

Aboriginal Participation in Construction Guidelines

Checklists A-F

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Category 1, 2 and 3 projects

The table below shows which checklist(s) should be used for each project category and stage.

Project category	Project stage			
	Project planning	Tender review	Before site works begin	During the project
1	Checklist A Checklist B	Checklist C	N/A	Checklist F
2	Checklist A Checklist B	Checklist D	Checklist C	Checklist F
3	Checklist A Checklist B	Checklist E	Checklist C	Checklist F

Checklist A - Determining a Project Category

Category 1, 2 and 3 Projects

Instructions for use

Checklist A has been developed to assist government agencies to classify projects according to the extent to which the project affects Aboriginal people.

Agencies can determine whether their project falls into Project Categories 1, 2 or 3 by assessing whether or not the criteria listed at each of the category levels is relevant to the project [see Section 3].

These categories provide a minimum set of criteria for establishing Aboriginal participation in government construction projects. However, agencies are encouraged to apply the Guidelines to any project which they consider would be appropriate for Aboriginal participation.

They can, for example, apply the requirements for a higher project category to a given project, even though the circumstances of the project do not fall within the strict definition of a particular project category.

For example, a Category 2 project could be upgraded to a Category 1 project. Alternatively, agencies can decide to allocate any project to a particular project category even if it does not fit within any of the above definitions.

Key to symbols to be used in check-boxes:

4= yes 7= no

Category 1

Example projects: Upgrade of a community sewerage system, construction or renovation of a commercial venture, or new housing in a city or country town where the primary beneficiary is the Aboriginal community.

- Will the project's end-users and/or other beneficiaries be exclusively or predominantly Aboriginal people?
- Will the project result in an asset located on land that is not owned by the Government (e.g. owned by a Local Aboriginal Land Council), or will the asset be owned by a non-government entity, such as an Aboriginal Corporation?
- Will the project benefit from a considerable contribution from the Aboriginal community?
- Does the project allow for considerable involvement of Aboriginal people and/or enterprises?

- Does the project offer substantial opportunities to deliver outcomes that will benefit the Aboriginal community?

Category 2

Example projects: A new public school, health or community arts centre in a city or country town with a recognised Aboriginal population.

- Will the Aboriginal community be one of the project's key end-user groups or a prominent project stakeholder?
- Will the project benefit from a significant contribution from the Aboriginal community?
- Does the project allow for significant involvement of Aboriginal people and/or enterprises?
- Does the project offer significant opportunities to deliver outcomes which will benefit the Aboriginal community?

Category 3

Example projects: A new arterial road or bridge maintenance in a city or country town where the project is not specifically related to the Aboriginal community.

- Does the project have the potential to benefit the Aboriginal community in a tangible way?
- Will the project benefit from a contribution from the Aboriginal community?
- Does the project allow for some level of involvement of Aboriginal people and/or enterprises?
- Does the project offer some degree of opportunity to deliver outcomes which will benefit the Aboriginal community?

Checklist B - Project Resourcing

Category 1, 2 and 3 Projects

Instructions for use:

Checklist B has been developed to assist government agencies to identify the resources which may be required to successfully deliver a culturally sensitive project and Aboriginal development outcomes.

Listed below under each of the core areas of project delivery are a number of self-assessment questions. Agencies are required to complete this self-assessment checklist at the very beginning of the project planning process.

On completion of the self-assessment, potential project resource gaps will be evident. Agencies should give careful consideration to these gaps, and determine whether or not the resource(s) missing present(s) a significant risk to the project. If so, action will need to be taken to eliminate the resource gap/s.

Comments can be included where appropriate.

Key to symbols to be used in check-boxes:

4= yes 7= no

Project Planning

- . Do we have a process which ensures a strategic approach to integrating Aboriginal participation outcomes into project planning, management, and delivery?

- Do we have a process for setting realistic and achievable targets and examining ways of implementing Aboriginal employment, training and enterprise development measures?

- Do we have a process for working collaboratively with other agencies, local government authorities, and industry bodies to achieve development outcomes for Aboriginal people and enterprises?

