



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT STRATEGY 2025—2027



ARTWORK

ACKNOWLEDGEMENT

Front Cover: Brisbane River from *A Guidance Through Time* by Quandamooka artists Casey Coolwell and Kyra Mancktelow, represents UQ's "Pursuit of Excellence", its location in St Lucia and the ebb and flow of the river that depicts the movement of UQ's Reconciliation Action Plan.

ACKNOWLEDGEMENT OF COUNTRY

The University of Queensland (UQ) acknowledges the Traditional Owners and their custodianship of the lands on which UQ operates. We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.

The University of Queensland (UQ) acknowledges Australia's history and the impacts on its First Nations, Aboriginal and Torres Strait Islander peoples. UQ is committed to its continuing reconciliation journey with the University of Queensland Stretch Reconciliation Action Plan 2025-2027 (UQ Stretch RAP) underpinned by the University of Queensland Aboriginal and Torres Strait Islander Employment Strategy 2025-2027 for real and lasting positive change.

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The many successes through the previous Strategy are acknowledged, however, these achievements have only laid a platform with the challenge of reaching population parity serving to illustrate the need for UQ to collectively harness this momentum and strive for greater outcomes.

As an institution, we will play our role in helping to close the gap in relation to the disparity between Indigenous and non-Indigenous Australians. Through various mechanisms UQ will demonstrate it recognises Indigenous Australians and will actively seek to create environments conducive to open dialogue and truth-telling.

Aligned with UQ's core values, the Strategy is underpinned by the pillars of the UQ Reconciliation Action Plan 2025-2027 (Stretch RAP), relationships, respect and opportunities. The Strategy aims to differentiate UQ as an employer purposeful in its endeavours to demonstrate equity by being courageous with change. The vision is for UQ, through the Strategy, to extend beyond employment through meaningful relationships and careers visible to Aboriginal and Torres Strait Islander peoples.

The Strategy, through its operational plan and measures of success, places great importance on the entire University applying governance and exemplifying accountability. It will do this in a variety of ways, through its systems and policies, exercising flexibility, investing in bespoke and broader programs along with implementing initiatives specifically for current and future Aboriginal and Torres Strait Islander staff. This whole of UQ approach will make visible Indigenous employment as core UQ business as we advance towards our stated targets.

Professor Deborah Terry AO
Vice-Chancellor and President

It is with much enthusiasm I present The University of Queensland (UQ) Aboriginal and Torres Strait Islander Employment Strategy 2025-2027 (Strategy). The Strategy is representative of UQ's commitment to do more and do better for Aboriginal and Torres Strait Islander peoples.

Vice-Chancellor's Statement of Commitment to Indigenous Employment



FRAMEWORK

The University of Queensland Aboriginal and Torres Strait Islander Employment Strategy 2025–2027 (the Strategy) is implemented and should be considered in conjunction with:

- The University of Queensland Towards 2032, Strategic Plan 2022-2025;
- The University of Queensland Stretch Reconciliation Action Plan 2025-2027;
- The University of Queensland Enterprise Agreement 2021-2026;
- Universities Australia Indigenous Strategy 2022-2025; and
- Aboriginal and Torres Strait Islander Employment Strategy Review 2023.

AIM

At its core, the Strategy seeks to increase the representation of Aboriginal and Torres Strait Islander peoples employed across all areas and levels of UQ's workforce. Importantly, beyond representation in UQ's workforce, the plan includes other focus areas. It aims to elevate Aboriginal and Torres Strait Islander peoples' knowledges, to build enduring relationships in a work environment conducive to a shared understanding and embracing of Aboriginal and Torres Strait Islander histories and cultures.

The Strategy relies upon a commitment to, and the achievement of the reportable outcomes within the UQ Stretch Reconciliation Action Plan (RAP) under the core pillars of Relationships, Respect and Opportunities, Governance and Accountability. Moreover, the Strategy is supported by its Measures and Outcomes Operational Plan which details what is to be achieved under the five dimensions of reconciliation; race relations, equity and equality, institutional integrity, unity, and historical acceptance.

GUIDING PRINCIPLES

The University of Queensland Towards 2032, and Strategic Plan 2022-2025 Indigenous Employment Target states:

'The proportion of staff identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland.'

