active collaboration with other agencies	Q2 FY 2022-23
1.4 Extend growth of First Nations Employee Network (FNEN) to increase collaboration with Partner in the Community (PiTC), and other APS Agencies.	Broadened sense of connection, collaboration, and common purpose between FNEN, PiTC, and APS agencies to improve service delivery for First Nations participants	Q2 FY 2022-23

 Actions	 Outcome	 Timeline
1.5 Implement practical strategies to help develop cultural capability by embedding cultural awareness into all areas of the business of the Agency. First Nations staff can expect that by 2024, their manager and their colleagues have received cultural competency training	All NDIA staff understand and appreciate First Nations cultures, providing confidence to First Nations staff and participants that the Agency is a culturally safe workplace	Q1 FY 2024-25
1.6 Promote reconciliation by continuing to acknowledge, promote and guide staff on First Nations cultural events and significant celebrations.	Increased awareness of First Nations cultures and recognition of the significant contribution First Nations peoples make to contemporary Australia	Current and Ongoing
1.7 Selection panels for vacancies advertised as Identified roles or Affirmative Measure —Indigenous employment will have at least one Aboriginal and/or Torres Strait Islander person on the panel	Provide consistency and cultural safety to the recruitment process for Identified roles and Affirmative measures – Indigenous employment opportunities	Current and Ongoing
1.8 Non-Indigenous staff on selection panels for vacancies advertised as Identified roles or Affirmative Measures can demonstrate foundation cultural capabilities regarding First Nations culture.	All recruitment panels are conducted in a culturally aware and safe way	Q1 FY 2022-23






First Nations Employment and Inclusion Plan Focus Area 2

Career pathways

Working in the Commonwealth public sector can lead to a rewarding and fulfilling career. At the NDIA we seek to diversify and strengthen the pathways into and across the Commonwealth public sector. It is important for First Nations staff to have confidence that there are opportunities for them to develop and advance their career through pathways that assist them to meet their full potential.

	Actions		Outcome		Timeline
2.1	Increase representation of First Nations peoples working in the Agency over the life of the Plan, in line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24.		Increased representation of First Nations staff across the Agency, ensuring our workforce reflect the communities we serve		Q4 FY 2024-25
2.2	NDIA will improve their strategic workforce planning capabilities to assist in the career management of their First Nations workforce.		First Nations staff have confidence the Agency is capable of assisting in managing their careers in alignment with workforce needs.		Q4 FY 2024-25
2.3	Conduct a review of policies and processes to identify and remove barriers for inclusive, streamlined recruitment practices for First Nations candidates, and career advancement of the Agency's First Nations workforce.		Review confirms that all policies and processes are as free from barriers for inclusion as possible		Q3 FY 2022-23
2.4	NDIA will adopt consistent branding for all Aboriginal and Torres Strait Islander recruitment programs it participates in, complementing Agency specific, and APSC branding		Promote NDIA as an employer of choice for First Nations peoples who wish to work for a culturally intelligent workplace		Q3 FY 2022-23

 Actions	 Outcome	 Timeline
2.5 Work collaboratively with other APS agencies to progress First Nations recruitment, development and retention initiatives.	Agency is open and available to collaborate with other APS agencies to improve employment outcomes for First Nations peoples	Q4 FY 2024-25
2.6 Targeted recruitment to engage or promote First Nations peoples into middle management and more senior roles, including through the use of Affirmative Measures – Indigenous Employment.	Ensure greater representation of First Nations staff across all levels of the Agency, including middle and senior management	Q4 FY 2024-25
2.7 NDIA to increase employment and career development opportunities for First Nations peoples in regional and remote Australia.	Ensure First Nations staff in regional and remote Australia have access to adequate career development opportunities	Q4 FY 2024-25






First Nations Employment and Inclusion Plan Focus Area 3

Career development and advancement

If providing career pathways is part of the roadmap for a fulfilling career in the Commonwealth public sector, then individual career development and advancement plans supported by targeted development initiatives are the vehicles to increase the skills, knowledge and experience for First Nations staff. We want to see our First Nations staff thrive and develop transferrable skills that they can use in whatever role they may undertake. This includes providing more mobility opportunities to help diversity skill sets.

