



Australian Government
Department of the Prime Minister and Cabinet



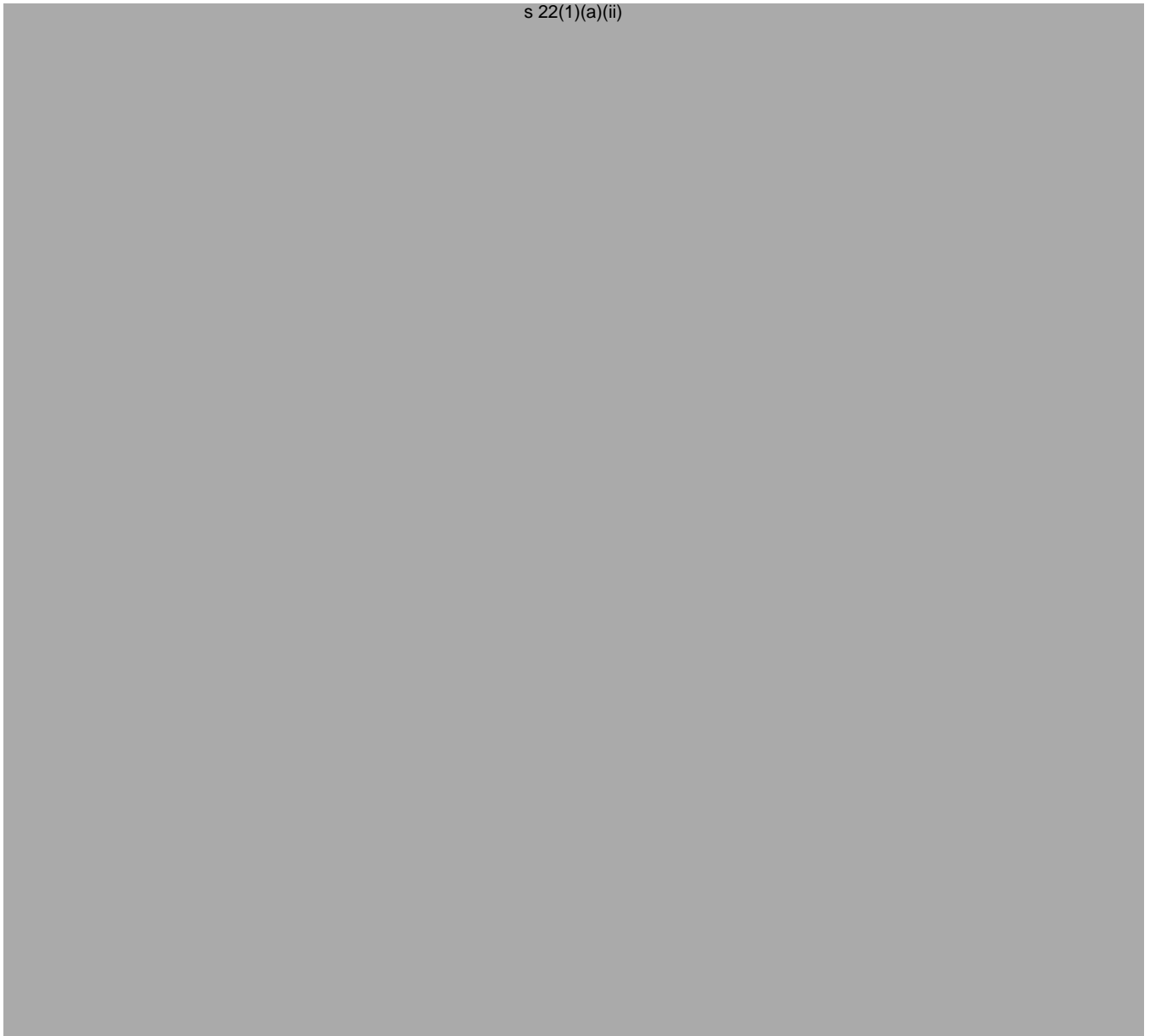
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25 June 2024 Inclusion and Diversity Committee placemat

Data as at 30 April 2024, unless otherwise indicated

Diversity representation

s 22(1)(a)(ii)



First Nations representation by classification

Note: 3% of all PM&C employees identified as First Nations in the 2023 APS Census.

Classification	Percentage
APS Target	5.0%
APS4	2.6%
APS5	2.9%
APS6	2.6%
EL1	1.8%
EL2	0.0%
APS SES Target	3.0%
SES	3.2%

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Reconciliation Action Plan (RAP) progress update

2021-2023 RAP implementation

Note: The current 2021-23 Innovate RAP is extended to 30 June 2024.

Action status	Number
Completed/ongoing	70
In progress	3

2024-27 RAP

The new RAP Working Group (RAPWG) established, led by the Reconciliation Champion. RAPWG is working to finalise the new PM&C Reconciliation Action Plan. Over 200 staff contributed to consultations between February and April.

Recruitment and retention

Finalised affirmative measures (1 July 2023 – 30 April 2024)

	No. of recruitment rounds	No. of applicants	No. of merit pooled candidates
s 22(1)(a)(ii)	s 22(1)(a)(ii)		
First Nations	13 (FY22-23; 18)	23 (FY22-23; 52)	2 (FY22-23; 13)

s 22(1)(a)(ii)

Average tenure of ongoing employees	Duration
First Nations	2.3 years
s 22(1)(a)(ii)	
PM&C overall	2.9 years

s 22(1)(a)(ii)

Professional development

- 5 staff participated in the Jawun secondment program from 1 July.
- 7 staff attended the Garma Festival in August 2023.
- ^S_{47E} endorsed Pat Turner scholarship was awarded in 2023 for study in 2024.
- 6 First Nations staff have accessed study assistance in the last 12 months.
- ^S_{22(1)(a)(ii)}
- ^S_{22(1)(a)(ii)}

^S_{22(1)(a)(ii)}

s 22(1)(a)(ii)

Network highlights update

s 22(1)(a)(ii)

Mara Network

Champion: Currently vacant

Number of Members: 15

2023/24 Allocation	2023/24 Actual Spend
\$10,000	\$1,994

Events and achievements:

- Continuation of Mara's Kaikai Yarns (monthly) and commencing monthly Mara Business Meetings.
- Successful delivery of the 16th Anniversary of the National Apology to Australia's Indigenous People event attended by 110 staff.
- Finalisation of an Executive Structure for Mara Network.

Forward priorities and challenges:

- Filling the available Executive Structure roles and finalising supporting documentation such as a Terms of Reference and other Mara documentation.
- Supporting the finalisation of the First Nations Cultural Protocols Guide and the RAP.
- Working with Inclusion and Diversity to encourage and support PM&C staff to embed the lessons from cultural awareness and cultural safety programs into work practices and in their engagement with Aboriginal and Torres Strait Islander staff and stakeholders.

s 22(1)(a)(ii)



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31 October 2023 Inclusion and Diversity Committee Placemat

Data as at 31 October 2023, unless otherwise indicated

Diversity representation

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Representation of First Nations employees in Aurion

Percentage	APS Target	Census 2023
2.2%	5.0%	2.6%

s 22(1)(a)(ii)

s 22(1)(a)(ii)

First Nations representation by classification

Note: 3% of all PM&C employees identified as First Nations in the 2023 APS Census.

Classification	Percentage	Target
APS4	4.3%	5.0%
APS5	4.6%	5.0%
APS6	2.2%	5.0%
EL1	1.4%	2.5%
EL2	0.9%	2.5%
SES	3.1%	1.5%
PMC overall	2.5%	5.0%

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s 22(1)(a)(ii)

Recruitment and retention

Finalised affirmative measures (1 July 2023 – 31 October 2023)

	No. of recruitment rounds	No. of applicants	No. of merit pooled candidates
s 22(1)(a)(ii)	s 22(1)(a)(ii)		
First Nations	2 (FY22-23; 18)	6 (FY22-23; 52)	2 (FY22-23; 13)

s 22(1)(a)(ii) The average tenure of ongoing First Nations employees in PM&C is 2.4 years.

s 22(1)(a)(ii) The average tenure for PMC overall is 3.1 years.

s 22(1)(a)(ii)

Reconciliation Action Plan Update

Note: The current 2021-23 Innovate RAP is extended to 30 June 2024.

Action status	Number
Completed/ongoing	42
In progress	25
Outstanding	6

The current 2021-2023 Innovate RAP has been extended to 30 June 2024. Project has commenced to develop the next RAP with the re-establishment of the RAP Working Group and Reconciliation Network.

s 22(1)(a)(ii)

First Nations employee development opportunities

s 47F

First Nations employees have used study leave / received studies allowance in the last 12 months.