The UQ Enterprise Agreement 2021-2026 states the following with regard to Aboriginal and Torres Strait Islander employment:

19.1 Aboriginal and Torres Strait Islander Employment

- For the purposes of this clause, "Aboriginal and Torres Strait Islander" person means any person who is of Aboriginal and/or Torres Strait Islander descent who is recognised and accepted as such by other Aboriginal or Torres Strait Islander peoples and who identifies as an Aboriginal and/or Torres Strait Islander.
- The University is committed to reconciliation with Aboriginal and Torres Strait Islander Australians and will establish and maintain a workplace environment that values Aboriginal and Torres Strait Islander peoples' cultures, aspirations, and contributions. This is expressed in the University's Reconciliation Action Plan (RAP), Aboriginal and Torres Strait Islander Peoples Employment Strategy, and the University's Strategic Plan.
- The University will continue to improve the representation of Aboriginal and Torres Strait Islander employees with the aim of achieving population parity in Queensland (currently 3.6%), guided by the objectives outlined in the Aboriginal and Torres Strait Islander Peoples Employment Strategy with the following objectives:

- Ensure significant Aboriginal and Torres Strait Islander representation in employment throughout the University, over the life of this Agreement the University will increase Aboriginal and Torres Strait Islander employment to the full-time equivalent of sixty-four (64) Academic employees and one hundred and sixteen (116) Professional employees by 31 January 2026.
- The University will maintain the Aboriginal and Torres Strait Islander Employment Steering Committee which will include two (2) Union representatives, at least one (1) of whom will be Aboriginal and/or Torres Strait Islander.
- Should it be apparent to the parties to this Agreement that the targets in clause 19.1(c)(i) may not be met, the parties will confer, in consultation with the Staff Consultative Committee(s) to determine what reasonable measures should be taken to increase Aboriginal and Torres Strait Islander employment to the targets specified in clause 19.1(c)(i) above. The implementation of these measures shall be taken as compliance with clause 19.1(c)(i) and as such the parties agree that a dispute under clause 17 cannot be taken in relation to this clause.

The Strategy is developed and implemented through the following guiding principles:

- UQ recognises the need to reframe its approach in the attraction of Aboriginal and Torres Strait Islander peoples as employees through the value it places on Indigenous Knowledges, leadership in teaching and learning, research, and business operations.

- The value of Indigenous Knowledges, individually and collectively, as with strong Indigenous leadership is critical to the business and growth of the University and all employees.
- Acknowledgement of and respect for each individual Aboriginal and Torres Strait Islander staff member, giving regard to their history, cultural journey and with recognising their career aspirations as employees of UQ.
- Recognise and respect that intersectionality is highly influential in bringing about positive social change for Aboriginal and Torres Strait Islander peoples.
- The framing of the actions and outcomes within the Measures and Outcomes Operational Plan are themed through the insight and interests of the UQ Aboriginal and Torres Strait Islander workforce.
- Employment programs, policies and initiatives must have leadership and oversight from Aboriginal and Torres Strait Islander peoples. This includes appropriate resourcing, design, and implementation as being fundamental for continuing growth and in accelerating outcomes and successes.
- Aboriginal and Torres Strait Islander employment must be highly visible in the reconciliation journey of the University. The deliverables within the UQ Stretch RAP demonstrate the University's advancement in recognising and acknowledging the past, listening to the Indigenous voice, walking, and working together to shape a better future.

- At all levels within UQ, the success of the Strategy will be enabled through the embodiment of governance, accountability and responsibility that facilitates Aboriginal and Torres Strait Islander peoples accessing employment opportunities and establishing careers at UQ. Broadening and strengthening of Indigenous leadership and management will be of particular importance for UQ to enable the vision.
- The UQ leadership and resource commitment to Aboriginal and Torres Strait Islander employment is enacted through its core values of creativity, excellence, truth, integrity, courage, respect, and inclusivity, and directly influences the outcomes of this Strategy. A tangible measure of this success will be how UQ is positioned and received throughout Aboriginal and Torres Strait Islander communities in Queensland and across Australia.
- The outcomes achieved, or learnings taken by UQ contribute to the Universities Australia Indigenous Strategy 2022 – 2025. As a Go8 university, UQ acknowledges its role and is open to sharing knowledge for the benefit of communities across Australia.

CONSULTATION

The Strategy relies upon the significant consultation undertaken in the development of the UQ Stretch RAP over a three-month period in 2023. This consultation process facilitated **16 workshops** (face-to-face and online) with a combined total of **over 400 staff, students, and alumni** able to attend one or more of these sessions. The final workshop was a dedicated forum for the UQ Aboriginal and Torres Strait Islander community which included staff, students and alumni.

The Aboriginal and Torres Strait Islander Employment Strategy Review 2023 provides **twelve (12) key recommendations** aimed at increasing Aboriginal and Torres Strait Islander representation in UQ's workforce. These are summarised as follows:

