

SEPTEMBER 2007

Trevor van Weeren and Juli Cathcart

Report Summary

The final stage of the development of the 'Yirrkala, Marngarr, Nhulunbuy and Laynhapuy Local Jobs for Local People Strategy' has been seriously disrupted by the NT Emergency Response, the accelerated lifting of Remote Area Exemption and the transition of CDEP have changed the employment and training landscape of the Yirrkala, Nhulunbuy, Marngarr and Laynhapuy region. At this stage it is not possible to complete the project as intended.

The 'DRAFT Yirrkala, Marngarr, Nhulunbuy and Laynhapuy Local Jobs for Local People Strategy' has been accepted by the LJLP Project Implementation Group as containing sufficient information to meet the requirements of the Terms of the Contract. This report summarises the work completed and makes recommendations for the future of the Strategy.

NOTE: the full 'DRAFT Yirrkala Area Local Jobs for Local People Strategy' including background information, Talking Jobs and Business interview records, analysis and findings, overview, underlying concepts, success stories and previous findings is held in the Darwin Office of the Department of Employment and Workplace Relations.

A summary of the 'DRAFT Yirrkala Area Local Jobs for Local People Strategy' which was renamed the 'DRAFT Yirrkala, Marngarr, Nhulunbuy and Laynhapuy Local Jobs for Local People Strategy' to include the actual communities involved in the project, is appended to this report.

Background

In November 2006 Trevor van Weeren and Juli Cathcart were engaged under a STEP contract to produce a strategy to increase Indigenous employment in the community of Yirrkala, titled "Local Jobs for Local People Strategy" with reference to previous and current research into Indigenous employment and business in the Yirrkala region (including past and present strategies, programmes, initiatives, successes and plans). The contract included the following:

- Establish a team of Yolngu with the overall purpose of community engagement and facilitation leading to the delivery of the strategy;
- Assist with preparation and delivery of Talking Jobs and Business and Industry Round Table;
- Develop and implement a 'localised and customised marketing plan' designed to generate broad community and stakeholder interest in and commitment to the local jobs for local people project
- Between events, engage formally and informally with the community to gauge community response and understanding of the issues and proposals identified;
- Negotiate requirements for developing the strategy with the LJLP Implementation Group;
- Produce the strategy; and
- Contribute to the launch of the strategy.

Key Deliverables

The key deliverables to the point of delivery of the draft strategy are complete.

Key Deliverables of the Contract	Status
<p>1. With the Yolngu team, develop and implement a marketing plan for the Yirrkala 'Talking Jobs and Business' communications and consultation strategy using a range of appropriate cross-cultural communications strategies including:</p> <ul style="list-style-type: none"> • Use of appropriate resources (posters/photographs/PowerPoint) • Talks and interviews with key Yolngu and non-Indigenous people (recorded) • Small group presentations and discussions • Focus groups – to test common themes, ideas, issues and concepts emerging from research findings • Development of representative conceptual artwork with Yolngu Artist for Yirrkala LJLP project 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Variation completed</p>
<p>2. Assist with 'Industry Round Table' on 28 February 2007, as follows:</p> <ul style="list-style-type: none"> • Identification of suitable industry and Yolngu representatives; • Development of program for the day • Advice on additional expertise for the event • Present the draft LJLP Strategy • Assist with cross-cultural communications and facilitate Yolngu engagement 	<p>Roundtable 1</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
<p>3. Collate and review findings from 'Talking Jobs and Business' process (talks, interviews, focus groups etc), and 'Industry Round Table' and follow up as required.</p>	<p>Completed</p>

Finalising the Project

Following the success of the first roundtable event (Roundtable 1), a second event was planned as part of the process to finalise the strategy. It was envisaged that Roundtable 2 would:

"bring key people together to talk through the issues and opportunities identified in the DRAFT Yirrkala, Margarr, Nhulunbuy and Laynhapuy – Local Jobs for Local People Strategy. The input and the feedback provided at this roundtable will enable the DRAFT Strategy to be finalised and also map out the key roles and responsibilities for its implementation".

However, since this event was planned there have been significant developments in Government Policy which impact directly on the project.

The NT Emergency Response, the accelerated lifting of Remote Area Exemption and the transition of CDEP have changed the employment and training landscape of the Yirrkala, Nhulunbuy, Margarr and Laynhapuy region.

The LJLP Project Implementation Group (in consultation with STEP Contract Managers, ICC Solution Broker and Trevor van Weeren) agree a roundtable event in the current environment is unlikely to achieve the planned outcomes, and that instead, we should proceed by finalising the project with the work that has been undertaken to date. We feel it is important to deliver a

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – FINAL REPORT

document that can usefully inform the strong employment focus of the emergency response and CDEP transition.

The specific requirements of the strategy have been progressively negotiated by the LJLP Project Implementation Group with Trevor van Weeren since the commencement of the project. The current DRAFT strategy document has been accepted by the LJLP Project Implementation Group, primarily as a document to identify issues and generate discussion at the local level. Under the terms of the contract, the Strategy was required to broadly address the following:

- Commitments from Yolngu and local employers to increasing the numbers of people from Yirrkala in employment;
- Current barriers to achieving this;
- Building on the findings of the LJLP project, propose a range of actions required to address these barriers including reference to:
 - previous successes;
 - existing initiatives with potential for success; and
 - new initiatives required, including commitments to funding, implementation and timelines as appropriate.

The following table demonstrates that there is sufficient information in the draft to meet the requirements and deliver a useful product.

