Australian Trade and Investment Commission

RECONCILIATION ACTION PLAN
2016 – 2018
ACKNOWLEDGMENT OF COVER ARTWORK

Artist: Greg Joseph, Yidinji

“Corroboree – Partnership in Trade”

A corroboree is an event where Aboriginal peoples interact with the Dreamtime through dance, music and costume.

In traditional times many corroboree events bring together various tribes from around the nation together to not only celebrate but also use this meeting as a way of trading various foods, materials and supplies. It is for this reason this artwork was considered to align with the aspirations of Austrade.
It gives me great pleasure to present the Australian Trade Commission’s (Austrade) Reconciliation Action Plan 2016–2018. This plan has been developed by Austrade’s RAP Working Group in collaboration with Marcia Kimball Austrade’s Indigenous Champion and with support from Austrade’s Peoples Services Team of Human Resources. The plan builds on the successes and lessons learned from our inaugural RAP 2013-2015 and will continue to evolve as Austrade progresses along the Reconciliation journey.

We remain committed to increasing the representation of Aboriginal and Torres Strait Islander employees across Austrade. This is demonstrated by our participation and engagement with the Indigenous Australian Government Development Program, in partnership within the Department of Education. Our commitment also extends to exploring other employment options in an effort to increase the representation rate of Aboriginal and Torres Strait Islander employees in Austrade.

We have developed an Indigenous Portal that is unique to Austrade. Not only does the Portal provide links and resources for Aboriginal and Torres Strait Islander material, but more importantly it offers Cultural Awareness e-learning courses for all new and existing employees. Training under these courses inform employees of Austrade’s commitment to reconciliation, and provides a greater cultural understanding within our organisation.

This RAP will enable us to identify and develop ways to contribute to the wellbeing and quality of life of Aboriginal and Torres Strait Islander Australians through the efforts we make in carrying out our core business – assisting Australian businesses to contribute to national prosperity by succeeding in trade, investment, education and tourism internationally.

Austrade is working to better enable traditional owners to readily attract private sector investment and finance to develop their land with new industries and businesses, to provide jobs and economic advancement for Indigenous people. Understanding land tenure in Northern Australia and successfully navigating the implications of different land tenure options can be fundamental to successful investment in the north. To address this issue, Austrade has developed a simple guide to land tenure in Northern Australia, which can be accessed at: www.austrade.gov.au/landtenure

Austrade is involved in increasing the quality and quantity of Australia’s indigenous tourism product offering; along with encouraging increased participation of indigenous Australians in the tourism industry, through the Tourism 2020 Working Group on Indigenous Tourism.

I commend the Reconciliation Action Plan 2016–2018 and encourage all staff and their managers to reflect on the role we play both as individuals and as an organisation in supporting and contributing to a workplace that values and promotes diversity, equity and inclusion, and how we contribute to the Reconciliation journey in a productive and collaborative way.

Bruce Gosper
Chief Executive Officer
Australian Trade and Investment Commission (Austrade)

As Austrade’s Indigenous Champion I am pleased to join the Chief Executive Officer in presenting Austrade’s Reconciliation Action Plan 2016–2018. This plan is a clear commitment by us that we have an important role in improving the lives of Aboriginal and Torres Strait Islander Peoples, through increasing the Aboriginal and Torres Strait Islander representation in Austrade and more broadly across the Australian Public Service.

Reconciliation is more than meeting targets. It is more about us recognising that as an organisation we can assist in closing the gap on Aboriginal and Torres Strait Islander disadvantage. These efforts can be made through the key areas of relationships, respect and opportunities as part of our Reconciliation journey.

I welcome the plan as a best practice model and a means to help the National Reconciliation effort with Aboriginal and Torres Strait Islander peoples.

I am confident that the initiatives in this plan will inspire action and achieve outcomes that contribute to the Reconciliation journey in Austrade.

I look forward to seeing these initiatives take shape over the coming years.

