



Australian Government
Department of Social Services



RECONCILIATION
ACTION PLAN

STRETCH

Reconciliation Action Plan

July 2017 – July 2020





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Creed. 'Creed' comes from the Pitta Pitta Tribal Group of Boulia in Western Queensland.

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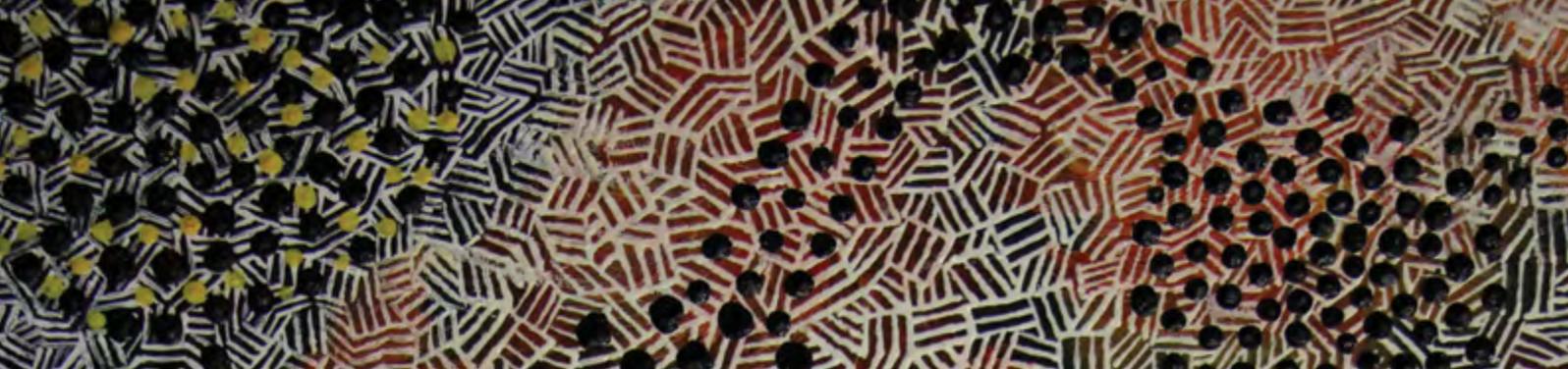
Red and yellow represent the creation fire, the giver of life, the beginning of our people, our territory, our homes.

The decisions, the many paths and journeys we've taken throughout our lives is represented by the white lines. These lines also represent the Dhari headdress and its significance to Torres Strait Islander people, culture and traditions. Our connection to one another and to DSS, through travelling lines as represented by the black dotted lines, and meeting places through the black dotted circles... represent our homes and where we've come from.



Reconciliation Action Plan

July 2017 – July 2020



Message from the Secretary

2017 represents an important year in the history of our journey towards reconciliation. Fifty years ago we had our most successful referendum where Australians voted overwhelmingly to amend the constitution to include Aboriginal and Torres Strait Islander peoples in the census. It is also the 25th anniversary of the Mabo High Court decision which stated that the idea of ‘terra nullius’ — that Australia had been empty of people when settled by the British — was abandoned and the pre-existing rights of Indigenous Australians were acknowledged.

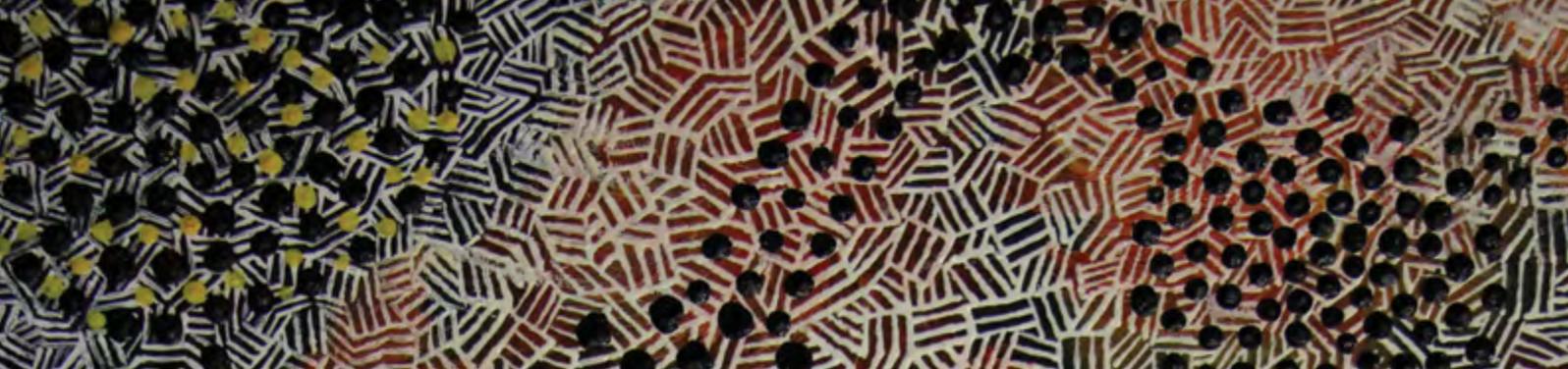
So it is with pleasure that I release our second *Reconciliation Action Plan (RAP) 2017–20*. This RAP will challenge us to extend our commitment to improve the lifetime wellbeing of Aboriginal and Torres Strait Islander peoples. We will achieve this through fourteen action items based on the themes of: relationships, respect and opportunities. These actions include:

- improving relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes
- increasing knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements
- increase Aboriginal and Torres Strait Islander recruitment and retention.