<i>Requirement</i>	<i>Project Outcomes/Content</i>
Commitments from Yolngu and local employers to increasing the numbers of people from Yirrkala in employment;	<p>Local jobs are available in a wide range of contexts and the jobs themselves manifest in many ways.</p> <p>Most Yolngu want improvements in many aspects of their lives, and this strategy – to create jobs and business, and better support the employment of Yolngu people – could help Yolngu get a better quality of life.</p> <p>Most organisations and businesses need a reliable and skilled workforce, and it is more cost effective to employ someone local who is going to stay with the company than to bring someone in from outside who might move on after a year or two. There are jobs in the Yirrkala area that could be done by local Yolngu but are currently being done by outsiders.</p> <p>Many employers and organisations want Yolngu to work with and for them, but they haven't worked out a way for this to happen.</p> <p>Government has a clear policy of moving people off welfare payments or 'sit down money' into real jobs. Government wants to see more jobs, businesses, employment and wealth for Yolngu.</p> <p>Most organisations in the local communities already have strategies for generating and keeping jobs and preparing people to fill the vacancies. The levels of success vary across organisations and industry sectors. People are also engaging with this at a family level. The LJLP project needs to engage more at the local level and provide an idea of what it could do to support people to realise goals, as well as providing a space for local organisations and families to provide input into an ongoing LJLP strategy.</p> <p>While it was clear that the majority of community people at Yirrkala and surrounds were concerned about the future and that jobs was part of that concern it proved difficult for people to grasp the project as something they would buy into or visualise what it might do without a process of engagement, discussion and communication.</p> <p>The strategy identifies engagement and commitment is as much, if not more of an issue for Government bodies than it is for Yolngu people and organisations and that Government should ask itself many of the questions it asks of Yolngu.</p>

Requirement	Project Outcomes/Content
<p>The DRAFT Strategy recognised these Barriers to achieving increased employment.</p>	<p>In the DRAFT strategy the Barriers, Ways forward, Actions and Milestones have been grouped into six categories called 'Pathways'</p> <p>1. Strengthen Foundations Health, Housing, Education, Substance abuse, Community safety, Inflexible and unresponsive policies</p> <p>2. Work Together – A Coordinated Approach Uncoordinated, ad-hoc approaches that ignore research findings and don't meet client needs High non-Yolngu staff turn-over and continual loss of knowledge and relationships, hard to attract and retain high quality, experienced staff Working in isolation and/or limited sharing of ideas, knowledge, understanding, resources and solutions, duplication of facilities, programs and resources</p> <p>3. Cross-cultural Understanding and Communication Business practices, employment options and/or work culture and practices inappropriate and/or unsuitable for Yolngu Culturally specific, inflexible and unimaginative interpretation of work and work practices Cross cultural communication challenges Limited cross-cultural understanding and communication skills Ethno-centric, inflexible attitudes (intolerance, ignorance and racism) Access to appropriate resources, information and ICT</p> <p>4. Both Ways Governance and Responsibility Organisational values and structures, management and work practices are inappropriate or unsuitable for Yolngu</p> <p>5. Both Ways Education and Training One-way approaches and limited opportunities to develop required knowledge and skills i.e. Training (on its own) doesn't work Many Yolngu lack basic and/or specific knowledge and skills e.g. literacy, numeracy, ICT Uncoordinated and provider based approaches to providing education and training – duplication of facilities, courses, staff, resources</p> <p>6. Transition (from welfare, school, training, CDEP, labour pools) to Work and economic Activity Business practices, employment options and/or work culture and practices inappropriate and/or unsuitable for Yolngu* Culturally specific, inflexible and unimaginative interpretation of work and work practices Family and cultural constraints Lack of personal confidence and support base</p>

Requirement	Project Outcomes/Content
<p>Building on the findings of the LJLP project, propose a range of actions required to address these barriers including reference to:</p> <ul style="list-style-type: none"> • previous successes; • existing initiatives with potential for success • new initiatives required, including commitments to funding, implementation and timelines as appropriate 	<p>The Yirrkala Area LJLP Strategy is based on extensive research carried out over the past five years at local, Territory and National levels, with a positive focus on 'Lessons Learned', 'What Works' and Ways Forward. It is envisaged as a 'living strategy', which means continuous evaluation, research, development and documentation</p> <p>Coordination of the Strategy</p> <p>The implementation of the Strategy will require a team of experienced Yolngu and non-Yolngu people to coordinate and facilitate the process. A Yirrkala Area LJLP Strategy Reference Group of Yolngu and non-Yolngu people who are or have been involved in supporting successful employment initiatives for Yolngu people could be developed to support the implementation and review of the Strategy.</p> <p>Commitment</p> <p>The Strategy aims to increase the commitment, engagement and capacity of both Yolngu people, local employers and Governments to the long-term, meaningful employment of local Yolngu people in all industry sectors in the Yirrkala area.</p> <p>Funding</p> <p>Substantial funding will be required to fund a local LJLP Team to implement the Strategy, develop resources and programs, support initiatives, and to continuously evaluate, research, develop and document the Strategy.</p> <p>The Strategy</p> <p>The need for a BOTH WAYS approach is very clear – every organisation that successfully employed Yolngu people uses a Both Ways approach, which values and incorporates Yolngu culture into all aspects of the organisation. Yolngu themselves are clear that it is very difficult to work in organisations or for people who do not respect or understand Yolngu people or culture, or when the work culture of the organisation requires them to compromise fundamental cultural obligations or does not take into account the daily pressures that arise from foundation issues.</p> <p><i>The DRAFT strategy includes discussions of the Both Ways process and ways it can be implemented. This conceptual process is well known in the Yirrkala area and provides a basis upon which to communicate and develop shared and agreed understanding.</i></p> <p>Success stories</p> <p>Includes analysis of the organisations in which local Yolngu people were employed at the time of the Talking Jobs and Business research conducted in November 2006. It indicates which of these organisations were more or less successful in employing Yolngu people based on the number of Yolngu who were employed and length of employment, and Yolngu representation in the governance of these organisations.</p> <p><i>The DRAFT strategy includes documented examples of success stories and suggests that these stories should continue to inform any strategy development</i></p> <p>Moving Forward (Actions)</p> <p>The Industry Round Table is a concept that needs to be further supported. It is the type of forum that brings local stakeholders together to progress the issues raised in this project. Yolngu need to be empowered to develop and be part of an engagement process like the roundtable.</p> <p>The DRAFT Strategy includes ways forward such as:</p> <ul style="list-style-type: none"> • Ongoing investment and action in dealing with the Foundation Issues