	Actions		Outcome		Timeline
	3.1 NDIA develop and articulate a clear employee value proposition for First Nations peoples.		Agency demonstrates its credentials as a culturally safe employer of choice for First Nations peoples through a variety of communications mediums		Q3 FY 2022-23
	3.2 Managers, supervisors and First Nations staff work together to establish career development pathway plans and professional development initiatives supporting individual staff to actively manage their careers		Agency establishes professional development initiatives that support individual First Nations staff to manage their career development		Q2 FY 2023-24
	3.3 Provide local, place-based networking events for First Nations staff as a way to facilitate local network building across the Commonwealth.		Investigate connecting FNEN to other agency First Nations Employee Networks for collaboration and networking		Q1 FY 2023-24
	3.4 Establish at least one link and partnership with a tertiary institution, to attract and recruit First Nations peoples into the Agency.		Promote NDIA as employer of choice to First Nations students undertaking tertiary education and to the tertiary sector overall		Q4 FY 2024-25

 Actions	 Outcome	 Timeline
<p>3.5 Provide mobility opportunities for First Nations employees to diversify their skill sets, through voluntary moves using secondments, temporary transfers or leave without pay to undertake roles or other activities within and outside the public service, in line with a flexible operating model for the Commonwealth public sector.</p>	<p>Encourage greater mobility and sharing of skilled talent across the APS, and upskilling and development opportunities for First Nations staff</p>	<p>Q4 FY 2024-25</p>
<p>3.6 Ensure that when First Nations staff take up mobility options, mentoring and other contact is maintained and that on their return, appropriate recognition is given for the work they have undertaken while away from the agency</p>	<p>First Nations staff feel supported and recognised when undertaking a mobility option experience</p>	<p>Q4 FY 2024-25</p>
<p>3.7 NDIA supports the actions of the APSC and relevant agencies to develop a proposal for government to establish a regional learning hub with a focus on relevant policy areas.</p>	<p>The Agency is aligned to best practice as a result of work undertaken by APSC and relevant agencies</p>	<p>Ongoing</p>



First Nations Employment and Inclusion Plan Reporting

How we will measure and report

The Agency will monitor and report against the action items in the First Nations Employment and Inclusion Plan on a six monthly basis to ELT and to other executive bodies as required. Responsible business areas will provide Culture and Inclusion with updates on a six monthly basis (or as requested). Business areas will be provided with a reporting template.

	Actions		Outcome		Business Area Responsible		Timeline
	4.1 Plan progress reported to the Executive Leadership Team (ELT)		Provide ELT with confidence that the Agency is advancing its inclusive practice and recruitment targets regarding First Nations peoples		People and Culture Division SES Indigenous Champion		6 monthly

To measure success we will access a variety of sources to track our performance against including:

- APS Census Results
- Annual Inclusion and Diversity staff survey
- Internal action progress reporting
- Diversity training completion rates
- Employment target measures
- Diversity data across the Agency – HR information systems reflect increased sharing of diversity information by staff who identify as First Nations peoples.

The actions in this inclusion plan are aligned with the APS Aboriginal and Torres Strait Islander Workforce Strategy 2020-24, and by completing the actions outlined in this Inclusion Plan the NDIA is progressing and honouring the intent of the Workforce Strategy.

