



Australian Government
Department of Finance



2016-2018 Reconciliation Action Plan (RAP)



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Acknowledgment of Artwork:

The artwork provided throughout the RAP was completed during National Reconciliation Week 2015. The artwork was coordinated by Finance’s 2012 graduate, Aboriginal artist and the first Co-Chair of Finance’s Aboriginal and Torres Strait Islander Staff Network, Sarah Richards.

Sarah is of Aboriginal descent from the Wongaibon tribe in the Riverine area of NSW. She is a self-taught artist who enjoys spending her spare time creating her works.

Sarah’s artwork is titled ‘Reconciliation’, with the use of handprints of current Aboriginal and Torres Strait Islander employees and non-Indigenous employees, including the then Secretary of Finance, Jane Halton. It demonstrates the department’s strong commitment to reconciliation and ‘Closing the Gap’. We would like to thank Sarah for her contribution to the Finance RAP and allowing Finance to use her artwork.

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Department of Finance Innovate CEO statement

Reconciliation Australia congratulates the Department of Finance on developing its fourth Reconciliation Action Plan (RAP), having made great strides since its inaugural RAP in 2007.

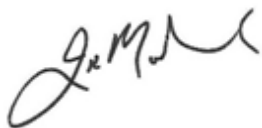
In adopting an Innovate RAP, the Department of Finance is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. The Department of Finance's commitments in its RAP stands it in good stead to continue this progress across the key domains of reconciliation—relationships, respect and opportunities.

The Department of Finance understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. It drives these relationships through the celebration and promotion of community events such as National Reconciliation Week (NRW), and commits to holding two to three internal events per year.

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to the Department of Finance's core values. It demonstrates this by committing to developing and implementing a cultural awareness program for its employees, which takes into consideration their cultural learning needs.

The Department of Finance is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples. It champions this commitment by aiming to create and implement a learning and development program for Aboriginal and Torres Strait Islander employees through targeted recruitment programs, and participating in the APSC Mentor Program.

On behalf of Reconciliation Australia, I commend the Department of Finance on its Innovate RAP and look forward to following its continued reconciliation journey.



Justin Mohamed
Chief Executive Officer
Reconciliation Australia



Secretary's Foreword



I am very proud to present the 2016-2018 Reconciliation Action Plan for Finance. This is the department's fourth Reconciliation Action Plan and we are striving to build on the foundation that has been established through previous Reconciliation Action Plans.

In recent years, we have achieved a number of encouraging outcomes through the initiatives set out in the 2013-2015 Reconciliation Action Plan. These include the:

- announcement of a Senior Executive sponsor for the Aboriginal and Torres Strait Islander Staff Network
- celebration of Reconciliation Week and NAIDOC Week annually
- provision of cultural awareness training to managers of Aboriginal and/or Torres Strait Islander Staff
- implementation of Acknowledgement of Country and Welcome to Country cultural protocols
- establishment of the Aboriginal Hostels Limited and Finance secondment arrangement.



The 2016-2018 Reconciliation Action Plan sets out the outcomes we plan to achieve. Key among these is our commitment to create and maintain a safe and secure work environment for Aboriginal and Torres Strait Islander peoples. The opportunities we provide will empower staff to drive and advance their career, and the richness of Aboriginal and Torres Strait Islander cultures will be celebrated by our department. We aim to achieve the 2.5 per cent Aboriginal and Torres Strait Islander representational target in 2018 not only by recruiting at the entry levels, but also creating opportunities at senior executive and executive levels.

Reconciliation is an ongoing endeavour, and I remain committed to ensuring that Finance continues to build and maintain mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians. This provides a platform for us to shape positive and constructive partnerships, work in a collaborative and respectful environment, influence change within the department and public service and ensure that our demographic reflects Australia's wider community.

I endorse the 2016-2018 Reconciliation Action Plan and encourage you all to support and implement the initiatives to help the department in achieving reconciliation.

Rosemary Huxtable PSM
Acting Secretary

Message from the Diversity Champion

I am pleased to endorse the 2016-2018 Reconciliation Action Plan. This document aligns with the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy as well as the department's Diversity and Inclusion Strategy, and assists in developing an environment which respects diversity, pursues excellence and endorses an inclusive workplace.