- Do we have adequate up-to-date information sources to accurately identify and select relevant Aboriginal stakeholders (and their representatives) and training providers to involve in the project planning and delivery phases?

- . Do we have a process for successfully involving Aboriginal stakeholders (and their representatives) and training providers in the project planning and delivery phases?

- Do we have a strategy to ensure that our dealings with Aboriginal stakeholders (including community consultation) take place in a culturally sensitive manner?
- Do we have appropriate protocols in place for undertaking effective communication and consultation with Aboriginal stakeholders?
- Have we nominated a suitably qualified and experienced Aboriginal Liaison Officer to the project?
- Do we have a system for recognising, supporting, and rewarding contributions from Aboriginal people and enterprises during the communication and consultation phases?

Tender Evaluation

- Do we have sufficient skills and expertise to incorporate a wider range of measurable social, economic, and regional objectives into the project design and delivery phases?
- Do we have a process for involving Aboriginal stakeholders in the tender evaluation process without jeopardising our responsibilities in terms of probity and public accountability?
- Do we have a framework for deciding whether or not the tendering process should be selective, selected or open?

During the Project

- Do we have a process for conducting periodic project performance reviews with key stakeholders during the construction phase and supporting continuous improvement?
- Do we have a process for efficiently and effectively integrating the performance objectives in relation to development outcomes for Aboriginal people and enterprises into the standard contractor performance management system?
- Do we have a process for linking projects with on-going work, e.g. operations and maintenance?

- Do we have a process to evaluate the ongoing management of the project to feed back into subsequent projects?

Post-Project Review

- Do we have a process for conducting post-project reviews to identify opportunities for improvement with key project stakeholders (including Aboriginal stakeholders, training providers, and other service providers)?
- Do we have a process for promoting best practice models, or case studies of projects which have been successful in producing development outcomes, for Aboriginal people and enterprises?
- Do we have a process to share the learning and innovation and make it available to future project teams, i.e. incorporating the learning into training and development initiatives, facilitating improvement in future planning of projects, and improving processes and practices?

Checklist C - Category 1 Projects

Management Statement of Support for Aboriginal Participation Statement of Opportunities for Aboriginal Participation Aboriginal Participation Plan

Instructions for use:

This checklist has been developed to assist government agencies to assess the adequacy of the Aboriginal participation documentation submitted by a tenderer for Category 1 Projects.

Tenderers may also use this checklist to ensure that their Aboriginal participation documentation is appropriate before submitting their tender.

Comments can be included where appropriate.

Key to symbols to be used in check-boxes:

4= yes 7= no

Key Elements

Management Statement of Support

Has the tenderer provided a satisfactory Management Statement of Support for Aboriginal Participation which:

- has chief executive officer and senior management support?
- demonstrates an awareness for creating and extending opportunities for Aboriginal people and enterprises?
- recognises that a strategic approach will need to be taken to integrating Aboriginal participation outcomes into project planning, management, delivery and performance measures?
- commits the organisation to integrating Aboriginal participation as a core function in all project management processes, and ensuring that its dealings with Aboriginal people consistently take place in a culturally sensitive manner?

Statement of Opportunities for Aboriginal Participation

Has the tenderer provided a satisfactory Statement of Opportunities for Aboriginal Participation which specifies:

- the stages of the project in which Aboriginal participation will be sought?
- the training and employment opportunities that will be available to Aboriginal workers and enterprises at different stages of the project?

- the trades in which apprenticeships, training and/or employment will be provided and the number of positions that have been allocated?
- the training, mentoring and professional development requirements for participants?

Aboriginal Participation Plan

Has the tenderer provided a satisfactory Aboriginal Participation Plan which details:

- who in management is responsible for implementing, monitoring and reviewing the Plan, and taking corrective actions if required?
- the existing Aboriginal employment of the tenderer?
- how the tenderer will communicate with workers, unions, service providers and the Aboriginal community about Aboriginal participation issues (including cultural awareness training for the relevant personnel and how it will deal with conflict resolution)?
- the attempts made by the tenderer to identify additional opportunities for Aboriginal employment in the supply chain for the project?
- the roles and key responsibilities of Aboriginal personnel, enterprises and training providers across the life of the project?
- how the tenderer will implement, monitor and review Aboriginal participation in the project, including key milestones and measurable performance targets?
- the methods the tenderer will use to assess the capacity of subcontractors and other service providers to fulfil the stated Aboriginal participation commitments?
- the key performance indicators to be used to monitor and review Aboriginal participation?
- the training outcomes expected for the Aboriginal workforce employed on the project?