As the lead Government agency responsible for social policy these actions and themes will ensure we continue our commitment to closing the gap to improve the lives of Aboriginal and Torres Strait Islander peoples.

I thank all who have worked to implement our first RAP, and I look forward to working with you to implement the deliverables of our new RAP.

Finn Pratt, AO PSM
Secretary
Department of Social Services



Message from the CEO, Reconciliation Australia

Reconciliation Australia congratulates the Department of Social Services 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 Social Services 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.

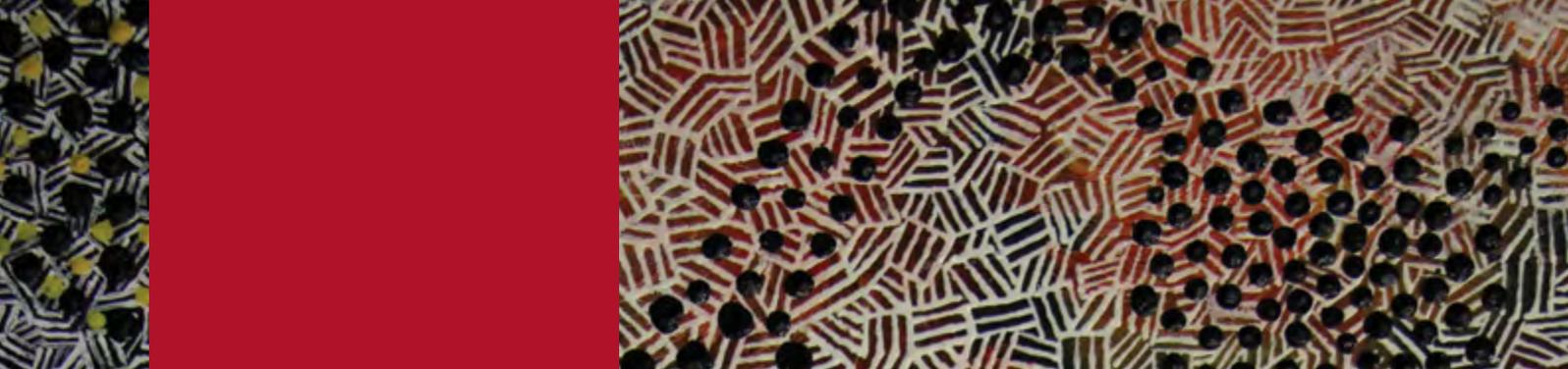
The Department of Social Services understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples in order to produce mutually beneficial outcomes. It champions these relationships by committing to engaging Aboriginal and Torres Strait Islander staff in policy discussions at biannual round tables.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to the core values and vision for reconciliation. This is exemplified by the Department of Social Services' aim to deliver face-to-face cultural training to 30 per cent of its staff — more than 700 employees.

The Department of Social Services is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to increase the representation of Aboriginal and Torres Strait Islander staff at executive levels to 1 per cent by 2020.

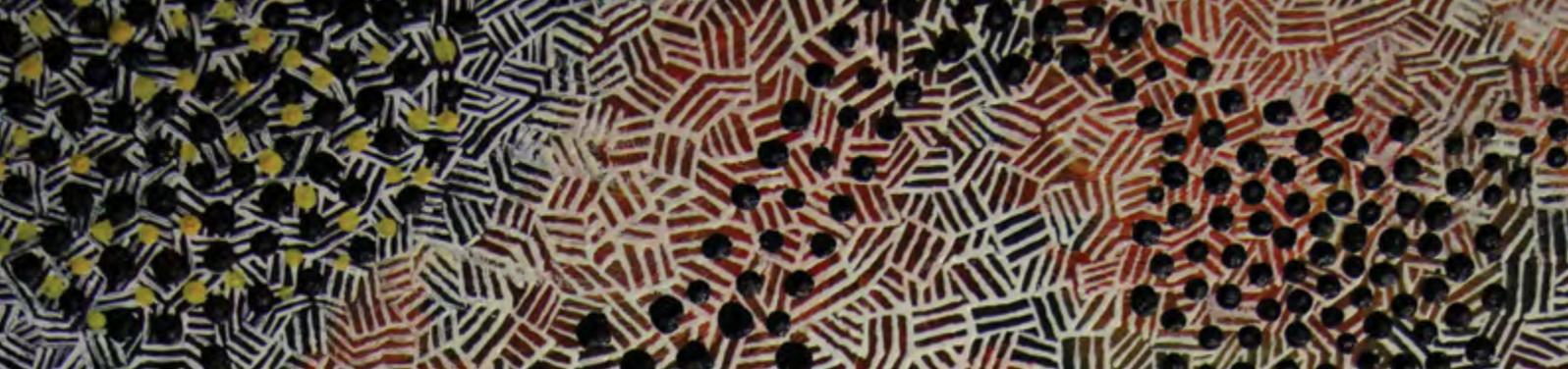
On behalf of Reconciliation Australia, I commend the Department of Social Services on its Stretch RAP, and look forward to following its ongoing reconciliation journey.

