***Collaborating to Build Capability in the Native Title Sector:***

***A Case Study on Anthropologists***

Background Paper for the CIACNT Native Title

Strategic Issues Forum: 7-8 April 2025

Centre for Native Title Anthropology

**Introduction**

The Centre for Native Title Anthropology (CNTA) welcomes the convening of the Strategic Issues Forum by the newly established Commonwealth Inter-Agency Committee on Native Title (CIACNT). We also appreciate the opportunity to share this background paper to assist dialogue at the Forum.

Just over a decade ago, CNTA came into existence to take up the opportunity provided by the Attorney-General’s Department which was responding to key capability threats facing the native title system at that time due to an overall shortage of experienced anthropologists and challenges to attracting and retaining junior anthropologists. A new Native Title Anthropologist Grant Program was established to help address capacity in the sector and CNTA first received its first funding.

CNTA is active in supporting the growth of anthropology resources and skills through training; information-sharing such as about job vacancies and development opportunities; conferences/workshops; and research activities (see details in Attachment A).

From the outset, CNTA has recognised that its effectiveness relies on productive engagement with other parties in the sector. Accordingly, it supports the CIACNT’s aspirations for this Forum that those attending:

* “will work together aiming for a coordinated approach to building capability across the Native Title system; and
* collaborate in taking a systems approach to strengthening the sector, ensuring systems that are resilient, sustainable, and capable of meeting future challenges”.

At the same time, CNTA acknowledges that there will be legitimate differences of view between parties; and that collaboration does not mean suppressing dissent or promoting conformity. By pooling different perspectives and experiences, better approaches and innovative solutions can be found to address challenges that achieve the best results possible for the long-term viability of the sector.

**Purpose of this paper**

This paper focuses on emerging strategic issues and opportunities that relate to CNTA’s role with anthropologists working in the sector ─ whether as employees of Native Title Organisations (NTOs), or as consultants used by NTOs or involved in proceedings of the Federal Court of Australia (FCA) and National Native Title Tribunal (NNTC). Based on its experience, CNTA considers that the Forum should focus on addressing key threats to the system’s ongoing effectiveness including:

* how emerging issues affecting the level and type of capability required are best responded to;
* promoting the overall sustainability of the workforce; and
* how fostering a collaborative approach to tackling these issues is best addressed – with any Action Plan arising from the Forum making clear:
  + which issues are to be taken forward for collaborative work
  + which parties are responsible for working together on each issue
  + what timetables apply to each piece of work and what data needs to be assembled
  + reporting arrangements back to CIACNT, and
  + how Forum members might be brought together in the foreseeable future to share perspectives on the collaborative work done and how it might most usefully be progressed.

CNTA looks forward to contributing to the Forum discussion on emerging issues through with its views on:

* the implications for the anthropological workforce; and
* how it can best continue playing a constructive role to ensure capability can meet changing business requirements including
  + addressing ‘second generation’ issues (eg determination variations, compensation, preservation of evidence), and
  + post-determination challenges including governance and other support to PBCs to ensure their effective functioning and full realisation of their native title rights and interests.

**Workforce Sustainability Challenges**

Consideration of the sector’s workforce sustainability – including workforce attraction, retention and capability – needs to be addressed in context, including:

* the fundamental need to meet the sector’s business requirements and to adapt to current and future changes in those requirements – ie to be ‘fit-for-purpose’ in a dynamic environment; and
* workforce is understood in terms of availability in the required numbers; quality (range and mix of skills and experience to undertake the work); and effectiveness (performance on the job).

CNTA has recently undertaken work to better inform consideration of these issues as they apply to anthropologists in the sector (including through a survey of NT anthropologists, a targeted survey of five NTO organisations and workshops with research managers)[[1]](#footnote-1). This work scopes key workforce challenges and areas for particular attention by NTOs.

The profile of the anthropology workforce in native title has been changing in significant ways. There are currently around 150 anthropologists working in the sector nationally and women form a majority (63% of respondents).  While there is a significant group of younger professionals now working in the sector, there is also a notable group of much older anthropologists. Honours degrees remain the most common qualification held and the most common entry-level qualification for NTO jobs (34%); and around 30% of respondents hold PhDs, most of whom are consultants.

NTOs vary significantly in size; breadth of responsibilities; their legal and funding basis; governance arrangements; and operating environments.  This in turn affects the breadth of work undertaken; approaches to training/ capability development; internal career paths for anthropologists (promotion opportunities); and pay and classification arrangements. The survey of five NTOs indicated the number of anthropologists employed also varies significantly between organisations: from 3 to 22+, depending on whether vacancies are filled.