Source	Success Measure	Target
Census	Staff identifying as First Nations	5 per cent
Census	Staff identifying as First Nations across all APS classifications	3 per cent
HR Systems	Staff identifying as First Nations peoples	5 per cent
LEAP	Celebrating Diversity: First Nations Cultures e-learning	Less than 5 per cent overdue

Source	Questions	2021 Agency Census Results	2021 First Nations Census Results*
Census	Engagement Index	74 per cent	73 per cent
Census	I would recommend my Agency as a good place to work	57 per cent	56 per cent
Census	Wellbeing Index	66 per cent	66 per cent
Census	My Agency does a good job promoting health and wellbeing	58 per cent	60 per cent
Census	I think my Agency cares about my health and wellbeing	52 per cent	53 per cent
Census	During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?	12 per cent	23 per cent
Census	During the last 12 months, have you been subjected to harassment or bullying in your current workplace?	13 per cent	17 per cent
Census	My Agency provides a safe work environment	79 per cent	74 per cent

*Targets for these scores is to ensure they reflect Agency overall results.

Appendix A:

Glossary of Terms and links

Aboriginal and Torres Strait Islander Engagement Strategy

The [Aboriginal and Torres Strait Islander Engagement Strategy \(Internal\)](#) is a statement of the National Disability Insurance Agency's (NDIA) commitment to work with Aboriginal and Torres Strait Islander communities in delivering the National Disability Insurance Scheme (NDIS) across Australia.

Australian Bureau of Statistics (ABS) Census

The ABS conducts a nation-wide census every five years to collect a range of statistical data on the Australian population. For further data, visit [2017 Census \(External\)](#)

Australian Public Service Commission (APSC)

The [Australian Public Service Commission \(External\)](#) is an Australian Government statutory agency acting to ensure future capability and sustainability for Australian Public Service staff.

Affirmative measures - Indigenous

Section 26 of the [Australian Public Service Commissioner's Directions 2016 \(External\)](#) provides the affirmative measure, giving agencies the

flexibility to identify a vacancy as open only to persons who are Aboriginal and Torres Strait Islander persons. The affirmative measure is designed to address the under-representation of Aboriginal and Torres Strait Islander persons in the Australian Public Service (APS).

Closing the Gap

A Government strategy aiming to reduce disadvantage among Aboriginal and Torres Strait Islander people with respect to life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes. For further information [Closing the Gap - Prime Minister's report 2017 \(External\)](#)

Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024

The [Strategy](#) provides direction for government agencies and focus on:

- Cultural integrity
- Career Pathways
- Career development and advancement

NDIA Corporate Plan

The [NDIA Corporate Plan \(external\)](#). The National Disability Insurance Agency (NDIA) has released its 2020 – 2024 Corporate Plan. The Corporate Plan sets out our purpose, aspirations and goals, agreed by our Board and Executive Leadership Team and is our roadmap to delivering a high-quality Scheme.

Disability Inclusion Plan (DIP) 2022-25

The Agency is undertaking a co-design project to create a Disability Inclusion Plan (DIP) 2022-25 to improve accessibility, employment and career development opportunities for Agency staff who identify as People with Disability (PwD), ensuring the Agency leads the way as an employer of choice for access and inclusion.

First Nations Employee Network

The [First Nations Employee Network \(FNEN\) \(Internal\)](#) is a forum open to all employees who are Aboriginal and Torres Strait Islander. FNEN is a group where our Agency colleagues who are Aboriginal and Torres Strait Islander are able to meet and support each other.

People Strategy

The People Strategy (Internal) will drive the creation of a values-driven culture and system of work.

The Strategy's four key pillars:

1. Workforce
2. Capability
3. Performance
4. Engagement

Inclusion and Diversity

The NDIA's Inclusion and Diversity Framework (Internal) outlines the NDIA's commitment to creating an inclusive and supportive workplace, where all employees feel connected, included, and able to bring their whole selves to work.

Indigenous

Indigenous Australians are the Aboriginal and Torres Strait Islander peoples of Australia, descended from groups that existed in Australia and surrounding islands prior to British colonisation.

Indigenous Apprenticeships Program (IAP)

The IAP is a 12-month Indigenous Apprenticeships Program (External) (IAP), facilitated by Services Australia. This program provides a tailored approach to learning, based on academic and cultural needs. It offers a full time entry-level position, competitive salary and a nationally recognised certificate or diploma.

