



STRONG VOICES, STRONGER COMMUNITIES:
FNMA Workforce Development
Action Plan 2019-2024
(Draft for consultation)

Lead author
Jawun secondee, Belinda Clark
6 June 2019

Table of Contents

<i>Acknowledgements</i>	4
<i>Scope and aim of this plan</i>	4
<i>PART I – Background and Context</i>	5
What is Workforce Development?	5
Interpreting the strategy for action	5
Executing strategy effectively	6
Remoteness	6
Stakeholders and consultation	7
Duration	7
Costs.....	8
<i>PART II – the framework</i>	8
<i>1. Workforce analytics</i>	8
‘Jobs on a page’ framework.....	8
Potential workforce	9
90% Indigenous employment target.....	9
Survey.....	10
Jobs ideas	10
<i>2. Recruitment and retention</i>	11
Recruitment	11
Retention	12
<i>3. Wages and conditions</i>	12
Industry Award Wage Review.....	13
Government funding map.....	13
Cultural safety.....	13
<i>4. Professional development and training</i>	14
<i>5. Leadership and succession</i>	16
Career pathways	17
Mentorships.....	17
Exchanges.....	17
Cadetships and traineeships	18
Management development program	18
<i>6. Sector advocacy and resources</i>	18
Advocacy	18
Policy bank	19
Relief staff pool for bench strength	19
Resources – people and funding.....	19
Communication and engagement	20
Reporting and review.....	20
<i>PART III – component objectives and outcomes</i>	21
<i>1. Workforce analytics</i>	21
<i>2. Recruitment and retention</i>	21
<i>3. Wages and conditions</i>	22

4. Professional development and training.....22

5. Leadership and succession.....23

6. Sector advocacy and resources23

Appendix 1. Case Study - Ranger Program, Central Land Council, NT24

References26

Acronyms.....27

FNMA Workforce Development Framework28

Acknowledgements

We acknowledge the Traditional Owners and Custodians of the land and sea across this country and pay our respects to Elders past and present.

We thank everyone who has contributed to the development of this plan. From completing surveys and spending time in meetings and interviews through to those who gave timely, helpful guidance and feedback, thank you. We especially thank the Jumbunna Institute for their work on the strategy, and the First Nations Media Australia board and staff for their tireless, visionary work.

Scope and aim of this plan

This plan is a ‘nuts and bolts’ document and lays out practical ways to execute the strategy detailed in *Strong Voices, Stronger Communities: First Nations Media Employment and Skills Development Strategy, 3 April 2019* (ESD). **The aim of the plan is to double the employment of First Nations people in the sector within five years from about 500 employees to 1000 by the year 2024.**

The ESD, commissioned by First Nations Media Australia (FNMA), proposes the rationale and some target end states for workforce development. This plan outlines a framework that shows where the strategy sits in a continuous improvement loop and how it links to six components as the keys to implementation. The Workforce Development Framework is shown here in Figure 1. Our thinking and design of this framework has been informed by work done by the Children’s Bureau and the National Child Welfare Workforce Institute, in 2015¹.

Figure 1. Workforce Development Framework



¹ National Child Welfare Workforce Institute, June 2015 *Workforce Development Framework*.

There are two documents that when combined create this plan: this document and an associated Smartsheet. Start with this document first for background, context and a sound understanding of the framework before referring to the Smartsheet document.

This document has three parts: Part I addresses background and context; Part II explains the framework in overview and draws together desktop research, observations and interviews conducted during April and May 2019 that were pivotal in shaping the plan; and Part III outlines specific objectives and outcomes for each of the six components of the framework.

The Smartsheet has been designed to interact easily with other FNMA plans and directly references this document. For example, the structure and line items in the Smartsheet reflect the headings in the framework. The action item priorities were framed using MoSCoW framework from agile project management methodology (i.e. must do, should do, could do, won't do) and determined through consultation with staff as a starting point but will likely change as the plan is executed.

It is envisaged that Parts I and II of the plan are less likely to change but that Part III and the Smartsheet are living parts to the plan overall and will be regularly updated throughout implementation.

PART I – Background and Context

What is Workforce Development?

The ESD implies a definition, but for the purposes of this action plan we need to be clear about what workforce development is and what it involves. As defined by the Northern Territory Council of Social Services, workforce development is an organised process for²:

- Identifying the number of employees and the types of employee skill sets required to meet an organisation's goals, strategic objectives and service delivery requirements; and
- Developing a plan of action to ensure that the appropriate workforce will be available to deliver services.

Put another way by the International Personnel Management Association, workforce development is:

'... a methodical process of analysing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organisation can accomplish its mission, goals and objectives.'³

The challenge for FNMA is that as the peak body supporting the Australian First Nations broadcasting and media sector (the sector) its workforce development objective is for First Nations people and communities for the sector overall. FNMA was borne from the Indigenous Remote Communications Association (IRCA) which focussed only on geographically remote media organisations. Therefore, this plan has no precedent and comes at a pivotal time for FNMA's support to the sector.

Interpreting the strategy for action

There are three themes identified in the ESD:

1. Sector administration and funding;
2. Employment and career pathways; and
3. Skills development and training.

² Source: www.ntcoss.org.au - viewed 22 May 2019

³ International Personnel Management Association 2002, *Workforce planning resource guide for public sector human resource professionals*. Alexandria, VA USA.

The ESD also refers to another section ‘other recommendations to FNMA’⁴ however, on closer examination these actions are predominantly classed against the three themes above: one of the ESD recommendations is the development of this plan.

In addition to the ESD, there are three other key FNMA documents that have been cross-referenced in this plan: IRCA Strategic Plan 2016-2019 (a transition document that established FNMA); the FNMA Operational Plan 2019; and FNMA’s *Our Media Matters 9 Calls to Action*.

Initially, when creating this plan, the approach taken was to apply the three themes as headings in the ESD and identify actions against these and in so doing create ‘a plan’. However, it proved challenging because there were gaps with what would normally be found in an action plan for workforce development. In reviewing workforce development plan literature to ensure that this plan was in step with current thinking, it quickly became apparent that the work done by the Children’s Bureau’s National Child Welfare Institute in 2015 had direct applicability for FNMA and the sector.

In summary, it is not as simple as checking off a ‘do list’ derived from the ESD. Instead, we have developed a model, cross referenced other FNMA strategic and operational documents and addressed the actions referenced or raised in the ESD.

Implementing strategy effectively

Much has been written about executing strategy effectively. For this plan, the focus is to answer the following questions:

- What is the end result or objective? For example, is the end result to mail out 3000 letters or is it that 3000 stakeholders are informed via the mailout of a letter?
- What are some high-level steps involved to get to the end result?
- How long will it take?
- Who is responsible for doing the tasks identified?
- What additional resources are needed? e.g. money, people, tools.

Executing strategy is often difficult and it should not be implied here that our goal of doubling the Indigenous workforce in five years is easy with this plan in place. It is not. However, with clear accountability of the tasks within the plan and good information flow within FNMA and its members there is much greater likelihood of getting things done well. As Harvard Business Review notes:

Execution [of strategy] is a notorious and perennial challenge. ... Such failures can almost always be fixed by ensuring that people truly understand what they are responsible for and who makes which decisions—and then giving them the information they need to fulfil their responsibilities. With these two building blocks in place, structural and motivational elements will follow.⁵

Remoteness

FNMA refers to remoteness as either one of three classes: remote, regional and urban. We note that the Australian Bureau of Statistics (ABS) use five classes of remoteness: major cities, inner regional, outer regional, remote and very remote Australia. The ABS measures relative remoteness in an objective way using the Accessibility and Remoteness Index of Australia (ARIA+), which was developed by the Hugo Centre for Migration and Population Research at the University of Adelaide⁶.

⁴ Jumbunna Institute for Indigenous Education and Research, 2019, *Strong Voices Stronger Communities: First Nations Media Employment and Skills Development Strategy*, page 12.

