



Government of Western Australia
Department of Training
and Workforce Development



DEPARTMENT OF TRAINING
AND WORKFORCE DEVELOPMENT

Innovate Reconciliation Action Plan

JANUARY 2022 — DECEMBER 2023



Acknowledgement of Country

The Department of Training and Workforce Development acknowledges Aboriginal and Torres Strait Islander people as the first peoples of Australia and recognises the traditional owners of the land on which we live and work. We pay our respects to Elders past, present and emerging.

We recognise for over 65,000 years Aboriginal and Torres Strait Islander people have traditionally passed down knowledge, generation to generation, through storytelling, culture and lore and are the original teachers and educators of this land.

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An electronic version of the Department's *Innovate Reconciliation Action Plan 2022–2023* is available from dtwd.wa.gov.au in PDF format. Alternative formats are available upon request.

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About the artwork

The artwork featured in this Reconciliation Action Plan is titled ‘Moving Mingas’, by artist Noeleen Hamlett. Minga means ‘ant’ in the Wajarri Yamatji language.

Many vibrant elements exemplify the roles we all play in achieving reconciliation. The ants model harmony, hard work and planning, and the goanna signifies the important role of leadership – ‘the boss that looks over and guides the employees,’ as described by Noeleen.

Bold, contemporary colours and patterns portray a landscape of varied terrain; rolling hills, rivers and water holes, which represent the challenges on our journey.

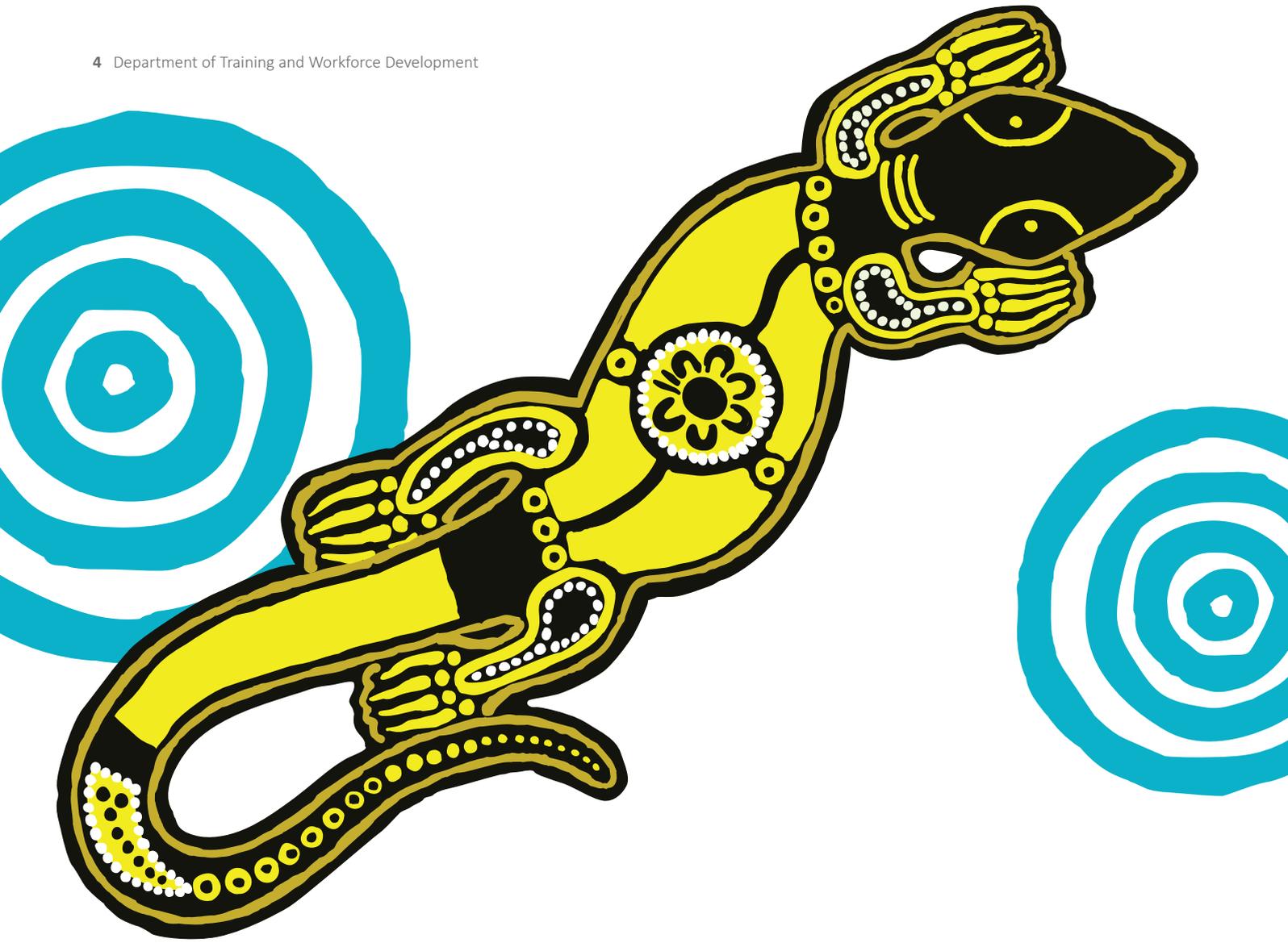
The original artwork is proudly displayed at the Department of Training and Workforce Development’s Osborne Park office, and by agreement with the artist, brands our ongoing reconciliation activities.

About the artist

Noeleen Hamlett is a Wajarri Yamatji artist and former North Metropolitan TAFE (NM TAFE) student with a life-long passion for art. Noeleen undertook her Certificate IV in Visual Arts in 2015 and was the winning artist in the logo competition for NM TAFE’s Koolark Centre for Aboriginal Students.

The mother of eight is a talented artist with many public pieces and community projects around Perth as well as privately commissioned work.





Contents

Acknowledgement of Country	2	RAP Steering Group members	11
About the artwork	3	Establishment of an Aboriginal Policy Planning and Reconciliation branch	11
About the artist	3	Our RAP actions	
Foreword from the Acting Director General	5	Relationships	14
Our vision for reconciliation	6	Respect	18
Our commitment to the Aboriginal and Torres Strait Islander people of Western Australia	6	Opportunities	22
Our business	7	Governance	28
Our RAP journey	8		



Foreword from the Acting Director General

I am excited to present the Department of Training and Workforce Development’s (the Department’s) third *Innovate* Reconciliation Action Plan (RAP). This new RAP is a culmination of learnings through our ongoing reconciliation journey in which we aim to embed and continuously improve our cultural capacity. This RAP allows us to celebrate and strengthen our existing partnerships with the Aboriginal and Torres Strait Islander community while we establish new ones.



By strengthening and increasing these partnerships, we will ensure a broad range of Aboriginal and Torres Strait Islander perspectives are included to inform best practice within the training and workforce development sector.

The Department acknowledges Aboriginal and Torres Strait Islander people as the first peoples of Australia and recognises the traditional owners of the land on which we live and work. We reaffirm our unwavering commitment to advancing the Aboriginal and Torres Strait Islander people of Western Australia through culturally safe training and workforce environments.

The Department has made significant progress on its reconciliation journey since the release of its first RAP in 2014. We have developed and embedded a range

of initiatives to grow and nurture our Aboriginal and Torres Strait Islander workforce, engage our staff in cultural awareness professional development and activities, and support the participation of Aboriginal and Torres Strait Islander people in Western Australia’s economy and community.

Our new *Innovate* RAP strengthens the voice of our Aboriginal and Torres Strait Islander employees in shaping the strategies and initiatives which influence their working environment. It deepens our engagement with external Aboriginal and Torres Strait Islander stakeholders and other government agencies, and continues the Department’s focus on maximising Aboriginal and Torres Strait Islander people’s participation in training and sustainable employment.

The development of our new *Innovate* RAP was informed through the results of a staff survey and workshops with our RAP Steering Group and Corporate Leadership Group. I would like to thank the Department’s Aboriginal Policy Planning and Reconciliation branch and my fellow RAP Steering Group members for your work on the new *Innovate* RAP, and acknowledge Reconciliation Australia’s support during this process.

