



Australian Government
Department of Industry,
Innovation and Science

RECONCILIATION ACTION PLAN 2019–2021



RECONCILIATION
ACTION PLAN

INNOVATE





Contact

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Acknowledgment

The Department of Industry, Innovation and Science recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation.

We recognise the ongoing traditional and modern cultural practices and connection to Country held by Aboriginal and Torres Strait Islander peoples.

We acknowledge Elders past, present and emerging as the Traditional Custodians and Lore Keepers of the world's oldest living culture.



Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see the Department of Industry, Innovation, and Science continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Department of Industry, Innovation, and Science continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Department of Industry, Innovation, and Science with the key steps to establish its own unique approach to reconciliation.

Through implementing an Innovate RAP, Department of Industry, Innovation, and Science will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Department of Industry, Innovation, and Science well as it embeds and expands its own unique approach to reconciliation. We encourage Department of Industry, Innovation, and Science to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Department of Industry, Innovation, and Science on its third RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from Secretary



I am pleased to present the department's Innovate Reconciliation Action Plan (RAP).

I am pleased to present the department's Innovate Reconciliation Action Plan (RAP). The actions outlined in our Reconciliation Action Plan underpin our goals to increase our employment of Aboriginal and Torres Strait Islander peoples; build better career paths for our employees; and develop our programs and policies to support Indigenous businesses in both new and existing industries.

As a department, we strive to engage all Australians in science and innovation to harness the research, technologies and believe that increased participation from Aboriginal and Torres Strait Islander peoples, cultures and perspectives will enhance our knowledge and ultimately benefit our society and the Australian economy

We want to ensure that as a department we are inclusive, and represent the diversity of the Australian community by bringing to bear the knowledge and expertise of Aboriginal and Torres Strait Islander peoples in our policy work and program delivery. To do this we need Aboriginal and Torres Strait Islander staff across all levels and areas of the department. We need to nurture and develop our Aboriginal and Torres Strait Islander staff for leadership roles now and in the future.

We also need to ensure that our programs – many of which engage directly with Australian businesses – are set up to deliver for Aboriginal and Torres Strait Islander peoples as they establish and grow their businesses.

Government and private sector procurement policies are a significant part of the story for the development of Aboriginal and Torres Strait Islander businesses. Ensuring that these businesses have a fair shot at government procurement contracts has a direct effect on jobs for Indigenous Australians and for economic empowerment.

It is the concrete actions of individuals that make reconciliation a reality and I am proud of the work of our Indigenous Employment Network and our RAP Committee in harnessing the many valued contributions from our staff in the development of the RAP. I encourage all of our staff to continue to engage with the actions in the RAP and consider opportunities that go beyond our current plan.

Dr Heather Smith
Secretary



Message from Indigenous Champion and RAP Committee



Through the process of developing the RAP, it has been excellent to see areas in the department embrace and champion the changes that are required to deliver on our Aboriginal and Torres Strait Islander employment goals, and work towards making sure our policies and programs meet the needs of Indigenous businesses.

An effective RAP needs leaders to drive change, and our Secretary and Executive strongly endorse the department's commitment to reconciliation. As Indigenous Champion, I know that we would not have been able to develop the RAP Actions without the support of the Executive, who have continued to ask: "what more can we do?" Driving this work has not been possible without the commitment and contribution of our RAP committee.

I would like to acknowledge the following colleagues; Jess Bloomfield (*Indigenous Employee Network chair*), Geoff Richardson (*External Advisor*), Terri Reid (*IEN Member*), Jacqui Vincent (*Northern Australia and Major Projects Member*), Rachael Jackson (*Corporate Member*), Kate Driver (*Questacon Member*), Rod Kennett (*Questacon Member*), David Wilson (*Science and Commercialisation Member*), Jonathan Rogers (*Science and Commercialisation Member*), Nathan Hannigan (*Digital Strategy and Operations Member*), Neil Kinsella (*Digital Strategy and Operations Member*), Sue Cattermole (*AusIndustry Member*), Peter Kidby (*AusIndustry Member*), Matt McLeay (*AusIndustry Member*), Wayne Calder (*Strategic Policy Member*), Leanne Thompson (*Economic and Analytical Services Member*), Rebecca Manen

(*Industry Growth Member*), Paul Sexton (*Anti-Dumping Commission Member*), Kristina Anastasi (*Resources Member*), Elaine Ogden (*National Measurement Institute Member*), Jessica Arthurson (*Corporate Member*) and Timisha Venck (*Corporate Member*) who throughout the process of developing the RAP have suggested, initiated and implemented actions that reflect the aspirations of the organisation. For lasting and meaningful reform, this must continue across the department.

