

Partners in a Learning Culture

A Best Practice Guide for Employing Indigenous
Australians through Group Training Arrangements

foreword



This guide celebrates the achievements of group training organisations who are making a difference for Indigenous Australians. Nearly 25 per cent of Australia's Indigenous apprentices and trainees are employed through group training arrangements, compared with 12 per cent of the total number of apprentices and trainees – a proud record for group training organisations.

The *Best Practice Guide for Employing Indigenous Australians through Group Training Arrangements* is a lively and informative account of the achievements of group training organisations who created these opportunities and the Indigenous people who triumphed in the process.

This guide is one outcome of the 2000 – 2005 blueprint for implementing the national strategy for Indigenous Australians in vocational education and training, *Partners in a Learning Culture*. In developing the blueprint, the Australian National Training Authority (ANTA) and ANTA's advisory body on Indigenous issues at that time, The Aboriginal and Torres Strait Islander People's Training Advisory Council, recognised that group training organisations were an important avenue for Indigenous Australians to access employment and training opportunities.

The best practice guide aims to assist group training organisations and Indigenous people to pool their shared wisdom and hard-won experience to help create more vocational education and training opportunities for Indigenous people.

The best practice examples in the guide were selected from the 124 people in 18 group training organisations who generously gave their time for in-depth interviews. One of the key conclusions from the study is that there is not one model for best practice; rather there are a variety of creative and interesting approaches. The study identifies a number of features of best practice which alone, or in combination, seem to be central to a successful program. These features are presented in the section entitled *Practices*. The rest of the guide is presented around broad themes, full of stories that illustrate best practice in action.

We hope these stories and the ideas they contain will inspire others to use this learning and follow the example of these innovative group training organisations and Indigenous Australians.

Moira Scollay
CEO
Australian National Training Authority
July 2002

Jim Barron
CEO
Group Training Australia Ltd
July 2002

Evelyn Scott
Co-Chair
Australian Indigenous
Training Advisory Council
July 2002



Group training organisations across Australia are achieving some admirable outcomes in the training and employment of Indigenous peoples. Specifically, group training organisations:

- employ 1220 Indigenous apprentices and trainees, representing 3.4% of all group training apprentices and trainees.
- account for 22% of all Indigenous apprentices/trainees, an outstanding outcome, given that group training has a lesser, albeit significant 12% share of total apprentices and trainees nation-wide.¹

Group training organisations have pioneered numerous innovative and worthwhile efforts, stemming from their strong community roots, an ethos of addressing the needs of equity groups, and by a tradition of pastoral care.

In mid 2001, ANTA commissioned Group Training Australia to undertake this national initiative, documenting their achievements, with a view to determining what constitutes best practice in this field. Following an invitation to respond, and a selection process to identify potential best practice initiatives, 124 people in 18 group training organisations were interviewed in-depth, sharing their experiences and personal stories. This publication reflects their achievements and the lessons that have been learned along the way.

An important message coming out of this project is that there is no single "blueprint" to define best practice in this field. This booklet documents some of the creative and interesting approaches that various group training organisations are taking:

practices: defining some of the elements that constitute a "best practice" approach (page 1).

partnerships: focusing on some unique and interesting partnership arrangements that have developed over recent years (page 2).

pathways: describing how some group training organisations and their partners work hard to establish pathways to permanent employment post training (page 9).

performance: highlighting some key features of the practices of five group training organisations which are achieving excellence in this field (page 18).

people: profiling some of the personal success stories of numerous Indigenous people participating as trainees and apprentices (page 24).

The sharing of these experiences will hopefully stimulate and inspire dialogue amongst the group training network and their partners, and lead to further positive developments in the field.



establishing an operational framework for success:

Although there is no single best practice blueprint for employing Indigenous apprentices and trainees, some common themes emerge to help define what kinds of policies and procedures might be put in place to maximise the chances of success in this challenging and important area.

The diagram below identifies eight key best practice features, with some illustrative ideas drawn from the experiences of group training organisations to date. These features of best practice and accompanying ideas are reflected in the various stories depicted throughout this booklet.

It is hoped that these ideas will inspire and help inform future developments in the successful education and training of Indigenous Australians through productive learning partnerships.

identify champions	~	<ul style="list-style-type: none"> • drive a commitment to Indigenous employment throughout the organisation from senior levels of the organisation • dedicate a Board position to represent Indigenous issues
culture of commitment	~	<ul style="list-style-type: none"> • employ Indigenous staff (e.g. front of house, mentoring roles) • nurture an accepting culture within group training organisations • deliver training within remote communities • enhance a wider understanding of Indigenous culture
productive partnerships	~	<ul style="list-style-type: none"> • address local Indigenous community priorities • seek local community "ownership" of training initiatives • combine various communities to achieve economies of scale • build relationships with appropriate non-Indigenous committed parties
up-front planning	~	<ul style="list-style-type: none"> • develop a clear strategic plan • set performance targets (intake, outcomes) • balance mainstream and special project initiatives
pre-training approaches	~	<ul style="list-style-type: none"> • utilise school-to-work transitional programs • adapt recruitment and selection processes • offer pre-employment training (job readiness)
on-going support	~	<ul style="list-style-type: none"> • provide dedicated mentors (preferably Indigenous) • offer remedial training (literacy, numeracy etc.) • observe culturally specific needs (e.g. bereavement leave)
monitoring outcomes	~	<ul style="list-style-type: none"> • maintain records of training outcomes (e.g. retention rates, awards) • overcome difficulties, learning from mistakes • track and record employment/further study outcomes
employment pathways	~	<ul style="list-style-type: none"> • identify and establish pathways to future employment • encourage development of community-based small business enterprises



facilitating a learning culture:

Many group training organisations have developed partnerships that are unique and specific to local requirements.

Whether dealing with Indigenous communities on the ground, or forging productive links with big business, group training organisations are making considerable progress in facilitating a learning and working culture among Indigenous peoples.

an innovative, cooperative and multi-leveled partnership in far north queensland



Cairns Region Group Training Ltd (CRGT) has been working co-operatively with remote communities on the Cape York Peninsula for over a decade. With field officers based permanently in Bamaga and at Weipa, they currently service 180 apprentices and trainees in the Cape region.

With the recent establishment of **Cape York Partnerships**, CRGT is set to play a major role as one of a limited number of preferred training providers, along with TAFE and the Australian College of Tropical Agriculture. In this role, the group training organisation will act as Registered

Training Organisation and/or employer of trainees and apprentices.

Two of the Cape York Partnership's Field Officers work from within the CRGT organisation. Their task is to survey training needs in individual communities, the end result being future training products and approaches geared to real community needs.

With Noel Pearson as voluntary team leader, and significant support from the Queensland Government, the Partnerships Group is founded on the notion of empowering communities to have a direct say in their futures.

It aims to foster more general awareness of the social, economic and health problems faced by Cape York communities, and focuses on the challenging task of shifting the culture from a passive welfare to an enterprise economy.

"The Cape York Partnerships is an opportunity for people in the Peninsula to finally take control of their services, their lives, and their future."

(Cape York Partnerships video)

"Underlying the vigour we needed to reach this agreement is an understanding that hard judgements and courageous leaps are taken by our leaders. We had a well developed strategy that was enhanced by strong and flexible leadership and a determination to drive negotiations and be patient to remain focused on the end result."