⁵ G. Neilson, K. Martin & E. Pawes, 2008, *The Secrets of Successful Strategy Execution*, Harvard Business Review, June Issue 2008

⁶ Source: www.abs.gov.au – viewed 22 May 2019

ARIA+ is derived by measuring the road distance from a point to the nearest urban centres and localities in five separate population ranges. The problem with this definition for FNMA is that under the ABS definition, some places such as Alice Springs are considered **remote** whereas FNMA considers Alice Springs an **urban centre** given its resources. The divergence in definition is not a large issue for the plan and is mentioned for clarity.

FNMA’s split of member organisations by remoteness is classified in Table 1. This is helpful context to understanding and designing workforce development initiatives as inputs and requirements vary greatly from one class of remoteness to another. As an aside for data consistency, while there are 38 FNMOs not all are members of FNMA (yet) so this table shows only members. The directional split of proportions between the different classes of remoteness are similar if the other non-member organisations in the sector were included.

Table 1. FNMA members by remoteness

Remoteness	Number	% overall
Remote	7	57%
Regional	13	32%
Urban	5	11%
Total	25	100%

Stakeholders and consultation

Like any for-purpose peak body, FNMA has a range of stakeholders. For this plan, the stakeholders are defined as:

- FNMA Board
- FNMA leadership and staff – these are the 7 or so employees of FNMA who ultimately have carriage of implementing the plan
- FNMOs – these are the 38 member organisations and individuals. They typically have issues in common with each other and recurring issues with workforce development that this plan seeks to address.

FNMOs were consulted via the Converge event feedback. Converge is FNMA’s annual national media gathering conference, and notes were compiled from workshops in 2017 and 2018 which were used to inform the ESD and this plan. FNMOs were consulted directly during the preparation of the plan via a simple ten-question survey that focussed on training needs and team roles. The survey can be found in Survey Monkey <https://www.surveymonkey.com/r/VCNVN95> . Although the survey concept was sound and the tool in regular use with the sector, the response rate was too low during the time available to provide reliable data to inform this plan. Telephone or face-to-face data capture would be advised for the level of detail on organisational structures, training needs and future personnel needs. That said, because of the deep insight about the sector by FNMA staff and the good relationships with FNMOs, there was sufficient information readily available to mitigate the low survey response rate.

Duration

An implementation period of five years has been chosen noting that change in remote and very remote communities often takes longer than 10 years to achieve and therefore five years is seen as ‘short term’. A five-year period has the potential to overlap with various federal government election terms and therefore policy frameworks might vary during this period.

Costs

FNMA developed detailed costings to support the development of *Our Media Matters* campaign and the associated *Calls to Action*. In outline, the request to Government for the sector is \$5 million per annum for expanded training and career pathways implementation and \$2 million per annum for five years for archives to conserve, preserve and sustain culture and language and create archiving employment. Funding has not yet been secured and our advocacy work continues to attain it. In the meantime, there is much that can still be accomplished. The next step is to develop the second level of cost breakdown and show the outcomes tied against this plan. There is an operational budget set aside from within FNMA's existing staff budget but without new funding, most of the initiatives in this plan will not realise the overall aim of raising employment and training. These costing tasks are captured in Component 6. Sector Advocacy and Resources.

PART II – the framework

The strategic planning process is detailed in the framework shown in Figure 1. It outlines the stages to the strategy on the left-hand side: these will not be explained in this document and are offered in the diagram for framework context. Our starting point is the ESD which then drives the six components in the action plan on the right-hand side of the framework. At a macro level the action plan also informs future forms of the strategy, hence the feedback arrow from component six into the ESD.

It should also be emphasised that FNMA's values and purpose are at the centre of the framework and drive the direction of all work. FNMA's values and purpose permeate the sector and influence member organisations who then in turn help to inform the direction of the FNMA.

A brief description of the workforce development action plan components is detailed below. These are explored in Part III with associated objectives and outcomes defined.

1. Workforce analytics

'Jobs on a page' framework

The sector needs specificity around job families, job types, responsibilities and an understanding of what skills, attributes, training and experience are required to perform those roles. Jobs classification becomes a starting point for career progression mapping. FMNOs have been seeking guidance for these elements and FNMA has been assisting individual organisations however, there is no documented outline across the sector. The demand from FMNOs coupled with the drive to seek professional recognition of the sector means that completing this work is a crucial priority and enabler. It will assist FNMA provide a key service to members and help promote the sector to government bodies and training organisations. There has been considerable work done previously that can contribute to this output, such as the *Report of the Review of Operational Partnerships in the Remote Indigenous Broadcasting Sector 2014* which outlines a number of roles and structures⁷ as well specific new role recommendations noted in the ESD.

There are a number of benchmark examples for job classification systems, such as these three used widely in the Australian workplace:

- Australian and New Zealand Classification of Occupations (ANZSCO) - a classification system of occupations that provides for the standard collection, analysis, dissemination and occupation data. It was jointly developed by the Australian Bureau of Statistics, Statistics of New Zealand and the Australian Department of Education, Employment and Workplace

⁷ HughWatson Consulting, 2014, *Report of the Review of Operational Partnerships in the Remote Indigenous Broadcasting Sector* p 78.

Relations. It was last updated in 2009⁸ and remains in use with the Federal, State and Territory public sectors.

- Australian Public Service (APS)⁹ – job family model provides a standardised system for classifying and comparing roles across the APS and associated organisations. It was first introduced in 2011 and has its roots in ANZSCO. The Job Family Model is one of the APS's key Workforce Planning tools. The APS Commission collects and employs job family data to inform a number of key pieces of work such as the remuneration survey and *State of the Service Report*. By end FY2019 over 100,000 APS employees, (equating to roughly two thirds of the total APS workforce), will be mapped to the Job Family Model.
- Mercer – is one of the world's largest superannuation providers and human resource consultancies. Australian corporate organisations often use the annually published Mercer Job Library as a bench mark 'book' for developing their own 'in-house' job families descriptors and compensation frameworks¹⁰.

Ethical Jobs is a peak body job advertisement platform for the 'for purpose' sector. We confirmed that this peak body does not have any framework to offer, which further affirmed the need within the sector for FNMA to lead this important work.

It would be a useful start to align our job families with those that exist already in a well-known framework such as the APS or Mercer system. This helps bring professional alignment with existing descriptions. However, this should not be at the expense of accounting for remote and regional requirements and acknowledging language proficiency and therefore it is clear that there will need to be developed some unique roles or job families.

Another dimension and local example is NG Media's *Recruitment and Workforce Development Strategy*¹¹ that outlines its organisational structure, types of roles within the organisation, and career pathways for progression. It is a simple, yet thorough and well-reasoned document that provides good insight to jobs and structures in a remote Indigenous media organisation.

Potential workforce

The ESD does not outline the addressable or potential workforce for the sector, or the current competing sectors for Indigenous employment. It would be useful to establish a rudimentary baseline and understand the current state more closely so that changes and improvements are identified as the plan is implemented, and to help inform expectations and inform wage pressure. ABS 2016 Census data would be an ideal reference basis to create some top line snapshots of the workforce, along the lines of what Desart have completed in their *Aboriginal Art Workforce and Enterprise Development Strategy for Central Australia*.¹² Time did not permit for this work to be done to inform this action plan and so it has been incorporated as a task for completion as part of implementation.

90% Indigenous employment target

This 90% Indigenous employment target in Indigenous organisations was set by the Department of Prime Minister and Cabinet (PMC) during the Turnbull government. There are 38 FNMOs and of

⁸ Source: www.abs.gov.au – viewed 23 May 2019

⁹ Source: <https://www.apsc.gov.au/job-family-model> - viewed 23 May 2019

¹⁰ Source: www.mercer.com.au/our-thinking/career-framework.html - viewed 23 May 2019

¹¹ T. Collins, NG Media, 2018, *Recruitment and Workforce Development Strategy* (internal document, not published).

