



**Australian Government**  
**Department of Education, Employment and Workplace Relations**

## Reconciliation Action Plan 2011–2014



[www.deewr.gov.au](http://www.deewr.gov.au)

**Front cover:** A painting by the artist Creed who is an Aboriginal staff member descending from the Kalkadoon and Pitta Pitta peoples. The painting shows different colours which represent the areas of Australia. The blue is for the coast, the green is for the bush and the ochre is for the central and desert regions. The large circle in the middle represents reconciliation and the three circles around the outside represent the three pillars of our Reconciliation Action Plan (RAP): respect, relationships and opportunities. This painting illustrates how everyone can contribute to reconciliation, no matter where you live or where you are from.

**Aboriginal and Torres Strait Islander readers are warned that this document may contain images and names of deceased persons.**

The RAP reflects the efforts of many people. Special thanks go to all departmental staff involved as well as:

- DEEWR RAP team—Angie Stiles, Angie McKenzie, Elissa Michel, Angie Martin, Lara Norman
- Focus group participants
- RAP Implementation Sub-committee
- RAP cluster working groups
- Creed

and Reconciliation Australia for their guidance.

## Secretary's message

It gives me great pleasure to present the second Department of Education, Employment and Workplace Relations' (DEEWR) Reconciliation Action Plan (RAP) 2011–2014. The process of reconciliation can profoundly influence organisations and individuals to reconsider the way they think and work. Our RAP reflects the commitment of the department in supporting and promoting Australia's reconciliation journey.

DEEWR continues its commitment to improving outcomes for Aboriginal and Torres Strait Islander peoples. The work we do across all areas of the department has a particular focus on improving the lives of Aboriginal and Torres Strait Islander peoples—it is a big responsibility and something that we take very seriously.

Our RAP will enable us to continue developing strategies to achieve the following goals:

- a departmental culture that respects and values the contribution of Aboriginal and Torres Strait Islander peoples, their history and culture
- a culturally capable workforce
- development of specialised recruitment pathways and employment opportunities to retain existing, and attract new, Aboriginal and Torres Strait Islander employees
- maintain and extend our working relationships with Aboriginal and Torres Strait Islander stakeholders.

This RAP reflects my personal commitment and the commitment of the department to reconciliation. I invite everyone to be involved in DEEWR's reconciliation journey and build a better future for all Australians.

**Lisa Paul, AO PSM**

26 October 2011

## Indigenous Leader's message

As DEEWR's Indigenous Leader, I am pleased to join the Secretary in presenting DEEWR's second RAP. DEEWR is front and centre of the Closing the Gap agenda with four of the six Closing the Gap targets our responsibility. Given we have such a significant role in this agenda, the potential of our RAP is enormous.

But reconciliation is more than just targets—it is about an accelerated effort, innovation and good practice. Initiatives from our first RAP are embedded in DEEWR business practice and are making DEEWR an employer of choice for Aboriginal and Torres Strait Islander peoples. I am proud to work in a department whose focus on reconciliation is concerted and genuine.

I look forward to seeing the achievements of DEEWR's second RAP.

**Kevin Brahim**

26 October 2011

## Message from Reconciliation Australia

Reconciliation Australia congratulates the Department of Education, Employment and Workplace Relations on the release of its second RAP. The RAP program is one of Reconciliation Australia's key strategies that uses a holistic approach to create meaningful relationships and sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

DEEWR is committed to making a significant impact on closing the gaps that exist between Aboriginal and Torres Strait Islander peoples and other Australians and acknowledges its role as a key stakeholder in the Government's Closing the Gap campaign. The positive achievements the department accomplished in its first RAP are evidence of a commitment to ensuring it has meaningful actions with measurable targets. A key element of this success is how DEEWR has built both the RAP and Closing the Gap into all group business plans.

I would particularly like to congratulate DEEWR on the success of its Cultural Awareness Training. With over 1000 staff attending the training between July 2009 and June 2011, this is evidence of the best practice approach DEEWR has achieved through the development of its Cultural Capability Development Framework.

Reconciliation Australia thanks DEEWR for its leadership in promoting reconciliation and for the dynamic role played by their RAP team. On behalf of Reconciliation Australia, I wish you well for the important actions you have set for yourself for the coming years—I am positive that your RAP journey will continue to be a success.

**Leah Armstrong**

CEO, Reconciliation Australia

26 October 2011

## Our commitment to reconciliation

DEEWR takes a coordinated approach to embedding reconciliation into everyday business practices. The department's Strategic Plan clearly communicates *Indigenous business is everyone's business* in DEEWR which flows down into group business plans.