I look forward to working with our RAP Steering Group on the implementation of our new *Innovate* RAP and continuing our reconciliation journey to creating lasting and impactful change for Aboriginal and Torres Strait Islander people in Western Australia.

Karen Ho

ACTING DIRECTOR GENERAL
RAP STEERING GROUP CO-CHAIR





Our vision for reconciliation

Our vision for reconciliation sees Aboriginal and Torres Strait Islander people and communities thriving and accessing the real economy through their engagement in meaningful education, training, employment and business activities.

Our commitment to the Aboriginal and Torres Strait Islander people of Western Australia

The Department of Training and Workforce Development accepts the invitation extended in the Uluru Statement from the Heart, to walk with Aboriginal and Torres Strait Islander people on a journey of reconciliation toward a better future.

We value the views, advice and leadership provided by Aboriginal and Torres Strait Islander people as outlined in our Reconciliation Action Plan. We will provide a seat at our table, ensuring respect and cultural understanding is at the heart of everything we do.

Our collaborative efforts will focus on creating accessible training opportunities that will enhance employment, economic, and social outcomes for the First Nations people of Australia.

We will support Australia's reconciliation movement and foster the reconciliation journey for all Department staff, partners and stakeholders. We will do this by cultivating mutual respect between Aboriginal, Torres Strait Islander and non-First Nations people, deepening our knowledge and acceptance of our shared history, and encouraging positive race relations.

Ultimately, we will promote inclusive, harmonious, culturally safe training and workforce environments resulting in greater opportunities for Aboriginal and Torres Strait Islander people throughout Western Australia.



Our business

Our role is to understand the current and future skills needs of the State workforce and use policy, planning, funding and regulatory levers to enable the vocational education and training (VET) sector to respond to, and meet, those needs. We respond to State Government strategies to grow and diversify the economy such as the *State Recovery Plan*, *DiversifyWA* and the *WA STEM Skills strategies*. We work closely with industry, employers and training providers to develop and sustain quality VET programs accessible to all Western Australians.

Total staff numbers

The Department currently employs 500 people (as at 2 September 2021).

Aboriginal and Torres Strait Islander staff numbers:

The Department currently employs 17 Aboriginal and Torres Strait Islander people (as at 2 September 2021 – 3.4% of all staff).

Geographic reach

The Department operates across the whole of Western Australia, and has one regional and three metropolitan worksites:

- Optima Centre, Osborne Park
- Prospect Place, West Perth
- TAFE International WA (TIWA), East Perth
- Muresk Institute, Northam

Sphere of influence

The Department's sphere of influence incorporates a number of stakeholders across Western Australia, including:

- **Students** – 124,674 course enrolments in publicly funded training in 2020¹
 - 10,442 publicly funded course enrolments by Aboriginal and Torres Strait Islander students
- **Apprentices and trainees** – 32,372 in training²
 - 2,009 Aboriginal and Torres Strait Islander apprentices and trainees
- **Employers of apprentices and trainees** – 8,637 employers of apprentices and trainees in training²
- **Training providers** – Five TAFE colleges, 177 contracted registered training organisations and 28 group training organisations³
 - 10 Aboriginal and Torres Strait Islander owned registered training organisations
- **Regional stakeholders** – 1,077 regional stakeholders that contributed to the 2018–2020 regional labour market reviews
- **Governing and advisory bodies** – State Training Board, TAFE Governing Councils and the Training Accreditation Council
- **Industry advisory bodies** – Eight Industry Training Councils that consult with industry on the current and future training needs of the State

The Department's sphere of influence extends to the national VET system through our involvement in key national forums and committees, and internationally through international VET students.

¹ From full year 2020 validated VET enrolment collection

² As at 31 December 2020

³ As at 11 May 2021

Our RAP journey

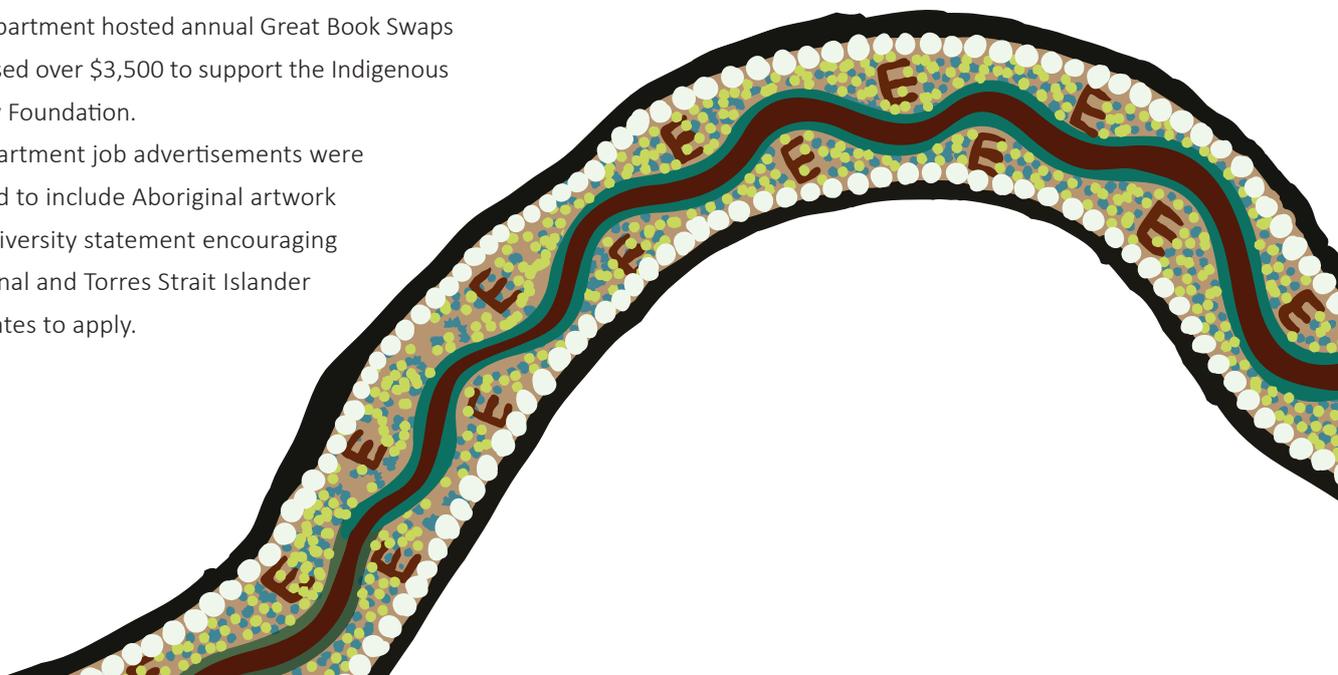
In May 2014, the Department launched its first *Innovate* Reconciliation Action Plan. This was refreshed for the 2017–2019 period and launched during National Reconciliation Week 2017. This *Innovate* RAP was a reflection of the Department’s ongoing commitment to improving Aboriginal and Torres Strait Islander peoples’ position within the Western Australian workforce.

Our RAP 2017–2019 achievements

Key reconciliation achievements from the *Innovate* RAP 2017–2019 include:

- The Department became a member of Reconciliation WA.
- 90 staff completed face-to-face cultural awareness training, and 179 staff completed the WA Public Sector Commission’s online Aboriginal and Torres Strait Islander cultural awareness training.
- The Department’s professional development program was expanded to include the *Aboriginal and Torres Strait Islander Cultural Awareness Learning Strategy*, with sessions on language, connection to Country, food, and women’s business.
- Staff participation in significant reconciliation activities such as NAIDOC Week and National Reconciliation Week increased substantially.
- The Department hosted annual Great Book Swaps and raised over \$3,500 to support the Indigenous Literacy Foundation.
- All Department job advertisements were updated to include Aboriginal artwork and a diversity statement encouraging Aboriginal and Torres Strait Islander candidates to apply.

