



JAWUN: A UNIQUE INDIGENOUS PARTNERSHIP MODEL

LEARNINGS AND INSIGHTS.
CATALYST FOR CHANGE.

SEPTEMBER 2012





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INTRODUCTION

BACKGROUND

Established in 2001, Jawun (formerly known as IEP) is a small, not-for-profit organisation that supports innovative programs of change in Indigenous communities. It does this by drawing on the capabilities of corporate and philanthropic Australia and more recently, the Australian Government. Jawun's mission is to help Indigenous people build their own capabilities so they are able "... to choose a life they have reason to value".¹

From its beginnings in Cape York, Jawun has grown into a catalyst for economic and social development across five other regions: Goulburn-Murray, Inner Sydney, The Kimberley, and since 2012, the Central Coast and North East Arnhem Land. Each year, Jawun corporate and government partners sponsor the deployment of highly skilled resources into these regions, equating to millions of dollars in contribution annually. In the 2011/12 financial year, Jawun deployed 198 high-calibre corporate and government secondees to support over 40 Indigenous organisations, which equated to an in-kind contribution of \$6.9 million.

In addition to its core function of facilitating skilled resources into Indigenous communities, Jawun leverages its unique position to seek out new approaches to improving employment outcomes for Indigenous people. Jawun's 2010 and 2011 *Learning and Insights* reports explored Jawun's local, place-based employment pilots. This year's report discusses the development of a national web-based information-sharing tool designed to improve Indigenous employment outcomes by enhancing the collective 'know-how' of employers.

PURPOSE AND APPROACH

As Jawun continues to grow and learn more about engaging with Indigenous communities, it has pledged to share what it learns with stakeholders through forums such as this report.

This report catalogues practical lessons and experience from within Jawun as well as the collective insight of our corporate, government and Indigenous network, gathered via 40-plus in-depth interviews. It includes direct quotations, examples and case studies to bring the insights to life.

ACKNOWLEDGEMENTS

Jawun would like to thank our valued corporate, government, philanthropic and Indigenous stakeholders for their input into this report. Jawun would also like to acknowledge, in particular, Katherine Wilson from the Boston Consulting Group for her assistance in researching and compiling the report, Monica Lewis for supporting the research, and Daniel Linnet and Mark Jay for contributing to the photography.

1. Noel Pearson, Jawun Patron and Director of Cape York Institute for Policy and Leadership, Cape York.

OVERVIEW

This is Jawun's third *Learnings and Insights* report. The first report, *Learnings and Insights. 10 Years On*, reflected on Jawun's decade of working with Indigenous partners in Cape York to identify the key factors behind its success. The second report, *Learnings and Insights from New Partnerships*, described the rationale for Jawun's expansion and presented emerging insights from new regions. Both reports can be accessed on Jawun's website at www.jawun.org.au

This 2012 report, *Learnings and Insights. Catalyst for Change*, focuses on the ways in which the Jawun model seeks to facilitate and accelerate positive change for Indigenous people, communities and organisations. The report is divided into three parts:

Part 1: Significance of the Australian Government joining Jawun

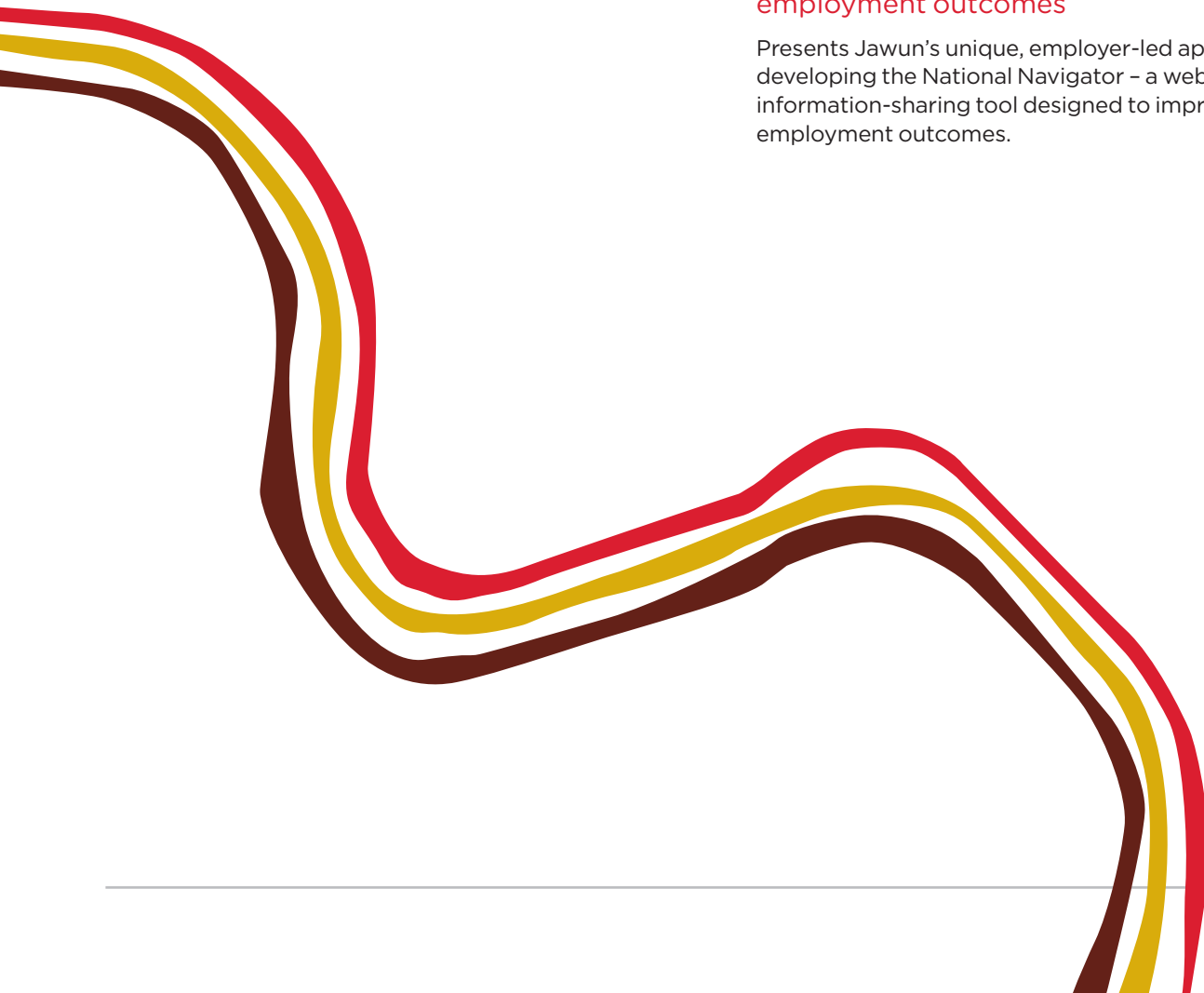
Reflects on Jawun's distinctive partnership model which enables it to support innovative change in Indigenous communities and examines how the model has been strengthened by the recent entry of the Australian Government.

Part 2: Jawun's impact on Indigenous reform

Explores three key ways in which Jawun helps to facilitate and accelerate Indigenous reform efforts: Firstly, by injecting capacity and capability to support Indigenous communities; secondly, by fostering connections to facilitate dialogue and opportunity; and thirdly, by contributing to a form of 'practical reconciliation' via its ever-expanding alumni network.

Part 3: National Navigator: an innovative approach to advancing Indigenous employment outcomes

Presents Jawun's unique, employer-led approach to developing the National Navigator - a web-based information-sharing tool designed to improve Indigenous employment outcomes.



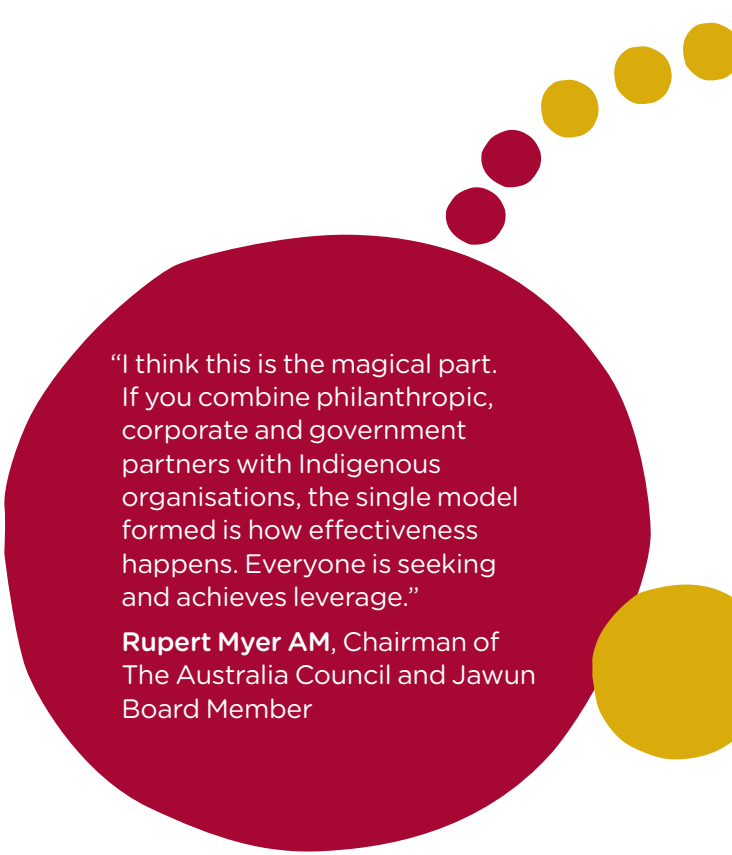
PART 1:

Significance of the Australian Government joining Jawun

BACKGROUND

For the past 12 years, Jawun has supported Indigenous-driven reform through a unique partnership model. Based on a philosophy of enablement and self-determination, Jawun acts as a catalyst for reform by drawing in, via secondments, expertise from outside Indigenous communities, and facilitating relationships between those communities and corporate, philanthropic and government partners. According to Jawun Patron, Noel Pearson, “The most important contribution ... is people. The expertise deficit is our problem. That is the nature of our development challenge. If our development problem were just a money challenge then government alone would be able to help us with our problems. This is an expertise challenge, a people challenge”.

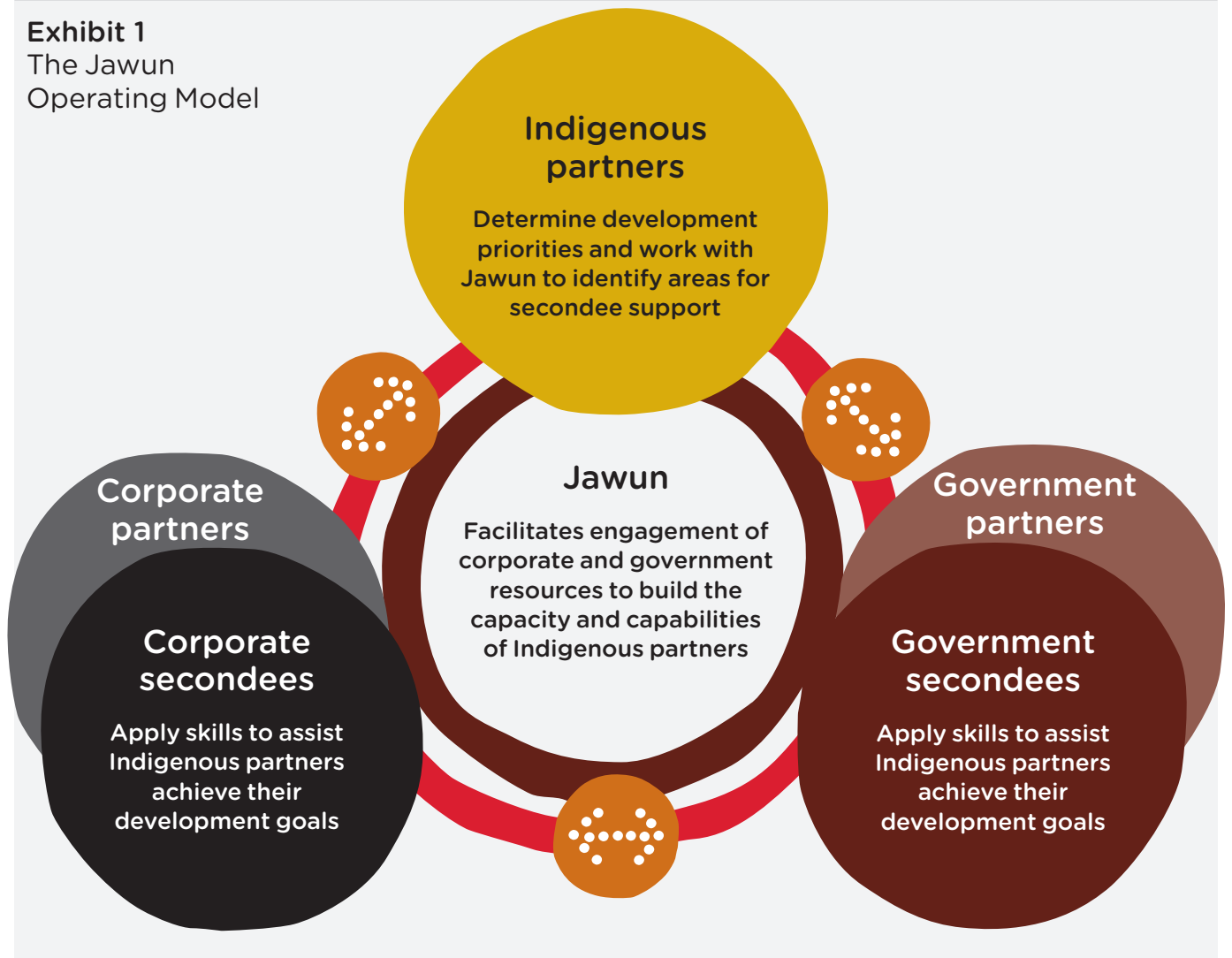
Jawun’s partners are critical to success in achieving positive outcomes for Indigenous communities. The Jawun model has grown progressively over time to include more Indigenous and corporate partners. To date, Jawun has 21 corporate partners and four philanthropic partners supporting over 40 Indigenous partners. Since last year’s report, the Australian Government has joined, adding a further collaborative dimension to the partnership.



“I think this is the magical part. If you combine philanthropic, corporate and government partners with Indigenous organisations, the single model formed is how effectiveness happens. Everyone is seeking and achieves leverage.”

Rupert Myer AM, Chairman of The Australia Council and Jawun Board Member

Exhibit 1 The Jawun Operating Model



From the very beginning, Jawun's partnership model has recognised the value of bringing high-calibre secondees into Indigenous communities. The model creates a mutually beneficial relationship for all parties. Both Indigenous and corporate partners gain enormous value from the relationship.

The benefits for participating corporate organisations are many and range from enhancing corporate social responsibility efforts to building a more engaged and culturally competent workforce. For Indigenous stakeholders, the highly skilled resources and access to influential corporate networks provide a welcome catalyst for locally driven reform efforts. Secondees themselves provide an injection – and transfer – of capability to create tangible improvements in the lives of Indigenous people while gaining an opportunity for personal and professional growth.

ORIGINS OF GOVERNMENT PARTNERSHIP WITH JAWUN

Jawun has had a long-standing interest in including government in their innovative partnership model. When Jawun first began, it needed to build trust with communities and demonstrate that its new style of partnership with corporate Australia could deliver tangible results. A decade on, having proved that a sustainable, mutually beneficial relationship is possible between Indigenous and corporate partners, Jawun believed the time was right to formally engage government.

The Australian Government first became involved with Jawun when senior government officials took part in Executive Visits to Cape York and the East Kimberley in 2011. These visits provided government representatives with an opportunity to see the Jawun model in action and to hear the perspective of corporate partners involved with the program, both of which resulted in a positive impression.