(Ritchie Ah Mat, Cape York Land Council)

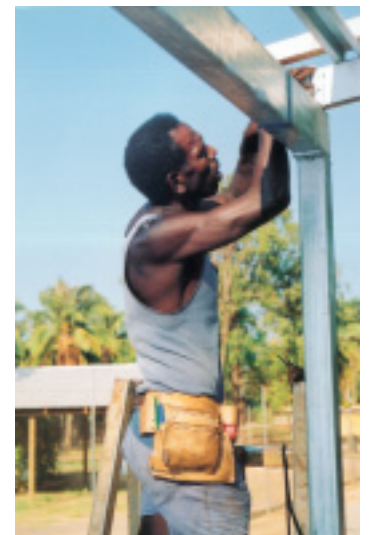


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culture of commitment

~

• delivers training in remote community settings

productive partnerships

~

• partners set out to address community priorities

partnerships

“These houses are absolutely beautiful. The workmanship, it surprised a few people, their workmanship is top class. As a group here they had personal pride within themselves that they can do that, they can achieve and succeed in building all those houses. That pride from within is what I put that down to. Working as an Aboriginal, for an Aboriginal organisation, building Aboriginal houses for another Aboriginal organisation — that to me is very unique.”

(Community Elder)

“One of the outstanding aspects of this project is that it demonstrates the enormous value in having that sense of community ownership of the houses. They had input into their designs so that the final houses reflected more the community culture. People were amazed that there have been no signs of vandalism with these houses. They are kept in impeccable order.”

(Project Officer, NSW Department of Aboriginal Affairs)

“The quality of work is comparable if not better than any building contract you could look at. Even from the first two houses. Better because of that local thing — there is a lot more community ownership of the project, an excellent outcome.”

(Representative of NSW Department of Housing)

ensuring Indigenous participation and ownership in housing construction

The **Hunter Valley Training Company** (HVTC) participated in one of the pioneering housing and construction training projects designed to train Indigenous apprentices in an on-site setting, building community housing on behalf of the Aboriginal and Torres Strait Islander Commission (ATSIC) and the NSW Department of Housing.

The Gumbayngirr Aboriginal Housing Skills Development Project was located at Nambucca, on the NSW North Coast. Completed in July 2001, nine of the original twelve apprentices obtained their trades qualification (six carpenters, three bricklayers).

Central to the success of this project was the fact that the local Indigenous people played a core initiating role in what was essentially a complex, multi-leveled partnership involving numerous State and Federal housing and educational authorities.

Under the umbrella of the **Ngurrala Aboriginal Corporation, four Land Councils — Nambucca Heads, Bowraville, Unkya and Stuart's Point** played a key coordinating role in the project and were instrumental in maintaining a strong sense of broader local community involvement and support. The Ngurrala Aboriginal

Corporation had a hands-on, central role as host employer, in addition to providing classroom facilities for formal TAFE instruction.



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Mark Duckett, a graduate bricklayer, is pictured here during his time on the project.

productive partnerships ~

- multiple communities bring economies of scale
- nurtures community pride and ownership of houses

working with three Aboriginal communities to achieve award winning training outcomes

TORGAS, a Townsville based group training organisation, worked with the three communities of Jumbun, Camu and Malabarra Midga in 2000. These communities are located inland and 250 kilometres north of Townsville.

Pictured is a new Community Health Centre at Camu built by ten trainees sourced from across the three communities. Over the year they completed a Certificate II Construction traineeship. In addition to the Health Centre, they built a Community Hall, refurbished single accommodation and carried out repairs and maintenance on 70 community houses.

The project won a Construction Training Queensland Training Excellence Award in 2001, its success being attributed to:

culture of commitment	~	• delivers training within communities
productive partnerships	~	• gains economies of scale with three communities
on-going support	~	• observes cultural needs in industrial agreement

• **economies of scale:** by combining resources and efforts across the three communities, there was enough work in the pipeline to sustain 10 trainees over the 12-month period.

• **partnerships:** as well as the three Aboriginal communities, the project involved the Department of Health which directed the building of the Health Centre, and the Australian Army as Project Managers and Contractors for the house renovations.

• **industrial relations:** the project operated under a special industrial agreement setting wage, work and cultural variations.



"Every month we would meet with the community leaders, the Army and trainees. The Army supervisor usually chaired them. The Army set up little teams with team leaders so they could talk to trainees informally, and we would document any problems that came up. Our Construction Manager would go up and make sure they were getting the practical skills, and sign them off."

(Group Training Organisation Manager)

sharing the mentoring task with "big business"

The **Brick Industry Group Training Company** (BIGTC) is partner to an interesting mentoring program in Western Sydney. A joint venture residential development between Mirvac and the Lend Lease Corporation will see 1800 homes built over a five year period.

For their on-the-job training, apprentices work in small teams under the supervision of a Mirvac supervisor/trainer and are involved in the whole job from set out to completion. Careful attempts are made to ensure the off-the-job training, delivered by the BIGTC at their Technology Park Skills Centre, parallels what is being learned on the job. Four of the 19 apprentices currently working on the project are Indigenous people.

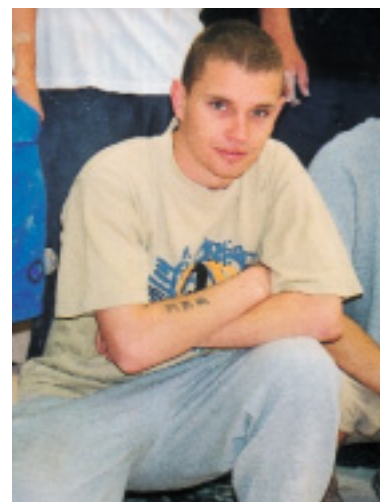


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Scott Andrews, trainee

partnerships

"The group training company plays a major role for us, enabling us to identify talented kids, and offer them training and employment in their own home town. They are in contact with all the major sporting clubs, we can give contacts and assistance. So far we have put 140 Indigenous kids through traineeships. A true partnership."

CEO, NASCA



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linking excellence on the sporting field with skills development and employment

The Sydney based **Australian Training Company** provides employment and training opportunities for people working in the sports and recreation industries. Currently, more than 50 Indigenous trainees with talent and a dedication to sport are employed throughout metro and regional NSW and Queensland in sport and recreation, security and other traineeships.

A close partnership with the National Aboriginal Sports Corporation of Australia (NASCA) has developed over recent years. In its efforts to identify young Indigenous sporting champions, NASCA runs programs in three major sporting fields — golf ("Hunting for an Australian Tiger"), Rugby League and netball. These programs

actively promote excellence in sports as a springboard to vocational training and employment.

An initiative under which this partnership has flourished has commenced in the Central and Far West of NSW. The Premier's Office of the NSW Government has provided \$50,000 to fund 10 sports trainees in six remote towns (Bourke, Brewarrina, Walgett, Coonamble, Goolooga and Lightning Ridge). Throughout their twelve-month training period, the trainees are working with schools, local councils and youth centres, CDEP organisations, Aboriginal medical services and youth/sport advisory committees.

facilitating a dream to become reality

Auswide, a group training organisation based at Merimbula on the Far South Coast of NSW, has worked closely with local Aboriginal communities to develop a working partnership over a number of years.

At Jigamy Farm, Pastor Ossie Cruse, a local elder, and his son BJ Cruse (pictured third and fourth from left respectively), have been seeing their vision come to reality since its inception in the mid 1970s.