Being the department's Indigenous Champion has been a huge honour and I have learned a great deal about Indigenous businesses and how the department needs to work harder to support these businesses. I have had the pleasure of working with fantastic Aboriginal and Torres Strait Islander staff, external advisers and Indigenous leaders inside and outside the public service to help us develop our plan.

We still have a long path to tread to meet our goals, but this RAP represents a big step towards making this department one that truly embraces Aboriginal and Torres Strait Islander peoples and the role we can all play in reconciliation. This will enable us to produce better policy advice; deliver more effective policy and benefit from the experiences of our First Nations staff.

Sam Reinhardt
Indigenous Champion and Head of Northern Australia and Major Projects Division



Vision

The department's reconciliation vision is to understand, value and engage Aboriginal and Torres Strait Islander peoples' innovations, knowledge and culture; to strengthen our organisation's cultural capabilities; and to improve Australia's economic and social opportunities with Australia's First Peoples.

Our vision will deliver programs, policies and services that support Aboriginal and Torres Strait Islander peoples and businesses to participate and benefit from Australia's economic growth and job creation. Through this, we will contribute to the wellbeing of Australia's First Peoples and their communities. We will work to provide mutually beneficial opportunities for our First Peoples, organisations and communities to share in economic development and social inclusion, as set out in our Corporate Plan.

Our reconciliation vision supports a workforce with opportunities and career pathways for Aboriginal and Torres Strait Islander peoples where they feel empowered, ensuring that the department and broader community can benefit from the knowledge and experience of Australia's First Peoples.



.....
*...we will contribute to the wellbeing
of Australia's First Peoples and their
communities...*
.....



Our Innovate Reconciliation Action Plan

We are happy to deliver this Innovate Reconciliation Action Plan (RAP) which showcases the journey the department has been on since its first RAP in 2008. Our RAP outlines the actions the department will be making in 2019-2021 to further our commitment to reconciliation. These actions reflect the value that diversity provides to our department, our policies and our programs.

This RAP was developed in collaboration by a Reconciliation Action Plan Committee the Indigenous Employee Network and with the support of Mr Geoff Richardson PSM an independent Indigenous expert advisor. Each of the thirteen areas across the department took part in consultation workshops to discuss the review of the RAP, its purpose and how areas and individuals could positively impact the RAP.

Our reconciliation agenda is supported through the strong commitment as a department to our culture, diversity and inclusion to support all of our business and our peoples practice. The department is committed to the delivery of connected networks, inclusive workgroups, respectful workplace behaviors and a unified mission toward the culture and inclusion of the department. Our RAP will support the empowerment of Aboriginal and Torres Strait Islander peoples.

Consultation has been undertaken over several months with all departmental divisions and every portfolio agency and has resulted in increased information sharing and collaboration. This extensive consultation process has ensured that staff at all levels are better engaged and have a good understanding of how they as individuals and work areas can better implement and respond to the actions under this plan.

A joint Statement of Reconciliation has been developed and is supported by the Agency Heads of the Industry, Innovation and Science portfolio agencies to drive Australia's economic productivity by supporting innovation, science, research, business and investment, this initiative allows the portfolio to achieve more by taking a collaborative and united approach towards reconciliation across our portfolio agencies. This RAP is outcomes focussed with a number of ambitious actions to ensure that the department continues to progress to reconciliation..





Who are we

The Department of Industry, Innovation and Science drives Australian growth and job creation. We boost Australia's competitiveness and facilitate economic transformation by backing business, science, innovation and investment. Our effort relies on building strong relationships between businesses, entrepreneurs, employees, the science community, government, regulators and international partners.

The department facilitates Australia's economic transformation through investment, science and innovation. It supports businesses and employees as they manage market disruptions and seek new opportunities, including those presented by digital technology.

We support the scientific research, infrastructure and skills development that underpins new discoveries, better living standards and the social wellbeing of all Australians.

We promote the growth and transformation of internationally competitive industries by enabling business investment, collaboration and international engagement in growth sectors, as well as helping to overcome barriers to their success.

The department works with state and territory government counterparts, particularly through the Council of Australian

Governments (COAG) Energy Council, to promote Australia's globally competitive resources sector. The department supports best practices in the mining industry to develop Australia's mineral and energy resources.