- Visibility of Aboriginal and Torres Strait Islander cultures in our workplace was increased through:
 - the display of 16 paintings from the Aboriginal Artwork Collection for our offices;
 - renaming of office meeting rooms after animals in Noongar language;
 - promotion of the six Noongar seasons on the Department’s intranet;
 - development of Acknowledgement of Country protocol cards;
 - Acknowledgement of Country added to staff email signature blocks; and
 - Acknowledgement of Country displayed on all public facing websites.
- A section detailing all RAP activity undertaken each year was added to the Department’s Annual Report.
- The Department hosted Reconciliation WA’s Aboriginal Employment Forum in 2018.
- There was a noticeable increase in employer and job seeker participation in the annual Deadly Jobs Expo, run in partnership with TAFE Jobs and Skills Centres (JSCs), the Town of Bassendean and Derbarl Yerrigan Health Service Aboriginal Corporation’s NAIDOC Family Day.



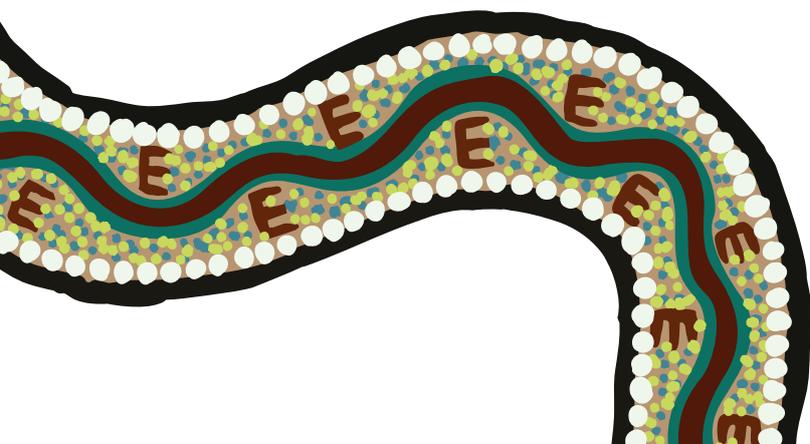
- Approximately 2,100 Aboriginal and Torres Strait Islander people were supported to undertake an apprenticeship or traineeship through the Western Australia Group Training Program.
- The Department commenced implementation of the Western Australian Government’s *Aboriginal Procurement Policy*, which aims to increase the number of government contracts awarded to registered Aboriginal businesses.
- The Department maintained commercial relationships with nine Aboriginal and Torres Strait Islander owned registered training organisations:
 - ABMUSIC (Aboriginal Corporation)
 - Aboriginal Health Council of Western Australia
 - Bega Garnbirringu Health Services Incorporated
 - Carey Training Pty Ltd
 - Djaringo Pty Ltd
 - Goolarri Media Enterprises Pty Ltd
 - Kimberley Aboriginal Medical Services Ltd
 - Marr Mooditj Training Aboriginal Corporation
 - Wirraka Maya Health Service Aboriginal Corporation
- The Department commenced or maintained commercial relationships with six Aboriginal and Torres Strait Islander owned businesses:
 - Bindi Bindi Dreaming
 - Bloodwood Tree
 - Indigenous Professional Services
 - Kamarang Services
 - Wrapped Creations
 - Wunan Foundation

Our RAP 2017–2019 challenges and learnings

Since the launch of the Department’s second *Innovate* RAP, a number of changes have provided us the opportunity to grow as an organisation and embed many practices. These have seen our Department become a respected member of the RAP community in Western Australia. However, before we commence our reconciliation journey into a *Stretch* RAP, we would like to strengthen our relationship with the Aboriginal and Torres Strait Islander community. This will allow us to extend and further embed our reconciliation commitments both within the Department and throughout the VET sector.

We know there is more work to be done and that we need to continue building momentum on our current RAP actions. Within our organisation, this means reinvigorating our strategies to recruit and retain Aboriginal and Torres Strait Islander staff to both meet and exceed the State target of 3.7%. The Department is also developing a RAP Champions program to give non-First Nations people the opportunity to further engage in Aboriginal and Torres Strait Islander cultures and learning opportunities. A toolkit of resources will also be made available to support them on their reconciliation journeys.

Beyond our organisation, the development of a successful strategy to engage with external Aboriginal and Torres Strait Islander stakeholders was a key gap in our second *Innovate* RAP. We need to adopt a more deliberate approach to engage Aboriginal and Torres Strait Islander people, communities and organisations, and we will establish a mechanism to hear and include the voices of Western Australian Aboriginal and Torres Strait Islander people.



Our RAP journey (Continued)

Our Innovate RAP January 2022 – December 2023

This *Innovate* RAP has been developed with the support and endorsement of the Department’s Director General, Corporate Executive, RAP Steering Group and Aboriginal and Torres Strait Islander staff.

Development was led by the RAP Steering Group, and guided and informed by Aboriginal and Torres Strait Islander community members and the Department’s internal Aboriginal Employee Reference Group, established in 2011 and subsequently renamed the Aboriginal Employee Yarning Circle.

Content was guided through workshops with the Department’s Corporate Leadership Group and the RAP Steering Group. Workshops were informed by the results of an internal staff survey designed to gauge staff awareness and views on reconciliation. Key findings from the survey included the need for additional strategies to raise awareness of how staff can participate in RAP activities and a schedule of reconciliation events to be held throughout the year instead of just National Reconciliation Week.

Actions have been included in this RAP, including the RAP Champions program previously detailed, to address these findings. The workshops also provided an opportunity to identify ideas for potential future RAP actions.

Our RAP actions were also developed in consultation with key leaders in the Department to ensure each directorate is aware and capable of meeting our RAP deliverables.

To ensure the successful implementation of our RAP, the Aboriginal Policy Planning and Reconciliation branch will oversee and support business areas to achieve and deliver on their action items.



RAP Steering Group members

Our RAP Champion is our Director General, who is supported by a RAP Steering Group comprised of a representative from each of the Department’s directorates and Communications and Marketing, and seven Aboriginal and Torres Strait Islander staff.

The RAP Steering Group members are:

- Director General (RAP Champion – Co-chair)
- Director Aboriginal Policy Planning and Reconciliation 50(d) (Co-chair)
- Executive Director Policy Planning and Innovation
- Executive Director Service Delivery
- Director Procurement and Programs
- Director Human Resources
- Associate Director Communications and Marketing
- Senior Policy and Reconciliation Officer 50(d)
- Five additional positions for Aboriginal and Torres Strait Islander staff members

The RAP Steering Group is supported by four sub-committees whose role is to implement the RAP deliverables. The sub-committees report on their deliverables via their member on the Steering Group.

The sub-committees focus on the following areas:

- Human Resources
- Cultural and Reconciliation Awareness
- Procurement Reform
- External Relations

Aboriginal and Torres Strait Islander staff are invited to participate as a member of the RAP Steering Group or on one of its sub-committees. Aboriginal and Torres Strait Islander employee representation on the Steering Group and its sub-committees has increased since they were established.