Exhibit 2

Government's first steps in the Jawun partnership



Terry Moran (former Head DPMC) and Noel Pearson (Jawun Patron) in Cape York
Photo: Jawun staff

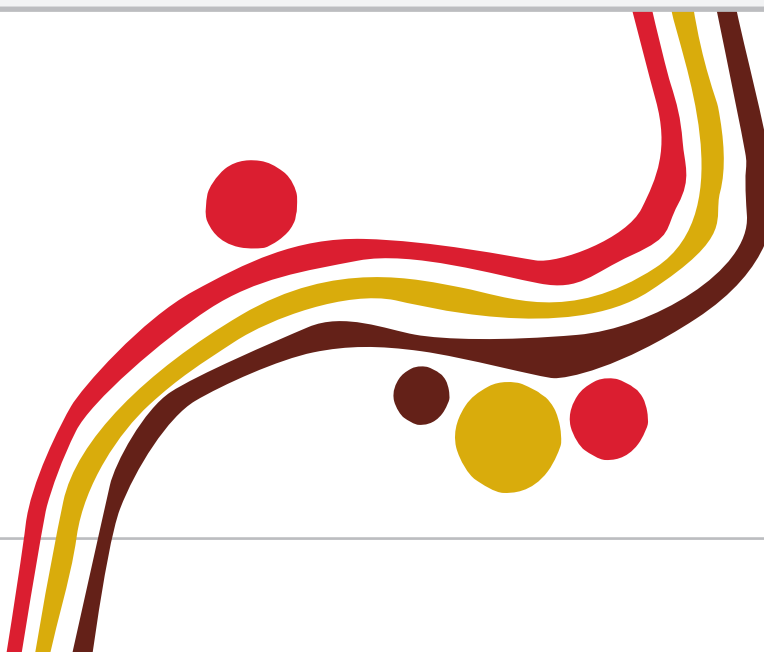
In 2011, Jawun invited Finn Pratt, Secretary, Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA) on executive visits to both the East Kimberley and Cape York. On returning from these visits, Mr Pratt observed: "I saw a program improving Indigenous people's lives. The secondments were transferring skills, effort and resources to Indigenous communities. One thing that most impressed me was the quality of the private sector employees. Virtually all the people I've seen have competed to get the position and companies have taken the best and brightest and loaned them to communities for a period of time."

In the same year, Terry Moran, former Head of the Department of Prime Minister and Cabinet (DPMC), participated in a Jawun Executive Visit to Cape York. It had been 12 years since Terry had visited Cape York and he said he was surprised and impressed by what he witnessed. "I went for a long walk with Noel [Pearson] and we discussed the positive impact of the Direct Instruction model in Cape York and all the good work being done by the likes of Westpac and BCG. I felt at that point, the public service could also make a valuable 'hands-on' contribution, which would be an excellent development opportunity for our people as well," he said.

Following these visits, a group of Australian Government secretaries got together and agreed to a pilot involving 11 high-performing, relatively senior Australian Public Servants (APS) seconded from across six departments. The pilot was designed around the following objectives:

- positive outcomes for the communities
- increased cultural awareness and personal development for APS secondees
- increased cultural awareness and broader awareness of Indigenous matters for APS agencies.

An evaluation of the pilot highlighted positive outcomes for communities and personal and professional growth for government secondees. The Australian Government has since committed to a five-year program of secondments and by the end of the 2011/12 financial year, 21 government secondees had undertaken secondments.



GOVERNMENT ADDS A NEW DIMENSION

Government's involvement with Jawun brings unique benefits to Indigenous partners with the benefits flowing back to government itself. There are four critical ways in which government adds to the unique, self-sustaining nature of the Jawun model:

1. A different working relationship between government and Indigenous communities

The Australian Government is a new kind of partner for Jawun. Unlike corporate partners, it has constitutional responsibility for Indigenous affairs across Australia in terms of policy making, service delivery, regulation, legislation and governance. Government stakeholders, like Kathryn Campbell, Secretary, Department of Human Services (DHS), recognised that "our [government's] ability to work constructively with Indigenous organisations is critical".

Jawun saw value in supporting a different working relationship between government and Indigenous communities as an alternative to the dominant 'service delivery' paradigm of government workers providing services or advice on government-led programs. Through Jawun, government secondees work on projects designed and driven by the community, demonstrating government's willingness to engage with Indigenous communities in a new way.

"It shows government is willing to think outside the program or service delivery paradigm about what's needed. It's important that they get key staff out on the ground."

Ralph Addis, CEO Warmun Council, East Kimberley

This style of working together is possible because of the trust Jawun developed incrementally over a decade of working with Indigenous communities. By entering Indigenous organisations as skilled individuals under the Jawun umbrella, rather than as government staff, public sector employees can step outside the framework of government to support community-driven initiatives.

According to Sean Gordon, CEO Darkinjung Land Council, Central Coast, "If it was the Department of Finance seconding someone directly to a community, the community would probably see it as an investigation-type approach, but by coming in through the Jawun model, they view it more as a community-partnership approach".





Peter Nash (Chairman, KPMG Australia), Ian Trust (Chairman Wunan) and Steve Sedgwick (Australian Public Service Commissioner) in front of Halls Creek Workers' Hostel, East Kimberley Photo: Mark Jay

“They are not there as government, they are there as individuals with expertise, trying to help an Indigenous organisation to solve problems they have defined ... it's not an interaction in which one side or another has a past policy position to prove. It's not consultation about policy change, it's not lobbying. It's about people coming together to combine their skill set to help a third party work through their issues.”

Steve Sedgwick, Australian Public Service Commissioner

The experience to date also points to the potential for resetting the relationship between government and Indigenous stakeholders through a better understanding of government's aims. Close interaction with government secondees has helped some Indigenous partners realise that the intent of many government policies is to facilitate better lives for the community, which aligns with the community's own goals.

“Talking to Dinesh [Dinesh Kumar, DEEWR Secondee] helped me realise that both us and the government want the same thing, we both want the same outcomes.”

Tui Crumpen, Academy of Sport, Health and Education, Shepparton

According to Danielle Donegan, who was seconded from FaHCSIA to Wunan in the East Kimberley,

“People really liked the fact that government were in town ... I thought this would be really challenging but in the end actually being able to help people understand what government does and the purpose of the government's policies was really good”.

It is hoped that the Australian Government's involvement in Jawun can lay the foundations for a more constructive relationship between Indigenous communities and different levels of government. It may also encourage a greater acceptance of community-driven solutions and alliances in future. By joining Jawun, and committing some of its most skilled people to work in Indigenous communities, the Australian Government can now share in the mutual benefits arising from this unique relationship. Early insights into those benefits are explored in Part 2 of this report.

“The engagement with Jawun supported the APS goal of greater engagement with Indigenous Australians and our desire to work in communities to build capacity. On the flip side, it's a great opportunity for our future leaders to be put out of their comfort zone, work in different areas and learn.”

Katherine Gifford, Australian Public Service Commission

2. Government brings new skills and connections to Indigenous reform efforts

Like their corporate counterparts, government secondees help to accelerate reform by injecting capacity into, and building capability within, Indigenous communities. The government's partnership with Jawun has expanded the pool of skills and knowledge on which Indigenous organisations can draw. Moreover, some government secondees will be in a position to influence Australia's future Indigenous social policy.

On a day-to-day basis, Indigenous stakeholders have far more contact with government departments than they do with most corporations, so gaining an insider's perspective on engaging with bureaucracy is very useful. In particular, government secondees have helped Indigenous stakeholders to navigate government processes, such as submitting applications for funding, and to navigate government structures, such as facilitating connections to appropriate contact points.

In some cases, government secondees have had direct experience with a particular piece of policy that is relevant to an Indigenous organisation. A clearer understanding of the policy intent helps an Indigenous organisation to work with government to achieve common goals.

“There is a certain jargon and lingo that happens in government and knowing how government works, I was able to explore issues in a different way and a little bit deeper than Djarragun [Enterprises, Cape York] was previously able to do. I think that having the experience and the skill set that I had meant that I was able to ask the right questions.”

Laura Gooley, seconded from Department of Defence to Cape York Enterprises

Two case studies in Part 2 explore the contributions of various government secondments in more detail (Exhibit 5: Wunan's Living Change reform program catalysed by a channel of highly skilled secondees; Exhibit 9: Indigenous leadership of the Central Coast driving more coordinated services for the community).

3. Personal and professional growth for future public sector leaders

The practical, place-based learning environment of a Jawun secondment represents a unique leadership and professional development experience for high-performing government staff. Being immersed in a community provides secondees with an opportunity to develop a better understanding of the barriers faced by these communities. Secondees also gain insight into how government policy looks from a 'customer's' perspective and how it translates to services in a local context.

In the course of their placement, secondees often have to grapple with grass-roots community-driven change rather than 'big' government policy. Senior government stakeholders recognise the importance of developing staff who have a good grasp of the issues faced by Indigenous communities and who can analyse the potential local implications of overarching policy frameworks.

Government secondees contribute to a project in a short timeframe, and in a new and culturally different environment. This can be challenging, but also rewarding. Secondees are expected to shape their output in partnership with Indigenous stakeholders, a marked departure from the more hierarchical and structured approach of the public sector. As a result, secondees become more able to adapt to new circumstances and exercise their problem-solving and leadership skills. Katherine Gifford, evaluator of the government pilot program, comments that, “we found people had to tap into their resilience, learn how to be flexible, adaptable and resourceful”. Secondees also hone their cross-cultural communication skills; in particular, many comment on becoming more effective listeners.

A key motivation for government joining the Jawun partnership was to offer this personal and professional development experience to the next generation of public sector leaders. Its value is already being recognised by the government staff who have participated in the program to date.



Catherine Binnington (Lawyer, ASIC) and Kathryn Campbell (Secretary, Department of Human Services) in the East Kimberley *Photo: Jawun staff*

“I don’t think you can do your job in Canberra making policy, or developing programs or even implementing programs without understanding what something looks like on the ground.”

Kathryn Campbell, Secretary,
Department of Human Services

According to Ann Sherry AO, Chief Executive Officer of Carnival Australia and Jawun Board Member,

“... the same leadership principles apply in government as they do in any company. The opportunity to do something completely out of your comfort zone, to work on projects that you can’t run end to end, which may not be the sort of thing you do in your day job (and ideally aren’t) has the same leadership development qualities as it does for anyone else.”

Furthermore, the opportunity for emerging government leaders to work alongside the best and brightest from Corporate Australia has proved to be both energising and inspiring.

“Having that direct liaison with people on the ground and working with secondees from such a diverse range of organisations who were all really passionate, amazing, driven people ... just really phenomenal, inspiring people, a diverse skill set but amazingly good at what they do, and it was really energising and uplifting and just a really fantastic experience.”

Laura Gooley, seconded from Department of Defence to Cape York Enterprises

Finally, the experience for secondees is often very compelling at a personal level as well.

Alastair Higham, seconded from the Department of Finance and Deregulation to Aurukun, says, “I think a lot of what people come away with is intensely personal ... it is always going to reflect in your work, how you treat other people, how you talk to other people”.

“In joining the Jawun partnership, we were keen to focus on developing a strong understanding of the realities affecting Indigenous communities and possible solutions in our future public sector leaders.”

Finn Pratt, Secretary, Department of Family, Housing, Community Services and Indigenous Affairs



Finn Pratt (Secretary FaHCSIA) with Desree Simon at the Werlemeden Girls Program, East Kimberley Photo: Daniel Linnet

4. A new appreciation of different approaches

The Australian Government's entry into the Jawun partnership also introduces a new dynamic between corporate and government partners. Secondees and executives from the public and private sectors are able to share and learn from each other as well as from people within Indigenous communities. For some projects,

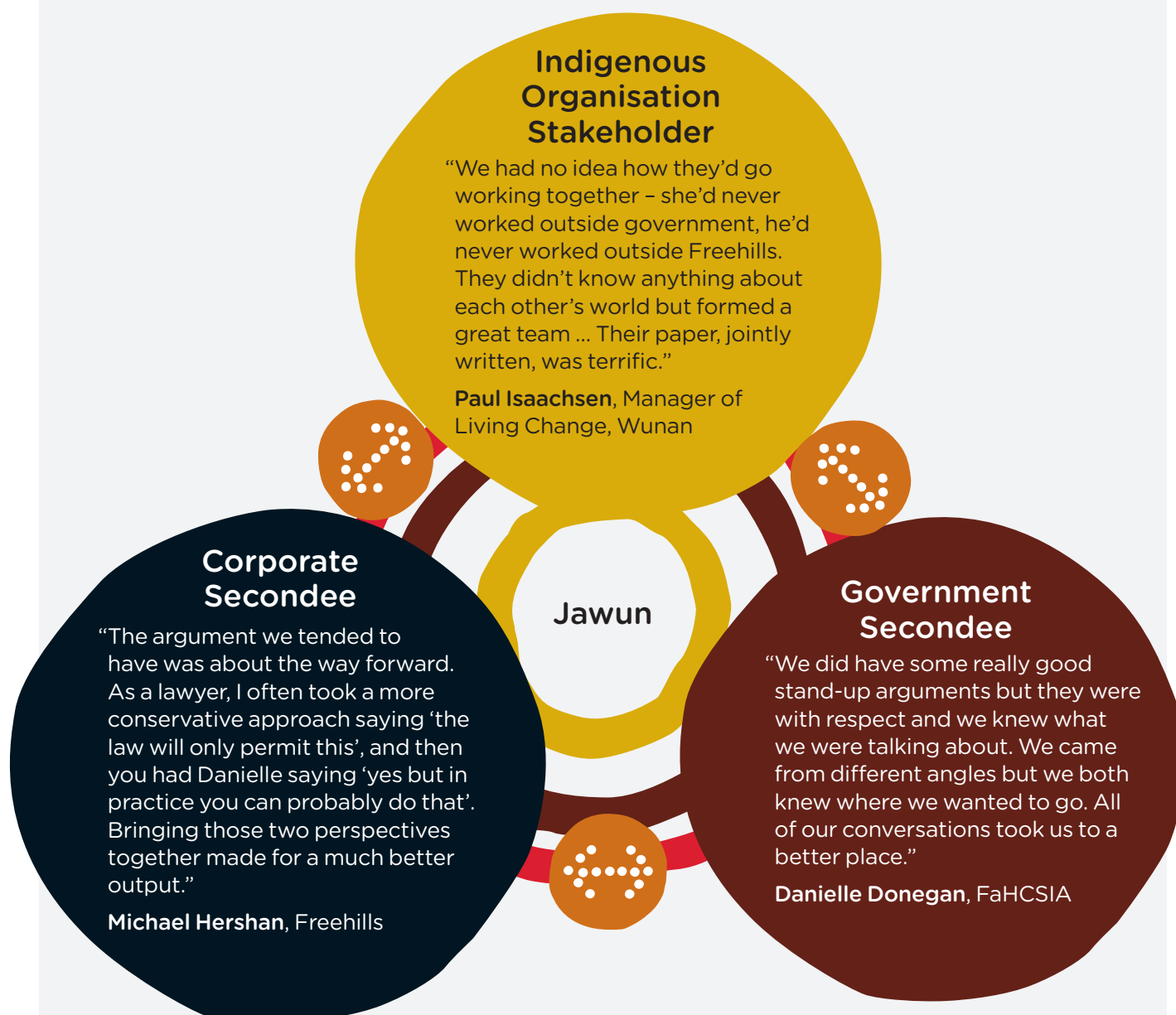
corporate and government secondees are paired up to create a practical solution with an Indigenous partner. Exhibit 3 illustrates a dynamic, three-way partnership between a government and corporate secondee who were working towards a common goal for the Indigenous organisation, Wunan.

Exhibit 3

Advancing Living Change legislative reform

The Living Change welfare reform model in the East Kimberley has benefited from a series of secondments. One project evaluated legislative options for the model and two secondees with quite different backgrounds were assigned to work on this brief together in conjunction with Living Change Project Manager,

Paul Isaachsen. Danielle Donegan had a policy background from FaHCSIA and Michael Hershan was a lawyer from Freehills. While their approaches differed, their interaction resulted in a set of robust and well-tested recommendations.





Sean Gordon (CEO Darkinjung Land Council), Richard Aspinall (State Manager WA, FaHCSIA), Mick Gooda (Social Justice Commissioner), Peter Nash (Chairman, KPMG Australia) and Ian Trust (Chairman Wunan) Photo: Mark Jay

Even when corporate and government secondees do not focus on the same project, they still often live and work in close proximity over a sustained period of time. This fosters an open atmosphere for the debate and sharing of diverse opinions.

According to Michael Hershman, “One thing that’s great about Jawun is it fosters very open communication between people and a very open exchange of ideas. It encourages you to engage with the issues and to reflect on what you’re seeing and then to discuss it very openly. No views are too controversial and no opinion is too harsh for people to express”.

“As a cohort we were all learning about the context up in the Cape, what was going on, what the challenges and issues were. We were all on that learning curve together. Going through that experience with other people was a really positive thing.”

Peter Anderson, Australian Public Service Commission, Regional Director Queensland, seconded to Cape York Land Council

Corporate secondees have gained insight into how government interacts with Indigenous communities, including the bureaucratic challenges and barriers facing Indigenous communities such as the speed at which decisions are made and implemented. Long term, it may guide how corporate partners work with communities in step with government processes, for example, in infrastructure provision.

At the same time, government secondees are exposed to private sector approaches to value, which according to Ross Love, Senior Partner and Managing Director, BCG Australia/NZ and Jawun Board Member, “may help government become less risk averse and more outcomes focused, rather than inputs focused”.

