



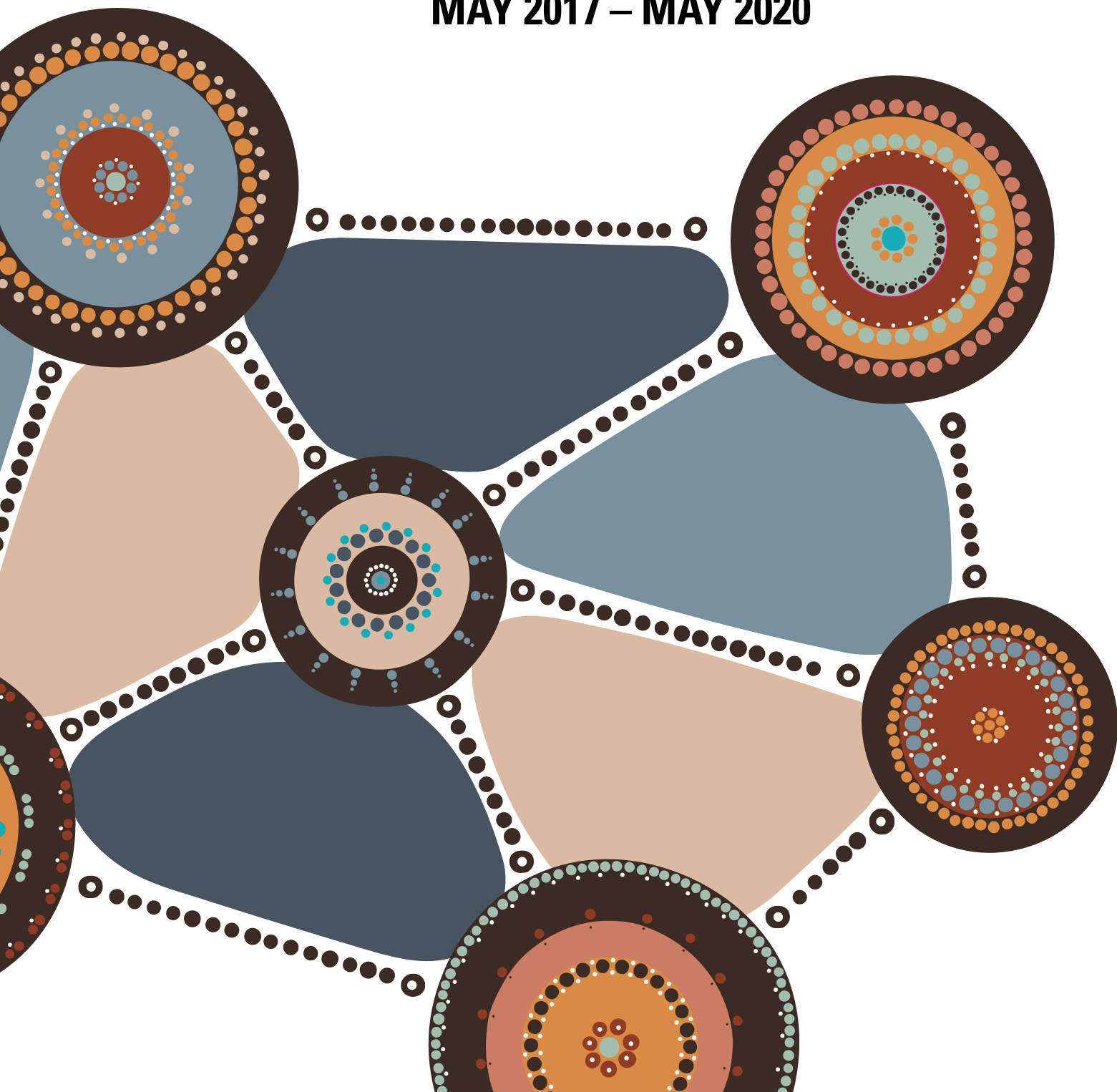
Australian Government
Department of Employment



RECONCILIATION
ACTION PLAN
STRETCH

RECONCILIATION ACTION PLAN

MAY 2017 – MAY 2020



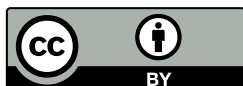


The commissioned artwork titled 'Networks' used in this document was created by Aboriginal artist, Danielle Mate Sullivan.

ARTIST'S DESCRIPTION

The circles depict the Department's groups and branches, the dots in those circles represent the people within those teams and the communities they work with, and the white dots are pathways that connect these groups across land and water, creating the networks and support needed to deliver to the community.

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The document must be attributed as the *Reconciliation Action Plan – May 2017—May 2020*.



SECRETARY'S FOREWORD

I am delighted to present the Department of Employment's second Reconciliation Action Plan (RAP). I am proud of the progress we have made towards achieving reconciliation in our workplace and in the broader community.

I am particularly pleased to be reaffirming the Department's commitment to reconciliation in a year that commemorates two significant milestones in Australia's reconciliation journey – 50 years since the 1967 referendum, and 25 years since the historic Mabo decision.

Over the past two years, we have supported our Aboriginal and Torres Strait Islander employees in developing their career. Our workforce has had opportunities to stretch their knowledge and understanding of Aboriginal and Torres Strait Islander cultures and history. We have also taken time to mark and celebrate significant dates such as NAIDOC week.

The process of reconciliation can profoundly influence organisations and individuals to reconsider the way they think and work. This RAP reaffirms our unwavering commitment to achieving and promoting reconciliation, building on the solid foundation we have made in our first RAP.

The Department continues to make a deliberate effort to connect Aboriginal and Torres Strait Islander peoples to work and to grow and foster our own Aboriginal and Torres Strait Islander workforce at all levels.

Our RAP sets out the next steps we will take in our reconciliation journey: creating an inclusive workforce that values and respects Aboriginal and Torres Strait Islander peoples and culture, providing opportunities for Aboriginal and Torres Strait Islander people and suppliers to prosper, and deliver policies and programs that achieve stronger outcomes for Indigenous Australians supporting our vision of *More Jobs. Great Workplaces*.

We have strengthened our accountability for achieving commitments in the RAP to include reconciliation actions as part of our business planning and ensuring senior leaders are accountable for continuing their own cultural learning.

Reconciliation matters to all of us. It is important that we all continue to work together, innovate and demonstrate leadership in our quest to achieve reconciliation.

Please take the time to read this plan thoroughly and consider how you can make a personal commitment and professional contribution to achieving the plan's goals and making reconciliation a reality.

Renée Leon

Secretary



STRETCH RAP CEO STATEMENT

Reconciliation Australia congratulates the Department of Employment on its deep commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).

The implementation of a Stretch RAP signifies that the Department of Employment is a leading advocate for reconciliation, and is demonstrating a deep dedication to making progress across the key pillars of the RAP program - respect, relationships, and opportunities.

The Department of Employment understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples in order to produce mutually beneficial outcomes. It champions these relationships by committing to develop a volunteering program to match employees' skill sets with Aboriginal and Torres Strait Islander projects and organisations.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to the Department of Employment's core values and vision for reconciliation. This is exemplified by its commitment to support the cultural needs of Aboriginal and Torres Strait Islander employees, through an initiative that aims to further understanding of cultural heritage.

The Department of Employment is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to foster the careers of current Aboriginal and Torres Strait Islander employees, by enabling informal interdepartmental networks to support employees in regional areas to connect, discuss issues, and develop friendships.

On behalf of Reconciliation Australia, I commend the Department of Employment on its Stretch RAP, and look forward to following its ongoing reconciliation journey.

Justin Mohamed
Chief Executive Officer
Reconciliation Australia



TELLING OUR STORY

Employment is central to our national economic strength and wellbeing. We believe that everyone deserves the opportunity to achieve financial security bringing with it a sense of worth and achievement. The Australian Government Department of Employment (the Department) touches the lives of all Australians either directly by providing employment opportunities to the unemployed or indirectly by contributing to better outcomes for communities.

True to our vision *More Jobs. Great Workplaces.* the Department employs approximately 2,000 employees including around 55 Aboriginal and Torres Strait Islander employees. The Department's workforce is predominantly located in Canberra and has a strong presence outside of Canberra with employees located in every capital city and eight regional locations across Australia.

We are committed to achieving reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community by supporting the recruitment, retention and career development of our Indigenous employees. The Department has set a target to increase our Indigenous workforce to three percent by 30 June 2018.

MORE ABOUT US

The Department is responsible for national policies and programs that help Australians find and keep employment and work in safe, fair and productive workplaces.

The Department works to achieve its purpose through two outcomes:

Outcome 1: Foster a productive and competitive labour market through employment policies and programs that assist job seekers into work.

Outcome 2: Facilitate jobs growth through policies that promote fair, productive and safe workplaces.





MORE JOBS: OUTCOME 1

Foster a productive and competitive labour market through employment policies and programs that assist job seekers into work

We measure our progress towards achieving Outcome 1 against five objectives:

1. Job seekers find and keep a job.
2. Job seekers move from welfare to work.
3. Young people move into work or education.
4. Job seekers meet their mutual obligations.
5. jobactive organisations deliver quality services.

Our strategies to meet these objectives in 2016–17 are:

- ▶ continuing to refine the jobactive system so that it delivers effective and efficient employment services that help more job seekers find and keep a job and meet the needs of job seekers and employers
- ▶ making improvements to wage subsidies to encourage more businesses to employ eligible job seekers so that they can expand their businesses and help boost the economy
- ▶ supporting young people and parents to prepare for employment through the continued delivery of the Transition to Work services, the Empowering YOUTH Initiatives and ParentsNext
- ▶ implementing the measures in the Government's Youth Employment Package to increase employment opportunities for young job seekers—the Youth Jobs PaTH focuses on employability skills training; internships; the Youth Bonus wage subsidy; and an employer mobilisation strategy
- ▶ providing work-like experiences for job seekers so that they can improve their job prospects and develop their employability skills through the National Work Experience Programme or Work for the Dole activities in their community
- ▶ developing policies to improve workforce participation opportunities, particularly for young and mature-age people, Indigenous Australians, migrants, refugees, women and parents
- ▶ encouraging entrepreneurship and self-employment among young people by expanding the New Enterprise Incentive Scheme and providing nationally accredited training, mentoring and business advice to assist participants to start and manage their own small businesses
- ▶ maintaining the job seeker compliance framework so that it provides the necessary incentive for job seekers to comply with their mutual obligation requirements
- ▶ monitoring labour market conditions in Australia and providing policy advice to the Government to enable employment services to respond to emerging labour market and economic developments
- ▶ working closely with other government agencies to bolster Australia's productive capacity and ensure consistent delivery of employment services across government
- ▶ pursue and maintain collaborative relationships with external parties and international forums, including the Organisation for Economic Co-operation and Development, the Asia-Pacific Economic Cooperation forum and the G20 to exchange best practices, ideas and research and inform the domestic evidence base.





GREAT WORKPLACES: OUTCOME 2

Facilitate jobs growth through policies that promote fair, productive and safe workplaces.