Establishment of an Aboriginal Policy Planning and Reconciliation branch

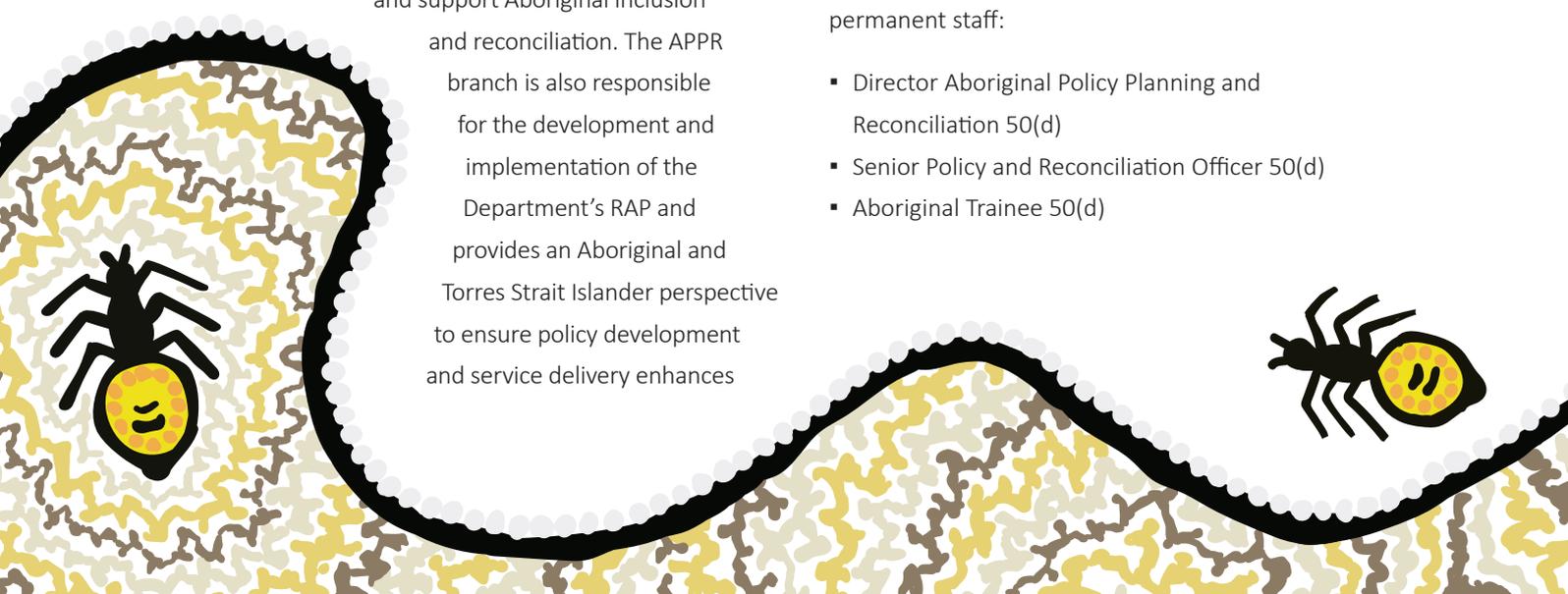
In 2020, the Department established the Aboriginal Policy Planning and Reconciliation (APPR) branch. The branch provides specialist Aboriginal and Torres Strait Islander cultural advice and information to inform

and support Aboriginal inclusion and reconciliation. The APPR branch is also responsible for the development and implementation of the Department’s RAP and provides an Aboriginal and Torres Strait Islander perspective to ensure policy development and service delivery enhances

opportunities for Aboriginal and Torres Strait Islander people to gain vocational skills, meaningful employment and economic development opportunities.

The APPR branch currently employs three full-time permanent staff:

- Director Aboriginal Policy Planning and Reconciliation 50(d)
- Senior Policy and Reconciliation Officer 50(d)
- Aboriginal Trainee 50(d)



Our RAP
actions





Relationships

The Department of Training and Workforce Development is committed to strengthening its relationship with the Aboriginal and Torres Strait Islander community. In doing so we will ensure the delivery of Western Australia's training, career and employment services will be accessible, meaningful and reflective of Aboriginal and Torres Strait Islander people's career aspirations.

Focus area: The relationships we build with Aboriginal and Torres Strait Islander people will inform accessible, quality training across the vocational education and training sector that results in sustainable employment outcomes.

Relationships			
Action	Deliverable	Timeline	Responsibility
1.1. Establish and maintain partnerships with Aboriginal and Torres Strait Islander communities, organisations and stakeholders.	a. Investigate the establishment of an Aboriginal Advisory Council in consultation with Aboriginal and Torres Strait Islander representatives and endorsed by Corporate Executive to provide strategic advice and guidance on: <ul style="list-style-type: none"> Annual progress of the Department's RAP Department policy and practices ensuring Aboriginal and Torres Strait Islander perspectives are always considered. 	June 2022	Director Aboriginal Policy Planning and Reconciliation
	b. Develop an Aboriginal and Torres Strait Islander engagement strategy that encompasses the elements of the Western Australian Government's <i>Aboriginal Empowerment Strategy</i> .	June 2022	Director Aboriginal Policy Planning and Reconciliation

Relationships			
Action	Deliverable	Timeline	Responsibility
1.2. Promote National Reconciliation Week (NRW) to build relationships and understanding between staff and Aboriginal and Torres Strait Islander communities.	a. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	May 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	b. Host at least one internal NRW event at each worksite promoted by the Corporate Leadership Group that is accessible to all staff.	27 May–3 June 2022, 2023	Director General
	c. Promote the Department’s internal NRW events. <ul style="list-style-type: none"> ▪ Register events on Reconciliation Australia’s website ▪ Continue to partner with Reconciliation WA on key initiatives. 	27 May–3 June 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	d. To ensure the Department is represented at significant NRW external events, all RAP Steering Group members are to attend at least one external NRW event each year, such as: <ul style="list-style-type: none"> ▪ Reconciliation WA’s National Reconciliation Breakfast ▪ The Walk for Reconciliation, also organised by Reconciliation WA. 	27 May–3 June 2022, 2023	Director General
	e. Encourage and support all staff to participate in at least one internal or one external NRW event each year to recognise and celebrate NRW.	27 May–3 June 2022, 2023	Director General

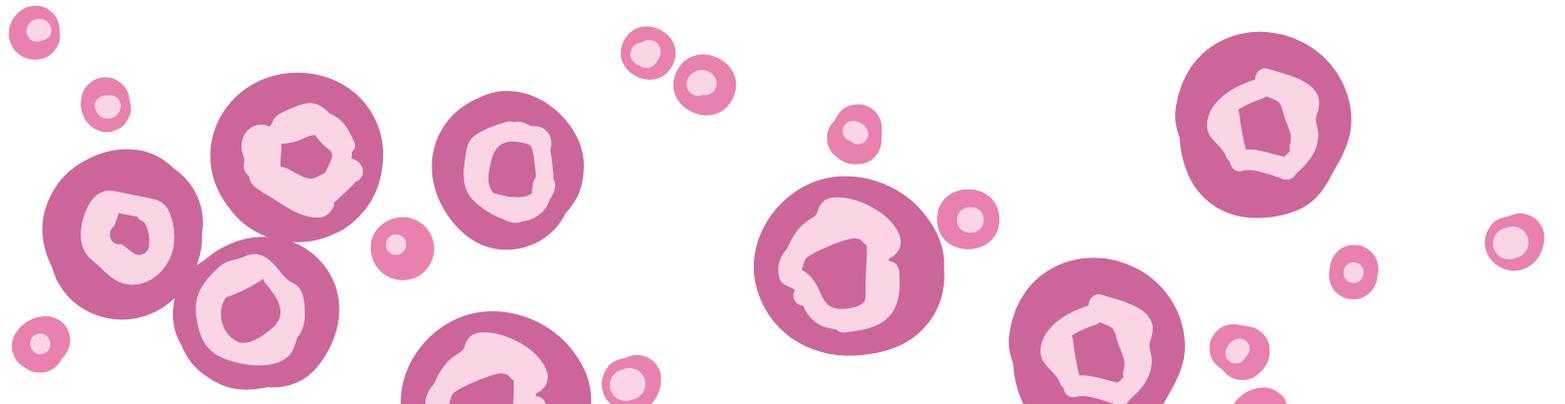
Case study: Community engagement

Each year the Department, in partnership with TAFE Jobs and Skills Centres (JSCs), runs the Deadly Jobs Expo. The expo, run as part of the Town of Bassendean and the Derbarl Yerrigan Health Service Aboriginal Corporation’s NAIDOC Family Day, focuses on real employment opportunities for Aboriginal and Torres Strait Islander people.

Over 45 different companies from a range of industries run stalls to discuss current and future job opportunities with Aboriginal and Torres Strait Islander attendees. The expo also provides Aboriginal Services staff from the TAFE JSCs the opportunity to engage with the community and promote the services offered by the centres.