All staff development opportunities

- 8 staff participated in the Jawun secondment program in 2023.
- 7 staff attended Garma Festival in 2023.

s 47F

endorsed Pat Turner scholarship awarded in 2023 for study in 2024.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Mara Network

Champion: Lachlan Colquhoun

Number of Members: 20

2023/24 Allocation	2023/24 Actual Spend
\$10,000	\$305.58

Events and achievements:

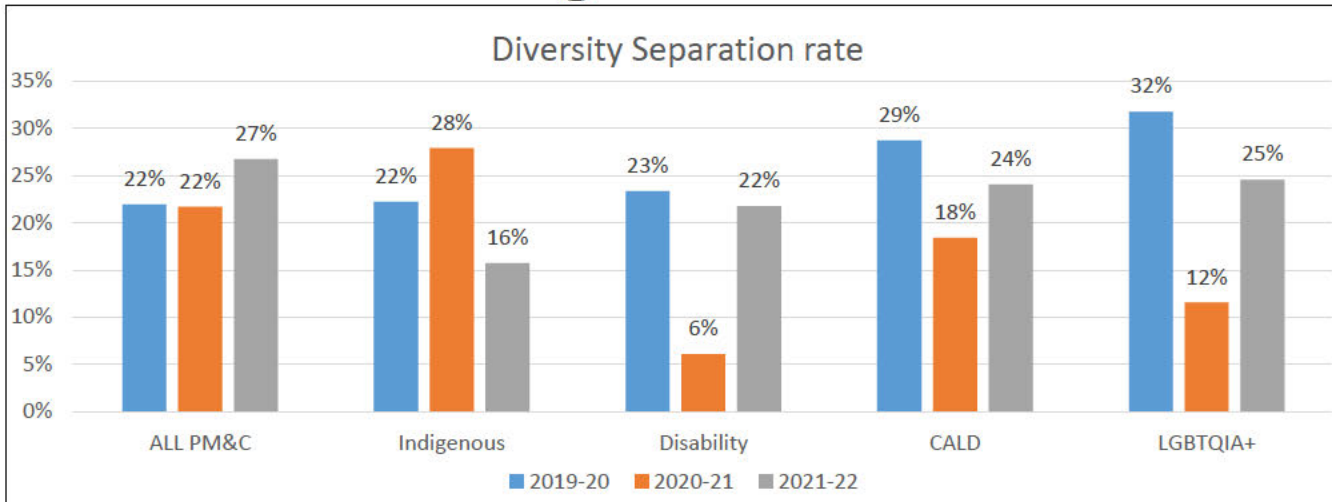
- Mara's Kaikai Yarns (monthly) – informal opportunity for all Mara Network members (including those working remotely) to have lunch together once a month.

Forward priorities and challenges:

- Mara Network team building activity at the National Museum of Australia (3 Nov) – opportunity for members to connect with each other and the local community in a team building exercise structure.
- A survey of the Network and other First Nations staff on the direction and future of Mara.

s 22(1)(a)(ii)

Who is leaving?



There have been **different** experiences for **different** diversity groups. However, **consider these rates with caution**. It is difficult to draw conclusions as some of these cohorts are small, e.g. the number Indigenous separations range from 4 to 6 people each financial year.





Inclusion and Diversity Strategy progress report at 30 April 2024

Table 1. Pillar One: A Diverse and Thriving Workforce

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
Action 1.1 Continue to implement the PM&C Reconciliation Action Plan 2021-2023. Develop a revised commitment to reconciliation for 2024 onwards, in line with the Government's preferred approach to Closing the Gap.		People Branch: ISLO	People Branch: I&D RAP Working Group Reconciliation Champion	Ongoing	N/A	In Progress	<p>Current RAP - Work has continued to implement key items including: consultation on revised Cultural Protocols, Reconciliaton Week, new First Nations Hub, expansion of Coaching panel to include First Nations Coaches, design of pilot mentoring program (for late 2024), design of Affirmative Measures bulk recruitment process (for late 2024).</p> <p>New RAP - Consultation across PM&C and with elders commenced in Feb 2024. RAP Working Group restablished with new Reconciliation Champion as the Chair. All staff consultation on draft RAP to commence in June, continued engagement with Reconciliation Australia.</p>

s 22(1)(a)(ii)

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
s 22(1)(a)(ii)							s 22(1)(a)(ii)
Action 1.3 Explore more options to support career development, advancement and sharing of lived experience such as mentoring relationships.	<p>Recommendation 8 Pilot and evaluate a Formal Mentoring Program – 12 month opt-in pilot for First Nations, disability and CALD cohorts with a reverse mentoring component, with a view to expansion if successful.</p> <p>Recommendation 17 Establish a pool of CALD-identifying and First Nations coaches in the approved PM&C coaching panel. Publish details of whether each available career coach has completed cultural competency training and whether (or not) they have expertise in providing career guidance on CALD and/or First Nations issues related to the workplace. The coaching panel should also include</p>	People Branch: Workforce Capability	People Branch: I&D and ISLO Mara Network Ability Network CALD Network Procurement Team	June-24	June-24	In Progress	<p>Rec 8 - Consultation has been undertaken to inform the design of the pilot mentoring program. Due to delays filling team vacancies launch expected to occur in August, to coincide with performance start cycle.</p> <p>Rec 17 - Delivered February 2024. Refreshed our coaching panel of providers, including providers from Supply Nation. Intranet has been updated to include details about providers, including which coaching providers have experienced coaches who identify as being part of specific diversity groups. There is also clearer and simpler outline of the steps employees need to take to access coaching services, and additional guidance around choosing a coach and getting the most out of coaching sessions.</p>

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
	coaches from Supply Nation's Indigenous Business Direct Database.						
Action 1.4 Promote thriving careers for First Nations employees. This includes targeting and promoting use of studies assistance, attendance at conferences and coaching, and ensuring our learning and development providers are diverse and culturally appropriate.	Recommendation 17 Establish a pool of CALD-identifying and First Nations coaches in the approved PM&C coaching panel. Publish details of whether each available career coach has completed cultural competency training and whether (or not) they have expertise in providing career guidance on CALD and/or First Nations issues related to the workplace. The coaching panel should also include coaches from Supply Nation's Indigenous Business Direct Database. (Also listed against Action 1.3)	People Branch: ISLO	People Branch: Workforce Capability Local Managers Mara Network First Nations Champion Procurement Team	Dec-24	June-24	In Progress	Rec 17 complete (see above). First Nations Hub launched which provides a central hub of information on career development and supports for First Nations staff. ISLO having ongoing career conversations with Aboriginal and Torres Strait Islander staff. Forward focus will largely be reflected in the new RAP.

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Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
s 22(1)(a)(ii)			s 22(1)(a)(ii)				
Action 1.6 Design and trial bulk Affirmative Measure Indigenous and Disability recruitment rounds (in consultation with Mara and Ability Networks), leveraging best practice knowledge from across the APS to attract more diverse candidates.		People Branch: Recruitment	People Branch: I&D, ISLO and Workforce Planning Wellbeing (Reasonable Adjustments) Mara Network Ability Network	Dec-24	June-24	In Progress	A draft Affirmative Measures process has been socialised with the Mara and Ability networks in preparation for roll out in FY'24/25, leveraging learnings from SES100. The AMI process is to be run first at the EL1/EL2 classification.

Table 2. Pillar Two: Positive Employee Experience

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
s 22(1)(a)(ii)							

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
	s 22(1)(a)(ii)						
Action 2.6 Ensure recruitment experience is culturally appropriate and accessible for all candidates, through improved panel guidance and training (including from our Indigenous Liaison Officer and Reasonable Adjustments Officer).	Recommendation 9: Incorporate the following for ongoing recruitment optimisation work: b) Strengthen the current guidance on merit based assessment approaches for Panels (e.g. structured interviews, skill-based assessment tasks) c) Broaden advertising of all roles particularly in culturally diverse communities and beyond Group of 8 universities d) Improve employee value proposition in job advertisements (including to be more culturally inclusive) e) Implement existing affirmative measures in	People Branch: Recruitment	People Branch: I&D, Wellbeing, ISLO and Reasonable Adjustments Officer All Networks Web Services	Dec-24	June-24	Complete	A new online training offering module 'Inclusive recruitment for panels' launched on the 5th April. An associated checklist touching on inclusive practices through each stage of recruitment has also launched to support recruitment panels. The current recruitment business partnering model supports the implementation of these practices with panel members.