¹² T. Collins, 2019, *Aboriginal Art Workforce and Enterprise Development Strategy for Central Australia 2019* (draft), Desart. – conversations and draft document viewed in May 2019

these 19 have already attained 90% Indigenous employment. To 'hold the gain' we have noted an action for analysis to understand what led to the success of these organisations and what (if anything) needs to be put in place to maintain this result. However, the main focus of effort should be analysing the 10 FNMOs where there is between 75-89% Indigenous employment, to investigate how this ratio could be improved to reach the target of 90%. It could be that some small tailored, focussed efforts could help move the ratio in the right direction to improve Indigenous employment. This analysis should then feed into the jobs and training package to enable growth. The nine FNMOs with less than 74% Indigenous employment need attention and support, however, it should also be noted that many of these organisations are very small.

Survey

The importance of data about the sector cannot be overstated. FNMA has excellent pedigree in this area and has taken an evidenced-based approach in the development of its programs and advocacy. The *2016 Audience Survey* that it commissioned and developed is one example¹³. To ensure we track our progress towards our aim of doubling employment in the sector within five years, we need to obtain data regularly ideally about every two years, in 2020 and 2022 and 2024, about the sector and workforce. Given past experience, face-to-face delivery of the survey works best particularly in remote areas and needs to be conducted by people who understand country and culture.

Jobs ideas

As a first reference point, the ESD offers perspectives on the need to introduce new Indigenous specific jobs to the sector, and mentions roles titled 'Digital Liaison' and 'Community Archive Worker'. FNMA's predecessor organisation IRCA's *Joining the Dots* submission to the Indigenous Broadcasting and Media Sector Review in 2010¹⁴ remains a pertinent body of work in analysing job requirements for Indigenous remote communities, despite digital convergence since that time about emerging or new jobs. It mentions other roles not noted in the ESD. Through consultation with the team at FNMA, and via the survey feedback, we have modified the ESD recommendation to develop roles for the sector overall and in media, technology and archiving.

For remote communities we suggest using the Ranger Program as a bench mark. The Central Land Council (CLC) provided direct perspective in conversation about the structure and success of their version of the Ranger Program, which has been summarised in

¹³ Source: <https://firstnationsmedia.org.au/projects/indigenous-communications-and-media-survey-2016> - viewed 31 May 2019

¹⁴ Indigenous Remote Communications Association, 2010, *Joining the Dots: Dreaming a Digital Future for Remote Indigenous Media: Submission to the Indigenous Broadcasting and Media Sector Review 2010*.

Appendix 1. Case Study - Ranger Program, Central Land Council, NT. More detail about the Ranger Program outcomes is detailed in CLC Ranger Program Report 2017-2018¹⁵. We believe that there is high cross-over in the way the Ranger Program has been developed to learn from and apply to the sector for remote and regional communities for the development of, for example, a Media Ranger Program.

While it is difficult to outline a 'typical' Indigenous broadcast and media centre structure because of the wide variation when comparing remote, regional and urban centres, there are some common job families:

- General Manager or Station Manager
- Programming – outside broadcasts (OBs) , media workers, journalists
- Production – radio documentary, podcasts, video/online
- Technical – either in-house or contracted, provides support to facilities and OBs
- Cultural Officers – events and cultural events
- Video Officer – local community and cultural projects
- Music Officer – workshops, recordings, music development
- Telecentre Co-ordinator – community IT access and skills

The job families and roles to focus on developing initially are:

- Media – Media Trainee, Media Officer, Media Manager, Journalist
- Technology – Technical Trainee, Technical Officer, Technical Manager
- Archive – Archive Trainee, Archive Officer, Archive Manager

The 'emerging' job areas to focus on are:

- Multimedia
- Online journalism

2. Recruitment and retention

Recruitment

This component is about attracting candidates with the right skills and attributes to job opportunities, conducting candidate screening, selection and induction. There are some common tactics between remote, regional and urban FMNOs, and there are tactics that are needed for one or other of the geographies. For example, advertising tactics that work well in urban areas might not work as well for remote communities. FNMA has a number of platforms in place and has been performing some of the work already, such as advertising vacant positions on the FNMA website and in the monthly FNMA newsletter. So, by example, some of the tasks in this part of the plan not new and are noted to continue. Other elements are new and yet to start, such as the recommended action in the ESD that FNMA secure partnerships more directly with Indigenous recruitment agencies to increase targeted employment in the sector.

FNMA has an opportunity to assist First Nations people in the sector build their organisational and individual professional profiles in existing platforms such as Black Book's Directory and LinkedIn, and in so doing also raise the profile of the sector overall. Greater visibility of individual practitioners in the sectors supports the overall aims of FNMA as well as supporting workforce development. Black Book's directory¹⁶ includes more than 2,700 listings of Indigenous organisations and individuals working across 95 professions in the arts and media. Each listing provides contact information as

¹⁵ Central Land Council, 2018, *CLC Ranger Program Report 2017-2018*, Supplement to the CLC Annual Report 2017-2018

¹⁶ Source: www.blackbook.org.a – viewed 31 May 2019

well as a history individual professional experience and organisational profiles. LinkedIn is mainstream and used widely by people in urban areas and major corporate organisations for recruitment and job seeking. Many people also use it as a means to take a quick look at a person's resume and connections before, for example, going into a meeting with someone for the first time. LinkedIn has potential value in lifting the visibility of organisations, individuals and content and something to consider in time as a means of helping link people and organisations beyond the sector.

In the recruitment cycle, of note is the work already often performed by the FNMA General Manager and Assistant Manager to support FNMOs with candidate selection, screening and interviewing. The framework and action plan gives visibility to this important work already in place and suggests possible ways to extend it more formally as a more bounded member service.

Retention

Retention is the ability of an organisation to keep its employees in employment. In this case, we need to take a broader look at 'sector' retention as well as individual organisational retention. For example, staff might move within the sector and advance their skills, which could be seen in a positive light. Staff might be leaking from an FNMO to a competing project in remote communities because of wage or job conditions, which might also be seen in a positive light due to country and culture reasons. We need to establish a base measure of retention over set periods, say two years, five years, 10 years to inform the ESD revisions in the future. Establishing the framework and obtaining the benchmark data is the first step.

Anecdotally, a key factor in retaining staff in FNMOs is the requirement for flexibility. As noted in the submission by IRCA to the Indigenous Broadcasting and Media Sector in 2010, many Indigenous people prefer more flexible work arrangements than the western 38-hour week, office-based work model. Staff often work hard on a project but may take time off for sorry business, cultural business or to travel to attend meetings or visit family. These aspects of retention link to the development of good contracts noted in Component 3. Wages and Conditions, and to advocate for change in the National Jobs Program (NJP) in Component 6. Sector Advocacy and Context.

Typically, large corporate organisations recognise that retention is also influenced by workplace culture and morale. These sentiments are typically gauged during a 'your voice' type of employee survey and monitored to identify improvements that can be made to a workplace regarding things like manager/staff engagement and recognition of meaningful work. The work that FNMA undertakes annually with its awards and festivals can be viewed as contributing to workplace retention and could serve as useful opportunities to pulse the sentiment of retention across the sector.

Component 2. Recruitment and Retention has natural links to Component 6. Sector Advocacy and Context with respect to the Policy Bank. Many of the FNMOs are in good shape with their human resources policy framework but many are not and would find it valuable to draw on the leadership of FNMA for policies especially relating to recruitment and retention. FNMA provides member service and leadership for the sector by providing template examples of policies to assist the sector with governance. These actions are captured under Component 6 in the action plan.

3. Wages and conditions

There are some threshold requirements to achieve for the sector that have potential transformational impacts for wages and conditions to employment, such as a review of the award framework, mapping government funding sources and developing cultural safety documentation.