Relationships			
Action	Deliverable	Timeline	Responsibility
1.3. Promote reconciliation through our sphere of influence.	a. Implement strategies to engage all staff to drive reconciliation outcomes. <ul style="list-style-type: none"> Develop and implement a RAP Champions program for staff. 	December 2022	Director Aboriginal Policy Planning and Reconciliation
	b. Review and implement strategies to ensure there are no barriers to staff attending NRW and NAIDOC events or RAP meetings. <ul style="list-style-type: none"> Include participation in reconciliation activities in a Practice Direction and communicate the directive via all communication channels (Governance section 4.2). Review the cultural leave Practice Direction to clarify attendance of external NAIDOC and other cultural events using allocated cultural leave. 	December 2022, 2023	Director Human Resources
	c. Communicate our commitment to reconciliation publicly and share good news stories through the following channels: <ul style="list-style-type: none"> The Department website The Jobs and Skills WA website Available social media channels. 	February, May, August, November 2022, 2023	Associate Director Communications and Marketing
	d. Investigate strategies to encourage external stakeholders to drive reconciliation outcomes. <ul style="list-style-type: none"> Promote and engage external stakeholders to increase participation in the annual Deadly Jobs Expo held in conjunction with the Town of Bassendean NAIDOC Family Day at Ashfield Reserve. External stakeholders as listed below to be invited to the Department’s NRW and NAIDOC events. Support stakeholders to host their own events by sharing contacts, cultural advice and our reconciliation actions. 	March 2022, 2023	Executive Director Service Delivery
	e. Investigate ways to advance reconciliation in collaboration with like-minded organisations, including: <ul style="list-style-type: none"> Reconciliation WA The Public Sector Commission The Department of Finance Metropolitan and regional TAFE colleges and their Jobs and Skills Centres Aboriginal and Torres Strait Islander registered and group training organisations The Town of Bassendean. 	March 2022, 2023	Director Aboriginal Policy Planning and Reconciliation



Relationships			
Action	Deliverable	Timeline	Responsibility
1.4. Promote positive race relations through anti-discrimination strategies.	a. Regularly review the Department’s Human Resources policies and procedures concerned with anti-discrimination in consultation with Aboriginal and Torres Strait Islander staff. <ul style="list-style-type: none"> Continue to consult with the Aboriginal Employee Yarning Circle to provide feedback on existing policies. 	July 2022, 2023	Director Human Resources
	b. Include information on the Department’s anti-discrimination policies in the induction program and communicate policies to existing staff. Ensure policies provide a clear pathway for how staff can raise concerns.	July 2022, 2023	Director Human Resources
	c. Educate senior leaders on the effects of racism. <ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander cultural immersion program for senior leaders and managers to increase their understanding of the impact of past government policies and practices on Aboriginal and Torres Strait Islander people. 	July 2023	Director Aboriginal Policy Planning and Reconciliation

Case study: Truth telling and acceptance

The theme for National Reconciliation Week 2019 was *Grounded in truth, walk together with courage*. The Department hosted a ‘Yarn and Feed’ event with Aunty Sheila Humphries, a respected Noongar Elder and artist. Many people from across the Department and the community came to hear her story.

As a child, Aunty Sheila was forcibly removed from her parents and her mother tried to withdraw her from an orphanage in New Norcia when she realised her daughter wasn’t receiving an education. Aunty Sheila told of how she was returned to that same orphanage,

of her traumatic upbringing and of the abuse she had received. She spoke of the pain that had followed her long after her departure.

Aunty Sheila’s story, however, was also one of forgiveness, healing, and personal growth, which highlighted Australia’s continuing need for reconciliation. The event underscored the importance of understanding and acknowledging the past, as well as the lasting effects it still has on Aboriginal and Torres Strait Islander people today.

Respect

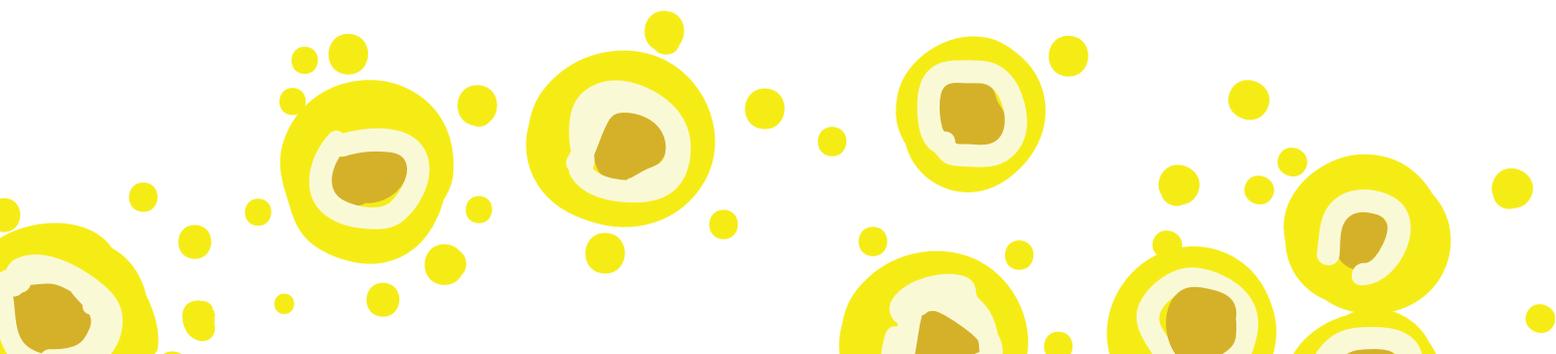
Appreciation and respect for Aboriginal and Torres Strait Islander people, cultures, languages and knowledge remains a focus of the Department of Training and Workforce Development. Aboriginal and Torres Strait Islander people continue to be a significant client group of the Department and we will continue to work hard to ensure that our staff and contracted service providers respect the strengths, contribution and leadership Aboriginal and Torres Strait Islander people bring to the training, education and employment sectors.

Focus area: We will continue to foster an inclusive workplace that respects and celebrates Aboriginal and Torres Strait Islander cultures.

Respect			
Action	Deliverable	Timeline	Responsibility
2.1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Conduct a review of cultural learning needs within the Department. <ul style="list-style-type: none"> Design a cultural competency survey to identify areas for further development. 	March 2022	Director Aboriginal Policy Planning and Reconciliation
	b. In consultation with Aboriginal and Torres Strait Islander stakeholders, review and update the Department's <i>Aboriginal and Torres Strait Islander Cultural Awareness Learning Strategy</i> . <ul style="list-style-type: none"> Engage with local Aboriginal and Torres Strait Islander stakeholders to deliver the next steps of the <i>Aboriginal and Torres Strait Islander Cultural Awareness Learning Strategy</i>. Communicate the Department's Aboriginal and Torres Strait Islander cultural learning strategies to all staff. 	March 2022 June 2022	Director Human Resources
	c. Provide opportunities for RAP Steering Group members, Corporate Leadership Group and senior managers to participate in formal and structured learning, including: <ul style="list-style-type: none"> the Public Sector Commission's online Aboriginal and Torres Strait Islander cultural awareness training; Reconciliation Australia's 'Share our Pride' online tool; and face-to-face cultural awareness training. 	December 2023	Director Human Resources
	d. Cultural awareness training included in the induction program and Performance Development and Career Plan.	January 2022	Director Human Resources