Throughout the lifespan of the 2016-2018 Reconciliation Action Plan, the department will cement its commitment to Aboriginal and Torres Strait Islander peoples through Finance-specific initiatives. These initiatives will increase the capability building opportunities of Aboriginal and Torres Strait Islander staff, expand the use of Aboriginal and Torres Strait Islander owned businesses and provide the means through which we can achieve the 2.5 per cent representational target by 2018.

I would also like to take this opportunity to acknowledge the passion, drive and commitment of the members of the Aboriginal and Torres Strait Islander Staff Network. Each member has played an important part in building and shaping cultural knowledge within the department, and I look forward to supporting them as they continue to raise awareness and build solid relationships now and into the future.

Stein Helgeby
Deputy Secretary
Governance and Australian Public Service Transformation
Finance Diversity Champion



Message from the RAP Working Group and Senior Executive Sponsor of the Aboriginal and Torres Strait Islander Staff Network

Reconciliation is an ongoing process, and all Finance employees have an important role to play. The Aboriginal and Torres Strait Islander Staff Network (ATSISN) is a key partner in ensuring that we achieve our reconciliation outcomes as expressed in this Reconciliation Action Plan. As the Senior Executive Sponsor of the ATSISN and on behalf of the RAP Working Group, we are proud to provide as much support as we can to the ATSISN's activities, tasks and responsibilities.

Our ultimate aim is to achieve, not only the reconciliation objectives outlined in this Reconciliation Action Plan, but also broader reconciliation outcomes that will improve lives, enhance cultural understanding and create a better society.

Andrew Jaggers
First Assistant Secretary
Commercial and Government Services
SES sponsor of the ATSISN



RAP Working Group Chairman Carmen Richardson



Our vision for reconciliation

Our vision for reconciliation is of a collaborative and respectful department which creates opportunities for, and builds relationships with Aboriginal and Torres Strait Islander staff, communities and businesses. Finance's central role within the Australian Public Service (APS) in shaping government policy means that the more inclusive of Aboriginal and Torres Strait Islander peoples we are, the more robust and effective our work will be.

Our broader vision is of a future in which reconciliation moves on from being an ongoing process to a fully achieved endeavour. We will work to achieve a more respectful and inclusive community in which Aboriginal and Torres Strait Islander peoples are fully empowered to contribute to their maximum potential.



Our business

Finance is a central agency in the APS and plays a significant role in many areas of the government's agenda, to ensure its outcomes are met. The department is committed to advancing public sector reform and leading the public sector in delivering excellence and value in government business. Coinciding with our [2016-17 Corporate Plan](#) and defined Capabilities and Behaviours, our culture is enriched by our commitment to a diverse and inclusive workplace and aims is to achieve our identified objectives and priorities.

The department is a diverse and inclusive workforce which aims to attract, retain and support employees from all diverse groups. We are of the firm belief that to ensure a viable, productive and innovative department, we need to utilise the capabilities, skills and experience of people from diverse backgrounds.

As at 30 June 2016, Finance employs approximately 1,470 ongoing and non-ongoing staff, and around 340 casual staff including 24 Aboriginal and Torres Strait Islander staff. The majority of Finance employees are based in Canberra, with a small number based in the states/regions or deployed overseas.



Our RAP

Since 2008, Finance has developed a RAP to contribute measurable initiatives to departmental and broader community efforts to achieve reconciliation. Our 2016-2018 RAP has been developed in line with Finance's ongoing commitment to reconciliation, diversity and inclusion, and to embed a more representative and agile workforce. The following Innovate RAP, which not only builds on our achievements made through our 2013-2015 Innovate RAP, but also sees the department aiming to increase targets in all areas over the next two years. This Innovate RAP was developed through collaboration between the Finance Aboriginal and Torres Strait Islander Staff Network (ATSISN), staff at the Executive and APS levels participating in the RAP Working Group, People Branch, Senior Executives and Reconciliation Australia.

Reconciliation is at the core of the Government's Closing the Gap efforts, and we are proud to contribute to these efforts by implementing initiatives contained in this RAP. The responsibility for reconciliation sits with everyone and all staff are expected to contribute to this initiative.