*Justin Mohamed
Chief Executive Officer
Reconciliation Australia*



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Stretch Reconciliation Action Plan for the years July 2017 – July 2020

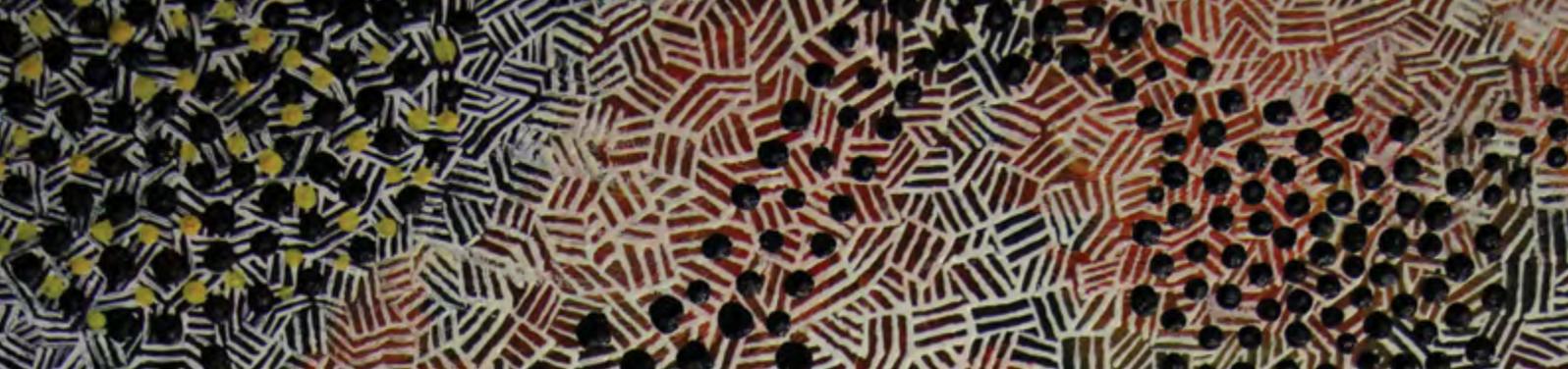
Our vision for reconciliation

Our vision is for all Australians to live with independence, as part of a cohesive society.

As Australia's pre-eminent social policy agency we will ensure the knowledge, diversity, skills and life experiences of Aboriginal and Torres Strait Islander peoples are acknowledged and respected.

We will build productive and collaborative relationships with our stakeholders, including other departments, service providers, and the states and territories, and ensure these relationships work to achieve reconciliation.

Through our staff, our experience, our knowledge and our social policy programs we will continue to contribute to closing the gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.



Our business

Our mission in Department of Social Services is to improve the lifetime wellbeing of people and families in Australia. This means we help all Australians to access programs and services that are tailored to their needs.

We have a large workforce scattered across the country. As at 31 May 2017, there were 2387 employees, including 121 Aboriginal and Torres Strait Islander staff (5.11 per cent), which is above the Australian Public Service (APS) target of 3 per cent by 2018.

The majority of our staff (85 per cent) are based in our National Office in Canberra. The remaining 15 per cent are in our Delivery Network located within state, territory and regional offices. Our offices are located in all capital cities and regional locations including Bendigo, Newcastle, Orange, Canberra, Townsville, Rockhampton, and Port Augusta.

The State Office Delivery Network focuses its business on:

- Working in a connected, consistent and efficient way to ensure quality program management and delivery service for Government.
- Contributing local knowledge and intelligence to inform policy and program development and investment decisions.
- Building assurance mechanisms and strong working relationships with Policy, Program Office and Corporate areas.

We aim to help people through four core areas:

- Social Security — providing financial support for individuals and families who are unable to fully support themselves by providing a sustainable payments and concessions system.
- Families and Communities — creating stronger families and more resilient communities by developing civil society and by providing family and community services.
- Disability and Carers — providing improved independence of, and participation by, people with disability, including improved support for carers, by providing targeted support and services.
- Housing — improving access to affordable housing, improved community housing and assisting individuals experiencing homelessness through targeted support and services.

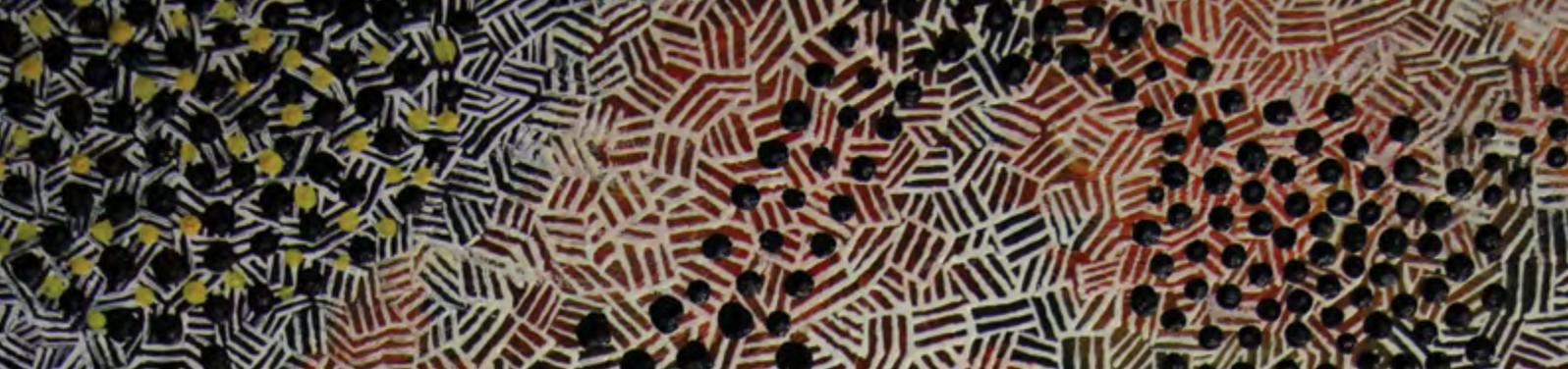
We aim to ensure our established reputation as an employer of choice for Aboriginal and Torres Strait Islander peoples is continued; and to further endorse and promote our commitment to the employment, retention and career development of Aboriginal and Torres Strait Islander staff across all policy and program areas.