The department also coordinates the government's agenda to unlock the potential of northern Australia and build on its strategic primary industries, tourism and access to Asia. We are investing in critical infrastructure, facilitating private investment and developing more opportunities for a range of industries and communities to grow.

The department partners across government to assist employees and businesses in transitioning industries and regions.

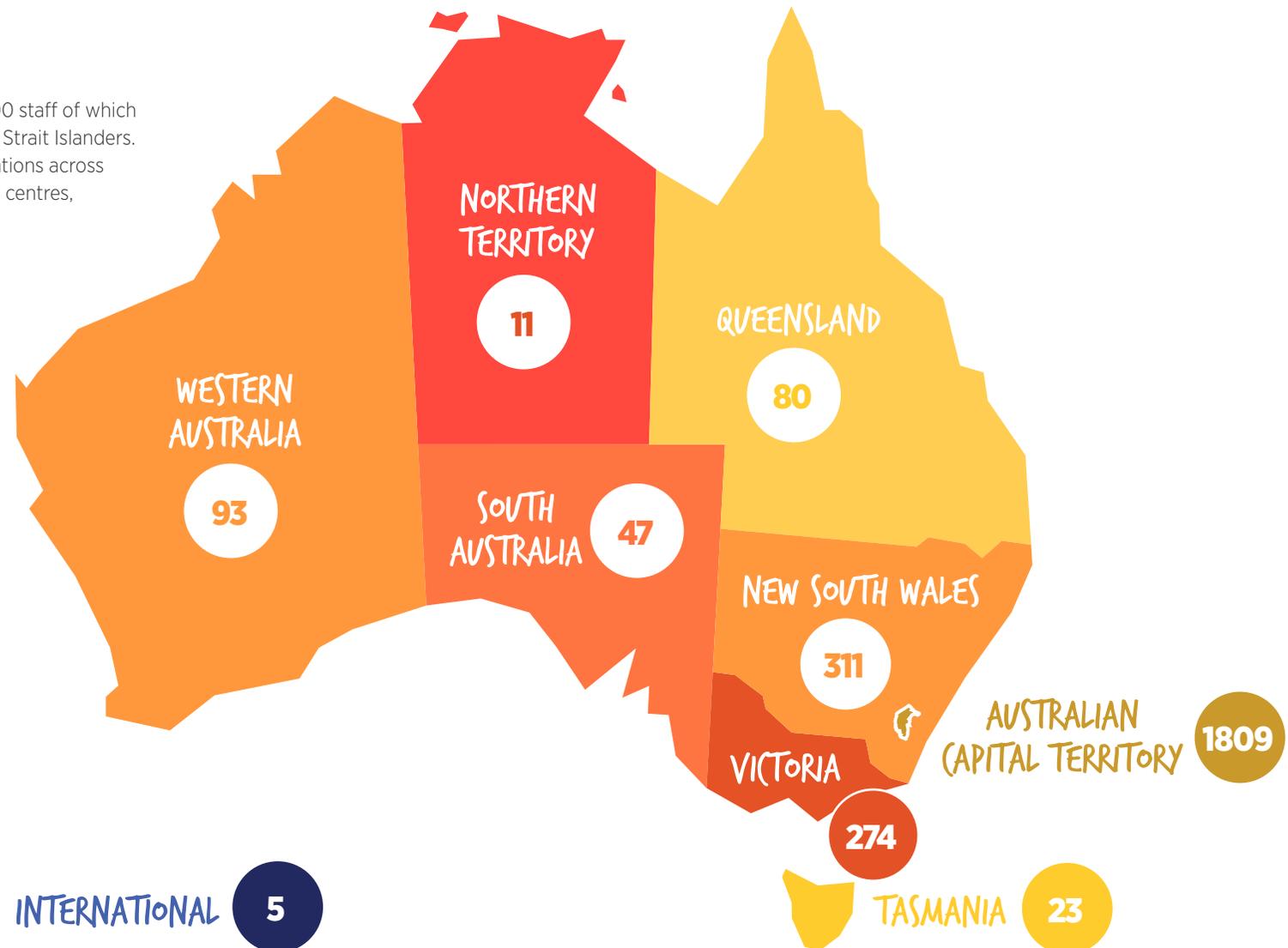




Our footprint

The department employs approximately 2,500 staff of which around 1.3 per cent are Aboriginal and Torres Strait Islanders. Our staff work in a variety of geographic locations across Australia, including capital cities and regional centres, and overseas.