Industry Award Wage Review

The Industry Award Wage Review is a large body of work despite the apparent simplicity of the tasks outlined in the plan. The ESD mentions a number of very specific tasks associated with Industry Awards but does not provide a great deal of context or specificity. According to the Fair Work Commission¹⁷, modern Awards are legal documents that outline the minimum pay rates and conditions of employment. There are more than 100 industry or occupation awards that cover most people who work in Australia. The Fair Work Commission recognises Aboriginal and Torres Strait Islander people as first Australians and notes its commitment to ensuring Aboriginal and Torres Strait Island people benefit from the work of the Commission. Apart from the well-known *Journalists Published Media Award 2010* and the *Broadcasting, Recorded Entertainment and Cinemas Award 2010*, there are long standing gaps in the award framework for the sector such as non-broadcaster production roles in remote communities and the recognition of culture and language skills. The intention is that with analysis completed on the award framework that FNMA can then make recommendations for award improvements. Judging from previous consultations with the Fair Work Ombudsman and the Commission this group of tasks could take a number of years to resolve however, this should not deter us from starting.

Establishing a new award will involve four phases:

1. Defining job families and roles in the sector (This is the 'jobs on a page' work developed in Component 1.)
2. Gathering current award data and identifying gaps against the 'jobs on a page framework'
3. Designing a new model award for the sector, with specialist help
4. Advocating with Fair Work Commission for the new award

Government funding map

There are two elements to this activity: confirming available funding pools and cross-matching funding with award wages.

Analysing government funding pools for workforce related funding at the Federal, State/Territory and Local Council level is an important action plan task in this component. This is because it is possible that the sector is overlooking key sources of funding simply because of lack of awareness or the complexity of the ecosystem. Additionally, there are known key gaps in funding that need highlighting, along with funding programs that have been in existence for a while have not kept pace with inflation. As noted in the ESD, the majority of remote broadcaster and media producer roles in the sector are funded through various government programs but are mostly paid below award wage levels. It is envisaged that the output of this activity could be an input to further advocacy work in Component 6.

Cultural safety

Cultural factors vary across the FNMOs, yet the common threads remain of ensuring a physical and culturally safe work environment for all staff. The ESD refers to cultural safety in the broad, however, to ensure an actionable plan we needed more context and detail. FNMA performs a key role in helping to specify the characteristics of cultural safety for FNMOs and also acts in a leadership capacity for the media and communications sector more broadly so that Indigenous staff can be confident when seeking placement in mainstream organisations. We undertook a brief desktop research exercise to inform this plan and concluded that there is not much readily available reference material for cultural safety programs or frameworks that are tested or proven: there is no 'playbook'. There is a lot of use of the term 'cultural safety' in large corporates, but no shared or

¹⁷ Source: www.fairwork.gov.au/awards-and-agreements/awards - viewed 23 May 2019

common body of work. The term originates from New Zealand's health sector where Williams¹⁸ defined cultural safety as:

'An environment that is spiritually, socially and emotionally safe, as well as physically safe for people; where there is no assault challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience of learning together.'

The sector needs two key documents: a reference for what cultural safety looks like and how to achieve it within their own organisations and a second document for mainstream media organisations hosting or employing First Nations people in their workplace to ensure cultural safety. Lester Bostock¹⁹ created a guide for SBS in 1997 to prepare media going into First Nations country. Bostock's document is a practical benchmark 'how to' document that remains poignant 20 years after it was written and serves as an example of what whitefella organisations need. In addition to Bostock, the other body of substantial current thinking and influence on cultural safety to consider is the work by Associate Professor Richard Frankland at Melbourne University and the workshops featured on Media RING's website.²⁰

Another cultural aspect of employment conditions for the sector is to recognise cultural inclusions in employment contracts. For example, men's business sometimes takes men away from jobs for six to eight weeks yet if they are absent under current government jobs package for more than three days then allowances stop, and they can lose their jobs. With better employment contracts some of these constraints can be overcome. Organisations such as the Alice Springs Desert Park²¹ and NPY Women's Council²² have very sound reputations for cultural safety and employment conditions and therefore would serve as a useful basis for developing templates for the sector. This action is captured in this component in the Smartsheet so that work can be done to inform policy and templates which ultimately go into the FNMA Policy Bank (Policy Bank). The Policy Bank is referenced under Component 6.

4. Professional development and training

This component is informed by the outputs from the work completed in Component 1. Workforce Analytics. It incorporates course design, partnership with training and education providers, and more informal skills development and workshops. The aim is to develop and train people in the sector and to ensure that there is provision and choice for how knowledge and skills are developed.

The ESD mentions a number of Registered Training Organisations (RTOs) that FNMA has worked with and needs to continue to work with in the near-term future. A brief explanation is provided here to supplement the ESD to provide further context:

1. The **Batchelor Institute** has a history of partnering with the sector for vocational education and training (VET), but this has waned in recent years. Over ten years ago the Institute offered a suite of practical courses for AFNBMS, often delivered in distance mode or face-to-face in remote locations on country. For various reasons the course offering was diluted and fell away over the years leaving a hole in the training regime. FNMA and Batchelor Institute have revitalised the relationship during May 2019 and the call for a renewed training offering has

¹⁸ Williams, R. 1999, *Cultural safety – what does it mean for our work practice?* *Australian and New Zealand Journal of Public Health*, 23(2), 213-214

¹⁹ Bostock, L 1997, *SBS The Greater Perspective: Protocol and Guidelines for the Production of Film and Television on Aboriginal and Torres Strait Islander Communities*.

²⁰ Source: www.mediaring.com.au/industry-updates/indigenous-employment-workshop-videos-richard-frankland/ - viewed 31 May 2019

²¹ Source: www.alicespringsdesertpark.com.au – viewed 31 May 2019

²² Source: www.npywc.org.au – viewed on 31 May 2019

been supported. It is expected that a revamped syllabus will be drafted for discussion at the Remote Indigenous Media Festival in September 2019.

2. The **Australian Film, Television and Radio School (AFTRS)** has a long history of support to Indigenous people. It provides deep learning in film literacy and broadcast industries enabling storytellers to be authorities of their craft²³ and has a considerable reputation globally in the media sector. It offers scholarships and subsidies for its courses and has developed a range of workshops and short courses to support FNMOs. AFTRS is looking to FNMA to help define requirements for partnering, especially course design, development and delivery. AFTRS has and remains a key partner for this plan.
3. The **Community Media Training Organisation (CMTO)** delivers both accredited and non-accredited (pathways) training in a range of skills to community broadcasters and community media organisations. It was founded in 2010, is governed by a board of directors, and executes its work through a team of three equivalent full-time workers, along with an extensive network of contracted trainers and coaches. The organisation has developed all of its own learning and assessment resources including e-learning resources delivered through its online school. The CMTO receives funding support from the Community Broadcasting Foundation for the management of the National Training Project and associated activities to deliver, support and build capacity for training in the community media sector²⁴. The CMTO is a long-standing partner with FNMA and remains strategically aligned and committed to provide mentoring and training for the sector with a particular focus in regional and remote areas. In consultations during the formation of this plan, CMTO outlined the commencement of their Leadership and Enterprise Project 2019, and their willingness to contribute to the development of FNMA education and skills framework that forms part of the FNMA 'Jobs on a Page' framework outlined in Component 1. Workforce Analytics.
4. **Goolari Media** is a fully owned subsidiary of Broome Aboriginal Media Association and was established around 1997 to assist the development of Indigenous and non-Indigenous communications in the Kimberley region. It creates and produces events and activities for the entire community and delivers nationally accredited training in media and events management.²⁵ FNMA has a close relationship with Goolari Media.
5. **Brisbane Indigenous Media Association (BIMA) AAA Training** - is the RTO division of BIMA, delivering accredited courses in Media, Technology, Business, Employment and Foundation Skills. FNMA has a close relationship with AAA Training and BIMA as evidenced by co-hosting Converge in 2018. The training offer from AAA Training has tapered over the last 12-18 months, however it remains open to suggestions which could be informed from the training needs analysis action in this plan.
6. **The Institute of Community Directors Australia (ICDA)** is Australia's best-practice governance network for not-for-profit boards, committees, councils, schools, and their staff²⁶. ICDA delivers information, tools, training, events, qualifications and credentials to not-for-profits of all kinds. It offers a range of training resources and courses that would be highly relevant for FNMA and the AFNBMS.