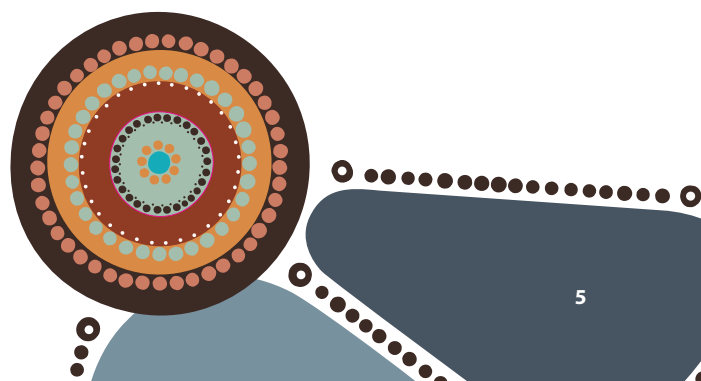
We measure our progress towards achieving Outcome 2 against three objectives:

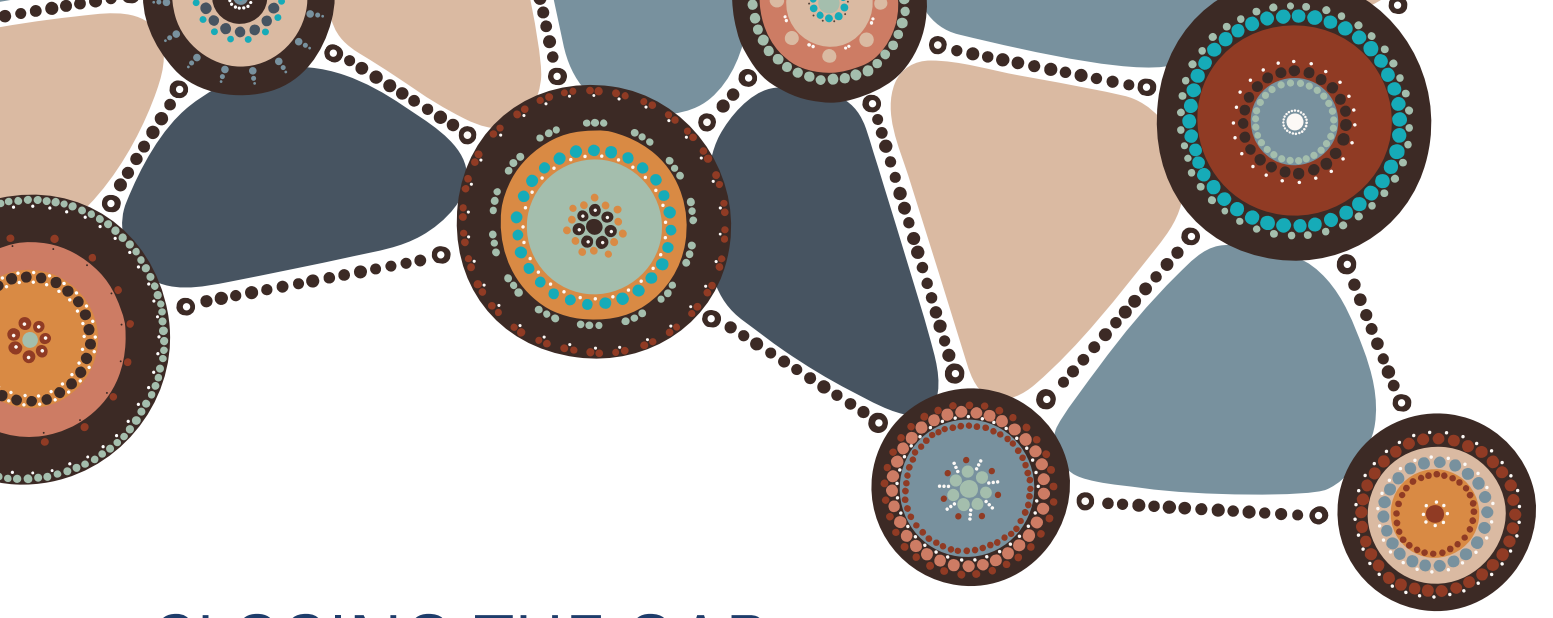
1. The Fair Entitlements Guarantee Programme functions effectively.
2. Commonwealth-funded projects are undertaken by builders accredited by the Office of the Federal Safety Commissioner.
3. The workplace relations system contributes to the productivity agenda by encouraging the adoption of flexible and modern workplace relations principles.

Our strategies to meet these objectives in 2016–17 are:

- ▶ delivering the Fair Entitlements Guarantee Programme, to assist workers who have unpaid employment entitlements when they are made redundant by the liquidation or bankruptcy of their employer
- ▶ working to ensure an effective, productive and fair national workplace relations system, including providing legal and policy advice and preparing legislation
- ▶ contributing to safer workplaces and higher productivity by working with states and territories to implement national approaches to workplace health and safety and workers' compensation laws
- ▶ undertaking effective research and evaluation and formulating long-term strategies to prepare for—and shape—the future of work in Australia
- ▶ preparing submissions to hearings and inquiries on behalf of the Government, and supporting the integrity of the workplace relations framework through strategic interventions in key cases before courts and tribunals
- ▶ advising the Government on reforms to improve the Comcare workers' compensation scheme
- ▶ implementing improvements and working across the APS to modernise and streamline the work health and safety accreditation scheme for contractors that undertake Commonwealth-funded building work
- ▶ promoting the effective operation of the workplace relations system by working closely with workplace relations agencies, including the Fair Work Commission, the Fair Work Ombudsman and the Office of the Fair Work Building Industry Inspectorate
- ▶ working with Safe Work Australia, Comcare and the Asbestos Safety and Eradication Agency to promote the safety and wellbeing of employees; and with the Workplace Gender Equality Agency to promote gender equality in workplaces
- ▶ undertaking research and advising on skills shortages in the labour market to ensure migration policy supports economic objectives
- ▶ engaging with international forums such as the International Labour Organization to promote Australia's national interests and inform domestic policies.

Further information about the activities of the Department of Employment can be found at www.employment.gov.au and in the Department of Employment Corporate Plan 2015–2019.





CLOSING THE GAP – EMPLOYMENT OUTCOMES

The Council of Australian Governments (COAG) has set seven Closing the Gap targets, including an ambitious target to halve the gap in employment outcomes over 2008 to 2018.

The Government has made changes to mainstream employment services to better focus on increasing Indigenous employment.

Commencing on 1 July 2015, jobactive represents a \$6.9 billion investment over five years in employment services in urban and regional centres. jobactive provides a more outcome-focused approach combined with stronger participation requirements to ensure the effective engagement of job seekers. For the first time, employment service providers have specific targets for Indigenous employment. The targets reflect the expectation that providers should achieve parity in employment outcomes for Indigenous job seekers. jobactive Star Ratings, the primary mechanism for provider performance, also include a performance measure to assess sustained (26 week) employment for Indigenous job seekers.

jobactive is complemented by a number of new programs in which help young Indigenous Australians, Transition to Work, Empowering Youth Initiatives and Youth Jobs PaTH; and Indigenous parents, ParentsNext, to gain skills and find work.

- ▶ Indigenous Outcomes Targets (IOT) sanctions and rewards were applied for the first time in the jobactive contract in April 2017. This resulted in the application of ten business reduction sanctions to eight provider organisations, nine providers being rewarded with additional business for good IOT performance and overall resulted in the movement of around 1450 job seekers.

CLOSING THE GAP – EMPLOYMENT SERVICES PACKAGE

The Australian Government is committing a total of \$55.7 million over five years to implement a new Closing the Gap—Employment Services measure that will focus on achieving parity in employment outcomes between Indigenous and non-Indigenous Australians. The Closing the Gap – Employment Services package outlines measures to increase the number of Indigenous Australians engaged in the labour market and build the capacity of employment services to better connect Indigenous job seekers to jobs.

The package includes:

- ▶ Place-based Approaches. Community-delivered employment services will be piloted in Yarrabah, Queensland.
- ▶ Revitalising employment services for Indigenous Australians. This will provide better targeted and more upfront intensive services to Indigenous job seekers.
- ▶ A voluntary Prison to Work program. This will provide Indigenous prisoners with better support on their release to find employment.
- ▶ Mentoring and more support for Indigenous youth. This will provide pre and post-employment mentoring support, and expand Transition to Work to Indigenous youth aged 15 to 21, including those who have completed high school.

OUR VISION

Our policies and programs drive achieving parity in employment for Aboriginal and Torres Strait Islander peoples, and support the creation of inclusive workplaces where Aboriginal and Torres Strait Islander peoples and culture are valued and recognised as a proud part of a shared national identity.

OUR COMMITMENT

“IT STARTS WITH ME”

The Department is committed to achieving the Government’s priority of getting more Aboriginal and Torres Strait Islander peoples into work, to share equally in our vision of *More Jobs. Great Workplaces.* by:

- ▶ building the knowledge and cultural capability of all employees
- ▶ supporting the recruitment and career development of our Indigenous employees
- ▶ delivering policies and programs that achieve strong outcomes for Indigenous Australians.

Reconciliation matters. Reconciliation is gained by individuals who take on their own reconciliation journey and share learnings and experiences with others. Reconciliation matters to all of our employees. It matters that we are all treating each other with respect and honesty and are working together to achieve a common goal. It matters to our senior leaders that Aboriginal and Torres Strait Islander peoples can find work to support their families in a workplace that values their history, culture, skills and life experience.

The Department continues to make a deliberate effort to connect Indigenous Australians to work and to grow and foster our own Indigenous workforce at all levels. We are strengthening our foundation of reconciliation by committing to take practical actions over the next three years.

OVER THE NEXT THREE YEARS, OUR PRIORITIES ARE:



More Jobs. Great Workplaces: for Indigenous Australians

Support the Government’s target of halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade (by 2018).



Inclusive work environment: cultural capability and reconciliation

Support our employees in their reconciliation journey and the development of their cultural capability through shared learning, celebration and unity.



Foster careers: career development and retention of our Indigenous workforce

Support our Aboriginal and Torres Strait Islander employees to build on their skills and knowledge to pursue career opportunities.



Recruit with ease

Support our managers to attract talented Aboriginal and Torres Strait Islander peoples through respectful and inclusive recruitment practices.



Increase our business with Indigenous Suppliers

Continue to be leaders in supporting Indigenous procurement by engaging with more Indigenous owned and managed businesses into the future.

OUR ACHIEVEMENTS SO FAR



Story and visual representation is critical to cultural continuity and supporting the reaffirmation of Aboriginal and Torres Strait Islander traditions and values. The Department proudly displays the Aboriginal and Torres Strait Islander flags in all of our offices, and in National Office Indigenous artwork is displayed as a powerful visual representation of the Department's Indigenous Staff Network and the commitment to an inclusive and diverse workplace.

- ▶ **39,000** Indigenous job seekers started in jobactive
- ▶ **22,450** Indigenous job seekers found work
- ▶ **12,650** Indigenous job seekers started in a Work for the Dole activity
- ▶ over **1,700** Indigenous youth started in the Transition to Work Program

*Data for the financial year 2015-16



Initiatives to support the recruitment, retention and career development of Indigenous employees

Career focused programs such as job shadowing, co-mentoring and career coaching introduced in 2015 demonstrates to prospective employees that the Department is actively taking steps towards achieving reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community. These programs are also paramount to supporting our existing employees who are committed to their professional development, interested in learning from other peoples' successes and applying their learnings to reach their career goals. The initiatives are representative of the Department's commitment to the actions within the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018.



Supporting Indigenous businesses

We have strengthened our procurement policies to maximise Indigenous employment and supplier opportunities. As a result, the Department met the 2015-16 financial year Commonwealth Indigenous Procurement Policy (IPP) target of three per cent. The Department awarded an impressive 58 contracts to Indigenous suppliers which resulted in just under four per cent of total contracts being awarded to Indigenous suppliers.



Stretching our knowledge and understanding

Many employees continue to build their cultural awareness beyond the foundation level. The workshops and cultural experiences listed below provided opportunities for employees to extend their cultural understanding and knowledge.

- ▶ Jawun Australian Public Service Secondment Program (Jawun)
- ▶ Local cultural tours
- ▶ National Museum of Australia guided tour
- ▶ celebrating National Reconciliation Week and NAIDOC week
- ▶ job shadowing and mentoring



WHAT WE HAVE LEARNED

The launch of the Department's first Reconciliation Action Plan (RAP) in September 2014 was a significant step that enabled us to publicly declare our commitment to reconciliation. Over the last two years many of our employees have been involved in turning our commitments into actions. This has taught us many valuable lessons that we can now apply over the next three years as we continue our reconciliation journey together.

THE IMPORTANCE OF WORKING TOGETHER

We understand the importance of our people working together to achieve a shared goal. In the Department innovation is a strong focus. Openly collaborating through sharing information, trusting, and learning from people inside and outside our workplace, results in the best ideas.