Some achievements under our 2013-2015 Innovate RAP include the:

- increase of Aboriginal and Torres Strait Islander representation in our department from 0.9 per cent as at 1 January 2013, to 1.8 per cent (26 people) as at 31 December 2015
- development and publishing of documentation to inform Aboriginal and Torres Strait Islander staff of the support and opportunities available in our department
- employment of 16 Aboriginal and Torres Strait Islander staff through centralised targeted recruitment programs, including the APS Pathways Programs and the Indigenous Australian Government Development Program
- inclusion of Aboriginal and Torres Strait Islander charities in our Workplace Giving Program
- procure and display an Acknowledgment of Country plaque in our main office building.

Our RAP is championed internally by:

- acting Secretary, Rosemary Huxtable
- the Finance Diversity Champion Stein Helgeby, Deputy Secretary, Governance and APS Transformation
- the Senior Executive Sponsor of the ATSISN Andrew Jagers, First Assistant Secretary, Commercial and Claims Division.



Lessons from previous RAP

After consultation with key stakeholders, the key lessons learnt from our 2013-2015 Innovate RAP and addressed in this Innovate RAP are:

- a RAP Working Group should be maintained throughout the life of the RAP and subsequent RAPs (Members of the RWG can change as required but to not have a whole new RWG each RAP)
- senior Executive buy-in and visibility are essential to achieving reconciliation objectives
- it is important to keep our senior executives engaged and regularly updated on RAP achievements and challenges
- consultation with The Aboriginal and Torres Strait Islander Staff Network (ATSISN) is key to ensuring success in the implementation of RAP initiatives
- it is essential that we promote and report our RAP achievements broadly within the department
- embedding cultural awareness into the organisation by delegating initiatives to core areas within the department and ensuring department wide contribution and involvement
- it is imperative to develop an implementation guide for the RAP to assist in keeping all responsible parties on track and to ensure that initiatives are successfully delivered.



Profile of Anne Olsen

Aboriginal employee with over 30 years' service in Finance



I commenced my working career with the Department of Administrative Services (DAS) in March 1983. I began in the Registry section delivering files and other forms of correspondence throughout the department. This job kept me walking for virtually most of the day, so I was ever so grateful when I finally returned to sit down at my desk. From here I worked in various sections of the department performing duties that included processing travel itineraries and travelling allowance for departmental staff, purchase and distribution of stationery as well as assisting with asset management duties.

A highlight of my career was the implementation of the travel module within the Financial Accounting Reporting System (FARMS) module. FARMS was a very early version of SAP which is still extensively used today and was the first computer based system introduced. It was the beginning of the computer/IT age as we know it today. I was responsible for the input of all travel itineraries for departmental staff into the FARMS module and educating my co-workers in this role. I can still recall those days because it was monumental in changing the way I worked.

In 1989 I was promoted to the position of Accounts Officer within the Commonwealth Parliament Offices (CPO). In this position, I was responsible for processing all accounts for the Queensland-based Senators and Members of Parliament.

Today I work in Ministerial and Parliamentary Services (MAPS) Queensland State office, Business Enabling Services Group within the Department of Finance. We are a small group of six staff who manage the CPO located in Brisbane. We have worked together for over 20 years. Our services include provision and management of office accommodation, visiting, conference and tele-presence suites, equipment, accounts processing and other facilities to Federal Senators, Members of Parliament and their staff.

My current position is the management of Private-Plated Vehicle (PPV) entitlement to Queensland and New South Wales based Senators and Members of Parliament including former Prime Ministers. I enjoy my current duties as I liaise with an extensive client base as well as external stakeholders on a daily basis. I am honoured to have had such a diverse range of duties throughout my career that challenge me and allow me the scope of continual learning on the job.

In conclusion, I would like to offer some wise words that have assisted me during my 32-year career in the Australian Public Service. Be positive and always enjoy your work. Be grateful and endeavour to do your best with any opportunities which may arise. Life is full of opportunities and it is up to you to grasp them to learn new experiences.



The Aboriginal and Torres Strait Islander Staff Network (ATSISN)



The ATSISN was formed in 2011 to provide robust representation and a unified voice for Aboriginal and Torres Strait Islander peoples working at Finance. It is an informal peer network run by staff who identify as Aboriginal and/or Torres Strait Islander. The ATSISN aims to provide visible role models and strong advocates for Aboriginal and Torres Strait Islander staff. The ATSISN also organises Finance-wide celebrations including National Reconciliation Week and NAIDOC Week, and other fundraising or cultural events.