It is prudent here to note the reform work underway for Vocational Education and Training (VET) by the Federal Government. During 2015 the Federal Government undertook a national strategic review of VET to simplify the qualifications system and ensure that training was meeting the needs

²³ Source: www.aftrs.edu.au - viewed 19 May 2019

²⁴ Source: www.cmtto.org.au – viewed during May 2019

²⁵ Source: www.goolari.com – viewed on 22 May 2019

²⁶ Source: www.communitydirectors.com.au – viewed on 28 May 2019

of industry. The Australian Industry and Skills Committee (AISC)²⁷ was formed who then contracted various organisations, such as Price Waterhouse Coopers (PWC)²⁸, to undertake research, consultation and recommend changes to VET. Our sector falls under the culture and related industries (CUA) group and the 'screen, media and broadcasting' subcategory. Although FNMA recognises the progress to date, it took three years from the commencement of the review for our sector to be reviewed in 2018 and a change approved for the screen media and broadcasting category (completed in April 2018). PWC are expecting to present the training package for CUA in June 2019. It will then take considerable time after this for the final phase of the project to be completed which will include a framework to be released and for training providers to align with the national framework. FNMA has been involved in consultations and recommendations and will continue to do so. However, in the meantime, FNMA needs to drive on in its work to lead the sector, without delay, by defining job families, roles, skills and training in a sector framework.

It is also important to remain connected to organisations in sectors adjacent to FNMA, such as Desert and Empowering Communities, as they grapple with similar issues about increasing Indigenous employment and training. For example, at the time of writing this plan, Desert were exploring the possibility of establishing an Arts and Media Academy for Central Australia to create a hub for non-accredited training for their Aboriginal Art Work Program.

Using the training needs analysis work from Component 1. Workforce Analytics in the plan, it is envisaged that this would lead to a training and development rubric of courses and providers of existing offers and then the gaps identified can be addressed for further development by partner organisations. This draft should be shared with a reference group from FNMOs as is the practice by FNMA in its work on other projects. It is not envisaged that FNMA would become an RTO or develop training resources in its own right, but rather continue to partner with organisations.

The FNMA Operational Plan 2019 identifies the need to update the Indigenous Broadcasters Toolkit and RIBS Manual and publish it online. This technical work is a vital member service and likely to be contracted as a small project in its own right and should be checked via a reference group from the sector to provide testing and quality assurance.

FNMA has excellent history of providing a forum for professional development and skills workshops at its core events - annually at Converge and the Indigenous Media Focus Day, and every two years at the Remote Indigenous Media Festival. At these gatherings partner RTOs and subject matter experts are invited to lead workshops. This has been critical for the sector and should continue. FNMA's new Industry Development Officer (IDO) role description includes key performance indicators (KPIs) around establishing a calendar of monthly webinars and facilitating their implementation. The training rubric and member feedback will help inform the choice of workshop topics.

5. Leadership and succession

This component addresses the crucial role that leaders play in the sector and the need to build capacity from within the sector with the aim of equipping and enabling Indigenous people to lead teams and organisations. The aim is that every Indigenous media organisation is staffed completely by Aboriginal or Torres Strait Islander people, in all roles from leaders to trainees. The work completed in Component 1. Workforce Analytics with the jobs plan on a page will help to inform some of these elements in this component. Anecdotally, the struggle often faced is finding Indigenous leaders and managers for the sector. The strategy we know that works is to grow leaders and managers from within the sector. With this in mind, we have identified five foundational

²⁷ Source: www.aisc.net.au – viewed on 22 May 2019

²⁸ Source: www.skillsforaustralia.com – viewed on 21 May 2019

elements: career pathways, mentorships, exchanges, cadetships and traineeships, and a management development program.

Career pathways

Career pathways are typically small groups of jobs or occupations that share common skills, knowledge and interest. With education, training or experience the concept is that person can move along a path with increasing seniority or identify other tracks to try with a clear understanding of requirements to make a shift. Some simple career path maps exist in mainstream communications and media roles and these could be built on and tailored for remote and regional Indigenous requirements and would be equally helpful in urban areas. A brief desktop literature review revealed that there is very little published of direct relevance to the sector. However, a useful starting point is the work published by Minnesota State University²⁹ with their pictorial maps. Consulting with a reference group from sector RTOs about career pathways would ensure alignment and relevance.

Mentorships

Mentorships typically involve a senior person helping a less experienced or more junior person. The mentee remains in place in their current role with link ups with their mentor either remotely via telephone or Skype and with face-to-face meetings if the opportunity presents. However, mentorships can be very productive even without direct contact. The mentor draws on their own experience and assists the mentee. It is a learning and development partnership between someone with vast experience and someone who wants to learn. Mentor programs typically work well in a bounded timeframe with clear objectives and expectations calibrated for both the mentee and mentor.

The aim of this element is to broaden the offer currently in place and create a framework to give more visibility, form and availability to members. Mentoring can take many forms: it is envisaged that the tools provided by FNMA will act as a springboard for the sector to help with retention, advancement and succession planning. FNMA already plays an important role in the sector in mentoring. It mentors FNMO staff directly, particularly in IT and leadership. It also acts as a facilitator by creating meeting places (through its events) to help identify mentees and mentors and then cross-match the relationships.

The additional member offer suggested here is to provide some shape and focus to what is already happening informally but not to direct or dictate things too closely. For example, provide a simple written guide on being a mentee to help bound expectations and give guidance on the engagement, along with a similar companion guide for mentors, and then bundled under the auspices of a Mentor Program, would be useful for the sector. Opportunity exists at regular station manager meetings facilitated by FNMA to identify mentee opportunities and help canvass for mentor support and mentee opportunities. Ideally, these relationships would be captured and reported as examples of effective sector leadership by FNMA and sector strengthening for the workforce. CMTO is very keen to partner with the sector in developing the Mentor Program.

Exchanges

Exchange programs typically involve a person moving out of their normal role and place of work for a short period of time to be placed in another role generally in another organisation and often in another location, for broadening and leadership development or specific skills uptake. The Jawun Program is a good example of an exchange engagement³⁰.

²⁹ Source: <https://careerwise.minnstate.edu/careers/journalism-broadcasting-pathway.html> - viewed on 3 Jun 2019

³⁰ Source: www.Jawun.org.au – viewed on 3 Jun 2019

One suggestion by FNMA General Manager, is to give 'exchange' a focus month during the year and facilitate the opportunity engagement in monthly station meetings and build the opportunity around either a particular skill set such as e.g. social media or focus on a level of leadership for development such as 'emerging leaders'. Whatever the answer, the Exchange Program needs definition, documentation and low-cost outlay by sending organisations in order to be sustainable. Like the Mentor Program the Exchange Program needs simple documentation in the first instance and some modest funding to commence to assist with travel and placement costs. Out of a sector workforce of 500, an Exchange Program to address about 2-5% of staff would be within corporate norms. The lead time to commencement is likely to be about 12 months and could start with an exchange cohort of around 5-10 staff. The new IDO could be the co-ordinator of the Exchange Program as a point of contact for placements to lead in and out briefing, ensure cultural safety and program effectiveness, capture stories and metrics.

Cadetships and traineeships

There is a range of cadetships already in place in the sector, such as ABC and SBS cadetships, and traineeships funded via the Australian Communications and Media Authority (ACMA). The initial aim of this element is to capture data about currently available cadetships and traineeships and promote the programs through FNMA's platforms and channels. While many are well-known within the sector, many are not and so FNMA has a role to help inform sector members and to prompt longer range thinking and planning.

In time, the next phase is to identify cadetship and traineeship gaps and to advocate for these to be addressed.

Management development program

Many FNMOs have non-Indigenous station managers and team leaders. The sector has already achieved pockets of success of growing managers from within, by having Indigenous people shadow the manager or leader that they are identified to replace. This takes time and equally takes additional funding as it only works when there is capacity to hire additional 'overlap' in roles for a time until the manager-in-training is ready to be appointed.