	<ul style="list-style-type: none"> • Identify, develop and support strategies that work including: <ul style="list-style-type: none"> – Case management (refer to support strategies for disabled people as an example) for individuals, families and organisations/businesses – Personal support programs and action plans (that focus on individuals and families) – Transition to work basic skills programs etc – Labour pools – Mentoring – Gurrutu and family support in the workplace and community – Both Ways education and training solutions for individuals and organisations integrating cross-cultural awareness – On-the-job education and training – Work experience – Develop the capacity of the Yirrkala Area LJLP Team to support organisations – Work with Councils to link in with community development and maybe develop community-wide strategy – Create forums for stakeholders to regularly share experiences, learning, successes and strategies; develop a more coordinated approach, work on supporting foundation issues, learn about new initiatives and increase cross-cultural understanding. • The labour pool concept utilised by groups like YNOTS and Delta Reef is a work model that suits many Yolngu especially when it includes case management methods, flexibility, reward schemes and guidance from Yolngu Leadership - Continue refining and documenting the successes of this work model. • Accept that some jobs won't suit Yolngu in the short to medium term and explore other ways organisations and business can support Yolngu other than giving someone a job (e.g. develop a scholarship, sponsor a prize, do school visits, get involved rather than sit and wait for the right candidate to appear) • More support needed for small business to think about ways to be flexible in involving Yolngu in their enterprises • Employing Yolngu people and valuing Yolngu culture becomes a foundation value of organisations and businesses for real and enduring change to occur. • Many industry and business redefine their values and redesign their organisational structures, management and work practices, to support the employment and participation of Yolngu people. • Acknowledge and support the critical role of family - Develop educational programs for families; Involve families in jobs; Support individual employee by supporting the family to be involved (communication, expectations etc)
--	---

Recommendation

That an agency or group of agencies take responsibility for implementing and coordinating actions and recommendations in accordance with other initiatives around business, employment education, training and the NT emergency response and include the research represented in the DRAFT Yirrkala, Marngarr, Nhulunbuy and Laynhapuy – Local Jobs for Local People Strategy in further development.

YIRRKALA, MARRGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

Where does the Local Jobs for Local People Strategy come from?

Local Jobs for Local People (LJLP) is an initiative of the Australian and Northern Territory Governments to develop a strategy to get more local Aboriginal people into the jobs that currently exist or that can be created in the local area. It is part of the Indigenous Economic Development (IED) Strategies of both governments. The major focus of the IED strategies is more jobs for local people. This is a goal shared with many Indigenous people and private businesses. The general idea of LJLP is to develop partnerships between Government, Business and local Aboriginal people to work out ways to build on successes and get past barriers to employment and jobs in the local area.

The Yirrkala area is the first place an LJLP strategy is being developed in the NT. A 'Draft Yirrkala, Marrgarr, Nhulunbuy and Laynhapuy LJLP Strategy' has been developed through research with Stakeholders. The idea now is to bring these Stakeholders together to discuss, develop, agree on and enact the strategy.

Both governments understand that this will need cooperation, partnership and buy-in from all sectors, and that this will include Government streamlining their support for employment and jobs through a 'Whole of Government coordinated approach'.

Who is involved?

The Stakeholders are the people involved in the LJLP Strategy, and include:

- Yolngu people from the Yirrkala, Marrgarr, Nhulunbuy and Laynhapuy and areas
- Employers from the private and business sector like ALCAN, other corporations and small businesses
- Service organisations like Community Government Councils/Shires, Land Management and Health organisations, education and training organisations and non-government organisations
- The Australian and NT Governments being led by the Department of Employment and Workplace Relations (DEWR) and Department of Business, Economic and Regional Development (DBERD)

What is the strategy about?

The IED Strategies of both governments aim to increase employment and wealth for Yolngu. The current state of employment, education, health and housing for Yolngu is not good enough, and one way to make a difference is to help Yolngu people participate more equally in the Northern Territory and Australian economy.

The Australian Government has introduced significant changes aimed at reducing reliance on welfare payments (sit-down money) and creating opportunities for economic independence, including opportunities to build businesses and own houses on Aboriginal land.

The LJLP Strategy creates an opportunity for Yolngu to consider these changes and issues, and to talk to Government and business about the ways economic development can work for Yolngu.

This means thinking and talking about what is working for Yolngu in relation to jobs and employment, and what is not working. Success stories are highlighted and supported. Where things are not working, the *barriers* to employment and economic activity are identified along with *ways forward* and *actions* that need to be taken to remove these barriers.

Developing an LJLP Strategy for the Yirrkala, Marrgarr, Nhulunbuy and Laynhapuy areas will create new ways for stakeholders to work together. It will point to old ways that need to be changed – because they are not working; and old ways that can be copied and improved – because they are working.

The objective of the LJLP Strategy is an improved quality of life for Yolngu through advances in the economic status of Yolngu people.

The key to the success of the strategy is open, respectful and honest dialogue and discussions between all stakeholders – so that agreement can be reached on a way forward to work together to create more jobs and business opportunities for Yolngu.

Why do a Local Jobs for Local People strategy? What's in it for the Stakeholders?

What's in it for Yolngu?

Most Yolngu want improvements in many aspects of their lives, and this LJLP Strategy to create jobs, employment and business, could help Yolngu get a better quality of life. Yolngu would have opportunities to:

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

- Talk about their goals and aspirations in relation to jobs and other economic activity
- Outline the barriers to jobs and business
- Talk about the best ways to remove these barriers
- Talk about the ways to build on success stories
- Agree on a strategy with other key stakeholders such as government and private employers

What's in it for Employers?

Most organisations and businesses need a reliable and skilled workforce, and it is more cost effective to employ someone local who is going to stay with the organisation than to bring someone in from outside who might move on after a year or two.