As a department, we believe a commitment to reconciliation is not only the right thing to do but makes good business sense; a workforce that is respectful, understanding and inclusive of Aboriginal and Torres Strait Islander peoples can more effectively respond to their specific needs.

Our position is a unique one given our responsibility for four of the Council of Australian Governments Closing the Gap targets, which were established in 2008 to close the gap in disadvantage between Aboriginal and Torres Strait Islander peoples and other Australians.

Our department has lead responsibility for the following Closing the Gap targets:

1. ensuring all Aboriginal and Torres Strait Islander four years olds in remote communities have access to early childhood education within five years (2013)
2. halving the gap in reading, writing and numeracy within a decade (2018)
3. halving the gap in Year 12 attainment or equivalent attainment rates by 2020
4. halving the gap in employment outcomes within a decade (2018).

Our RAP strengthens our capability to respond to these targets by building a corporate environment based on respect and good relationships. This enables us to provide the best opportunities to Aboriginal and Torres Strait Islander peoples through our programs and services.

*'For me personally reconciliation means enriching my sense of myself as an Australian. I see myself, as a non-Aboriginal Australian, as having much to learn, gain and enrich my life through better understanding of Aboriginal and Torres Strait Islander cultures and peoples. And that gives me a much deeper sense of who I am as an Australian.'*

Russell Ayres, Branch Manager Office of Early Childhood Education and Child Care

We have internal support structures and resources in place to assist our staff to take their own reconciliation journeys. Some of these include:

### ***the National Mura Kaimel–Yarrangi Committee and its local committees***

The National Mura Kaimel–Yarrangi Committee is an important element of DEEWR's governance structure. It provides DEEWR's Aboriginal and Torres Strait Islander staff with the opportunity to influence the department's recruitment, retention and career development strategies for Aboriginal and Torres Strait Islander peoples. The committee is made up of elected and non-elected representatives. Supporting local committees are based in each state and territory and provide a local support network for Aboriginal and Torres Strait Islander staff.

### ***the Indigenous Leader***

DEEWR's Indigenous Leader partners with governance structures to ensure DEEWR is identified as an employer of choice for Aboriginal and Torres Strait Islander peoples, mainstream efforts and Indigenous strategies jointly contribute to the Closing the Gap targets and the expertise of Aboriginal and Torres Strait Islander staff is supported and valued in all DEEWR business.

### ***the Human Resources Indigenous Adviser***

The Human Resources Indigenous Adviser is located in People and Organisational Development Group. Their role is to assist People and Organisational Development Group to implement appropriate human resources strategies, to provide advice on issues pertaining to Aboriginal and Torres Strait Islander peoples, and ensure a coordinated approach is undertaken in relation to recruitment, retention and career development strategies for Aboriginal and Torres Strait Islander peoples.

### ***the Closing the Gap Committee***

The Closing the Gap Committee sets direction, provides strategic advice and monitors and reports on the department's action on the Closing the Gap reforms, especially the four Closing the Gap targets.

## ***the RAP Implementation Sub-committee***

The RAP Implementation Sub-committee is a sub-committee of the Closing the Gap Committee and oversees the implementation and progress of RAP actions and measurable targets; provides strategic direction for the implementation of RAP initiatives; works with other DEEWR governance committees to maximise RAP deliverables; and champions and raises awareness of the RAP.

## ***RAP cluster working groups***

There is a RAP cluster working group in each of the six clusters of the department. Cluster working groups comprise of passionate staff who raise awareness of the RAP within their cluster, develop ideas to promote the RAP and organise fun and educational events for all staff to attend to build knowledge and engagement. The cluster working groups report to the RAP Implementation Sub-committee.

## **Our journey so far**

DEEWR has achieved a number of actions and targets since the release of the first RAP in May 2009.