1. A Governance Model that will ensure there is university-level accountability to bring about change and could include KPIs for senior leaders to guide management and governance practices relating to Indigenous engagement.
2. A review and evaluation of the cadetship traineeship and internship programs, involving consultation with participants and stakeholders. UQ expands the capacity building opportunities (e.g., drawing upon the work of Barney (2016)) for HDR students to prioritise the progression of students into academic and research careers.
3. Investigate whether the proposed career development pathways and educational opportunities were implemented, and whether they were successful as perceived by Aboriginal and Torres Strait Islander staff, as well as the data on career progression and retention.
4. UQ explores targeted initiatives and comprehensive training packages for academic staff, such as the preparation of successful grant applications, project management expertise, collaboration building and support for publication.
5. Further development of capacity building actions for professional staff and mid-career academic staff with agreement on the core budget required to enable career development and progression of Indigenous staff to achieve employment parity.
6. UQ recruitment procedures are reviewed by Indigenous Experts and/or consultation with senior Aboriginal and Torres Strait Islander employees to ensure:
 - a. roles are well defined;
 - b. representation on selection panels is culturally appropriate; and
 - c. the provision of recruitment advice to faculties is culturally appropriate.
7. Further consultation is undertaken with Aboriginal and Torres Strait Islander employees and academic units to obtain an in-depth understanding of:
 - a. the status and value of mentoring opportunities;
 - b. professional pathways;
 - c. workload requirements; and
 - d. what staff perceive as effective or ineffective.
8. UQ senior executive members discuss the provision or allocation of dedicated funds for professional development, mentoring and networking opportunities for Indigenous staff.
9. Undertake consultations with the senior executive members to provide clarity about the leadership positions needed, and then make explicit reference to the inclusion of senior executive leadership and the scope attached to the roles in the UQ Strategy.
10. UQ revise the Strategy to have a greater focus on actions that promote a workplace culture that is culturally safe, culturally competent and fosters a rich, Indigenous research profile, and teaching and learning environment.
11. Improve the collection and management of the Indigenous self-identification variable within Workday data sets to allow for accurate counts, monitoring, and evaluation of Indigenous employment goals.
12. Increase Indigenous representation to at least **3 per cent** (FTE) among professional and academic staff would require an additional **57 FTE** academic staff and **52 FTE** professional staff based on 2021 data.

In addition to the above key recommendations, the Review offered the following insights for consideration in the development of future strategies:

- A clear foundational component of valuing Aboriginal and Torres Strait Islander peoples, knowledges, and perspectives as its driving principle;
- A whole-of-university approach that promotes a culturally competent and culturally safe environment with an Indigenous research profile and that embeds Aboriginal and Torres Strait Islander histories and perspectives in teaching and learning;
- Places more responsibility on the University and its management practices, following discussions between UQ executive members and UQ Indigenous experts;
- Further consultation with Aboriginal and Torres Strait Islander staff on aspects which need expansion and strengthening (particularly professional development, mentoring, networking, capacity building, enabling connections to community);
- Includes actions which are culturally informed, led or developed in consultation with Aboriginal and Torres Strait Islander peoples; and
- Embeds evaluation/feedback and incorporates ongoing consultation with other universities.

GOVERNANCE AND REPORTING

FRAMEWORK

The University of Queensland commits to this Strategy and its operationalisation through the key performance indicators detailed within the UQ Stretch RAP.

Indigenous employment and the representation of Aboriginal and Torres Strait Islander peoples in UQ's workforce is an imperative beyond equity, diversity, and inclusion. Indigenous employment and visible representation, at every level and across all business areas, is a key measure of the advancement and growth of the University and its aspirations and movement towards culturally safe work environments. Furthermore, not only does highly visible and effective Indigenous leadership bring the changes needed but it is highly marketable and demonstrates UQ's maturity which in-turn is likely to attract more Aboriginal and Torres Strait Islander people to study and work at UQ.

RELATIONSHIPS

At every opportunity UQ will strive for excellence and act with integrity in building enduring relationships with Aboriginal and Torres Strait Islander staff, students, and their communities. Genuine relationships will be nurtured through reciprocity and trust with decision-making and actions of UQ.

UQ recognises the need to establish, and invest in, enduring relationships with Indigenous communities throughout the state, across Australia and in global settings with genuine engagement to walk with all Indigenous communities. A key factor in the establishment of deep relationships with Indigenous communities will be UQ's ability to understand how it gives back, demonstrates goodwill, and builds enduring community trust in all operations as a Group of Eight (Go8) institution.

The University of Queensland Towards 2032 and the Strategic Plan 2022-2025 provides the timeframe of between 5-10 years to build capacity from regional/remote Queensland with commitments to engage with community through the regional roadshows.

RESPECT

UQ's workplace and learning environments will be forthright in truth-telling, facilitate inclusivity and a greater understanding of Aboriginal and Torres Strait Islander histories and respect for these distinct cultures.



OPPORTUNITIES

UQ will act with courage, explore, and embrace creativity in its policies, programs, and initiatives for opportunities to strengthen the representation of Aboriginal and Torres Strait Islander peoples employed.

The three pillars are underpinned by a governance and accountability framework which provides a clear line of sight and understanding of each deliverable and reporting timeframe of the UQ Stretch RAP. The Measures and Outcomes Operational Plan is adopted as part of the implementation of this Strategy.