General Requirements

Has the tenderer provided evidence of:

- sound EEO and workforce diversity practices?
- existing contacts, affiliations, and associations with Aboriginal communities, peak bodies, and enterprises?
- existing co-operative partnerships with Aboriginal stakeholders, their representatives and training providers?
- an organisational capacity to assess, understand, and address opportunities for Aboriginal people and enterprises?

- a sound track record in working closely with local Aboriginal communities and/or other Aboriginal stakeholders to successfully plan, manage, and deliver projects?

Measurement, Evaluation, and Review

Does the tenderer have a system of internal management review which:

- confirms that the Statement of Opportunities for Aboriginal Participation and the Aboriginal Participation Plan are being implemented?
- measures the effectiveness of the Statement of Opportunities for Aboriginal Participation and the Aboriginal Participation Plan?
- brings the results of internal reviews to the attention of those who are accountable for achieving Aboriginal participation outcomes?
- ensures that corrective action is taken?
- includes a feedback mechanism to support the continuous improvement of the enterprise's performance in delivering Aboriginal outcomes in training, employment, and enterprise development?
- ensures the efficient identification, filing, retrieval, and retention of Aboriginal participation records?

Checklist D – Category 2 Projects

Management Statement of Support for Aboriginal Participation Statement of Opportunities for Aboriginal Participation Statement of Ability to Provide an Aboriginal Participation Plan

Instructions for use:

This checklist has been developed to assist government agencies to assess the adequacy of the Aboriginal participation documentation submitted by a tenderer for Category 2 Projects.

Successful contractors are expected to submit an Aboriginal Participation Plan for review before works commence.

Checklist D is to be used in conjunction with Checklist C once the contract has been awarded to assess the adequacy of the successful contractor's Aboriginal Participation Plan.

Contractors may also use this checklist to ensure that their Management Statement of Support for Aboriginal Participation and Statement of Opportunities for Aboriginal Participation are structured appropriately before submitting tenders.

Successful contractors are encouraged to use Checklist C to ensure that their Aboriginal Participation Plan is structured appropriately before submitting it for review.

Comments can be included where appropriate.

Key to symbols to be used in check-boxes:

4= yes 7= no

Key Elements

Management Statement of Support

Has the tenderer provided a satisfactory Management Statement of Support for Aboriginal Participation which:

- has chief executive officer and senior management support?
- demonstrates an awareness for creating and extending opportunities for Aboriginal people and enterprises?
- recognises that a strategic approach will need to be taken to integrating Aboriginal participation outcomes into project planning, management, delivery and performance measures?
- commits the organisation to integrating Aboriginal participation as a core function in all project management processes, and ensuring that its dealings with Aboriginal people consistently take place in a culturally sensitive manner?

Statement of Opportunities for Aboriginal Participation

Has the tenderer provided a satisfactory Statement of Opportunities for Aboriginal Participation which specifies:

- the stages of the project in which Aboriginal participation will be sought?
- the training and employment opportunities that will be available to Aboriginal workers and enterprises at different stages of the project?
- the trades in which apprenticeships, training and/or employment will be provided and the number of positions that have been allocated?
- the training, mentoring and professional development requirements for participants?

Statement of ability to provide an Aboriginal Participation Plan

Has the tenderer provided a satisfactory commitment to provide an Aboriginal Participation Plan which recognises the need to provide relevant and detailed information consistent with the requirements for an Aboriginal Participation Plan as outlined in Checklist C?

Checklist E – Category 3 Projects

Management Statement of Support for Aboriginal Participation Commitment to Provide a Statement of Opportunities for Aboriginal Participation and an Aboriginal Participation Plan

Instructions for use:

This checklist has been developed to assist government agencies to assess the adequacy of the Aboriginal participation documentation submitted by a tenderer for Category 3 Projects.