Similar exchanges of ideas and approaches occur between government, corporate and Indigenous leaders on Executive Visits. This is a rare opportunity for some of the most powerful and influential leaders in Australia to come together on local soil to learn and share perspectives on the challenges faced by Indigenous communities and the support that can be offered.

Kathryn Campbell, Secretary, Department of Human Services, who recently travelled to the East Kimberley on an Executive Visit commented that: “... the benefit was seeing the different approaches that come from the community working, the government views, the non-government organisations and the private sector, the different approaches and the different ways people thought about things ...”

CONCLUDING REMARKS

Government’s involvement in Jawun has so far resulted in positive reactions from Indigenous and corporate partners. Partners recognise the value of government engaging in a different way with communities, and the mutual benefits this will bring.

“I can only see an upside from government involvement.”

Paula Benson, GM Corporate Responsibility, NAB

Government secondees have already demonstrated that they can inject valuable momentum to Indigenous reform efforts. They can also offer practical benefits to Indigenous organisations based on their knowledge of funding, budget-writing processes or Indigenous policy. At the same time, the government secondees – considered to be the future leaders of the public sector – are benefiting from the opportunity for personal and professional growth. These secondees have gained a better understanding of Indigenous issues, potential policy implications and stronger leadership skills.

Finally, the interaction between government and corporate partners to date has led to some productive and lateral outcomes. This new, complementary corporate-government dynamic is expected to enhance the impact of the Jawun model on Indigenous reform.



Karyn Bayliss (Jawun CEO) and Teddy Carlton (Director Miriuwung Gajerrong Corporation) Photo: Jawun staff

“I look forward to reflecting in five years time on the collaborative work of our Indigenous, government and corporate partners, seeing the richness of the solutions and outcomes due to the different skills brought to the table. I also am keen to observe the change in attitudes and views across all three sectors as a result of this partnership through Jawun.”

Karyn Baylis, CEO, Jawun

PART 2:

Jawun's impact on Indigenous reform

Jawun acts as a catalyst for Indigenous reform by directing resources towards priority projects identified by Indigenous stakeholders. Jawun catalyses reform in three ways.

At the frontline, Jawun secondees support Indigenous leaders 'on the ground' to develop and deliver reform initiatives and to enhance the long-term capability and

sustainability of their organisations. Jawun is also well positioned to foster strong connections and facilitate dialogue and opportunity for Indigenous communities. Finally, the growing alumni of Jawun secondees equipped with a greater insight into Indigenous affairs are contributing to a form of 'practical reconciliation'.

Exhibit 4

Key impacts of the Jawun model on Indigenous reform



This section describes the impact of Jawun on Indigenous reform through a series of case studies and stakeholder observations.

INJECTING CAPACITY AND CAPABILITY TO SUPPORT INDIGENOUS COMMUNITIES

Jawun secondees help with both reform design and delivery whilst building capabilities to make reform efforts sustainable.

1. Reform design and strategic development

Jawun partners with Indigenous leaders and organisations who have a vision of how they want to improve their current circumstances. Moreover, Jawun provides leaders with additional support to put 'firepower' behind strategic work as well as to fulfil their day-to-day responsibilities.

Jawun links highly capable secondees to Indigenous organisations to support the design and communication of reform. Secondees bring analytical skills and a structured approach to solving problems, designing solutions and communicating with multiple stakeholders and audiences.

Alan Tudge MP, ex BCG and first Jawun secondee, spent several years as the Deputy Director of the Cape York Institute and also worked with Paul Briggs OAM in Shepparton. Alan comments on the complexity of the problems facing Indigenous communities and what it takes, in his opinion, to grapple with some of those issues:

If you think about influencing public policy, you can't just come up with an idea and say "we need to fix the education system, full stop". That is not enough. You're not going to get change happening by simply saying "kids aren't learning, we need to fix it". You need a deeper analysis of it, you need to create the case for change, you need to be able to point out exactly where the flaws or problems lie and you need to be able to lay out a practical solution with a reasonable governance structure, and then you need to be able to convince the policy leaders that the proposal is worth supporting. It's rare for one person to have that set of skills, it's almost impossible for one or two Indigenous leaders to be able to do all that analytical work as well as their leadership roles at the same time.



Mick Mundine (CEO Aboriginal Housing Company) meeting with Jawun secondees, Redfern Photo: Daniel Linnet

As most secondees have not previously worked in Indigenous affairs, they also bring a fresh perspective to test and challenge ideas and ask questions.

In Jawun's 2010 *Learning and Insights* report a case study was featured which explored the partnership between BCG and Noel Pearson in setting up the Cape York Institute, an independent Indigenous policy and leadership organisation. Noel Pearson comments on what made this partnership so effective: "That is when the partnership

works well – your partners are able to help you get your thoughts clear about what you mean and what you want to do. The relative ease with which we got the concept [for the Cape York Institute] approved and understood by government was extraordinary."

Exhibits 5 and 6 following provide further examples of how Jawun secondees have been invaluable in supporting Indigenous leaders with reform design and strategic development.



Ian Trust (Chairman Wunan) presenting the Living Change concept, East Kimberley Photo: Daniel Linnet

"If you're doing one thing for a long time you tend to view the world in the same way. I call it the dead body in the hallway syndrome. If you come to a house and there's a dead body, when you first see it you're aghast, but everybody else steps over it, and after you've been doing it for a while, you step over it too. So it's the same thing. Having new people come in having not been involved in Aboriginal affairs can bring a new perspective ..."

Ian Trust, Chairman of Wunan in the East Kimberley

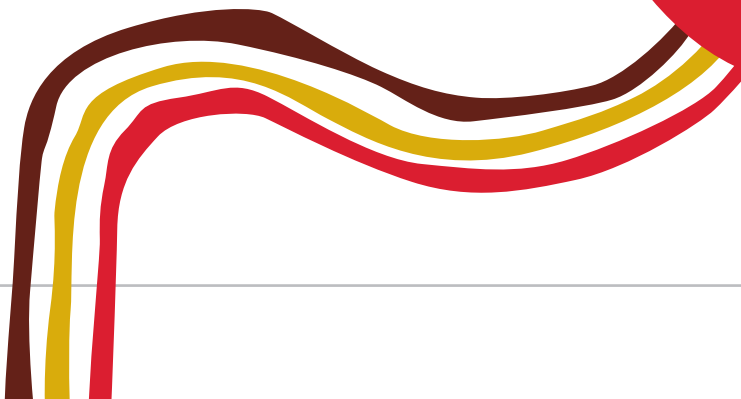


Exhibit 5 explores the outcomes achieved by a succession of secondees who have been supporting the development of Living Change welfare reform in the East Kimberley.

Exhibit 5

Wunan's Living Change reform program catalysed by a channel of highly skilled secondees

Wunan is an Aboriginal development organisation in the East Kimberley. Since 2008, Wunan has been working on driving positive social change for local Aboriginal people by helping to re-establish social norms and by providing opportunities in the areas of education, housing and employment.

When Jawun started supporting the region in 2010, it provided an injection of highly skilled secondees from

a range of corporate organisations and more recently from the Australian Government. To date, Jawun has provided 21 secondees to support the Living Change initiative.

According to Paul Isaachsen, the local manager of Living Change, "That's meant we've been able to deliver in a shorter time frame and with a smaller team than would otherwise have been possible".

Articulating the Reform Agenda April 2010–April 2011

- **A long-term secondee from BCG, in conjunction with a number of shorter-term secondees from NAB, Freehills and KPMG, helped Ian Trust and the Wunan Board articulate their vision for reform in the East Kimberley, and to structure Living Change into a program ready for design**

Policy Design September 2011

- **Helped develop new housing initiative:** A secondee with a background in law helped to develop a new initiative, House Proud, an opportunity that could be offered within the Living Change framework
- **Developed a communications strategy for policy design phase:** A secondee articulated a communications strategy, schedule and resourcing needs
- **Explored implications of translating Family Responsibility Commission legislation to Halls Creek:** A secondee completed a preliminary analysis of the implications for the Queensland reform model's legislation under WA law, laying the groundwork for a subsequent secondment

Partnerships & Legislation November 2011

- **Evaluated legislative options:** A government secondee and a law secondee worked together to identify and evaluate possible legislative options for the Living Change panel
- **Explored potential academic partnerships:** A secondee with a legal background investigated universities and research programs that could assist
- **Researched school attendance strategies:** A secondee researched current school attendance in Halls Creek and investigated the literature on strategies to improve school attendance

Structuring Pilot March 2012

- **Determined requirements for an evaluation of the pilot program:** A secondee produced guidelines for evaluation of the pilot program, including an implementation evaluation after 6 months and an outcomes evaluation after 4 years
- **Gathered data on current government-support programs:** A secondee investigated the profile and impact of the current spectrum of government-funded programs in Halls Creek

Finalising Scoping Study June 2012

- **A government secondee helped to prepare the materials for submission, including additional research and copywriting**

The consultation and design phase is now complete. A scoping study submitted to government in the latter half of this year will determine whether the pilot will go ahead. Wunan staff acknowledge the significant input

of Jawun secondees in helping to move this initiative forward. Nick Thomas, CEO of Wunan, remarks: "Jawun has been fundamental in helping us put the Living Change model together."

Another example, featured in Exhibit 6, describes how The Cape York Aboriginal Australian Academy was able to establish a business case, with the support of Jawun secondees, for a new approach to educating Indigenous kids in Cape York.

Exhibit 6

Developing the case for a new approach to Indigenous education in Cape York

The Cape York Aboriginal Australian Academy ('The Academy') is a not-for-profit organisation led by Noel Pearson and Cape York Partnerships (CYP), which delivers a 'best of both worlds' education to Indigenous students. It aims to close the academic achievement gap between Indigenous and mainstream students and to support Cape York children's bicultural identity.

The Academy was established in late 2009 but the journey began well before then and involved the support of 14 secondees sourced by Jawun from Westpac, IBM, KPMG and Wesfarmers who worked with Cape York Partnerships to develop the business case for the Academy. Secondees brought a range of valuable skills to the project, including analytical rigour, project management, human resource expertise, legal and financial modelling experience.

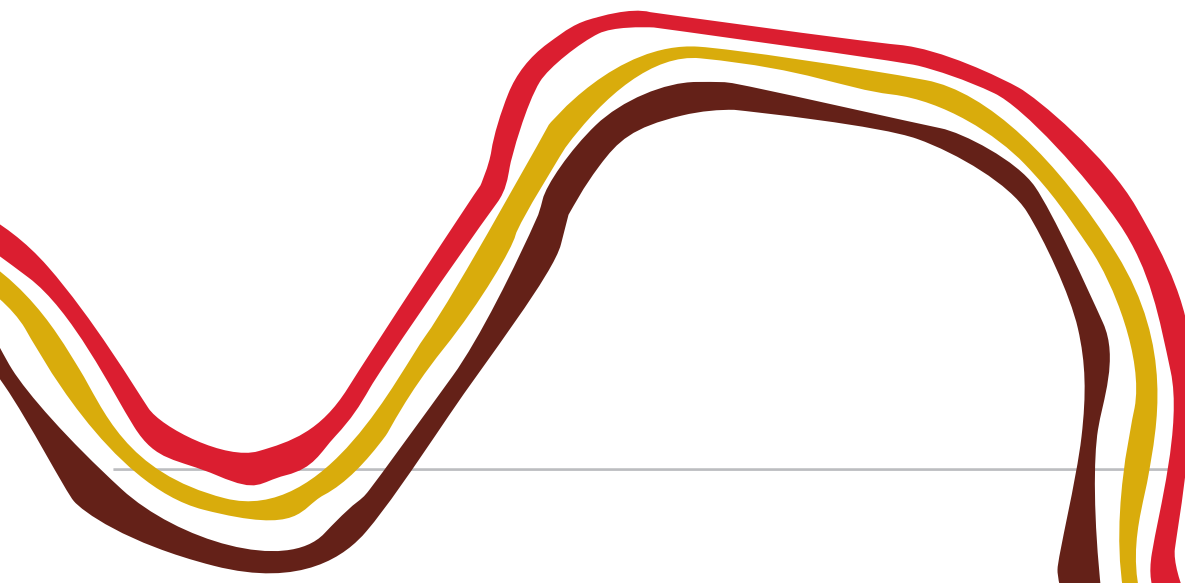
According to Danielle Toon, CEO of the Cape York Aboriginal Australian Academy, "The Academy business case was written over a nine-month period, an amazing achievement given the detail of research and complexity of design required from within an organisation with very limited resources. Without the significant support of a large number of secondees from a wide variety of corporate partners, we would not have been able to complete the business case as quickly or as successfully as we did".

The Academy continues to grow and Jawun secondees from numerous organisations have subsequently been involved in working as program designers, assisting with implementation, and delivering Direct Instruction programs in classrooms as teacher aides. In late 2010, Jawun sourced a secondee from the Boston Consulting Group to investigate the next stage of education reform for CYP and The Academy.

2. Reform delivery and implementation

Given the complexity of the problems Indigenous organisations are grappling with, and the difficulty of attracting and retaining skilled staff in remote locations, Jawun's short-term secondments provide a welcome boost to delivering reform. They take diverse forms and offer a flexible means of support, responsive to both the long-term outcomes and the short-term needs of Indigenous organisations.

In some cases, organisations need practical but professional support such as documenting processes or conducting research. The short-term injection of professional capability is highly valued by Indigenous partners. In other cases, Indigenous stakeholders benefit from secondees with highly specialised skill sets that would otherwise be too expensive or difficult to access. Jawun's ability to provide secondees with a range of specialist skill sets has expanded in line with its growth of partners. Jawun's corporate partnerships now include bankers, lawyers, consultants, retailers, engineers, administrators, accountants and many others with specialised skill sets. The recent addition of Australian Government secondees has resulted in the pool of skills available to Indigenous partners widening even further.





Ross Love (Senior Partner and Managing Director, BCG Australia/NZ and Jawun Board Member) and BCG secondee Katherine Wilson, East Kimberley Photo: Mark Jay

Clearly, individual secondments have a finite duration. However, Jawun's ongoing engagement in communities allows it to coordinate secondments to keep building on the work of previous rounds, whilst recalibrating the skillsets required as a project evolves.

“Even though each time the secondees are clearly going to be different people with different skill sets, it's the repetition of that channel of talent being made available to them [Indigenous partners] through Jawun that makes the real difference.”

Geoff Wilson, CEO of KPMG in Australia and Jawun Board Member



Exhibit 7 is an example of where a succession of Jawun secondees, with varied skillsets, provided a clear, well-informed plan for the redevelopment of the Warmun Roadhouse.

Exhibit 7 Redevelopment of the Warmun Roadhouse

In March 2011, the community of Warmun, 200 kilometres south of Kununurra, was devastated by floods. This misfortune, combined with the arrival of a new CEO, Ralph Addis, for the Warmun Municipal Council, proved to be drivers of change for the community. Over the course of the next two years, 22 Jawun secondees were deployed to work with the Council and assist with the redevelopment of the town.

The Council began to consider how to redevelop the community store and roadhouse, two distinct but duplicative businesses that were both run-down and underperforming. Jawun secondees helped the Council evaluate options for the redevelopment of the Roadhouse. The Council was able to draw on skill sets ranging from retail, finance, project management and human resources, which translated to sound decisions and a renewed energy and confidence to drive the redevelopment forward.

Initial evaluation November 2011

- The first secondee **helped the Council explore issues associated with declining infrastructure and sub-optimal profits** with the two businesses. The secondee **conducted an evaluation of the two businesses, proposed options for their revitalisation**, and consulted regularly with the Warmun Council.

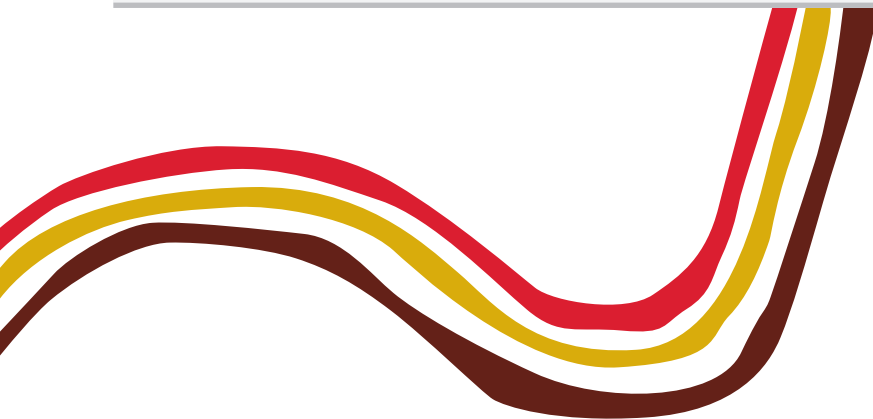
Development of operating model March 2012

- Two secondees – one with a project management background and another from a finance background – **modelled the commercial viability of combining the two businesses**, and supported the Board through the decision-making process.