Situated on 153 acres on Lake Pambula, the Keeping Place is nearing completion. There is a large multi purpose internal auditorium, for exhibitions, concerts, receptions etc., training rooms, a commercial kitchen and a retail facility planned for the Centre.

The colours — "Monaroo, Bobberer, Gudu" — represent the local people as belonging to the mountains and the sea.

In the surrounding bushland, trainees recently completed a living cultural walk. Two of these graduates, Colin Manton and Mervin Clarke (pictured on the far left) currently operate cultural walking tours on a commercial basis.

In all, about 30 local Indigenous trainees have participated in training on various aspects of building and construction, land development and tourism. As employer and Registered Training Organisation, Auswide has worked actively with the Indigenous initiators of the project to ensure its success.

identifies champions

~

• CEO "drives" commitment throughout the company

productive partnerships

~

• addresses communities' skills development needs

balancing skills development and longer term employment outcomes

Group Training Northern Territory (GTNT) has an established partnership with a consortium of organisations under the umbrella of the Australian Government's

Cooperative Research Centre (CRC)

Program. The CRC for Aboriginal and Tropical Health (CRCATH) was established in 1997 under a seven-year agreement between the Commonwealth and six core partners.

These core partners are Territory Health Services, Danila Dilba Aboriginal Medical Service, Central Australian Aboriginal Congress, Menzies School of Health Research (MSHR), Northern Territory University, and Flinders University of South Australia.

A cornerstone of the CRCATH organisation is its education and training function, with a specific objective to increase the skills of Aboriginal people, and to encourage training and employment opportunities in the field of Aboriginal and tropical health. Vocational traineeships managed by GTNT are an important aspect of the overall education and training opportunities provided.

Group Training Northern Territory was approached by the CRC wanting to introduce traineeships into their overall education program. This partnership features the group training organisation, as the legal employer of trainees, happy to play a supporting role in administration and fieldwork.

Three graduates are pictured here, all with full time employment within the Menzies School of Health Research. Pictured from left to right:



Joseph Fitz (Business Administration) is a full time Research Assistant in the MSHR project office, planning to undertake a degree in Community Development through CRC.

Khalee Press (Business Administration) has an important front of house role as Administration Receptionist.

Melita McKinnon, (Laboratory Technician) a working mother and part time university student undertaking her B.Sc. degree, is employed full time in the MSHR laboratory.

"This is an excellent partnership, one partner is the instigator and driver. It is really their program, we do not promote it as a group training project. We are happy to see the trainees 'belong' to the organisation, as long as we can see they are making progress, are being paid properly and turn up for work."

(Manager Group Training Organisation)

"I believe that the measure of our success has been a willingness to challenge assumptions and share learning. And that this philosophy and a great deal of hard work have placed us at the forefront of effective and relevant Indigenous health research in Australia."

(Professor Lowitja O'Donoghue, Chair Cooperative Research Centre for Aboriginal and Tropical Health)

"A critical factor in the success of the traineeship is pathway. The trainees must have legitimate prospects at the end of the training, either a job or an entry point to further study."

(CRC for Aboriginal and Tropical Health Annual Report 1999-2000)

"An opportunity for me for a career in something I really love doing, a fantastic opportunity. It comes down to the support we got, the amount of freedom we were given on the job to go further into it. You get out of it what you put into it."

(Graduate)

"I grew up without shoes on my feet. If I can come from there and be what I am now a lot of other people can too. I had these skills before, it took me to come here to develop and use them."

(Graduate)

productive partnerships ~

• addresses Indigenous priorities in health

employment pathways ~

• partners committed to providing full-time jobs

partnerships

"The plan is to build the Incubator without walls. Businesses will operate in their own area but be supported by the centre unit. We hope to develop an industrial site and a retail and office site for a more flexible operation. It was always our goal from the beginning for this Horticulture Project for some of them to become a small business. Already these people have had some tendering success winning a tender to do work in a local school's grounds."

(Representative, Department Natural Resources and Environment, Chair Koorie Business Network)

working together to create an enterprise culture

Sunraysia and Murray Group Training

is a key partner in an initiative that is designed to culminate in a business enterprise for its Indigenous participants.

Under the auspices of the NSW Department of Education and Training's Youth Employment Scheme, five Indigenous trainees are currently working with Boulevard Nurseries towards their trade level qualification in Production Horticulture.

Boulevard is a major wholesale producer for vines, citrus, avocados and nuts, and operates a state-of-the-art plant tissue culture laboratory to propagate rare bulbs (such as zantedeschia or calla lilies, pictured here - many of which are exported to The Netherlands!) Trainees work on all aspects of production from nurturing bulbs to growing and tending flowers.

As well as gaining real commercial benefit from the trainees' contributions, and hoping to employ some full time as qualified horticulturists, Boulevard is a true champion of the enterprise development initiative. The company has allocated some land and given a commitment to supply bulbs to the trainees to enable them to establish and run a cut flower and bush food enterprise at the end of the training program.

The regional office of the Department of Natural Resources and Environment, another core partner, is closely nurturing this development under the Business Enterprise Centre scheme. This concept is to incubate and help develop small business enterprises over a two to three year period throughout the local Aboriginal communities.

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productive partnerships ~

• multiple partners commit to common aims

employment pathways ~

• lays foundation for a small business enterprise

working effectively to meet the needs of industry in a remote setting

Kimberley Group Training tendered successfully for the management of apprentices and trainees at Argyle Diamond Mines, the biggest employer in the remote East Kimberley region.

All of Argyle's six apprentices and eight trainees are Indigenous - part of the mine operator's commitment to reach a target of 15% Indigenous employment by 2005.

Under this arrangement, Argyle is the legal employer of the apprentices and trainees. The group training organisation provides technical advice, such as literacy/numeracy assessments, monitors the training through regular fortnightly field visits, and arranges all details of block release for off-the-job

training. There are serious logistic issues in a remote mine setting where all 520 employees work on a two weeks on, two weeks off schedule.



pre-training approaches	~	• adapts recruitment and selection processes
employment pathways	~	• focuses on employment outcomes for community

"We now have their contractors at Argyle ringing us, asking for people for them to employ. We are becoming their link. Contractors involved in construction maintenance, facilities management, site catering and laundry."

(Group Training Organisation Manager)

"We have introduced a new way of recruitment, doing away with traditional processes of panel interviews. Our assessment package involves a simple local application form distributed through community agencies, short listed applicants are brought on-site after medical and security clearance for a three day assessment program. Very hands-on, practical, we bring in an Aboriginal plant operator/trainer. They have a good look at the mine."

(Argyle Community Relations representative)



providing stepping stones to a viable career future:

Group training organisations' involvement with apprentices and trainees is formally over at the end of the training period. As many Indigenous people have participated repeatedly in training programs unassociated with jobs, there is a strong consensus amongst group training people that meaningful employment post training must be factored into their thinking. Here, some best practice examples are described, where the training is consciously linked to the idea of permanent employment.

addressing priority areas for Indigenous peoples

health

Having completed a Business Administration Certificate III Traineeship through the **Health Industry Group Training Company**, Lee Timbery (pictured) has found permanent employment with the Jarrah House for Women. This facility is an alcohol and drug rehabilitation clinic attached to Prince Henry Hospital at Little Bay, near her community of La Perouse on the shores of Botany Bay.