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
	<div>bulk rounds and SES recruitment and further use of identified positions</div> <div>f) Simplify language in recruitment practices to improve accessibility</div> <div>g) Review training requirements for panel members</div> <div>h) Develop a guide for panel and divisions, drawing on best practice from divisions, about running an inclusive recruitment process.</div>						
s 22(1)(a)(ii)							

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Table 3. Pillar Three: Inclusive Work Processes, Policy & Systems

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
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Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
Action 3.4 Revise the PM&C Indigenous Cultural Protocols Guide		People Branch: ISLO	People Branch: I&D Mara Network Reconciliation Network First Nations Champion Reconciliation Champion Social Policy Division Communications Branch	Dec-24	N/A	In Progress	Review of Protocols well advanced. Consulted with all PM&C stakeholders, APSC, NIAA, Torres Strait Regional Authority and Ngunawal Elders. Final Mara feedback is being incorporated into the draft with relevant approvals to be finalised in Q3.
s 22(1)(a)(ii)							

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Table 4: Pillar Four: Improved Inclusion and Diversity Capability

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	April 2024 Update
Action 4.1 Agree a list of industry events/conference options and an associated funding model, to support the professional development of diverse employees and stay current with best practice trends and strategies to promote cultural safety and integrity. Examples: Garma, Pride in Diversity, Indigenous Leadership Summit & AND Annual Conference.		People Branch: I&D	People Branch: ISLO All Networks All Champions	Dec-23	N/A	In Progress	Network members have participated in a survey to provide input into events and conferences that PM&C (centrally) or networks specifically could consider supporting. The results of the survey are currently being reviewed to seek EB agreement for consideration in the next quarter. PM&C continues to fund the Indigenous Leadership Summit and Garma festival annually, with minimum participants to be reflected in the new RAP.
Action 4.2 Define the ongoing scope and funding arrangements for PM&C's Indigenous Liaison Officer (ISLO) role.		People Branch: I&D	Chief Operating Officer Chief People Officer	Dec-23	N/A	Complete	ISLO role now funded ongoing.
s 22(1)(a)(ii)							



Inclusion and Diversity Strategy Progress Report at 31 October 2023

Table 1. Pillar One: A Diverse and Thriving Workforce

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
Action 1.1 Continue to implement the PM&C Reconciliation Action Plan 2021-2023. Develop a revised commitment to reconciliation for 2024 onwards, in line with the Government's preferred approach to Closing the Gap.		People Branch: ISLO	People Branch: I&D RAP Working Group Reconciliation Champion	Ongoing	N/A	In Progress	Continuing to implement current RAP 2021-2023 measures. The RAP has been extended until June 2024. To date 74 deliverables: 42 completed and ongoing - 24 commenced - 1 partially completed - 6 delayed - 1 no longer applicable.
s 22(1)(a)(ii)							
Action 1.3 Explore more options to support career development, advancement and sharing of lived	Recommendation 8 Pilot and evaluate a Formal Mentoring Program – 12 month opt-in pilot for First Nations, disability and CALD cohorts	People Branch: Workforce Capability	People Branch: I&D and ISLO Mara Network Ability Network	Jun-24	Jun-24	In Progress	Rec 8 - Design and scoping will commence in November 23 - this will include consultation with the Networks. A pilot of the mentoring program will look to commence in March 2024. Rec 17 - The PM&C Coaching panel will be

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
experience such as mentoring relationships.	with a reverse mentoring component, with a view to expansion if successful. Recommendation 17 Establish a pool of CALD-identifying and First Nations coaches in the approved PM&C coaching panel. Publish details of whether each available career coach has completed cultural competency training and whether (or not) they have expertise in providing career guidance on CALD and/or First Nations issues related to the workplace. The coaching panel should also include coaches from Supply Nation's Indigenous Business Direct Database.		CALD Network Procurement Team				updated through an approach to market that will look to include a pool of CALD-identifying and First Nations coaches, as well as consideration for coaching providers' awareness and experience of working with diversity groups. Networks will be consulted to assist with matching of individual coaches to relevant diversity groups. Action 1.3 - Recommendation 8 and 17 will address this action. Further work to finesse and finalise will continue post the implementation of the two Recommendations.
Action 1.4 Promote thriving careers for First Nations employees. This includes targeting and promoting use of studies assistance, attendance at conferences and coaching, and ensuring	Recommendation 17 Establish a pool of CALD-identifying and First Nations coaches in the approved PM&C coaching panel. Publish details of whether each available career coach	People Branch: ISLO	People Branch: Workforce Capability Local Managers Mara Network First Nations Champion Procurement Team	Dec-24	Jun-24	In Progress	Work has commenced with the Mara Network to develop an appropriate consultation and engagement process for this Action. Early scoping work will commence in November to understand the current gaps in programs and offerings to First Nations employees.

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Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
our learning and development providers are diverse and culturally appropriate.	has completed cultural competency training and whether (or not) they have expertise in providing career guidance on CALD and/or First Nations issues related to the workplace. The coaching panel should also include coaches from Supply Nation's Indigenous Business Direct Database. (Also listed against 1.3)						
s 22(1)(a)(ii)							
Action 1.6 Design and trial bulk Affirmative Measure Indigenous and Disability recruitment rounds (in consultation with Mara and	Recommendation 9 Incorporate the following for ongoing recruitment optimisation work: c) Broaden advertising of all	People Branch: Recruitment	People Branch: I&D, ISLO and Workforce Planning Wellbeing (Reasonable Adjustments)	Dec-24	Jun-24	In Progress	Initial scoping of the Action and Recommendation is underway. Contact has been made with various APS agencies to source best practice to inform project.

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Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
Ability Networks), leveraging best practice knowledge from across the APS to attract more diverse candidates.	roles particularly in culturally diverse communities and beyond Group of 8 universities d) Improve employee value proposition in job advertisements (including to be more culturally inclusive) e) Implement existing affirmative measures in bulk rounds and SES recruitment and further use of identified positions f) Simplify language in recruitment practices to improve accessibility g) Review training requirements for panel members h) Develop a guide for panel and divisions, drawing on best practice from divisions, about running an inclusive recruitment process		Mara Network Ability Network				

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
	s 22(1)(a)(ii)						
Action 2.6 Ensure recruitment experience is culturally appropriate and accessible for all candidates, through improved panel guidance and training (including from our Indigenous Liaison Officer and Reasonable Adjustments Officer).	b) Recommendation 9 Incorporate the following for ongoing recruitment optimisation work: b) Strengthen the current guidance on merit based assessment approaches for Panels (e.g. structured interviews, skill-based assessment tasks) c) Broaden advertising of all roles particularly in culturally diverse communities and beyond Group of 8 universities d) Improve employee value proposition in job advertisements (including	People Branch: Recruitment	People Branch: I&D, Wellbeing, ISLO and Reasonable Adjustments Officer All Networks Web Services	Dec-24	Jun-24	In Progress	Draft storyboard for an e-module which builds the confidence of those involved in PM&C merit based recruitment to undertake these processes, ensure they comply with legislation and policy and are delivered in an inclusive manner which allows PM&C to attract and select diverse candidates. Work has begun with the provider from October 2023 to further develop the training. User testing will occur in early 2024.

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
	to be more culturally inclusive) e) Implement existing affirmative measures in bulk rounds and SES recruitment and further use of identified positions f) Simplify language in recruitment practices to improve accessibility g) Review training requirements for panel members h) Develop a guide for panel and divisions, drawing on best practice from divisions, about running an inclusive recruitment process						
s 22(1)(a)(ii)		s 22(1)(a)(ii)					

s 22(1)(a)(ii)

Table 3. Pillar Three: Inclusive Work Processes, Policy & Systems

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
s 22(1)(a)(ii)							

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Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
	s 22(1)(a)(ii)						
s 22(1)(a)(ii)							
Action 3.4 Revise the PM&C Indigenous Cultural Protocols Guide		People Branch: ISLO	People Branch: I&D Mara Network Reconciliation Network First Nations Champion Reconciliation Champion Social Policy Division Communications Branch	Dec-24	N/A	Not Yet Started	Work on this Action is scheduled for 2024.

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Table 4: Pillar Four: Improved Inclusion and Diversity Capability

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
Action 4.1 Agree a list of industry events/conference options and an associated funding model, to support the professional development of diverse		People Branch: I&D	People Branch: ISLO All Networks All Champions	Dec-23	N/A	In Progress	Initial scoping work is currently underway to understand the current event/conference offering and what has been attended previously. Consultation and further work on the agreed list and funding model to be completed in 2024.