Our first RAP

Our first RAP, an *Innovate RAP*, established a baseline for us and aligned with our *Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan*. Key achievements include:

- Establishment of an Aboriginal and Torres Strait Islander Staff National Committee and an Aboriginal and Torres Strait Islander Staff Network.
- Enrolment of over 1000 staff members in the *Core Cultural Learning: Aboriginal and Torres Strait Islander Australia Foundation Course*.
- Development and implementation of our Indigenous Staff Mentoring Program and the Indigenous Staff Coaching Program.
- Presentation of the Secretary's NAIDOC Awards to an individual staff member and a team each year. The individual awardee also attends the Garma Festival on behalf of the Department as a cultural immersion experience.
- Establishment of protocols for our Department's Acknowledgement and Welcome to Country.
- Membership by our Secretary on the Jawun Board and the secondment of at least two staff per year to the Jawun Program.
- Participation in APSC Entry Level Programs including the Indigenous Australian Government Development Program, Indigenous Apprenticeships Program, Graduate Program and Indigenous Graduate Program, as well as the implementation of a specific Indigenous Internship Program with 16 continuing and new Interns on boarded in 2017.
- Granting of 36 contracts to Aboriginal and Torres Strait Islander businesses from July 2015 – June 2016 with a value of \$3,720,000.
- We participate in a range of activities during Reconciliation Week and NAIDOC Week each year.
- Establishment of an Indigenous Liaison Officer to help deliver on initiatives of our *Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan* and RAP.



Our Stretch RAP

Our new *Stretch RAP* outlines how we will cultivate, maintain and build relationships through acknowledging and respecting the contribution of Aboriginal and Torres Strait Islander peoples and their communities.

It also aims to create improved opportunities for Aboriginal and Torres Strait Islander peoples, communities and our employees.

We will ensure our departmental policies are aligned with our RAP, including:

- The DSS Corporate Plan.
- Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan.
- Procurement Policy.
- Indigenous Procurement Policy.
- Innovation Strategy.
- Stakeholder Engagement Policy.
- Internal Event and Awareness Day Recognition Policy.
- Rewards and Recognition Scheme Policy.
- Gender Equality Action Plan.

Our RAP is supported by our Executive and our Indigenous Champion. It has been developed in consultation with all our staff, including the Aboriginal and Torres Strait Islander Staff Network, the Aboriginal and Torres Strait Islander Staff National Committee, and our RAP Working Group, so we can achieve our vision for reconciliation, and ensure our workforce is diverse and a true representation of the Australian population.

Our Indigenous Champion, Deputy Secretary Michael Lye, provides a leading role in supporting the Executive to implement the RAP and our *Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan 2015–2018*.

Our RAP will continue our commitment to create economic opportunities for Indigenous businesses to be involved in the delivery of programs and services to Aboriginal and Torres Strait Islander peoples and communities.

The development and ongoing management of the RAP will be overseen by the RAP Working Group which includes representation from all areas of the Department, as well as from staff across the Aboriginal and Torres Strait Islander Staff Network and the Aboriginal and Torres Strait Islander Staff National Committee.



Relationships

DSS continues to build respectful relationships and effective engagement between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians to build successful outcomes for the programs and services we provide.

The Longitudinal Study of Indigenous Children (LSIC) follows the development of around 1,700 Indigenous children and their families across urban, regional and remote Australia. LSIC, an initiative of the Australian Government, is conducted by DSS under the guidance of a Steering Committee, chaired by Professor Mick Dodson AM, and is one of a suite of longitudinal studies within the National Centre for Longitudinal Data (NCLD) in DSS. The study provides a data resource that can be drawn on by government, researchers, service providers, parents and communities. It is one of the largest longitudinal studies of Indigenous people worldwide.

Case study

Through our National Reconciliation Week 2017 event in our Darwin Office, guest speakers spoke with staff about their history and the 1967 referendum; in our Adelaide Office staff participated in a cross-agency event, including a presentation by the SA Treaty Commissioner; whilst in National Office our Families Group hosted guest speakers and a morning tea. Our events build on relationships which have a fundamental basis of understanding the importance of culture, respect, understanding and the importance of sharing knowledge and experience.