Respect			
Action	Deliverable	Timeline	Responsibility
2.2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and increase staff exposure to Aboriginal and Torres Strait Islander culture.	a. Prepare a cultural protocols document that empowers staff at all locations to deliver Acknowledgement to Country and understand protocols for engaging Aboriginal and Torres Strait Islander community Elders to perform Welcome to Country.	June 2022	Director Aboriginal Policy Planning and Reconciliation
	b. Increase the number of staff providing an Acknowledgement of Country. <ul style="list-style-type: none"> ▪ Increase staff’s understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols. ▪ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. ▪ Promote the use of the Department’s Acknowledgement of Country protocol cards and mobile version by staff. ▪ Staff and senior leaders to provide an Acknowledgement of Country and other appropriate protocols at the commencement of all public events. ▪ Update the Department’s protocol to include how to incorporate traditional language groups into Acknowledgement of Country when visiting regional WA. ▪ Include the Acknowledgement of Country staff email signature block into the Department’s Style Guide templates. 	June 2022	Director Aboriginal Policy Planning and Reconciliation
		June 2022	
	c. Invite a local Traditional Owner to provide a Welcome to Country at all public and significant Department events and develop, maintain, and distribute a list of key Aboriginal and Torres Strait Islander community members who can be contacted to provide a Welcome to Country.	May 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
d. Review, maintain and ensure all Department office locations display Acknowledgement of Country plaques.	April 2022	Director General	
e. Acknowledge Aboriginal and Torres Strait Islander culture through appropriate cultural visibility in the Department’s offices. <ul style="list-style-type: none"> ▪ Increase the amount of Aboriginal and Torres Strait Islander culture and artwork on display in Department offices. ▪ Investigate dual naming Optima Centre in conjunction with the Department of Finance and working with appropriate Aboriginal and Torres Strait Islander community members to identify a suitable name. 	January 2022	Director Aboriginal Policy Planning and Reconciliation	
	January 2022		

Respect			
Action	Deliverable	Timeline	Responsibility
2.3 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. Raise awareness among all staff on the meaning of NAIDOC Week and its importance to Aboriginal and Torres Strait Islander people as a ceremonial celebration.	July 2022, 2023	Director General
	b. In consultation with the Aboriginal and Torres Strait Islander community, support and promote two external NAIDOC Week events each year.	June, July 2022, 2023	Director General
	c. RAP Steering Group to participate in one external NAIDOC Week event.	July 2022, 2023	Director General
	d. In consultation with the Aboriginal and Torres Strait Islander community, host one internal NAIDOC celebration event in partnership with the Department of Finance and support all the Department's worksites to host an event.	July 2022, 2023	Director General
	e. Encourage and support all staff to participate in one local NAIDOC Week event each year to recognise and celebrate NAIDOC Week, such as: <ul style="list-style-type: none"> ▪ NAIDOC celebration in partnership with the Department of Finance; and ▪ Deadly Jobs Expo held in conjunction with the Town of Bassendean NAIDOC Family Day at Ashfield Reserve. 	July 2022, 2023	Director General
2.4 Foster a culturally aware and inclusive work and training environment.	a. Develop cultural competency training to build capability of all line managers to support Aboriginal and Torres Strait Islander staff in the workplace.	June 2022	Director Aboriginal Policy Planning and Reconciliation
	b. Review current strategies for fostering an inclusive workplace. <ul style="list-style-type: none"> ▪ Investigate the establishment of an Aboriginal and Torres Strait Islander Employee Cultural Development Program that includes building on an individual's cultural capacity and skills progression. 	January 2023	Director Human Resources
	c. Conduct a survey of Aboriginal and Torres Strait Islander students on their experience with VET across WA to identify gaps in providing a culturally safe and accessible training environment.	May 2022	Executive Director Policy Planning and Innovation



Case study: Celebrating success

At the 2019 WA Training Awards, the Department’s own Rekeisha Voss took out the award for the Aboriginal and Torres Strait Islander Student of the Year. Originally from a beauty therapy and hospitality background, Rekeisha decided to pursue a career change and began a Certificate III in Government. Rekeisha completed an Aboriginal traineeship in the Department’s ICT team, where she gained valuable experience and skills as an ICT Business Systems Support Officer.

A young Whadjuk woman and mother of two, Rekeisha is an advocate for VET for Aboriginal and Torres Strait Islander people, and hopes to inspire other young Aboriginal mothers to confidently re-enter the workforce.

“I’m extremely proud for not giving up and really pushing myself to complete my traineeship. Choosing a VET pathway was one of the best things I’ve ever done. It’s given me more opportunity to be in control of my own destiny. To me, one of the most valuable things about VET is the flexibility, which worked great for me with two young children. It really doesn’t matter who you are or what background you come from – VET has something to offer everyone.” – Rekeisha Voss, 2019.

Rekeisha went on to represent Western Australia at the Australian Training Awards held in Brisbane in November 2019, and took part in the Miss NAIDOC Perth development program, claiming the title of Miss Kwobordok 2020.



Opportunities

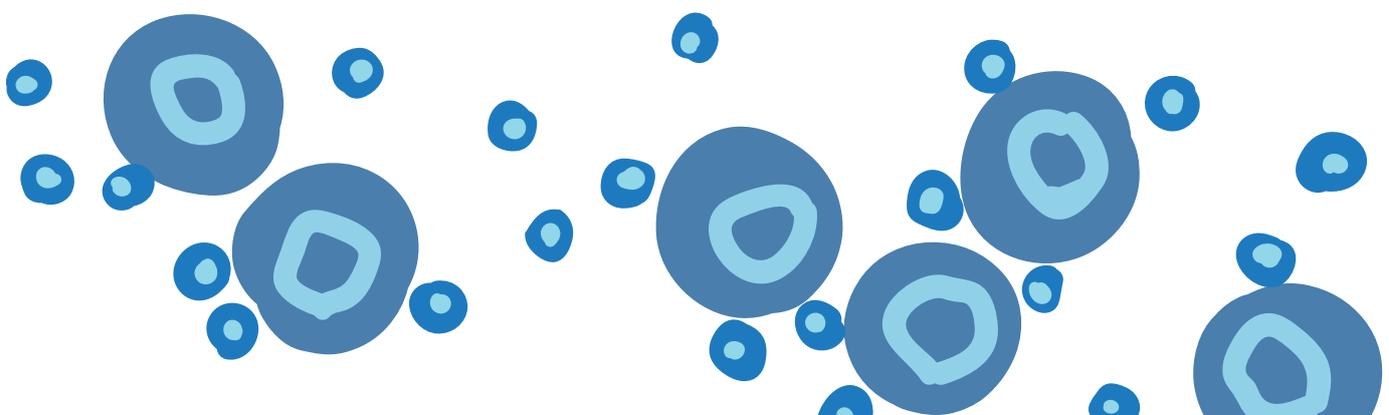
The Department of Training and Workforce Development will lead by example by providing Aboriginal and Torres Strait Islander staff and the wider Aboriginal and Torres Strait Islander community with sustainable training, employment and leadership opportunities. We commit to providing these opportunities through the Department’s Aboriginal Employment Strategy, Reconciliation Action Plan and continued funding and contracting of Aboriginal registered training organisations and Aboriginal services through the Jobs and Skills Centres across Western Australia.

Focus area: We will shape the future by building on successful practices and championing new ways to create opportunities for Aboriginal and Torres Strait Islander people.

Opportunities			
Action	Deliverable	Timeline	Responsibility
3.1. Increase intake of Aboriginal and Torres Strait Islander staff by designing initiatives to attract Aboriginal and Torres Strait Islander employees to the Department and ensure Aboriginal and Torres Strait Islander people are aware of and encouraged to apply for all job opportunities in the Department.	a. Maintain the Aboriginal Employee Yarning Circle (AEYC) and develop an annual calendar of events.	December 2022, 2023	Director Human Resources
	b. Annually review and update the Department’s Aboriginal Employment Strategy in consultation with the AEYC. <ul style="list-style-type: none"> ▪ Review the Department’s job application process to identify potential barriers to recruiting Aboriginal and Torres Strait Islander employees. ▪ Develop and implement a formal process for all Aboriginal and Torres Strait Islander applicants to provide feedback on the Department’s recruitment and selection process. ▪ Investigate engaging with other like-minded organisations and government agencies to learn and adopt best practice. 	December 2022, 2023 December 2022, 2023 December 2022, 2023	Director Human Resources