In her role as Administration Assistant, Lee reports directly to the Centre Manager, working autonomously across a wide range of office management duties.



photo Rosemary Hoskins © copyright

productive partnerships



• addresses health priority for local community

employment pathways



• obtains valuable employment outcomes

"Collecting rents from the clients, paying accounts, looking after petty cash, reception, banking. I was one of ten interviewed for the job — right there and then I could visualise myself here, I felt real confident and comfortable. My boss said as soon as she interviewed me, she 'knew'. An excellent opportunity to further my life, and to educate and provide a quality life for my children. It shows girls from where I come from, a single mum with two children can do it."

Misman Kris and Kalinda Griffiths (pictured) are both employed by **Group Training Northern Territory**, undertaking a two-year traineeship in Laboratory Skills (Certificate III).

Their on-the-job laboratory training is provided by NT University in Misman's case, and for Melinda, by the Menzies School of Health Research.

Both feel that there have been tangible efforts from both the group training organisation and their host employer to encourage a commitment to a permanent

future in the field of Indigenous health, a critical priority area in the Northern Territory and nearby Torres Strait Islands.



photo Rosemary Hoskins © copyright

"This has been a big step into the real world, pretty good. After this I will stop in my community where I can be useful. I have learned so much here in the lab that will be useful in our community health clinic at home — a new one, pretty huge. I can do tests, pathology, and basics, like cleaning and sterilisation. We get a huge range of skills in the lab you can use in the health clinic."

productive partnerships ~

- addresses critical priority health area

on-going support ~

- partners provide intense mentoring

education

As part of their traineeship, various Indigenous trainees employed by **Group Training Northern Territory** are involved in educating people in their communities, and see future pathways for themselves in the transfer of skills to their people.

Currently undertaking a Certificate III traineeship in Information Technology (software applications), Kally Ansell spends

one day per week visiting Bathurst and Melville Islands with her supervisor from the Darwin based Tiwi Health Board. With the primary intention of educating local people in the use of computers, Kally has designed presentation material for these courses and participates in training delivery in the field.

"When I have finished my traineeship I want to help my people by becoming a trainer. People are getting used to working with computers. They have to get involved as computers cross over into health and education."

pathways

"I've always wanted to be involved in IT. I'd love to stay here another two years, then go mainstream and become a trainer to train Aboriginal people, set up my own training school. The sky is the limit here, there is access to training and knowledge I couldn't afford in the mainstream. As long as I am willing to work for what I want I know I can achieve it."

Janetta Connolley (pictured) is an Information Technology trainee working with Danila Dilba ('the dilly bag that carries the bush medicines' in Larrakia language), a Darwin-based Aboriginal health service organisation with an involvement in health promotion, education and training.

She aspires to pass on her skills and knowledge in her future career.



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productive partnerships ~

- develops IT culture relevant to Indigenous peoples

employment pathways ~

- provides pathways to work with local communities

security

Security is an important area for Indigenous peoples in both urban and regional/remote settings.

This area is being addressed in an innovative and interesting way by **Property Services Training (PST)** and its core partner in the security industry.

Chubb Protective Services has 60 Indigenous employees in its own right throughout Australia, and in recent years has hosted 17 Indigenous security trainees from the group training organisation.

Working closely with the group training organisation's mentor Peter Jackson (photographed below with Vicki Lawrence, one of his trainees), Chubb is committed to turning trainees into full time employees with a meaningful career future.



photo Rosemary Hoskins © copyright

"One of our young men has booked himself in for additional training in handcuffs and batons, paid for it himself. He has real career prospects. We plan to direct him to a Federal security organisation, he is capable of moving into this field as a covert narcotics officer."

(Group Training Organisation Mentor)

"The tribal elders help us recruit the right Indigenous people. The idea is they then look after the security needs of the community. Because they come from within the community, trained and disciplined, they self protect the community, patrolling the shopping centres, parks and trains. Arguably more effective.

In a rural mining situation there is nothing better than having locals, gives people a lot of pride. I'm optimistic about the future of Indigenous Australians within the security industry. They do as good, if not a better job than others."

(CEO Chubb Protective Services,
Chair PST)

community housing

From the outset, the Gumbayngirr Aboriginal Housing Skills Development Project, involving the **Hunter Valley Training Company** (HVTC) at Nambucca on the NSW North Coast, has nurtured the idea of permanent employment at the project's end.

photo Rosemary Hoskins © copyright



Over the course of the project, the twelve participants (eight carpentry and four bricklaying apprentices) were involved in building and renovating 40 community houses on behalf of the NSW Department

of Housing, a Health Outpost, and an Indigenous Art Gallery.

Five of the six carpenters who obtained their trade qualification in 2001 are currently completing their Residential Building Certificate IV to qualify for a builder's licence. All nine who qualified as tradesmen are currently employed by the Ngurrula Aboriginal Corporation, previously acting as host employer. Resitech, the service arm of the NSW Department of Housing, maintains a close interest in their futures. Two of the carpenters are being guided at present through the process of conducting a feasibility study to establish their own small business as house builders and renovators.

An interesting side to this project was that the team was sent to help out on another Aboriginal Housing Project some distance away for two weeks.

“Being given the opportunity to provide apprenticeships and traineeships to Indigenous Australians in NSW continues to enrich the history of experiences of the Hunter Valley Training Company. Not only did most apprentices complete, but a significant number went on to obtain their contractors' licences. Hunter Valley Training Company is proud to showcase the Gumbayngirr Aboriginal Housing Skills Development Project as an example of a best practice Indigenous training and employment project.”

(Milton Morris, AO,
Chairman HVTC)

“That project was getting behind — we sent our boys up there — exceptionally successful. They showed those boys the work ethic, and came back with pride on their chest!”

(Representative
Ngurrula Aboriginal Corporation)

productive partnerships

~

- maintains community ownership of project

employment pathways

~

- encourages small business enterprise development

"It makes your heart burst to see the changes in these people — building confidence in themselves. They have learned so many things in six months, substantial stuff, they made a wonderful book about it, they are really proud, a sense of ownership in their work. They also did a lot of work with the local school kids, teaching them how to plant trees!"

(Group Training Organisation Mentor)

developing skills in culturally relevant sectors

landcare

Sunraysia and Murray Group Training

managed a six months Community Jobs Program in 2001, involving 12 participants in a land reclamation project.

William Hannek, pictured, was the main supervisor and mentor on the program.

The project was situated on Merbein Common, a 2000-acre piece of Crown land just outside Mildura. This area contains a number of burial sites, making it a culturally significant location for the local Aboriginal people.



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horticulture

Jake Goodes, pictured, is in his final year of a four-year apprenticeship in Landscape Gardening with **WorkCo**, in the Western Victorian town of Horsham.

His current host, a private contractor, sees a good future career for Jake with his interest in and natural flair with gardening, and is confident that there will be a full time position for him when qualified. Jake ultimately would like to establish his own contracting business.



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art and tourism

The Umbarra Aboriginal Cultural Centre and Tours, at Wallaga Lake on the South Coast of NSW, is a major local tourist attraction.

Set amongst bushland, there is a Cultural Museum depicting the cultural heritage of the Yuin people in the area. **Auswide Project's** trainees frequently perform dance theatre (Mervyn Naylor, a Cultural Tourism Trainee is pictured here), and many educational, hands-on activities are available for tourists — dancing, boomerang throwing, spear throwing, ochre painting and talks on artifacts. Trainees also acquire skills in retailing and hospitality, running the busy museum shop and café.