KEY PERFORMANCE INDICATORS

The key performance indicators for the Strategy will be achieved through the operationalisation of actions and reporting under the five dimensions of reconciliation. The Measures and Outcomes Operational Plan addresses the key focus areas by outlining the deliverables and those responsible for these, including the measures for attainment against the targets. As targets are reached, this will provide for a transition to a business-as-usual state and in many instances will remove the need for ongoing reporting.

The Measures and Outcomes Operational Plan sets out the actions, timelines and accountabilities aimed at increasing representation of Aboriginal and Torres Strait Islander peoples in UQ's workforce in an environment that fosters careers.

REPORTING

The governance and reporting framework is illustrated in Diagram One—UQ Aboriginal and Torres Strait Islander Employment Strategy 2025–2027 governance and reporting framework.

DIAGRAM ONE—UQ ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT STRATEGY 2025–2027 GOVERNANCE AND REPORTING FRAMEWORK



In alignment with the relevant strategic committees reporting timelines, the leadership accountable for the respective action items will provide updates according to the specified timeframes in the Measures and Outcomes Operational Plan for the life of the Strategy. Reporting should provide an indication of line items that are planned or transitioning from a project or program to a business-as-usual function.

BESPOKE PROGRAMS

GRADUATE PROGRAM

The UQ Aboriginal and Torres Strait Islander Graduate Program, as a core program, is pivotal to attracting Indigenous graduates to UQ with the promise of providing real-world experience, career development and support in their chosen field of study. The program offering is enhanced with faculties, schools, institutes, and central business areas required to match funding from strategic investments which offers a guaranteed 2-year placement (for up to six) successful graduate candidates for the life of the Strategy.

This program remains exempt from any existing or introduced UQ recruitment control processes and offers flexibility for contracts up to 12 months in length subject to meeting the requirements of the UQ Enterprise Agreement. Additionally, the Professional Entry Pathway Program supports the administrative management for probation periods and offers opportunities for the seamless extension of contracts for Aboriginal and Torres Strait Islander professional staff.

PROFESSIONAL ENTRY PATHWAY PROGRAM

The UQ Professional Entry Pathway Program and iterations of it provide an alternate entry point for Aboriginal and Torres Strait Islander professionals seeking employment with UQ. This program applies an alternate employment opportunity model with faculties, schools, institutes, and central business areas required to nominate and fund a position from HEW 4 to HEW 6 level for the length of the initial contract with strategic investment allocated which may support a doubling of the contract length.

ACADEMIC PATHWAYS Pre-doctoral (HDR Pathway)

For candidates seeking to enter an academic career, academic positions across levels A or B will be available. This will encompass a Higher Degree by Research (HDR) salary scholarship supported with an appropriate academic position (dependent on experience), which will allow participants to pursue studies whilst gaining hands-on academic training and experience.

To facilitate a HDR Pathway the participants will be afforded up to 60% research workload through their relevant HDR studies, with a 20% workload allocated to teaching and 20% service depending on the contract offer.

Upon completion of their HDR studies and the Academic Pathway Pre-Doctoral Program, candidates will be offered either a fixed term or continuing position at an appropriate Academic Level.

Post-Doctoral (Academic Pathway)

For candidates with a PhD, fixed-term and continuing positions across academic levels C, D and E will give preference to Indigenous candidates. Candidates may be offered a Teaching and Research, Research Focused, Teaching Focused or Clinical Academic position depending on skills, experience, and career intentions.

The organisational unit will negotiate through the Office of the Deputy Vice-Chancellor Indigenous Engagement DVC(IE) an appropriate workload split, with provisions that allow candidates to “buy-out” teaching if requested and appropriate. The contracts offered from the organisational units are expected to include a teaching-free period for the initial six (6) months of the contract.

Other Programs

The bespoke programs listed above are not exhaustive and other initiatives and opportunities created through programs with corresponding investment need to also be explored for the Strategy.

MEASURES AND OUTCOMES OPERATIONAL PLAN

ACTIONS AND ACCOUNTABILITIES

Substantial and sustainable change has not and will not occur without disruption. The success of change is predicated on appropriate resourcing, staff development, leadership engagement, strong governance, and oversight.

Transparency is important and themed throughout the Strategy as with the successful execution of its Measures and Outcomes Operational Plan. This, therefore, includes a strong emphasis on governance and accountability through each of the core pillars of reconciliation.

The UQ Aboriginal and Torres Strait Islander workforce is acknowledged for the conversations had and experiences shared to inform the Strategy.



The University of Queensland Aboriginal and Torres Strait Islander Employment Strategy 2025–2027 (The Strategy) is aligned to the commitments within *The University of Queensland Stretch Reconciliation Action Plan 2025–2027 (Stretch RAP)* with stated goals and outcomes reflecting the Reconciliation Australia Core Pillars of **Reconciliation, Respect, Relationships and Opportunities**.

PROGRAMS AND RESOURCES

The Strategy aims to grow and foster Aboriginal and Torres Strait Islander representation within The University of Queensland's (UQ) workforce whilst advancing the University's reputation as an employer of choice for Aboriginal and Torres Strait Islander peoples and their communities.