This RAP was developed using the principle of innovation for collaboration across the Department. We worked in short periods (sprints) of 10 days adopting the principles of user centred design. We challenged ourselves by asking difficult questions and brought a diverse group of employees together to develop the RAP.

The RAP Working Group provided the vision and authority to oversee the development of the RAP and continues to monitor the ongoing commitments in the RAP 2014-2016. The RAP Working Group is responsible for reporting on the RAP's actions and meets at least four times a year.

Members of the RAP Working Group are made up of Senior Executive Staff Band 1 representatives from our three key work areas, Employment, Corporate, and Workplace Relations and Economic Strategy, and includes a representative from the Indigenous Staff Committee and the Department's Indigenous Leader. The RAP Working Group membership is in Annexure A. The Working Group is chaired by the

Department's Indigenous Champion and the deputy chair is Group Manager of People and Communication. It reports twice a year to the Department's Executive through the People and Capability Committee.

The Department also has a dedicated team led by the Department's Senior Indigenous Advisor to support reconciliation in the Department. This strengthens our commitment to reconciliation and fostering our Aboriginal and Torres Strait Islander employees.

COMMITMENT BY SENIOR LEADERS

Over the past two years we have learned the importance of the role that senior leaders play in encouraging our commitment to reconciliation at all levels. Aboriginal and Torres Strait Islander employees expect our senior leaders to have a solid understanding and awareness of their culture, and the capability to work with them in a culturally appropriate way. It is also important for senior leaders to support our Indigenous employees by providing a work environment that is culturally safe and one in which their skills and life experience are valued.

The Executive demonstrate their unwavering commitment to reconciliation through governance structures, providing support to our Indigenous workforce, and setting an expectation that all senior leaders work to build an inclusive workplace for Aboriginal and Torres Strait Islander employees. The Executive also adds their personal touch to supporting reconciliation by talking with Indigenous employees, listening to their stories, and seeking ways to increase their own cultural capability.



WE HAVE A GOOD STORY TO TELL

We have raised the Department's profile and visibility within Indigenous Australia to attract, retain and foster Aboriginal and Torres Strait Islander employees.

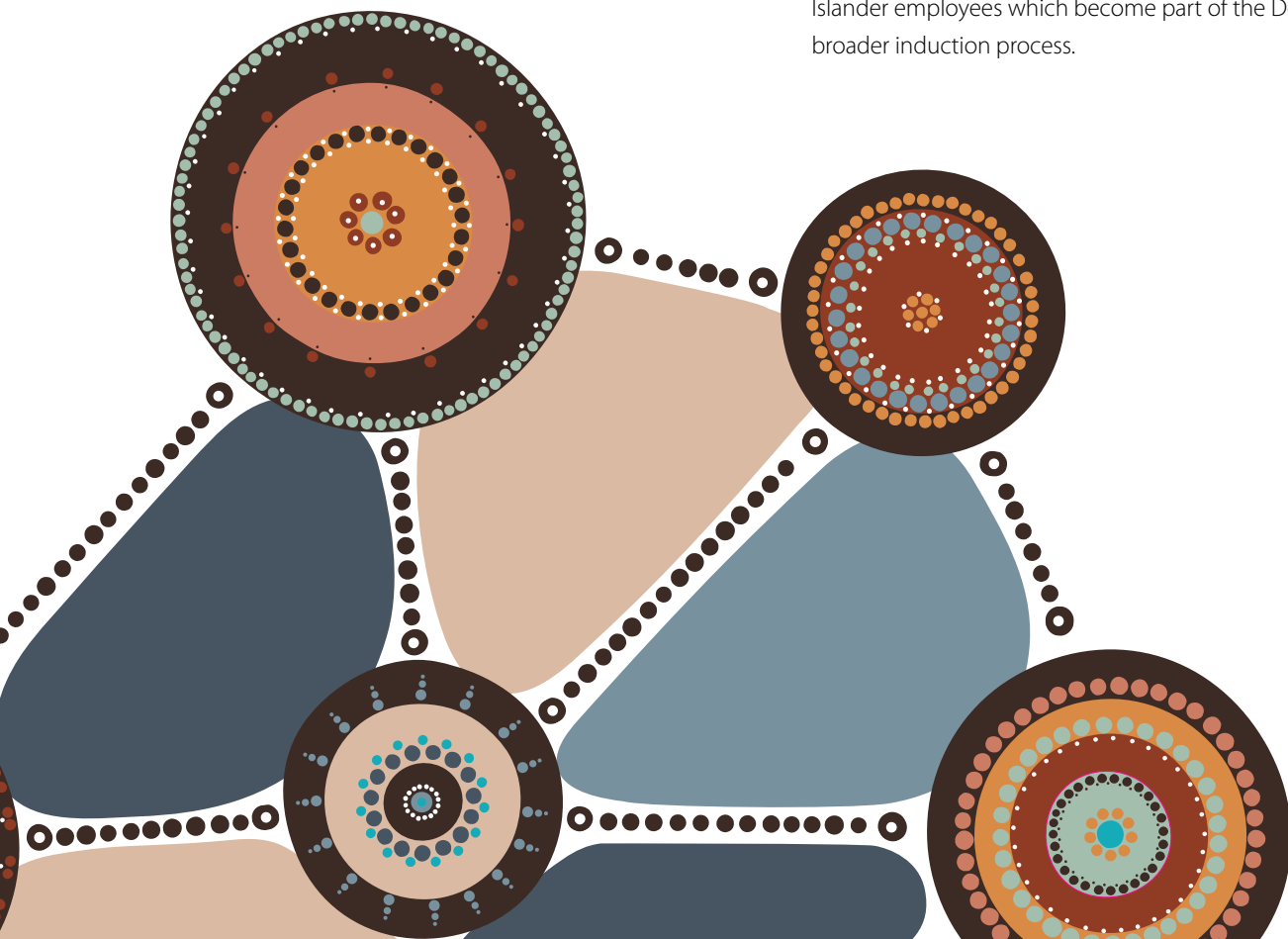
Over the past two years the Department has raised its profile and visibility within the Indigenous Australian context to encourage more Aboriginal and Torres Strait Islander peoples to consider a career with us. The Department developed an Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018, which signals to Indigenous Australians that growing and developing our Indigenous workforce is our focus and priority. Improved employment opportunities within the Department for Aboriginal and Torres Strait Islander peoples are continually being realised through our targeted recruitment activities.

Recognition that the past 12 months laid the foundation for success into the future for reconciliation in the Department.

We encourage and support all employees to stretch their knowledge and understanding of Aboriginal and Torres Strait Islander peoples' histories and cultures. Employees have demonstrated their understanding every day by making culturally informed decisions and approaches to their work. We are proud of the progress we have made in our journey towards greater reconciliation and we celebrate this progress because it has laid the foundation for reconciliation in the Department into the future.

Keeping our Stretch RAP actions manageable, achievable and realistic to help maintain motivation and momentum.

We have made significant progress against the Stretch actions by refreshing our Aboriginal and Torres Strait Islander Cultural Protocols, achieving our Commonwealth Indigenous Procurement Policy target for 2015-2016, and introducing an onboarding process for all new Aboriginal and Torres Strait Islander employees which become part of the Department's broader induction process.





▶ **Rob Willmetts**
Indigenous Leader
Branch Manager,
Employer Mobilisation



▶ **Greg Manning**
Indigenous Champion
Group Manager,
Youth and Programmes



▶ **Lisa Charles**
Senior Indigenous Advisor
Director,
People Branch

SUPPORTING OUR INDIGENOUS WORKFORCE AND RECONCILIATION

Our **Indigenous Leader** jointly chairs the Indigenous Staff Committee, participates in key governance committees, supports our Aboriginal and Torres Strait Islander employees, and advises the Executive on matters of importance to the employees.

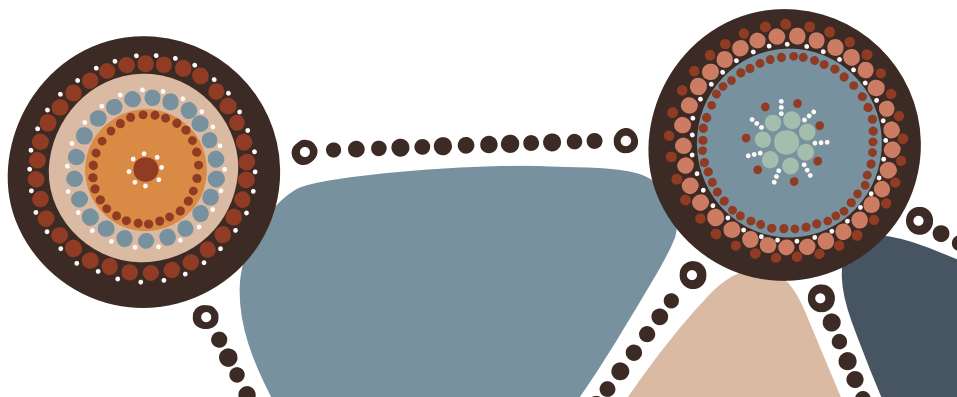
The Department’s **Indigenous Champion** chairs the Department’s RAP Working Group and provides strong leadership around reconciliation and to help the Department be more inclusive of Aboriginal and Torres Strait Islander peoples. The Indigenous Champion also has an external role in whole-of-government approaches to Indigenous employment. These two positions are supported by a **Senior Indigenous Advisor** and work together to strengthen our Department’s effort to advance the cause of reconciliation.

Our **Indigenous Staff Committee** has two important roles: to provide advice and consultation to the Department on matters affecting Aboriginal and Torres Strait Islander employees; and to provide a way to raise issues of concern with the Department’s Executive through the People and Capability Committee. Comprised of Aboriginal and Torres Strait Islander employees from across the Department, the committee

started work in April 2014. The committee provides advice and direction on the initiatives in the RAP, including how best to target our efforts to help the Department remain an employer of choice for Indigenous Australians and to ensure ‘Indigenous business is our business’.

The **RAP Supporters Network** is an opportunity for all employees to build and maintain mutually respectful relationships with Aboriginal and Torres Strait Islander peoples in the Department. Its role is to encourage employees in the Department to promote reconciliation at the local level by:

- ▶ assisting with organising events for National Reconciliation Week, NAIDOC Week and other initiatives throughout the year
- ▶ sharing information about reconciliation activities with people in their work areas and encouraging everyone to be involved
- ▶ sharing good news stories with the rest of the Department about any activities or initiatives that people in their work area have taken part in to support reconciliation.





RELATIONSHIPS

At the heart of reconciliation are respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. We will continue to make Indigenous business our business by nurturing relationships between the Department and Indigenous Australians ensuring alliances are built on a foundation of trust and respect, which is free from discrimination.

CASE STUDY

Indigenous Jobs Expo

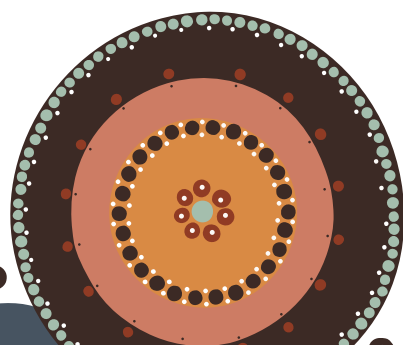
During National Reconciliation Week in 2016, the Department's Western Australian State Office, in collaboration with the Labour Market Strategy Group and jobactive providers, held an Indigenous jobs expo. The expo's focus was to increase the participation of Indigenous Australians in employment and provide a valuable opportunity for job seekers and employers to engage, learn and connect.

The expo was an overwhelming success, with more than 350 Indigenous job seekers engaging with 30 employers seeking to fill around 100 vacancies. Job seekers were given detailed information about a range of industries and vacancies in the Perth area. Employers conducted informal interviews, assessed résumés and observed the soft skills and presentation of job seekers.