Businesses such as 'Delta Reef' need people to build houses and sheds so they can earn money and pay their workers and continue to survive and grow.

Other organisations that provide services, like a health clinic, need to employ people so they can meet the obligations of their service. There are jobs in the Yirrkala area that could be done by local Yolngu but other people currently hold many of these jobs.

Many employers and organisations want Yolngu to work with and for them, but they haven't worked out a way for this to happen. The LJLP Strategy could help break down barriers for employers wanting to employ Yolngu and help more Yolngu get jobs and work successfully in local organisations and businesses.

What's in it for Governments?

The Australian government has a clear policy of moving people off welfare payments or sit down money into real jobs. Both the Australian and NT Governments want to see more jobs, businesses and wealth for Yolngu. LJLP is a way to improve the way Government works with Yolngu and business so that there can be a partnership to help more Yolngu move into the jobs that already exist, and to help create new jobs and businesses that Yolngu can take up.

What has happened so far?

In November 2006, Trevor van Weeren (Cross-cultural Consultant) and Dhangal Gurruwiwi (Yolngu Interpreter) talked to Stakeholders in the Yirrkala area – Yolngu and non-Yolngu people and many organisations – about jobs and business to identify the barriers, ways forward and actions for the employment of Yolngu. This research and consultation was called 'Talking Jobs and Business'.

As well as information from 'Talking Jobs and Business', the findings of other research, reports, strategies and agreements were read and analysed. Eventually clear *Barriers*, *Ways Forward*, *Actions* and *Milestones* were identified and grouped into categories called *Pathways*.

As well as the Strategy document there is a *Poster* and an *Appendix*. The Appendix contains all the research documentation including other background information, notes from interviews, methodology, findings and detailed explanations of Both Ways and other ideas central to the Strategy.

Where to next?

It will be up to Government, Business and local Yolngu and non-Yolngu people to work together to flesh out the detail, and to implement the Strategy at a local level. This will probably require the ongoing assistance of other people such as experienced Cross-cultural consultants, Interpreters, Yolngu Elders, and Business Managers.

The next step will be for Stakeholders to consider this DRAFT strategy, talk about the information and ideas it contains and agree on the 'FINAL Yirrkala, Marn Garr, Nhulunbuy and Laynhapuy LJLP Strategy' including *milestones* and recommendations for how it could be implemented. One way of doing this will be for Stakeholders to participate in 'Industry Round Tables' to be held in the Yirrkala area for this purpose.

The Final Strategy will require ongoing review so that it is responsive to changing needs and incorporates the learning that will take place as it is implemented.

YIRRKALA, MARGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

The Six Pathways of the Yirrkala, Margarr, Nhulunbuy and Laynhapuy LJLP Strategy

The six pathways of the 'Yirrkala, Margarr, Nhulunbuy and Laynhapuy LJLP Strategy' are:

1. Strengthen Foundations
2. Work Together – A Coordinated Approach
3. Both Ways Work Culture and Practices, Communication and Cross-cultural Understanding
4. Both Ways Governance and Responsibility
5. Both Ways Education and Training
6. Transition (from welfare, school, training, CDEP) to work and economic activity

The *Barriers*, *Ways Forward* and *Actions* that were identified from 'Talking Jobs and Business' and other research are grouped into the six pathways. Milestones need to be identified by Stakeholders, during the review and finalising of the strategy e.g. during the 'Industrial Round Table' events to be held for this purpose.

1. Strengthen Foundations

<i>Barriers</i>	<i>Ways Forward</i>	<i>Actions</i>	<i>Milestones</i>
1. Many Yolngu people live in and out of crisis with basic life foundations not in place – physiological (e.g. housing, health, substance abuse), safety and security (e.g. domestic violence, racism) needs not met 2. Education and schooling generally unattainable while foundation issues not met 3. Strategies, policy, practices and programs that are inflexible, unresponsive, irrelevant and/or inappropriate for Yolngu or the local area	1. Strong foundations	Address Foundation Issues (understand the importance of addressing foundation issues including housing, education and health) Explore different models that focus on re-engaging disengaged youth and school leavers	
	2. Family support	Recognise the importance of family to Yolngu people and culture: involve and assist families to support Yolngu workers Acknowledge and support the critical role of family in the process of supporting and encouraging economic activity Develop communication materials for families and involve families in jobs	
	3. Homeland Centres	Recognise the vital importance of Homeland Centres to Yolngu well-being, Yolngu culture and economic independence	
	4. Both Ways schooling	Support schools, schooling and education. Refer to the school-community partnership being developed	
	5. Local decision-making	Target a service that could be regionalised and develop a plan to realise that goal	
	6. Flexibility	Ensure flexible, responsive strategies, policies, practices and programs	
	7. Minimal red tape	Minimise and streamline bureaucratic requirements and tasks (red tape)	