The UQ Stretch RAP, the Strategy and the UQ Enterprise Agreement all specify targets for Indigenous employment as key metrics for measuring achievements. In progressing to the Stretch RAP, UQ is demonstrating an ongoing commitment to increasing representation of Aboriginal and Torres Strait Islander peoples within its workforce.

To ensure appropriate governance and accountability, it will be incumbent on the assigned key stakeholders to assess and address risks by applying the UQ risk assessment tool. A centralised risk management register will record the risks and control instruments.

The Measures and Outcomes Operational Plan is key to delivering and reporting against the Strategy's stated goals, outcomes and timeframes underpinned by the five dimensions of reconciliation; race relations, equity and equality, institutional integrity, unity, and historical acceptance. The goals and outcomes are segmented into the five dimensions of reconciliation with each deliverable having assigned key stakeholders for accountability and reporting.

This ongoing commitment must include appropriate allocation of resources directed at specific and targeted programs, initiatives, engagement activities and events. This investment is critical to the successes of dedicated programs as it will positively impact the number and advancement of Aboriginal and Torres Strait Islander people represented in UQ's workforce. Additionally, appropriately resourced engagement activities will build a network of support from within and enhance UQ's reputation for advancing Indigenous peoples.

The strategic governance and accountability framework will be through the committee reporting lines and frequencies stated in The Strategy. Stakeholders will be required to regularly report on progress and outcomes.

RISK MITIGATION

To achieve the stated goals and outcomes of this operational plan it is acknowledged there will be inherent associated risks and environmental factors which may impact the timeframe and the delivery of outcomes.

KEY TO ACRONYMS

ATSIS Unit	Aboriginal and Torres Strait Islander Studies Unit
CHRO	Chief Human Resources Officer
COO	Chief Operating Officer
DVC(A)	Deputy Vice-Chancellor (Academic)
DVC(IE)	Deputy Vice-Chancellor (Indigenous Engagement)
DVC(GE)	Deputy Vice-Chancellor (Global Engagement)
DVC(RI)	Deputy Vice-Chancellor (Research and Innovation)
KPI	Key Performance Indicator
M&C	Marketing and Communications
RAPOC	Reconciliation Action Plan Oversight Committee
SES	Student Enrichment and Success
UA	Universities Australia
UQ	The University of Queensland
USET	UQ Senior Executive Team
USLG	UQ Senior Leaders Group
VC	Vice-Chancellor
VP(ACE)	Vice-President (Advancement and Community Engagement)

1 Race relations

	Accountability	Measure/Outcome	Timeframe	Reporting	Duration
1.01	VC, Provost	Executive leadership actively participates in conversations on racism through truth-telling. Ninety percent of senior executives participate in facilitated conversations.	2026	RAPOC	Ongoing
1.02	COO, CHRO	Develop or source race-based anti-discrimination and truth-telling training. Race-based training developed or sourced through external service providers.	2026		Ongoing
1.03	COO, CHRO	Provide race-based anti-discrimination training through UQ's suite of staff development programs. All staff can access UQ approved suite of race-based anti-discrimination training (online, forums and workshops).	2026	Quarterly	Ongoing
1.04	COO, CHRO	Promotion of race-based anti-discrimination and truth-telling training for all staff. Fifty percent of staff will have completed race-based anti-discrimination training.	2026	Quarterly	Ongoing
1.05	COO, CHRO	Develop training for raced-based complaints management and system use for UQ managers and supervisors. Managers and supervisors have access to training for race-based complaints management and system use.	2026		Ongoing
1.06	COO, CHRO	Deliver race-based complaints management training and system use to UQ managers and supervisors. Thirty percent (30%) initially with progression to seventy percent (70%) of managers and supervisors will have completed race-based complaints management training.	2026-2027	Annually	Ongoing
1.07	VC, CHRO	Establish engagement timeframes for the management of race-based complaints. Agreed engagement timeframes are established based on the seriousness of the complaint.	2025		Ongoing
1.08	VC, Provost	UQ Raced-based complaints reporting. Internal reporting is completed annually for raced-based anti-discrimination complaints.	2025	Annually	Ongoing
1.09	COO, CHRO, DVC(IE)	Aboriginal and Torres Strait Islander staff annual survey focused on cultural wellness and work environment. An annual anonymous survey offered to Indigenous staff to gauge perceptions of change and experiences working at UQ.	2025-2027	Annually	Life of Strategy