The ATSISN is coordinated by two co-chairs, with all members provided an equal opportunity to contribute.

The ATSISN is supported by:

- Rosemary Huxtable, Finance Acting Secretary
- Stein Helgeby, Deputy Secretary, Governance and APS Transformation and Finance Diversity Champion
- Andrew Jaggars, First Assistant Secretary, Commercial and Claims Division and Senior Executive Sponsor of the ATSISN.





The RAP Working Group (RWG)

The RWG was established in November 2015 and its role of contributing and refining RAP initiatives was carried out in a number of RWG meetings. The guiding principle of the RWG is formed around building relationships, creating opportunities, acknowledgement, respect and recognition of Aboriginal and Torres Strait Islander peoples:

Better relationships between Australia's first peoples—Aboriginal and Torres Strait Islander Australians and all other Australians are essential to building a fair, inclusive and prosperous Australia in which all people are given the chance to fulfil their true potential. And so we will:

Recognise that the continent and islands now known as Australia were first occupied by Aboriginal and Torres Strait Islander peoples.

Acknowledge the continuing relationship of Aboriginal and Torres Strait Islander peoples with their traditional lands and waters.

Respect the continuing cultures, languages and heritage of Aboriginal and Torres Strait Islander peoples.

The RWG's, chaired by Carmen Richardson have an ongoing responsibility to deliver designated initiatives, monitor progression of initiatives in consultation with People Branch and report identified areas to ensure all initiatives are successfully delivered.

The RWG currently has 14 Finance staff as members:

- **Carmen Richardson, Project Officer, Reporting and Resourcing (Chair)**
- Deb Keeley, Assistant Director, Enterprise Resource Planning
- Fiona Welch, Director, Procurement Policy and Practice
- Greg Saunders, Senior Safety and Compliance Officer, Performance and Reporting
- Jasmin Brookes, Customer Relationship and Communications Officer, Business Management
- Ashtyn McClelland, Senior Diversity Officer, Workforce Strategy
- Joseph Patrick, Senior Diversity Officer, Workforce Strategy
- Josh French, Project Officer, Accountability Projects
- Meng Chua, Investment Analyst, Web Services
- Naomi Bateman, Project Officer, Recruitment
- Nicole Parkes, Assistant Director, Workforce Strategy and Diversity
- Sally Foster, Diversity Administrative Officer, Workforce Strategy
- Simone Murray, Director, Contract Management (Owned Portfolio)
- Simone Sanderson, Project Officer, Work Health and Safety

Roles and responsibilities

It is essential for all Finance employees to understand, appreciate and embed the value and importance of cultural diversity within the workforce. To achieve reconciliation, we are all responsible for promoting and supporting a more inclusive workplace. Roles and responsibilities can be described in accordance with the below:

Senior managers:

- accountability for the RAP and ensure that initiatives are promoted and delivered in respective functional areas
- support staff to engage and celebrate the importance of Aboriginal and Torres Strait Islander culture within the department
- promote Aboriginal and Torres Strait Islander culture as a business imperative.

Supervisors:

- effectively and fairly manage teams, seek regular feedback from staff and address any conflicts either personally or by reference to available internal or external resources
- ensure that recruitment, retention and other practices in supervised teams are compliant with the objectives and content of the RAP.

Finance staff generally:

- become familiar with RAP initiatives and objectives and embed cultural knowledge and awareness in day-to-day activities
- aim to continually learn about the Aboriginal and Torres Strait Islander culture through training, attendance at events and keeping updated on departmental policies, guides and/or fact sheets.



Measures

To ensure accountability and measure success of the actions within the RAP, we will review and evaluate the impact through:


- data retrieved from the Human Resources Management Information System
- response rates derived from the annual APS Employee Census
- departmental entry and exit surveys
- ad-hoc pulse staff surveys
- data reporting to APSC for whole of government analytics and key action areas
- reconciliation Australia annual reporting on impact and success
- biennial RAP Barometer, August 2018.

This will be included in reports that are sent to the Diversity Champion and the Capability and Culture Sub-committee.