Action	Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Strategy Due Date	Sprint Project Due Date	Status	October 2023 Update
employees and stay current with best practice trends and strategies to promote cultural safety and integrity. Examples: Garma, Pride in Diversity, Indigenous Leadership Summit & AND Annual Conference							
Action 4.2 Define the ongoing scope and funding arrangements for PM&C's Indigenous Liaison Officer (ISLO) role.		People Branch: I&D	Chief Operating Officer Chief People Officer	Dec-23	N/A	Complete	Executive Board confirmed the ongoing position of the Indigenous Staffing Liaison Officer. This was filled in June 2023 and an additional APS 6 Support Indigenous Liaison Officer started in September 2023.

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Unaligned Cultural Diversity Sprint Recommendations	Responsible Lead	Stakeholders	Due Date	Status	October 2023 Update
		Communications and Strategy			
15. Set an expectation to always include speakers from diverse backgrounds in panel events, with an aim of having at least 25% representation from CALD and/or First Nations staff where possible	People Branch: I&D	People Branch: ISLO SES All Champions Communications Branch: Corporate Communications and Strategy	Jun-24	Ongoing	People Branch routinely provide advice to Networks to engage a broad spectrum of speakers, noting availability of speakers and backgrounds. Option to work with Comms on a formal PM&C internal event management guide when resourcing allows.

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DRAFT PM&C Innovate Reconciliation Action Plan 2024-27

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Our vision for reconciliation

“True reconciliation is when mob can see the aspirations they have in the RAP, and see and feel the changes coming.” – First Nations staff member

The Department of the Prime Minister and Cabinet’s vision for reconciliation is:

- **The knowledge, understandings and experiences of Aboriginal and Torres Strait Islander people, the oldest living culture in the world, to be embedded in all that we do.** We will continue to develop a deep understanding of Australia’s shared history, actively engage in truth-telling, and listen to diverse perspectives and contributions from Aboriginal and Torres Strait Islander people and communities. This awareness and understanding is reflected in all parts of PM&C business.
- **We aspire to be a culturally safe and inclusive workplace that supports Aboriginal and Torres Strait Islander staff throughout their careers.** We acknowledge that cultural capability is a process of continuous learning, of knowing and understanding history, culture, customs and beliefs, and of acting and behaving in a culturally appropriate way. It is important that all staff are aware of what cultural safety looks like for Aboriginal and Torres Strait Islander people, and how to foster and maintain it. PM&C will work in partnership with Aboriginal and Torres Strait Islander staff to enable them to pursue and realise their career aspirations and ensure a fulfilling career at PM&C.
- **We strive for Aboriginal and Torres Strait Islander communities to be empowered to make decisions affecting their lives.** At PM&C we are in a privileged position to create space and place that enable and empower Aboriginal and Torres Strait Islander peoples’ voices to be heard, listened to and understood across government. We will collaborate genuinely with internal and external Aboriginal and Torres Strait Islander stakeholders, supporting self-determination and stronger partnerships to ensure PM&C works to markedly improve outcomes across the country.

In line with commitments under the [National Agreement on Closing the Gap](#) and the [Priority Reforms](#)¹ our vision sets a course for the Department to make purposeful and meaningful progress toward reconciliation. The Priority Reforms are central to the National Agreement and aim to improve government organisations and the way they work with Aboriginal and Torres Strait Islander peoples and communities. We commit to realising our vision, which is intrinsically linked to the reforms, through ongoing and intentional collaboration and engagement,

¹ Priority Reform 1: Formal Partnerships and Shared Decision Making; Priority Reform 2: Building the Community-Controlled Sector; Priority Reform 3: Transforming Government Organisations; Priority Reform 4: Shared Access to Data and Information at a Regional Level

formal partnerships, elevating the voices and aspirations of Aboriginal and Torres Strait Islander people and accurately representing and valuing their experiences and past interactions with government. Ensuring Aboriginal and Torres Strait Islander staff are represented in all parts of PM&C and at all levels will further enrich this work.

Key Focus Areas

"I want our aspiration to be high and our implementation to be meaningful and our commitment to be public." – yarning circle participant

This *Innovate* RAP is an important stepping stone to realising our vision. The key focus areas of this RAP are to:

- improve workplace cultural safety for Aboriginal and Torres Strait Islander staff. This includes a focus on anti-racism and lateral violence.
- build cultural awareness and capability of all staff in line with the APSC's [Aboriginal and Torres Strait Islander Cultural Capability Framework](#), ensuring we apply learnings to our everyday work.
- foster meaningful engagement with Aboriginal and Torres Strait Islander staff through the cultural capability domains of knowing, doing and being, so that their voices and perspectives are genuinely heard and valued.
- increase Aboriginal and Torres Strait Islander representation in line with APS-wide targets, improve professional development opportunities and better support career aspirations.
- harness PM&C's capability, authorising environment and central position in government to advance reconciliation efforts across the APS and broader community within our sphere of influence.

Innovate - Reconciliation Action Plan (RAP)

An Innovate RAP is used to develop, test and establish the best approach for advancing reconciliation in the workplace. An Innovate RAP is a public commitment published on Reconciliation Australia's website. The RAP is separated into four sections: Respect, Relationships, Opportunities and Governance.

PM&C has sought to streamline the internal frameworks and strategies to ensure we can make meaningful progress. This RAP is supported by PM&C's broader [Inclusion and Diversity Strategy](#).

1. Respect

"We need to recognise our history, find that space for discomfort, recognise the truth of what has happened, and give weight to the generosity of Indigenous people e.g. the fact that they still welcome us to Country despite having had so much taken from them." – SES yarn

PM&C respects and values Aboriginal and Torres Strait Islander peoples, communities, cultures, knowledge systems and practices. We acknowledge their long history and continuing connection to Country as the Custodians of the land and admire the strength and resilience of those people who find themselves walking between two worlds. Establishing a high standard of cultural safety and capability across the department is a foundational step towards ensuring we are a safe and inclusive workplace.

Focus areas:

- Greater knowledge and understanding of the identity and experiences of Aboriginal and Torres Strait Islander peoples and reflecting this awareness in our internal and external relationships;
- Improving cultural safety in the workplace;
- Building cultural awareness and capability of all staff and in doing so reducing cultural load on Aboriginal and Torres Strait Islander staff;
- Demonstrating ongoing respect to Aboriginal and Torres Strait Islander peoples and cultures through observing cultural protocols.

Outcome	Action	Lead	Timing
1.1 Increased cultural safety for Aboriginal and Torres Strait Islander staff at work.	1.1.1 Continue to maintain supports for Aboriginal and Torres Strait Islander staff, including the: <ul style="list-style-type: none"> • Mara Network, a dedicated network of Aboriginal and Torres Strait Islander staff to ensure they have an avenue to support each other, share information and lived experience, and to collaborate on departmental initiatives • the role of Indigenous Staff Liaison Officers (ISLOs) in People Branch, to ensure First Nations employment continues to be prioritised and supported • Reconciliation and First Nations Champions to continue ensure the priorities and needs of Aboriginal and Torres Strait Islander staff are supported and advocated for at senior levels • The First Nations Staff Hub to support Aboriginal and Torres Strait Islander staff with easy access to information and resources to support career development and progression. 	Executive Board (EB)	Ongoing
	<p>[NEW] 1.1.2 Establish a consistent approach to informing Aboriginal and Torres Strait Islander staff joining the Department on the support available to them. This will include specific information in PM&C induction on the Mara Network, ISLO and First Nations intranet Hub.</p> <p>Where Aboriginal and Torres Strait Islander staff seek to join Mara, a welcome email from the Mara Network, and an introduction meeting with the ISLO will be provided.</p>	Indigenous Staff Liaison Officer (ISLO), Mara Network	Mid-2025
	[NEW] 1.1.3 Implement mandatory cultural competency training offering for all employees following Executive Board agreement on the appropriate cultural training offering.	People Capability, ISLO	Dec 2024
	[NEW] 1.1.4 Develop a cultural capability learning pathway to provide a range of learning options for staff to grow beyond baseline competency. This will include options for training and resources for leaders, managers, and allies to support them in providing a safe workplace for Aboriginal and Torres Strait Islander staff.	Capability and Development	Mid-2025