YIRRKALA, MARGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

2. Work Together – A Coordinated Approach

<i>Barriers</i>	<i>Ways Forward</i>	<i>Actions</i>	<i>Milestones</i>
4. Uncoordinated, ad hoc approaches that ignore research findings and don't meet client needs	8. Coordination of Yirrkala, Margarr, Nhulunbuy, and Laynhapuy areas LJLP	Develop and resource the coordination and implementation of this Strategy	
5. High non-Yolngu staff turn-over and continual loss of knowledge and relationships, hard to attract and retain high quality, experienced staff	9. Reference Group for the Yirrkala, Margarr, Nhulunbuy, and Laynhapuy areas LJLP	Develop a Yirrkala, Margarr, Nhulunbuy and Laynhapuy areas LJLP Reference Group of Yolngu and non-Yolngu people who can be engaged to support and advise the Strategy implementation and initiatives	
6. Working in isolation and/or limited sharing of ideas, knowledge, understanding, resources and solutions, duplication of facilities, programs and resources	10. A responsive, living strategy – action research	Embed the Strategy implementation in an authentic evaluation framework (e.g. action research) so that it is a 'responsive living' Strategy	
	11. Coordinated and client-based approach	Coordinated, client-based implementation of the Strategy between government, non-government and community organizations, businesses and providers of Both Ways cross-cultural, communication, education and training e.g. through a centralised LJLP agency	
	12. Work and learn together	<p>Organisations and businesses work together to share knowledge, research, resources, concerns, solutions and support each other</p> <p>Research the viability of a regional 'Business Hub' or other models to support in mentoring, administration, brokering and partnerships.</p> <p>Support and develop inter-agency initiatives like the Youth Inter-agency Network, which are attempting to coordinate the planning intentions of each agency so as to avoid duplication and improve and increase efficiency of service delivery</p> <p>Develop a youth strategy that builds on initiatives like the inter-agency group focussing on youth issues; focus on disengaged youth, create a youth centre</p> <p>Develop a research and communication strategy to document successful 'Whole-of-Government' projects and evaluate and share findings</p> <p>Government agencies engage in processes like Action Research that support and monitor changing organisational cultures and work practice.</p>	

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

3. Both Ways Work Culture and Practices, Communication and Cross-cultural Understanding

<i>Barriers</i>	<i>Ways Forward</i>	<i>Actions</i>	<i>Milestones</i>
7. Business practices, employment options and/or work culture and practices inappropriate and/or unsuitable for Yolngu	13. Focus on what is working	Celebrate, share and build on success stories Develop strategies for supporting and increasing the size and capability of successful employers like Dhimurru, Landcare etc and family micro business	
8. Culturally specific, inflexible and unimaginative interpretation of work and work practices	14. Both Ways Work Practices	Develop and support innovative, responsive, culturally appropriate Both Ways work practices that suit Yolngu people with Yolngu people for Yolngu people Commission research into Yolngu specific concepts of economy, work, governance, social capital, the hybrid economy and ways they can be measured and utilized effectively in education, training and work contexts	
9. Cross cultural communication challenges			
10. Limited cross-cultural understanding and communication skills	15. Yolngu Award	Investigate the idea of a 'Yolngu Award' that values and takes into account Yolngu cultural responsibilities (e.g. ceremony leave) within other obligations.	
11. Ethno-centric, inflexible attitudes (intolerance, ignorance and racism)	16. Value Yolngu people and culture	Value and learn about cultural diversity, Yolngu people and culture, Yolngu knowledge and the hybrid culture-based economy	
12. Access to appropriate resources, information and ICT	17. Develop programs	Identify existing, develop new, and implement Both Ways cultural communication programs with experienced cross-cultural consultants	
	18. Develop resources and accessibility	Develop appropriate and innovative communication resources and access to these, including ICT and the internet. Develop 'Both Ways' courses for and with Yolngu about sustainable business models, cultures, structures, management, practices, planning and evaluation, research and development, marketing, literacy etc.	
	19. Implement programs	Implement Both Ways cultural communication understandings and skills programs involving all managers and workers. Create cross-culturally appropriate opportunities and forums for employers and organisations to develop relationships, share information, talk about concerns, issues, successes etc e.g. Industry Round Tables Expand the use and capacity of Yolngu translators and cross-cultural consultants. Develop teams of local 'Cross-Cultural Consultants (Yolngu and non-Yolngu) Promote the Interpreters Service as a job option (also explore ways of providing more skills acquisition and career pathways like setting up an office/business to support people who do this work, exploring more opportunities for work eg; Hospital)	

YIRRKALA, MARGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

4. Both Ways Governance and Responsibility

Barriers	Ways Forward	Actions	Milestones
13. Organisational values and structures, management and work practices are inappropriate or unsuitable for Yolngu	20. Yolngu Governance, Leadership and Management	<p>Value and respect Yolngu Governance and incorporate Both Ways Governance and Management practices into organisations and businesses</p> <p>Actively develop communication opportunities with Yolngu that foreground and respect Yolngu governance models</p> <p>Develop Both Ways leadership and management courses, styles and strategies, employing Yolngu Managers, ensuring Yolngu participation in decision-making, utilising Yolngu Reference Groups</p>	
	21. Sustainable development – Triple Bottom Line	<p>Implement Triple Bottom Line models based on sustainable development where the success is measured against 1. Cultural and Social 2. Environmental and 3. Economical outcomes and performance</p> <p>Pilot innovative models of economic development which take account of cultural, social, environmental and economic outcomes</p>	
	22. Yolngu Employment Strategies	<p>Support organisations to develop and apply clear principles and structures that meet both Yolngu and non-Yolngu requirements, eg NT Chamber of Commerce fact sheets</p>	
	23. Yolngu ownership and engagement	<p>Develop all initiatives with Yolngu people and communities from the outset to ensure appropriate solutions and pace of development, and increase Yolngu 'ownership' and engagement.</p>	
	24. Both Ways responsibility	<p>Yolngu and non-Yolngu authorities, managers and workers define individual and group/team work responsibilities and support Yolngu workers to undertake these</p> <p>Councils/Shire to link in with community development and develop community-wide strategy</p> <p>Approach established Yolngu Reference Groups, Councils and the Laynhapuy Resource Centre for advice and support</p> <p>Leadership development needs to be reinvigorated with more cultural input and support i.e. run courses from within organisations and communities</p> <p>Regionalise more services so people don't need to follow family members to Darwin and other cities</p> <p>Employing Yolngu people and valuing Yolngu culture becomes a foundation value of organisations and businesses for real and enduring change to occur</p>	