- The *Guidelines for Respecting Country and Cultures of Aboriginal and Torres Strait Islander Peoples* were released in 2010 and ensure staff understand the importance of giving appropriate recognition to traditional owners through acknowledgment of country. The guidelines also articulate the cultural heritage of Aboriginal and Torres Strait Islander peoples and help promote mutual respect and understanding.
- The Indigenous Opportunities Policy stipulates all projects involving expenditure over \$5 million (\$6 million for construction) in regions where there are significant Aboriginal and Torres Strait Islander populations must submit, as part of their tender, a plan for providing training and employment opportunities to local Aboriginal and Torres Strait Islander communities.
- The Indigenous Business Procurement Policy aims to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. Coming into effect on 1 July 2010, the policy stipulates that for procurements valued between \$10 000 and \$80 000 staff must examine the list of verified businesses owned by Aboriginal and Torres Strait Islander peoples and, if appropriate, offer the businesses an opportunity to participate in the standard quote process.
- DEEWR will continue to promote the Department of Families, Housing, Community Services and Indigenous Affairs *Engaging Today, Building Tomorrow* framework. The framework comprises a suite of documents designed to improve how Australian Public Service agencies engage with Aboriginal and Torres Strait Islander peoples on the policies, programs and services that affect their families and communities.
- Aboriginal and Torres Strait Islander staff accounted for 5.2 per cent of DEEWR staff at 30 June 2011.
- The implementation of the Identified Positions Policy was evaluated in September 2010.
- The Indigenous Onboarding module is available on DEEWR's intranet for new and existing employees to build their knowledge of Aboriginal and Torres Strait Islander history and culture, the RAP and the Closing the Gap agenda.
- The Indigenous Portal on the intranet provides information to staff on programs, networks, services and career opportunities for Aboriginal and Torres Strait Islander peoples.
- DEEWR publications highlight achievements in Closing the Gap and the RAP.
- Commitments to the RAP and Closing the Gap are built into all group business plans.
- Our programs and policies have scope for tailored strategies to meet the requirements of metropolitan, urban, regional, remote and very remote communities.

Learnings from our first RAP include:

- It is important to recognise that reconciliation is about a way of working on an ongoing basis and continued focus and commitment to the RAP is needed to retain momentum.
- The progress of some RAP actions was affected by whole-of-government activities and priorities.
- Actions develop and evolve over time that is why the opportunity to refresh the RAP annually is so important.
- DEEWR has dedicated a small team to work solely on the RAP which has ensured a proactive and concerted approach to continuing momentum of the RAP.

We will continue to measure the impacts of our RAP through a combination of quantitative measures and qualitative measures including narratives and case studies.

A copy of our RAP annual reports 2009–2010 and 2010–2011 are available on the Reconciliation Australia website [www.reconciliation.org.au](http://www.reconciliation.org.au) as well as the Department of Education, Employment and Workplace Relations' website [www.deewr.gov.au](http://www.deewr.gov.au).

## Our RAP vision

Aboriginal and Torres Strait Islander peoples are an integral part of our business and workforce; together we contribute to a productive and inclusive Australia through our commitment to reconciliation.

## Our RAP

Our RAP 2011–2014 is a living document that builds on the successes of our first RAP 2009–2011. It sets out practical and defined targets that provide a framework of priorities for the next three years. During the development of the new RAP, communications were distributed across the department calling for staff interested in contributing to the new RAP. All staff were given the opportunity to be involved and assist in shaping the RAP to truly reflect the values and aspirations of our staff.

Eleven focus groups were held in national office and nine focus groups were held across all state and territory offices during June and July 2011. Two focus groups were also held specifically for Senior Executive Staff. The National Mura Kaimel–Yarrangi Committee and its local committees, the Closing the Gap Committee and the RAP Implementation Sub-committee were also involved in shaping and contributing to drafts.

We worked with Reconciliation Australia throughout all stages of the development of our RAP. This RAP has been endorsed by Reconciliation Australia and will be reviewed and refreshed on an annual basis. This plan is our public commitment to reconciliation and we will report annually on our progress.

In addition to reporting annually to Reconciliation Australia, the RAP team prepares RAP progress reports that are provided to our Executive Meeting, Closing the Gap Committee, National Mura Kaimel–Yarrangi Committee and People and Leadership Committee.

DEEWR is dedicated to Reconciliation Australia's three pillars of reconciliation: respect, relationships and opportunities. Supporting and engaging in the three pillars of reconciliation is the responsibility of all DEEWR staff.

- Respect** We foster a positive work environment where staff treat each other and the community with respect.
- We value the experiences and perspectives of Aboriginal and Torres Strait Islander peoples.
- We recognise and acknowledge the unique position Aboriginal and Torres Strait Islander peoples hold in the Australian community.
- Relationships** We work collaboratively with Aboriginal and Torres Strait Islander peoples to build mutually respectful relationships based on integrity and honesty.
- We positively change our thinking, behaviours and the way we work; and invite others to join us.
- We work collaboratively and build relationships with government, businesses and community to drive change.
- Opportunities** We drive results through practical and creative solutions.
- We create opportunities for Aboriginal and Torres Strait Islander peoples in the areas of early childhood, education, employment and workplace relations which contribute to the Closing the Gap targets.
- We ensure our programs and policies address Aboriginal and Torres Strait Islander peoples' real needs and aspirations.