Significant workforce challenges were identified.

1. New Entrants: Attraction and Upskilling Required

The reduction in tertiary courses generally and of those incorporating native title subjects has dented the sector’s attractiveness to new graduates; while those who do join the sector come with insufficient basic NT knowledge and skills. Also affecting attraction of new entrants is a misconceived view of anthropology as reflecting the discipline’s historical association with colonialism. Yet native title anthropologists undertake ground-breaking work with many positive outcomes for Aboriginal and Torres Strait Islander people through positive partnerships.

2. Replenishment of the consultant experts’ group

This group is a vital part of the sector’s anthropologist capability and is essential in the effective processing of claims through the court system and the wider effectiveness of the system. There has been a progressive ageing of the expert consultant group with implications for ongoing capability at this level.

In the start-up days of the system, the group was primarily formed by established academics with the necessary subject knowledge, skills and on-the-ground experience. Many retained their academic positions while also acting as experts in the new system including after retirement from their academic roles. With the contraction of anthropology as a disciple in tertiary institutions, this historical reliance on such experts is no longer possible.

Experience in NTOs has been an important feeder for anthropologists into the consultants’ group: some 46% of consultants have had prior experience there, while 31% of consultants come from academia (many being in the retirement group). However, replenishment of the expert group from in-house anthropologists has not been sufficient to meet demand, especially given the dwindling supply of academic experts.

The CNTA Survey indicates that while there is some interest on the part of in-house anthropologists in moving into the consultant/expert role, there are also concerns including the lack of training and/or mentoring; the financial risk; the degree of  travel involved; the expectation that a PhD would be required; and, for women, the view that lawyers seem to prefer men in the role.

3.   Concerted Action on Workforce Planning and Development

In an environment of greater competition for the capabilities required by the sector (such as anthropologists, as well as lawyers) and major changes in the nature of the work as the post-determination stage unfolds, it is critical that NTOs are actively reviewing their workforce planning and development strategies. This is to ensure that staff available meet capability requirements and therefore are fit for purpose ─ with appropriate classification structures and pay, as well as development opportunities and people management practices. This alignment must therefore be a priority of HR and corporate areas.

CNTA’s research has highlighted unevenness in the extent to which this is occurring across the sector. It has also identified key concerns of anthropologists which need to be addressed as part of effective workplace planning and development at the organisational level. Critical concerns include burnout, career progression and several workplace relations matters. While some organisations have approaches in place to handle these issues, others do not, posing potential risks for future effectiveness of the sector if not addressed. Moreover, pressures on retention of key NTO staff more generally can be expected to intensify in the face of greater competition for these skills in this area (eg from mining companies, heritage work and the like).

**Action to support workforce sustainability**

CNTA has been taking a collaborative approach in addressing these issues as they relate to anthropologists.

At the wider labour market level, CNTA provides a communication hub through its email list that people can freely subscribe to for relevant information about job and research opportunities, as well as developments across the sector. It has worked with the FCA to run sessions for anthropologists on their role in compensation claims and other professional development events and has established its Website as an outreach tool and learning resource. Other measures being taken relating to the challenges outlined above are summarised below.

1. Entry pathways

Ways must be found to address the adverse flow-on impact of tertiary institutions reducing their relevant anthropology offerings, leading to a reduced supply of graduates entering the sector and a deficit in native title specific skills and knowledge of those who do. Attracting students toward applied anthropology wherever it is taught may be assisted by more promotion of the positive role anthropology plays in advancing the First Nations rights agenda. Advice on employment prospects in the sector and access to development courses (including for new entrants) and any mentoring provided at the NTO level can all play a part. However, if graduate shortages persist, consideration may need to be given to establishing a scholarship scheme.

CNTA instituted an online course in the fundamentals of native title for early career anthropologists and piloted a (one-off) small-scale internship program late last year which attracted a strong field. The success of such measures relies on NTOs ensuring their take-up and providing feedback on areas for improvement, as well as ongoing funding if found to be fruitful. Such initiatives were enabled by additional, one-off supplementary AGD funding. If value is seen in continuing these approaches (through CNTA or in some other format), ongoing funding will be required.

CNTA’s view is that both internships and bridging training should be a sector-wide approach, if fully supported by CEOs. It also considers there would be value in a new entrants/graduate anthropologist program where staff are provided short-term placements in several other NTOs and in agencies such as FCA, NNTT and AIATSIS, as well as working in their home organisation.