Funding and operational plans June 2012

- **Developed proposal materials for capital funds and a capability partner:** a secondee with a background in law coordinated the development of pitch materials to obtain capital funding in order to refurbish the site and to recruit a capability partner in the retail industry to assist in operating the business.
- **Developed a plan for decommissioning of old site:** a secondee with a background in retail management developed a plan and costings for decommissioning the old site.
- **Developed a recruitment plan and training program for Indigenous employees:** a secondee with experience in Indigenous training and development outlined recruitment opportunities and explored possible training options for local staff
- **Investigated financing requirements:** a secondee with a background in medium-size business financing analysed potential financing options

According to Ralph Addis, “We’ve gone in six months from, ‘we’ve got a problem here’, to having a really nice clear well-researched well-articulated community development plan so the local guys are in a position to make a reasonably well-informed, sensible decision about what to do now”.



3. Building organisational capability to make reform sustainable

Jawun's philosophy is to help communities drive their own goals and eventually become self-sufficient. Capability building is an important focus for Jawun.

“Skills transfer is a key part of what we’re trying to do. It’s not just about delivering solutions, it’s hopefully also about building capabilities.”

Tony Berg AM, Director Gresham Partners and Jawun Chairman

Close working relationships between Indigenous stakeholders and secondees ensure that a level of informal capability transfer takes place. In addition, some secondments have a deliberate focus on establishing robust processes and structures within Indigenous organisations in order to lift their capability to deliver over the long term. Jawun secondees can share ‘best practice’ corporate knowledge regarding governance and operating processes, which is enthusiastically welcomed by stakeholders.

Exhibit 8 looks at the establishment of the Kaiela Institute in Shepparton, which has enhanced the community's ability to drive and deliver on their reform initiatives.

Exhibit 8

Establishing the Kaiela Institute, Shepparton

The strategic agenda for the Goulburn-Murray region received a significant boost from the establishment of the Kaiela Institute. According to Paul Briggs, OAM, President Rumbalara Football and Netball Club in Shepparton, “We needed to boost our ability to drive change across fundamental and interconnected areas like education, employment and health. We also needed to be able to measure what we were doing and to make sure we were having an impact in the right areas”.

In 2010, Paul Briggs recognised that two existing community governance organisations, the Koori Resource and Information Centre (KRIC) and Kaiela Planning Council (KPC), needed to be restructured to more effectively articulate, deliver and track the progress of community priorities.

Stephen Iles, CEO Kaiela Institute, Shepparton, says, “Paul [Briggs] and the leadership team made this well-informed decision to consolidate resources. That provided the entry point for Alan [Tudge] to come and develop what that would look like more practically. That’s quite an exceptional place to start – to consolidate organisations for efficiency and greater reach and influence”.

Alan Tudge MP, ex BCG and first Jawun secondee, undertook a review of KRIC and recommended that it merge with KPC to form what is now called The Kaiela Institute. In 2010/11, a Wesfarmers secondee assisted with the physical relocation of the assets and systems of the two organisations. The following year, a KPMG secondee helped to define the Institute’s optimal governance structure, establish a robust Board and identify effective operational procedures.

Since the Kaiela Institute's establishment, several Goulburn-Murray organisations have enlisted its help to evaluate their service delivery programs and provide advice on driving community change in a more coordinated and directed way. Discussions are now underway, based on the Institute's advice, regarding the formation of a regional agenda encompassing the Indigenous families and organisations of Echuca and Barmah.



Paul Briggs (OAM, President Rumbalara Football and Netball Club) and David Murray (NSW Coles Store Manager), Shepparton Photo: Courtesy Wesfarmers

FOSTERING CONNECTIONS TO FACILITATE DIALOGUE AND OPPORTUNITY

Jawun also plays a role in building connections *within* communities, *across* communities and *between* partners. The connections made, often via intense 'on the ground' immersion, can in many cases lead to longer lasting partnerships and opportunity.

"I think maintaining a coalition of engagement, support and collaboration is something that is truly critical to long-term improvement across Indigenous Australia."

Rupert Myer AM, Chairman of The Australia Council and Jawun Board Member

1. Facilitating dialogue within and between communities

In each region, Jawun has a dedicated representative who lives and works within the community. These 'Jawun Regional Directors' actively work to build relationships in the community and assist with prioritising and identifying areas where Jawun can provide support.

Says Ralph Addis, CEO Warmun Council, East Kimberley: "Jawun represents an external third-party way to get a bit more of a collegial approach and I think that's worked in some parts and between some organisations and brought a bit of alignment".

Some Jawun secondments have specifically focused on understanding the landscape of a region's Indigenous organisations in order to identify how they can better work together.

Exhibit 9 explores one initiative, supported by Jawun, to facilitate a more coordinated approach to service delivery across Indigenous organisations on the Central Coast.



Exhibit 9 Indigenous leadership of Central Coast driving more coordinated services for the community

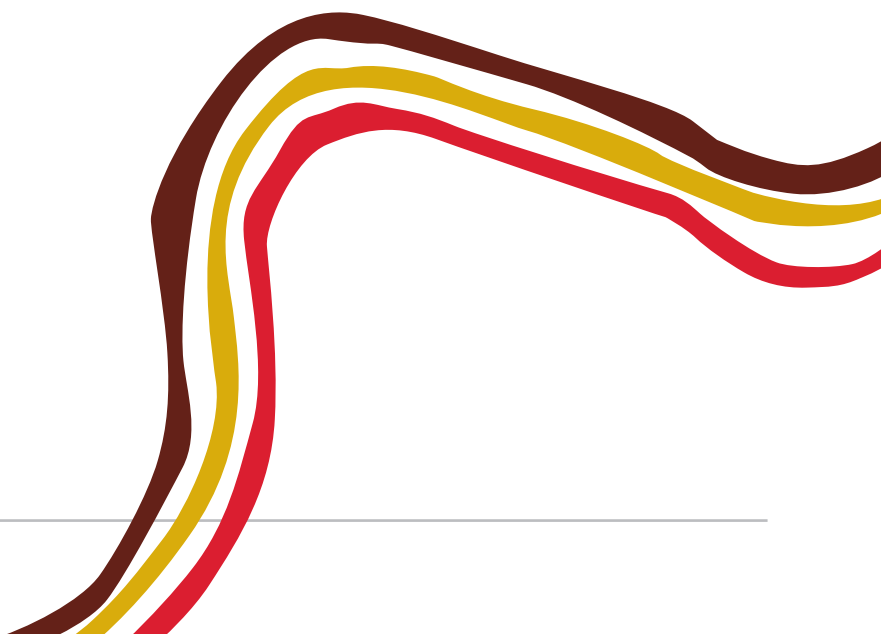
Darkinjung Local Aboriginal Land Council (DLALC) on the Central Coast is well positioned to assist the broader Indigenous community in its local area to achieve greater economic independence and better community services. Community leaders recognised the potential for Jawun to add value to this process and when Jawun partnered with the community in 2012, a Jawun secondee from the Australian Public Service was allocated to a project called Map. Gap. Collaborate.

According to Sean Gordon, CEO Darkinjung Land Council, Central Coast, “[The project] allows us to identify the services that each organisation is delivering and whether there is any disconnection. It also provides that link to what we [Darkinjung Land Council] might do to support another organisation. It’s about strengthening community organisations, to work closer together or work in partnership”.

The secondee mapped existing community services, and identified gaps and opportunities for greater collaboration to improve service delivery and enhance community participation. Sean Gordon sees this work as forming the basis for a regional strategy that will guide future Jawun secondment briefs and contribute towards community advancement for the Central Coast’s Indigenous community.

In some Indigenous communities, the social dynamic is multi-faceted and a cohesive leadership structure is not always present. In these cases, Jawun might help create an Advisory Group to oversee Jawun’s engagement in the area and act as a steering committee in deciding on resource allocation and community-based strategic initiatives. It may be the only place in which Indigenous leaders come together, and therefore provides an important link between organisations. Advisory Groups are particularly relevant in urban locations like Redfern. Jawun Board Member, Ross Love, describes it as “a friendly facilitating conduit for Indigenous leaders to connect”.

Between regions, Jawun is also starting to strengthen links between communities in various ways. Jawun runs Best Practice Study Tours, which aim to expose both established and emerging Indigenous leaders to common issues and innovative solutions across regions and to build connections between leaders. Some Indigenous leaders also take part in Senior Executive Visits, facilitated by Jawun and hosted by the leadership of other regions. This encourages debate and the sharing of ideas but also provides access to a diverse ‘sounding board’ of other Indigenous, corporate and government leaders.





Ian Trust (Chairman Wunan), Mick Gooda (Social Justice Commissioner) and Sean Gordon (CEO Darkinjung Land Council), East Kimberley *Photo: Mark Jay*

Opportunities like these for dialogue and interaction, enable Indigenous leaders to learn from innovative ideas emerging in other regions, for example, sharing welfare reform concepts between Cape York and the East Kimberley, or innovative housing solutions between the East Kimberley and the Central Coast.

Exhibit 10 explores the impact that a Jawun study tour to Cape York had on an Indigenous leader from Redfern.

“The challenge of being in this type of organisation, trying to drive change and make things happen, is you sometimes might question yourself, so it’s good to be able to go and sit down and talk with other people who are driving change within their own communities, to see how they’re managing that. It’s really about benchmarking and assessing what other communities are doing.”

Sean Gordon, CEO Darkinjung Land Council, Central Coast

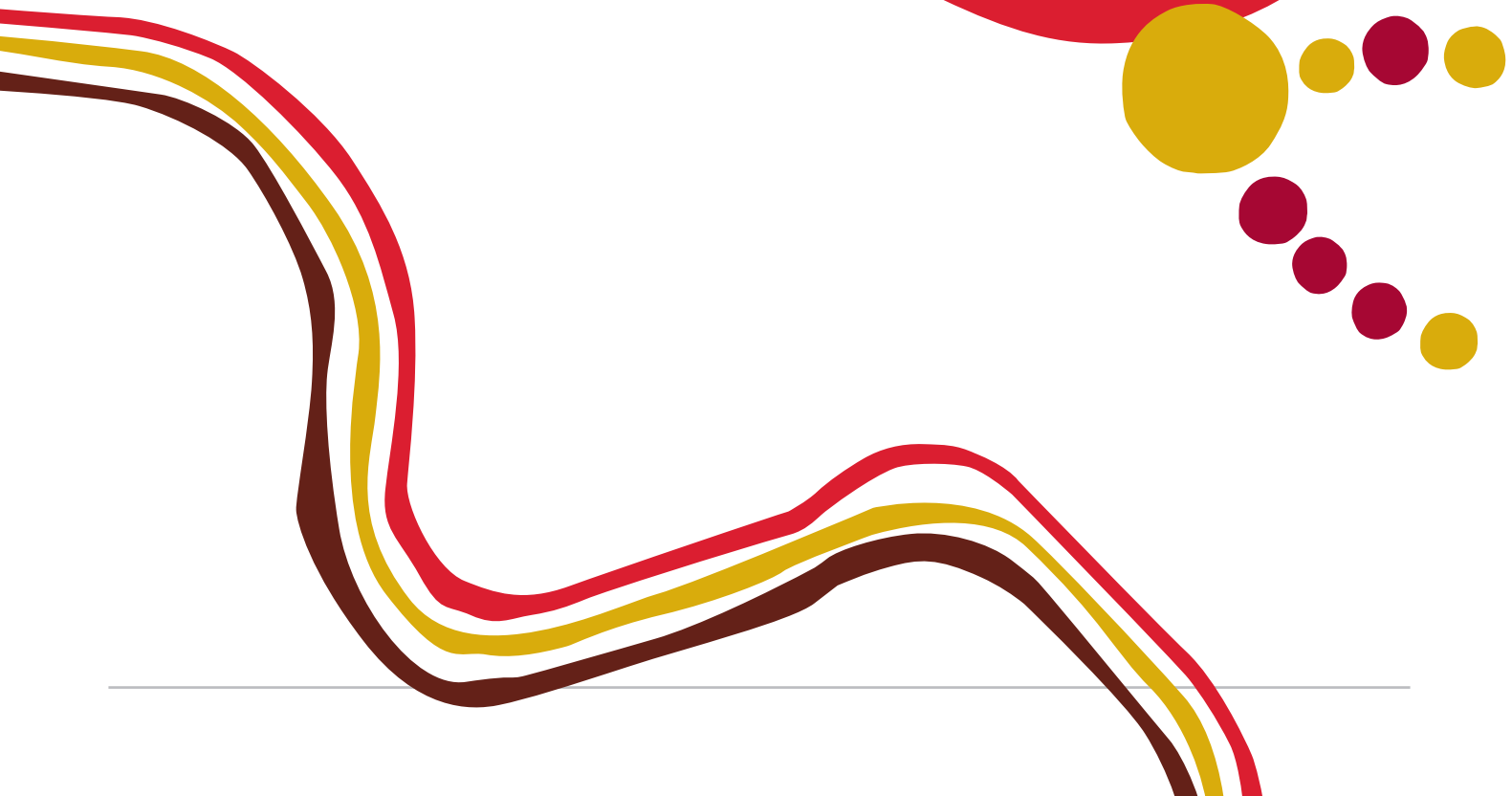


Exhibit 10

Sharing ideas between communities



Dixie Link Gordon (CEO of Mudgin-Gal Aboriginal Corporation Women's Centre), Redfern *Photo: Jawun staff*

Over two weeks in August and September 2011, Jawun facilitated a tour of 11 Indigenous leaders and two Wesfarmers team members to Redfern, Cape York, Shepparton and the East Kimberley. Tour participants attended local Indigenous community organisations to learn about their challenges and successes, and take away common and transferrable lessons.

Dixie Link Gordon, CEO of Mudgin-Gal Aboriginal Corporation Women's Centre in Redfern, participated in the visit. Dixie has been based in Sydney for over 30 years and for the majority of her career she has supported and advocated on behalf of women living with domestic violence. Dixie is an important voice in the Redfern community and was selected by the Redfern Aboriginal Advisory group – a collection of key leaders in Redfern – to participate in the Jawun Study Tour. Also attending from Redfern were two young, emerging leaders, who were mentored by Dixie on the trip.

There were many learnings and surprises for all the participants. However, the multi-faceted approach to education reform impressed Dixie, in particular. She said, “The direct instruction teaching model being implemented up in the Cape reminded me of how I was taught, growing up in Queensland. It's something I really wanted to share with the Advisory group in Redfern to discuss whether this was something we should be looking at for the kids in our own community here”.

On returning to Redfern, Dixie shared her insights with some of the other Redfern leaders and this set in train a broader community discussion. Historically, Redfern has been an iconic hub for many robust Indigenous community organisations, led by strong individual leaders striving for change in various aspects of community life. The formulation of an overarching social or economic plan had not been a priority and it was hard to know where to start and find the time to tackle such a complex challenge. There are no easy or immediate solutions. However, the Jawun Study tour was designed to provide key Indigenous leaders who are influencing change in their own communities, with the opportunity to see how others might be tackling similar challenges.

In Dixie's case, her visit to Cape York with Jawun started a conversation back in her own community of Redfern. That conversation continues and in early 2012, Jawun introduced an external consulting firm – Second Road – to the Redfern community to help with the initial phase of formulating an overarching plan for the community.

2. Connecting Indigenous communities to influential corporate networks

Jawun opens a channel of communication between Indigenous communities and corporate Australia through its place-based secondments and its Senior Executive Visits.

Jawun's Executive Visits, in particular, help corporate partners understand the problems and opportunities in Indigenous communities and evaluate the type of practical support provided by secondees via Jawun. At the same time, Indigenous partners gain access to some of the most senior and influential leaders in corporate Australia. Often opportunities arise from these connections that have a ripple effect beyond the terms of a corporate secondment or visit.



Craig Laslett (Managing Director of Leighton Contractors) and Sean Gordon (CEO Darkinjung Land Council) Photo: Mark Jay

"I think Executive Visits are great because it brings Indigenous leaders in contact with the big end of town and senior government officials they'd otherwise have no contact with. I think that really helps from both sides."

Tony Shepherd, President of the Business Council of Australia

Exhibits 11 and 12 below provide examples of how corporate connections via Jawun have led to ongoing benefits for Indigenous stakeholders. Exhibit 11 highlights the tangible outcomes that have resulted from a remarkable partnership between the Indigenous community of Shepparton and Wesfarmers.

Exhibit 11

Employment in Shepparton: an ongoing community partnership with Wesfarmers

In 2009, a community-wide survey in Shepparton identified employment and social inclusion as being top priorities for the future.