This map highlights our national footprint.





What do we want to achieve?

We want to achieve tangible actions that reflect our...

...development of policy and delivery of projects with a cultural lens.

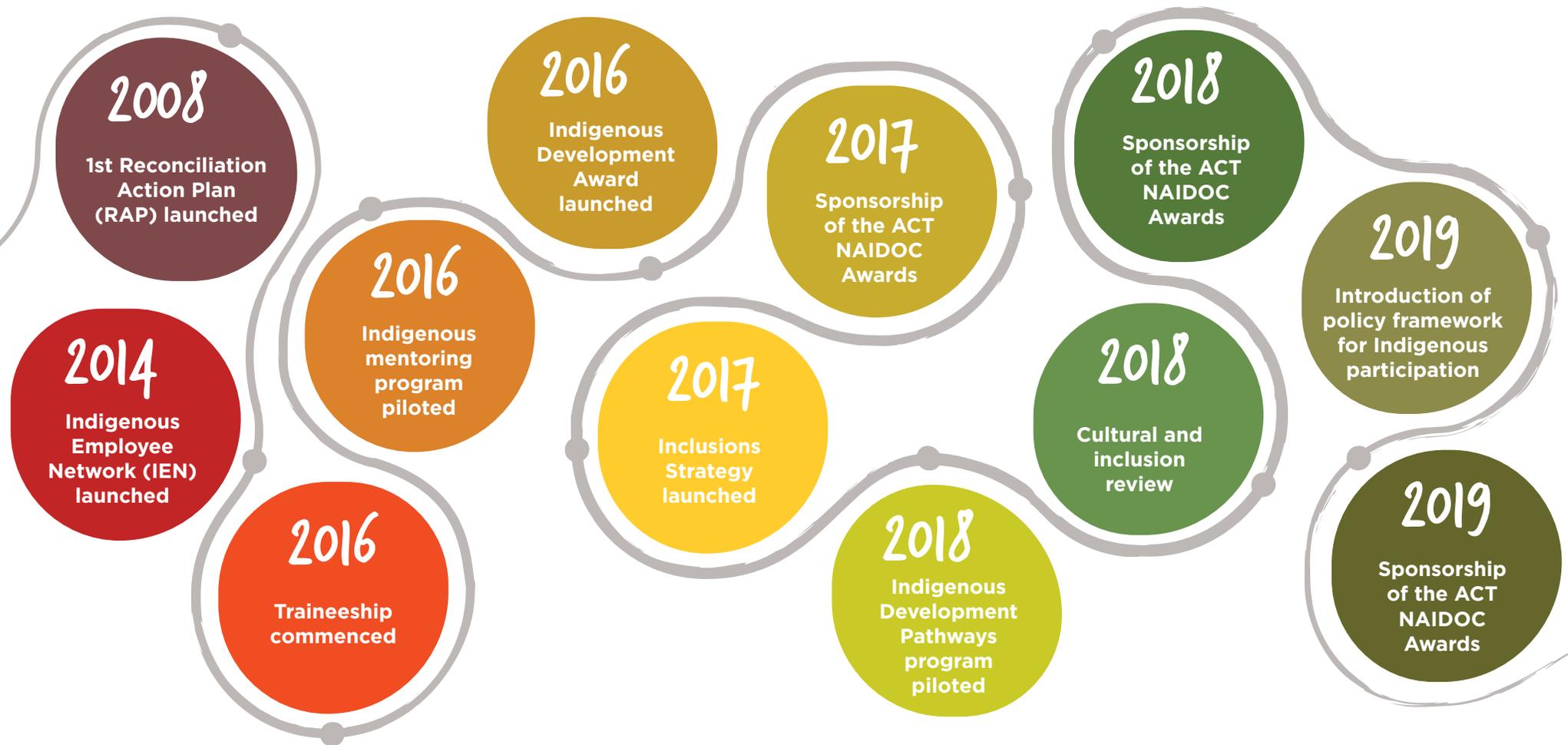
...joint effort to ensure the whole of portfolio participation.

...valuing Aboriginal and Torres Strait Islander peoples and cultures.

...Aboriginal and Torres Strait Islander staff – more employees, at higher levels and better staff progress and training.



Our reconciliation journey





Yarns from our journey

The department's Indigenous Employee Network (IEN) was first established in 2014 with a handful of proud Aboriginal and Torres Strait Islander people. At its inception the IEN fostered a support network for members to form relationships through support, guidance, mentoring and connection.