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

5. Both Ways Education and Training

Barriers	Ways Forward	Actions	Milestones
<p>14. One-way approaches and limited opportunities to develop required knowledge and skills i.e. <i>Training (on its own) doesn't work</i></p> <p>15. Many Yolngu lack basic and/or specific knowledge and skills e.g. literacy, numeracy, ICT</p> <p>16. Uncoordinated and provider-based approaches to providing education and training – duplication of facilities, courses, staff, resources</p>	<p>25. Research and develop programs</p>	<p>Research and develop innovative and motivating Both Ways education and training programs Both Ways approach to education and training for all employers and employees</p> <p>Broaden the consultation base for discussions around training provision</p> <p>Ensure the charter of 19 key issues for Yolngu education published at the Garma festival in 2006 are acknowledged in an ongoing way</p> <p>Document and disseminate successful examples</p>	
	<p>26. Develop resources and accessibility</p>	<p>Develop innovative and motivating Both Ways education and training resources that integrate literacy, numeracy and use of ICT and the internet to support learning (e.g. podcasts)</p> <p>Organisations consider and develop other options such as a Both Ways approach to education and training, which takes into account the cultural context of learning, integrates literacy and numeracy and equally values Yolngu cultural concepts, knowledge and skills</p>	
	<p>27. Improved service delivery from Yirrkala CEC, Laynhapuy HLC Schools, CDU & BIITE</p>	<p>Value and work with Yirrkala CEC and Laynhapuy Homelands schools as well as with CDU and BIITE (and Nhulunbuy High School) and support these providers to work closely together</p> <p>Find funding for Yolngu elders and mentors to be employed through the Yambirra School Council to do cultural/language teaching in the school</p> <p>Develop more flexible policy for local conditions eg; school funding based on enrolment</p> <p>Business and agencies support the Yirrkala Schools with their community engagement process and the Yambirra School Action plan and work experience activities</p> <p>More accountability for, and better skilling of, service providers</p>	

YIRRKALA, MARGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

6. Transition (from welfare, school, training, CDEP, labour pools) to Work and Economic Activity

Barriers	Ways Forward	Actions	Milestones
<p>17. Business practices, employment options and/or work culture and practices inappropriate and/or unsuitable for Yolngu*</p> <p>18. Culturally specific, inflexible and unimaginative interpretation of work and work practices*</p> <p>19. Family and cultural constraints</p> <p>20. Lack of personal confidence and support base</p> <p><i>Note the duplication of these barriers from Pathway 3 is intentional</i></p>	<p>28. Support recruitment and transition to work</p>	<p>Identify internal barriers to, open ways for and support the recruitment and transition to work of Yolngu employees, and of cross-culturally experienced non-Yolngu staff</p> <p>More incentives to employ Yolngu in local government and other sectors</p> <p>Customise jobs and opportunities with and for Yolngu.</p>	
	<p>29. Focus on transitions models that are working</p>	<p>Identify, develop and support strategies that work including:</p> <ul style="list-style-type: none"> • Case management (refer to support strategies for disabled people) for individuals, families and organisations/businesses • Personal support programs and action plans (that focus on individuals and families) • Transition to work, basic skills and work experience programs • Labour pools and team-work • Mentoring • On-the-job education and training • Repetitive manufacturing models • Grass roots initiatives like Healing Centre and family micro business 	
	<p>30. Research and trial different transition models that offer better ways to manage transition</p>	<p>Including</p> <ul style="list-style-type: none"> • School based traineeships • Corporate sponsorship of senior students • Case management of transition 	

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

Success Stories

Following are profiles of the organisations that, at the time of the 'Talking Jobs and Business' research were more successful in employing Yolngu people – based on the number of Yolngu who were employed and length of employment, and Yolngu representation in the governance of these organisations. These case studies provide useful and important insights into what works for Yolngu people and were used to inform the 'Yirrkala, Marngarr, Nhulunbuy and Laynhapuy area LJLP Strategy'.

Dhimurru Land Management Aboriginal Corporation

Dhimurru have been in existence since 1992 and have had a consistently strong board with strong Yolngu representation. Most of the staff are Yolngu and include the Director and Cultural Director. Dhimurru also employ 'Yolngu friendly' non-Yolngu staff and receive strong support through partnerships and collaborative relationships and a commitment to monitor these and evaluate them.

Dhimurru have a very strong Public Relations program that is currently focusing on the Nhulunbuy primary school to both bridge the cultural gap and highlight environmental issues.

Another major factor in the organisations success is the core focus on looking after land and sea. In this work Yolngu and mainstream skills and understandings intersect. Environmental care and custodianship is a matter of ceremony, ritual, and kinship as much as it is of survey, management plans, enforcement, and patrol.

Working for Dhimurru Yolngu people are valued for who they are and what they already know. Yolngu people take ranger work seriously, not only because it works towards the care and management of their estates, but because it is embedded in the social and spiritual life of their community—it is real work. It is work that does not insult or inhibit traditional roles or values: it is work that nourishes and sustains distinctive ways of life.

Dhimurru has four full time rangers, three have worked at Dhimurru since its beginning. Two are now involved in regional and national land and marine management affairs. All have played a part in negotiating and developing the Yolngu ranger role through the synthesis of two intellectual traditions and sets of practice.

Formally there are pathways to further skill acquisition and other employment that Dhimurru opens up through work experience opportunities. Having so much Yolngu control creates the opportunity for Yolngu to seek new young workers through traditional cultural models of communication.

Dhimurru actively creates conditions which promote partnership between Indigenous and non- Indigenous workers. Yolngu rangers work closely with non-Indigenous staff including Northern Territory Parks and Wildlife Commission rangers and technical staff. Importantly the relationship exhibits some symmetry, there is no dominant knowledge system or set of skills and behaviours, each has its place in the daily round of work. There is exchange of skills, ideas and knowledge. The 'what?', 'how?' and 'when?' and 'why?' of work is a negotiated matter that is played out in the context of different cultural and social values.

Not all workplaces can be transformed in this way. But where it can be done it will improve Indigenous employment prospects, retention and career advancement.

Buku Larrngay Mulka Art Centre

The Art Centre at Yirrkala has been a consistent supporter of Yolngu artists. As well as supporting artists to achieve good financial returns and achieve high levels of recognition the centre also assists artists educate the broader community in maintaining culture, land and law.