Special guest David Wirrpanda spoke about his career path as a professional footballer and the importance of never giving up the fight for a meaningful job. The expo demonstrated the importance of drawing on internal and external alliances to address the more challenging elements of the Department's strategic agenda. This resulted in 32 direct placements and 39 indirect placements being made in a very soft labour market.

Photo above left: Job seekers and employers participating in the Indigenous jobs expo.

Photo above right: In collaboration with the Labour Market Strategy Group and jobactive providers, the Perth Office arranged an Indigenous Jobs Expo to assist Indigenous job seekers into employment. An Indigenous dance performance by Moorditj Mob from Wesley College featured at the event.



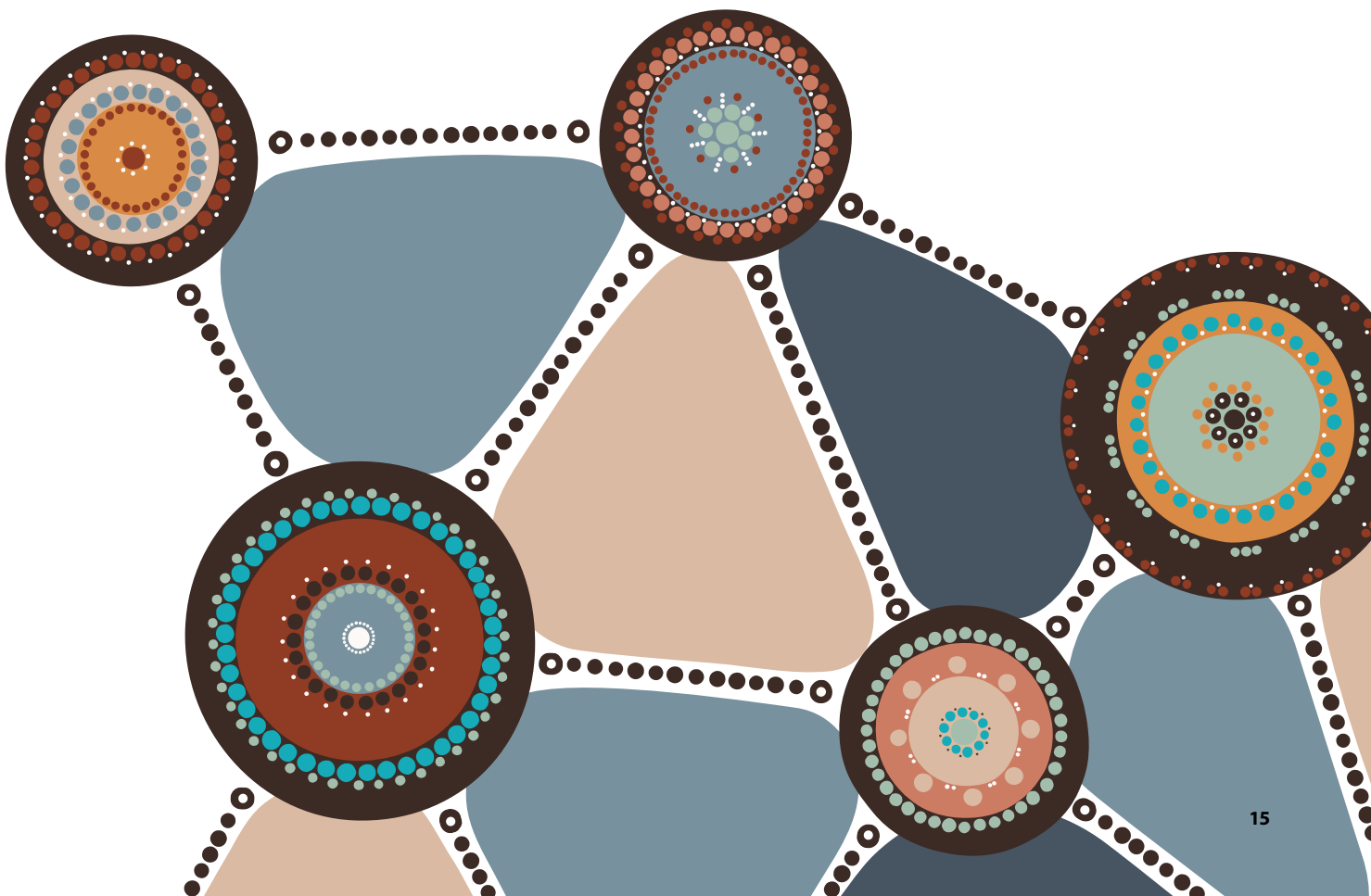
RELATIONSHIPS ACTIONS

SUPPORT THE IMPLEMENTATION OF THE RAP

What we want to do:	Continue the journey of reconciliation.
How we will do this:	<p>The Reconciliation Action Plan Working Group looks for ways to foster reconciliation across the workplace and provides strategic advice to the Executive on how to achieve our vision for reconciliation. Our Indigenous Champion is the Chair of the RAP Working Group and leads the way on reconciliation within the Department.</p> <p>RAP Working Group</p> <ul style="list-style-type: none"> ▶ oversees the development, endorsement and launch of the RAP ▶ monitor and report on the implementation of the RAP ▶ members will champion key reconciliation projects in the RAP ▶ continue to ensure there are Aboriginal and Torres Strait Islander employees on the RAP Working Group ▶ maintain the Indigenous Champion position description to include a strong focus and leadership on reconciliation ▶ maintain a terms of reference for the RAP Working Group ▶ seek external peer advice, including from Reconciliation Australia, at least once each year regarding the quality of RAP implementation and any proposed new actions. <p>Indigenous Staff Committee</p> <ul style="list-style-type: none"> ▶ provide advice to the Department's Executive through the People and Capability Committee ▶ maintain a terms of reference for the Indigenous Staff Committee. <p>Continuing our Commitment to Reconciliation</p> <p>We will work with Reconciliation Australia to develop a new Reconciliation Action Plan based on learnings, challenges and achievement. This includes providing Reconciliation Australia draft plans for formal review and endorsement.</p> <p>We will publish the new Reconciliation Action Plan on the Reconciliation Australia website.</p>
When we will do this:	<p>RAP Working Group and Indigenous Staff Committee will meet at least quarterly in February, May, August and November each year.</p> <p>Progress reports on the RAP will be provided to the Executive in April and August each year.</p> <p>Development of the new Reconciliation Action Plan to commence in July 2019.</p>
Who is responsible:	<p>RAP Working Group – Indigenous Champion</p> <p>Indigenous Staff Committee – Indigenous Leader</p> <p>Continuing our Commitment to Reconciliation – Group Manager, People and Communication</p>

NATIONAL RECONCILIATION WEEK

What we want to do:	Recognise and celebrate National Reconciliation Week.
How we will do this:	<p>Organise, host and promote at least three National Reconciliation Week events across our National Office and state and regional offices.</p> <p>Register our National Reconciliation Week events with Reconciliation Australia.</p> <p>Promote public National Reconciliation events encouraging employees and senior leaders to recognise and celebrate reconciliation.</p> <p>We will involve local Aboriginal and Torres Strait Islander organisations and community members in our National Reconciliation Week events by invitation to participate in events and/or run events showcasing Aboriginal and Torres Strait Islander culture.</p> <p>Fundraising efforts throughout National Reconciliation Week to benefit one Indigenous organisation or charity each year.</p> <p>We will showcase our National Reconciliation Week events in our annual RAP Progress Report.</p>
When we will do this:	27 May – 3 June annually
Who is responsible:	<p>National Office activities – Group Manager, People and Communication</p> <p>State and regional office activities – Group Manager, Delivery and Engagement</p>

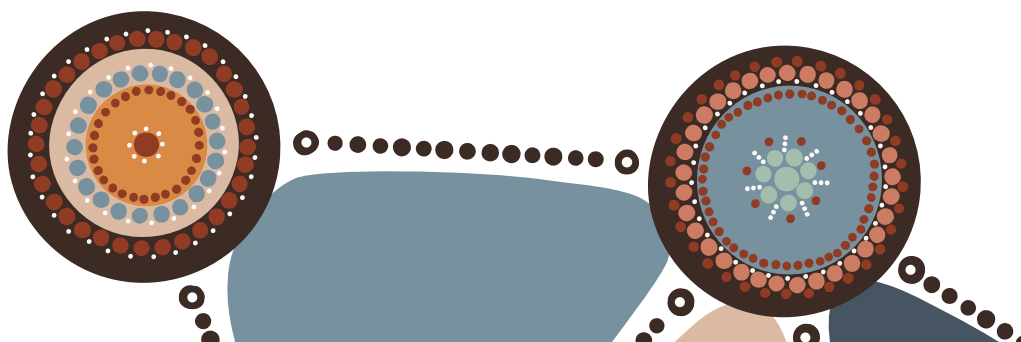


BUILD LOCAL CONNECTIONS

What we want to do:	Foster relationships with Aboriginal and Torres Strait Islander organisations and communities.
How we will do this:	<p>We will develop an Indigenous Engagement Strategy to provide a roadmap on how to further build the Department's profile with Aboriginal and Torres Strait Islander communities as an employer of choice and to grow our cultural capability across our workforce.</p> <p>Our Delivery and Engagement Group will work a range of stakeholders to share information about and support reconciliation, including:</p> <ul style="list-style-type: none"> ▶ Aboriginal and Torres Strait Islander peak bodies such as Land Councils ▶ Like-minded networks within the Australian Public Service ▶ Indigenous advocacy groups ▶ Indigenous service providers (such as the David Wirrpanda Foundation) <p>We will develop two effective partnerships with our stakeholders to identify common approaches and strategic opportunities when implementing policies and programs focusing on Indigenous Australians.</p> <p>We will run a Skilled Volunteering Program that matches the skills of our employees to projects in Indigenous businesses, organisations and local initiatives. In 2017 at least six Indigenous organisations are part of the Skilled Volunteering Program and we will increase the number of Indigenous businesses and organisations by two each year.</p> <p>We will investigate expanding the Skilled Volunteering Program to at least one State office or regional office each year.</p> <p>We commit to establishing two formal two-way partnerships over the life of this plan, to build capacity in Aboriginal and Torres Strait Islander organisations and support our employees' cultural learning journey.</p> <p>We will sponsor at least two places on the Jawun APS Secondment Program each year.</p> <p>Our Western Australia (WA) Office will take the lead to develop a bilateral relationship with a significant Indigenous leader and establish a mentoring affiliation to assist the journey of reconciliation. This mentoring affiliation will support our reconciliation journey by providing advice on cultural engagement when conducting our business.</p> <p>We will look for opportunities across our state and regional offices to build relationships based on the WA experience.</p> <p>We will highlight the WA State Office mentoring affiliation in our annual RAP Progress Report September each year.</p>
When we will do this:	<p>We will develop an Indigenous Engagement Strategy by September 2018.</p> <p>We will review the Skilled Volunteering Program October each year.</p> <p>The Delivery and Engagement Group will share their learnings with the RAP Working Group in May and August each year.</p>
Who is responsible:	<p>Indigenous Engagement Strategy – Indigenous Champion.</p> <p>Work by the Delivery and Engagement Group – Group Manager, Delivery and Engagement.</p> <p>Skilled Volunteering Program – Project Lead, RAP Working Group.</p> <p>Jawun Program – Group Manager, People and Communication.</p>