Outcome	Action	Lead	Timing
	This work will draw on NIAA First Nations Allyship resources and offerings into the Cultural Capability Learning Pathway.		
	1.1.5 Promote awareness of the Enterprise Agreement employment provisions that supports Aboriginal and Torres Strait Islander staff, including NAIDOC leave, ceremonial leave, cultural leave, and additional studies assistance leave.	People Branch	Ongoing, action annually
1.2 Increased cultural capability, including greater ability to embed First Nations voices and perspectives in our work.	[NEW] 1.2.1 All advertised SES roles to have 'identified position' selection criteria, requiring candidates to address their understanding of the issues affecting Aboriginal and/or Torres Strait Islander peoples and an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander people.	Executive Board, Reconciliation Champion, Recruitment team	Dec 2024
	Executive Board to consider applying 'identified positions' selection criteria to all PM&C roles.		Dec 2025
	[NEW] 1.2.2 Establish a dedicated Cultural Capability intranet page for easy access to relevant learning and development offerings for all staff. This will also link to the APS Academy Cultural Capability Hub.	Capability and Development	Mid-2025
	[NEW] 1.2.3 Raise staff awareness of the National Agreement on Closing the Gap all PM&C staff are aware of the National Agreement on Closing the Gap and relevance to PM&C work areas, including the role and responsibility of all staff in achieving outcomes.	First Nations Policy Branch (FNPB)	Ongoing, assess each annually through reporting
	[NEW] 1.2.4 Include a requirement for every PM&C employee to address their contribution to reconciliation and growing their cultural capability in their Individual Performance Plans	Chief People Officer (CPO)	For SES, 2024-25 cycle For non-SES 2025-26 cycle
1.3 Increased cultural awareness through truth-telling, understanding our	[NEW] 1.3.1 Update PM&C signature block guidance with current advice on Acknowledgment of Country and new Artwork, this includes encouraging staff to identify what land they work on and include this information in their signature block where appropriate.	Communications Branch	2024, following launch of 2024 RAP artwork

Outcome	Action	Lead	Timing
shared history and acknowledgment of past injustices.	[NEW] 1.3.2 Develop a historical timeline documenting PM&C history with Aboriginal and Torres Strait Islander peoples, accessible to all Australians via the Departments public website.	Communication Branch, support from FNPB	National Reconciliation Week 2026
	[NEW] 1.3.3 Each PM&C Business Group to host one local reconciliation activity each year over the life of the RAP to assist staff with understanding how to embed reconciliation in their specific work outcomes. This could include opportunities for truth-telling through guest speakers, conversations with experts on Indigenous policy, screenings of documentaries and talks, or yarns.	Deputy Secretaries, RAP Working Group (RAPWG)	Annually
	[NEW] 1.3.4 Increase the number of First Nations art represented in PM&C buildings.	ISLO, Property	Mid 2026
	1.3.5 Celebrate National Reconciliation Week (NRW) each year, as committed in the PM&C Diversity Calendar. NRW events are aimed at raising awareness of reconciliation, our shared history and building connections among participants. Commitment: <ul style="list-style-type: none"> • Host a minimum of four events each year in collaboration with Aboriginal and Torres Strait Islander staff • Encourage and support staff and senior leaders to participate in PM&C NRW activities and at least one external event. • Promote NRW events and resources (from Reconciliation Australia, PM&C and other relevant sources) to staff and the wider community. • Register PM&C's NRW events on Reconciliation Australia's NRW website. 	ISLO supported by Mara, RAPWG	Annually
	1.3.6 Celebrate and NAIDOC Week each year, as committed in the PM&C Diversity Calendar. NAIDOC Week events are focused on celebrating and recognising the history, culture and achievements of Aboriginal and Torres Strait Islander people and learning from the oldest, continuous living cultures on earth.	ISLO supported by Mara, RAPWG	Annually

Outcome	Action	Lead	Timing
	Commitment: <ul style="list-style-type: none"> • Host a minimum of four NAIDOC Week events each year in collaboration with Aboriginal and Torres Strait Islander staff. • At least one of these events will be an internal event to raise awareness and promote the Mara Network. 		
1.4 Demonstrated respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	[NEW] 1.4.1 Promote PM&C's First Nations Cultural Protocol Guide. Review the guide annually to align with changes across the APC, in consultation with the Mara Network.	ISLO, Deputy Secretaries	Ongoing
	[NEW] 1.4.2 Seek to embed an Acknowledgement of Country in bi- and multilateral statements between Australia and one or more other countries agreed on in Australia where PM&C is responsible for development of the document.	International and Security Group	Mid-2025
	1.4.3 Continue to invite Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocols at significant events each year.	Relevant SES leaders, with support of ISLO	Ongoing
	[NEW] 1.4.4 Protocol and International Visits branch to engage with the Indigenous Staffing Liaison Officer for support on protocols for international delegations engaging with First Nations peoples and Welcome to Country ceremonies.	Protocol and International Visits branch (PIV), ISLO, FNPB	2025

2. Relationships

"To me, reconciliation means making relationships stronger." – First Nations staff member

"Reconciliation is about bridging the gap between non-Indigenous and Indigenous communities; it's about bringing people together." – yarning circle participant

As a central agency PM&C is committed to setting a high standard for reconciliation, both internally and externally. Core to this work is building, strengthening and sustaining trusted relationships with Aboriginal and Torres Strait Islander staff, stakeholders and communities. Such relationships will help us to design and deliver better, more culturally informed policies.

Focus areas:

- PM&C's role in leading on reconciliation efforts and encouraging agency peers to step up too;
- Building and maintaining meaningful relationships with internal and external stakeholders;
- Using our influential position to promote reconciliation and positive race relations in the APS and beyond.

Outcome	Action	Lead	Timing
2.1 Strong and mutually beneficial relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations across the whole department.	[NEW] 2.1.1 Develop and implement group-level Aboriginal and Torres Strait Islander External Stakeholder Engagement Plans ² , to embed greater stakeholder engagement between the Department and First Nations organisations, communities, and staff by working collaboratively through regular and appropriate engagement in line with the National Agreement on Closing the Gap Priority Reform 1.	Deputy Secretaries and equivalent, FNPB	Dec 2025
	2.1.2 PM&C continues to participate in the Jawun secondment program and centrally funds a minimum of: <ul style="list-style-type: none"> • 6 places for non-SES per year on Jawun Secondments, actively encourage Aboriginal and Torres Strait Islander staff to nominate. • 2 places for SES per year on Jawun Executive Visits. 	ISLO	Annually
	2.1.3 PM&C continues to enable participation at the Garma festival and centrally funds the below minimum number of tickets with travel costs to be covered by line areas: <ul style="list-style-type: none"> • 2 tickets for Aboriginal and Torres Strait Islander staff per year. • 2 tickets for APS 6 to EL 2 staff per year. 	ISLO	Annually

² Engagement plans should include at a minimum: Group commitment to reconciliation, stakeholders, purpose of engagements, frequency, target organisations, approach to consultations (e.g. cultural capability training for staff, better informed policy outcomes).

Outcome	Action	Lead	Timing
	<ul style="list-style-type: none"> 2 tickets for SES per year. 		
2.2 Reconciliation promoted through our sphere of influence.	2.2.1 Extend invitations for relevant PM&C reconciliation activities to our external stakeholders e.g. APSC, NIAA, APS Indigenous SES Network, Coalition of the Peaks, and local Aboriginal community.	ISLO; Communications Branch, FNPB	Annually, commencing 2025
	[NEW] 2.2.2 Identify and document PM&C's policy levers to maintain momentum for the National Agreement on Closing the Gap across APS agencies and build understanding of its impact on cross-cutting policy agendas. ³	FNPB	Mid-2027
	2.2.3 Communicate PM&C's commitment to reconciliation and progress publicly on the PM&C website, social media channels and in our Corporate Plan, Inclusion and Diversion Strategy and Annual Report. Content and scheduling to be developed in consultation with the Mara Network.	Communications Branch	Ongoing
	[NEW] 2.2.4 The Secretary hosts one APS First Nations networking event each year during Reconciliation Week, which includes local Elders, First Nations SES Network, PM&C Aboriginal and Torres Strait Islander staff, Deputy Secretaries and First Nations Branch.	Secretary, CPO	Annually, commencing 2025
2.3 Positive cultural and race relations promoted.	2.3.1 Maintain PM&C's employment policies to ensure that policies set clear obligations for a safe, respectful and inclusive environment and align with national anti-discrimination laws and anti-racism frameworks.	CPO	Ongoing, assess annually
	[NEW] 2.3.2 Engage with Aboriginal and Torres Strait Islander staff representatives, including the Mara Network, on internal policies that specifically affect Aboriginal and Torres Strait Islander staff to further build strong and mutually beneficial relationships.	EB, relevant SES leaders, Reconciliation Champion, Mara Network, ISLO	Ongoing

³ This work aligns with PM&C's work on the Closing the Gap Central Agency Strategic Action Plan and the Monitoring and Accountability Framework.