Focus area: The key strategic direction of our business in regard to relationships aligns to our DSS Corporate Plan; the DSS Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan 2015–2018; Internal Event and Awareness Day Recognition Policy; and the Rewards and Recognition Scheme Policy.



| Action | Target | Timeline | Responsibility |
|---|--|--|---|
| <p>1. RAP Working Group (RWG) actively monitors RAP development and implementation</p> | <ul style="list-style-type: none"> Oversee the development, endorsement, launch and advocacy of the importance of the RAP. Ensure there is department wide representation from each business stream, including senior executive, on the RWG through management of expressions of interest processes. Aboriginal and Torres Strait Islander peoples are on the RWG. Meet quarterly to monitor and report on RAP implementation. Communicate RWG meeting outcomes internally via STAFFnet, all staff emails and/or face-to-face updates. Appoint an internal RAP Champion from Senior Executive management. Revise and update the established RWG Terms of Reference. | <p>July 2017</p> <p>July 2017, annually in April</p> <p>July 2017</p> <p>Quarterly in March, June, September, December each year</p> <p>After each meeting, annually in March, June, September, December each year</p> <p>July 2017</p> <p>Annually in March each year</p> | <p>Lead — Chairperson, RAP Working Group</p> <p>Supported by:</p> <ul style="list-style-type: none"> People Services Branch People and Communications Committee Aboriginal and Torres Strait Islander Staff National Committee |



| Action | Target | Timeline | Responsibility |
|--|--|--|---|
| <p>2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff</p> | <ul style="list-style-type: none"> • Hold one National Office NRW event each year. • Organise one internal NRW event in each State and Territory Office each year. • Encourage NRW event collaborations with other Government agencies through sharing resources, event coordination logistics and costs, particularly within the State Office Delivery Network where several agencies are in one location. • Register our NRW events via Reconciliation Australia’s NRW website. • Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW. • Invite Aboriginal and/or Torres Strait Islander community member/s into our DSS National Office and State and Territory Offices to connect and share experiences. • Ensure all RAP Working Group members participate in at least one external NRW event each year. • Ensure all internal NRW events are culturally appropriate through consultation and engagement with members of the Aboriginal and Torres Strait Islander Staff National Committee, members of the Indigenous Staff Network, and through use of cultural protocol resources. | <p>Annually, 27 May – 3 June</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Management Group • Aboriginal and Torres Strait Islander Staff National Committee • Delivery Network State Office Managers • RAP Working Group |



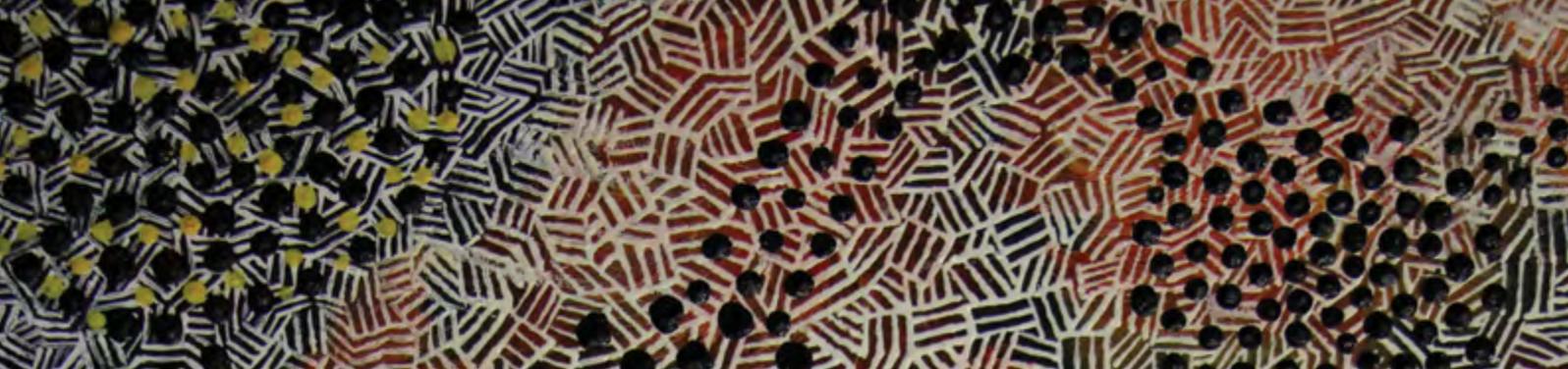
| Action | Target | Timeline | Responsibility |
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| 3. Improve relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | <ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Develop and implement a process to engage with Aboriginal and Torres Strait Islander staff through biannual round tables to influence policy outcomes. • Meet with at least one Aboriginal and Torres Strait Islander organisation in each State and Territory Office to develop guiding principles for future engagement. • Establish two formal two-way partnerships per year, including Jawun secondments, to contribute to building the capacity in Aboriginal and Torres Strait Islander organisations and/or communities. | <p>July 2018</p> <p>Biannually in June and December each year</p> <p>Annually from December 2017</p> <p>Annually from December 2017</p> | <p>Lead – Chair, Indigenous Reform Committee</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Delivery Operations Branch • Delivery Network State Office Managers • People Services Branch • Aboriginal and Torres Strait Islander Staff National Committee |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | <ul style="list-style-type: none"> • Develop and implement a strategy to communicate to internal and external stakeholders: <ul style="list-style-type: none"> - Our RAP and the scope and mandate of the RWG, including all Reconciliation Week events - Reaffirm our commitment to working with Aboriginal and Torres Strait Islander people, communities, stakeholders - Reinforce our commitment to be an employer of choice for Aboriginal and Torres Strait Islander people. • Promote reconciliation through ongoing active engagement with all stakeholders at dates of national significance. • Promote our RAP through external meetings, attendance at events and festivals, and secondment opportunities with DSS funded organisations. • Ensure our RAP is aligned with all corporate departmental policies and plans through Departmental governance procedures. | <p>Annually from May 2018</p> <p>Biannually in May and July each year</p> <p>Annually from December 2017</p> <p>Annually in July each year</p> | <p>Lead – Chair, RAP Working Group</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Corporate Services Group • Indigenous Champion • Executive Management Group • Indigenous Reform Committee • Program Office • Aboriginal and Torres Strait Islander Staff National Committee |