Indigenous Australian Government Development Program (IAGDP)

The IAGDP Program (External) is a 12-month entry-level program,

facilitated by the Department of Education, Skills and Employment combining ongoing employment with structured learning, leading to a Diploma of Government.

Indigenous Champion

The Indigenous Champion is a senior person within the Agency that has an acknowledged role to sponsor, support or champion activities related to Aboriginal and Torres Strait Islander staff.

Jawun Program

The Jawun APS Secondment Program (External) is open to high-performing, highly skilled Executive Level employees, who are flexible, resilient and are prepared to be taken out of their comfort zone to work for a six-week period in an Indigenous organisation. Jawun also offer six to twelve week Empowered Communities secondments to SES Band 1 or high performing Executive Level 2 staff.

NAIDOC

NAIDOC Week (External) celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but also by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local Aboriginal and Torres Strait Islander community.

National Reconciliation Week (NRW)

NRW (External) commemorates two significant milestones in the reconciliation journey— the successful 1967 referendum and the High Court Mabo decision. The week is a time for all Australians to learn about our shared histories, cultures and achievements and to explore how each of us can join the national reconciliation effort.

NDIA

The National Disability Insurance Agency is a Commonwealth government organisation administering the NDIS. Also known as 'the Agency'.

Partners in the Community (PITC)

Partners in the Community are suitably experienced and qualified organisations within the community that deliver local area coordination (LAC) and Early Childhood Early Intervention (ECEI) services. The NDIA will source partners, manage partner agreements, support and train partners, and set standards for partners in their delivery of LAC and ECEI services.

NDIA Reconciliation Action Plan (RAP)

The Reconciliation Action Plan (Internal) states the Agency's commitment to providing Aboriginal and Torres Strait Islander communities with culturally responsible and equitable access to both the Scheme and employment opportunities within the Agency.

Appendix B:

Significant dates celebrated by Aboriginal and Torres Strait Islander people and the community

13 February - Anniversary of the Apology (2008)

Anniversary of the formal apology made on 13 February 2008 by the government and the Parliament of Australia to Australia's Aboriginal and Torres Strait Islander people - in particular to the Stolen Generations.

15 March - National Close the Gap Day

National Close the Gap Day is an annual event held to raise awareness of the Indigenous health crisis. [National Close the Gap Day \(External\)](#)

26 May - National Sorry Day

National Sorry Day offers the community the opportunity to acknowledge the impact of the policies spanning more than 150 years of forcible removal of Aboriginal and Torres Strait Islander children from their families.

27 May - Anniversary of the 1967 Referendum

In 1967, over 90 per cent of Australians voted in a Referendum to remove clauses from the Australian Constitution which discriminated against Aboriginal and Torres Strait Islander Australians.

27 May - 3 June - National Reconciliation Week

In 1996, [National Reconciliation Week \(External\)](#) was initiated to provide a special focus for nationwide activities. The week is a time to reflect on achievements so far and the things we still need to do to achieve reconciliation.

1 July - Coming of the Light

This is a particular day of significance for Torres Strait Islander Australians. It marks the day the London Missionary Society first arrived in the Torres Strait.

3 June - Mabo Day

Mabo Day marks the anniversary of the High Court of Australia's judgement in 1992 in the Mabo case. This is a day of particular significance for Torres Strait Islander Australians.

NAIDOC Week

[NAIDOC WEEK \(External\)](#) runs annually in the first full week of July. National Aborigines and Islanders Day Observance Committee (NAIDOC) Week celebrations are held to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people.

4 August - National Aboriginal and Torres Strait Islander Children's Day

[National Aboriginal and Torres Strait Islander Children's Day \(External\)](#), and the week leading up to it, is a time for Aboriginal and Torres Strait Islander families to celebrate the strengths and culture of their children.

9 August - International Day of the World's Indigenous Peoples

The [International Day of the World's Indigenous Peoples \(External\)](#) is observed on August 9 each year to promote and protect the rights of the world's indigenous population.