Outcome	Action	Lead	Timing
	[NEW] 2.3.3 Maintain and promote a range of culturally safe channels for staff to access support and raise matters of inappropriate behaviour including discrimination, racism and lateral violence. Channels include: trusted immediate or local manager, Workplace Respect Officer, Health and Safety Representative, the ISLO, Wellbeing team and external wellbeing support offerings including Employee Assistance Program (EAP) services. ⁴	CPO, Health and Safety Representatives, Workplace Respect Officers, Professional Standards and Wellbeing team	Ongoing

3. Opportunities

“Reconciliation is about getting opportunities for career development and wellbeing.” – First Nations staff member

“How does this Department value your lived experience and what you bring with you that isn’t just a university degree?” – SES yarn

Providing employment opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is important to PM&C. Mutually beneficial outcomes can be realised when Aboriginal and Torres Strait Islander peoples forge their achievements and reaffirm identity through the development of their careers and businesses. PM&C has a responsibility to lead by example.

Focus areas:

- Providing employment and procurement opportunities for Aboriginal and Torres Strait Islander people to advance their careers and businesses.
- Creating opportunities to increase Aboriginal and Torres Strait Islander representation across all PM&C roles and levels;
- Support and advance Aboriginal and Torres Strait Islander staff leadership skills and career pathways;
- Increasing representation of Aboriginal and Torres Strait Islander staff at all levels through improved employee experience;
- Increasing business opportunities for Aboriginal and Torres Strait Islander suppliers.

⁴ EAP services include a dedicated Aboriginal and/or Torres Strait Islander support line.

Outcome	Action	Lead	Timing
3.1 Increased attraction and recruitment of Aboriginal and Torres Strait Islander staff.	3.1.1 Seek to reach and exceed Commonwealth representation targets of: ⁵ <ul style="list-style-type: none"> Five percent Aboriginal and Torres Strait Islander representation at the APS 4 to EL 2 classification levels.* Three percent Aboriginal and Torres Strait Islander representation at the Senior Executive Service (SES) levels.* All actions under the RAP, specifically under outcome 3.1, to contribute to this action. <i>*Targets to be reflective of any updates to the Commonwealth Aboriginal and Torres Strait Islander Strategy</i>	EB	Mid-2027
	3.1.2 Strengthen Aboriginal and Torres Strait Islander attraction and recruitment by: <ul style="list-style-type: none"> Designing and trialling a bulk Affirmative Measure Indigenous recruitment round (in consultation with Mara), leveraging best practice knowledge. Commitment to considering applicants in the SES100 APS merit pool (and any future APS-wide similar merit pools) first when filling ongoing SES vacancies. Mandating that all roles in First Nations policy areas are advertised as Affirmative Measures as a first recruitment round before moving to an open identified round. Participating in APS First Nations entry level programs recruitment.⁶ Accessing other available APS agency Affirmative Measures merit lists when filling positions. Updating PM&C's Recruitment policy in line with the above changes. 	Recruitment team, Deputy Secretaries, FNPB	Dec 2026
	3.1.3 Continue to use Affirmative Measures Indigenous Recruitment for PM&C Graduate recruitment and seeking to offer positions to all suitable candidates.	Recruitment Team	Annually

⁵ Based on 2024 targets. To be updated upon release of new Commonwealth Strategy.

⁶ Indigenous Graduate Pathways Program; Indigenous Apprenticeship Program (IAP), Indigenous Australian Government Development Program.

Outcome	Action	Lead	Timing
	3.1.4 Review and update Recruitment policy to ensure that when recruiting for Affirmative Measures Indigenous: <ul style="list-style-type: none"> A minimum of one Aboriginal or Torres Strait Islander person is on the recruitment panel (internal or external). All panellists to undertake cultural awareness training and Inclusive Recruitment training prior to the panel convening. 	Division Heads (monitored by panel Chairs and Recruitment team)	Review by Dec 2025
3.2 Increased retention and professional development opportunities for Aboriginal and Torres Strait Islander staff.	3.2.1 Pilot a mentoring program to provide culturally-suitable and safe support for Aboriginal and Torres Strait Islander staff.	Capability and Development	Establish by mid-2025
	3.2.2 Invest in and actively promote opportunities for future employment, leadership and professional development for Aboriginal and Torres Strait Islander staff, including through study assistance options, leadership pathways and conferences.	ISLO; Capability and Development	Ongoing
	[NEW] 3.2.3 Host a six monthly Aboriginal and Torres Strait Islander staff face to face meeting, focused on: <ul style="list-style-type: none"> Careers, Leadership development, Identifying opportunities to drive ongoing positive change in First Nations employment in PM&C. 	ISLO, Mara Network, Capability and Development	Ongoing, biannual meetings
	[NEW] 3.2.4 Explore structured mobility options between relevant departments such as NIAA, Services Australia and the other portfolio bodies (e.g. Northern Land Council) to provide opportunities for PM&C Aboriginal and Torres Strait Islander staff to experience a range of agencies and increase cultural capability through the sharing of voices and perspectives.	Recruitment Team; Workforce Capability	Dec 2026
	3.2.5 Continue to annually call for nominations for Sir Roland Wilson Pat Turner Scholarships ⁷ and fund scholarships for recipients selected by the Sir Roland Wilson Foundation.	Workforce Capability	Annually

⁷ Sir Roland Wilson Pat Turner Scholarships are full pay postgraduate scholarships for Aboriginal and Torres Strait Islander Australian Public Servants.

Outcome	Action	Lead	Timing
	3.2.6 PM&C continues to support and centrally fund a minimum of up to 4 places for Aboriginal and Torres Strait Islander staff and members of the Mara Network to attend the annual Indigenous Leadership Summit in person.	People Branch	Annually
3.3 Increased Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	3.3.1 Meet and report on portfolio targets under the APS Indigenous Procurement Policy (IPP).	Procurement and Contracts Section	Annually
	3.3.2 Review, update and implement the PM&C Aboriginal and Torres Strait Islander Procurement Strategy, to include: <ul style="list-style-type: none"> Developing a guidance to inform how to search for and choose suitable and diverse suppliers. Continuing Supply Nation membership and obligations and attend quarterly Leadership Roundtable when invited. Implementing internal newsletter to raise awareness amongst staff of PM&C's obligations under the IPP and highlight Indigenous supplier success stories. Engaging Supply Nation to run annual procurement information sessions for all staff. Adding feature to Expense8 to tick if credit card purchase is Supply Chain or Indigenous Business. Mandating cultural awareness training for staff working with First Nations suppliers. 	Procurement and Contracts Section	Review by Oct 2025 Update (if necessary) by Feb 2026 Implement updates by Dec 2026
	[NEW] 3.3.3 Maintain and update the mandatory set-aside procurement threshold to \$10-200k (from \$80-200k) (<i>Note: agreement to be sought from FAS CTD and COO</i>).	Procurement and Contracts Section	July 2026
	3.3.4 Develop a First Nations procurement intranet page that is a one-stop-shop for Indigenous procurement matters.	Procurement and Contracts Section	Mid 2025

4. Governance

"We need accountability top to bottom." – First Nations staff member

"There is celebration when things getting ticked off, but we don't know how things are measured and we don't hear of or feel the outputs as First Nations staff on the ground." – First Nations staff member

Focus areas: Effective governance is foundational to realising our RAP commitments. This involves transparent reporting on RAP progress and clarity of who is accountable for what. In this way progress is thoroughly scrutinised and actions do not slip through the cracks.

- Ensuring the RAP Working Group operates effectively;
- Strengthening accountability and transparency to be able to confidently demonstrate progress.