To build on the success already achieved, we recommend creating a Management Development Program to give focus, gather metrics, ensure knowledge and skills transfer, and provide bespoke tailored approach to the individual FNMO and staff needs.

6. Sector advocacy and resources

There are a number of advocacy initiatives that FNMA has already commenced as demonstrated with the *Calls to Action*³¹ campaign which have direct workforce development impacts for the sector. There is also a range of additional action items that need to be implemented in order to bring the ESD and the Workforce Development Framework to life that are explained in this component, such as the policy bank, a relief staff pool, communication, action plan reporting and review.

Advocacy

As noted in the ESD, the sector needs ongoing financial commitment from all levels of government to build pathways and bring about the Indigenous Advancement Strategy. At the time of writing this plan, the Federal Election 2019 was held, returning a Coalition Liberal National Party to Government. It is unclear yet whether or not there will be changes to Federal Government policy for Indigenous Affairs, so in the absence of new information or change to policy direction FNMA's *Our Media*

³¹ First Nations Media Australia 2019, *Our Media Matters Call for Action*.

Matters campaign remains active and relevant. The *Calls to Action* are referenced in the Smartsheet recognising that each has detailed plans that sit with the accountable lead for implementation and are not outlined here.

Policy bank

FNMA offers its members access to a Policy Bank³² that includes a range of human resources policies as templates for FMNOs to adapt for their own use. The good practice of having policy frameworks in place remains a vital indicator of professionalism and in turn influences government bodies positively in their perception of sector. However, more importantly, it sets organisations up for success and is an important risk mitigant in caring for people. It is vital work to helping drive repeatable, sound practices across the sector. A review and refresh of the policies has been included in the action plan to ensure that this valuable body of work remains relevant and current. In addition to existing policies, there are a number of policies not yet built which are likely to emerge from project work undertaken for this plan under the various components, which should in turn be added to the Policy Bank.

Relief staff pool for bench strength

A staffing challenge for many FNMOs is managing temporary absences or vacancies. The organisations often have very shallow bench strength (if any at all) to back fill additional responsibilities from within their own organisations. The consequence is that work stalls which can result in core functions being at risk of non-completion. For staff wellbeing there is the risk of burnout. To help mitigate these risks and ameliorate the consequences, FNMA plays a leadership role to link FMNOs to relief staff to fill temporary vacancies, such as ensuring that existing staff can take annual leave. FNMA does much of this informally already, and with a few small changes, the work could be shaped into a more formal 'relief staff pool' through its network, forums at events, and use of 'jobs vacant' in its platforms. One action to explore further is building a strategic relationship with Black Book Directory³³. Black Book's sponsor organisations are film and arts focussed and lack broadcasting and other media partnerships so there is a potential opportunity. Another tactic to support the 'virtual pool' is via work completed in Component 5. Leadership and Success through mentors and exchanges which could in time provide bench strength as well.

Resources – people and funding

FNMA is recruiting a new additional full-time IDO role. The IDO will report to the FNMA General Manager and, working closely with the General Manager and other FNMA staff, will be responsible for implementing this action plan. The KPIs for the role align with the actions in this plan. There are no additional permanent staff resources foreshadowed at this time however, as the plan is implemented and developed further this could change. Some of the project work identified in the plan would be ideal for short term contracted work, possibly resourced through the Jawun Program, to maintain momentum.

Budget estimation, management and forecast is a key project management requirement to equip and enable this plan. As mentioned in Part I, there has been substantial work completed so far to estimate cost inputs for the *Our Media Matters* campaign. These need to be reviewed and compiled into a budget aligned to this plan, within the announced funding request envelopes, with a second-level of detail specified to understand what is and what is not yet funded. The budget needs to be confirmed by leadership and then managed under normal project management budget protocols.

³² Source: <https://firstnationsmedia.org.au/policy-bank> - viewed 31 May 2019

³³ Source: <http://www.theblackbook.org.au/directory.asp> - viewed 23 May 2019

Communication and engagement

An effective peak body in a for-purpose sector must communicate and engage with members and stakeholders in a productive way to maintain connection, utility and relevance. FNMA takes this duty and responsibility very seriously: it holds regular meetings, events, and forums with the sector and has an established practice of forming reference group for project review. So there is precedent and good practice in place to communicate and engage with the sector to showcase and seek feedback about this plan. Throughout the plan reference groups are mentioned for specific projects drawn from the industry or sector with the purpose of considering draft work and seek input and advice. The KPIs for the IDO also note the importance of establishing these groups and contributing to the FNMA newsletter and online sharing.

Reporting and review

Reporting status on completing the plan should be communicated regularly in alignment with FNMA's reporting cadence using the Smartsheet in the first instance, along with a summary of blockers, impediments, and milestone completion. We note that the IDO has KPIs that include the plan and so there is confidence and comfort that the plan has direct accountability for implementation. A simple one-page dashboard to show the progress of the plan completion would be useful to consider developing in time as many senior stakeholders will not want to see the whole gantt chart to gain insight to the plan.

PART III – component objectives and outcomes

While Part III is likely to change as the plan evolves, the aims and objectives should endure. The numbering for each component and the associated desired outcomes are reflected in the companion Smartsheet document.

The aim of the plan is to double the employment of First Nations people in the sector within five years from about 500 employees to 1000 by the year 2024.

1. Workforce analytics

Objectives

- Understand the potential Indigenous workforce numbers and dimensions in the sector.
- A jobs framework for the sector, broken down by remote, regional and urban areas that specifies roles and position requirements so that the sector has a plan for future growth.
- Achieve 90% Indigenous employment target in FNMOs.
- Maintain an evidence base with reliable data to track progress of workforce development in the sector.
- Deliver ‘new jobs’ program for the sector.

Desired outcomes

- 1.1 Defined potential workforce baseline established based on ABS 2016 Census data
- 1.2 Defined job families, functions and roles in a ‘jobs on a page’ framework
- 1.3 Defined job skills for roles
- 1.4 Defined accredited and non-accredited training for roles
- 1.5 Defined career pathways
- 1.6 Examples of organisational structures for a remote, regional and urban FNMO
- 1.7 Conduct an FNMO survey every two years to track progress, in 2020, 2022 and 2024. Perform analysis and report.
- 1.8 Analysis of 90% Indigenous target in FNMOs and detailed tactics for each of the 38 FNMOs to either hold or improve attainment of the target.
- 1.9 Defined tactics to achieving a jobs program in the sector, focussed on media, technology and archiving.
- 1.10 Defined tactics for emerging jobs area, focussed on social media and online journalism
- 1.11 Defined tactics to achieving a Media Ranger Program for remote communities.

2. Recruitment and retention

Objectives

- Increase awareness of job vacancies.
- Increase the number of qualified applicants by First Nations people for job vacancies in the sector.
- Support applicant screening, selection and induction for member FNMOs to reduce time that positions are vacant and improve candidate job-match.
- Support job satisfaction and retention.

Desired outcomes

- 2.1 FNMA – use existing platforms to promote job vacancies in the sector, such as FNMA website, newsletter and social media channels.
- 2.2 Indigenous Recruitment Agency – identify and partner with agencies to increase targeted employment in the sector. Monitor fulfillment.

- 2.3 Black Book's Directory – develop strategic partnership and promote the Directory's use with the sector to increase take up and visibility of individual and organisational capability.
- 2.4 LinkedIn – promote the use of LinkedIn profiles for individuals and organisations to assist visibility in mainstream media and other sectors, as well as a recruitment and networking tool.
- 2.5 Defined offer by FNMA to member FNMOs for recruitment support. Analyse and report.
- 2.6 Defined retention measurement baseline and metrics.
- 2.7 Obtain 'retention sentiment' feedback data from the sector at FNMA events. Analyse and report.

3. Wages and conditions

Objectives

- Achieve new modern award for the sector with the Fair Work Commission.
- Define wage and salary levels and advocate for an increase to recognise training, skills and responsibilities of roles in the sector.
- Provide cultural safety leadership for the sector.