INITIATIVES / ACTION AREAS

***Actions in this RAP align with Reconciliation Australia's three core themes: relationships, respect and opportunities.

RELATIONSHIPS 			
<p>It is essential to maintain a workforce where a shared purpose leads to improved trust, confidence and productivity. Our 2016-17 Corporate Plan emphasises the need to build collaborative and respectful relationships, and the RAP will contribute to this departmental objective. This is important because our role in providing evidence-based policy advice to government will be improved by greater sharing of experiences, communication and ongoing engagement both internally and externally.</p>			
<p>Focus area: In building relationships, our focus will be on turning good intentions into actions. We will focus on the things we can achieve within our department and the influence we can have on relationship building in the wider community.</p>			
Action	Target	Timeline	Repsonsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation.	<ul style="list-style-type: none"> Oversee the development, endorsement and launch of the RAP. 	October 2016	Led by Diversity Champion through RWG Chair and Diversity Team
	<ul style="list-style-type: none"> Ensure there is Aboriginal and Torres Strait Islander representation on the RWG by inviting all members of the ATSISN to participate in the RWG. 	November 2016-June 2018	ATSISN Co-Chairs
	<ul style="list-style-type: none"> Meet at least four times per year to monitor and report on RAP implementation. 	March, June, October and December, annually	RWG Chairman
	<ul style="list-style-type: none"> Structuring more leadership in the RWG. Appoint SES and at least one internal RAP Champion from senior management to be known, visible and active in their role to ensure leadership is driving and taking accountability and responsibility for raising cultural awareness. 	November 2016	RWG Chairman and Diversity Team Officers
	<ul style="list-style-type: none"> Establish and maintain Terms of Reference for the RWG. 	November 2016	
	<ul style="list-style-type: none"> Establish an Implementation Plan for RAP actions. 	December 2016	
	<ul style="list-style-type: none"> Review and update the Implementation Plan for RAP actions. 	August 2017 and 2018	

2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff.	<ul style="list-style-type: none"> Organise two to three internal NRW events each year and register event via Reconciliation Australia's NRW website 	27 May - 3 June, annually	ATSISN Co-Chairs
	<ul style="list-style-type: none"> Sponsor a local community event in NRW 	27 May - 3 June, annually	RWG Chair and Executive Board Chairman
	<ul style="list-style-type: none"> RWG participants must ensure to attend and encourage all staff including, middle management, senior leaders to participate in external events to recognise and celebrate NRW. 	November 2016 - October 2018	Deputy Secretary of each business area
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Meet with two or more local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	March 2017	Assistant Secretary, People Branch and ATSISN Co-Chairs
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. 	June 2018	ATSISN Co-Chairs
	<ul style="list-style-type: none"> Commit to establishing at least two formal one-way or two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence. 	December 2017	Executive Board Chairman and Senior Executive Sponsor of the ATSISN
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Implement a strategy to communicate our RAP to all internal and external stakeholders. 	March 2016	Assistant Secretary, Corporate Engagement Branch
	<ul style="list-style-type: none"> Update and maintain the RAP communication strategy annually. 	March, annually	
	<ul style="list-style-type: none"> Intranet page for Diversity Team and Networks (including ATSISN) to be frequently updated including publication of RAP, promotion of initiatives, action plan, events and meetings. 	December 2016, March, September 2017 and 2018	Network Chairmen and Corporate Engagement Branch
	<ul style="list-style-type: none"> Promote continuous reconciliation throughout the year through ongoing active engagement with all stakeholders. 	November 2016 - October 2018	Executive Board Chairman

	<ul style="list-style-type: none"> All staff including managers, senior leaders and invited external stakeholders to attend reconciliation and other Aboriginal and Torres Strait Islander events taking place within the department. 	November 2016 – June 2018	Senior Executive and managers in supervisory roles
	<ul style="list-style-type: none"> Senior leaders and managers are engaged and support the delivery of RAP outcomes by regularly assessing and ensuring participation and influence from their work area to improve outcomes for Aboriginal and Torres Strait Islander peoples. 	November 2016 – June 2018	Executive Board Chairman
5. Raise the profile of the ATSISN by providing opportunities to meet with the Finance Secretary.	<ul style="list-style-type: none"> Secretary meets with co-chairs of the ATSISN at least twice a year. 	December 2016, then April and December, annually	Sponsor of the ATSISN
	<ul style="list-style-type: none"> Secretary meets with all of the ATSISN at least once a year. 	August annually 2017 onwards	

RESPECT

It is important that respect and a shared cultural understanding are embedded in the professional relationships we build at Finance and in the wider community. We will continually seek to improve our understanding of Aboriginal and Torres Strait Islander cultures, lands and histories, and acknowledge the achievements and custodianship of Aboriginal and Torres Strait Islander peoples. Our business will benefit immensely from a respectful, rewarding and inclusive workplace culture.