In 2010, Jawun designed an innovative approach to creating Indigenous employment, involving the placement of a local 'employment broker' to link job opportunities from key mainstream employers to local 'job-ready' candidates. This new approach was to be piloted in Shepparton. In the same year, Jawun facilitated a visit to Shepparton involving the Managing Director, Richard Goyder, and key executives from Wesfarmers, Australia's largest private sector employer. The visit was a carefully designed experiential tour to introduce executives to the region, to the challenges faced by the community and the case for involvement. It culminated in a relationship between the community and Wesfarmers that was both practical and personal.

"Richard Goyder particularly in Shepparton has a personal engagement. Jawun brought him in. He's probably the most significant person in Shepparton from an employment perspective - he's the biggest employer in the country," says Alan Tudge MP, ex BCG and first Jawun secondee.

Wesfarmers' subsequent engagement in the region gave the Jawun employment pilot considerable momentum and resulted in some very tangible outcomes for the local community. Over the course of the pilot, 52 Indigenous job-seekers were employed by Coles, Target, Kmart, Bunnings and Officeworks. Richard Goyder delivered the Dungala Kaiela Oration in May 2010 and is planning another visit to Shepparton later this year to recognise local Wesfarmers team members and community partner organisations that contributed to the success of the Jawun employment pilot.

Says Paul Briggs OAM, President Rumbalara Football and Netball Club, Shepparton, "I'm really pleased that due to the employment pilot, over 50 young people have now had the chance early on in their life to work in mainstream employment. We need to keep working with these individuals to make sure that there is a transition to long-term employment and management positions. These opportunities need to be real, ongoing and sustainable".



Richard Goyder (Managing Director Wesfarmers) and Paul Briggs OAM (President Rumbalara Football and Netball Club), 2010 Dungala Kaiela Oration, Shepparton Photo: Peter Casamento, Casamento Photography

Exhibit 12 demonstrates how the passion and commitment of a Westpac secondee helped to gather momentum behind an entrepreneurial idea to build opportunity and self-sufficiency for the community of Hope Vale in Cape York.

Exhibit 12

Westpac Treasury helping the people of Hope Vale establish a bio-fuel enterprise

It is a little known fact that the people of Cape York are amongst the largest per capita producers of carbon dioxide in Australia due to the use of diesel generators for power. In April 2010, Gamini Iddawela, from Westpac Group Treasury, completed a scoping study for a bio-fuel enterprise in Hope Vale while on a one-month Jawun secondment with Balkanu Cape York Development Corporation. Gamini's pre-feasibility study illustrated the viability and sustainability of bio-fuel cropping in Cape York.

Since returning to his normal role in Westpac Treasury, Gamini has continued to champion the budding enterprise by gaining support from within Westpac and continuing to provide expertise and advocacy for the project. In 2011, Westpac invested in the project by sponsoring a Pongamia nursery and trial plantation for biodiesel production. The project has the potential to supply the entire renewable energy target of the

State of Queensland by 2020, while making around \$25 million per annum of profit in the process and creating hundreds of skilled and unskilled employment opportunities in the region.

Gamini, along with Westpac Group Treasurer, Curt Zuber, and Head of Treasury Legal, Paddy Rennie, have conducted frequent visits to the Pongamia nursery and a powerful coalition of support has developed including Ergon Energy and the Queensland State Government. This is a long-term venture but according to Gamini, he and Westpac are committed to making it happen.

Frankie Deemal, a traditional owner in Hope Vale, says, "We feel truly privileged to have met with the Treasury team and to have a project partner of this calibre. With their business development expertise and clout, together we can move mountains".



Gamini Iddawela (Westpac Group Treasury), Yuku Baja-Muliku Ranger, Lee Clifford (Qantas Chairman) and Vit Koci (Project Manager, Indigenous Community Partnerships, Westpac) Photo: Daniel Linnet

3. Engaging future public sector leaders in community-led solutions

The high-calibre government secondees involved in Jawun gain a clearer understanding of the challenges faced by Indigenous communities and an appreciation of the wider range of possible solutions that will ultimately benefit Indigenous reform efforts.

“I think to some extent government’s involvement with Jawun is probably going to be to their benefit. They will be able to understand the situation and see it from a different perspective.”

Ian Trust, Chairman of Wunan, East Kimberley

Participants gain a clearer understanding of what government looks like from the perspective of Indigenous communities. They also gain insight into the implications of different funding mechanisms and schedules for local communities.

“It’s fantastic in the sense that government secondees coming in doing the work will actually see first-hand ... whether those policies are effective on the ground ... and not just policies around service delivery but around funding too,” says Sean Gordon, CEO Darkinjung Land Council, Central Coast.

While the involvement of government is still recent, it is hoped that as a result of their Jawun experience, future public sector leaders have a broader understanding of Indigenous affairs and what policy looks like ‘on the ground’, making them better placed to influence government policy and advise on Indigenous affairs.

FACILITATING PRACTICAL RECONCILIATION

A growing network of alumni can translate their personal experiences into positive action for Indigenous communities. Secondees and Executives who visit or work in Indigenous communities go on an intensely personal journey. By living in a community and working for an organisation ‘on the frontline’, secondees develop a much deeper understanding of Indigenous culture, the challenges communities face and possible solutions.

“I’m much more aware about some of the issues that are being faced up there but also very much aware of some of the really good work that’s going on and the gains that are being made,” says Peter Anderson, Australian Public Service Commission, Regional Director Queensland, who was seconded to the Cape York Land Council.

Over 900 people have now had the direct experience of a Jawun secondment in an Indigenous community and have returned home to share their experience and insights with family, friends and colleagues.

According to Westpac secondee, Lahnee White, “Since coming back I’ve spoken to my family and friends and said, ‘this is what’s happening up here’ or ‘these are the living conditions, there’s no work, or desire to work’ or whatever, just starting to get that into conversations. It wouldn’t have been on a lot of people’s minds ... I think it’s important that people are able to share those stories”.

Many secondees reflect that upon returning to their own organisation, they are extremely motivated to remain engaged with Indigenous affairs. The alumni contribute in many different and personal ways to Indigenous reform.

“What everybody takes back, first of all, is a real desire to start making a difference,” says Tony Berg AM, Director Gresham Partners and Jawun Chairman.



According to Anthony Roediger Partner & Managing Director, BCG, “You have a group of almost a thousand people, plus their close colleagues, who have a much better understanding of what’s required and they’re all helping in different ways. For many people, a secondment is the start of helping for much longer”.

Michael Hershan from Freehills adds, “Jawun opens your mind and gives you tools to become engaged”.

Jawun’s alumni network includes many individuals who will one day hold positions of influence in either the public or private sector. As a result of their involvement with Jawun, these individuals are well placed to have a positive influence on Indigenous affairs over the next decades.

“Part of the strength of the secondee program is not just the benefit of their time here, but also taking their experience back to their business and community and continuing to support us from back home.”

Nick Thomas, CEO Wunan, East Kimberley

According to Ross Love, Senior Partner and Managing Director, BCG Australia/NZ and Jawun Board Member, “There is a growing body of Jawun alumni who are well-educated people with a finer, more nuanced appreciation and connections and familiarity with the issues and possible solutions”.



Jenelle Myers (KPMG secondee) talking to Phylomena Naylor (left) and Joyce Jacko (right), Hope Vale Photo: Daniel Linnet

“Westpac did a survey of ex-secondees and 80% of people indicated they’d done some more volunteering when they’d got back. I think that’s on the basis of their experience, that they feel more integrity in their approach and are more confident at initiating discussion and dialogue, because they have some credibility.”

Graham Paterson Head of Group Sustainability, Westpac

CONCLUDING REMARKS

The insights shared by Indigenous, corporate and government partners demonstrate that Jawun is a truly innovative model that is having a demonstrable impact on Indigenous reform.

Skilled Jawun secondees are producing tangible benefits ‘on the ground’ in communities, working to support the design and delivery of reform initiatives and to build sustainable Indigenous organisations.

Connected by Jawun, Indigenous communities and corporate Australia have formed strong relationships which in some cases have led to direct employment opportunities and opened the door for further discussion. The experience of government secondees bodes well for the beginnings of a more constructive relationship between Indigenous communities and government. Linked by Jawun’s Best Practice Study Tour and the Executive Visits, Indigenous leaders across the country are beginning to share their local solutions more broadly.

Finally, through Jawun, Indigenous Australians now have a large network of informed friends to support them.

Jawun has a big future. There is no shortage of need for Jawun’s support. It is hoped Jawun’s unique model, drawing in all four sectors – Indigenous, corporate, philanthropic and government – will continue to make a tangible difference to the Indigenous communities it works with.

“We have had hundreds of friends created over the years, both at the big-name level but also a whole lot of relationships that we don’t even see, between people on the ground, all the secondees who come to work with people on the ground. Those friends are a big part of the story.”

Noel Pearson, Jawun Patron and Director of Cape York Institute for Policy and Leadership



Sean Gordon (CEO Darkinjung Land Council), Mick Gooda (Social Justice Commissioner), Steve Sedgwick (Australian Public Service Commissioner) and Ian Trust (Chairman Wunan), Warmun Community, East Kimberley *Photo: Mark Jay*

PART 3:

National Navigator: an innovative approach to advancing Indigenous employment outcomes

BACKGROUND

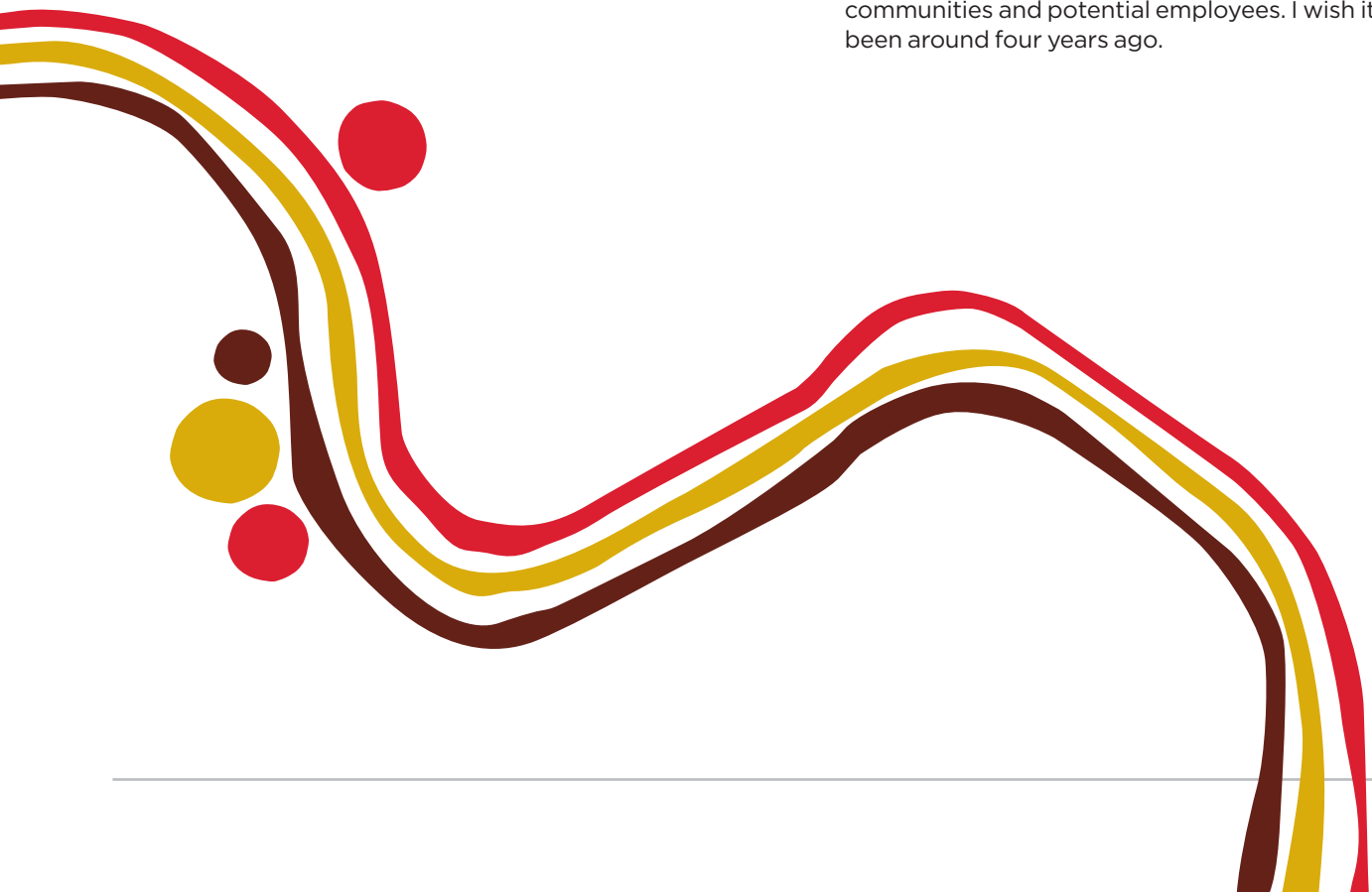
Indigenous community leaders, government ministers, social welfare and social justice academics alike would agree that greater Indigenous employment and economic participation are central to overcoming disadvantage and giving individuals purpose and pride. While there are many organisations and initiatives that have made progress in improving Indigenous education levels, overcoming social barriers and encouraging employers to recruit culturally diverse workforces, no initiative has yet been able to adequately support employers in developing and improving their Indigenous employment efforts.

WHAT IS THE NATIONAL NAVIGATOR?

The National Navigator is a central database and support system that aims to help Australian employers with their Indigenous employment efforts. It provides a strategic overview of Indigenous employment approaches and practical insights on what is needed to have the most successful Indigenous employment initiatives.

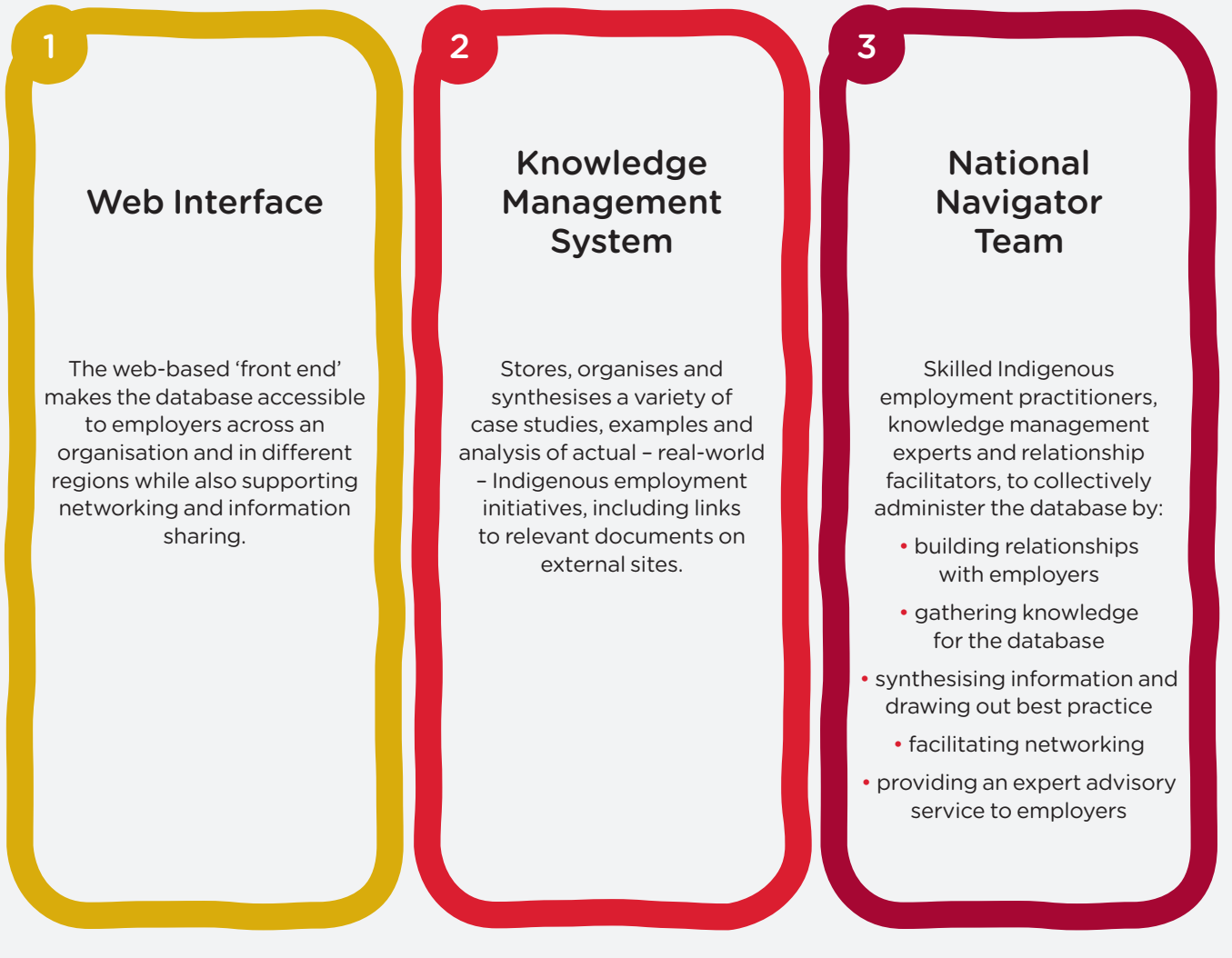
Kate Chaney, GM Emerging Ventures, Wesfarmers (formerly Manager Aboriginal Affairs), says:

It was a challenge to know where to start when developing a strategy for Wesfarmers to better engage with Indigenous Australians. I had limited experience in the area and there were plenty of people offering advice, but I wanted to know what other companies had tried, what had worked and what hadn't. This area can be tough for corporates, and there is no point reinventing the wheel. The National Navigator can provide employers with valuable insights, case studies and information in relation to Indigenous employment. I believe that having access to this knowledge will also lead to better understanding and relationships with Indigenous communities and potential employees. I wish it had been around four years ago.