1. Replenishment of the consultant experts’ group

CNTA has been compiling a database of consultants available to provide expertise in anthropological research ─ eg regarding cultural heritage, compensation, grant writing, governance, dispute resolution etc.  The aim is to get a better picture of the make-up of this group and the services available to NTOs.

At the same time, key information from NTOs is needed to determine the extent of shortages of experts, as would perspectives from the FCA. Where shortages exist, assessment will be required as to:

* whether initiatives to strengthen the capability of upcoming experts (eg via organised access to mentoring by existing/retired experts) would be sufficient to address them ─ the actual and potential use of consultants to assist with capability building of NTO anthropologists has been highlighted by research managers and CEOs of NTOs; or
* if special training programs are required to accelerate the development of expert consultants; or
* if mechanisms are needed to fast-track current mid-career anthropologists from the sector and elsewhere to attain expert-level capability.

In the past (from 2005-10) subsidised arrangements were introduced to have postgraduate courses developed and run at the University of Western Australia[[2]](#footnote-2). This increased supply (especially in WA), but the arrangement stopped when the subsidy was removed. Consideration could be given to this history and if such a scheme could be beneficial in the future.

Clearly, a better understanding is needed of the challenges NTOs face in accessing expert consultants, as well as their current or intended use of consultants in mentoring/training for their in-house capability. This could include assisting senior anthropologists to move into consultant expert roles over time.

1. Workforce Capability and Management

Given their responsibilities, the onus sits with CEOs and Boards to ensure effective workforce planning and management are being undertaken at the NTO level. Boards have responsibility for identifying key risks to their organisation (eg capability gaps and OH&S concerns) and ensuring policies are in place to mitigate them.

While differences in NTO approaches will apply, reflecting the different sizes and responsibilities of each organisation and its operating environment, NTOs share a common requirement for: staff attraction and recruitment; capability building; providing a safe and productive work environment; and promoting staff retention. Implementation involves:

* CEOs driving this process; and
* facilitation of information sharing, change management and re-skilling strategies means HR/Corporate areas must have requisite skills and drive to progress this agenda, drawing on better practice occurring in the sector and insights from communities of practice.

Another key aspect of workforce planning is appropriate pay and classification systems. Currently there is considerable variation across the sector in this regard, in part reflecting differences in organisational size and responsibilities. CNTA’s Survey reported some concerns about fair treatment and barriers to career advancement in their organisations. This is a possible area for CEOs to investigate further, including whether improved understanding of work level standards for professional staff may assist with capability building approaches across the sector. CNTA’s workshops with research managers have developed a draft classification structure and associated work level standards which could be useful in informing that work (see Attachment B).

As mentioned above, CEOs and Boards of NTOs play critical roles since they carry key responsibilities to drive and oversee their workforce strategy, supported by their HR departments. CNTA understands that the Native Title Representative Bodies and Service Providers CEO Forum last year discussed remediation options for known system gaps including workforce sustainability. The following suggestions from the Forum are relevant here:

* increasing salaries and funded positions;
* addressing skill shortages through interdisciplinary tertiary courses;
* development of in-house mentoring and training programs; and
* collaboration with consultancy firms for training with experienced anthropologists.

If we accept that native title is a system with processes managed by various agencies and institutions, then it is also important to recognise the way that funding bodies impact the sector workforce in significant ways.

Most significantly, within Australian Government budget parameters, funding bodies ultimately determine if sufficient funding is available to NTOs for competitive staff remuneration in the face of external competition. But beyond this, funding agencies play a significant role since they set the overall expectations of the sector ─ as is reflected in the key performance indicators (KPIs) for each output area that NTOs must achieve under their funding agreements; and because such funding determines:

* whether organisations can compete with external employment salaries;
* whether (and, to an extent, how) NTOs can respond to changing business requirements to enable them to achieve the KPIs set for them;
* what funding is authorised to be used for, or otherwise proscribed, and what caps are set on which activities (eg operational costs versus funding available for the use of consultants); and
* whether supplementary support (such as via AGD’s Grant Program) can ease sector-wide workforce pressures.

NIAA undertakes regular independent, in-depth performance reviews of NTOs, to ensure that organisations are providing value for money through the provision of high-quality services to native title claimants and holders. This currently includes whether an NTO:

* has governance and management structures, organisational policies and an organisational culture that supports efficient and effective project delivery; and
* is adequately supporting PBCs towards self-sufficiency; and
* has developed its planning for a post-determination environment.