PROMOTE RECONCILIATION

What we want to do:	Share our reconciliation journey with others and spread the word about reconciliation.
How we will do this:	<p>We will develop and maintain an engagement plan and communications strategy outlining how we will promote reconciliation within our workplace.</p> <p>An annual RAP Working Group message will be sent in February each year.</p> <p>We will promote joining our RAP Supporters Network. The RAP Supporters Network assist in organising events for National Reconciliation Week, NAIDOC week and other initiatives; and share good news stories that support reconciliation.</p> <p>The Secretary's Achievement Awards include an award that recognises an individual or a team who has contributed to creating a positive and inclusive workplace by demonstrating a commitment to the principles of reconciliation.</p> <p>We will hold at least one reconciliation themed Happy Hour each year with proceeds from fundraising being donated to an Aboriginal and Torres Strait Islander organisation or charity.</p> <p>All business areas are invited to submit at least one action or activity that promotes reconciliation specific to their work area each year.</p> <p>Our business planning process will include actions by business areas to achieve commitments in the RAP, business areas across the Department will be accountable to our Executive.</p> <p>We will include implementation, review and monitoring of the RAP into the Delivery and Engagement Group's Governance Framework.</p>
When we will do this:	<p>Communications Strategy will be developed by June 2018 and will be refreshed in December each year.</p> <p>Department of Employment Business Plan process is in May each year.</p> <p>The Secretary's Achievement Awards ceremony is in September each year.</p> <p>Happy Hours held between May and July each year.</p>
Who is responsible:	<p>Group Manager, People and Communication is responsible for:</p> <ul style="list-style-type: none"> ▶ input into the Annual Report process and Business Plan process ▶ the Secretary's Achievement Awards ▶ providing corporate support to business areas reconciliation activities <p>Indigenous Champion is responsible for:</p> <ul style="list-style-type: none"> ▶ Reconciliation communications strategy ▶ Department of Employment's annual RAP Progress Report ▶ RAP internal messaging <p>Happy Hours - Department Social Club</p> <p>Department's Business Plan process – Group Manager, Finance, Legal and Governance</p> <p>Work by the Delivery and Engagement Group – Group Manager, Delivery and Engagement</p>





RESPECT

Respect for Aboriginal and Torres Strait Islander peoples' rights, histories and cultures foster harmonious relationships and acceptance of all peoples. We will demonstrate our commitment to a shared national identity by growing and nurturing our Indigenous workforce and supporting all employees in their journey towards developing a deeper more meaningful understanding of Indigenous Australian cultures. It is important to us that our programs are delivered in way that respects Aboriginal and Torres Strait Islander peoples and culture.

CASE STUDY

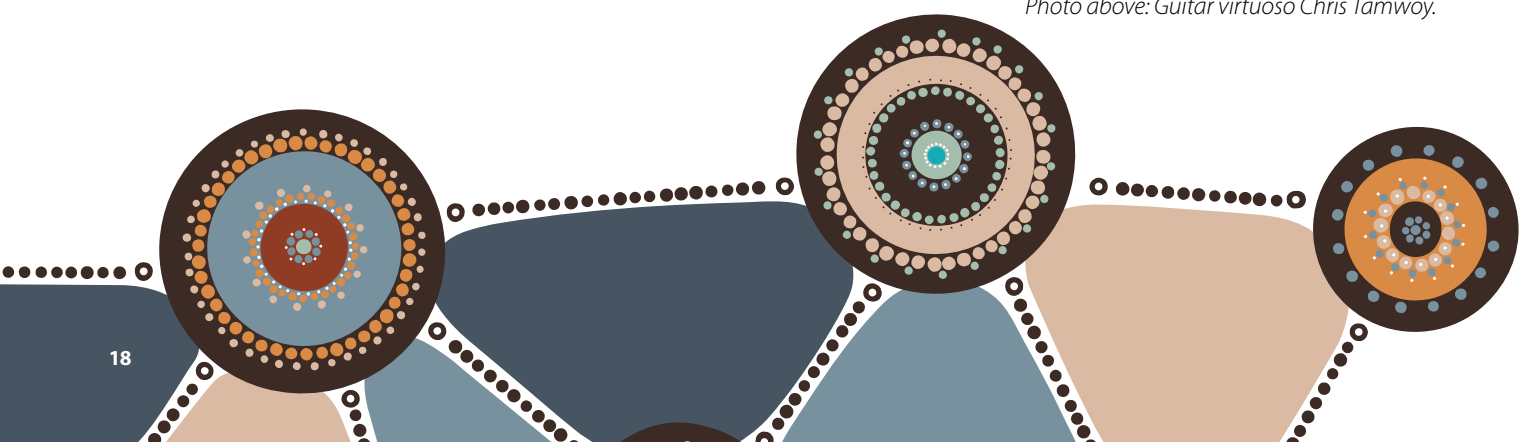
NAIDOC Week

Songlines: The living narrative of our nation was the 2016 NAIDOC Week theme with the Department celebrating in style across the country. Songlines are how verbal traditions and knowledge are passed on through songs, art, dance and ceremony. The theme embraces cultural memory webs—intricate maps in the mind that carry spiritual, ecological, economic and cultural knowledge between people across Australia.

Guitar virtuoso Chris Tamwoy created good vibes at the NAIDOC Week National Office event on 5 July 2016, captivating staff with his distinctive guitar playing style. The recorded event also featured the annual Flag Bearing Ceremony respectfully represented by Indigenous and non-Indigenous staff.

Deputy Secretary Martin Hehir welcomed staff and guests to the Department to the celebration of unity between Australian Aboriginal and Torres Strait Islander cultures and spoke about his recent participation in the Jawun Executive Leadership Program in the West Kimberley region of Western Australia.

Photo above: Guitar virtuoso Chris Tamwoy.



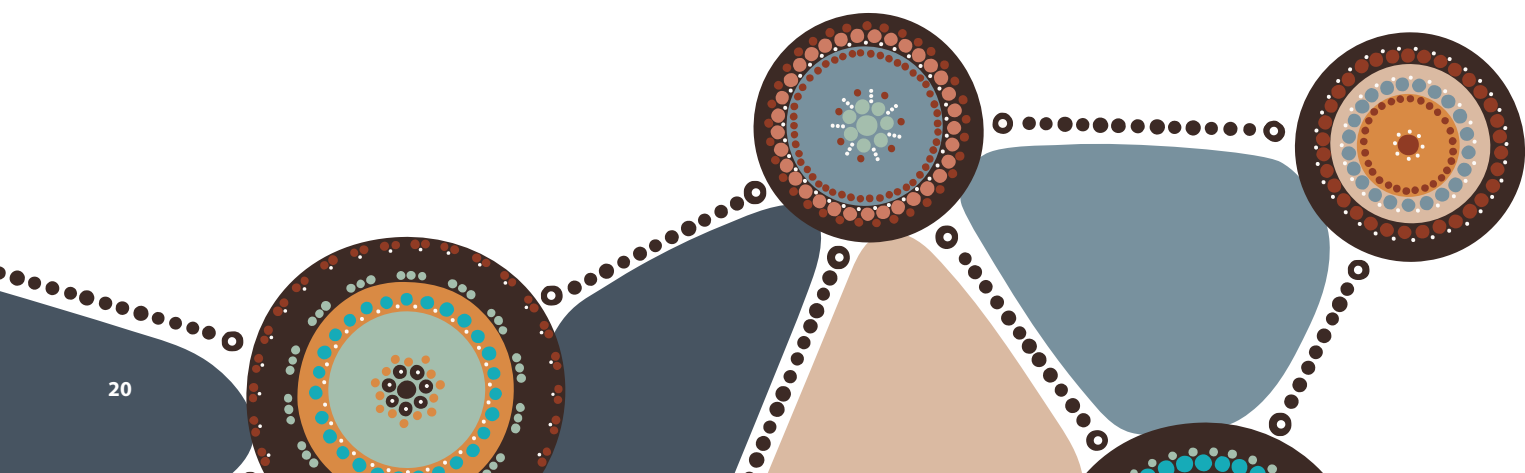
RESPECT ACTIONS

CREATING AN INCLUSIVE WORK ENVIRONMENT

<p>What we want to do:</p>	<p>Our people are working in a culturally appropriate way in their day-to-day work.</p>
<p>How we will do this:</p>	<p>We will develop an Aboriginal and Torres Strait Islander Cultural Learning Strategy that offers all employees a range of cultural activities to support foundation and advance skills development that are practical, innovative and accessible.</p> <p>We will use the Commonwealth Aboriginal and Torres Strait Islander Cultural Capability Framework as a guide to:</p> <ul style="list-style-type: none"> ▶ inform the Department’s Aboriginal and Torres Strait Islander Cultural Learning Strategy ▶ develop observable work behaviours in our performance framework ▶ self-assess our own cultural capability ▶ refresh recruitment process and supporting documents. <p>Cultural Activities</p> <p>55 per cent of employees, over three years, will complete Core Cultural Learning: Aboriginal and Torres Strait Islander Australia e-learning module for Commonwealth Agencies (CORE).</p> <p>One third of all employees will undertake cultural workshops and learning activities over three years.</p> <p>At least one employee each year will undertake cultural immersion learning activities.</p> <p>We will look at practical ways to increase the take up of CORE and cultural immersion learning activities.</p> <p>We will refresh our Department’s induction training suite to include CORE. All new employees will undertake CORE as part of induction.</p> <p>We will ensure our supervisors and managers of our Aboriginal and Torres Strait Islander employees undertake CORE and are offered further opportunities to build their cultural capability.</p> <p>We will ensure our RAP Working Group members complete CORE and are offered further opportunities to build their cultural capability.</p> <p>Senior Executive Leaders</p> <p>Our Senior Executive Leaders, including RAP Working Group members are accountable for taking action to continue their cultural learning, knowledge and understanding of contemporary issues facing Aboriginal and Torres Strait Islander peoples.</p> <p>Cultural learning, knowledge and understanding of contemporary issues facing Aboriginal and Torres Strait Islander employees will feature in all Senior Executive Leaders performance agreements.</p>
<p>When we will do this:</p>	<p>We will achieve our targets under Cultural Activities by March 2020.</p> <p>We will refresh our induction training package by December 2017.</p> <p>We will implement actions to increase the take up of CORE and cultural immersion learning activities by June 2019.</p> <p>Observable work behaviours on cultural competency will be available for all employees to use by June 2019.</p> <p>The Aboriginal and Torres Strait Islander Cultural Learning Strategy will be place by June 2018 and reviewed by June 2019.</p>
<p>Who is responsible:</p>	<p>Cultural Activities and Aboriginal and Torres Strait Islander Cultural Learning Strategy – Group Manager, People and Communication</p> <p>Work by Senior Executive Leaders – Executive Committee</p>

RAISE THE PROFILE OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES IN OUR WORKPLACE

<p>What we want to do:</p>	<p>Our people show their respect and appreciation for Indigenous culture.</p>
<p>How we will do this:</p>	<p>Indigenous Cultural Protocols</p> <p>We will ensure our Aboriginal and Torres Strait Islander Cultural Protocols document is current, relevant to various locations of our offices, and promoted throughout the Department at least twice a year.</p> <p>For all major departmental events we will invite a local Traditional Owner to provide a Welcome to Country. We will maintain and review a list of key contacts for organising a Welcome to Country.</p> <p>A Traditional Owner will be invited to perform a Welcome to Country at the following internal events:</p> <ul style="list-style-type: none"> ▶ National Reconciliation Week All Staff event ▶ NAIDOC Week All Staff event ▶ Graduate Program Orientation and Welcome event <p>All employees including senior leaders will provide Acknowledgement of Country at all public events.</p> <p>For all important internal meetings all employees will include an Acknowledgement of Country. We will provide every senior executive and Executive Level 2 manager with an Acknowledgement to Country card.</p> <p>We will display an Acknowledgement of Country plaque in our National and state offices.</p> <p>Visibility of Aboriginal and Torres Strait Islander culture</p> <p>We will embrace the diverse and rich Aboriginal and Torres Strait Islander culture within the Department by inviting Aboriginal and Torres Strait Islander employees to share information about their heritage, featuring regions where employees have connections.</p> <p>We will showcase our Aboriginal and Torres Strait Islander employees' information about their culture and regions each month the Employment WRap, the Department's monthly internal publication.</p> <p>We will implement one way of increasing Indigenous culture through stories, language and art in our physical work locations, virtual workspaces and communication channels each year.</p> <p>Ideas include:</p> <ul style="list-style-type: none"> ▶ RAP Journey Exhibit ▶ Aboriginal and Torres Strait Islander flags displayed in all office buildings ▶ Indigenous art on business cards, virtual desktops, signature blocks, stationary ▶ Indigenous music used for phone hold, internal events where appropriate.
<p>When we will do this:</p>	<p>Aboriginal and Torres Strait Islander Protocols refreshed by June each year.</p> <p>Acknowledgement to Country cards will be distributed and plaques in place by December 2017.</p> <p>Visibility of Aboriginal and Torres Strait Islander culture by May 2020.</p>