The National Navigator comprises three interrelated components, which are illustrated below:

Exhibit 13 National Navigator Platform



Jawun has been working on the development of the National Navigator since 2009 with the Business Council of Australia (BCA), Reconciliation Australia (RA) and a number of Jawun's corporate partners. Collaboration with IT experts from Cisco Ltd. and Thinksync has been crucial to the ultimate design of the National Navigator platform. To date Jawun and its corporate partners have invested over \$1 million to fund the development of the National Navigator. The federal departments of FaHCSIA and the Department of Education, Employment and Workplace Relations (DEEWR) have also contributed funds to undertake the initial feasibility study and to partially fund the last stage of development.

“The National Navigator project is an important initiative that offers the prospect of scaling up corporate Australia's capacity to disseminate the key and underlying lessons learned from successful business Indigenous employment strategies across Australia”

Maria Tarrant, Deputy Chief Executive, BCA

EVOLUTION OF THE NATIONAL NAVIGATOR

There is much good intention but understanding Indigenous employment is confusing

In Australia there are many support organisations, government-run programs, Indigenous community programs and privately funded organisations that offer a range of support, training or employment assistance to Indigenous clients. Individually and collectively, the numerous support organisations provide mentoring, training, educational support, leadership development and employment assistance to thousands of Indigenous clients each year. Whilst there is still room for improvement, this range of support will continue to play a key role in better preparing Indigenous people to find and secure meaningful, long-term employment.

Since the national apology in 2008, there has been a growing momentum for businesses to employ more Indigenous people. Employers and Indigenous communities are forging new links and everyone is reaping the dividends – companies gain strong, loyal workforces grounded in cultural diversity, and Indigenous people, families and communities face a brighter future when they can obtain meaningful employment. There has been a groundswell of ‘good intention’ with an increasing number of corporations, businesses, schools, government departments and community groups committing to Reconciliation Action Plans. More than 300 companies have signed commitments to employ Indigenous job-seekers through the Australian Employment Covenant for 60,000 jobs.



The challenge is in the execution

Despite the multitude of programs, initiatives and organisations in the Indigenous employment industry, there are key strategic gaps that need to be filled to improve the Indigenous employment ‘gap’, including a mechanism to assist employers to navigate the Indigenous employment space and build their knowledge and capacity. Alan Tudge MP, who was formerly involved in the strategic development of National Navigator, remarks:

Time and time again, as I was speaking to company CEOs, Indigenous affair managers, CEOs of Indigenous support organisations and government personnel, I heard that employers wanted to employ more Indigenous people but were unsure about how to go about it. People were confused and it wasn't surprising considering the number of national initiatives, differences in opinion from Indigenous leaders and thought-leaders and even from a pure business point of view – what was the ‘business case’ for doing more? [This was] coupled with cultural sensitivities and being cautious not to do the wrong thing. It became obvious that there was real need for an independent source of guidance that could spell out what employers could do, step by step to reach their Indigenous employment aspirations and targets.

Stand-out employers, such as Rio Tinto (with -1 in 10 employees being Indigenous and more than 2,000 Indigenous employees in total in 2012), Australia Post (since 1988 they have employed over 4,000 Indigenous employees) and Coles (who employed 500 new Indigenous staff in 2011–2012) show that individual companies can overcome perceived or real barriers and achieve relatively successful Indigenous employment outcomes. Common attributes that characterise the success of these companies include: strong commitment and leadership from the top to employ more Indigenous staff and dedicated, experienced managers who focus solely on this objective.

If the success of these top-performing companies could be understood and the knowledge shared across all major employers, there would be a significant improvement in national Indigenous employment levels and substantial progress towards ‘closing the gap’. In fact, if all 60,000 jobs pledged under the Australian Employment Covenant (AEC) were filled, the differences in unemployment between non-Indigenous and Indigenous Australians would close overnight.

In 2009, Jawun conducted informal, independent research into the principle success factors and barriers for an employer to execute successful Indigenous employment programs or even be motivated to begin such programs. Our research found that while the success factors were well documented, the barriers were less understood.

The barriers for a company to begin or improve their Indigenous employment efforts could be thought of as either:

1. a rationale barrier, the *'why should we do it?'*, or
2. a capability barrier, the *'how do we do it?'*

Organisations such as RA or the Diversity Council Australia (DCA) and initiatives like the AEC are making good progress towards removing the 'rationale barrier'. However, to date there has been limited support focused on helping companies build their capabilities in executing on Indigenous employment initiatives.

"It is expertise. They do not want to go in blindly. I think that is basically it. They do not have the expertise to access communities. They do not know how to talk to communities. They do not know how to set up a strategy ... I think that has been their main barrier [to employing Indigenous people] - the expertise in how to go about it."

Australian Chamber of Commerce and Industry (ACCI) testimony to House of Representatives Inquiry, 2006

Exhibit 14

Information on developing an Indigenous Employment Strategy

The screenshot shows the 'National Navigator' website interface. The main content area is titled 'Indigenous Employment Strategies' and 'What are they & why have one?'. The text explains that this section explores different strategies companies have developed to outline their commitment, plans, and targets for Indigenous employment. It also defines the term IES (Indigenous Employment Strategy) and lists three approaches to developing an IES: developing a Reconciliation Action Plan (RAP), developing a RAP and a public EIS, and developing an internal IES. A sidebar on the right lists 'Current & Relevant Articles' including 'Getting Started', 'Developing a Strategy', 'Making it happen', 'HR, Policies & Procedures', 'Diversity, Culture & Respect', 'Getting Started', 'Employment Guides', 'Working Locally', and 'Evaluating Success'.

An uncertainty or lack of know-how or even a desire to *'not do the wrong thing'* is unsurprising given the complexity of the Indigenous landscape and issues. Indigenous employment has essentially become a speciality employment area that is not part of day-to-day business for most employers. There are a multitude of federal and state government Indigenous-specific programs that cover the full social spectrum of support services and the Indigenous employment industry has many specialist players, each with varying expertise areas and local or national coverage.

"There is a flood of community organisations that all state they can help us ... with everything! It is very confusing. We don't know who is credible. Or whether they can even provide the services that they claim. 'Track records' aren't always what they seem."

National Indigenous Employment Manager, Finance Sector

Jawun uniquely positioned to facilitate a solution

Since 2001, the role of Jawun has been as a facilitator, leveraging the capabilities of corporate and philanthropic Australia to support innovative programs of change in Indigenous communities. Long-term partnerships are facilitated to enable Indigenous organisations to achieve their own goals for their own communities. This partnership model between corporates and Indigenous Australia has been a real innovation in the prevailing approach to Indigenous reform.

Jawun's close relationship with Indigenous organisations and some of Australia's largest corporate employers places it in a unique position, with a deep insight into the aspirations and concerns of both stakeholder groups.

“We heard from our Indigenous partners first-hand about the real disparities across communities. Employment came up consistently alongside economic development and organisational support. After considerable reflection on the value of the Jawun model, we set about investigating the key barriers that are preventing Indigenous Australians gaining real employment.”

Rupert Myer AM, Chairman of The Australia Council and Jawun Board Member

In 2010, Jawun surveyed 28 Indigenous and corporate stakeholders and *“Knowing where to start, how to engage and with which communities”* was ranked by corporates as the number one inhibitor to their ability to engage with Indigenous communities. The same respondents agreed that Jawun's capabilities in facilitating corporate-Indigenous partnerships helped corporates to overcome this barrier. Likewise, Indigenous Australia is unsure of how to engage with corporate Australia. The 2010 survey strongly indicated that Indigenous organisations and Indigenous leaders did not know where to start and how to engage with the corporate sector. A senior Indigenous stakeholder from Cape York commented, “Dialogue between Indigenous leadership [and corporate Australia] is really difficult because there are so few common anchors”.

“In late 2009, Jawun spent considerable time asking ourselves “Given the expertise of Jawun in establishing partnerships between Indigenous communities and corporate Australia, is there a role for us in terms of Indigenous employment?”, “What is the value-add that Jawun could bring to this already crowded space?”

Karyn Baylis, CEO, Jawun

Jawun obtained in-depth Indigenous policy research and strategic advice from skilled and politically astute freelance business consultants: Christopher Croker (Indigenous Employment Consultant) and Alan Tudge (first Jawun secondee, ex BCG and now Federal Member for Aston). During early research into what efforts or programs would be the most valuable in assisting with Indigenous employment, many employers talked about the need for a central point of information.

“Despite numerous employers having workforce diversity and Indigenous employment initiatives, many employers often do not fully understand the practical steps needed to make these initiatives successful; who to work with, or how to go about it, and similarly, many supply-side support organisations do not engage with businesses effectively or efficiently.”

Christopher Croker, Indigenous Employment Consultant

There had been several attempts to produce a database of ‘best practices’ for Indigenous employment, but most of these databases have failed including because they are:

- too academic
- too general and not specific enough to be implemented by employers
- biased to one or a group of support organisations, and/or
- not financially sustainable.

In some cases considerable effort has been invested in developing guides, which were subsequently forgotten or which simply lost their relevance. Jawun has a very practical working knowledge of its corporate stakeholders and understood that an innovative, employer-led solution was required to secure sustained employer engagement over time. This, combined with a deep belief in the value of shared knowledge, partnerships and collaboration, has also been at the heart of Jawun's approach to the National Navigator.

Jawun's connections with some key enabling partners have been critical to all stages of the National Navigator's development:

- Cisco, BCG and freelance software designers Thinksync played a key role in the design and user testing of the tool.
- BCA and RA ensured that the National Navigator was not developed in isolation, but fitted wider industry initiatives.
- A network of proactive employers helped to shape the design of the model and shared their own Indigenous employment insights, lessons and knowledge to date.

“Working with Jawun and the Navigator staff to document the first 18 months of Coles Indigenous Employment Plan has been a useful process. It has been great to document our processes and lessons learned, in a manner that required a relatively small amount of time from us. This kind of material can be helpful for reporting and also when staff changeover occurs. We hope other companies will find the Coles experience beneficial, as they develop their Indigenous employment plans.”

David Donnelly, Indigenous Program Manager, Coles

Exhibit 15

Information on the Coles Indigenous Employment Plan



JAWUN'S DYNAMIC, EMPLOYER-LED APPROACH

Understanding what is needed to '*get Indigenous employment right*' is complex, but not impossible. Across numerous business sectors, there have been examples of outstanding Indigenous employment efforts. There are good practices and knowledge within many employers, support organisations or programs, but sharing, disseminating and learning from what other employers have learnt is next to impossible. To achieve Australia-wide change, all the individual pieces of 'wisdom' need to be pulled together so that Indigenous employment professionals and employers can learn from each other and reinforce each other's good practices.

No single person, employer, government program or support organisation can possibly understand all the different Indigenous employment and diversity programs in existence, but collecting and pulling together the individual pieces of knowledge and documenting the various 'real-world' approaches and programs used by employers enable a library of knowledge and learnings to be collated – a library that will continually develop and expand.

"The value of the National Navigator is that it presents a single point of contact, of practical and best practice information. It will be very useful for people starting work in this area, and I wish it had been in place when I started in this role four years ago. It would have saved us a lot of time and research."

Leanne Sharp, Indigenous Employment Manager, National Australia Bank

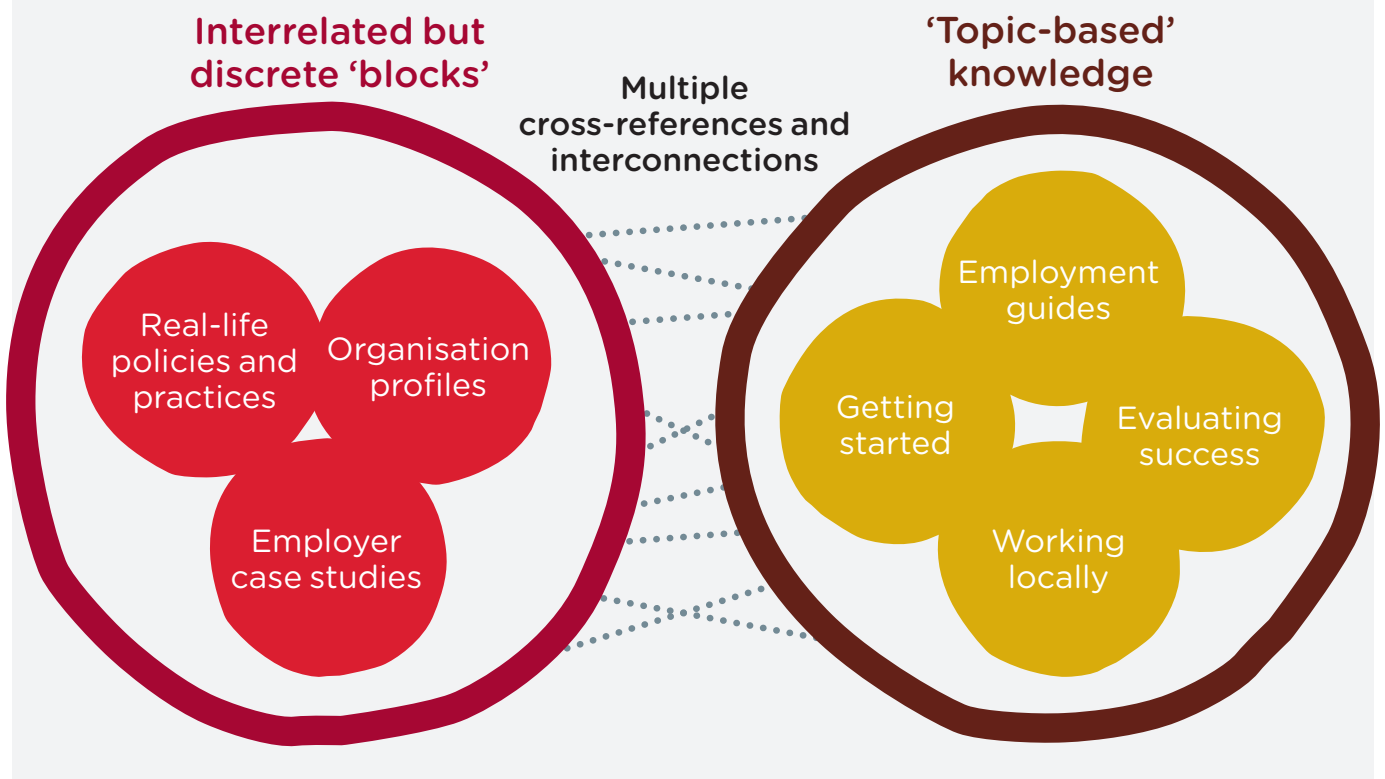
To be broadly applicable, National Navigator needed to be able to support employers at various stages of their Indigenous employment journey. This includes:

1. employers who are just starting to formulate their Indigenous employment approach
2. those who are further down the track with their strategies, but are still seeking to improve their processes and their engagement in local/regional areas, or
3. those who are simply seeking to evaluate their current processes.

A range of detailed and in-depth Indigenous employment knowledge is needed, ranging from how to get started, to ideas for improvement and identification of where to locate support. Consultation with employers suggested that a simple, mass repository containing data, reports and case studies would not be helpful or detailed enough to provide the advice they were seeking. From here the idea of discrete yet interlinking modular pieces of knowledge was developed.

Exhibit 16

Modular design of the National Navigator database



For example, an employer might be looking for information on how to set up a school-based traineeship (SBT). On National Navigator they would find insights from other companies who have set up SBTs, complemented by different articles outlining diversity and equal-opportunity employment policies, an overview of current government programs for traineeships, and identification of which support organisations might have assisted other employers in successfully setting up similar programs in the local area.