Outcome	Action	Lead	Timing Measurement
4.1 An effective RAP Working Group (RAPWG) to drive RAP implementation.	4.1.1 RAPWG meets a minimum of four times per year to drive and monitor RAP implementation and reporting, in line with the Terms of Reference. RAPWG meeting minutes, key materials and reporting documentation are published.	People Branch; RAP Champion; WG members	Ongoing
	[NEW] 4.1.2 RAPWG membership to represent all key business areas and internal stakeholders (e.g. Aboriginal and Torres Strait Islander staff, relevant staff Networks and relevant departmental Champions), in line with the Terms of Reference.	RAP Secretariat	Ongoing
4.2 Accountability and transparency through RAP reporting.	4.2.1 Report on RAP progress: <ul style="list-style-type: none"> • Biannually to Inclusion and Diversity Committee • Annually through the PM&C annual report • Annually to Reconciliation Australia via RAP Impact Measurement Questionnaire 	CPO; Reconciliation Champion; ID Champion	Ongoing

4.3 Demonstrated progress on reconciliation.	<ul style="list-style-type: none"> Ongoing engagement with / updates to Mara Network and other Aboriginal and Torres Strait Islander Staff members following IDC meetings. 		
	4.2.2 Communications Branch to work with business areas to publicise case studies of community engagement contributing to reconciliation.	Communications Branch	Mid 2025
	4.2.3 Reconciliation Champion to provide biannual updates to all staff and promote reconciliation efforts (e.g. via all-staff email) outlining progress on the RAP and reiterating what reconciliation means for staff in their work.	Reconciliation Champion	Annual
	4.2.4 Develop a revised reporting template for RAP progress with reporting to go through the Mara Network, the RAP Working Group, the Reconciliation Champion and through the I&D Committee.	Policy, Projects and Taskforce Office (PPTO), ISLO	July 2024
	4.3.1 Develop and include a question on reconciliation in the existing PM&C External Stakeholder Satisfaction Survey to baseline and record stakeholders' perceptions of PM&C's efforts to advance reconciliation.	Governance, Performance & Audit division	April 2025
	[NEW] 4.3.2 Participate in Reconciliation Australia's biennial Workplace Reconciliation Action Plan Barometer and publish results on the intranet.	RAPWG Secretariat	2024 and 2026
	4.3.3 Include multiple agency-specific questions in the annual APS Employee Census to measure perceptions of reconciliation, participation in cultural learning and reconciliation activities, and the extent to which staff actively seek to advance reconciliation in their roles.	Workforce Analytics and Behavioural Economics Team of the Australian Government	Annually, from 2025

Glossary

BETA – Behavioural Economics Team of the Australian Government (PM&C)

CPO – Chief People Officer

EB – Executive Board

FNPB – First Nations Policy Branch

HSRs – Health and Safety Representatives

ID Champion – Inclusion and Diversity Champion

I&D – Inclusion and Diversity team (within People Branch)

ISLO – Indigenous Staff Liaison Officer

NRW – National Reconciliation Week

PIV – Protocol and International Visits Branch

PPTO – Policy, Projects and Taskforce Office

PSW – Professional Standards and Wellbeing team

RAPWG – Reconciliation Action Plan Working Group

WG – Working Group

WROs – Workplace Respect Officers

This First Nations Staff Hub is designed specifically to support Aboriginal and Torres Strait Islander staff with easy access to information and resources to support career development and progression. The Hub contributes to delivering on the [PM&C Inclusion and Diversity Strategy](#) (the Strategy) and [Reconciliation Action Plan \(PDF 6.5 MB\)](#) (RAP).

PM&C is committed to creating a more inclusive Australian Public Service (APS) by:

- Increasing Aboriginal and Torres Strait Islander employment in our workforce and across the APS.
- Assisting Aboriginal and Torres Strait Islander staff to fulfil career goals.
- Increasing our understanding of the cultural identity and experiences of Aboriginal and Torres Strait Islander peoples and reflecting this awareness in our internal and external relationships. For more information, email s 47E(d) [@pmc.gov.au](mailto:s 47E(d)@pmc.gov.au).

Career and leadership development for First Nations staff

Centrally funded development

Corporate Training Calendar– PM&C provide a range of corporately funded short courses (online and face to face) through the [Corporate Training Calendar](#) to support your development, including management and leadership courses. Enrolments are via [Acorn](#).

Studies Assistance – [PM&C study assistance](#) supports staff to undertake accredited study to improve their professional skills and knowledge relevant to PM&C and/or APS priorities. Up to \$7000 per year and paid study leave of up to 12 hours per week (during study periods) are available for Aboriginal and Torres Strait Islander staff. Aboriginal and Torres Strait Islander staff may also have fees covered for study to obtain pre-requisite qualifications for entry into tertiary institutions.

First Nations Scholarships - The [Sir Ronald Wilson \(SRW\) Pat Turner Scholarship Program](#) is a 1-3 year paid scholarship for **high performing Aboriginal and Torres Strait Islander staff at the APS4 to SES Band 1** level to complete postgraduate study at either the Australian National University or Charles Darwin University.

Professional coaching - A range of professional coaches are available, including Aboriginal and Torres Strait Islander coaches, from the [approved PM&C coaching panel](#) to provide coaching on all aspects of capability and career development.

Indigenous Leadership Summit – PM&C supports Aboriginal and Torres Strait Islander staff and members of the Mara Network to attend the annual [Summit](#) in person, which provides a leading opportunity for Aboriginal and Torres Strait Islander professional development, leadership and networking.

PM&C Mentoring Pilot – A PM&C Mentoring pilot for Aboriginal and Torres Strait Islander peoples and other employees under-represented across the APS to grow their connections is coming soon in 2024.

Locally funded development

Other professional development such as courses, subscriptions, conferences and seminars can be approved locally, relevant to the individual's career goals and your role. For example:

- **APS Academy** – Access the [APS Academy](#) to explore courses and resources to further develop your skills, leverage expertise from across the APS, academia and the private sector, connecting learners with experts in their field. Also check out the [APS Cultural Capability Hub](#). Sign up to the newsletter to [stay up to date with what's happening](#).
- **ANZSOG -The Australia and New Zealand School of Government (ANZSOG)** works with governments and university partners to strengthen the quality of public sector leadership in Australia and Aotearoa New Zealand. ANZSOG welcomes applications from Aboriginal and Torres Strait Islander peoples and Māori for all education programs to lift the number of First Peoples and Māori at all senior levels of the public service for better outcomes.
- **IPAA First Nations Emerging Leaders Program** - This program for APS 4-5 (and equivalent) emerging First Nations leaders working in the Commonwealth and ACT public sector will connect you to a network of like-minded emerging leaders from across the public sector. This Program will focus on your career journey, working across the boundaries of departments, programs and specific initiatives.
- **Milparanga Leadership Programs** run through the [Australian Rural Leadership Foundation](#) offer leadership programs with a focus on working in rural, regional and remote communities across Australia. These programs are delivered in partnership with NIAA.
 - The [Milparanga Established Leadership Program - ARLF \(rural-leaders.org.au\)](#) - a unique First Nations leadership experience to build capability through challenging experiences that honour Indigenous knowledge systems, philosophies and cultural identity and create a support and learning network to drive systematic change.
 - The [Milparanga Emerging Leadership Program - ARLF \(rural-leaders.org.au\)](#) – is an immersive and culturally safe experience that helps shape you into a better communicator and leader.
 - The [Milparanga International Leadership Program - ARLF \(rural-leaders.org.au\)](#) – is a 10-day leadership development program for Aboriginal and Torres Strait Islander alumni of any ARLF program wanting to become more involved and influence change at local, national and international levels.

Career mobility and recruitment

Check out the [PM&C current vacancies page](#) for internal mobility opportunities or [APS Jobs](#) for a range of opportunities across the APS. [Cracking the Code](#), a guide created by the APSC provides a step by step outline of the APS, how to find jobs and how to apply. It is a great resource for those applying for roles. If you would

like to participate on a recruitment panel and contribute to an inclusive recruitment process add your name to the [Recruitment panel register](#). An internal register where staff can express their interest to be on a panel.

The [APS Indigenous Careers page](#) contains a range of opportunities for Aboriginal and Torres Strait Islander employees in the APS.

Immersive cultural opportunities

Garma Festival – PM&C supports an annual delegation to the [Garma Festival](#) in northeast Arnhem Land, as the nation's largest Indigenous cultural gathering held in early August. The Festival offers attendees an immersive cultural experience in celebration of Yolngu life and culture, helping to strengthen community ties and build cultural intelligence that can be applied in PM&C's work. Expressions of Interest are normally sought in May.

Jawun – [Jawun](#) is an opportunity for PM&C staff to take part in the 6 week secondment program in various locations across Australia. Jawun empowers Aboriginal and Torres Strait Islander leaders, organisations and communities to achieve their own grassroots development goals and equips government secondees with both increased cultural competency and interpersonal development. Expressions of interest are welcome at any time, with reminders sent out quarterly through internal communication channels.