| Action | Target | Timeline | Responsibility |
|--|--|---|---|
| 4. Continued | <ul style="list-style-type: none"> • Ensure new starter orientation/on-boarding packs include information on the RAP, RWG and CORE Cultural Learning Program. • Our senior leaders are engaged in the delivery of RAP outcomes through activities including but not limited to: <ul style="list-style-type: none"> - Individual Performance Development Agreements - Influencing CORE cultural learning completions for their business streams - Participating in Garma Festival award nominations - Encourage staff participation in significant cultural events in local areas - Participating and encouraging staff participation in NAIDOC and Reconciliation Week activities - Remind all Aboriginal and Torres Strait Islander staff that the DSS cultural leave policy allows for up to three days paid leave for Aboriginal and Torres Strait Islander staff to participate in cultural activities including NAIDOC Week celebrations, and one day paid miscellaneous leave for non-Indigenous staff to attend NAIDOC Week cultural activities. | <p>September 2017</p> <p>Annually from July 2017</p> | |
| 5. Continue to build relationships with external agencies related to our core business and vision for reconciliation. | <ul style="list-style-type: none"> • Continue relationships with key agencies involved in the development and implementation of the CORE Cultural Learning Program to ensure ongoing monitoring, evaluation and enhancements. • Explore opportunities to build collaborative relationships with external agencies in each State and Territory to broaden provision of DSS programs and services. • Strengthen stakeholder relationships with up to 10 tertiary education providers across all States and Territories, building on the Indigenous Internship Program to increase graduate recruitment. | <p>Annually from July 2018</p> <p>Biannually in February and July each year</p> <p>Annually in July each year</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • All senior leaders • Indigenous Champion • Delivery Network State Office Managers |



| Action | Target | Timeline | Responsibility |
|---|--|---|---|
| <p>6. Continue to provide a data resource that aims to improve the understanding of, and policy response to, the diverse circumstances faced by Aboriginal and Torres Strait Islander children, their families and communities</p> | <ul style="list-style-type: none"> • Continue to strengthen and develop relationships with key agencies and external stakeholders that utilise LSIC data. • Provide feedback to families and communities participating in the study through Community Booklets and Feedback Sheets. • Hold an LSIC event during NAIDOC Week utilising key staff and stakeholders. | <p>Annually from July 2017</p> <p>Annually – in December each year</p> <p>Annually – during NAIDOC Week</p> | <p>Lead – Branch Manager, Policy Evidence Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Manager – National Centre for Longitudinal Data |



Respect

DSS proudly values and respects diversity and we continue to build a culture of awareness to foster respect, acceptance and acknowledgement of Aboriginal and Torres Strait Islander peoples, cultures and histories, to ensure that our programs and policies address their needs and aspirations.

Case study

We participated in a range of NAIDOC Week activities in 2016. Mr John Morseau delivered the keynote address at our national event which was streamed live across our State Office Delivery Network. Mr Morseau is a Torres Strait Islander with origins from the Eastern, Central and near Western Island clusters of the Torres Strait, who spoke on his research with the 'Old TI' guide and his work at the National Library of Australia.

We also hosted our first expo in national office, highlighting the programs, policies and services provided to Aboriginal and Torres Strait Islander clients and staff. Our Delivery Network offices also hosted and collaborated with other departments to manage a range of local state and territory events.

Focus area: The key strategic direction of our business in regard to respect aligns to our DSS Corporate Plan; the Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan 2015–2018; the Internal Event and Awareness Day Recognition Policy, the Rewards and Recognition Scheme Policy; and the Stakeholder Engagement Policy.