Funding agencies therefore carry responsibilities to identify sector-wide challenges and can take remedial action against threats to workforce sustainability, in conjunction with NTOs and stakeholders as appropriate. Fostering closer linkages across the sector is a valuable step, including NTO CEO forums and CIACNT’s initiative to convene the *Native Title Strategic Issues Forum*. Other examples of ways to support a ‘system’ or sector-wide approach by all participants could include:

* the way in which key data is brought together and made accessible across the sector, rather than being housed in silos. It may be worthwhile if the FCA, NNTT and other relevant sector participants could undertake a scoping study of how existing data might be drawn together more effectively to inform greater system-wide understanding ─ eg data relating to numbers of outstanding claims, whether matters are proceeding by consent or litigation, court timetables and available evidence about workforce capacity or shortfalls (including of expert consultants);
* the priority being given by NTOs to effective workforce strategies to respond to changing business requirements could, for example, be examined through NIAA’s periodic reviews of NTO performance, with positive practices and innovation being highlighted and need for greater action where identified; and
* currently, it is not clear how innovation is being fostered and how better practices as they emerge on one or more NTOs are promoted for adoption across the sector. Having clarity about how this can and should happen and who is responsible for driving/supporting it would assist in lifting performance across the sector overall.

For its part the CNTA has been active in supporting the building of anthropological capability across the sector through encouraging a ‘community of practice’ with annual conferences, anthropology research manager meetings, providing learning resources on its website and assisting with mentoring. Collaborating with the FCA and NNTT has supported CNTA running workshops relating to the effectiveness and operation of the claims process. As noted above, the CNTA has also undertaken research into the challenges for workplace sustainability in relation to anthropologists.

**Workforce management challenges**

The CNTA Survey responses reflected strong commitment to the sector and satisfaction from working in it. However, as foreshadowed above, they also highlight several concerns felt by many anthropologists which could well affect retention and detract from the effectiveness of capability development and working arrangements. These issues are discussed below, together with approaches that respondents and research managers raised as positive actions taken in some NTOs but not yet being applied in others.

1. Burnout, including from concerns for personal and cultural safety faced in the field; field work conditions and scheduling; and significant occupational health and safety (OH&S) risks. These concerns are affecting career intentions: over 40% of Survey respondents indicated they didn’t envisage, or were unsure about, still working in the field in five years’ time. Aside from retirements, many pointed to issues of fatigue, burnout and impact on work/family balance.

Suggested steps to address these concerns are outlined in **Box 1**.

**Box 1. Suggested approaches: Fieldwork and burnout**

* Improving understanding of fieldwork and its challenges across the organisation, including HR
* Better scheduling and forward planning (eg to avoid night driving; back-to-back visits)
* Where possible, avoiding solo visits
* Administrative and logistic support ─ eg consultation on accommodation, remote communication equipment
* Appropriate and well-maintained vehicles, with GPA tracking
* TOIL or other approaches to allow for effective breaks after visits
* Briefing prior to visits; and debriefing/counselling following visits
* Ready access to HR/OH&S supports

A significant contributor to burnout related to difficulties handling conflict between claimants and, more particularly, hostile and at times abusive behaviour towards NTO staff. While respondent comments reflect a recognition that the former was ‘part of the job that had to be managed’; responses consider that the latter should not be tolerated.

Suggested steps to address these concerns are outlined in **Box 2**.

**Box 2. Suggested Approaches: Handling conflict with and between claimants**

* Strong support and clarity about policy from top-down, with protections in place, including the place of ‘zero tolerance’ organisational policies on abusive behaviour being adopted and applied consistently.
* Providing training/ mentoring in conflict management
* Pre-meeting team planning when significant conflict is anticipated ─ to plan ways to mitigate conflict, eg:
  + using small focus group discussions prior to larger meetings on disputed issues, to ensure all claimants feel their concerns have been registered
  + use of an external mediator/facilitator
  + setting a threshold where conflict may warrant closing a meeting and who is responsible for deciding when that threshold is triggered
  + use of employed security where necessary
* Debriefing and counselling

1. Career and career progression: this encompassed a range of views including insufficient scope for growing skills and professional development (on the job, via mentoring and by participation in external activities), together with lack of opportunities for promotion.

Suggested steps to address these concerns are outlined in **Box 3**.