Trainees also participate in four-wheel drive tours to culturally significant areas or locations such as Gulaga (Mt. Dromedary), where visitors learn about local Indigenous history and culture.



“Exciting to see these young men who have grown up in a very disadvantaged lifestyle, mixing with tourists from all over the world, developing a sense of self and pride. They are superb at dance theatre and they love it. As well as learning about their own culture, they are developing skills that are unique in their community, selling, displaying and developing interpersonal relationships outside their community.”

(Group Training Organisation Manager)

“To see it up and running is the most satisfying aspect, to see the interest of the young people when we talk. I'm passing on the history, the law and the stories. They have to know where they are coming from to know where they're going.”

Mervyn Penrith, Chairperson Umbarra (pictured below)



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culture of commitment

~ • enhances wider understanding of Indigenous culture

productive partnerships

~ • encourages community pride and ownership

pathways

"Very pleased with the progress of all our Indigenous apprentices, he is the pick of the bunch, shining in the role, very well integrated into the business with confidence and aptitude. All feel he will make a very good tradesman. All the synergies are there!"

(Argyle Community Relations Representative)

"He is extremely enthusiastic, a thirst for knowledge unique amongst anyone, above average for any apprentice.

He is a very high calibre person, a reflection of what's out there. We train for the long haul and we support the local community."

(Argyle's Mine Maintenance Manager)

"I'd been to see group training and after six months doing a few other jobs I came back to them. They found me this. I am in a job I enjoy and two-three years ago I'd apply for jobs like this with 50-100 people eyeing them, I never saw myself as lucky enough to be in this job. The attainment of knowledge is power."

working in the mainstream

mining in the kimberley

Shinobo Shioji is in his first year of a four-year apprenticeship in Mechanical Engineering with Argyle Diamond Mines, whose apprenticeships are managed by **Kimberley Group Training**.

He works in the service and maintenance of highly technical, heavy duty mining equipment (haul trucks, earth moving vehicles, excavators etc.)

Shinobo was a successful applicant from a pool of 150. Shinobo's dedication to his

training and career is evidenced by his commitment to a day's bus journey each way to Broome once a fortnight.



"I want to become a mechanic. I want to 'be' someone, to be appreciated for who I am. My family now is my number one priority, making money to support them. They are pretty proud of what I am doing. After this experience, I may end up with a contract, but I know I can now apply for work anywhere."

information technology

Greg Ivinson is an Information Certificate III trainee, employed by **Group Training Northern Territory**.

He works as part of a tightly knit software support team of three technicians at NT University, offering services to academics and students, ranging from relatively straightforward work on network servers, to installing and maintaining complex, specific software systems.

Having worked in numerous unsatisfactory jobs, and with just a basic understanding of home computers, Greg has found a genuine niche in the IT industry.



photo Rosemary Hoskins © copyright

local government

The Horsham based group training organisation, **WorkCo**, has an undertaking with the City of Port Phillip Council in Melbourne to provide six trainees per year over a three-year period.

The City of Port Phillip has a Memorandum of Understanding with the local Indigenous community, incorporating a commitment to addressing their particular service needs in a culturally appropriate manner, also setting clear targets for Indigenous employment across most areas of Council's operations.

Walter Quackawoot, 18, pictured here, is a Business Administration graduate from the first year of this program, and is now working at the general public interface with ASSIST, the Council's one-stop call centre for service requests, complaints and comments.



"Trainees have now moved into established positions in a range of Council departments — social development, parking enforcement, childcare, the ASSIST Centre, parking permits and corporate services. All traineeships have permanent, full time positions on offer at the end of the twelve month period."

(Council CEO)

"Given us a chance to work with local government — the Koorie community recommended us to them, showing we are recognised as having expertise, a Melbourne group coming to a country group! A great sense of achievement."

(Chair Group Training Organisation)

culture of commitment ~

• places Indigenous trainees in front-of-house roles

productive partnerships ~

• addresses local community priorities

auto mechanics

Brett Rae is a final year Apprentice Light Vehicle Motor Mechanic working at Jarvis Ford in Adelaide.

He was initially a star apprentice with **Career Employment Group**, a Whyalla based group training organisation. As Brett wanted to move to Adelaide for family reasons, **Statewide Group Training** took over his Training Contract — a prime example of the benefits available through group training's cooperative network. Parties on all sides are delighted with the outcome:



"I always wanted to be a mechanic. I am now going on to do my diesel qualification here. The big achievement is going out there and giving it a go and being recognised. I competed here in WorldSkills competition in 2000. Wouldn't mind giving something back to the community, younger kids and that, something I could combine with being a motor mechanic."

"Once he has an opportunity he won't let go. Even put football second to work! Everyone is wrapped."

(Group Training Organisation Manager)

"The right attitude, full of promise, terrific skills, excellent manner and very career oriented. He wants to extend his knowledge."

(Work Supervisor)

pathways

"The most successful boys were the least successful at school. The schools were very supportive, their parents thought it was great."

(Program Coordinator, NSW Department of Education and Training)

"We prefer to take on school kids — they can get an idea if this is what they like, return to school otherwise. At the end of the training we have jobs available for them all — they have meaningful work and life opportunities."

(Manager, Group Training Organisation)

"Great for their self confidence to be doing stuff they can do well. Many of them hadn't been doing well at school and they flourished with us. It was wonderful to watch them applying maths in the work they did - at school they were totally unable to grasp the concepts. If they stayed at school it would have been an abysmal result. Maths made real sense, they enjoyed what they were doing and could do it well."

(Careers Advisor, Secondary School)

partnerships with schools — pathways to training and employment

Numerous group training organisations have developed working partnerships with secondary schools to assist young Indigenous people in the transition to the world of work.

The **Brick Industry Group Training Company** (BIGTC) is a good example of group training and schools working together to benefit their Indigenous students. BIGTC worked closely with Cleveland Street High School in Redfern, Sydney, with wins on all sides. In partnership with nearby Sydney University, Years 10 and 11 students participated in a two-month

program, learning basic bricklaying skills, and building a local church garden.

In partnership with the NSW Department of Education and Training, a local branch of the **Hunter Valley Group Training Company**, and the Peel Tech High School in Tamworth, the BIGTC conducted a 10-week program in early 2001 involving 20 Indigenous students from Years 9, 10 and 11. The students learned modules from the actual Bricklaying Certificate. On completion, apprenticeships were arranged for six of these students.

productive partnerships

~

• involves other appropriate group training partners

pre-training approaches

~

• utilises school-to-work transitional programs



achieving excellence in the field:

Five group training organisations that show a substantial level of commitment and flair in achieving sustainable outcomes in the field of Indigenous training and employment are showcased.

Cairns Region Group Training — making an impact across the vastness of far north queensland

Cairns Region Group Training (CRGT) services an area of some 300,000 square kilometres in Far North Queensland (FNQ). The company currently employs over 222 Indigenous apprentices and trainees, a significant 22% of the 1000 in total. More than one-half of these are apprentices across 14 apprenticeship categories (114), the remaining 108 spread across 19 traineeship fields.



Over the past decade, the company has worked consciously to refine its strategic approach, learning from many challenges and difficulties along the way, not least of which has been the tyranny of distance, inaccessibility and hostile climatic conditions.