Successful contractors are expected to submit an Aboriginal Participation Plan for review before works commence.

Checklist E is to be used in conjunction with Checklist C once the contract has been awarded to assess the adequacy of the successful contractor's Aboriginal Participation Plan.

Contractors may also use this checklist to ensure that their Management Statement of Support for Aboriginal Participation and Statement of Opportunities for Aboriginal Participation are structured appropriately before submitting tenders.

Successful contractors are encouraged to use Checklist C to ensure that their Aboriginal Participation Plan is structured appropriately before submitting it for review.

Comments can be included where appropriate.

Key to symbols to be used in check-boxes:

4= yes 7= no

Key Elements

Management Statement of Support

Has the tenderer provided a satisfactory Management Statement of Support for Aboriginal Participation which:

- has chief executive officer and senior management support?
- demonstrates an awareness for creating and extending opportunities for Aboriginal people and enterprises?
- recognises that a strategic approach will need to be taken to integrating Aboriginal participation outcomes into project planning, management, delivery and performance measures?
- commits the organisation to integrating Aboriginal participation as a core function in all project management processes, and ensuring that its dealings with Aboriginal people consistently take place in a culturally sensitive manner?

Commitment to provide a Statement of Opportunities for Aboriginal Participation and an Aboriginal Participation Plan

- Has the tenderer provided a satisfactory commitment to provide a Statement of Opportunities for Aboriginal Participation and an Aboriginal Participation Plan which recognises the need to provide relevant and detailed information consistent with the requirements for both as outlined in Checklist C?

Checklist F

Aboriginal Participation Plan Implementation Reviews

Category 1, 2 and 3 projects

Instructions for use:

This checklist has been developed to assist government agencies to determine the extent to which a contractor is implementing the Aboriginal Participation Plan on the project.

Checklist F is to be used in conjunction with Checklist C once the contract has been awarded to assess the adequacy of the successful contractor's Aboriginal Participation Plan.

Contractors may also use this checklist to assist them in conducting their internal reviews..

Comments can be included where appropriate.

Key to symbols to be used in check-boxes:

4= yes 7= no

Key Elements

Commitment

Has the contractor:

- . implemented at the project level its Statement of Opportunities for Aboriginal Participation?

Has the contractor's nominated management representative:

- implemented the Aboriginal Participation Plan?

Has the contractor achieved the Aboriginal participation goals/objective/targets for:

- Aboriginal participation in training? *(include comments/list specific achievements)*
- Aboriginal participation in employment? *(include comments/list specific achievements)*
- Aboriginal participation in enterprise development? *(include comments/list specific achievements)*

Has the contractor:

- used the communication and consultation strategies, processes, and protocols outlined in its Statement of Opportunities for Aboriginal Participation and/or its Aboriginal Participation Plan?

Has the contractor implemented the processes outlined in the Aboriginal Participation Plan for:

- . selecting suitable service providers or subcontractors?
- . managing dealings with subcontractors and other service providers?
- . monitoring and assessing service provider or subcontractor compliance with Aboriginal participation requirements?

Planning

Has the contractor:

- demonstrated an understanding of the full spectrum of opportunities for increasing Aboriginal participation in the delivery of the project?
- ensured that its dealings with Aboriginal people consistently take place in a culturally sensitive manner?
- conducted effective communication and consultation with Aboriginal stakeholders including training providers?

Implementation

Has the contractor:

- effectively implemented the Statement of Opportunities for Aboriginal Participation and the Aboriginal Participation Plan?
- routinely monitored and evaluated the benefits and costs of its Aboriginal participation activities?
- adequately managed the interface with subcontractors and other service providers on the project?

Measurement, Evaluation and Review

Has the contractor:

- implemented procedures for the efficient identification, filing, retrieval, and retention of Aboriginal participation records?
- implemented an effective internal management review process?
- carried out adequate corrective action where and when required?

What corrective action requests have been specifically issued by the government agency?

What improvements in Aboriginal participation have been achieved on the project for:

- employment?
- training?
- business development?

(include comments/list specific achievements)