Reconciliation at PM&C – PM&C is committed to embracing our shared histories, culture and achievements and exploring ways of working together to advance [reconciliation](#). Each year PM&C observes [Reconciliation Week](#) to connect with, celebrate culture and learn from Aboriginal and Torres Strait staff and communities. Corporate supports a week of events and activities to help improve the cultural sensitivity and capability of everyone at PM&C.

National NAIDOC Week – [National NAIDOC Week](#) is a celebration of Aboriginal and Torres Strait Islander peoples, their history, heritage, culture and achievements held across Australia in the first week of July. It is also an opportunity for non-Indigenous Australians to learn from Aboriginal and Torres Strait Islander peoples and staff for sharing their culture as the oldest continuous living culture on earth. For more information and to find out how to get involved, visit the [NAIDOC website](#). Aboriginal and Torres Strait Islander employees at PM&C may access 1 day per calendar year of paid leave to participate in NAIDOC week activities. Additional Ceremonial and Cultural leave may also be considered.

Leave

The [PM&C Enterprise Agreement 2024-27](#) provides a range of leave entitlements to support Aboriginal and Torres Strait Islander employees, including NAIDOC leave, ceremonial and cultural leave as well as additional studies assistance leave. For more information and guidance see also the [Leave Policy](#).

Staff support and wellbeing for First Nations staff

PM&C is committed to ensuring a safe and respectful workplace for Aboriginal and Torres Strait Islander staff.

Mara Network

The [Mara Network](#) is a two-way forum for Aboriginal and Torres Strait Islander staff at PM&C to support one another and realise their full potential. Mara provides a space for Aboriginal and Torres Strait Islander staff to support each other, share information and lived experiences, recognise and celebrate Aboriginal and Torres Strait Islander culture, traditions and diversity, and elevate issues impacting Aboriginal and Torres Strait Islander staff. Mara is also an important source of culturally sensitive peer support for Aboriginal and Torres Strait Islander staff.

Mara observes the following [Days of Significance](#) throughout the year:

- 26 January – Survival Day
- 13 February – Anniversary of National Apology Day (15th Anniversary in 2023)
- 16 March – National Close the Gap Day
- 26 May – National Sorry Day
- 27 May (first day of Reconciliation Week) – 1967 Referendum
- 3 June (last day of Reconciliation Week) – Mabo Day
- 1 July – Coming of the Light
- 4 August – National Aboriginal and Torres Strait Islander Children's Day
- 9 August – International Day of the World's Indigenous Peoples
- 1 September – Indigenous Literacy Day
- 13 September – Anniversary of the UN Declaration on the Rights of Indigenous People

Indigenous Staff Liaison Officers (ISLOs)

PM&C has dedicated ISLOs to support Aboriginal and Torres Strait Islander staff:

s 22(1)(a)(ii) and s 22(1)(a)(ii) in People Branch. The ISLOs work with Aboriginal and Torres Strait Islander staff at PM&C to provide pastoral care, wellbeing support and a culturally safe channel to raise ideas, feedback and issues. ISLOs lead the development and delivery of PM&C's Reconciliation Action Plan (RAP), Reconciliation and NAIDOC week events, maintain connections with local communities and Elders and advise PM&C business areas on culturally appropriate protocols. Contact s 22(1) or s 22(1)(a)(ii) directly or email s 47E(d) [@pmc.gov.au](mailto:pmc.gov.au).

Champions

First Nations Champion – The role of the [First Nations Champion](#) is to support and champion the Mara Network and to work with all Aboriginal and Torres Strait Islander staff at PM&C to understand their priorities and needs, and support, advocate and advance First Nations priorities across the department.

Reconciliation Champion – The role of the [Reconciliation Champion](#) is to support reconciliation across the department and assist in strengthening relationships between Aboriginal and Torres Strait Islander staff and non-Indigenous staff at

PM&C through active and visible leadership, as well as by advocating for positive cultural safety, competency and change.

Wellbeing support/complaints

PM&C's Wellbeing team – You can contact the Wellbeing team at s 47E(d) [@pmc.gov.au](mailto:s47E(d)@pmc.gov.au).

Workplace Respect Officers – [WROs](#) are trained employees who actively contribute to fostering a culture of psychological safety. They are available to provide you with information in relation to inappropriate or unsafe workplace behaviour, including reporting options and support avenues.

Health and Safety representatives – [HSRs](#) assist staff in their work group by raising any health, safety or wellbeing concerns and providing feedback and suggestions on potential improvements.

First Nations Wellbeing Portal – The [First Nations Wellbeing Portal](#) contains information and resources available to support the wellbeing of Aboriginal and Torres Strait Islander staff and is updated regularly.

[Employee Assistance Program](#) – **First Nations support line: 1800 816 152**

The EAP provides a dedicated support line for Aboriginal and Torres Strait Islander staff. The staff member has the opportunity to speak with either an Aboriginal and Torres Strait Islander clinician, or a clinician with a high level of cultural competency, on a range of matters including manager assist services. **This service is free and is also available to family members.**

Crisis support

- [13YARN: 24/7 Crisis support for First Nations](#)(13 92 76)
- [1800RESPECT | Domestic, family or sexual violence support](#)(1800 737 732)
- [QLife | LGBTIQ+ peer support](#)(1800 184 527)
- [Headspace | Mental Health and wellbeing support](#) (1800 650 890)
- [First Nations mental health and wellbeing support | Australian Government Department of Health and Aged Care](#) – For an overview of mental health and wellbeing services and supports available to Aboriginal and Torres Strait Islander peoples

Other support

[Wellmob](#): Is an online social, emotional and cultural resource developed by and for Aboriginal and Torres Strait Islander peoples. This includes websites, apps, podcasts, videos, social media, and online counselling with a focus on social and emotional wellbeing.

[AIMhi-Y](#): Is a mobile app to support the wellbeing of Aboriginal and Torres Strait Islander young people, aged 12-25. The app is a strengths-based, digital wellbeing

tool that integrates education, guidance from Elders and building connection with culture, Country and language.

Cultural capability programs

PM&C is committed to building the cultural capability of our non-Indigenous workforce. Increasing our understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge will allow the department to better reflect the perspectives, identities and interests of the Australian community we serve in everything that we do.

First Nations Cultural Protocols Guide – The [Cultural Protocols Guide \(PDF 4.3 MB\)](#) (currently under review) aims to increase non-Indigenous staff's understanding and awareness of Aboriginal and Torres Strait Islander cultural protocols and practices, and to assist them with communicating sensitively and effectively with Aboriginal and Torres Strait Peoples, communities, organisations and colleagues.

The following are courses that are available to non-Indigenous staff in order to support their cultural capability and learning journey:

- [Cultural Awareness Training](#)
- [SES Cultural Awareness Training](#)
- [CORE Cultural Learning: First Nations Australia](#)
- [SBS Inclusion program – First Nations](#)
- [APS Academy: Cultural Capability Hub](#)

Strategic documents, plans and reports

The following strategies and plans drive positive change at PM&C.



PM&C Inclusion and Diversity Strategy 2023-26

The [PM&C Inclusion and Diversity Strategy 2023-26](#) outlines the department's vision for enhancing the diversity of our workforce whilst embedding a culture of inclusion – a goal that is central to living our organisational values.

- [Inclusion and Diversity progress report \(DOCX 42 KB\)](#)
- [Inclusion and Diversity Committee and minutes](#)



Reconciliation Action Plan

[PM&C's RAP \(PDF 6.4 MB\)](#) guides the department's reconciliation journey and provides staff with tangible ways to take action – it is the framework through which we can realise our vision of:

- strengthened relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians
- learning and embracing our shared histories, culture and achievements and exploring ways of progressing reconciliation
- a culturally safe work environment where we can celebrate and respect the knowledge, understanding and experiences of Aboriginal and Torres Strait Islander peoples and support all staff to thrive.
- [RAP Progress Report November 2023 \(PDF 220 KB\)](#)



Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024

The [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024 \(PDF 4.6 MB\)](#) aims to ensure that Aboriginal and Torres Strait Islander staff play a greater role in contributing to a diverse Commonwealth public sector workforce capable of responding to the needs of the Australian community.

The PM&C Strategy is designed to implement the recommendations and actions of the Commonwealth Strategy. Our Strategy will work to ensure that Aboriginal and Torres Strait Islander staff will have enhanced capability, thriving careers and be employed in workplaces with greater cultural competency.