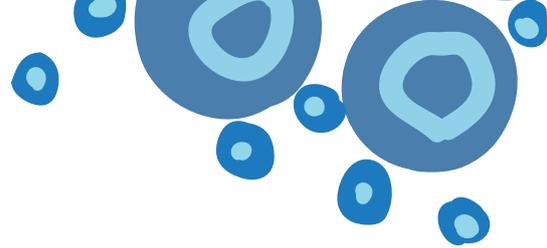
Opportunities			
Action	Deliverable	Timeline	Responsibility
<p>(Continued) 3.1. Increase intake of Aboriginal and Torres Strait Islander staff by designing initiatives to attract Aboriginal and Torres Strait Islander employees to the Department and ensure Aboriginal and Torres Strait Islander people are aware of and encouraged to apply for all job opportunities in the Department.</p>	<p>c. Implement and maintain an inclusive recruitment process and ensure all job advertisements are culturally appropriate and accessible to Aboriginal and Torres Strait Islander people.</p> <ul style="list-style-type: none"> ▪ Ensure at least one panel member has completed formal and structured cultural awareness training. ▪ Where possible, include an Aboriginal and Torres Strait Islander employee on selection panels. ▪ Continue to include Aboriginal artwork and the statement 'Aboriginal and Torres Strait Islander people are encouraged to apply' on all job advertisements. ▪ Advertise positions using measures to achieve equality under sections 50(d) and 51 of the <i>Equal Opportunity Act 1984 (WA)</i>, which includes quarantining identified positions for Aboriginal and Torres Strait Islander applicants ▪ Provide all line managers and panel members with training on how to apply sections 50(d) and 51 of the <i>Equal Opportunity Act 1984 (WA)</i>. 	<p>December 2022, 2023</p> <p>December 2022, 2023</p> <p>December 2022, 2023</p> <p>December 2022, 2023</p> <p>December 2022</p>	<p>Director Human Resources</p>
	<p>d. Match the current Public Sector Commission's Aboriginal and Torres Strait Islander employment target of 3.7%.</p>	<p>December 2023</p>	<p>Director Human Resources</p>
	<p>e. Engage with and distribute job advertisements through appropriate external Aboriginal and Torres Strait Islander stakeholders, including:</p> <ul style="list-style-type: none"> ▪ senior Aboriginal Client Engagement Officers at the Jobs and Skills Centres; ▪ other employment providers and networks; ▪ Aboriginal Jobs Board and appropriate social media; ▪ universities, TAFEs, and other registered training organisations; and ▪ Aboriginal and Torres Strait Islander community members. 	<p>July 2022, ongoing</p>	<p>Director Human Resources</p>

Opportunities			
Action	Deliverable	Timeline	Responsibility
3.2. Review and update initiatives to retain Aboriginal and Torres Strait Islander staff and promote career progression and development.	a. Review and implement strategies to retain Aboriginal and Torres Strait Islander staff. <ul style="list-style-type: none"> Conduct an environmental scan into best practice and potential barriers for retaining Aboriginal and Torres Strait Islander staff. Build understanding of the current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities. Review Human Resources procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace. Continue to offer all leaving Aboriginal and Torres Strait Islander staff an exit interview with a senior Aboriginal and Torres Strait Islander staff member and report findings to Corporate Executive. Ensure staff knowledge of and access to flexible work arrangements, including staff returning to work and those with family and carer responsibilities. Implement actions in the Public Sector Commission’s <i>Family and domestic violence support: A guide for public sector agencies to create safe workplaces for their staff</i>, for staff who may be experiencing family violence, ensuring an adequate number of staff are trained as contact officers. Review, maintain and provide information on a culturally sensitive and readily available Employee Assistance Program for all Aboriginal and Torres Strait Islander staff. 	July 2022 July 2022 July 2022 July 2022 July 2022 July 2022 July 2022, 2023	Director Human Resources
	b. Investigate and implement strategies to promote career development and progression for Aboriginal and Torres Strait Islander staff. <ul style="list-style-type: none"> Managers to encourage and support Aboriginal and Torres Strait Islander staff to undertake secondments, acting opportunities and other professional development initiatives. Managers to utilise the Performance Development and Career Plan to identify Aboriginal and Torres Strait Islander staff that would like to undertake an internal transfer to expand on their knowledge and skills. 	July 2022, review annually July 2022, 2023	Director Human Resources



Opportunities			
Action	Deliverable	Timeline	Responsibility
(Continued) 3.2. Review and update initiatives to retain Aboriginal and Torres Strait Islander staff and promote career progression and development.	<ul style="list-style-type: none"> Establish an internal expression of interest list of all job vacancies and acting opportunities for Aboriginal and Torres Strait Islander staff. Investigate the development of an Aboriginal and Torres Strait Islander mentoring program for staff, including information on internal and external Aboriginal and Torres Strait Islander contacts, mentors and support systems, and a process for connecting with other agencies to share mentors and mentees. Establish programs for Aboriginal and Torres Strait Islander staff to shadow senior leaders within the Department. 	January 2022 December 2022 December 2022	
	c. Encourage external stakeholders and employers to develop Aboriginal and Torres Strait Islander recruitment and retention strategies. <ul style="list-style-type: none"> Update information and resources available on the 'Aboriginal Services' page of the Jobs and Skills WA website. Communicate to stakeholders in our sphere of influence the availability of these resources and encourage their use. Provide the resources to the Jobs and Skills Centres to assist Aboriginal and Torres Strait Islander youth into further education, training or employment. 	December 2022 December 2022 December 2022	Director Aboriginal Policy Planning and Reconciliation
	d. Work with TAFE and registered training organisations to improve self-identification of equity and diversity groups.	December 2022	Director Aboriginal Policy Planning and Reconciliation
	e. Work with Aboriginal and Torres Strait Islander stakeholders in the development of programs increasing the employment outcomes for Aboriginal and Torres Strait Islander youth. <ul style="list-style-type: none"> Implement pilots to provide employment enabling support and a 'caring for country-caring for self' program for Aboriginal youth to enable them to participate in education, training and/or sustainable employment. 	July 2022	Director Aboriginal Policy Planning and Reconciliation
	f. Fund Aboriginal and Torres Strait Islander cultural competency training for businesses and promote as an important platform to support the attraction, recruitment and retention of Aboriginal and Torres Strait Islander employees.	July 2022	Director Aboriginal Policy Planning and Reconciliation





Opportunities			
Action	Deliverable	Timeline	Responsibility
3.3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a. Review and improve the Department’s procurement strategies to support the engagement of Aboriginal and Torres Strait Islander owned businesses. <ul style="list-style-type: none"> Request feedback from Aboriginal and Torres Strait Islander owned businesses on the Department’s current procurement strategies. Apply practical measures to give first consideration to Aboriginal and Torres Strait Islander owned businesses where appropriate. Review the use of procurement documentation to assess the impact of the recently introduced questions asking if an Aboriginal or Torres Strait Islander owned business has been considered. Support Aboriginal and Torres Strait Islander owned businesses to connect with Aboriginal and Torres Strait Islander organisations funded by the WA Department of Finance to build their capacity to successfully tender for government contracts. Encourage funded service providers to employ Aboriginal and Torres Strait Islander staff to deliver programs. 	January 2022, 2023 January 2022, 2023 January 2022, 2023 January 2022, 2023 January 2022, 2023	Director Procurement and Programs
	b. Investigate membership of Supply Nation. <ul style="list-style-type: none"> Direct staff to Supply Nation or the Aboriginal Business Directory Western Australia for a list of Aboriginal and Torres Strait Islander owned businesses that can be used to procure goods or services. 	January 2022, 2023	Director Procurement and Programs
	c. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses. <ul style="list-style-type: none"> Work with business areas to raise awareness of the WA State Government’s <i>Aboriginal Procurement Policy</i> across the Department. Continue to ask whether an Aboriginal or Torres Strait Islander owned businesses has been considered on all procurement forms. Attend and present at relevant forums, such as the Aboriginal Business Expo, to identify new opportunities to contract Aboriginal and Torres Strait Islander owned businesses. 	January 2022, 2023 January 2022, 2023 January 2022, 2023	Director Procurement and Programs



Opportunities			
Action	Deliverable	Timeline	Responsibility
<i>(Continued)</i> 3.3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	d. Maintain commercial relationships with ten Aboriginal and Torres Strait Islander registered training organisations.	January 2022, 2023	Director Training Resource Allocation
	e. Maintain commercial relationships with at least five Aboriginal and/or Torres Strait Islander owned businesses.	January 2022, 2023	Director Procurement and Programs
	f. Meet the WA State Government’s <i>Aboriginal Procurement Policy</i> target of 3.0% in 2021/2022 and 3.5% in 2022/2023 of contracts to be awarded to Aboriginal or Torres Strait Islander owned businesses.	January 2022, 2023	Executive Director Service Resource Management

Case study: Developing our staff

The Department is committed to growing and developing its Aboriginal and Torres Strait Islander employees and improving Aboriginal and Torres Strait Islander employment outcomes within our workforce.