Focus area: We will ensure that the department respectfully explores and participates in the richness of Aboriginal and Torres Strait Islander cultures and communities and ingrains this in all aspects of our work.

Action	Target	Timeline	Responsibility
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements over the lifespan of the RAP.	<ul style="list-style-type: none"> Develop a cultural awareness program for our staff which defines continuous cultural learning needs of employees in all areas of our business. 	August 2017	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	August 2017	Assistant Secretary, People Branch and Learning and Development Director
	<ul style="list-style-type: none"> RAP panel session, including panel members from the Aboriginal and Torres Strait Islander community to participate in discussions relating to topics including reconciliation and Aboriginal Affairs. 	November 2017, on year anniversary of RAP Launch	ATSISN Co-Chairs
	<ul style="list-style-type: none"> A day of history and understanding. Members of the Aboriginal and Torres Strait Islander community to run a workshop, providing a history and artistic workshop for staff. 	December 2018	ATSISN Co-Chairs and managers in supervisory roles to support attendance of their staff

	<ul style="list-style-type: none"> 10 per cent of staff undertake online cultural learning activities specifically for new staff induction training and refresher online course. 	June, annually	Executive Board Chairman
	<ul style="list-style-type: none"> 10 per cent of staff undertake face-to-face cultural workshop learning activities. 		
	<ul style="list-style-type: none"> 5 per cent of staff undertake cultural immersion learning activities. 		
	<ul style="list-style-type: none"> All RAP Working Group members undertake cultural learning activities. 	December 2017	
	<ul style="list-style-type: none"> All Senior Executives undertake cultural learning activities. 	June 2018	
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.	<ul style="list-style-type: none"> Develop and implement a cultural protocol document that provides a summary and assists employees to acknowledge Aboriginal and Torres Strait Islander people and strengthen culture confidence. 	December 2016	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Set targets for meeting RAP initiatives to be included in corporate segment of Branch Business Plans. 	July 2017	Executive Board Chairman
	<ul style="list-style-type: none"> Invite a local Traditional Owner to provide a Welcome to Country, at one or more internal NRW events. 	December, annually	ATSISN Co-Chairs
	<ul style="list-style-type: none"> Encourage Senior Executives to provide an Acknowledgement of Country at public events. 	December 2016	Executive Board Chairman
	<ul style="list-style-type: none"> Maintain and review a list of key contacts for organising a Welcome to Country and include on the Finance intranet. 	December annually	ATSISN Co-Chairs
	<ul style="list-style-type: none"> Include Acknowledgement of Country at the commencement of important internal meetings. 	June 2017	Deputy Secretary of each business area
8. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week or other recognised events. 	April 2017	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Provide leave opportunities and support for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. 	First week of July, annually	Senior Executives, and managers in supervisory roles
	<ul style="list-style-type: none"> Support all staff to participate in NAIDOC Week events internally and externally in and around Canberra. 		

OPPORTUNITIES

Finance is committed to attracting, recruiting and retaining people from a diverse range of backgrounds. Through this RAP, we aim to achieve our employment and retention targets with a renewed focus on creating opportunities not only at entry levels, but also at more senior levels. This is important because creating more employment opportunities for Aboriginal and Torres Strait Islander peoples at Finance will enhance their sense of personal and professional achievement while giving Finance the opportunity to benefit from their expert knowledge and life experience. By setting out and clarifying responsibilities in this RAP, we will achieve our procurement targets with Aboriginal and/or Torres Strait Islander businesses.

Focus area: We will create opportunities to empower people through employment initiatives and learning and development. This will extend to all our functional areas, especially those areas which make decisions with specific impact on Aboriginal and Torres Strait Islander peoples, communities and businesses.