5 September - Indigenous Literacy Day

[Indigenous Literacy Day \(External\)](#) aims to help raise funds to raise literacy levels and improve the lives and opportunities of Indigenous Australians living in remote and isolated regions.

13 September - Anniversary of the UN Declaration on the Rights of Indigenous People

The [United Nations Declaration on the Rights of Indigenous Peoples \(External\)](#) was adopted by the United Nations General Assembly during its 61st session at UN Headquarters in New York City on 13 September 2007.

**‘The NDIA agency has given me growth, employment, acceptance, and cultural identity. I was InVisible, but now I work for a place which is inclusive to not only my culture as a First Nations employee, but also someone with a lived disability.’
#InVisability**

Sarah Harvey,
Engagement Support Officer
West Central SA, Kurna Country





Contact us

The NDIA welcomes feedback on our First Nations Employment and Inclusion Plan. For more information about the development of this publication, or to request an alternative format, contact us through CULTUREANDINCLUSION@ndis.gov.au

DA0621 NDIA FIRST NATIONS EMPLOYMENT AND INCLUSION PLAN | 2022-25

Approved: 15 February 2024

Owner: Office of Agency Accessibility and Inclusion



APS6 First Nations Liaison Advisor Position Description

Position Details

The NDIA welcomes and encourages applications from people with disability, Aboriginal and Torres Strait Islander peoples, and people with diverse cultural and linguistic backgrounds.

Position Name	First Nations Liaison Advisor
System Job Title	NDIA APS6 First Nations Liaison Advisor
APS Classification	APS6
Group	Enabling Services/Chief Operating Officer
Division	Enabling Services/Chief Operating Officer
Branch	Office of Agency Accessibility and Inclusion
Reports to	NDIA EL1 First Nations Liaison

Position Purpose

About the NDIA

The National Disability Insurance Agency (NDIA) is an independent statutory agency that is responsible for implementing the National Disability Insurance Scheme (NDIS), which will support a better life for hundreds of thousands of Australians with a significant and permanent disability and their families and carers. The NDIA values a positive contemporary attitude to disability.

As a Federal Agency, we work within a legislative and regulatory environment. We adhere to the [Australian Public Service Code of Conduct](#) as set out in section 13 of the *Public Service Act 1999*.

Our work is driven by the [Corporate Plan](#) which provides strategic direction to achieve our purpose of making a difference so that people with disability can choose and achieve their goals.

The [NDIA Values](#) are:

- **We value people** – We put participants at the heart of everything we do.
- **We grow together** – We work together to deliver quality outcomes.
- **We aim higher** – We are resilient and always have the courage to do better.
- **We take care** – We own what we do and we do the right thing.

Our values reflect our passion and commitment to building a positive, participant-centred culture.

The NDIA welcomes and encourages applications from people with disability, Aboriginal and Torres Strait Islander peoples, and people with diverse cultural and linguistic backgrounds.

Where possible, the NDIA will make reasonable adjustments to enable individuals with disabilities to perform the essential functions of the role.

About the Team

The Office of Agency Accessibility and Inclusion (OAAI) Branch implement programs focused on increasing the Agency's inclusion and diversity practices.

OAAI supports the Agency to increase levels of inclusion, employment, and engagement for diversity groups, such as People with Disability, First Nations Peoples, Gender Equality, People from Culturally and Linguistically Diverse backgrounds, Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual plus people (LGBTIQ+), and the Mature-Age and Inter-Generational Workforce.

OAAI work alongside employees with disability and line managers to ensure required workplace adjustments are in place to enable people to participate and contribute their best to the Agency. The Branch also ensures workplace accessibility by leveraging technology, leading the Agency's Accessible Systems Strategy as well as providing assistive technology tools and user support for all staff.

OAAI lead the delivery of the NDIA Inclusion and Diversity Framework, individual Inclusion Plans and associated strategies, staff networks, people experience and culture initiatives and the NDIA Values. Through the leveraging of data analytics and management of all staff surveys including the APS Census, the team measure staff engagement and work with stakeholders to understand and act on results.