Developed as an action under our *Innovate* RAP 2017–2019, our *Aboriginal employment strategy 2019* (AES) outlines a number of strategies to make the Department an employer of choice for Aboriginal and Torres Strait Islander people. We hope to inspire Aboriginal and Torres Strait Islander people to work across all directorates and levels within our organisation. One of the key initiatives of the AES is to fund Aboriginal and Torres Strait Islander employees to attain formal qualifications in Government or Leadership as part of their professional development.

To date several employees have taken up this opportunity, including member of the Aboriginal Policy Planning and Reconciliation team, Sue Rowbottam. With 14 years’ experience in the education and training sector, and 10 with the Department, Sue decided to

further develop her skills by completing a Certificate IV in Government Investigations.

Sue said it was good to have access to funded training opportunities and enjoyed taking on further studies. Completing the qualification gave Sue the knowledge and skills to undertake government investigations and assist in the regulatory and compliance work carried out by the Department’s Apprenticeship Office.

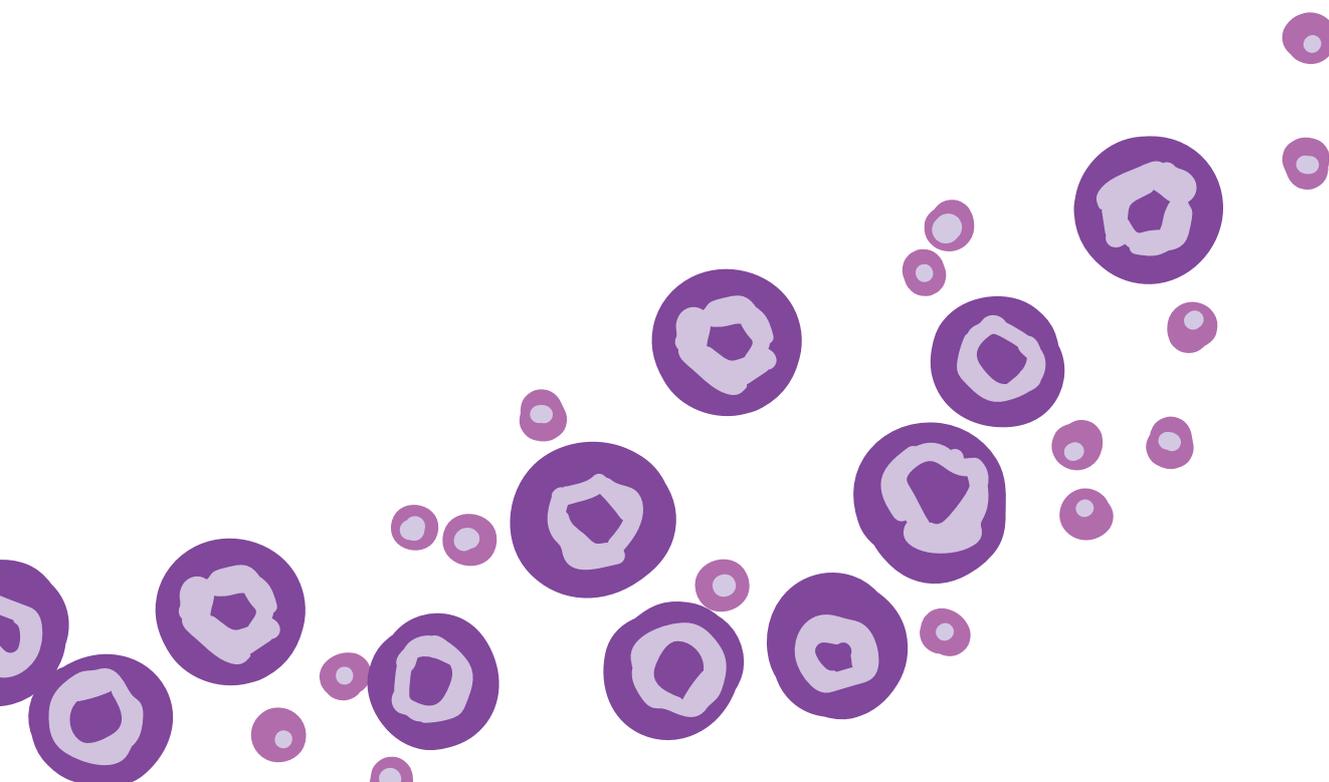


Governance

Governance			
Action	Deliverable	Timeline	Responsibility
4.1. Maintain an effective RAP Steering Group to drive governance of our RAP.	a. Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Group and four sub-committees.	August 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	b. Review and update the Terms of Reference for the RAP Steering Group and the four sub-committees annually.	August 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	c. Promote an EOI process for membership to the RAP sub-committees and track membership to ensure active participation.	August 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	d. RAP Steering Group to meet four times a year to monitor and report on RAP implementation.	February, May, August, November 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
4.2. Provide appropriate support for effective implementation of RAP commitments.	a. Define and maintain resource needs for RAP implementation.	January 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	b. Engage senior leaders in delivery of RAP commitments <ul style="list-style-type: none"> ▪ Embed key RAP actions in performance expectations of senior management and all staff. ▪ Include our RAP as a regular agenda item at Corporate Leadership Group meetings. ▪ Maintain an internal RAP Champion from senior management. 	June 2022 January 2022 January 2022, 2023	Director General
	c. Promote all RAP related activities to staff via the Department's internal communication channels: Reconciliation In Action intranet page, 'The Good Oil' and by all staff email. <ul style="list-style-type: none"> ▪ Track attendance and obtain feedback on all Department-run RAP events. 	February, May, August, November 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	d. Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2022	Director Aboriginal Policy Planning and Reconciliation

Governance			
Action	Deliverable	Timeline	Responsibility
4.3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. Develop processes to collect all required information to complete Reconciliation Australia’s annual RAP Impact Measurement Questionnaire.	July 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	b. Submit the findings via the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	c. Report RAP progress to Corporate Executive quarterly.	March, June, September, December 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	d. Report RAP progress internally through the Department’s Reconciliation in Action intranet page.	March, June, September, December 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	e. Publicly promote and report against the Department’s RAP commitments annually, outlining achievements, challenges and learnings.	September 2022, 2023	Director Aboriginal Policy Planning and Reconciliation
	f. Conduct Department’s staff survey at least every three years to assess attitudes and behaviours towards reconciliation.	June 2022	Director Aboriginal Policy Planning and Reconciliation
	g. Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2022	Director Aboriginal Policy Planning and Reconciliation

Governance			
Action	Deliverable	Timeline	Responsibility
4.4. Continue our reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's reconciliation.org.au to begin developing our next RAP.	October 2022	Director Aboriginal Policy Planning and Reconciliation
	b. Liaise with Reconciliation Australia to develop new RAP based on learnings, challenges and achievements of this RAP.	November 2022	Director Aboriginal Policy Planning and Reconciliation
	c. Review the <i>Innovate</i> RAP in consultation with the Department's Aboriginal Employee Yarning Circle and RAP Steering Group.	January 2023	Director Aboriginal Policy Planning and Reconciliation
	d. Conduct an internal survey of Department staff to determine staff engagement and understanding of the RAP and suggestions for the future RAP.	March 2023	Director Aboriginal Policy Planning and Reconciliation
	e. Submit draft RAP to Reconciliation Australia for feedback.	August 2023	Director Aboriginal Policy Planning and Reconciliation
	f. Submit draft RAP to Reconciliation Australia for endorsement.	November 2023	Director Aboriginal Policy Planning and Reconciliation



Contact us

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