Today, with 37 Aboriginal and Torres Strait Islander employees in the department the IEN is a strong network providing high level policy and program advice through a cultural lens to help support the outcomes of the department's reconciliation agenda.





Yarns from our journey

The department's Indigenous Traineeship Program was first trialled in 2015, with seven state based trainees undertaking a twelve month traineeship, including completing a *Certificate III in Government*.

The traineeship was run for three years in 2015, 2016 and 2017 and saw 24 Aboriginal and Torres Strait Islander people join the department over the three years. Today, 13 of the former trainees are still employed with the department in a range of roles across administrative, program, policy and corporate functions.





Lessons learnt over the last three years

Engagement is key to effectiveness

We need to engage regularly with Aboriginal and Torres Strait Islander peoples to ensure they can access and benefit from our programs, initiatives and policies.

Targets need to be followed by concrete actions

We need to develop and support career pathways for Aboriginal and Torres Strait Islander staff.

Leadership as the driver

It is critical that middle management and supervisors are involved and committed to improving our policies, programs and employment initiatives.

Early and often consultation

Consultation is critical to ensuring Aboriginal and Torres Strait Islander peoples can make informed decisions, it can't be an afterthought.

Cultural competency is key

To support Aboriginal and Torres Strait Islander peoples, communities and businesses, we must understand the issues.



Relationships

It is essential to build mutually respectful relationships so that our programs and policies can foster a collaborative approach to advancing economic and social development. As an employer, the department will benefit from the skills, experience and perspectives of Aboriginal and Torres Strait Islander Australians.

Action	Responsibility	Timeline	Deliverables
Build relationships through celebrating National Reconciliation Week (NRW)	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads	May 2020	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.
		May 2020	RAP Working Group members to participate in an external NRW event.
		May 2020	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.
		May 2020	Organise at least one NRW event each year.
		May 2020	Register all our NRW events on Reconciliation Australia's NRW website.
Encourage awareness and participation in the RAP and reconciliation activities within our department, and through collaboration with stakeholders and other agencies.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads	September 2019	The department will ensure that the actions of the RAP are supported through the Corporate Plan and Divisional Plans to ensure that efforts towards reconciliation become the business of the whole department and its staff.
		September 2019	The department will use appropriate cross agency fora to collaborate with other agencies to share information on achievements and challenges and to identify reconciliation opportunities and challenges and to share best practice, such as Indigenous Affairs PM&C and Agency Heads meetings.
		July 2019	The department will actively collaborate with the Indigenous Affairs PM&C and Indigenous Business Australia in joint initiatives to identify Aboriginal and Torres Strait Islander needs and to create awareness about its programs and services amongst Indigenous businesses, leaders and communities.
		July 2019	Publish case studies of success in Aboriginal and Torres Strait Islander businesses, government and community partnerships and Aboriginal and Torres Strait Islander employment.
Develop and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander peoples, communities and businesses.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Secretary and Division Heads	March 2020	The department will conduct information sessions for staff on the adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) inclusive of all Articles including Free, Prior, Informed Consent principles and will use the declaration to guide its approach to engagement with Aboriginal and Torres Strait Islander Peoples.
		July 2019	The department will support the IEN to meet at least four times per year and to provide the Executive with advice on Indigenous recruitment, retention, development and engagement and contribute to the department's strategic direction and the development and implementation of a best practice RAP.
		July 2019	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.
		July 2019	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.
		August 2019	The department will consider and respond to the findings from the 2018 Culture and Inclusion Review and embed learnings into design and delivery of policy and programs to support the Australian public and industry.
Promote positive race relations through a no tolerance to discrimination of Aboriginal and/or Torres Strait Islander peoples.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads	May 2020	Provide departmental staff with the tools and resources to be able to identify unacceptable behavior in the workplace through education and awareness such as bias and cultural training.
		May 2020	Empower employees to prevent and respond to incidents that occur in the department through mechanisms such as workplace contact officers or employee assistance program.
		January 2020	Develop, implement and communicate an anti-discrimination policy for our organisation.
		January 2020	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.



Respect

Fostering a deeper respect for and understanding of Australia's First Peoples cultures and perspectives on our policy objectives gives rise to new ideas and avenues that enhance the wellbeing of all Australians.