About the Role

The APS6 First Nations Liaison Advisor (FNLA) is accountable under limited direction to undertake complex work that is guided by legislation, policies, procedures, standards, methodologies, and precedents.

The position has reasonable autonomy and accountability to exercise both initiative and judgment to interpret legislation and policy, in the application of practices and procedures to achieve outcomes within the functions.

The APS6 First Nations Liaison Advisor is required to provide detailed technical, professional, policy, operational support, and advice in relation to complex problems. Where required, the role will coordinate and assist in the strategic planning, program and project management and policy development that support the NDIA's objectives to "build a world-leading National Disability Insurance Scheme".

Responsibilities of the role include but are not limited to:

- Designing, developing, and implementing inclusion and diversity strategic documents, guidelines, policies, and work plans across the First Nations diversity group within the Agency.
- Developing detailed and comprehensive written communications, resources, and awareness material, promoting, and increasing inclusion of diversity across the workforce.
- Managing and supporting engagement with the First Nations Employee Network (FNEN) and Senior Executive Service (SES) First Nations Champion and the First Nations Allyship Champion.
- Providing guidance and supporting stakeholders, ensuring accessibility, meeting, and adhering to inclusion requirements.
- Promoting inclusion and diversity awareness across the NDIA including facilitating workshops and using other internal communications channels and encouraging a culturally safe workplace for all.
- Managing and contributing to projects that will establish the NDIA as an employer of choice for people across the intersectionality of diverse personal identity, especially First Nations peoples.

- Leading, coaching and sharing expertise and technical knowledge with peers, the broader team and across the NDIA, particularly relating to inclusion of all diversity. (NOTE: the key responsibilities of the role are based on current priorities and may change over time)

Capabilities of the Role

The NDIA has a capability framework aligned to the Australian Public Service (APS) Work Level Standards. The NDIA capabilities detailed below are those required to perform the role.

Adaptability

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

Building Customer Loyalty

Meeting and exceeding internal or external customer expectations while cultivating relationships that secure commitment and trust.

Building Talent

Planning and supporting the development of individuals' knowledge, skills, and abilities so that they can fulfill current or future job responsibilities more effectively.

Planning and Organising

Establishing an action plan for self and others to complete work efficiently and on time by setting priorities, establishing timelines, and leveraging resources.

Coaching

Engaging an individual in developing and committing to an action plan that targets specific behaviours, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.

Technical / Professional Knowledge or Skill

Having achieved a satisfactory level of technical, functional, and/or professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise; leveraging expert knowledge to accomplish results.

Managing Relationships

Meeting the personal needs of individuals to build trust, encourage two-way communication, and strengthen relationships.

Work Standards

Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.

Energy

Consistently maintaining high levels of activity or productivity; operating with vigour, effectiveness, and determination over extended periods of time.

Work Level Expectations

The NDIA work within the [Australian Public Service \(APS\) Work Level Standards](#). The duties detailed below are specific to the APS6 classification.

Leadership and Accountability

In-depth knowledge of relevant statutory, regulatory and policy frameworks in order to provide objective advice and resolve problems of a specialised or complex nature.

Accountable for developing plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives.

Management Diversity and Span

Responsible for implementing work plans, setting tasks and priorities, and managing workflow.

Involves encouraging and gaining cooperation among team members.

Job Context and Environment

Works with a level of independence, subject to limited direction and is guided by policies, procedures, standards, methodologies and precedents.

Contribute to the development of team objectives for short-term tasks and strategic planning for longer-term initiatives.

Independence and Decision-Making

The work involves using discretion and initiative over a broad area of activity with autonomy and accountability in interpreting policy and applying practices and procedures with some latitude in modifying practices and procedures where necessary.

Select the appropriate course of action from several options.

Identify problems or issues and resolve or establish treatments to mitigate.

Stakeholder Management

Liaise with a range of stakeholders in relation to difficult or sensitive issues.