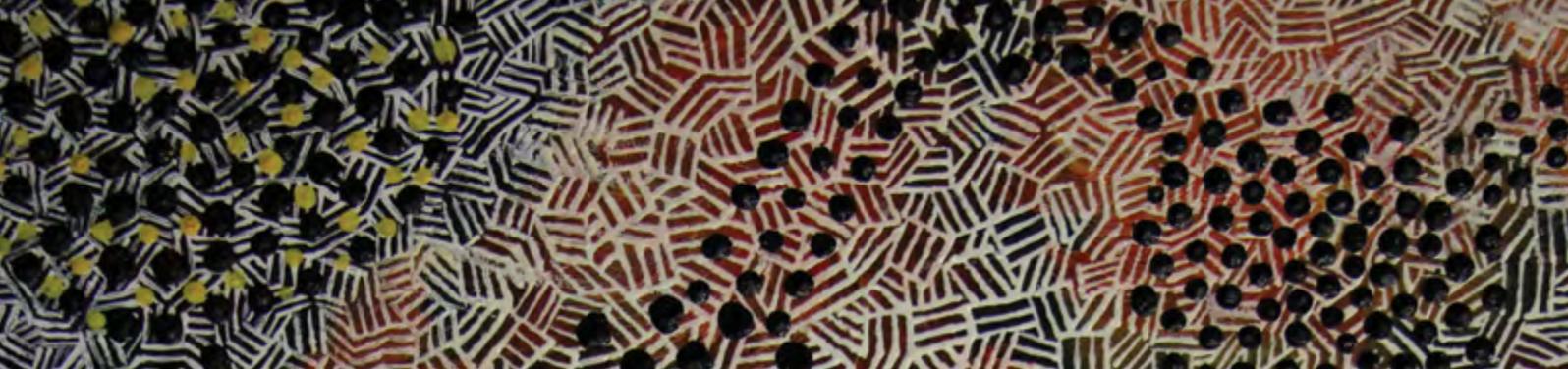
| Action | Target | Timeline | Responsibility |
|---------------------|--|--|----------------|
| 7. Continued | <ul style="list-style-type: none"> • All staff, including new staff, to undertake the CORE Aboriginal and Torres Strait Islander online cultural learning. • 30 per cent of all staff participates in face-to-face cultural training activities, including but not limited to: cultural walks/tours, language and culture workshops; and shares learnings with immediate work area. • Undertake a targeted communication campaign to encourage staff who have not been involved in cultural training, to participate in learning activities, in addition to the CORE cultural learning. • A minimum of two staff per year, undertake mandatory face-to-face cultural training as part of participating in Indigenous community secondments. • Up to six staff, including senior executive, selected through an expression of interest process, to undertake cultural immersion learning activities each year at significant cultural events, including the Garma Festival. • At least two staff members participate in the Jawun Indigenous Community Secondments Program each year. • All RAP Working Group members participate in tailored cultural learning seminars and workshops in addition to completing the CORE Aboriginal and Torres Strait Islander cultural learning. • All Senior Executives participate in tailored cultural learning activities, including but not limited to, seminars, workshops and face-to-face training. | <p>Reporting in September 2017 and finalising in December 2017</p> <p>July 2020</p> <p>Biannually in March and September each year</p> <p>Annually from December 2017</p> <p>Annually in August each year</p> <p>Biannually in June and December each year</p> <p>December 2017 and as required for new members</p> <p>Annually from July 2017</p> | |



| Action | Target | Timeline | Responsibility |
|---|---|--|---|
| <p>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions</p> | <ul style="list-style-type: none"> • Implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. • Ensure that Aboriginal and Torres Strait Islander cultural protocols are embedded for National Office and each State and/or Territory and specific local communities, reinforcing the need for sensitivity in language/traditional protocols at the local level. • Invite a local Traditional Owner to provide a Welcome to Country at all national focus events, including but not limited to: <ul style="list-style-type: none"> - Reconciliation Week - NAIDOC Week - Wear it Purple Day events - International Day of People with Disability. • All staff to provide Acknowledgement of Country at all public events. • Maintain and review a list of key contacts for organising a Welcome to Country. • Include Acknowledgement of Country at the commencement of all internal meetings. • Create and display an Acknowledgment of Country plaque in all of our office buildings. • Include Acknowledgement of Country in standard Departmental templates including PowerPoint presentations and email footers. | <p>December 2017</p> <p>June 2018</p> <p>Annually in May Annually in July Annually in August Annually in December</p> <p>Reported annually in September</p> <p>List to be created by May 2018 and updated biannually each year</p> <p>Reported annually in September</p> <p>December 2017</p> <p>December 2017</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander Staff National Committee • Delivery Network State Office Managers • State and Territory/ Regional Office Managers • Property, Security and Business Continuity Branch • Communication Services Branch |



| Action | Target | Timeline | Responsibility |
|--|--|--|---|
| <p>9. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week</p> | <ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week activities, including communications to advertise events and alert managers to leave entitlements. • Provide opportunities for all staff to participate in local internal and external NAIDOC Week events. • Support all staff to participate in NAIDOC Week events in the local community. • Hold an internal NAIDOC Week event in National Office and the Delivery Network in all States and Territories. • Indigenous Champion to encourage State Managers through direct communications to organise NAIDOC Week celebrations in their local offices, and where possible in collaboration with other government agencies. | <p>Annually in June each year</p> <p>Annually in July each year</p> <p>Annually in July each year</p> <p>Annually in July each year</p> <p>Annually in May each year</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Management Group • Indigenous Champion • Aboriginal and Torres Strait Islander Staff National Committee • Delivery Network State Office Managers |



Opportunities

DSS proudly values and respects diversity and we continue to build a culture of awareness to foster respect, acceptance and acknowledgement of Aboriginal and Torres Strait Islander peoples, cultures and histories, to ensure that our programs and policies address their needs and aspirations.

Case study

Diversity and inclusion is a priority for DSS and we strive to be an employer of choice for Aboriginal and Torres Strait Islander people, while also supporting those staff to have meaningful careers.

DSS is proud that we surpassed our original target of four per cent last year, and have already achieved our 2017 target of five per cent Aboriginal and Torres Strait Islander staff representation. We aim to increase our target by one per cent each year for the life of this RAP.

Establishing economic relationships with Indigenous businesses provides the opportunity for those businesses to be involved in the delivery of DSS services. Our business relationships also allow DSS the opportunity to expand our services and support to Aboriginal and Torres Strait Islander people and their communities through acknowledging significant local knowledge and expertise.