Desired outcomes

- 3.1 Conduct industry award wages review. Provide gap analysis compared to job level framework (output from workforce analytics).
- 3.2 Map current government funding programs to new award and job level framework. Perform analysis and identify gaps.
- 3.3 Consult with industry SMEs on tactical approach with FWC.
- 3.4 Develop new modern award for the sector and pitch to FWC.
- 3.5 Assurance that available government funding at all levels of government is harnessed for the sector. Perform analysis and advise.
- 3.6 Analyse benchmark cultural safety programs in adjacent sectors and identify learnings e.g. Alice Springs Desert Park and NPY Women's Council.
- 3.7 Develop cultural safety guide for FNMOs.
- 3.8 Develop cultural safety guide for host organisations in mainstream media.
- 3.9 Ensure employment conditions reflect modern awards and cultural and community responsibilities.

4. Professional development and training

Objectives

- Develop a training and development framework for remote, regional and urban FNMOs so that the sector has a training plan for future growth, aligned to the 'jobs on a page' framework.
- Partner with existing training providers, identify and fill training gaps.

Desired outcomes

- 4.1 Continue FNMA input to the Federal government VET framework review currently underway.
- 4.2 Training rubric of courses and providers of existing offer aligned with 'jobs on a page' framework.
- 4.3 Training and development gaps identified and used as input for RTO liaison or advocacy for fulfilment.
- 4.4 Guidance obtained from FNMA reference group of RTOs and FNMOs to ensure alignment.
- 4.5 Identify existing workshops and webinars that support the sector 'jobs on a page' framework and promote.
- 4.6 Workshops opportunities delivered facilitated at FNMA events (Converge, Indigenous Media Day, Remote Indigenous Media Festival) to contribute to professional development. Obtain feedback, analyse and report.

- 4.7 Indigenous Broadcasters Toolkit and RIBS Manual is updated and available online. Seek endorsement from FNMO and stakeholder reference group. Monitor and maintain. Report on usage.

5. Leadership and succession

Objectives

- Grow First Nations leaders from within the sector to lead and manage FNMOs and other media organisations.
- Support First Nations career advancement in the sector.

Desired outcomes

- 5.1 Develop and promote career pathways maps for the sector, aligned with 'jobs on a page' framework.
- 5.2 Develop and promote a Mentor Program for mentees and mentors.
- 5.3 Develop and promote an Exchange Program for FNMO staff development.
- 5.4 Identify and promote existing cadetships and traineeships in the sector.
- 5.5 Identify gaps in cadetships and traineeships and define tactics to address closure with advocacy.
- 5.6 Develop and promote a Management Development Program in the sector.

6. Sector advocacy and resources

Objectives

- Secure funding and government support for ongoing jobs and skills growth in the sector.
- Sector is equipped with workforce development tools and practices.
- Workforce development action plan for implementation with people, funding and reporting.
- Plan is managed with project management protocols.
- Sector is consulted and engaged on progress and outcomes of the plan.

Desired outcomes

- 6.1 Delivered advocacy outcomes through the *Calls to Action* campaign.
- 6.2 Current and contemporary Policy Bank for FNMO members to equip and enable the sector on workforce related matters.
- 6.3 Relief Staff Pool Program defined and delivered. Monitor and report on effectiveness.
- 6.4 Black Book Directory (or equivalent) partnership in place and active in the sector for industry practitioner skills and experiences to support the Relief Staff Pool Program.
- 6.5 FNMA IDO recruited, inducted and working effectively on this plan.
- 6.6 Other staff resource needs identified and defined e.g. future Jawun projects.
- 6.7 Reference groups are established – at least two are established and operating by end 2019 on two action plan sub-projects.
- 6.8 Action plan status is communicated regularly in FNMA communications, such as board reports and a regular agenda item in existing forums such as station manager meetings.
- 6.9 Fully costed budget to support the plan is managed and forecast with current and future funding pools identified.
- 6.10 Reporting on action plan progress is completed on time with direction from FNMA GM – dashboard is established and Smartsheet is used as key tool for project status.

Appendix 1. Case Study - Ranger Program, Central Land Council, NT

Focus Question – the Ranger Program is heralded by First Nations people and other stakeholders as a success. Our case study question was: Could the Ranger Program be applied as a model to the sector to develop a Media Ranger Program to support the development of FNMOs?

Context – Indigenous ranger projects were first funded by the Department of Prime Minister and Cabinet in 2007 through the former Working on Country Program and created meaningful employment, training and career pathways for Aboriginal and Torres Strait Islander people in land and sea management. Indigenous ranger funding has created more than 2200 full-time, part-time and casual jobs for First Nations people around Australia.

Indigenous ranger projects support Indigenous people to combine traditional knowledge with conservation training to protect and manage their land, sea and culture. Indigenous ranger groups also develop partnerships with research, education, philanthropic and commercial organisations to share skills and knowledge, engage with schools, and generate additional income and jobs in the environmental, biosecurity, heritage and other sectors.³⁴ The program is operated by land councils in conjunction with Traditional Owners.

Funding is predominantly from the Department of Prime Minister and Cabinet, although there are strong links and support from state authorities and foundations, such as the Pew Charitable Trust.

- **Ranger Operations**³⁵– nationally there are some variations in the implementation of the Ranger Program, so this case study uses the Central Land Council’s (CLC) Ranger Program as a benchmark. CLC’s Ranger Program is a subset of the overall national Ranger Program.
- **Organisation & tasking** - the CLC Ranger Program is organised in 12 groups identified by Traditional Owners, largely organised around language groups. Each group is led by a Ranger Co-ordinator, who supervises anywhere between 4–10 Rangers. There is ‘wrap around support’ with four mentors from CLC who coach, mentor and develop the Rangers, with a particular focus on the Ranger Co-ordinators but work across the whole team as needed. Rangers typically work together in their teams on a range of activities identified by Traditional Owners such as fencing, caring for rare species, wildlife tracking and surveys, and introduced species eradication.
- **Work mode** – team roles are full time, part-time and casual. The majority of CLC Rangers are part-time, mostly by choice because of commitments to family and culture. The breakdown is summarised in Table 2. CLC Ranger work mode.

Table 2. CLC Ranger work mode

Mode	Days worked	Number of Rangers
Full time	5 days	7
Part-time	4 days	66
Casual	Less than 4 days	32
Total		105

- **Training** is an important enabler. Some of the training is compulsory, such as workplace health and safety. However, most of the training is not compulsory although strongly encouraged. (The training framework is being re-worked presently.)

³⁴ Source: Department of Prime Minister and Cabinet website <https://www.pmc.gov.au/indigenous-affairs/environment/indigenous-rangers-working-country> - viewed during May 2019

³⁵ Source: Central Land Council, *CLC Ranger Program Report Supplement to the CLC Annual Report 2017-2018*, and in-person conversations with staff at CLC during May 2019.

- **Advancement** - most people commence their role in the program as either a Ranger or a Leading Ranger depending on previous experience and cultural authority. Not everyone seeks advancement. Those that do, can seek promotion to the role of Ranger Support Officer who shadow the Ranger Co-ordinator to learn the Co-ordinator role first hand.
- **Recruitment & selection** - there is high regard for Rangers, typified by school students often remarking that when they finish school, they 'want to be a Ranger'. There are many more people applying for roles than there are positions available, which reinforces the need for robust recruitment standards and to avoid any perceptions of nepotism or cultural group bias. Recruitment follows Australian Public Service rules, with interview panels including Traditional Owners to ensure cultural relevance and safety. The age range of Rangers is between 20 and 67 years. Women Rangers make up about one third of the roles.

Keys to success - CLC's perspective on the success of the Ranger Program is due to five key factors:

1. Useful work – the work has intrinsic value to the community, to individuals and to the CLC.
2. On Country – it is based on land that has direct connection with the staff who are Rangers.
3. Cultural safety – the Rangers feel culturally safe in their employment.
4. Flexible and tailored – there is no one-size model and leaders are acutely aware of cultural requirements and the need for time away from work.
5. Intergenerational – Rangers are not all one age and the range in age and cultural authority with elders is a core aspect to the success of the program.