2 Equity and equality

	Accountability	Measure/Outcome	Timeframe	Reporting	Duration
2.01	VC, Provost, CHRO	Employment programs - bespoke programs offered to Indigenous workforce market segments; graduates, practicing professionals, emerging and experienced academics. Tailored and resourced programs offering a range of employment and career development opportunities targeting Indigenous workforce segments.	2025-2027	Half Yearly or RAPOC	Life of Strategy
2.02	CHRO, DVC(IE)	Continual reinforcement of UQ's commitment to support Indigenous staff and their communities by promoting and encouraging the taking of Indigenous cultural leave. The number of individual Indigenous staff accessing cultural leave and the number of cultural leave days taken will increase by twenty percent (20%) year on year.	2025-2027	Quarterly	Ongoing
2.03	COO, CHRO	Policy and procedures afford greater flexibility with short and long-term appointments and with contract extensions. Flexibility is explored through reviews and amendments of relevant policies and procedures.	2025-2027	Annually	Ongoing
2.04	CHRO	Policy and procedures afford greater flexibility for transitions from fixed term to continuing positions. Flexibility is explored through reviews and amendments to relevant policies and approval processes.	2025-2027	Annually	Ongoing
2.05	CHRO, DVC(IE)	Develop onboarding protocols for all newly appointed staff who identify as Aboriginal and or Torres Strait Islander. Onboarding is integrated within existing human resource management system processes.	2025		Ongoing
2.06	CHRO, DVC(IE)	DVC(IE) welcome video message is developed and included in onboarding for new Indigenous staff. Indigenous Employment also notified of new appointments. Within 3 months of commencing all new or returning staff who identify as Aboriginal and or Torres Strait Islander will receive the DVC(IE) welcome video and information about the UQ Indigenous staff network.	2025	Quarterly	Ongoing
2.07	CHRO, DVC(IE)	HR incorporates specialised training into existing recruitment training specifically for Indigenous Identified positions. HR develops a module and incorporates this into existing training offering for all hiring managers with assistance from Indigenous Employment.	2025		Ongoing
2.08	DVC(IE)	Provide regular communications and gathering events specifically for Aboriginal and Torres Strait Islander staff. Gathering events and tailored engagement activities are hosted for the UQ Indigenous staff community.	2025-2027		Ongoing

Accountability	Measure/Outcome	Timeframe	Reporting	Duration		
2.09	Engage with and support the development of Aboriginal and Torres Strait Islander staff through an annual Indigenous Staff Conference.	DVC(IE), CHRO	An annual event for all Indigenous staff focused on professional development, training, knowledge sharing and wellness.	2025–2027	Annually	Life of Strategy
2.10	Explore additional budget allocations to offer training and development for Indigenous staff who are employed in fixed term or continuing positions.	Provost, COO, CHRO	Provision an additional allocation of UQ's staff training budget to advance fixed term and continuing Indigenous staff.	2025–2027	Annually	Ongoing
2.11	Explore additional resources and support for Indigenous academics with mentoring, career-coaching, and promotion assessment process.	DVC(A), DVC(IE)	At least fifty (50) percent of Aboriginal and Torres Strait Islander level A and B academic staff participate in or have access to coaching and mentoring.	2025–2027	Half yearly	Ongoing
2.12	Spotlight and promote advertisements for Indigenous Identified senior level and or key positions.	CHRO, COO	Promotion is prioritised across UQ systems and media platforms for senior level and key Indigenous Identified positions.	2025–2027		Ongoing
2.13	Advertise and promote all Indigenous Identified positions on Indigenous media platforms and outlets.	COO, CHRO	A minimum of three (3) Aboriginal and Torres Strait Islander media outlets are used with a minimum advertising period of two (2) weeks for all Indigenous Identified positions.	2025	Quarterly	Ongoing
2.14	Develop processes which encourage and enable internal secondments to higher levels and or promotion opportunities.	CHRO	Explore policy and procedures for ways to include processes that facilitate internal secondments to higher level appointments and promotion.	2025-2027	Annually	Ongoing
2.15	Develop leadership pathways and programs for academic and professional staff for all levels.	CHRO	Professional and Academic leaderships program/s developed with at least six staff completing the program/s.	2025-2027	Annually	Life of Strategy

Accountability	Measure/Outcome	Timeframe	Reporting	Duration		
2.16	Identify high performing Aboriginal and Torres Strait Islander undergraduate students and commence career conversations for academic career pathways.	Executive Deans and Institute Directors, DVC(IE)	A minimum 10 per cent of Indigenous undergraduate students across UQ receive information that may assist them to pursue further studies with support from Schools/Faculties/Institutes.	2025–2027	Annually	Life of Strategy
2.17	Provide educational opportunities for staff supported by UQ, such as fee-waived graduate certificates.	VC, Provost, COO, CHRO, Executive Deans and Institute Directors	Proposed initiative/s is presented to the VC, which may then be implemented to be adopted by the UQ community.	2025–2027	Annually	Life of Strategy
2.18	Develop and implement an Aboriginal and Torres Strait Islander Fellowship program suitable for early career academics, including those completing HDR.	DVC(R), Dean Graduate School, DVC(IE)	A sustainable fellowship program is in place applying a flexible approach for appointments.	2025–2027	Annually	Life of Strategy
2.19	Develop and implement an Aboriginal and Torres Strait Islander Research Fellowship program to support the career progression of Aboriginal and Torres Strait Islander mid-career and senior academics.	DVC(R), Dean Graduate School, CHRO, DVC(IE)	A sustainable fellowship program is in place applying a flexible approach for appointments which facilitates advancement of Indigenous academics.	2025–2027	Annually	Life of Strategy
2.20	Develop and implement attraction and recruitment procedures and processes to provide flexibility with inviting highly credentialed Indigenous talent with offers of employment at UQ.	VC, Provost, COO, CHRO, DVC(IE)	Procedures and processes are developed, endorsed, and easily applied by leadership across the UQ community to entice highly credentialed Indigenous talent to work at UQ.	2026		Ongoing