Action	Responsibility	Timeline	Deliverables
The department undertakes Aboriginal and Torres Strait Islander cultural protocols.	<i>Lead:</i> Secretary, Indigenous Champion and all General Managers <i>Supported by:</i> General Manager, People and Planning General Manager, Budgets, Property and Accounting	July 2019	A Traditional Owner of the area is invited to conduct a Welcome to Country for significant functions, events and conferences.
		July 2019	An Acknowledgement of Country is conducted prior to significant internal and inter-departmental meetings, or prior to major events where a Traditional Owner is not available.
		January 2020	Aboriginal and Torres Strait Islander flags are to be flown at all departmental national and state offices.
		October 2019	An Acknowledgment of Aboriginal and Torres Strait Islander peoples as custodians of the land to be incorporated into departmental websites and provided for use on personal signature blocks.
		December 2020	The departmental will honour Aboriginal and Torres Strait Islander cultures by naming key meeting rooms after prominent leaders or significant places.
		February 2020	Each of the department's buildings will display an Acknowledgment of Country and a welcome in local traditional language.
		June 2020	The department will develop, implement and communicate Aboriginal and Torres Strait Islander cultural ethics protocols guidance document and will make it freely available on its website.
The department and its staff celebrate and participate in culturally significant Aboriginal and/or Torres Strait Islander occasions and events, including NAIDOC Week.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Secretary and General Manager, People and Planning	July 2019	Aboriginal and Torres Strait Islander employees are supported to attend culturally significant events and ceremonies.
		July 2019	All staff are encouraged to participate in internal and external events to celebrate Aboriginal and Torres Strait Islander peoples and culture.
		July 2019	The department will identify and commemorate significant Aboriginal and Torres Strait Islander occasions and events.
		July 2019	The department to hold events for NAIDOC Week and the 2019 United Nations International Year of Indigenous Languages, which are promoted to all staff and departmental networks to participate in.
		July 2019	RAP Working Group to participate in an external NAIDOC Week event.
		July 2019	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
		July 2019	



Respect (cont'd)

Action	Responsibility	Timeline	Deliverables
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<i>Lead:</i> Secretary <i>Supported by:</i> Division Heads and General Manager, People and Planning	July 2019	20 per cent of staff members to participate in face to face cultural awareness training each year of this plan (resulting in a 40 per cent increase over the life of the plan)
		July 2019	80 per cent of staff in each division to complete the online CORE training modules over the life of this plan.
		January 2020	Conduct a review of cultural learning needs within our organisation.
		January 2020	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.
		January 2020	Develop, implement and communicate a cultural learning strategy for our staff.
		July 2019	5-10 staff members to participate in intensive cultural immersion training and initiatives each year, to extend the knowledge of general cultural awareness to build the cultural capability of staff who work on specific Aboriginal and Torres Strait Islander initiatives and programs
		July 2019	All business areas delivering programs to Aboriginal and Torres Strait Islander peoples, communities and businesses to undertake face to face cultural awareness training specific to the region or peoples with which they are working.
		July 2019	Raise awareness that all staff are enabled and encouraged to participate in programs, initiatives and events to build cultural capability and confidence.
		July 2019	Support a minimum of two staff member applications for the Jawun Secondment Program. On completion of the program each participant will deliver a report detailing the key learnings which will be promoted on the department's intranet site.
		July 2019	Support at least one SES applications to participate in the Empowered Communities Program each year. On completion of the program each participant will deliver a report detailing the key learnings which will be promoted on the department's intranet site.
July 2019	Build cultural understanding by identifying and promoting (through line areas) opportunities for shared learning through presentations and forums between staff and Aboriginal and Torres Strait Islander scholars, leaders and land practitioners.		



Opportunities

The department's responsibilities for industry, business, resources, science and innovation place it at the heart of driving growth and productivity in Australia.

Action	Responsibility	Timeline	Deliverables
Increase recruitment and retention of Aboriginal and Torres Strait Islander staff.	<i>Lead:</i> General Manager, People and Planning <i>Supported by:</i> Indigenous Champion and Division Heads	December 2020	The department will undertake a review of recruitment policies and programs and will take the necessary action that they are inclusive of Aboriginal and Torres Strait Islander peoples in our national, state and regional offices.
		December 2019	The department will collaborate with the APSC to identify the key factors that contribute to enhanced recruitment, retention and development of Aboriginal and Torres Strait Islander peoples in the APS and will bring these to the attention of all SES Officers
		December 2019	The department will establish an Indigenous Employment Strategy to enable it to meet the department's Aboriginal and Torres Strait Islander representation targets of 2.5%.
		February 2020	The department will establish an employee value proposition to increase attraction as an employer of choice for Aboriginal and Torres Strait Islander peoples.
		July 2019	The department will develop a merit pool and access merit pools from across the APS to identify suitable Aboriginal and Torres Strait Islander peoples to fill vacancies.
		July 2019	Resourcing including through the provision of average staffing level dispensation to support affirmative measures and identified positions to be used, particularly in sections that deal with Aboriginal and Torres Strait Islander businesses and communities, but also more broadly in the department.
		July 2019	The department will continue to participate in entry level Aboriginal and Torres Strait Islander recruitment programs.
		December 2019	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
		December 2019	Engage with Aboriginal and Torres Strait Islander staff to consult on our Indigenous Employment Strategy.
		December 2019	Engage with Aboriginal and Torres Strait Islander staff to consult on our Indigenous Employment Network.