The centre purchases and sells artwork, helps artists with materials and maintains a museum and is developing a multimedia initiative whose focus is both preservation and re-invigoration of Yolngu Culture.

On the job training is offered in all Centre activities and support is given for involvement in cultural obligations such as traditional ceremonial practices.

The centre and the artists it supports have a world wide reputation for excellence, many prizes and awards have been won.

Motivation to be involved with the centre is high as the focus is on maintaining culture and identity on the land.

Yolngu language is spoken by everyone, Yolngu and non-Yolngu. People who work here are valued and there is some 'pastoral care' practised. The centre does attract many Yolngu workers and has a strong feeling of Yolngu involvement and valuing. The current coordinator wants workers to commit, engage and excel, working relationships need to be developed and there needs to be demonstration of commitment from both sides for the working environment to flourish.

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

Yothu Yindi Foundation – Garma Festival

The Yothu Yindi Foundation and the Yothu Yindi Band have been at the forefront of exploring innovative models that seek to follow a both ways approach whereby jobs and work are configured to support traditional culture as well as the demands of contemporary dominant culture. The approach was initially developed while Mandawuy worked at the Yirrkala School. The Yothu Yindi Foundation established the Garma Festival as a philanthropic sponsored business model.

Garma is not promoted as a viable business model but more as an incubator of ideas, identity, inspiration etc. While Garma does employ and create opportunities for work its unique focus is in creating an environment for Yolngu and non-Yolngu to come together in the spirit of sharing both ways.

Business ideas that are currently being explored that have their roots in the Garma Festival include accommodation, tourism hub, women's healing centre.

Like other successful Yolngu initiatives the Garma Festival involves Yolngu in a flexible way, people are chosen on merit for critical positions and the concept of a labour pool is used. Partnerships are actively sought with Industry and philanthropic sectors. The focus is on long term development. Yolngu knowledge and understanding is foregrounded and takes its place alongside non-Yolngu knowledge and imperatives.

On another level the Garma academic forum provides a unique model for engagement with Yolngu and other indigenous issues. The Garma forum in 2004 focussed on Indigenous livelihoods and leadership. In 2006 the forum looked at Indigenous Education and Training was the focus. The findings from these important discussion should inform new projects

Bawaka Cultural Experiences

Bawaka Cultural Experiences is a small business regularly championed as a good model for Yolngu business development. The family living at Bawaka have a vision to create a successful tourism business on their homeland. The business seeks to offer a range of tourist products based on the strong traditional culture that is still practised there. Currently the product is based on day trips which include Yolngu cultural content (medicine, stories, environmental knowledge, art, dancing and singing etc) as well as food gathering, bush walking, relaxing in pristine environment etc. The initiative features a number of unique aspects.

Strong Yolngu family support and involvement, strong support through wider Yolngu community (Advisory group), strong support through mentors and friends (DBERD) and (IBIS), unique historical pathways to this point, administrative support and mentorship from Dhanbul Community Council as well as bookings and merchandise development, infrastructure support from ALCAN, support from Gumatj and Rirratjingu Associations, marketing and promotion support from Tourism NT, IBA finance for strategic and business planning process, DEET has funded H endorsement Motor Vehicle Licence training, other workshops and opportunities

The Bawaka initiative has attracted much support in terms of it being a business that sustains traditional culture, creates incentive and motivation, creates new opportunities for other family members to become involved and get support to try new training etc in a supportive and nurturing environment.

Some detractors see the project as setting a precedent for other business start ups expecting the same levels of support. Another comment suggested 'it will never be able to operate as a 'real' sustainable business once the support is taken away'.

Aboriginal Interpreters Service

Established in 2000 after an initial pilot project the AIS has already a number of Yolngu interpreters registered from this region. AIS is constantly seeking more candidates to support in developing them into accredited interpreters. The service offers a model of employment that is both flexible and works on strengths rather than weakness. Currently the service provides a booking for clients wishing to use the service and a payment service for the interpreters. A number of Yolngu work as interpreters through the service often for law and justice areas. There are many situations where interpreters are also being used as cross-cultural consultants. If this sort of demand is increasing then the service should look at incorporating a cross-cultural service into its product line. The service is still under utilised and could easily be expanded eg; in the hospital.

Djalu and families - Hybrid family micro business

Djalu is a world renowned Yidaki player who has developed a micro business with his extended family. The business collects and makes a range of Yidaki that it distributes through various channels locally and globally. As well as Yidaki, paintings and other art work are produced and sold. The group also host Yidaki enthusiasts who come to learn from Djalu and also tour and deliver workshops and cultural experiences around the world.

YIRRKALA, MARGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

There group have a diverse skill set that includes the production of art, instruments and other products, cross-cultural communication and translation and small business knowledge. The family is involved in all aspects of the business and support each other to achieve their goals. Some family members also utilise their skills in other work opportunities, eg Dhangal, Djalu's sister, works regularly as a translator and cross-cultural consultant.

The business has strong network of supporters and clients and a range of opportunities and venues to do business.

Delta Reef PTY LTD

Delta Reef is a small Construction company that has developed a business model that many people in the area regard as a successful way to work with Yolngu. Through the support of ALCAN, local Council CDEP programs and Darwin Skills Development, Delta Reef have sought to provide a unique opportunity for Yolngu to get valuable job experience, on the job training and other specialised training opportunities. Following are some of the points that make Delta Reef successful.

The core non-Yolngu staff of Delta Reef have a long history of involvement and a strong empathy for Yolngu culture.

Delta Reef employ skilled tradesmen who want to work with Yolngu. Flexibility is central to the ways things are done.

Through a host employer agreement (Laynhapuy Homelands) CDEP participants can work with Delta Reef.

Workers are picked up because of transport issues.

There is a pastoral care approach in nurturing Yolngu in transition to work.

The approach to employment has been that if a job needs 10 workers, 20 will be sourced so there is always a pool of workers to draw from.

The company always ensures there are enough staff to keep the contractual obligations ticking over regardless if Yolngu turn up or not.

