



## **Crown Resorts**

### **Discussion Paper - Comments on the Employment Branch, National Indigenous Australians Agency,**

- *How should the Indigenous skills, engagement, and employment Program (ISEP) work alongside the new employment services model and the new remote engagement program to build work-ready skills and connect Aboriginal and Torres Strait Islander people to rewarding, sustainable jobs?*

Implementing training programs can help develop the practical skills to enhance the outcome of a sustainable job, when they don't have the necessary skills for the position they apply for. Providing an environment where they will feel culturally safe, valued, and respected. Barriers to organising training is choosing the right training program. Crown along with Learning and Development customised work readiness platform called the Kaitijin Program meaning "to listen and learn". This program provides candidates an opportunity to build their confidence and capability, improving the prospects of securing employment. The training program consists of a blended approach to learning, offering onsite development in the areas of technical skills, customer services and workplace readiness with experienced trainers. Crown's Indigenous Employees have the opportunity to transition into a Career progression with the support of the Indigenous Programs and Managers. Crown's Indigenous Programs are committed to increasing the representation of Aboriginal and Torres Strait Islander People and Crown as an 'employer of choice', Our employees remain a priority in our efforts to close the gap on Indigenous employment.

The ISEP should work alongside new programs in a way that gives an opportunity for participants to transition between the three programs if required. This coupled with clear pathways should roadmap what success in a training to work transition should look like. Fundamental to success is that the three programs mentioned complement each other but don't duplicate services.

- *How could IAS investment be designed to be more flexible and responsive at the regional level, and better meet the needs of the community for Indigenous job seekers and employers?*

IAS investment into recruitment agencies who have a high percentage of Indigenous job seekers need to invest in improving transition into work. Transport, living location, family commitment, job fit, resume and cover letter, job options, interview preparations. 100 points of ID, Police Clearance, and grooming standards. Interview preparations understanding the role that they are applying for. Ongoing support networks in place throughout their journey. Educating job seekers on purchasing their own home. Identify the barriers that stop you from purchasing your new home, this could be bad debt not having a good credit rating and what does this look like. Job seekers living in Government housing need to know what the threshold is before eviction, which leads to homelessness. Implementing a strategy plan to Indigenous job seekers so that they are not set up for failure.

IAS to be more flexible and responsive where you may need independent case workers to check in on participants. As in to uncover what are the pressure points, they are facing and provide sound advice from a neutral perspective, not an employer or a job service agency. This would enhance results from the IAS by investing in the program with human resources not just funding.

- *How should results of the new ISEP program be measured, monitored, and evaluated to ensure investment contributes to closing the gap in employment outcomes?*

ISEP programs should be measured to track performance of works that are undertaken. Crown has delivered ongoing Pre-employment training to increase the participation rate of Indigenous employees. Throughout the success of these programs to ensure all job seekers have the relevant skills to be able to feel confident when applying for real opportunities.

Looking at different data points for measurement. Tenure in a role is one measurement however evaluating what are the prospects of advancement in a particular role and in the long term did the participant gain a promotion or move into a different area of the business. What qualifications and training were undertaken on the job or in preparation for the role.

- *How can we embed shared-decision making in community-based workforce planning?*

Identifying a road map for success, process of analysing, assessing the gaps, determining target talent interventions, ensuring an organization has the right people, right skills, commitment, and support mechanisms. Facilitating opportunities for employers and Job service agencies to meet and discuss challenges and opportunities they each face.

- *How can the ISEP encourage potential employers of Aboriginal and Torres Strait Islander people to provide safe and culturally appropriate work environments? How can employers' better value the skills and perspectives of Indigenous employees?*

ISEP can encourage employers of Aboriginal and Torres Strait Islander to implement an Indigenous Employment Culturally Safe Strategy Plan. Ensuring Business Operation Teams/Managers have completed Cultural Learning. Understanding the respect for culture, knowledge, family obligations. Support networks/Mentors in place for Indigenous employees when attending Performance Meeting. Identifying the factors which support joint decision making and ways of promoting them. Awards and recognition for employees who have achieved great outcomes. Taking Managers on the journey with all IEP Programs when it comes to Gatherings or workshops, building the relationships within your workplace. Crown has provided the support, education and training which has led to over 1000 Indigenous employees to employment.

A 10-year Gala Dinner was held at Crown Perth to support and identify our Indigenous leaders which many of our employees had invited their family to attend, this was a success. Cultural safety needs to be imbedded in HR systems across all Organisation who have Indigenous employees.

Make Indigenous workforce enhancement and care part of everyday business. Have accountability mechanisms and targets set to different business units. Business Units have some responsibilities, targets, and actions around reconciliation.

Sometimes being uncomfortable with training and truth telling so we are doing better. Through Cultural Face to face training for management. And embedding Cultural protocols into business as usual. Indigenous staff rewards and recognition program; There should be an ISEP network awards program. Access to development opportunities for our Mob here even short courses and professional development hours. Offer further education opportunities to IEP employees, more focus on reaching the management and executive levels to seek to increase representation.

- *How should the ISEP consider a local focus?*

Different regions have different opportunities and challenges. The ISEP can't take a one size fits all approach, A set of national overarching objectives coupled with some regional specific focus areas would be advisable. This will best suit jobseekers and the labour markets in their regions.

Kind Regards

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