Their success with considerably enhanced training outcomes can be attributed to adopting best practice approaches in terms of:

- **organisation structure:** the company incorporates a Cape York and Torres Strait Island Division, managed by an Indigenous person, employing five field officers and three support staff. They have a field staff presence permanently on the ground in both Bamaga and Weipa.
- **training delivery:** formal training is now conducted within the communities with trainers being flown into remote locations (as opposed to sending apprentices away on block release).
- **partnerships:** CRGT is an integral part of the Cape York Partnerships team, and through its Indigenous division works closely with many community councils on Cape York.



photo Rosemary Hoskins © copyright

"The Councils run each community like a big township. They have to provide all the essential services. We have worked with them a lot in training their people in building construction."

(CRGT representative)

performance

"It is cost effective for them to outsource all their apprentices and profitable for us. They had a major infrastructure with workshops and training facilities there."

(CRGT Field Officer)

"For more than 25 years the company has played an active role in helping the local Aboriginal people to develop industrial skills and small business opportunities. The company is continuously working to establish better relations with all of the communities that are impacted by its Weipa mine."

(Comalco Community Relations Representative)

CRGT has a sound working relationship with Comalco at their Weipa bauxite mine. Comalco and CRGT have a long history of working together. In the past, Comalco would take CRGT apprentices on short visiting rotations to experience remote mining conditions.

Following an invitation from Comalco to tender, for the past four years CRGT has managed all the company's Weipa based apprentices — of the 26 presently in training, seven are Indigenous.

As part of this arrangement, CRGT maintains an Indigenous field officer on the ground at Weipa. His responsibilities include liaison with local community people in Napranum, Old Mapoon and Aurukun, the traditional owners in the region, managing and monitoring all aspects of training.



culture of commitment	~	<ul style="list-style-type: none">• employs Indigenous staff in separate division• delivers training within remote communities
productive partnerships	~	<ul style="list-style-type: none">• works closely at community level
up-front planning	~	<ul style="list-style-type: none">• works with clearly defined planning parameters
monitoring outcomes	~	<ul style="list-style-type: none">• tracks quantitative outcomes (eg retention rates)• overcomes difficulties by learning from mistakes

Health Industry Group Training addresses a high priority need for skills development amongst Indigenous Australians

The Sydney based **Health Industry Group Training Company** (HIGTC) was established in early 1997 in response to the industry's need to develop a culture of structured training in non-professional areas. Operating with 13 traineeships across both public and private sectors, some outstanding outcomes for Indigenous people are being recorded (figures noted are for 12 months to June 2001):

- Indigenous people are very well represented at 17% of the total (110 Indigenous trainees)
- High retention rates, equal to those for non-Indigenous people are being achieved (73% of commencements completed their traineeship)
- Opportunities for advancement are well reflected in the fact that three quarters (74%) of completions resulted in permanent employment and/or further formal study in the field.

With strong links to the NSW Health Department and its various Area Health Services operating across NSW, the HIGTC has been instrumental in aiding the fulfilment of its Aboriginal and Torres Strait Islander Recruitment, Training and Career Development Strategy. The strategy sets a target of a minimum 2% Aboriginal and Torres Strait Islander representation across the workforce.

The HIGTC has been actively expanding its activities outside metropolitan Sydney to cover regional and remote parts of the state.

Gavin Holten, pictured, is part way through his Certificate III Community Services (Aged Care Work) traineeship.

According to Gavin's supervisors he has developed an outstanding level of rapport with many of the clients in this high security dementia clinic — his special talents are not only seen to enrich their quality of life but benefit the nursing home in a patient management sense.

Prior to this placement Gavin was with another host where things were not working out. An ultimate success all round illustrates the extent to which group training provides both the flexibility to relocate a trainee, and the benefits that flow from its pastoral care role.



photo Rosemary Hoskins © copyright

"Nothing satisfied me until I found nursing. When I look after these people who are going back to childhood and need us, I feel happier about myself. I love it here, trying to make them happy. You can't have a conversation with boxes where I was before as a storeman. In 10–15 years time I'd like to own or run a nursing home for Aboriginal people out west, there is nothing like this for them."

productive partnerships ~

• addresses Indigenous health across NSW

up-front planning ~

• bases efforts on sound business plans
• sets performance targets

monitoring outcomes ~

• measures outcomes against targets
• tracks post-training outcomes (employment/study)

employment pathways ~

• aims to achieve permanent employment outcomes

performance

"My aspiration is for us to make a difference in an ongoing sense. Over the years we have introduced training in many remote communities. At one stage 60% of our trainees were Indigenous, we had to put on large numbers to get any finishes because of the enormous and varied disadvantages they face. Ideally there must be some form of on going employment for apprentices and trainees in remote communities, we have to be creative to come up with ideas for solving this."

(Manager Group Training Organisation)



photo Rosemary Hoskins © copyright

partnership initiatives:

In Borroloola, over 1000 km from home base, in a joint venture with a local Registered Training Organisation, 10 Indigenous people have undertaken Certificate II Construction traineeships, all completing successfully.

A recent initiative under the STEP program involves a cooperative partnership with the NT Public Service, involving 35 trainees employed in Darwin, Katherine, Tennant Creek, Nhulunbuy and Alice Springs, and a further 10 apprentices being utilised on a private sector oil and gas infrastructure development in Darwin.

Group Training Northern Territory has a long record of achievement in the employment of Indigenous people

With in excess of 300 apprentices and trainees, **Group Training Northern Territory** (GTNT) is the largest single employer of apprentices and trainees in the Territory.

Since its establishment in 1989, the company has developed a solid track record in the employment of Indigenous Australians.

Operating in metropolitan Darwin and from two remote office locations in Alice Springs and Nhulunbuy in East Arnhem respectively, 20% of all apprentices and trainees are Indigenous (the proportion has been as high as 65% in some years).

Much effort has gone into building and refining their approaches to Indigenous employment. Some key success factors include:

- **culture:** the group training organisation manifests a clear commitment to Indigenous people with Indigenous staff in key administrative and fieldwork roles.
- **balance:** the majority of Indigenous apprentices and trainees are employed in the mainstream, with no special subsidies attached; a deliberate effort is made to balance mainstream work with innovative, resource intensive projects to face particular challenges of disadvantage and remoteness.

- **networking:** in addition to a regular program of school visits, the company's Indigenous field officer has built effective links with local communities, to the point where the informal grapevine is seen to be a more effective way of sourcing good recruits than any other.
- **support:** the mentoring support provided by the field staff is constant and often intense. Effective use is made of team building approaches. A highly motivated, self-supporting "Youth Reference Group" is used to encourage apprentices and trainees to assist one another's problem solving and development.
- **partnerships:** in addition to the highly successful partnership with the Co-operative Research Centre for Aboriginal and Tropical Health (CRCATH) and its core partners involved in health research and delivery, GTNT maintains a wide variety of on-going partnerships.
- **future employment:** a strategic view of their involvement in Indigenous employment and training puts future longer-term employment opportunities at the forefront. In metropolitan situations it is sometimes easier to assist and keep an eye on employment outcomes, not always easy in remote parts of the Territory.

culture of commitment	~	• employs Indigenous people in field and administration roles
productive partnerships	~	• involves public sector institutions with common goals
up-front planning	~	• bases efforts on firm strategic base • balances mainstream and special project initiatives
on-going support	~	• offers intensive mentoring support through training
employment pathways	~	• works with major partners to facilitate full-time jobs

Property Services Training has a culture of commitment from the chairman through all levels of the organisation

The Sydney based **Property Services Training Company** (PST) employs trainees in the three eastern mainland states, and has a strong commitment to the development of Indigenous Australians.