Who is responsible:	<p>Indigenous Cultural Protocols</p> <p>Aboriginal and Torres Strait Islander Protocols – Indigenous Leader</p> <p>Acknowledgement and Welcome to Country – Indigenous Champion</p> <p>Acknowledgement of Country plaques – Group Manager, Technology Services</p> <p>Visibility of Aboriginal and Torres Strait Islander culture</p> <p>Increasing Indigenous culture through stories, language and art – Indigenous Staff Committee</p> <p>Employment WRap articles – Indigenous Staff Committee</p> <p>General Support</p> <p>All activities supported by People and Communication Group</p>
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SUPPORT THE CULTURAL NEEDS OF ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES

What we want to do:	<p>Celebrate NAIDOC Week.</p> <p>Support our Aboriginal and Torres Strait Islander employees to learn more about their own culture.</p>
How we will do this:	<p>Continue to support Aboriginal and Torres Strait Islander employees to attend cultural activities associated with their culture up to two days per year (as specified in the Department of Employment Enterprise Agreement 2016 -2019).</p> <p>Send at least two targeted messages to managers and senior leaders of our commitment to support Aboriginal and Torres Strait Islander employees attending cultural activities associated with their culture and information in the Enterprise Agreement 2016 -2019 that relates to leave provisions to attend cultural activities.</p> <p>We will provide Aboriginal and Torres Strait Islander employees with the opportunity to further strengthen their understanding of their own individual cultural heritage as learning and development in their performance agreements.</p> <p>We will support the cultural needs of Aboriginal and Torres Strait Islander employees in our learning and development suite.</p> <p>NAIDOC Week</p> <p>Hold at least one internal NAIDOC Week event in all offices each year, consulting the local Indigenous community where our offices are located.</p> <p>Promote public NAIDOC Week events encouraging employees and senior leaders to recognise and celebrate Aboriginal and Torres Strait Islander cultures.</p> <p>Sponsor a NAIDOC Award at the ACT NAIDOC Ball for the next two years and provide opportunities for our senior leaders, Aboriginal and Torres Strait Islander employees and local Indigenous organisations to network at the Awards ceremony.</p> <p>We will involve local Aboriginal and Torres Strait Islander organisations and community members in our NAIDOC Week events by invitation to participate in events and/or run events showcasing Aboriginal and Torres Strait Islander culture.</p> <p>Fundraise throughout NAIDOC Week to benefit one Aboriginal and Torres Strait Islander organisation or charity each year.</p>
When we will do this:	<p>Targeted communication sent in April and proceeding NAIDOC week each year.</p> <p>Review our learning and development suite to support the cultural needs of Indigenous employees by 30 June each year.</p> <p>NAIDOC Week is held the first week of July each year.</p>
Who is responsible:	<p>Indigenous Leader in consultation with Indigenous Staff Committee</p>



OPPORTUNITIES

Recognising the unique life experiences of Aboriginal and Torres Strait Islander employees opens the door to acceptance and equality. We have an unwavering focus on supporting our Aboriginal and Torres Strait Islander employees to build on their existing skills and knowledge, reach their goals and have a rewarding and fulfilling career at the Department.

CASE STUDY

2016 Secretary's Achievement Awards

It was a full house in our National Office when the Secretary announced the winners of the 2016 Secretary's Achievement Awards.

The Secretary's Achievement Award winner for Diversity was Vincent Fecondo for his work in procurement to support the Department to achieve its Indigenous procurement target. Vincent put forward the proposal for the Department to engage KULBARDI Australia to supply the Department with sit/stand desks. This significantly contributed to the Department reaching the Commonwealth's Indigenous Procurement Policy (IPP) target and has provided an Indigenous business with the opportunity to grow, employ more people and drive Indigenous economic growth.

The IPP commenced on 1 July 2015. Commonwealth departments and agencies have a set target to increase procurement with Indigenous suppliers to three per cent by 2020.

The Department is very proud to be leaders in supporting Indigenous procurement and look forward to engaging with more Indigenous owned and managed businesses in the future.



CASE STUDY

Aboriginal and Torres Strait Islander employees workshop

The Department held its second Aboriginal and Torres Strait Islander employees workshop in 2016. The workshop complements the career focused programs for Indigenous employees in the Department including job shadowing, co-mentoring and career coaching. The workshop is an opportunity for the Executive to explore strategies to grow our Indigenous workforce, identify opportunities and foster careers and collectively celebrate the successes of, and learn about the challenges faced by, Indigenous employees.

The Secretary and Deputy Secretary, Martin Hehir enjoyed the opportunity to speak directly to employees about the Department's commitment to the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 and the importance of building respectful, inclusive and valuable relationships across the Department between Indigenous and non-Indigenous employees.

The Department's senior leaders and Indigenous employees shared another unique opportunity to progress reconciliation during a tour of the National Museum of Australia landmark exhibition, Encounters: Revealing Stories of Aboriginal and Torres Strait Islander Objects from the British Museum.

The exhibition showcased 151 rare, early Aboriginal and Torres Strait Islander objects from the British Museum's Indigenous Australian collection. The experience provided employees with the opportunity to learn more about Aboriginal and Torres Strait Islander cultures.

Photo below: Members of Indigenous Staff Network.



ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT AND CAREER PLAN 2016-2018

VISION OF THE EMPLOYMENT AND CAREER PLAN

Our Department thinks differently about how we connect Aboriginal and Torres Strait Islander peoples to careers in the Department; how we grow and foster our Indigenous workforce; and how we create an inclusive work environment that contributes to achieving our Strategic Priority - People are at the core of our business.

OUR PRIORITIES

Under the Aboriginal and Torres Strait Islander Employment and Career Plan our Department will take action across five key areas. Our priorities support and add value to the Department's Reconciliation Action Plan and the Commonwealth's Aboriginal and Torres Strait Islander Employment Strategy.

Our priorities will evolve and change as we continue to build and foster the Aboriginal and Torres Strait Islander workforce and our workplace culture of inclusiveness expands.



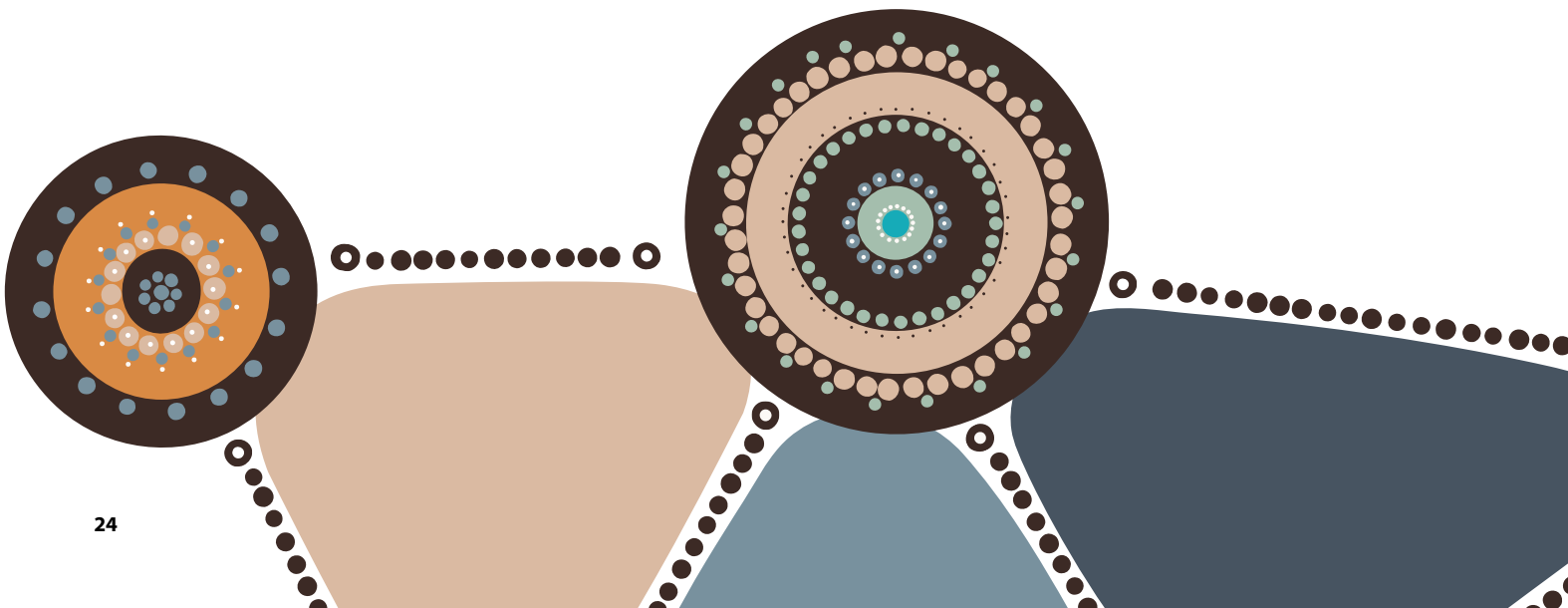
1. TELL OUR STORY

Spreading the word that the Department is a great place to work for Aboriginal and Torres Strait Islander employees

The Department of Employment has an exciting story to tell prospective Aboriginal and Torres Strait Islander peoples. Surveys tell us that staff have high levels of engagement with colleagues and their work, and in important areas like leadership and workplace culture staff rate our Department highly.

Through the work we do the Department helps many Indigenous Australians preparing and looking for work. For example, jobactive, the Australian Government's employment services system, has a positive impact on families and young people across the country. To help us in this task we draw on the skills, capability and unique life experience of our Aboriginal and Torres Strait Islander employees.

We plan to be more active in telling the Department's positive story to encourage more Aboriginal and Torres Strait Islander peoples to consider a career with us.





2. SEEK EMERGING TALENT

Paving the way for prospective Aboriginal and Torres Strait Islander employees

We will offer opportunities for Aboriginal and Torres Strait Islander students and graduates to get to know the Department early in their career. At the same time, our entry level programs continue to help grow our Indigenous workforce and future leaders. We are guided by our vision of being an employer of choice of Aboriginal and Torres Strait Islander peoples, and we place unwavering focus on supporting excellence, high performance and leadership. This represents our culture and our strategic direction in the Department.



3. RECRUIT WITH EASE

Helping work areas find talented Aboriginal and Torres Strait Islander staff

We will make it easy to employ Aboriginal and Torres Strait Islander employees with the right skills and capabilities to fit the Department's individual work areas. Trialling different recruitment methods to attract prospective Aboriginal and Torres Strait Islander candidates will improve the Department's chances of progressing Indigenous careers across all levels.



4. FOSTER CAREERS

Supporting our Aboriginal and Torres Strait Islander employees to build on their existing skills and knowledge to pursue career opportunities

Aboriginal and Torres Strait Islander employees are empowered to develop their careers in a supportive and inclusive environment. The Department actively supports the career aspirations of all our people, whatever their role or ambition. Our investment in our employees' career and development is the number one way we aspire to differentiate ourselves from other employers.

We will develop tools to support ongoing and meaningful development discussions, career opportunities, career conversations, cutting edge leadership development, professional networking and diverse learning programs.

We are passionate about encouraging mobility across the Department. By fostering careers we create development opportunities far beyond the reach of just one function. We will do this with the intent to assist Aboriginal and Torres Strait Islander peoples redefine their talents to realise the full potential of their career with us.