Every DEEWR staff member is encouraged to learn about and engage in reconciliation through the activities DEEWR offers. Even simple things such as broadening personal perspectives leads to generational change that benefits our children and our children's children. Regardless of where they work in the department, everyone can make a positive contribution which then translates into their personal life too.

<b>Respect</b>	Lead group/s responsible	<b>Relationships</b>	Lead group/s responsible	<b>Opportunities</b>	Lead group/s responsible
1.1 An annual Secretary's Award for reconciliation is presented to a staff member or team who applies and promotes the principles of reconciliation in their workplace, and makes a substantial impact in supporting Indigenous business as everyone's business	People and Organisational Development Group (PODG) Secretary	1.4 Key departmental decisions are made in consultation with Aboriginal and Torres Strait Islander staff	FBSG Committee chairs and secretariats	1.5 Senior Executive Staff are provided with support tools to enable them to contribute to reconciliation and encourage and support others	FBSG PODG
1.2 Deputy Secretaries are involved in RAP working groups across all clusters of the department	Deputy/Associate Secretaries RAP working group chairs	1.6 RAP awareness surveys are conducted	FBSG	2.1 A recruitment advertising strategy is developed to better target our communications to Aboriginal and Torres Strait Islander peoples	PODG
1.3 The importance of the RAP is represented through our Strategic Plan and business planning	Finance and Business Services Group (FBSG) PODG Senior Executive Staff	1.7 The diverse styles in which Aboriginal and Torres Strait Islander peoples lead and govern are acknowledged and appreciated	PODG	2.3 Staff are aware of where to find information about the RAP and Aboriginal and Torres Strait Islander information and resources	Social Policy and Economic Strategy Group IESG FBSG
1.8 Our commitment to reconciliation and Closing the Gap is included in our Senior Executive job advertisements	PODG	2.2 A Cultural Capability Development Framework is implemented	PODG FBSG National Mura Kaimel-Yarrangi Committee	2.5 DEEWR will continue to work towards recruiting and retaining Aboriginal and Torres Strait Islander staff to reach the APS Commission target of employing 6.16 per cent by 2015	PODG National Mura Kaimel-Yarrangi Committee All DEEWR staff

<b>Respect</b>	Lead group/s responsible	<b>Relationships</b>	Lead group/s responsible	<b>Opportunities</b>	Lead group/s responsible
3.3 All policy, program and service delivery areas, mainstream and Indigenous-specific, incorporate tailored strategies to address the needs of Aboriginal and Torres Strait Islander peoples	Group managers State Network All staff	2.4 Aboriginal and Torres Strait Islander staff are aware of ways to provide feedback on job satisfaction	PODG National Mura Kaimel–Yarrangi Committee	3.1 A best procurement practices guide (based on learnings from implementation within DEEWR) is developed for buying from accredited Indigenous businesses	FBSG
4.1 DEEWR Ministers and DEEWR staff are encouraged to acknowledge the owners of traditional lands and are respectful in their various communications	Communication and Parliamentary Group All staff	3.2 National office staff and state and regional office staff draw on the knowledge and expertise of each other and apply it practically	State and Regional Services Strategy Group All groups		
4.2 RAP achievements are included in the DEEWR Annual Report	FBSG	3.4 DEEWR staff are provided with guidelines about how and when to consult with Aboriginal and Torres Strait Islander peoples	Indigenous Economic Strategy Group (IESG)		

For more information on each action refer to the corresponding section.

1. Management, leadership and governance
2. Recruitment, retention and development
3. Policy and Program
4. External contributions.

## 1. Management, leadership and governance

In DEEWR we believe in leading by example. By recognising the exceptional efforts of staff, communicating our commitment to reconciliation in high level reports and ensuring our senior staff are aware of their responsibilities under the RAP, we strive towards a corporate culture that appreciates the unique circumstances of Aboriginal and Torres Strait Islander peoples and works hard to improve their educational and employment outcomes. Through the actions in this section we will ensure:

- the RAP is a departmental priority
- reconciliation is front and centre at departmental forums and in key documents
- DEEWR's managers and staff are informed and engaged.

DEEWR staff, at all levels, can be leaders and are encouraged to contribute to the actions below.