3 Institutional integrity

Accountability	Measure/Outcome	Timeframe	Reporting	Duration
3.01	UQ Human Resource management system modifications recognises the nations of Aboriginal and Torres Strait Islander peoples.	2027		Ongoing
COO, CHRO	UQ Human Resource management system provides an option for Aboriginal and Torres Strait Islander staff to select their Indigenous nationality.			
3.02	UQ Human Resource management system provides a filter option for Aboriginal and Torres Strait Islander candidates to find and apply for Indigenous Identified positions.	2026		Ongoing
COO, CHRO	UQ Human Resource management system includes an option/filter which enables candidates to review all Indigenous Identified positions advertised on UQ careers webpage.			
3.03	UQ Human Resource management system provides seamless single-entry recording for Aboriginal and Torres Strait Islander status identifier for applicants.	2027		Ongoing
COO, CHRO	UQ Human Resource management system records Indigenous status identifier and details once only at point of application and retains information through to appointment and onboarding.			
3.04	UQ Human Resource management system provides a suite of Identified Job Profiles for use in Indigenous Identified recruitment.	2025-2027		Ongoing
COO, CHRO	Existing positions in Workday are replicated as Indigenous Identified positions for use in recruitment.			
3.05	UQ will develop and include an Indigenous assessment framework for new Indigenous Identified (s25) positions.	2026		Ongoing
CHRO, DVC(IE)	Indigenous Identified (s25) positions created for both professional and academic are assessed for criteria and remuneration level by an Indigenous panel or through an Indigenous leadership council/cultural advisory group.			
3.06	Indigenous Identified position descriptions using s25 of the Anti-discrimination Act 1991 (Qld) will specify depth of Indigenous knowledges, cultural expertise and/or Eldership requirements.	2026		Ongoing
CHRO, DVC(IE)	Identified positions using (s25) of the Anti-discrimination Act 1991 (Qld) specify requirements within the criteria and or articulate the cultural workload for the position.			
3.07	Review recruitment policy and procedures annually for recruitment to Indigenous Identified positions.	2025-2027	Annually	Ongoing
CHRO, DVC(IE)	Ensure appropriate panels and processes are used for Indigenous Identified (s25) positions.			
3.08	Review recruitment policy and procedures to fully explore the application of relevant sections of Act/s for Identified recruitment.	2025-2027	Annually	Ongoing
CHRO, DVC(IE)	Referencing and application of the relevant Act/s is clear and consistent. Explore the application of Act/s for Indigenous recruitment.			

Accountability	Measure/Outcome	Timeframe	Reporting	Duration
3.09	Prioritise a review of Indigenous academic and professional staff who are currently engaged at UQ in fixed term or casual positions for conversion to continuing appointment consistent with the UQ Enterprise Agreement and applicable policy or procedure.	2025-2027	Quarterly	Life of Strategy
CHRO, DVC(IE)	The number of Indigenous staff (academic and professional) in continuing positions will be at parity with or exceed the number in fixed term positions.			
3.10	UQ is transparent with retention rates for Indigenous employment and internally reports on the turnover rate of Aboriginal and Torres Strait Islander staff.	2025-2027	Annually	Life of Strategy
COO, CHRO	Indigenous staff turnover rates and trends reports are developed internally and provided to executive management.			
3.11	Review and or develop policy and procedures which facilitate placing Indigenous candidates into multiple recruitment opportunities.	2025-2027	Annually	Ongoing
COO, CHRO	Policy and procedures enable UQ Human Resources recruitment to place suitable candidates into multiple recruitment opportunities.			
3.12	UQ Human Resource talent acquisition develops a process and builds a database of appointable Indigenous candidates.	2025-2027		Ongoing
CHRO	Indigenous candidates who have undertaken a recruitment process and are deemed appointable will be added to a managed database.			
3.13	Procedure is developed and implemented for the database of appointable Indigenous candidates to be given priority consideration for similar newly created professional positions.	2025-2027		Ongoing
CHRO	UQ Human Resource talent acquisition reviews existing appointable Indigenous candidates within a database for hiring managers to consider prior to open recruitment for new professional positions from HEW levels 3-6.			
3.14	Establish an Aboriginal and or Torres Strait Islander exiting staff notification protocol and procedure.	2025		Ongoing
CHRO, DVC(IE)	Manager, Indigenous Employment is notified of exiting Aboriginal and or Torres Strait Islander staff.			
3.15	Develop a protocol and procedure to enable exit interviews for Aboriginal and or Torres Strait Islander staff leaving UQ.	2025		Ongoing
CHRO, DVC(IE)	All Aboriginal and or Torres Strait Islander staff leaving UQ are offered an opportunity to have an exit interview.			
3.16	Annual forum with senior leadership, executive deans, heads of school and school managers to review performance and reflect on the journey.	2025-2027		Life of Strategy
VC, Provost, DVCIE	A forum to understand the positive experiences and or challenges with employment of Aboriginal and or Torres Strait Islander peoples.			
3.17	Investigate the potential for Aboriginal and Torres Strait Islander paid cadetships/internships for students to be offered at UQ.	2025-2027		Life of Strategy
CHRO, ATSSIS Unit, SEC	Proposed approach is presented to the USET, which may then be implemented to be adopted by the UQ community.			