Ten of their 20 NSW security trainees are Indigenous, and in Queensland, PST employs a further 12 Indigenous trainees in Security Guarding through a project known as the Murri Foot Patrol.

Deliberate strategies have been implemented to develop a receptive culture, championed by the company's Chairman, a pioneer in introducing structured training into the security industry in Australia, and CEO of Chubb, a major force in the industry.

With funding from the Commonwealth and State Governments, the company employs an Indigenous mentor, himself a licensed security guard. Working on an intimate, one-to-one basis with their Indigenous trainees, the trainee-mentor relationship must be based on mutual trust and understanding, especially important given the stressful situations security guards on trains and at airports, for

example, often encounter. With widespread Indigenous community and sporting links, the mentor has been a fruitful source of new recruits, to the point where nowadays, Indigenous people are approaching the company directly.

Before operating in the field, all trainees undergo three weeks training to obtain a Security 1A licence. Indigenous trainees also participate in an in-house pre-vocational course to help smooth the transition to the world of security.



photo Rosemary Hoskins © copyright

"As a kid I visualised being a security guard. Saw an ad for this, looked up and saw the open door and said I'm walking through it. It has gone above and beyond my expectations, giving me a real chance. I was sick of doing courses and being on the dole."

(Caleb Kemp, trainee, pictured)

"There are gains for us and for the participants. For us it has always seemed to be something worth attempting, you sometimes don't succeed but it is worth the effort. For the trainees there are concrete gains — money, status, self worth, a higher degree of acceptance, being part of the community of employment."

(Group Training Organisation Manager)

"It is great to see some of these people forge a career in the security game. Start off absolutely down and out, turn into real security people, their body language totally changes. We have to keep in mind and overcome the fact that Indigenous people are shy and find it hard to make eye contact. In the old days this was a sign of disrespect. Being a security person is a 'look'."

(Group Training Organisation Indigenous Mentor)

"We use our mentors to familiarise our workforce highlighting why we should reach out and assimilate this minority. We want to help them easily and comfortably fit into the workforce, our intensive training includes a lot of things the average security officer training doesn't — grooming, presentation, dress, writing — quite a lot for someone who traditionally has not been wearing a uniform!"

(Chair Group Training Organisation)

identify champions	~	• promotes Indigenous training, Chairman a driving force
up-front planning	~	• works within clearly defined strategic guidelines
on-going support	~	• employs a full-time Indigenous mentor
pre-training approaches	~	• offers pre-employment training (job readiness)

performance

“Our Indigenous supervisors have strong community backgrounds - one is on the Board of the local Aboriginal Corporation. We are lucky to have very capable people with that background and reputation. Seven to eight years ago we weren't particularly involved in this field. Our culture is such that these guys are part of our team. The company sees that as part of what we do.”

(Group Training Organisation Manager)

partnership initiatives:

Three of four trainees who undertook their traineeship with a local supermarket are now in full time responsible positions — a Delicatessen Manager, a Grocery Manager and a Deputy Assistant Store Manager. Quite an achievement, given that the retail industry has been found to have significant barriers to entry for Indigenous peoples.

Boulevard Nurseries, the local office of the Department of Natural Resources and Environment and SMGT are working cooperatively to involve graduate horticulturists in developing a business enterprise.

Sunraysia and Murray Group Training — facilitating local partnerships to achieve solid outcomes

The Mildura based **Sunraysia and Murray Group Training (SMGT)** has worked with local Aboriginal communities and business to create some breakthrough achievements in meaningful training and employment for Indigenous peoples.

In 2001 there were more than 30 Indigenous people participating in a mixture of mainstream and specialised programs. Another 30 Indigenous Years 9-11 students took part in Mildura's Koorie Open Door Education Scheme.

Quality outcomes are being achieved in a number of planned ways:

- **culture:** by nurturing an internal culture that is receptive and sensitive to Indigenous people, an atmosphere geared for success is clearly apparent.
- **partnerships:** with a good community profile, SMGT has local industry and government agency people actively involved in their Indigenous programs and championing the cause.

- **support:** Indigenous mentors work closely with disadvantaged and/or "at risk" people, often including intensive remedial training, to the point where completion rates are said to equal those achieved with non-Indigenous apprentices and trainees.



photo Rosemary Hoskins © copyright

culture of commitment	~	• nurtures accepting culture in group training organisation
productive partnerships	~	• unites multiple committed partners
on-going support	~	• employs dedicated Indigenous mentors • offers remedial training (literacy/numeracy)

profiling some individual success stories:

Approximately 50 current and past trainees and apprentices shared their personal stories. Some of these stories have been told earlier in this booklet. It is impossible to do justice to all of these achievers who, under considerable pressures to perform, are clocking up some outstanding wins. All are extremely proud of their heritage, and without exception, acknowledge the contribution of the various parties in helping them work towards a meaningful career.

Michael Williams

Michael Williams grew up in Glen Innes, NSW. A keen sports competitor from an early age, he came to group training via The National Aboriginal Sports Corporation of Australia (NASCA's) "Hunting for an Australian Tiger" program.

Keen to develop partnership links with its local community, the NSW Golf Club at La Perouse was actively seeking an Indigenous trainee. Michael was chosen from a large field, completing his Sports Administration traineeship through the **Australian Training Company** in 1998.

As permanent, full time Functions Manager with the Club, Michael promotes and manages Corporate Days, weddings and other special functions (including being part of ex President Clinton's visit to the Club in 2001!) Meantime he is completing two subjects of a law degree specialising in Legal Justice studies, and working after hours on his golf handicap and aspirations for a competitive golf career.



photo Rosemary Hoskins © copyright

Mervyn Clarke

Mervyn Clarke graduated in Tourism Level III, in 2000 with **Auswide Projects**, the Merimbula based group training organisation. His traineeship involved construction of the living cultural walk at the Keeping Place, an Aboriginal Cultural Centre on the NSW Far South Coast.

In partnership with his fellow graduate Colin Manton, Mervyn operates a tour guide business from the Centre. To this end, both Colin and Mervyn have undertaken further courses in business management, and receive support from their group training organisation mentors.



photo Rosemary Hoskins © copyright

"We are proud of our Koorie culture. Once you get the confidence going you can't stop. We get to talk to people from different countries, we took Hazel Hawke around the track... our vision is to be supervisors of younger people learning to be tour guides."



Amanda Daley

Amanda Daley completed her Assistant in Nursing Certificate III traineeship through the **Health Industry Group Training Company** (HIGTC) in 1999. During that time she worked in Garrawarra Nursing Home, a dementia facility run by the SE Sydney Area Health Service of NSW Health.

Amanda then completed a 12-month Certificate IV Enrolled Nursing qualification working in an acute care, general hospital environment. In October 2001, Amanda heard the news that she has been accepted by Wollongong University in the Faculty of Nursing to embark on her Bachelor's Degree in 2002.

"Realising something I wanted to do all my life. I love helping people, making them comfortable. It is very rewarding. I loved finding ways of communicating with people at the dementia clinic, using my hands and eyes, putting on music and having a dance. The group training company, and our nurse educator were fantastic. They did everything in their power to help us. I also have a lot of support to help with the next challenge — a big family of nurses. My dad is a trainee EN, Mum is an enrolled nurse, two aunts are AINs and Gran is a Registered Nurse!"



photo Rosemary Hoskins © copyright

Masun Masir

Masun Masir completed a Multi Media Certificate III traineeship through **Group Training Northern Territory** in 1999, gaining work experience with the Menzies School of Health Research (MSHR).