Deals with complex and contentious matters requiring persuasion and sensitivity.

Role Specifications

The role is required to be performed in a work environment that has the following core characteristics and requirements:

- Working in an open office environment (exposure to general workplace chatter)
- Working from home on occasion
- Working in a hot desk environment
- Significant periods of sitting at a counter or desk
- Operating a telephone
- Computer/screen-based work
- Ability to use computer/software applications including Microsoft Office and NDIA business applications such as NDIA's client records management system (CRM)
- Assistance animals may be in the work area

Security

The following essential checks/clearances are required to perform the role:

- Pre-Engagement Check - this is a mandatory pre-employment security screening process. All employees and contractors of NDIA must undertake a Pre-Engagement Check. This check is undertaken for any individual who will have non-public access to agency resources (information, buildings, systems, assets, staff, and customers)

Organisational Responsibilities

Assume responsibility for the identification of risks, including the evaluation, management, and control of all risks relevant to your area of responsibility.

To ensure compliance with the *Work Health and Safety (Commonwealth) Act 2011*, the occupant of this APS position is accountable while at work to ensure they:

- take reasonable care for their own health and safety; and
- take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons; and
- comply with reasonable instruction, policy or procedures given or notified by the NDIA relating to health or safety across the NDIA.

Approved: 15 February 2024

Owner: Office of Agency Accessibility and Inclusion



EL1 First Nations Liaison Position Description

Position Details

The NDIA welcomes and encourages applications from people with disability, Aboriginal and Torres Strait Islander peoples, and people with diverse cultural and linguistic backgrounds.

Position Name	First Nations Liaison
System Job Title	NDIA EL1 First Nations Liaison
APS Classification	EL1
Group	Enabling Services/Chief Operating Officer
Division	Enabling Services/Chief Operating Officer
Branch	Office of Agency Accessibility and Inclusion
Reports to	NDIA EL2 Diversity, Equity and Inclusion

Position Purpose

About the NDIA

The National Disability Insurance Agency (NDIA) is an independent statutory agency that is responsible for implementing the National Disability Insurance Scheme (NDIS), which will support a better life for hundreds of thousands of Australians with a significant and permanent disability and their families and carers. The NDIA values a positive contemporary attitude to disability.

As a Federal Agency, we work within a legislative and regulatory environment. We adhere to the [Australian Public Service Code of Conduct](#) as set out in section 13 of the *Public Service Act 1999*.

Our work is driven by the [Corporate Plan](#) which provides strategic direction to achieve our purpose of making a difference so that people with disability can choose and achieve their goals.

The [NDIA Values](#) are:

- **We value people** – We put participants at the heart of everything we do.
- **We grow together** – We work together to deliver quality outcomes.
- **We aim higher** – We are resilient and always have the courage to do better.
- **We take care** – We own what we do and we do the right thing.

Our values reflect our passion and commitment to building a positive, participant-centred culture.

The NDIA welcomes and encourages applications from people with disability, Aboriginal and Torres Strait Islander peoples, and people with diverse cultural and linguistic backgrounds.

Where possible, the NDIA will make reasonable adjustments to enable individuals with disabilities to perform the essential functions of the role.

About the Team

The Office of Agency Accessibility and Inclusion (OAAI) Branch implement programs focused on increasing the Agency's inclusion and diversity practices.

OAAI supports the Agency to increase levels of inclusion, employment, and engagement for diversity groups, such as People with Disability, First Nations Peoples, Gender Equality, People from Culturally and Linguistically Diverse backgrounds, Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Sistergirl, Brotherboy plus people (LGBTIQA+), and the Mature-Age and Inter-Generational Workforce.

OAAI work alongside employees with disability and line managers to ensure required workplace adjustments are in place to enable people to participate and contribute their best to the Agency. The Branch also ensures workplace accessibility by leveraging technology, leading the Agency's Accessible Systems Strategy as well as providing assistive technology tools and user support for all staff.