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>1.1 An annual Secretary's Award for reconciliation is presented to a staff member or team who applies and promotes the principles of reconciliation in their workplace, and makes a substantial impact in supporting Indigenous business as everyone's business</p> <p><i>Aim/benefit: To recognise individuals who go above and beyond the expectations of their everyday duties, and to promote these achievements as something others may aspire to</i></p>	<ul style="list-style-type: none"> <li>• The Secretary's reconciliation award is presented annually</li> </ul>	<p>June 2012 and each subsequent year</p>	<p>People and Organisational Development Group Secretary</p>	<p>Respect</p>
<p>1.2 Deputy Secretaries are involved in RAP working groups across all clusters of the department</p> <p><i>Aim/benefit: To increase and formalise engagement and participation of Deputy Secretaries and ensure groups are informed about the progress of the RAP</i></p>	<ul style="list-style-type: none"> <li>• Deputy Secretaries actively contribute to internal RAP working group meetings twice a year and provide messages to their groups</li> </ul>	<p>June 2012 and each subsequent year</p>	<p>Deputy/Associate Secretaries RAP working group chairs</p>	<p>Respect</p>
<p>1.3 The importance of the RAP is represented through our Strategic Plan and business planning</p> <p><i>Aim/benefit: To communicate DEEWR's commitment to reconciliation to internal and external stakeholders, and ensure the RAP is embedded in DEEWR's everyday business</i></p>	<ul style="list-style-type: none"> <li>• The RAP is included as a key priority in the department's Strategic Plan 2011–2014</li> <li>• Senior Executive Staff are accountable through their business plans and Individual Performance and Development Plans (IPADs) for what they are doing to ensure Indigenous business is everyone's business</li> </ul>	<p>December 2011</p> <p>June 2012 and each subsequent year</p>	<p>Finance and Business Services Group Senior Executive Staff People and Organisational Development Group</p>	<p>Respect</p>

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>1.4 Key departmental decisions are made in consultation with Aboriginal and Torres Strait Islander staff</p> <p><i>Aim/benefit: Key decisions are made in consultation with Aboriginal and Torres Strait Islander staff, and broad cultural perspectives are presented</i></p>	<ul style="list-style-type: none"> <li>Committees ensure broad cultural perspectives are presented for significant decisions and issues; particularly in relation to decisions impacting on Aboriginal and Torres Strait Islander peoples</li> </ul>	<p>June 2012 and each subsequent year</p>	<p>Finance and Business Services Group</p> <p>Committee chairs and secretariats</p>	<p>Relationships Opportunities</p>
<p>1.5 Senior Executive Staff are provided with support tools to enable them to contribute to reconciliation and encourage and support others</p> <p><i>Aim/benefit: To ensure all senior staff are aware of their responsibilities under the RAP, and they encourage and promote the RAP among their staff</i></p>	<ul style="list-style-type: none"> <li>A series of information sessions are held for Senior Executive Staff to attend</li> <li>An information pack is provided to Senior Executive Staff</li> <li>A component on the RAP is included in the annual Senior Executive Staff conference</li> <li>The Mura Kaimel–Yarrangi Committee’s annual work plan is distributed to all Senior Executive Staff</li> </ul>	<p>June 2012</p> <p>June 2012</p> <p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p>	<p>Finance and Business Services Group</p> <p>People and Organisational Development Group</p>	<p>Opportunities</p>
<p>1.6 RAP awareness surveys are conducted</p> <p><i>Aim/benefit: To measure engagement and appreciation of reconciliation in DEEWR, and better direct and harness resources for future initiatives and communications</i></p>	<ul style="list-style-type: none"> <li>A biannual survey on a random sample of staff</li> <li>An annual survey on all Senior Executive Staff</li> </ul>	<p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p>	<p>Finance and Business Services Group</p>	<p>Relationships</p>
<p>1.7 The diverse styles in which Aboriginal and Torres Strait Islander peoples lead and govern are acknowledged and appreciated</p> <p><i>Aim/benefit: To educate staff about Aboriginal and Torres Strait Islander styles of leadership</i></p>	<ul style="list-style-type: none"> <li>Indigenous leadership components are incorporated into DEEWR-specific leadership programs</li> </ul>	<p>June 2012</p>	<p>People and Organisational Development Group</p>	<p>Relationships</p>

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>1.8 Our commitment to reconciliation and Closing the Gap is included in our Senior Executive job advertisements</p> <p><i>Aim/benefit: The context and culture of DEEWR as an organisation that is committed to reconciliation will be provided to applicants of high level roles in DEEWR</i></p>	<ul style="list-style-type: none"> <li>A cultural message is included in the Senior Executive Staff candidate information pack</li> </ul>	June 2012	People and Organisational Development Group	Respect



Preston Campbell visits Queensland's Reconciliation Journey Wall

*'Reconciliation is a departmental priority and requires promotion and support by all staff, particularly our Senior Executive Staff. Senior Executive Staff have an important responsibility to lead by example and ensure their staff are informed and engaged with the issues affecting Aboriginal and Torres Strait Islander peoples.'*

Michael Manthorpe, Deputy Secretary Corporate and Network

*'Every day I like to share my culture with those around me. Whether it's through using my lingo or changing the perceptions others have about my people. Each day is a new challenge—all it takes is one person to make a change.'*

Steven Brown, Senior Program Officer Youth Leadership and Mobility team



Duncan Smith from the Wiradjuri Echoes runs a jewellery workshop for DEEWR staff in National Reconciliation Week 2011.