4 Unity

Accountability	Measure/Outcome	Timeframe	Reporting	Duration		
4.01	Incorporate information about the UQ Aboriginal and Torres Strait Islander Design Framework at UQ into the Identified appointment booklet.	COO, CHRO, DVC(IE)	Standardised information regarding UQ's Indigenous design principles for UQ sites is developed and included in Identified appointment booklets.	2025	Ongoing	
4.02	UQ Indigenous alumni engagement activities include promotion of UQ Indigenous employment opportunities.	VP(ACE), COO, DVC(IE)	Regular promotion of Indigenous employment opportunities through EDMS and social media platforms. Metrics indicate a graduated increase in audience engagement	2025-2027	Annually	Life of Strategy
4.03	Promote the availability and taking of Indigenous cultural leave as appropriate.	CHRO, DVC(IE)	Regular and ongoing promotion and education of Indigenous cultural leave provision and encouraging Indigenous staff to use this leave.	2025-2027		Ongoing
4.04	Explore Indigenous cultural learning, growth and enrichment through a return to country or work in a community support program.	VC, Provost, COO, CHRO	Explore program to support and assist in cultural learning, growth and development of Indigenous staff working on country with community.	2025-2027		Life of Strategy
4.05	UQ actively promotes the use of inclusive language with reference to Aboriginal and Torres Strait Islander peoples.	CHRO	Inclusive languages guide or similar is easily accessed, promoted and regularly reviewed with reference to Aboriginal and Torres Strait Islander peoples.	2025-2027		Ongoing
4.06	UQ marketing campaign developed to promote and attract Aboriginal and Torres Islander peoples to work at UQ.	COO, CHRO	Marketing collateral is developed including Indigenous staff testimonies/stories. UQ seeks to utilise and engage with appropriate Indigenous influencers and or alumni.	2025-2027		Life of Strategy
4.07	Review and amend Conflict of Interest policy and procedure for Aboriginal and Torres Islander staff to be appropriately supported with managing personal and professional community relationships.	VC, Provost, COO, CHRO	Conflict of Interest policy and procedures are reviewed and amended to recognise the unique requirements and relationships of Aboriginal and Torres Islander staff whose primary role is Indigenous community engagement and relationships management.	2026		Ongoing

5 Historical acceptance

Accountability	Measure/Outcome	Timeframe	Reporting	Duration		
5.01	Develop Indigenous cultural leave awareness training focused on decision-making for executive leadership, managers, and supervisors.	CHRO, DVC(IE)	Face-to-face training sessions are developed or sourced and included in executive leadership, managers, and supervisors training offerings.	2025-2027		Ongoing
5.02	Deliver Indigenous cultural leave awareness and training focused on supporting all executive leadership, managers, and supervisors.	VC, Provost	Fifty percent (50%) increasing to eighty percent (80%) of executive leadership, managers and supervisors receive some training for Indigenous cultural leave.	2026-2027	Annually	Ongoing
5.03	UQ internally reports on the rate of appointments for Aboriginal and Torres Strait Islander applicants against all appointments.	CHRO, DVC(IE)	Quarterly reports are developed and provided for new appointments of Aboriginal and Torres Strait Islanders against all UQ appointments.	2025-2027	Annually	Life of Strategy
5.04	Analysis of Aboriginal and Torres Strait Islander appointments against all UQ appointments.	CHRO, DVC(IE)	Baseline of UQ recruitment and appointment activity is established.	2025-2027	Annually	Ongoing
5.05	Progress towards an annual target rate of new appointments of Aboriginal and Torres Strait Islander peoples as a percentage of all UQ appointments.	VC, Provost	Annual reports are developed for the percentage of Indigenous appointments against all UQ appointments.	2027	Annually	Ongoing

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