Says Bruce McQualter, Senior Manager, ANZ Traineeships and Indigenous Employment:

We've been very happy to support the National Navigator, as it fits nicely with our commitment to working in partnership with other employers to support real outcomes for Indigenous employees, families and communities. We [employers] are all on different stages of the learning curve, and we all have something more to learn. Since we started our program in 2003 we have constantly refined our targets and actions and have stuck with what we know works. The nature of business is that you have to remain flexible and responsive to the business's needs. It is the dynamic nature of this environment that will make the Navigator useful - it's a live manual which will change and be updated as we all continue to learn.

There are two fundamental aspects that underpin Jawun's innovative approach with the National Navigator:

- (1) The peer-to-peer knowledge system that unlocks 'hidden know-how' *across* and *within* employers; and
- (2) the employer-led focus that is key to sustained engagement and success.

1. Unlocking hidden 'know-how' via a peer-to-peer knowledge system

The peer-to-peer knowledge system is a key innovation of the National Navigator, which differentiates it from previous failed attempts at documenting Indigenous employment 'how-to' guides. The BCA stated in a 2011 report:

Most companies are very willing to share their experiences, and to learn from and work with others. Sharing best practice through forums, networking opportunities and the publication of 'how-to' guides and toolkits is a priority for many. Such information would assist companies to implement initiatives in a more timely and cost-effective way, not least by avoiding repeating the mistakes of others. Leveraging knowledge, expertise and resources through formal collaboration and partnerships is an important way in which companies boost the effectiveness and sustainability of their Indigenous engagement activities.

The key benefits of a peer-to-peer knowledge system include:

a. Employers learn from each other

Actively sharing Indigenous employment knowledge through a 'knowledge management database' like the National Navigator enables new knowledge to be disseminated. Furthermore, the National Navigator provides not only the community or technical expertise, but also the mechanism and relationships needed to grow an employer's Indigenous employment knowledge, one employer case study at a time.

"We see a lot of potential benefit in the National Navigator. It would have been very useful for us when we commenced the development of the Coles Indigenous Employment Plan. As our Plan continues to evolve and expand, we believe the Navigator will be a useful resource. Coles is also very happy to share its experience with other companies and we hope that will be useful to them."

David Donnelly, Indigenous Program Manager, Coles

FACT: Over 90% of participants in the user-testing of the National Navigator prototype agreed that there was a need for a central database like the National Navigator, and that it could improve Indigenous employment outcomes nationally.

Exhibit 17

Access to current and relevant articles on Indigenous employment

The screenshot displays the National Navigator website interface. At the top, there is a navigation menu with options: Overview, Getting Started, Employment Guides, Working Locally, Evaluating Success, and Admin & Support. The main content area is titled 'Overview' and includes a breadcrumb trail: 'You are here: Home > Overview'. Below this, there are three main sections:

- Latest Articles:** A grid of three article cards. The first card is titled 'TELSTRA TRAINEESHIPS' and includes the text 'Interview 2012 awaiting approval Telstra Traineeships Telstra offers both full-time and so'. The second card is titled 'TELSTRA - AN INTEGRATED APPROACH TO DIVERSITY' and includes 'Telstra's approach to Indigenous employment forms par'. The third card is titled 'LEND LEASE EXECUTIVE AND INTERNAL SUPPORT' and includes 'Interview 2012 awaiting approval Lend Lease: Executive and Internal Support How did it sta'.
- Newest Contributors:** A grid of three contributor cards labeled 'AUSGRID', 'WESFARMERS', and 'ANZ TBC'.
- Search Navigator Database:** A sidebar section with a search bar and the text: 'Need to find a specific article or piece of knowledge? perform an advanced search of the database.' Below this is another search bar and a section titled 'Current & Relevant Articles' with a list of links: Overview, About the National Navigator, Spotlight: Indigenous Employment, and Who's who Overview.

b. National Navigator captures and shares a company's internal knowledge

Indigenous employment or any other diversity program is increasingly complex and demands an ever-widening range of skills. Often, no single individual can possibly possess all the knowledge, skills, and techniques required. In principle, an experienced and passionate individual might be able to learn or acquire the knowledge needed to solve a particular problem, but this can be very time consuming.

Additionally, much of an employer's Indigenous employment knowledge may be retained solely in a particular department or with an individual staff member. This can lead to line-managers or even senior managers of other departments not understanding the company's Indigenous employment program or not having full access to the skills and knowledge to successfully implement Indigenous employment practices in other areas of the company.

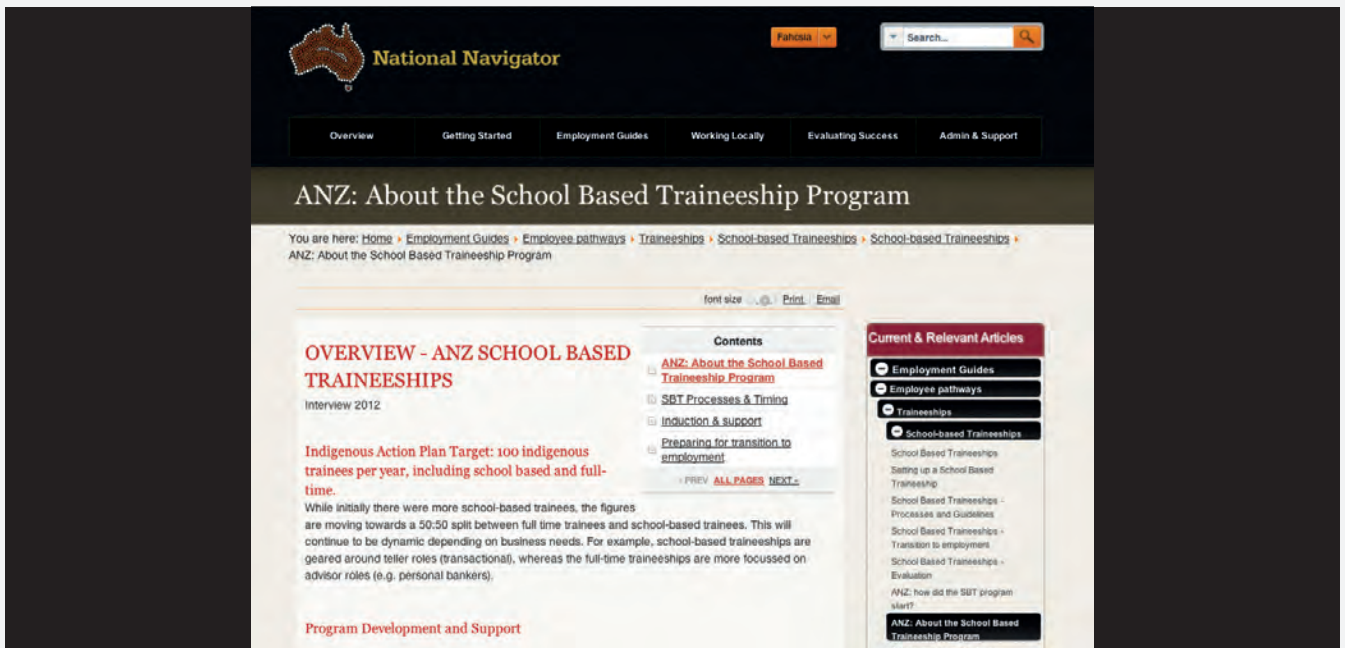
Exhibit 18
ANZ capturing 'hidden' internal knowledge

The National Navigator team worked closely with ANZ to ensure that their wealth of experience in School-Based Traineeships (SBTs) was captured and submitted to the National Navigator database. While the operational and practical aspects of the SBT program were clearly documented and readily shared across ANZ, some of the non-process aspects of the program were not.

According to Bruce McQualter, Senior Manager, ANZ Traineeships and Indigenous Employment, "Working with the National Navigator interview team has been a useful process for us too, capturing some of the experience that is in our heads rather than on paper.

It's been quite a journey for us. I think that the interview captures some of the really important, practical and sometimes subtle things that inform the way we run our Indigenous employment programs ... the things that we have learnt by trying things out, making mistakes and being open to learning".

The process of organisations collecting this 'hidden', internal knowledge has led to some key strategy and evaluation mechanisms being documented for the first time. Clearly, this will collectively benefit the end-users of the database but it will also help embed this knowledge internally within the organisation itself.



The National Navigator allows multiple users from the one employer to access the database and support simultaneously. The user-generated content approach also encourages the company's experts to document their programs and insights as they are developed.

“I was able to locate knowledge that was previously contributed to the database by my company and its parent company, which helped me improve my understanding and start improving our internal Indigenous employment strategy.”

User-testing participant, retail sector, who was new to her company, which is in the early stages of developing an Indigenous employment strategy

FACT: During the user-testing of the prototype National Navigator, half of all current Indigenous Employment Managers agreed that the National Navigator would be a great educational tool to help them spread Indigenous employment knowledge and understanding across their own organisation, including line-managers and senior managers.

c. National Navigator challenges best practice approaches to Indigenous employment

The collaborative approach of the National Navigator may lead to a clash of views or a cross-fertilisation of ideas. This healthy questioning is in fact most beneficial when there are a large range of contributors from divergent backgrounds, industries and even maturity in their Indigenous employment efforts to date. Even the employers with well-established Indigenous employment initiatives may be surprised by a new approach that is developed by an employer in another industry or one who is new to the space entirely.

FACT: The majority of employers who participated in the user-testing of the National Navigator prototype indicated that they focused on only one of the four main Indigenous employment approaches (School-based Traineeships/Traineeships, Cadetships, identified positions, full-time employment).

d. National Navigator encourages peer support and networking

The National Navigator will assist in building a peer network of Indigenous employment professionals who are open to collaborate and learn from each other. Although personally rewarding, leading or working on an Indigenous employment initiative can be a frustrating and lonely endeavour. Often there are set-backs, limited support or potentially even a mismatch between the programs being implemented and the underlying business case or rationale for an employer's Indigenous employment efforts.

The National Navigator provides direct access to Indigenous employment peers either in similar industries or stages of implementing an Indigenous employment program who can encourage and support each other.

“It's funny, but setting up our [Indigenous] employment program has been both the most rewarding and the most frustrating job that I have ever done.”

State HR manager, major retail chain

FACT: During the user-testing of the prototype National Navigator, 75% of respondents agreed that the holistic National Navigator concept enables them to better network with their peers.

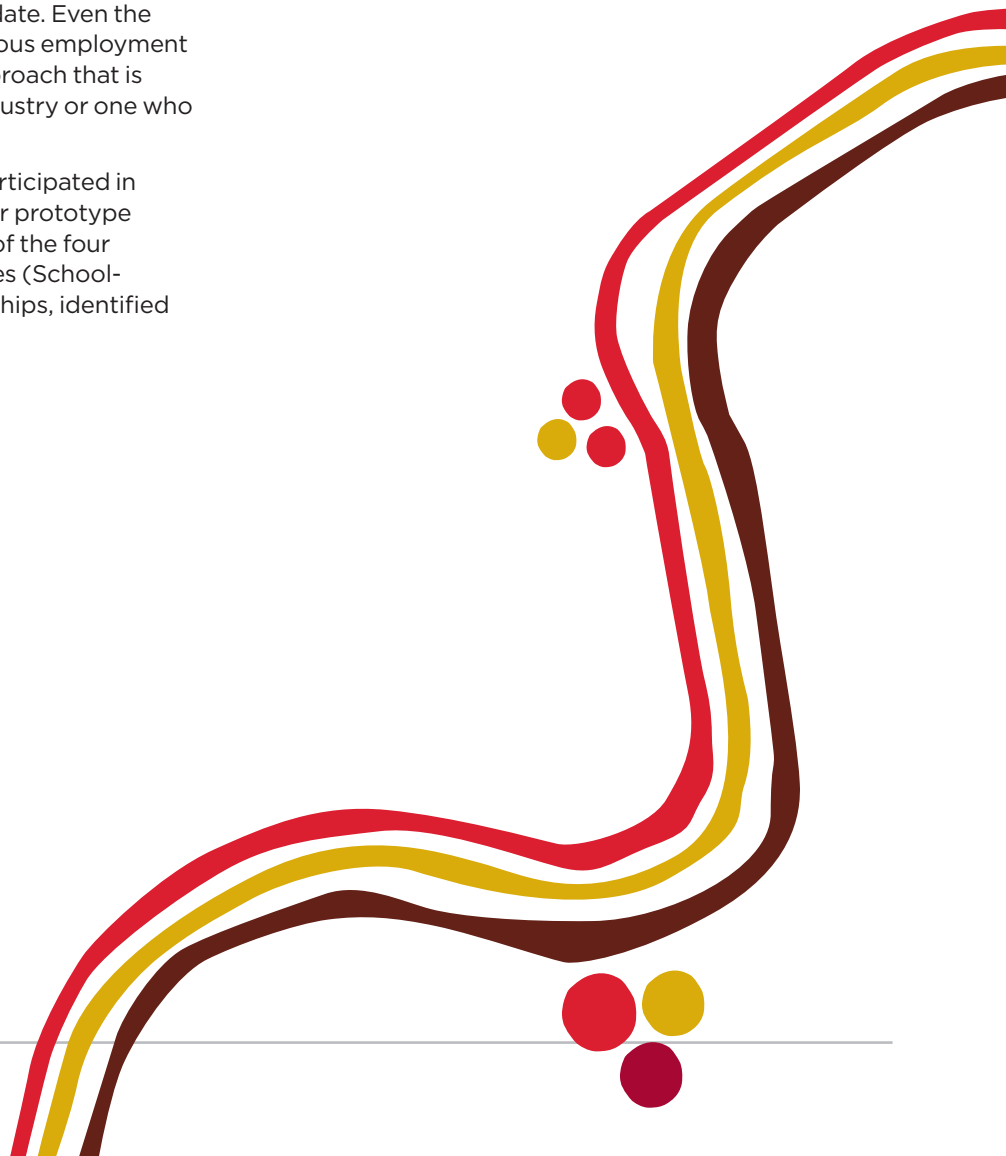
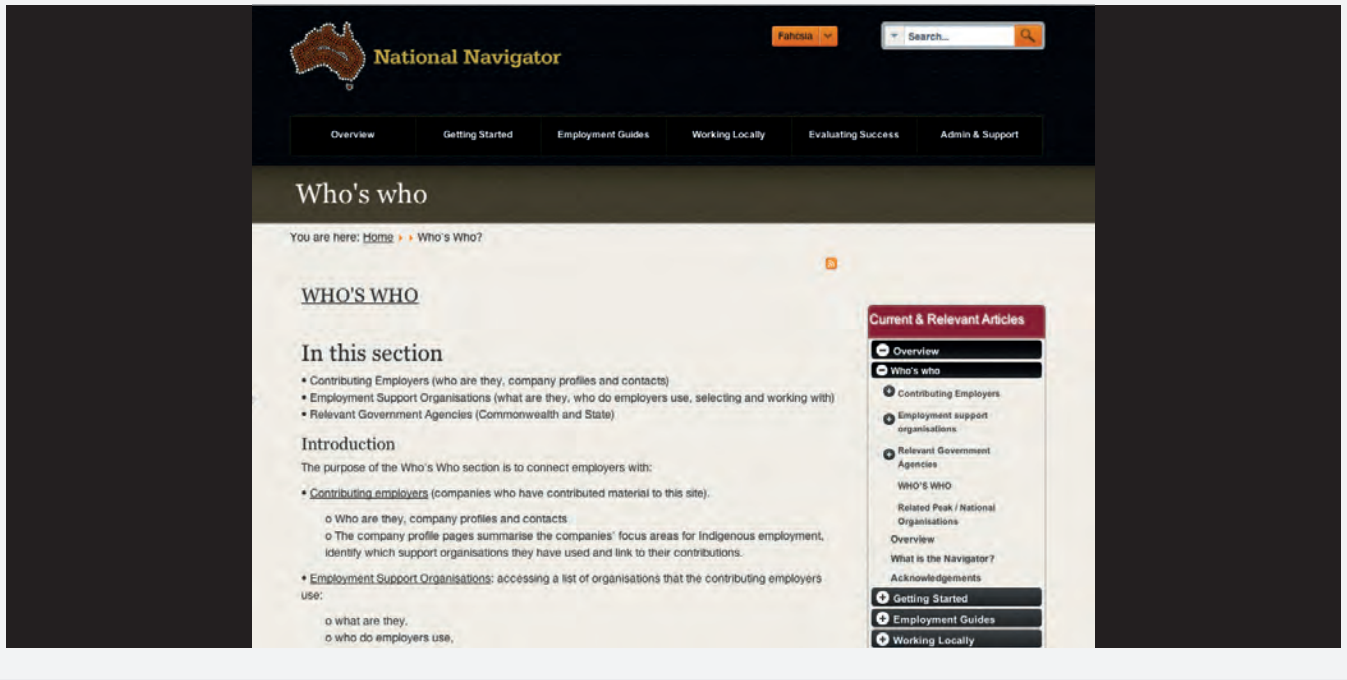


Exhibit 19

The who's who of Indigenous employment



2. An employer-led focus key to sustained engagement and success

The employer-led design of the National Navigator emerged from two key consultation phases. During 2010, discussions occurred with members of the BCA Business Indigenous Network and 10 employers, including key Jawun partners such as Westpac and KPMG. It was agreed that to be successful, the National Navigator database needed to be: (1) Independent, (2) Professional, and (3) Credible and Practical. These underlying design principles were validated during the user-testing phase in 2011.

a. Independent

The National Navigator is an independent, fact-based database with no ties or bias to any particular government program or employment support organisation. The differing view points or practices of employers are all considered valuable and worth documenting and sharing. The fact that information and knowledge are sourced from employers allows the database to remain independent.