## 2. Recruitment, retention and development

This section outlines actions and strategies to recruit, retain and develop Aboriginal and Torres Strait Islander staff to reach the Australian Public Service Commission target of employing 6.16 per cent by 2015. These actions provide DEEWR with a framework to ensure it:

- has a culturally capable workforce
- has a departmental culture that respects and values the contribution of Aboriginal and Torres Strait Islander peoples
- develops specialised recruitment pathways and employment opportunities to retain existing, and attract new, Aboriginal and Torres Strait Islander staff.

In addition to and complementing these actions, the National Mura Kaimel–Yarrangi Committee develops an annual plan that focuses efforts on influencing, displaying leadership, communication, peer support and advocacy in order to improve recruitment, retention and career development of Aboriginal and Torres Strait Islander staff in DEEWR. The plan and the committee play an important role to help deliver on our RAP. The plan is available to all DEEWR staff on our Indigenous Portal.

*'We recognise the importance of the RAP to DEEWR's outcomes; that is why the Katherine Regional team has embedded the RAP in their Individual Performance and Development Plans.'*

Andrea Kelly, Director Northern Territory Office

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>2.1 A recruitment advertising strategy is developed to better target our communications to Aboriginal and Torres Strait Islander peoples</p> <p><i>Aim/benefit: To communicate DEEWR's commitment to reconciliation; and to make the department an employer of choice for Aboriginal and Torres Strait Islander peoples</i></p>	<ul style="list-style-type: none"> <li>• DEEWR job advertisements promote our commitment to reconciliation</li> <li>• DEEWR job advertisements are targeted through various online social media networks</li> <li>• DEEWR targets school and university career expos</li> </ul>	<p>December 2011</p> <p>December 2012</p> <p>June 2012</p>	<p>People and Organisational Development Group</p>	<p>Opportunities</p>

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>2.2 A Cultural Capability Development Framework is implemented</p> <p><i>Aim/benefit: To build the cultural capacity of DEEWR's workforce and provide a variety of tools and options for staff to learn and build their knowledge</i></p>	<ul style="list-style-type: none"> <li>• Development options to build cultural capability are continuously identified</li> <li>• Indigenous cultural awareness training is available and promoted to all staff</li> <li>• RAP and Closing the Gap local connections workshops are delivered by RAP advocates in each cluster</li> <li>• Guidance is included in the Performance Management Guide on how to have a discussion around RAP for inclusion in Individual Performance and Development Plans (IPADs)</li> <li>• The Cultural Capability Development Framework is promoted and evaluated</li> </ul>	<p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p> <p>December 2012 and each subsequent year</p> <p>June 2012</p> <p>June 2012 and each subsequent year</p>	<p>People and Organisational Development Group</p> <p>National Mura Kaimel–Yarrangi Committee</p> <p>Finance and Business Services Group</p>	<p>Respect Relationships</p>
<p>2.3 Staff are aware of where to find information about the RAP and Aboriginal and Torres Strait Islander information and resources</p> <p><i>Aim/benefit: To build staff knowledge and awareness of Aboriginal and Torres Strait Islander history and culture and the RAP; and to ensure staff have the resources necessary to effectively inform policy and implement culturally appropriate programs that enhance the livelihoods of Aboriginal and Torres Strait Islander peoples</i></p>	<ul style="list-style-type: none"> <li>• The collection of Aboriginal and Torres Strait Islander resources in our library is expanded and promoted</li> <li>• The RAP intranet and internet sites are up to date and promoted</li> <li>• The Indigenous Portal on the intranet is up to date and promoted</li> <li>• The RAP communication strategy is reviewed</li> </ul>	<p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p> <p>December 2012 and each subsequent year</p>	<p>Social Policy and Economic Strategy Group</p> <p>Indigenous Economic Strategy Group</p> <p>Finance and Business Services Group</p>	<p>Respect Opportunities</p>