Action	Target	Timeline	Repsonsibility
9. Increase Aboriginal and Torres Strait Islander recruitment and retention.	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander representation to 2.5 per cent of the department through maintaining recruitment, graduate, secondment and other programme opportunities. 	June 2018	Executive Board Chairman / Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	March 2017	Recruitment Director, People Branch
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	February 2017	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy. 	December 2016	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	December, annually	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Develop and implement a learning and development program for Aboriginal and Torres Strait Islander staff joining the department through targeted recruitment programs and participating in the APSC Mentor Program. 	March 2017	Assistant Secretary, People Branch
	<ul style="list-style-type: none"> Identify at least two Aboriginal and Torres Strait Islander mentors and coaches and promote to all staff. 	June 2017	Assistant Secretary, People Branch

10. Increase Aboriginal and Torres Strait Islander supplier diversity.	<ul style="list-style-type: none"> Implement, review and update an Aboriginal and Torres Strait Islander procurement strategy, including communicating to staff the list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	June 2017	Assistant Secretary, Procurement Policy and Advice Branch
	<ul style="list-style-type: none"> Develop commercial relationships/contracts to meet the department's 2 per cent target for small to medium enterprises that are 50 per cent Aboriginal and Torres Strait Islander owned. 	June 2018	Assistant Secretary, Procurement Policy and Advice Branch and Procurement Officers
	<ul style="list-style-type: none"> Monitor and review the department's 2 per cent commercial relationships target for goods and services to ensure that progress is being made. 	December, annually	Assistant Secretary, Procurement Policy and Advice Branch and Procurement Directors
	<ul style="list-style-type: none"> Maintain annual Supply Nation membership. 	January, June, Oct Annually for 2017 and 18	Assistant Secretary, Procurement Policy and Advice Branch

TRACKING PROGRESS AND REPORTING

Action	Target	Timeline	Repsonsibility
11. 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.	30 November, annually	RWG Chairman and Diversity Team Director
	<ul style="list-style-type: none">Participate in the RAP Barometer.	Biennial RAP Barometer, August 2018	Diversity Team Director
	<ul style="list-style-type: none">Develop and implement systems and capability needs to track, measure and report on RAP activities.	December 2016	RWG Chairman
12. Report RAP achievements, challenges and lessons-learnt internally and externally.	<ul style="list-style-type: none">Publicly report our RAP achievements, challenges and lessons-learnt on the intranet, internet, annual report and/or other departmental publications.	December, annually	RWG Chairman
	<ul style="list-style-type: none">Provide information to managers on how department is tracking prior to being published publicly.	January and July, Annually	First Assistant Secretary, Corporate Services Division
13. Monitor and report progress of RAP outcomes to the department’s governance bodies.	<ul style="list-style-type: none">Submit a report to the Diversity Champion and the Capability and Culture Sub-Committee each year, detailing progress, data sets and evaluation of implemented activities and/or recommendations on RAP amendments.	February, annually	RWG Chairman and Assistant Secretary, People Branch
	<ul style="list-style-type: none">Mandatory staff survey in regards to the current RAP. An internal overview of the perceptions on the RAP, its initiatives and influence within Finance Culture.	October 2017 and July 2018	People Branch, Workforce Strategy team Director
14. Review, refresh and update RAP.	<ul style="list-style-type: none">Establish RWG for next RAP by sending out an invite to the whole department with a particular focus on members of the ATSISN.	December 2017	Assistant Secretary, People Branch and Senior Executive
	<ul style="list-style-type: none">Liaise with Reconciliation Australia to develop a new RAP based on lessons learnt, challenges and achievements.	June 2018	
	<ul style="list-style-type: none">Send draft RAP to Reconciliation Australia for formal feedback and endorsement.		

Contact details

Position: Diversity Team

Email: diversityteam@finance.gov.au

Closing Statement:

Finance acknowledges a diverse organisation and the ongoing process to fully achieve a department that is committed to reconciliation and leads to embed mutual respect and inclusiveness. Through the implementation of the 2016-2018 Reconciliation Action Plan (RAP), Finance will encompass the foundation that has been established through previous RAP's while continuing to build stronger relationships with Aboriginal and Torres Strait Islander peoples and build culture confidence.



Detail of 'Reconciliation', Sarah Richards