FACT: Ninety-one per cent of user-testing respondents said that their company would be willing to contribute their own knowledge. All respondents said that the site had achieved its dual aims of employer-controlled content as well as quality control.

b. Professional

The National Navigator needs to be free from political or social bias, relevant to a range of industries and businesses and contain well-researched content. It is also vital that the high-quality database content is complemented with the provision of professional support, tailored advice and facilitation of specific employers' initiatives. This professional 'package' of support will be vital in ensuring the continued engagement and success of the National Navigator with employers.

FACT: During the user-testing process, 82% of respondents said that the database was professional and all agreed that maintaining a professional service was important.

c. Credible and practical

The credibility of the National Navigator database and its team is fundamental to the success of the National Navigator. Employers need to be able trust the advice and knowledge of the National Navigator so that they can implement, improve or evaluate their own Indigenous employment efforts. Having all knowledge articles contributed directly by employers or generated by the National Navigator team from the direct experience of employers ensures the credibility and reliability of the knowledge.

Additionally, the online community of employers associated with the National Navigator further reinforces the reliability of information and for the majority of cases, the employers who contributed each case study or example can be clearly identified. This enables users to contact each other for clarification and further information.

“The Navigator will be very useful if it can reduce the amount of ‘reinventing the wheel’ we have to do. We work a lot in regional and remote areas, and it will be great to have a resource that will make it easier to tap into local networks, find organisations to partner with and invest our pooled resources into support organisations. While I can see it will take time and companies’ commitment to contribute to the Navigator to build that really local knowledge, the benefits in sharing that information will support all of us over time.”

Abbey White, Indigenous Employment Manager, National Australia Bank

FACT: During the user-testing of the prototype National Navigator, 82% of respondents agreed that the site had delivered on its objectives of credibility, and all respondents said that credibility is still an appropriate objective.

Exhibit 20

Comprehensive user-testing with employers enabled by Jawun partner, Cisco Systems

From the outset, Jawun was committed to capturing the needs of employers in designing the National Navigator system. A comprehensive user-testing process was developed and coordinated with the support of Jawun’s corporate partner, Cisco Systems. Conducted over the second half of 2011, a total of 19 companies and four government departments and not for-profit organisations including RA and the BCA participated in the user-testing process.

The employer user-testing involved human resource managers and corporate social responsibility practitioners, as well as senior executives. The testing involved the following steps:

1. Online user testing and feedback

Participants were guided through a number of typical searches using a prototype version of the National Navigator database. Participants were asked to record the steps they took to find the material and asked for their feedback. They were also asked questions about the benefits of the Navigator and some questions around the design and operational model.

2. Focus groups

Once the results were collated and considered, two in-depth employer focus groups were held to further explore suggestions and improvements put forward during the online user testing. The focus groups also helped to confirm and refine the National Navigator’s underlying design principles.

3. One-on-one discussions

Feedback from senior executives was followed up with one-on-one discussions.



FUTURE OPERATING MODEL FOR THE NATIONAL NAVIGATOR

The optimum operating model for the National Navigator involves the information database being supported by an 'advisory' platform. This would involve skilled National Navigator staff supporting the database by synthesising content for easy reference, creating practical 'how-to' guides, facilitating workshops and face-to-face networking events.

Obviously, this type of model would involve ongoing funding. According to the employers Jawun consulted with, the correct balance between private and government funding is important. The two perceived downsides of the model being fully funded by government are: (1) that it would then be dependent on the vicissitudes of government funding cycles and may not be sustainable; (2) it might dilute or shift the all-important 'employer focus' of the database, leading to broader or more generic content.

The likely host for the National Navigator going forward is Reconciliation Australia (RA). RA is a national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community. It works with organisations to develop Reconciliation Action Plans (or RAPs) to turn good intentions into action. As such, the National Navigator would be an excellent complement to RA's existing activities. Jawun would continue to support the National Navigator in an advisory capacity, along with the BCA.

“Our RAP program and our new Workplace Ready workshops have assisted many organisations to successfully employ Aboriginal and Torres Strait Islanders. Going forward, we see the National Navigator as having the potential to support a range of services that RA could offer employer organisations. Knowledge will flow into and out of the Navigator database. It is a very exciting development.”

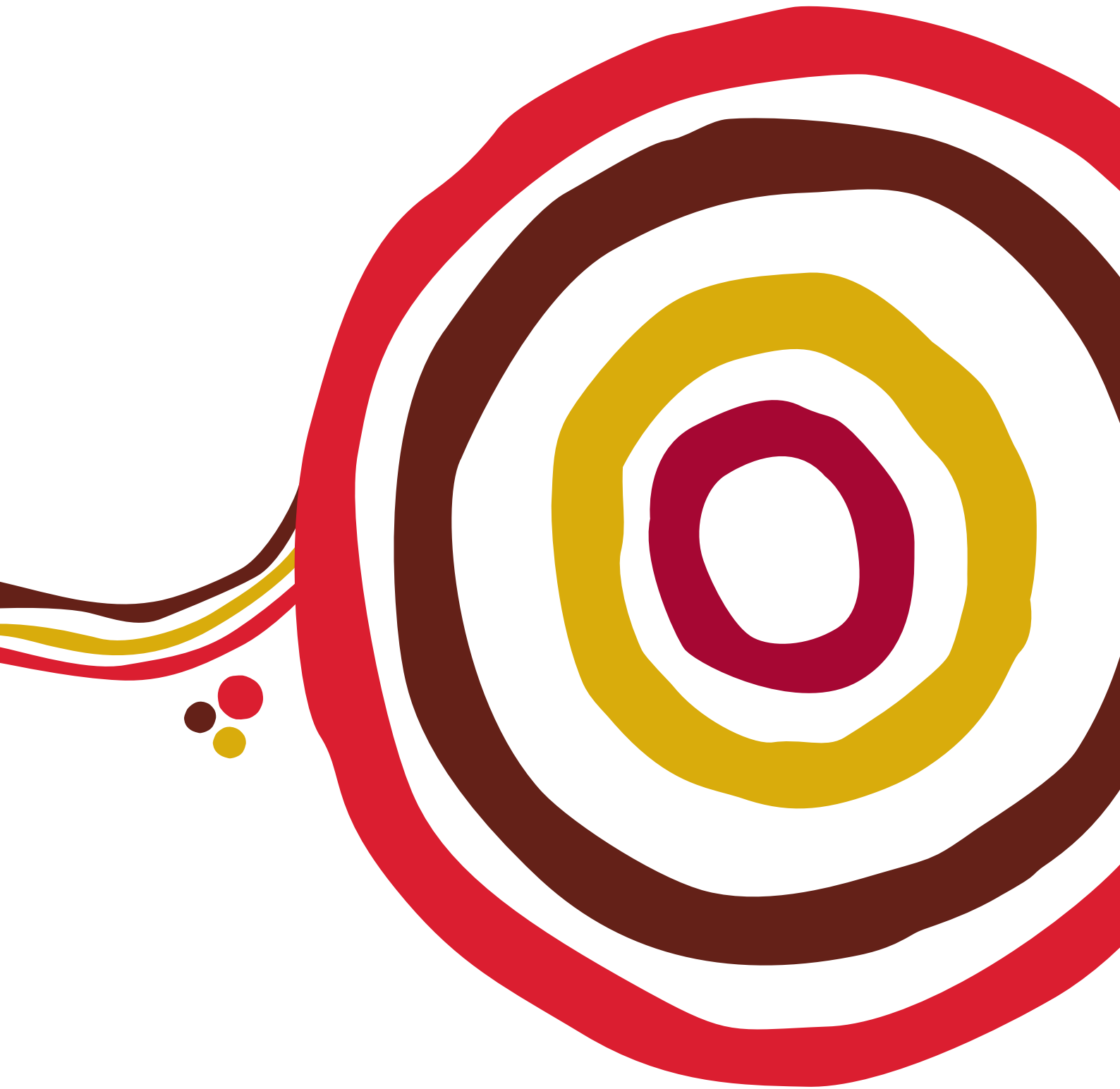
Chris Kirby, Deputy-CEO, Reconciliation Australia

CONCLUDING REMARKS

Even though, Jawun has been developing the National Navigator since 2009, the final few months of the project have been very busy but encouraging. Jawun has finalised the development of the National Navigator database, and has worked directly with 24 major employers to collect an initial library of Indigenous employment knowledge, currently including over 200 separate articles.

Once it is operational, the National Navigator will be a great support and guide to all Australian employers, including employers starting out on their Indigenous employment journey and those companies who are further down the track with their strategies. It is hoped that this innovative and practical approach to help employers execute their good intentions will lead to significantly improved employment outcomes for Indigenous Australians.

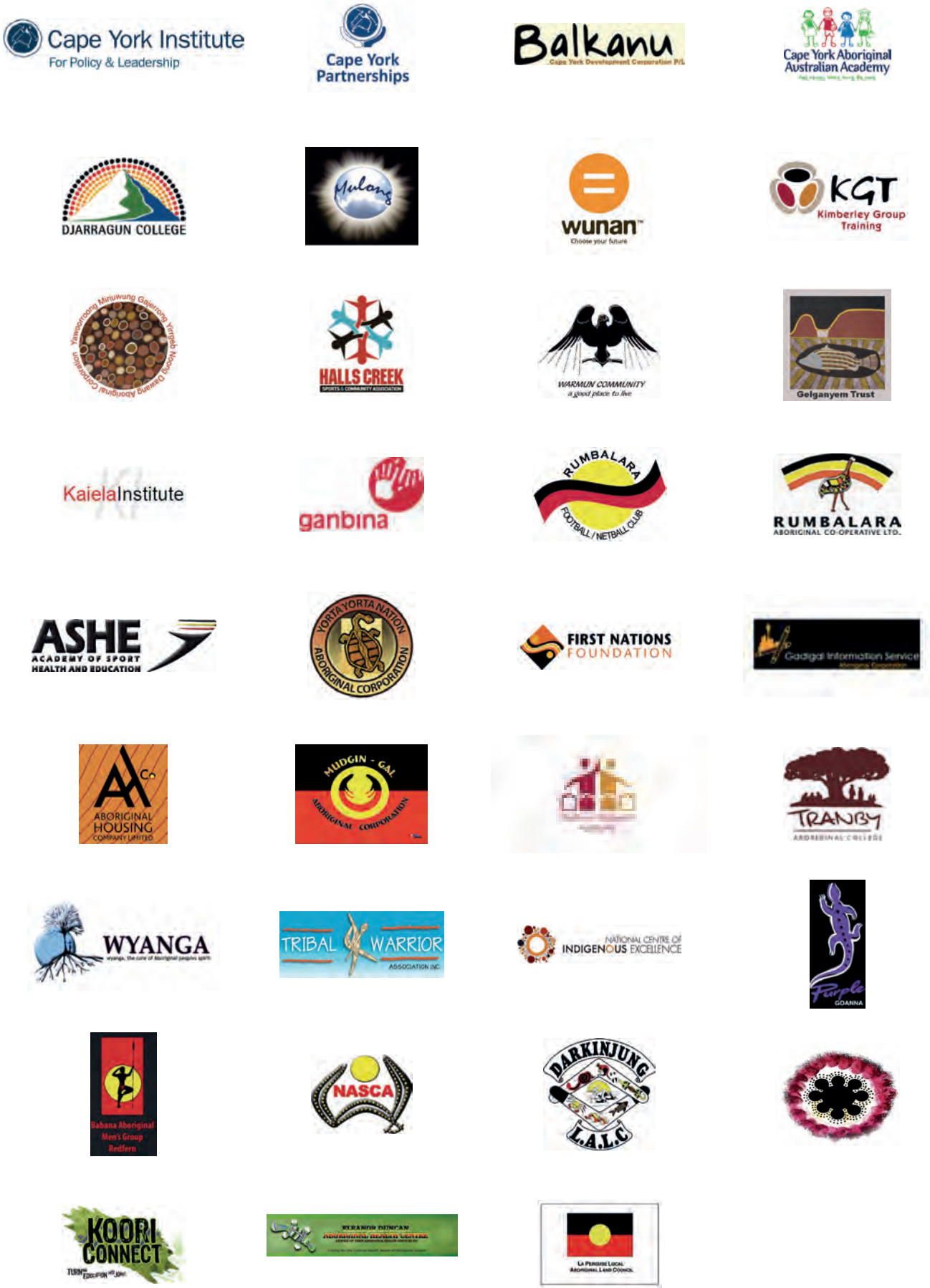




APPENDIX 1: JAWUN PARTNERS

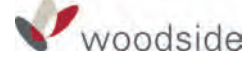
Indigenous Partners:

Jawun supports over 40 Indigenous organisations across Australia, some of which are presented below:



APPENDIX 1: JAWUN PARTNERS

Secondment Partners:



Funding Partners:



Supporters:



APPENDIX 2: 40+ IN-DEPTH INTERVIEWS

Government stakeholders

- Alastair Higham, A/g Assistant Secretary, Accounting Policy Branch, Department of Finance and Deregulation
- Ben Rimmer, Associate Secretary, Department of Human Services
- Danielle Donegan, Section Manager, Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- Finn Pratt, Secretary, FaHCSIA
- Gerrit Wanganeen, Assistant Director, Strategic Centre for Leadership, Learning and Development at Australian Public Service Commission
- Jamie Crosby, Manager, FaHCSIA
- Katherine Gifford, Assistant Director, Strategic Relations and Communications at Australian Public Service Commission
- Kathryn Campbell, Secretary, Department of Human Services
- Laura Gooley, Assistant Director, Department of Defence
- Lee Rasmussen, Department of Human Services
- Peter Anderson, Regional Director Queensland, Australian Public Service Commission
- Renee Deschamps, Assistant Director, Department of Finance and Deregulation
- Steve Sedgewick, Australian Public Service Commissioner
- Terry Moran, Former Head, Department of Prime Minister and Cabinet

Corporate stakeholders

- Alan Tudge MP, ex Boston Consulting Group (BCG) and first Jawun secondee
- Ann Sherry AO, Chief Executive Officer of Carnival Australia and Jawun Board Member
- Anthony Roediger, Partner & Managing Director, BCG
- Gamini Iddawela, Group Treasury, Westpac
- Geoff Wilson, CEO of KPMG in Australia and Jawun Board Member

- Graham Paterson, Head of Group Sustainability, Westpac
- Lahnee White, Senior Manager, Westpac
- Matt Longo, Accountant, KPMG
- Michael Hershon, Lawyer, Freehills
- Paula Benson, General Manager, Corporate Responsibility, NAB
- Ross Love, Senior Partner & Managing Director, BCG Australia/NZ and Jawun Board Member
- Rupert Myer AM, Chairman of The Australia Council and Jawun Board Member
- Tom Hughes, Manager Fleet Projects, Qantas
- Tony Berg AM, Director Gresham Partners and Jawun Chairman
- Tony Shepherd, President of the Business Council of Australia
- Vit Koci, Project Manager, Indigenous Community Partnerships, Westpac

Indigenous stakeholders

- Ian Trust, Chairman of Wunan, East Kimberley
- Nick Thomas, CEO Wunan, East Kimberley
- Noel Pearson, Jawun Patron and Director of Cape York Institute for Policy and Leadership, Cape York
- Paul Briggs OAM, President Rumbalara Football and Netball Club, Shepparton
- Paul Isaachsen, Manager Living Change at Wunan, East Kimberley
- Ralph Addis, past CEO Wunan, now CEO Warmun Council, East Kimberley
- Sean Gordon, CEO Darkinjung Local Aboriginal Land Council, Central Coast
- Stephen Iles, CEO Kaiela Institute, Shepparton
- Tui Crumpen, Academy of Sport, Health and Education, Shepparton
- Wendy Kelly, Manager Housing at Wunan, East Kimberley





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