

# **NORTHERN LAND COUNCIL**

Presentation

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House of Representatives  
Standing Committee

Aboriginal and Torres Strait Islander  
Affairs

**INDIGENOUS EMPLOYMENT  
INQUIRY**

**July 2005**

## **1. Introduction**

Northern Land Council's Employment and Training Service (NETS) main objective is to;

- Maximise Indigenous Employment on Major Projects through the Indigenous Land Use Agreements;
- Provide opportunities for people to follow a career of their choice.

## **2. Background**

- NETS started in 2000 on the Alice to Darwin Railway Project.
- Adrail offered NLC 50 positions for Indigenous people.
- After placing more than 150 Indigenous people into Jobs by the end of 2002, the NLC decided to establish the Employment and Training Service permanently.

## **3. OUR APPROACH**

### **MODEL**

#### **1. PROVISION OF JOBS**

- Agreement Project Specific

#### **2. PREPARATION**

- Obtaining Quality Information specific to Project.

#### **3. PLANNING**

- Design specific Employment, Training and Mentoring (ETM) Plan.

#### **4. PROJECT MANAGEMENT**

- Co-ordinate the implementation of the ETM Plan.
- Act as a one point of contact for all aspects of the project.

**There are 2 ways to co-ordinate the ETM Plan, we do this either;**

- on our own or
- in partnership with Territory Construction Association (TCA).

## **GUIDING PRINCIPLES**

1. Jobs – from proponents.
2. Need Quality Information on Project –(to plan and inform prospective candidates.
3. Need Adequate Lead Time –(to plan and inform RTO's, JNM's and candidates)
4. Support of Senior Management.
5. Need Comprehensive ETM Plan based on quality, real time information.
6. Need to have One (1) Point of Contact to control project between NLC/TCA partnership and project proponent, so gaps are fixed immediately.
7. Mentoring – Support from first contact, build genuine trusting relationship.
8. Need to Project Manage effectively.

### **4. Sourcing and Referring Candidates/ Jobseekers**

As the NLC has a statutory obligation to Traditional Owners, where projects are operating on their traditional lands, NETS refer Indigenous people by following these guidelines;

- 1<sup>st</sup> Preference Traditional Owners
- 2<sup>nd</sup> Preference Affected Aboriginal Groups
- 3<sup>rd</sup> Preference Other Aboriginal people.

### **Sourcing Candidates/ Jobseekers**

Candidates/ jobseekers have to complete an NLC Application form and send to NETS in Darwin.

NLC keeps a database of clients looking for employment opportunities on particular projects.

NLC also networks with all Jobnetwork Members and local organisations to promote employment and training opportunities.

## **5. Major Projects**

### **➤ Past**

- Adrail

### **➤ Current**

- Wickham Point LNG Plant
- Bradshaw Defence Training Field
- Bootu Creek Manganese Mine

### **➤ Future/possible**

- Trans Territory Pipeline (written ETM Plan with TCA)
- Blacktip LNG Plant (written ETM Plan with TCA)
- Darwin Waterfront (in Partnerships with Larrakia & TCA)
- Construction Industry (in Partnerships with Larrakia & TCA)
- Lee Point Develop Project

## **6. Types of Major Projects**

- Short Term
- Long Term.

### **a) Short Term**

#### **Bradshaw**

- 2 dry seasons
- Direct referrals for employment.
- No lead time to engage training.
- No time for training ie apprenticeships.
- 28% of workforce in 2004 were Indigenous - 50% of those were Traditional Owners.

### **b) Long Term**

#### **Bootu Creek**

- 10years plus minimum.
- Direct Referrals, Pre-employment, On the job training and Traineeships/Apprenticeships
- Lead Time for planning an effective ETM Plan to Job specifics.
- Scope to engage with the schools eg; VET, School based Apprenticeships with a view to working at the mine.

## **7. ESSENTIAL LESSONS – FOUR**

1. AN **AGREEMENT** NEEDS TO CLEARLY OUTLINE WHAT INDIGENOUS EMPLOYMENT AND TRAINING OUTCOMES ARE, ie: What **JOBS** will be Guaranteed?
2. THE DEVELOPMENT OF A CLEARLY DEFINED **EMPLOYMENT, TRAINING AND MENTORING PLAN**, which effectively outlines HOW the Indigenous outcomes will be achieved.
3. **FULL SUPPORT of SENIOR MANAGEMENT** of Project/ Company.
4. **EFFECTIVE PROJECT MANAGEMENT** of all aspects of the Project.

## **8. Historical Snapshot**

Kauffman (1998) identified only 3 projects which achieved significant Indigenous employment outcomes:

Cape Flattery, Hope Vale, Nth QLD.	(44% IEPR)
Mt Todd, Katherine NT	(32% IEPR)
Tanami Mine, Alice Springs NT	(25% IEPR)

The vast majority of projects achieved less than 10% of IEPR.

## **9. The Challenge**

- “Employ Indigenous People at the same percentage that they are represented in the community that you operate.” Brendon Hammond Argyle Mine 14<sup>th</sup> June 2005.
- To obtain FULL Support of Senior Management of Projects and their Contractors ie, all Key Stakeholders.

## **10. Conclusion**

- NETS works towards maximising Traditional Owners successful employment on Major Projects.
- NETS works with Partners and all Key Stakeholders to achieve this goal.
- The NLC Major Project Strategy/Model is very effective and it is essential to be seen as only one of the strategies required to substantively increase Indigenous Employment Outcomes.
- **IT CAN BE DONE.**

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## **CORE SUCCESS FACTORS**

- 1. JOBS AGREEMENT**
- 2. SENIOR MANAGEMENT SUPPORT from Companies**
- 3. PARTNERSHIPS**

## **CONTRIBUTING SUCCESS FACTORS**

- 1. Comprehensive Model**
  - Provision of JOBS
  - Preparation
  - Planning
  - Project Management of Implementation
- 2. Comprehensive Quality Information for Jobseekers.**
  - Make own decision
  - Pre – employment Courses
  - Direct Employment
- 3. Emphasis on Skills Development**
  - Career Progression
- 4. Mentoring**
  - From first contact
  - 3 Types
    - Pastoral
    - Technical
    - Cultural
- 5. Monitor and Evaluation**
  - Remedial action as required

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### **MAJOR BARRIERS TO ACHIEVING OUTCOMES**

- 1. RELUCTANCE OF COMPANIES TO PROVIDE REAL JOBS.**
- 2. LACK OF INFORMED, COMPREHENSIVE, APPROPRIATE APPROACH TO JOB PLACEMENT BY MAJOR STAKEHOLDERS.**
- 3. LACK OF RESOURCES TO PREPARE AND IMPLEMENT MAJOR PROJECT STRATEGY.**

### **CONTRIBUTING BARRIERS TO ACHIEVING OUTCOMES**

- 1. Lack of understanding of Major Project realities by Major Stakeholders.**
- 2. Lack of Resources for Preparation.**
- 3. Lack of Resources for Implementation.**
- 4. Protracted time to obtain DEWR Agreement.**
- 5. Lack of Lead Time to prepare and place people.**
- 6. Lack of available Skilled People – TO's.**
- 7. Government Programs not fitting realities of Major Projects.**
- 8. Lack of holistic co-ordinated approach.**
- 9. Lack of Quality Information.**
- 10. Excessive Government administrative compliance.**