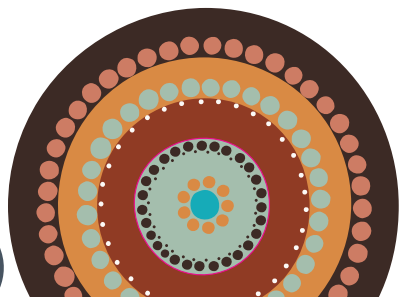
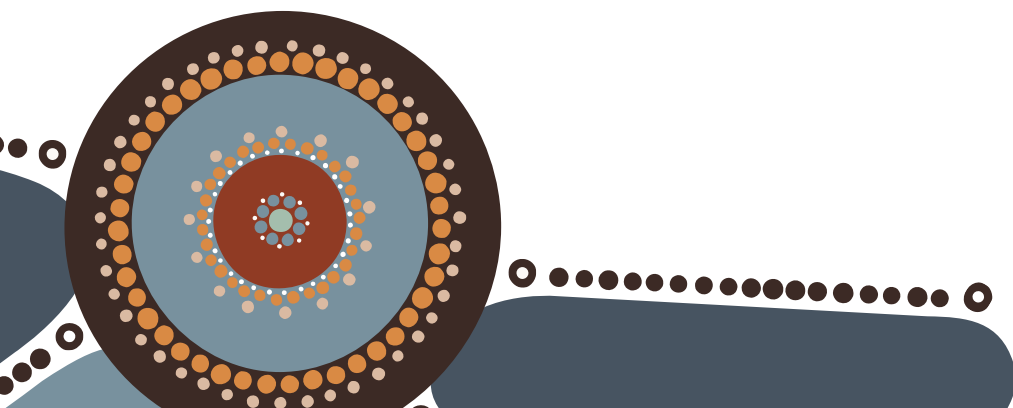


5. INCLUSIVE WORK ENVIRONMENT

The Department of Employment is respectful, fair, flexible, safe and rewarding

We strongly support workplace diversity and value the contribution of people from diverse backgrounds. We are committed to supporting employees of all backgrounds and ability with the resources that help maintain a workplace that is flexible, fair, equitable, respectful, safe and rewarding.

In our Department all employees are required to have a clear understanding of the national benefits of reconciliation and why we are dedicated to reconciliation and creating parity in employment between Aboriginal and Torres Strait Islander peoples and other Australians.



OPPORTUNITIES ACTIONS

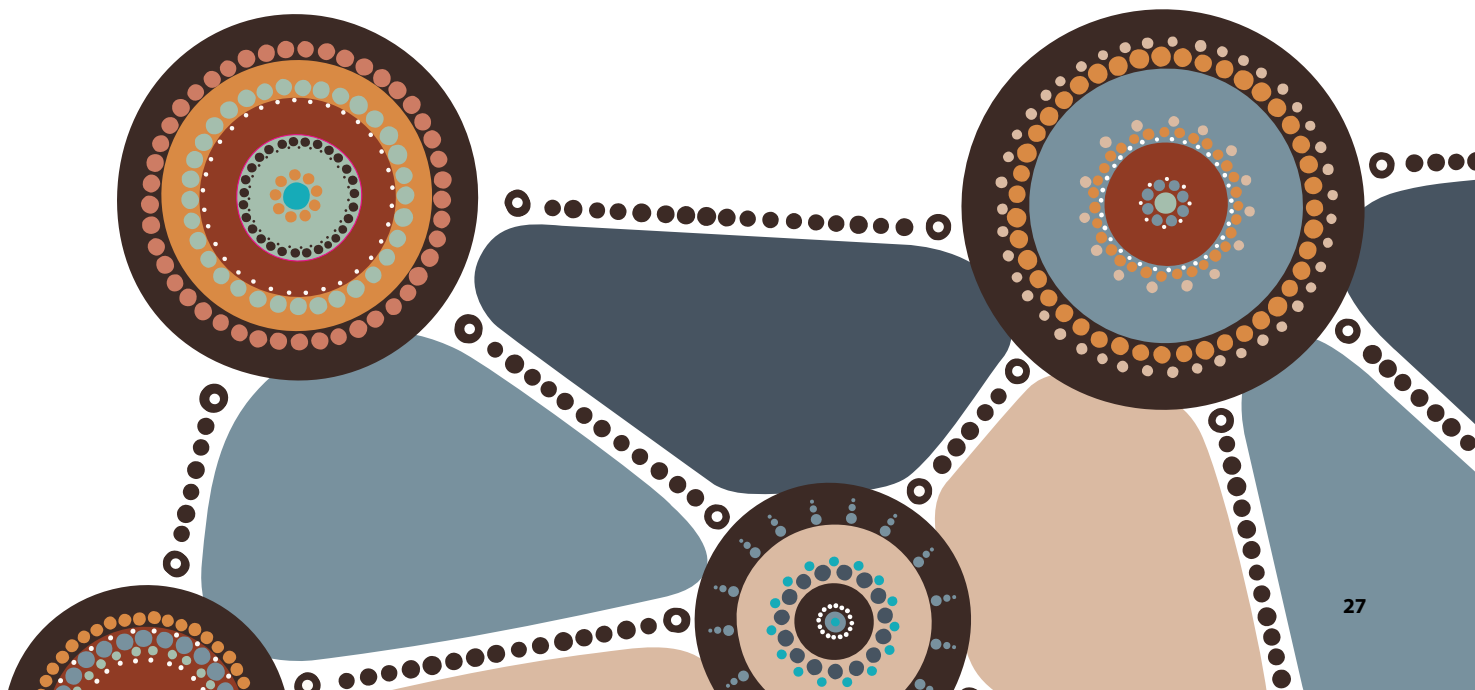
MORE JOBS. GREAT WORKPLACES.

What we want to do:	The Department will work with its employment service providers to maximise employment outcomes for Aboriginal and Torres Strait Islander peoples.
How we will do this:	<p>The Department will work with its employment service providers to further develop and deliver on their responsibility to increase Indigenous employment outcomes.</p> <ul style="list-style-type: none"> ▶ We will continually monitor and assess provider performance against Indigenous Outcomes Targets at the end of each six monthly performance period. ▶ We will discuss Indigenous outcomes with providers in performance discussions held every six months. ▶ We will request that providers develop or update Performance Improvement Plans as appropriate based on their performance every six months to drive continuous improvement in their servicing of Indigenous job seekers. ▶ We will use a combination of rewards and sanctions for good and ongoing poor performance after each performance period to drive improved provider performance for servicing Indigenous job seekers. ▶ Working with providers to develop strategies to improve their performance in achieving outcomes for Indigenous jobseekers and share best practice approaches to servicing Indigenous job seekers among providers. <ul style="list-style-type: none"> ▶ We will achieve this through the delivery of annual series of face-to-face workshops with providers to facilitate collaboration and information sharing. ▶ We will develop fact sheets and case studies showcasing different effective approaches to assisting Indigenous job seekers and engaging employers, and make those available to providers through the Department's Provider Portal by September 2017. ▶ We will develop online training for provider staff to increase their awareness of servicing strategies for Indigenous job seekers and make them available to providers through the Department's provider Learning Centre by September 2017. <p>We will provide an update on progress the Department is making with employment service providers to maximise employment outcomes for Aboriginal and Torres Strait Islander peoples in our annual RAP Progress Report September each year.</p>
When we will do this:	Progress reports on the RAP will be provided to the Executive in April and August each year.
Who is responsible:	Deputy Secretary - Employment

Driving greater employment outcomes for Indigenous job seekers through parity Indigenous Outcomes Targets as a requirement in all jobactive provider contracts. These targets require all jobactive providers to achieve outcomes for Indigenous job seekers on their caseloads at the same or greater rates than for other job seekers. A range of performance management tools are used to support this including a requirement for providers to develop Performance Improvement Plans when targets are not met; potential sanctions, including a reduction of business share, for ongoing poor performance; and rewards, such as increases in business share, for good performing providers.

GROWING OUR INDIGENOUS WORKFORCE

What we want to do:	Attract more Aboriginal and Torres Strait Islander peoples to become part of our workforce that has respect and appreciation for Indigenous culture.
How we will do this:	<p>The Department is committed to achieving our 2018 target of increasing our Aboriginal and Torres Strait Islander workforce to three per cent. We will continue our efforts to increase our number of Aboriginal and Torres Strait Islander employees beyond 2018.</p> <p>We will implement actions set out in our Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 that support our Aboriginal and Torres Strait Islander workforce.</p> <p>We will develop a new Aboriginal and Torres Strait Islander Employment and Career Plan, in consultation with our Aboriginal and Torres Strait Islander employees, learning from our successes and challenges of the Employment and Career Plan 2016 -2018.</p> <p>We will ensure our Aboriginal and Torres Strait Islander employees know about services available to them under the APS Indigenous Employment Programs through regular updates on our Indigenous Staff Network portal.</p>
When we will do this:	<p>Actions set out in the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 to be implemented by December 2018. A new Employment and Career Plan in place by June 2019.</p> <p>Report on progress of the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 through the People and Capability Committee to the Executive April and August each year.</p> <p>We report to the Australian Public Service Commission (APSC) on progress against our 2018 target of increasing our Indigenous workforce to three per cent by June each year.</p> <p>Provide information about the service offering under the APS Indigenous Employment Programs within three working days of receiving notification from the APSC.</p>
Who is responsible:	<p>Aboriginal and Torres Strait Islander Employment and Career Plan – Indigenous Leader.</p> <p>Reporting – Group Manager, People and Communication.</p> <p>APS Indigenous Employment Programs – Group Manager, People and Communication.</p>