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>2.4 Aboriginal and Torres Strait Islander staff are aware of ways to provide feedback on job satisfaction</p> <p><i>Aim/benefit: To inform future human resource policies and provide the individual with an opportunity to share their experiences</i></p>	<ul style="list-style-type: none"> <li>Discussions are offered in-person with the Human Resources Indigenous Adviser, local Mura Kaimel–Yarrangi members and Equity and Diversity Officers</li> <li>Mechanisms to provide feedback on exit are promoted including the online exit survey, supervisor exit interview and the option of an in-person interview with the Human Resources Indigenous Adviser</li> </ul>	<p>December 2011</p> <p>June 2012</p>	<p>People and Organisational Development Group</p> <p>National Mura Kaimel–Yarrangi Committee</p>	<p>Respect Relationships</p>
<p>2.5 DEEWR will continue to work towards recruiting and retaining Aboriginal and Torres Strait Islander staff to reach the APS Commission target of employing 6.16 per cent by 2015</p> <p><i>Aim/benefit: To ensure DEEWR has the appropriate level of corporate knowledge to respond to policy that affects Aboriginal and Torres Strait Islander peoples; and to provide a target that areas can aspire to reach in terms of recruitment and retention of Aboriginal and Torres Strait Islander staff</i></p>	<ul style="list-style-type: none"> <li>The proportion of Aboriginal and Torres Strait Islander staff employed by DEEWR rises on an annual basis</li> <li>Classification levels of Aboriginal and Torres Strait Islander staff reflect the overall departmental classification profile</li> </ul>	<p>June 2012 and each subsequent year</p> <p>June 2014</p>	<p>People and Organisational Development Group</p> <p>National Mura Kaimel–Yarrangi Committee</p> <p>All DEEWR staff</p>	<p>Opportunities</p>

*'Hi, I'm Marlene and I'm a Kalkadoon woman. I work in the Early Childhood Quality Group. Since starting with my group I have met some wonderful people. I have been constantly touched by their generous spirits and inclusive behaviours. I'm touched by how much interest and support they give to me and to Aboriginal and Torres Strait Islander issues. I'm lucky to be a part of positive change that has the potential to transform the lives of future generations of Australians.'*

Marlene Lang, Project Officer Office of Early Childhood Education and Child Care

### 3. Policy and program

The relationship between our RAP and the Closing the Gap agenda is unique to any other organisation because we have such a significant role and responsibility for this agenda. The actions in this section ensure:

- new and innovative ways of thinking and working
- the ability of our staff to develop programs and policies that address the specific needs of Aboriginal and Torres Strait Islander peoples
- maintenance and extension of our working relationships with Aboriginal and Torres Strait Islander stakeholders.



Women aim for careers through the Bringing Skills to Life program

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>3.1 A best procurement practices guide (based on learnings from implementation within DEEWR) is developed for buying from accredited Indigenous businesses</p> <p><i>Aim/benefit: To share DEEWR's learnings with other agencies; to develop relationships and opportunities between DEEWR and Indigenous suppliers; and to work towards increasing employment opportunities for Aboriginal and Torres Strait Islander peoples</i></p>	<ul style="list-style-type: none"> <li>A guide is developed and promoted for use by other agencies across the Australian Public Service</li> </ul>	June 2012	Finance and Business Services Group	Opportunities
<p>3.2 National office staff and state and regional office staff draw on the knowledge and expertise of each other and apply it practically</p> <p><i>Aim/benefit: To ensure information is being shared to shape the best policy and programs to meet the needs of clients, communities and stakeholders</i></p>	<ul style="list-style-type: none"> <li>State and regional offices have input into the development of policies and programs</li> </ul>	June 2012 and each subsequent year	State and Regional Services Strategy Group All groups	Relationships

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>3.3 All policy, program and service delivery areas, mainstream and Indigenous-specific, incorporate tailored strategies to address the needs of Aboriginal and Torres Strait Islander peoples</p> <p><i>Aim/benefit: To ensure the specific and regional needs of Aboriginal and Torres Strait Islander peoples are considered when developing policies and programs</i></p>	<ul style="list-style-type: none"> <li>• Our programs are physically and culturally accessible to Aboriginal and Torres Strait Islander peoples – including through the use of translators in accordance with our <i>Use of Interpreter Guidelines</i></li> <li>• DEEWR staff working with Aboriginal and Torres Strait Islander peoples and communities are culturally capable</li> <li>• We actively encourage staff of agencies DEEWR contracts with, to deliver our services in a culturally sensitive and appropriate manner</li> </ul>	<p>December 2012 and each subsequent year</p> <p>December 2012 and each subsequent year</p> <p>December 2012 and each subsequent year</p>	<p>Group managers</p> <p>State Network</p> <p>All DEEWR staff</p>	<p>Respect</p> <p>Relationships</p> <p>Opportunities</p>
<p>3.4 DEEWR staff are provided with guidelines about how and when to consult with Aboriginal and Torres Strait Islander peoples</p> <p><i>Aim/benefit: To ensure DEEWR staff understand the importance of meaningful engagement with Aboriginal and Torres Strait Islander peoples, and know how to demonstrate the value of engagement in their everyday work</i></p>	<ul style="list-style-type: none"> <li>• We promote and circulate the Department of Families, Housing, Community Services and Indigenous Affairs' <i>Engaging Today Building Tomorrow: A framework for engaging with Aboriginal and Torres Strait Islander Australians</i></li> </ul>	<p>June 2012</p>	<p>Indigenous Economic Strategy Group</p>	<p>Relationships</p>