Opportunities (cont'd)

Action	Responsibility	Timeline	Deliverables
Support retention of Aboriginal and Torres Strait Islander employees.	<i>Lead:</i> General Manager, People and Planning <i>Supported by:</i> Indigenous Champion and Division Heads	February 2020	Consider career development and pathway opportunities for Aboriginal and Torres Strait Islander employees at the EL and SES level.
		September 2020	The department will review and refresh existing internal initiatives such as the Indigenous Development Awards and Indigenous Development Pathways Program.
		September 2020	The department will participate in APS wide initiatives such as IAGDP, excELerate, AGILE, Indigenous Mentoring Program and the Inclusion Internships.
		July 2019	The department will support Aboriginal and Torres Strait Islander staff to attend relevant Indigenous community events to promote the department as an employer of choice.
		December 2020	The department will support mobility of Aboriginal and Torres Strait Islander staff through short and long term secondment opportunities at level and higher duties across all portfolio agencies.
		February 2020	Develop a 3-year scholarship for an Aboriginal and Torres Strait Islander student through an Australian university program (undergraduate or post-graduate).
		December 2020	The department will establish effective Study Support for Aboriginal and Torres Strait Islander employees to undertake tertiary studies, including through financial support and study leave allowances.
		February 2020	The department will establish specific pathways to provide bridging opportunities for Aboriginal and Torres Strait Islander employees to move from administration based positions to policy roles, opening up greater opportunity within the department.
		Increase the use of Aboriginal and Torres Strait Islander suppliers	<i>Lead:</i> General Manager, Financial Services <i>Supported by:</i> Indigenous Champion
September 2019	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses		
September 2019	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.		
July 2019	The department will continue its membership with and promotion of Supply Nation's national and state Indigenous Chamber of Commerce Indigenous Business directory and showcasing Aboriginal and Torres Strait Islander businesses case studies on its intranet and internet sites.		
March 2020	The department will develop and communicate a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.		
Quarterly	DIIS will at least twice yearly invite and support an Aboriginal and/or Torres Strait Islander leaders to present to staff on their experiences in a sector relevant to the DIIS business or the RAP action		
April 2020	The department will collaborate with relevant agencies including, the Indigenous Affairs PM&C, IBA, ILC and Supply Nation to co-host Indigenous business forums in capital cities to showcase Indigenous businesses and to promote the range of support services available to the sector.		



Opportunities (cont'd)

Action	Responsibility	Timeline	Deliverables
Develop policy and implement programs that positively impact Aboriginal and Torres Strait Islander people, communities and businesses to deliver economic reform and growth opportunities.	<i>Lead:</i> Secretary <i>Supported by:</i> Heads of Division	July 2019	The department will actively participate on interdepartmental committees and working groups, and will engage with counterparts from other agencies to formulate policies and programs that affect Aboriginal and Torres Strait Islander Peoples.
		July 2019	New policy proposals (NPP) will be required to consider the impacts and potential benefits that the policy will have on Aboriginal and Torres Strait Islander peoples, particularly in relation to economic opportunities.
		July 2019	All departmental projects that impact Aboriginal and Torres Strait Islander peoples are required to have a set aside of funding and resources to ensure capacity building to allow for participation of Aboriginal and Torres Strait Islander peoples in government program delivery.
		July 2019	All STEM initiatives to consider at development stage how they can further increase the participation of Aboriginal and Torres Strait Islander peoples in STEM.
		July 2019	The department will ensure Aboriginal and Torres Strait Islander peoples, businesses and communities are included as key stakeholders in future consultations and engagements regarding the Northern Australia policy.
		June 2020	The department to establish leading practice industry guidance to ensure a commitment to the economic development of Aboriginal and Torres Strait Islander peoples in industry sectors.
		March 2020	Conduct a review of existing departmental policy and programs that impact Aboriginal and Torres Strait Islanders to ensure they are cultural competent and identify ways to improve their impacts to better support outcomes for Aboriginal and Torres Strait Islander peoples.
		December 2019	The department to consider how our policy and program delivery can assist to support Commonwealth initiatives and targets, such as Close the Gap, in our business activities.
		July 2019	The department acknowledges the intergenerational challenges that Aboriginal and Torres Strait Islander peoples face and commits to extended consultation periods and flexible approaches to program delivery.
Build the capacity of Aboriginal and Torres Strait employees to participate in the strategic direction of the APS.	<i>Lead:</i> Secretary <i>Supported by:</i> Indigenous Champion and General Manager, People and Planning	July 2019	IEN to meet with the Secretary twice a year and the Indigenous Champion four times a year to provide recommendations on strategic issues and planning activities.
		October 2019	All Aboriginal and Torres Strait employees are supported to participate in the IEN, including through performance and development plans.