Winner of the NT Indigenous Trainee of the Year Award in that year, on graduation Masun was the first Aboriginal person to be employed by Australian Human Services in Darwin where he worked in health promotion in the Australian Hearing Centre.

Now employed full time back under the Cooperative Research Centre (CRC) umbrella, Masun works at NT University as Indigenous Trainee Education Officer (50% of his time) and as Project Officer for MSHR for the other 50%, working on a lung health promotion and research project centered on Groote Eylandt (Island).

"Everyone has been chosen to do something, everyone is good at something. I'm well chosen for Indigenous health and education. I don't ask what's in it for me but work at what I can do for them."

Daniel Sparrow

Daniel Sparrow has broken new ground as the first Aboriginal butcher to qualify in South Australia. On completion of his apprenticeship in 2001 with **Murraylands Training and Employment Association**, Daniel gained full time employment with his host, the Meat Barn in Murray Bridge. As manager, he now supervises three butchers.

In recognition of his considerable achievements, Daniel was the Winner of the 2001 Aboriginal and Torres Strait Islander Student of the Year in the South Australian Training Awards.

Daniel has expressed aspirations to take over his grandfather's butchery at Mallala. As he said just prior to attending ANTA's National Training Awards in Canberra:

"I had ideas of taking over his shop but I knew I didn't have the skills to do that. I knew I had to do an apprenticeship in an environment where I would learn a broad range of skills."



Tamara Borsi

Tamara Borsi is one of the **West Australian Group Training Scheme's** six Indigenous apprentices in Perth, all working towards a trade qualification in the house construction area.

A busy single mother of three children, Tamara is now in her second year of a Painting & Decorating apprenticeship. Prior to this she was long-term unemployed.

Once qualified, Tamara plans to study small business management as a prelude to establishing her own contracting business in the future.



"Tamara is a star recruit. She has represented her people admirably, always at work on time, putting in a commitment with all her parental responsibilities."

(Homeswest representative)

"The willingness of host employers to really do something for the Aboriginal community is key to our success — not motivated by subsidies."

(Group Training Organisation Manager)

Duane Appo

Duane Appo completed his apprenticeship with **Bacas Training Ltd** in Bundaberg in 1998.

As a qualified electrician he is now successfully employed in the mainstream with Ergon Energy.

Duane is pictured at right being congratulated by Simon Crean for his success in WorldSkills competitions where he won at both regional and state levels, proceeding as far as the National trials.



people

"I've come a long way — at first I was very shy, didn't talk for the first two weeks. You think you are going to fall into that cycle — unemployed, dependent on the dole. I had the right support at home and people at work encouraged me. I got a lot out of it - admin. skills, communication, knowing how to handle people on the job."

Nola Illin

Nola Illin joined **WorkCo** in Horsham, Victoria in 1995 as a Business Administration Trainee.

A true pioneer, she was the first Indigenous employee with WorkCo, remaining for five years in progressively more responsible positions as Administration and then Employment Officer.

In 2000 she joined the University of Ballarat as Aboriginal Liaison Officer. Having had a small break for the birth of her first child, Nola is seeking employment dealing with Aboriginal affairs in the public sector. She is very involved in Indigenous community affairs and actively pursues her interest and talent in art and

design. Her painting, commissioned by the group training organisation to promote an understanding of how group training organisations can employ Koorie people, is reproduced on the front cover of this publication.



Ricki-Lee Baxton

Ricki-Lee Baxton is currently undertaking a Sport and Recreation Traineeship Certificate II with **Sunraysia and Murray Group Training**. She works with Mallee Sports Assembly, a local Aboriginal sporting organisation.

Having graduated from Year 12, in her first year post-school, she has designed and executed the company's new web site from scratch, and attended an intensive two-week training course in Wagga on a Sport and Recreation scholarship to gain knowledge about sporting programs.

Ricki-Lee will soon qualify as a trainer in conducting cross-cultural awareness programs for local sporting clubs — to date she has been helping organise these courses on a monthly basis.

An active participant in five different sports (basketball, netball, swimming, tennis and softball), Ricki-Lee is keen to build a future in the Indigenous sport and recreation area.



photo Rosemary Hoskins © copyright

acknowledgments



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new south wales

Australian Training Company	Scott Field Kevin Power David Liddiard John Moriarty AM Michael Williams	Business Manager Chairman CEO Chairman Graduate Trainee	Australian Training Company Australian Training Company National Aboriginal Sports Corp. (NASCA) NASCA NSW Golf Club
Auswide Projects	Kevin Stephens Graeme Dixon Mervyn Penrith Francine Greetham Eric Naylor Lorraine Naylor Sam Connolly Harold Harrison Yuin Kelly Mervyn Naylor Pastor Ossie Cruise Mervyn Clarke Colin Manton	CEO Group Training Co-ordinator Elder, Chairperson Business Manager Trainer Graduate Trainee Graduate Trainee Graduate Trainee Trainee Trainee Elder, founder Graduate Trainee Graduate Trainee	Auswide Auswide Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Umbarra Cultural Centre Jigamy Farm, the Keeping Place Jigamy Farm, the Keeping Place Jigamy Farm, the Keeping Place
Brick Industry Group Training	David Gill Nick Sturgess Scott Andrews Judy Campbell Shane Beitch Robyn Mander-Ross	Manager Trainer Trainee Program Co-ordinator Bricklaying Supervisor Careers Advisor	Brick Industry Group Training Co. Brick Industry Group Training Co. Brick Industry Group Training Co. NSW Department of Education & Training Mirvac Homes Cleveland Street / Maroubra High Schools
Health Industry Group Training	Charles Dalgleish Jeremy Naylan Marian Whalan Leonie Durham Graham Sloane Pernilla Melloy Gavin Holten Sheree Stuart Kylie Dixon Tania Bonham Brad Garner Patricia Proudford Amanda Daley Lee Timbery Glennis Barnes Bobbi Cattlehole	CEO Monitoring Consultant Human Resources Manager Graduate Trainee General Manager Nurse Educator Trainee Aboriginal Traineeship Co-ord Graduate trainee Trainee Graduate Trainee Senior Nurse Educator Graduate trainee Graduate trainee Supervisor Trainee	HIGTC HIGTC Greater Murray AHS Wagga Base Hospital Wagga Base Hospital Lillian Wells Nursing Home Lillian Wells Nursing Home SW Sydney AHS SW Sydney AHS SW Sydney AHS NSW Department of Education & Training SE Sydney AHS SE Sydney AHS SE Sydney AHS Far West AHS Far West AHS
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Property Services Training	Leon Smith Peter Jackson George Chin, OAM John Brennan Caleb Kemp Vicki Lawrence	National Manager Indigenous Co-ordinator Managing Director Chairman Manager Education & Training Access Trainee Trainee	PST Group Training PST Group Training Chubb Protective Services, and PST Group Training NSW Department of Education & Training Chubb/State Rail Chubb/State Rail

south australia

Career Employment Group	Peter Ashby	Field Officer	Career Employment Group
Murraylands Training & Employment	Monica Kemp	Manager	Murraylands Training & Employment
Statewide Group Training	Jim Dunk Ian Dempster Jason Batten Brett Rae	Chairman Field Officer Supervisor Apprentice	Statewide Group Training Statewide Group Training Jarvis Ford Jarvis Ford