Conclusion – there is high applicability of the Ranger Program to FNMA and the sector particularly in remote and possibly regional areas. There are direct parallels to the opportunity, context, and culture and FNMA could draw on the Ranger structure and keys to success for a media-oriented program. The title 'Ranger' has high equity among Indigenous people and government representative and could be consider as part of a remote FNMA developed program.

References

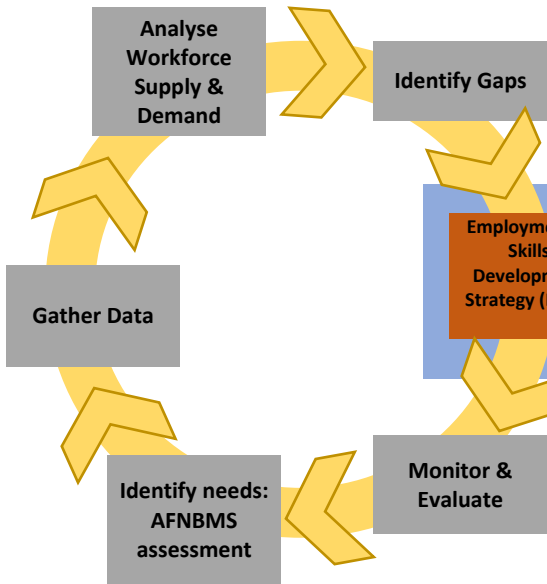
- Bostock, L., 1997, *The Greater Perspective: Protocol and Guidelines for the Production of Film and Television on Aboriginal and Torres Strait Islander Communities*, SBS.
- T. Collins 2019, *Aboriginal Art Workforce and Enterprise Development Strategy for Central Australia 2019* (draft), Desert.
- T. Collins, NG Media, 2018, *Recruitment and Workforce Development Strategy* (internal document, not published).
- Central Land Council, 2018, *CLC Ranger Program Report Supplement to the CLC Annual Report 2017-2018*.
- First Nations Media Australia, 2019, *Operational Plan 2019*.
- First Nations Media Australia, 2019, *Our Media Matters Call for Action*.
- HughWatson Consulting, 2014, *Report of the review of optional partnership in the remote Indigenous Broadcasting sector*, Department of the Prime Minister and Cabinet.
- Indigenous Remote Communications Association, 2010, *Joining the Dots: Dreaming a Digital Future for Remote Indigenous Media: Submission to the Indigenous Broadcasting and Media Sector Review 2010*.
- Indigenous Remote Communications Association, 2016, *Draft for Consultation Strategic Plan 2016-2019*.
- International Personnel Management Association 2002, *Workforce planning resource guide for public sector human resource professionals*. Alexandria, VA USA.
- Jumbunna Institute for Indigenous Education and Research, 2019, *Strong Voices Stronger Communities: First Nations Media Employment and Skills Development Strategy*.
- National Child Welfare Workforce Institute, June 2015, *Workforce Development Framework*, Albany NY, University at Albany.
- G. Neilson, K. Martin & E. Pawes, 2008, *The Secrets of Successful Strategy Execution*, Harvard Business Review, June Issue 2008.
- NG Media, 2017, *Recruitment and Workforce Development Strategy*.
- PhillipsKPA Pty Ltd, 2017, *Professional Accreditation: Mapping the Territory*.
- Price Waterhouse Coopers, 2018, *Case for Change Culture & Related Industries (CUA) Arts Administration and Screen, Media and Broadcasting*.
- Williams, R. 1999, *Cultural safety – what does it mean for our work practice?* Australian and New Zealand Journal of Public Health, 23(2), 213-214.

Acronyms

ABC	Australian Broadcasting Corporation
ABS	Australian Bureau of Statistics
ACMA	Australian Communications and Media Authority
AFTRS	Australian Film, TV and Radio School
AISC	Australian Industry and Skills Committee
ANZSCO	Australian and New Zealand Classification of Occupations
APS	Australian Public Service
ARIA+	Accessibility and Remoteness Index of Australia
BIMA/4AAA	Brisbane Indigenous Media Association
CLC	Central Land Council
CMTO	Community Media and Training Organisation
CUA	Culture and related industries
ESD	Employment and Skills Development (Strategy)
FNMA	First Nations Media Australia
FNMOs	First Nations Media Organisations
IAS	Indigenous Advancement Strategy
ICDA	Institute of Community Directors Australia
IDO	FNMA Industry Development Officer
IRCA	Indigenous Remote Communications Association
KPIs	Key Performance Indicators
Media RING	Media Reconciliation Industry Network Group
MoSCoW	<u>M</u> ust have <u>S</u> hould have <u>C</u> ould have <u>W</u> on't have
NJP	National Jobs Program
NPY	Ngaanyatjarra Pitjantjatjara Yankunytjatjara
OBs	Outside Broadcasts
PMC	Department of the Prime Minister and Cabinet
PWC	Price Waterhouse Coopers
RTO(s)	Registered Training Organisation(s)
SBS	Special Broadcasting Service
VET	Vocational Employment and Training

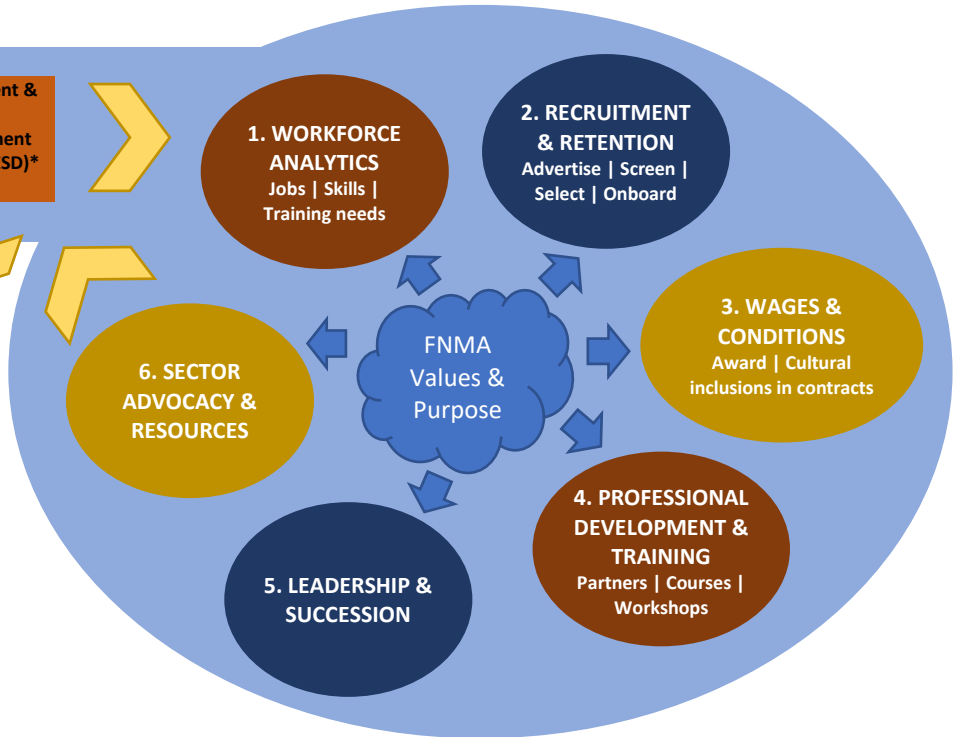
FNMA Workforce Development Framework ³⁶

Workforce Development Strategy Creation



*Future versions of the ESD would be better titled as Workforce Development Strategy so that the link and continuity is clear between strategy and action.

Workforce Development Action Plan



³⁶ The thinking and the design of the framework has been informed by work done by the Children’s Bureau and the National Child Welfare Workforce Institute, June 2015 *Workforce Development Framework*.