Tracking and progress reporting

Action	Responsibility	Timeline	Deliverables
The RAP Committee, chaired by the Indigenous Champion, promotes the RAP and its actions, remains active and monitors implementation and progress of actions.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads and General Manager, People and Planning	July 2019	Maintain a RAP committee, and its membership will comprise senior officer from each division of the department, as determined by the RAP committee's terms of reference.
		Quarterly	The RAP Committee meets at least four times per year to monitor and assess progress against actions and deliverables.
		May and September annually	Divisional line areas to report biannually to the Executive on progress identify activities and commitments that delivered against RAP actions across recruitment, policy and program and deliverables.
		July 2019 and ongoing	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee through: -Engaging and maintaining at least one independent Aboriginal and/or Torres Strait Islander person in an advisory role; and -The Chair of the IEN's membership of the Committee..
		July 2019	The department establishes an implementation team who will work with divisions and across the portfolio to drive and facilitate the delivery of the departments reconciliation agenda.
		July 2019	The RAP is communicated across the department and promoted to all staff to promote the importance of Reconciliation and to facilitate awareness of the commitments, and implementation of actions and deliverables.
		July annually	Each Division will hold an annual information session to ensure staff understand the role they play in achieving the actions and deliverables under the RAP. Hold divisional discussions on the RAP and what it means for each part of the department.
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> General Manager, People and Planning and RAP Committee	Quarter three and four annually	A progress report on the implementation of the RAP to be presented to the Executive Board twice yearly.
		Quarterly	RAP Committee to provide update to all staff and Division Heads quarterly.
		Quarter three and four annually	A progress report on the implementation of the RAP developed by the RAP Committee annually.
		September annually	Outcomes of the RAP are presented to Reconciliation Australia as per reporting requirements.
		August annually	Outcomes of the RAP are reviewed to improve capacity of the RAP.
		October annually	Reviews and updates of the RAP are open and transparent and available on the intranet and internet.
		Quarter two and four annually	A traffic light report outlining progress and risks available for all staff through iCentral.
		July 2019	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.
September annually	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia		
Provide appropriate support for the effective implementation of RAP commitments	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads	July annually	Define resource needs for RAP implementation.
		July 2019	Maintain an internal RAP Champion from senior management.
Continue our reconciliation journey by developing our next RAP	<i>Lead:</i> Indigenous Champion <i>Supported by:</i> Division Heads	January 2021	Draft a new RAP that reflects the department's reconciliation journey, to be endorsed by Reconciliation Australia.



The artwork used throughout this document was created by Department of Industry, Innovation and Science employee Amy Tracey. Amy is a Wiradjuri woman who grew up on Kamilaroi country and now works from the Department's regional office on Awabakal country in Newcastle, NSW.

The artwork depicts a native bird for each of Australia's States and Territories as well as one for the Torres Strait Islands. This is a comment on the diverse Indigenous history of Australia, the way that it still thrives today within the structures created by our modern government, and how our Department's Indigenous Employee Network is an exemplar of that.

The Wiradjuri people are not traditionally known for either of Australia's two most famous Indigenous art styles, dot painting or crosshatching. Thus, in an attempt to remain authentic to her own personal art style and that of her people Amy has created this artwork focussing predominately on line work. In honour of her Indigenous friends and colleagues within the Department who are dispersed across Australia, Amy has chosen to highlight the artwork with these two better known styles of Indigenous art.