*'Reconciliation is about seizing the opportunities that we have to work in partnership, whether that be at government, community or at an individual level; seizing those opportunities to actually make real progress and move forward and create a stronger society for Australia.'*

Sue Saunders, Branch Manager People and Organisational Development Group

*'Reconciliation means acknowledging the diversity of Australia, embracing cultural differences and leading the way in closing the gap with innovative program development and delivery.'*

John Leha, Contract Manager NSW State Office

## 4. External contributions

DEEWR is serious about its commitment to reconciliation and we want to communicate this message clearly and proudly to everyone. We recognise and admire the unique position Aboriginal and Torres Strait Islander peoples hold in the Australian community. In this section we:

- commit ourselves to acknowledging and demonstrating respect to the traditional owners of the land
- respect and value the relationships and partnerships we have now, and intend on building in the future, with Aboriginal and Torres Strait Islander peoples.

Action	Measureable target/s	Timeline	Responsibility	Theme
<p>4.1 DEEWR Ministers and DEEWR staff are encouraged to acknowledge the owners of traditional lands and are respectful in their various communications</p> <p><i>Aim/benefit: To demonstrate DEEWR's commitment towards building relationships and respecting Aboriginal and Torres Strait Islander peoples and cultures and to demonstrate respect to traditional owners of country</i></p>	<ul style="list-style-type: none"> <li>• An acknowledgment of country is done when delivering public addresses</li> <li>• DEEWR staff are encouraged to include an acknowledgment of country in their departmental signature blocks</li> <li>• An acknowledgment of country will be included in the footer of DEEWR's internal and external letterhead</li> <li>• High level speeches delivered by DEEWR staff incorporate RAP messages where appropriate</li> </ul>	<p>June 2012 and each subsequent year</p> <p>June 2012 and each subsequent year</p> <p>June 2012</p> <p>June 2012 and each subsequent year</p>	<p>Communication and Parliamentary Group</p> <p>All DEEWR staff</p>	Respect
<p>4.2 RAP achievements are included in the DEEWR Annual Report</p> <p><i>Aim/benefit: To broadly communicate events, achievements and progress of our RAP to internal and external stakeholders</i></p>	<ul style="list-style-type: none"> <li>• RAP achievements are shared through the departmental Annual Report</li> </ul>	<p>June 2012 and each subsequent year</p>	<p>Finance and Business Services Group</p>	Respect



Zenadh Kes Mari and the Wiradjuri Echoes perform at DEEWR Reconciliation Week events.



DEEWR staff member John Allison with his daughter Junisa Allison (left) and niece Jada Allison at a NSW State Office Family Day celebration.

*'As an Aboriginal woman I feel very comfortable working in an organisation where people respect and appreciate Aboriginal and Torres Strait Islander cultures. DEEWR values the contribution Aboriginal and Torres Strait Islander peoples make both internally and externally. This is evident by the Aboriginal and Torres Strait Islander flags, traditional and contemporary Aboriginal and Torres Strait Islander artwork and the language group maps displayed around the buildings. Giving an acknowledgement to the traditional owners of country has become part of our standard business practice, as has inviting local traditional owners to events to offer a welcome to country.'*

Angie Martin, Business Development Officer Victoria State Office

**External readers can visit our website for further details on our RAP:**

[www.deewr.gov.au/Indigenous/Pages/default.aspx](http://www.deewr.gov.au/Indigenous/Pages/default.aspx)

**View our RAP and past annual reports on the Reconciliation Australia website:**

[www.reconciliation.org.au/home/reconciliation-action-plans/who-has-a-rap-/federal-government](http://www.reconciliation.org.au/home/reconciliation-action-plans/who-has-a-rap-/federal-government)

**If you have any comments you would like to share about our RAP you can email:**

[reconciliationactionplan@deewr.gov.au](mailto:reconciliationactionplan@deewr.gov.au)