**Box 3. Suggested Strategies: Careers and progression**

* A clear sense of career pathways in the sector
* Opportunities for ongoing development, including professional development (eg on-the-job training and mentoring, external courses and conferences); and access to online resources
* Networking opportunities
* Staff feedback and discussions about further development
* Opportunities for development through working alongside consultants/experts
* Specific training/mentoring by existing consultants/experts to develop the skills and confidence of senior anthropologists to make the move to this role
* Placements/secondments to other NTOs to broaden experience
* Opportunities for broader roles in the organisation and potential promotion
* Classification and pay arrangements that reflect capability level, skill development and experience.

1. Workplace management issues: respondents had concerns around organisational structures, communication and involvement in what was happening across the organisation; insufficient understanding by others of anthropologist roles and issues; and about supportive and productive workplaces.

Gender-specific challenges were also raised. Gender safety and dynamics for women include a devaluing of women’s skills and experience; expectations to perform domestic and emotional labour in the field; risks to personal safety in fieldwork; the normalisation of verbal abuse; and feeling unable to report or not being aware of how to report instances of inappropriate behaviour.[[3]](#footnote-3)

Suggested steps to address these concerns are outlined in **Box 4,** further below.

Some NTOs are taking an active approach to avoiding burnout, growing capability and performance and addressing workplace issues. But this is not being done consistently across the sector. Improved sharing and adoption of better practice approaches would be beneficial to strengthening organisational and sector-wide performance and outcomes. At the same time, the role of anthropologists in native title work is changing, particularly with involvement in post-determination service provision.  New skills are being required, different ways of working are being tested (eg using multi-disciplinary teams) and new organisational/business models are emerging, including cost recovery of some services.

While these issues should be addressed as part of systematic workforce planning and development at the organisational level, CNTA also considers it essential to designate the body responsible for facilitating and supporting the collection and sharing of better practices and innovation across the sector.

**Box 4. Suggested Strategies: A supportive and productive workplace**

* Better understanding of the role of anthropologists and their fieldwork conditions in each NTO and across the sector
* Interaction between key areas and disciplines (eg legal and anthropological staff), with less ‘working in silos’
* Regular team/section meetings discussing work priorities and planning issues of concern, and broader developments affecting the organisation
* Well targeted induction strategies
* Effective processes for raising and addressing workplace issues (eg sexual harassment and OH&S concerns)
* Well planned and supported fieldwork approaches and conditions, together with clear and well-applied approaches to conflict management
* Attention to work and family considerations, especially in managing the demands of fieldwork, are important to staff retention
* Access to HR and OH&S advice and counselling services that are fit-for-purpose and understand the work environment (especially when the services have to be provided remotely)
* Performance management approaches that include an employee’s ongoing development needs and goals and reinforce desired behavioural as well as work expectations.

**Conclusion**

The focus in this case study has been on issues highlighted in CNTA’s research regarding anthropologists and lessons learned from CNTA’s activities in the sector over the past decade. However, it is recognised that there will be important issues affecting other workforce groups warranting attention as part of NTOs’ workforce planning and development approaches ─ especially lawyers and First Nations staffing. It would therefore be valuable to have case studies developed that dealt with those groups.

CNTA looks forward to the opportunity to collaborate on next steps in taking forward a more sector-wide approach to addressing challenges facing the native title sector. To achieve genuine impact beyond the valuable dialogue afforded by the Forum, CNTA strongly supports the Forum developing an *Action Plan* covering:

* what operational changes may be desirable to foster and support collaboration ─ actively building bridges where required ─ on the part of participants in the sector, including CIACNT agencies;
* which issues are to be taken forward for collaborative work;
* which parties are responsible for working together on each issue;
* what timetables apply to each piece of work and what data needs to be assembled
* reporting arrangements back to CIACNT; and
* how Forum members might be brought together in the foreseeable future to share perspectives on the collaborative work done and how it might most usefully be progressed.

**ATTACHMENT A**

**OVERVIEW OF CNTA’s ROLE AND ACTIVITIES**

What is unique about CNTA is that the AGD grant has enabled creation of a dedicated space to nurture a community of practice for native title anthropologists. Outlined below are examples of how CNTA has supported anthropological practitioners and, by doing so, also promoted collaborative activities between our community and other parts of the native title system.

Important to enabling this role has been the AGD grant conditions which require key activities consistent with the Grant Terms of Reference to be outlined when the grant application is lodged, aligned to a three-year budget. This has enabled CNTA sufficient flexibility within the constraints of the Approved Activities to respond to emerging needs/concerns in what is an often unpredictable and volatile native title environment.

Key activities include the following.