OAAI lead the delivery of the NDIA Inclusion and Diversity Framework, individual Inclusion Plans and associated strategies, staff networks, people experience and culture initiatives and the NDIA Values. Through the leveraging of data analytics and management of all staff surveys including the APS Census, the team measure staff engagement and work with stakeholders to understand and act on results.

About the Role

The EL1 First Nations Liaison is accountable under broad direction to undertake very complex work that delivers quality outcomes across or within the functions of the NDIA.

The position is an important team leadership position within the NDIA and will have delegated authority and responsibility to resolve issues and risks across wide-ranging activities of substantial depth involving significant detail. The role requires providing leadership, control, planning, resource management, performance management and decision making for the Team Membership and assigned Contractors working within the work area.

The EL1 First Nations Liaison will exercise a considerable degree of independence to engage in very complex problem solving and issues management within the functions. The position requires exercising sound decision-making and judgement to produce high level policy advice and operational support.

The position is required to coordinate and assume responsibility to undertake detailed or sensitive projects that may include performing varied activities involving many different and unrelated processes or methods that may impact on the strategic or operational outcomes that support the NDIA's objectives to "build a world-leading National Disability Insurance Scheme".

Responsibilities of the role include but are not limited to:

- Leading the First Nations Liaison team in a high profile, delivering cultural and inclusion programs in a fast-paced environment.
- Working closely with stakeholders, including the Senior Executive Service, identifying strategic and operational workforce requirements relating to First Nations staff.
- Developing and managing relationships with internal and external stakeholders, engaging, and collaborating, facilitating cooperation, and achieving outcomes impacting the Agency's reputation.
- Contributing to the effective delivery of connected HR services across the division.

- Delivering strategic and tailoring initiatives, enhancing the delivery of HR people solutions and work practices.
- Leading the team in the delivery of assurance and compliance to HR policies, establishing key reporting mechanisms, comprehensive data analytics and insights.
- Participating in working groups, delivering a strategic solution for managing employee enquiries and escalations effectively.
- Building stronger understanding of workforce behaviour, identifying and monitoring trends and compiling and reporting insights.

(NOTE: the key responsibilities of the role are based on current priorities and may change over time)

Capabilities of the Role

The NDIA has a capability framework aligned to the Australian Public Service (APS) Work Level Standards. The NDIA capabilities detailed below are those required to perform the role.

Adaptability

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

Building Customer Loyalty

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Energy

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Work Level Expectations

The NDIA work within the [Australian Public Service \(APS\) Work Level Standards](#). The duties detailed below are specific to the APS6 classification.

Leadership and Accountability

In-depth knowledge of relevant statutory, regulatory and policy frameworks in order to provide objective advice and resolve problems of a specialised or complex nature.

Accountable for developing plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives.

Management Diversity and Span

Responsible for implementing work plans, setting tasks and priorities, and managing workflow.

Involves encouraging and gaining cooperation among team members.

Job Context and Environment

Works with a level of independence, subject to limited direction and is guided by policies, procedures, standards, methodologies and precedents.

Contribute to the development of team objectives for short-term tasks and strategic planning for longer-term initiatives.

Independence and Decision-Making

The work involves using discretion and initiative over a broad area of activity with autonomy and accountability in interpreting policy and applying practices and procedures with some latitude in modifying practices and procedures where necessary.

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- Ability to use computer/software applications including Microsoft Office and NDIA business applications such as NDIA's client records management system (CRM)

- Assistance animals may be in the work area

Security

The following essential checks/clearances are required to perform the role:

- Pre-Engagement Check - this is a mandatory pre-employment security screening process. All employees and contractors of NDIA must undertake a Pre-Engagement Check. This check is undertaken for any individual who will have non-public access to agency resources (information, buildings, systems, assets, staff, and customers)

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- take reasonable care for their own health and safety; and
- take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons; and
- comply with reasonable instruction, policy or procedures given or notified by the NDIA relating to health or safety across the NDIA.