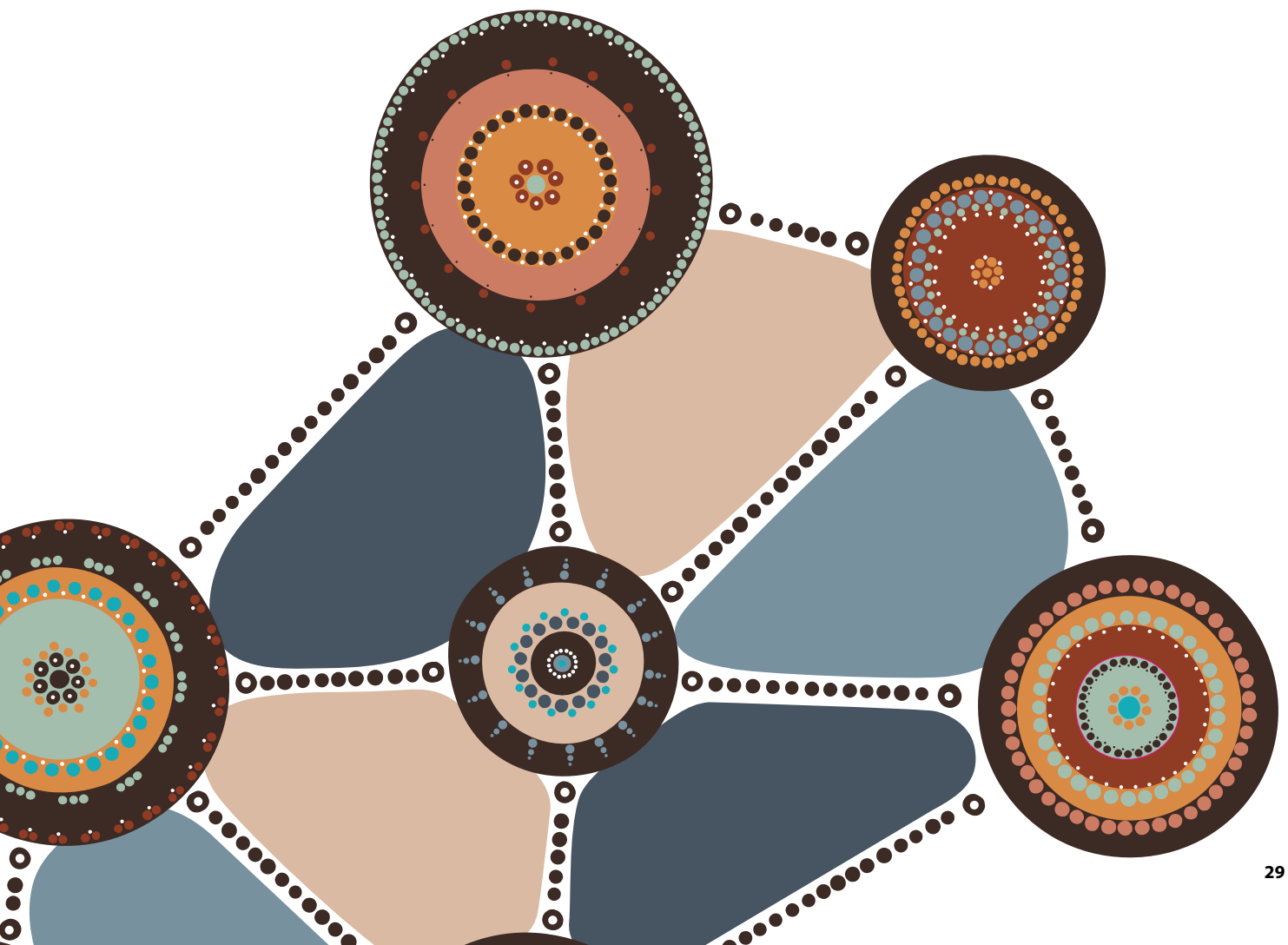


FOSTER THE CAREERS OF OUR INDIGENOUS WORKFORCE

What we want to do:	Supporting our Aboriginal and Torres Strait Islander employees to build on their existing skills and knowledge to pursue career opportunities.
How we will do this:	<p>We will offer a suite of dedicated career development programs that support the career development for our Aboriginal and Torres Strait Islander employees.</p> <p>We will actively promote the career development programs to our Indigenous workforce. Current programs include:</p> <ul style="list-style-type: none">▶ mentoring▶ job shadowing▶ career coaching▶ APS jobs and applications training. <p>We will develop new career development programs in consultation with our Aboriginal and Torres Strait Islander employees that suit their careers needs.</p> <p>Four times each year information will be sent to supervisors of Aboriginal and Torres Strait Islander employees about the Indigenous career development programs available and how their employees can access them.</p> <p>Under our Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 we will:</p> <ul style="list-style-type: none">▶ Survey Aboriginal and Torres Strait Islander employees around capability, skills and career aspirations to help match employees to opportunities as they arise.▶ Identify opportunities for Aboriginal and Torres Strait Islander employees to be involved in departmental working groups and taskforces.▶ Implement an internal leadership development program for APS 4/5 Indigenous employees - a competitive process to access the program, has practical outcomes (action/career plan) for participants and targets honing skills that make this cohort competitive for internal job opportunities. <p>We will provide opportunities for at least two Aboriginal and Torres Strait Islander employees to attend the APS networking groups that tackles Indigenous issues across the APS.</p> <p>In regional areas, the Department will, together with our Aboriginal and Torres Strait Islander employees, enable and foster informal interdepartmental networks to support employees to connect, discuss issues and develop friendships.</p>



When we will do this:	<p>Career Development Programs will be reviewed in March each year.</p> <p>Actions set out in the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 implemented by December 2018. Report on progress of the Aboriginal and Torres Strait Islander Employment and Career Plan 2016-2018 through the People and Capability Committee to Executive April and August each year.</p> <p>Communication to supervisors, managers, and Aboriginal and Torres Strait Islander employees in March, June, September and November each year.</p>
Who is responsible:	<p>Career Development Programs – Group Manager, People and Communication</p> <p>Aboriginal and Torres Strait Islander Employment and Career Plan – Indigenous Leader</p> <p>Communication to key stakeholders – Indigenous Staff Committee</p> <p>Networking by regional and state offices – Group Manager, Delivery and Engagement</p>

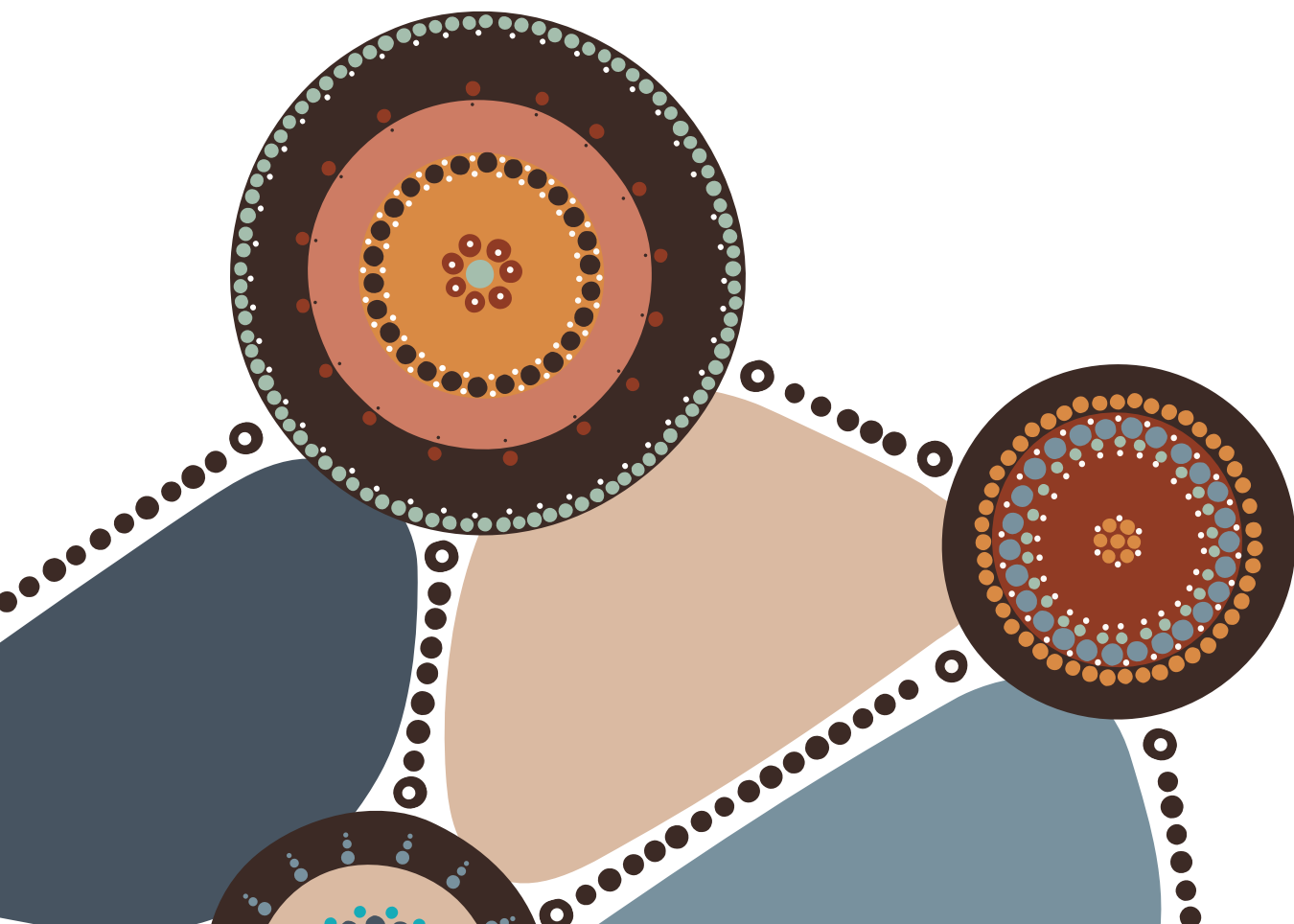


COMMITMENT TO INDIGENOUS SUPPLIERS

<p>What we want to do:</p>	<p>Support the Commonwealth target of three per cent for Indigenous Procurement by increasing our spending with Indigenous businesses, and support portfolio agencies in achieving this target.</p>
<p>How we will do this:</p>	<p>We will develop and implement an Aboriginal and Torres Strait Islander procurement strategy. The strategy will outline how the Department will increase our spending with Indigenous suppliers.</p> <p>We will achieve our annual targets of the Indigenous Procurement Policy (IPP) set by the Department of the Prime Minister and Cabinet on an annual basis. In 2016-17 our IPP target is three per cent of all contracts.</p> <p>We will provide information about the IPP to our contractors to ensure they consider Indigenous businesses in their sub-contracting arrangements.</p> <p>We will promote IPP and the benefits of using Aboriginal and Torres Strait Islander businesses across the Department and portfolio agencies. To support procurement officers and delegates we will hold IPP presentations and training to raise awareness and recognition of the IPP and our responsibilities twice a year.</p> <p>We will network with Indigenous suppliers at Supply Nation events and other Indigenous business expos each year. We will share our experiences at regular meetings of the RAP Talking Circles, APS Indigenous Champions Network and APS Indigenous Liaison Officer Network, highlighting lessons learned, share promotion strategies and provide successful case studies.</p> <p>We will maintain our membership with Supply Nation.</p> <p>We will work with Supply Nation to ensure our employees have the most up-to-date Indigenous Business Listings, have access to workshops tailored specifically to address challenges faced by the Department and have a way of feedback to Supply Nation.</p>
<p>When we will do this:</p>	<p>The procurement strategy will be in place by June 2018.</p> <p>We report to the Department of the Prime Minister and Cabinet on progress against our Indigenous Procurement target in February and September each year.</p> <p>IPP Information sessions will be held April and September each year.</p> <p>Promotion of Indigenous procurement events will be circulated to employees within seven days of receiving the information.</p> <p>Information regarding Indigenous procurement will be reviewed and updated March, May, August and September each year.</p>
<p>Who is responsible:</p>	<p>Group Manager, Finance, Legal and Governance.</p> <p>Group Manager, Technology Services.</p>

TRACKING OUR PROGRESS ACTIONS

What we want to do:	Monitor progress of our Reconciliation Action Plan 2017-2020 and showcase our results.
How we will do this:	<p>We will develop and implement systems and capability needs to track, measure and report on RAP activities.</p> <p>We will communicate quarterly updates on RAP progress to all employees.</p> <p>We will report on progress on the implementation of the Reconciliation Action Plan to our Executive Committee twice a year.</p> <p>We will publish a Reconciliation Action Plan Progress Report in September each year on the Department's website.</p> <p>We will highlight our progress made on commitments in the RAP in the Department's Annual Report.</p> <p>We will meet Reconciliation Australia's annual reporting requirements by completing the impact measurement questionnaire. We will participate in the RAP Barometer.</p> <p>We will organise an external review of the implementation of our RAP.</p>
When we will do this:	<p>We will report to the Executive April and August each year.</p> <p>Provide the annual RAP Progress Report and the impact measurement questionnaire to Reconciliation Australia by 30 September each year.</p> <p>Participation in the RAP Barometer in May 2018.</p> <p>We will meet with Reconciliation Australia in March and July each year.</p>
Who is responsible:	Group Manager, People and Communication.



WOULD YOU LIKE TO LEARN MORE ABOUT OUR RAP?

Our Reconciliation Action Plan 2017 – 2020 and our Aboriginal and Torres Strait Islander Employment and Career Plan 2016 – 2018, along with previous plans and reports are available on our website: www.employment.gov.au

Our RAP and further information on developing a reconciliation action plan is also available on the Reconciliation Australia's website: www.reconciliation.org.au

ANNEXURE – A

RAP Working Group Membership

Function	Position/Cluster
Chair	Department's Indigenous Champion
Member (Deputy Chair)	Group Manager People and Communication/Corporate
Member	Branch Manager/Corporate
Member	Branch Manager/Workplace Relations and Economic Strategy
Member	Branch Manager/Workplace Relations and Economic Strategy
Member	Branch Manager/Employment
Member	Branch Manager/Employment
Member	State Manager/Delivery and Engagement
Member	Department's Indigenous Leader
Member	Representative for the Indigenous Staff Committee
Secretariat	Indigenous, Diversity and Entry Level/Corporate