* Provides a connecting communication hub through the CNTA email list. People involved in native title work can subscribe to the Email List. The List provides information to subscribers on native title related matters (eg job vacancies; publications on native title, including legal judgements; people seeking a consultant; changes in addresses notices from other institutions e.g. FCA, NNTT, AIATSIS etc).
* The CNTA website has been established as both an outreach tool and is a resource for learning. It contains information for practitioners, podcasts on key matters in native title research, interviews with senior academics and consultant researchers, recordings of workshops and conferences, articles and native title related literature, scholars supported by CNTA for writing placements at ANU, field research internships, and more recently, internships in host NTO organisations.
* The annual conference is a critical forum for frank conversations and networking- again it is focused on practitioner needs and concerns. We welcome newcomers, including those from other disciplines involved in native title.
* An Anthropology Managers Meeting is held annually; this is the only forum in which research managers can meet and discuss their specific concerns.
* CNTA has developed an online course in the fundamentals of native title for early career anthropologists. This is available on the CNTA website with the idea that it can be tailored by individual organisations to their specific operational domain and is relevant to organisations undertaking both ALRA and Native Title Act work.
* In late 2024, CNTA used supplementary AGD funding to offer a very successful (one-off) internship program. The field of applicants was strong and the program could easily have provided more internships if funding had been available.
* A Directory for Consultants is now available on the CNTA website for those available to provide expertise in anthropological research, cultural heritage, compensation, grant writing, governance, dispute resolution, etc. It will be expanded over time.
* CNTA has welcomed connections with other institutions in the system -- eg participation in the FCA professional development days by sponsoring anthropologists to present on requested issues at these events. CNTA has had Judges and Registrars speak at its Annual events to assist anthropological practitioners to understand how agencies operate and their role in the native title system.

Ensuring joint support and funding to small parts of the system to ensure that impact is achieved across the system and not dissipated by financial fragmentation. Without collaborative support, small but critical players would struggle to have a voice or be represented in the system. To this end, CNTA has:

* partnered with the Anthropological Society of Western Australia (ASWA) to discuss the role of cultural heritage anthropologist/archaeologist in site work and native title;
* joined with the *Anthroprospective* in 2023 to support public discussion of applied Anthropology, Ethics, and Expertise; and
* encouraged the Community Development Unit of the Central Land Council to attend and present at our workshops and conferences.

Other examples of initiatives include:

* During COVID (2021), CNTA hosted a series of fortnightly zoom meetings with Justice Mansfield on the role of anthropologists in compensation claims. CNTA funded a research assistant to support background work undertaken by Justice Mansfield in preparation for the zoom sessions.
* CNTA has in the past run regionally based workshops, and other workshops on request. This still happens but to a lesser degree, as we have encouraged practitioners to network with colleagues and foster the community of practice. This is an important shift in CNTA’s focus, given the broad dispersal of anthropologists nationally.
* CNTA responded to an invitation from an NTO for mentoring of two senior NTO anthropologists by funding a face-to-face meeting between mentors and mentees.
* In 2023 CNTA ran the first workshop dedicated to opening a conversation for First Nations staff employed in NTOs. Speakers included two First Nations anthropologists, and two First Nations museum curators, as well as Indigenous staff employed as liaison officers and cultural advisors.
* CNTA offered 10 competitively awarded places to native title anthropologists for a 5-day course held in Canberra on *Writing for the Court*. We engaged two anthropologists with court experience to devise and run the course, with the additional benefit of a barrister sitting in to offer additional advice and commentary.

# **ATTACHMENT B**

# Draft Career Pathway for Anthropologists Mapping a clear career trajectory for Anthropology Staff in the sector



1. CNTA Employment of Anthropologists in Australia Survey 2023. See [2023-CNTA-Anthropology-Survey-Full-results.pdf](https://cnta.org.au/wp-content/uploads/2023-CNTA-Anthropology-Survey-Full-results.pdf). CNTA’s mailing list has some 123 respondents (with 75% having native title as main foci in their work). All percentages referred to in this paper come from this source. [↑](#footnote-ref-1)
2. Maeorg, M, Fergie. D et al (2014) *There’s just not enough experts: A Report to the Attorney-General’s Department on a study of capacity and needs in native title anthropology*page v. [↑](#footnote-ref-2)
3. Dalley, C & Romano, D (2021) *Discrimination and Gender-Based Harm: The Experiences of Women Anthropologists in the Native Title Sector A Report to the Commonwealth Attorney-General’s Department*, October 2021. [↑](#footnote-ref-3)