Focus area: The key strategic direction of our business in regard to opportunities aligns to our DSS Corporate Plan; the DSS Aboriginal and Torres Strait Islander Workforce Strategy and Implementation Plan 2015–2018; the DSS Procurement Policy and Indigenous Procurement Policy; the Innovation Strategy; Gender Equality Action Plan; and the Stakeholder Engagement Policy.



| Action | Target | Timeline | Responsibility |
|--|---|--|--|
| <p>10. Increase Aboriginal and Torres Strait Islander recruitment and retention</p> | <ul style="list-style-type: none"> • Increase Aboriginal and Torres Strait Islander employment from five per cent, by one per cent per year until 2020 including: <ul style="list-style-type: none"> - increase Executive Level officer representation to up to 25 (1 per cent) by July 2020 - increase SES representation by 1 staff member by July 2020. • Implement, review and update the Department of Social Services Aboriginal and Torres Strait Islander Workforce Implementation Plan to: <ul style="list-style-type: none"> - Engage with communities to promote DSS as an employer of choice for Aboriginal and Torres Strait Islander people - Continue to recruit through affirmative measures processes - Increase Aboriginal and Torres Strait Islander contract employment opportunities through external advertisements with preferred recruitment agencies, particularly Indigenous owned recruitment agencies - Continue to participate in the Australian Public Service Commission's Aboriginal and Torres Strait Islander employment pathways programs, the Indigenous Graduate Program, Indigenous Apprenticeships Program and the Indigenous Australian Government Development Program - Continue to implement the DSS Indigenous Internship Program with up to 15 interns on-boarded each year - Support Aboriginal and Torres Strait Islander leadership through a range of development opportunities across the Australian Public Service including mentoring, coaching, job shadowing, secondments and capability development | <p>July 2020</p> <p>Annually in June each year</p> <p>Biannually in June and December each year</p> <p>Biannually in May and July each year</p> <p>Annually as per APSC timeframes</p> <p>Annually in January each year</p> <p>Annually from July 2017</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Management Group • Indigenous Champion • Aboriginal and Torres Strait Islander Staff National Committee • All senior managers, selection panellists and recruitment delegates |



| Action | Target | Timeline | Responsibility |
|----------------------|--|--|----------------|
| 10. Continued | <ul style="list-style-type: none"> - Engage with the Aboriginal and Torres Strait Islander Staff National Committee to consult on employment strategies, including professional development - Implement and promote a DSS Aboriginal and Torres Strait Islander Staff Mentoring Program which includes Senior Executive Service Officer participation - Implement and promote a DSS Aboriginal and Torres Strait Islander Staff Coaching Program - Continue to advertise all affirmative measures positions in Aboriginal and Torres Strait Islander media - Encourage the uptake of study leave to up skill Aboriginal and Torres Strait Islander staff. | <p>Quarterly in March, June, September and December each year</p> <p>Annually from June 2017</p> <p>Annually from February 2018</p> <p>Biannually in June and December each year</p> <p>Annually from September 2017</p> | |



| Action | Target | Timeline | Responsibility |
|--|---|---|--|
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity | <ul style="list-style-type: none"> • Implement and promote the Department’s Indigenous Procurement Policy. • Set a target in line with procurement requirements established by the Department of The Prime Minister and Cabinet each year (previously 3 per cent) for goods and services from Aboriginal and Torres Strait Islander owned businesses. • Develop at least five commercial relationships biannually (10 annually) with Aboriginal and/or Torres Strait Islander businesses. • Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses, including through Supply Nation, to increase the financial value of Indigenous procurements. • Examine opportunities to expand contracts with trusted Indigenous suppliers. | <p>Biannually in June and December each year</p> <p>By 30 September annually</p> <p>Biannually in June and December each year</p> <p>Biannually in June and December each year</p> <p>Biannually in June and December each year</p> | <p>Lead — Branch Manager, Financial Management and Procurement Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Management Group • Senior Management Group |

Tracking progress and reporting

| Action | Target | Timeline | Responsibility |
|---|--|--|---|
| 12. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report | <ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Investigate participation in the RAP Barometer. • Develop and implement systems and capability needs to track, measure and report on RAP activities. | <p>30 September annually</p> <p>September 2017</p> <p>December 2017, with annual review each year</p> | <p>Lead — Branch Manager, People Services Branch</p> |
| 13. Report RAP achievements, challenges, learnings and solutions internally and externally | <ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings to: <ul style="list-style-type: none"> - Executive Management Group via the People and Communications Committee - Indigenous Reform Committee - Workplace Consultative Forum - RAP Working Group Meetings - DSS Annual Report | <p>Biannually in June and December each year</p> <p>Biannually in June and December each year</p> <p>Quarterly progress report in January, April, July and October each year</p> <p>Quarterly progress report in March, June, September and December each year</p> <p>Annually in June each year</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • Executive Management Group • RAP Working Group • Aboriginal and Torres Strait Islander Staff National Committee |



| Action | Target | Timeline | Responsibility |
|---|--|---|---|
| 13. Continued | <ul style="list-style-type: none"> - Aboriginal and Torres Strait Islander Staff National Committee - Communicate quarterly updates on RAP progress to all staff - All staff through Secretary's Reconciliation Week address - Australian Public Service RAP Yarning Circle Meetings - Indigenous Champion Network Meetings - DSS website. | <p>Quarterly in March, June, September and December each year</p> <p>Quarterly in March, June, September, December each year</p> <p>Annually from 27 May – 3 June each year</p> <p>Biannually in January and July each year</p> <p>Quarterly in March, June, September and December each year</p> <p>Annually in June each year</p> | |
| 14. Review, refresh and update RAP | <ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for formal feedback and endorsement. | <p>October 2019</p> <p>January 2020</p> | <p>Lead — Branch Manager, People Services Branch</p> <p>Supported by:</p> <ul style="list-style-type: none"> • RAP Working Group • Aboriginal and Torres Strait Islander Staff National Committee |

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