Specific contracts are targeted that are known to work for Yolngu. For example the construction of garden sheds; the construction process is repetitive, there is not too much involvement with strangers and no need for English to be used.

There has been some positive discrimination by ALCAN to help this initiative. It has been a unique combination of human resources, timing and support networks that have allowed Delta Reef to flourish. People know what Delta Reef are attempting and are happy to support it.

Yirrkala Dhanbul – Landcare

Landcare is a division of the Yirrkala Dhanbul Council. Landcare work includes; Landscaping, Road works, Soil procurement and delivery, Local Parks and Gardens and Essential Services

Landcare has a strong feeling of a Yolngu organisation. It has a steering committee made of representative landowners. The working environment is flexible and takes into account cultural and family responsibilities.

Landcare supports its workers through involving them in solving issues that were affecting their ability to provide a good service. Together they decided to provide a food program because workers were not getting breakfast. A washing machine was provided to clean clothes because workers had housing problems. Other workers found their work clothes were regularly being used by others so Landcare now provide lockers for each worker. Workers are also supported with individual training in budgeting and banking.

There is a conscious pastoral care approach, one of the managers, a local Yolngu man, sees himself as providing a role model for men. He spends some time talking with people about work, and what happens when you don't come to work, what alternatives there are to Landcare and implications. He can also identify workers who show interest and initiative and work closer with them over time and give them more responsibility Landcare operates like an extended family, attendance is rewarded with special events. Landcare tries to create an open community Yolngu and non Yolngu together.

Yirrkala CEC and Laynhapuy Homelands Schools

Action Research was successfully used to increase the engagement and employment of Yolngu at Yirrkala CEC and Laynhapuy Homelands Schools, along with the development of Both Ways curriculum, Yolngu Governance, and the professional learning and development of both Yolngu and non-Yolngu staff, including the qualification of Yolngu teachers.

YIRRKALA, MARNGARR, NHULUNBUY & LAYNHAPUY LJLP STRATEGY – SUMMARY

Most Yolngu staff in these schools have completed their teacher education and are qualified teachers, or are studying teacher education through BIITE. A primary role of qualified non-Yolngu and Yolngu teachers has been to support the teacher education of Yolngu 'assistant' teachers, including Homeland Centre teachers who are responsible for the education of children in their Homeland Centre community with the support of Visiting Teachers. Of particular success was the Remote Teacher Education Program (RATE), in which Yolngu 'student' teachers and various team teachers or visiting teachers from different communities, usually from NE Arnhem land, would meet together for week long 'Introductory Workshop' at the beginning of each term. Ideas were introduced and studied together in a Both Ways context and a series of research and 'follow-up tasks' developed that were directly linked to work practice. Teachers would return to their schools and through teaching, carry out their research and follow-up tasks. Research, which often involved Elders, would then be documented in a 'Learning Journal' and brought to a week long 'Evaluation Workshop' at the end of the term, where learning would be shared, unpacked and studied further.

This model of regional teacher education meant Yolngu 'student' teachers were able to continue to work as teachers in their schools, earn money, care for their families and meet ceremony and other cultural obligations. Teachers also have access to Yolngu Elders and other learned authorities in their communities, who could have direct input into research and support the studies of the younger generation, thereby enabling the intergenerational transmission of cultural knowledge, which informed the development of appropriate education, schooling and work practices.

Yirrkalá, Marnngarr, Nhulunbuy and Laynhapuy Local Jobs for Local People Strategy

- working together
- recognising and valuing Yolngu culture
- strengthening foundations
- meeting needs
- creating possibilities

The strategy aims to stimulate, support and engage Yolngu people, business and government in creating pathways to employment, sustainable job outcomes and economic activity

DRAFT ONLY

This document is a draft only and has not been endorsed by any Government agencies or Stakeholders

Six Pathways



Both Ways Governance and Responsibility

④



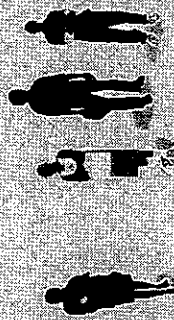
Both Ways Work Culture and Practices, Communication and Cross-cultural Understanding

③



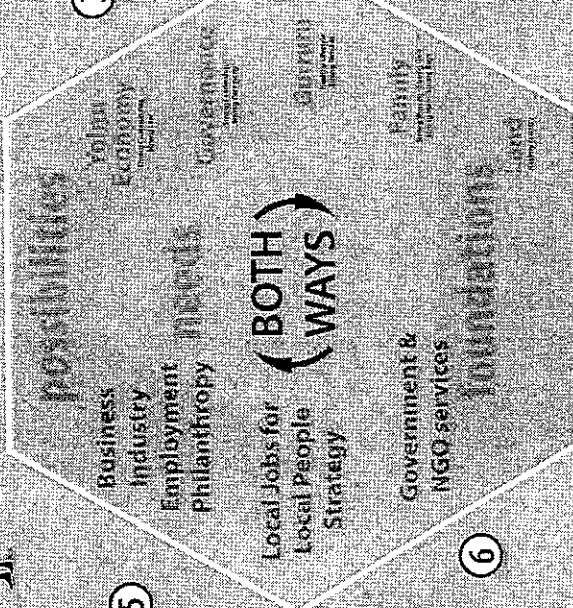
Both Ways Education and Training

⑤



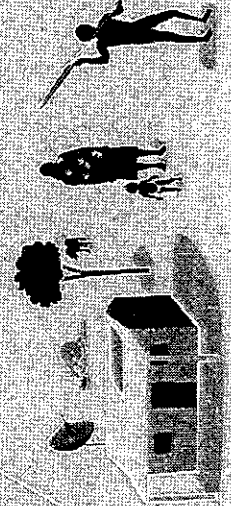
Transition (from welfare, school, training, CDEP, labour pools etc) to Work and Economic Activity

⑥



Strengthen Foundations

①



Work Together – a coordinated approach

②