Marcia Kimball
Chief Operating Officer and Indigenous Champion
Australian Trade and Investment Commission (Austrade)
Austrade’s vision for Reconciliation is one of recognising, acknowledging, celebrating and sharing a socially inclusive and respectful society, in which everyone feels valued and has the opportunity to participate fully in the social, economic and cultural life of Australia.

Austrade recognises that our society should also be one where the improved awareness and recognition of the cultural diversity of Aboriginal and Torres Strait Islander people will contribute towards a greater understanding and recognition between Aboriginal and Torres Strait Islander people and other Australians. This will also enhance a greater understanding and recognition by the broader global community through Austrade’s international markets and networks, and create a shared vision for Reconciliation across Austrade and our international outreach.

Austrade has a strong commitment to learning, forming relationships, sharing and understanding Aboriginal and Torres Strait Islander Peoples’ cultural heritage across the whole of Austrade’s networks. Austrade also strives to deliver high quality, accessible, client-centric services, effective policies, programs and service delivery in pursuit of equitable outcomes for all Australians.

OUR BUSINESS

Austrade contributes to Australia’s economic prosperity by helping Australian businesses, education institutions, tourism operators, governments and citizens as they:

- develop international markets
- win productive foreign direct investment
- promote international education
- strengthen Australia’s tourism industry
- seek consular and passport services.

We achieve this by generating market information and insight, promoting Australian capabilities, developing policy, making connections through an extensive global network of contacts, leveraging the badge of government offshore and providing quality advice and services.

We aim to create value for our business sector, and do it in a way that represents a good investment for the taxpayer. And we seek to do all this in a way that meets or exceeds all appropriate standards of ethical behaviour. Our role is to advance Australia’s international trade, investment, education and tourism interests by providing information, advice and services.

Specifically, we:

- help Australian companies to grow their business in international markets, including through administration of the Export Market Development Grants (EMDG) scheme and the TradeStart program
- provide coordinated government assistance to attract and facilitate productive foreign direct investment (FDI) into Australia
- promote the Australian education sector in international markets and assist Australian education providers with market information
- provide advice to the Australian Government on its trade, tourism and investment policy agenda
- develop policy, manage programs and provide research to strengthen Australia’s tourism industry and to grow Australia’s tourism market share
- deliver Australian consular, passport and other government services in designated overseas locations
- manage the Building Brand Australia program to enhance awareness of contemporary Australian skills and capability and enrich Australia’s global reputation.

OUR EMPLOYEES

At 30 June 2015, Austrade employed 1,045 staff – with 484 employees located in Australia and 561 employees located in 79 offices in 47 markets. Three staff currently self-identify as Aboriginal and Torres Strait Islander descent within Austrade.

Austrade is committed to improving our Aboriginal and Torres Strait Islander representation to achieve the target set by the APSC. Austrade is committed to using this Innovate RAP as one of several tools to improve our Aboriginal and Torres Strait Islander employee representation during the 2016 – 2018 RAP period.
Austrade is building upon its first Innovative Reconciliation Action Plan (RAP) 2013 – 2015, which was initially implemented to develop a diverse workforce by learning, appreciating, sharing and understanding Aboriginal and Torres Strait Islander Peoples’ cultures and heritage. Austrade continues to build on and commits to the 2016 – 2018 RAP process. Austrade will work towards further recognising, acknowledging, celebrating and sharing with Aboriginal and Torres Strait Islander people across the whole of Austrade’s networks. Austrade also commits to growing as a welcoming workplace and employer of choice for Aboriginal and Torres Strait Islander people.

Our RAP continues to align with our “Diversity Strategy and Action Plan 2016 – 2018”, underpinned by Austrade’s Diversity, Equity and Inclusion Strategy for 2016 – 2018. The RAP aims to help us build and maintain beneficial relationships by respecting, learning and sharing the contribution of Aboriginal and Torres Strait Islander people. The RAP highlights the specific commitments that Austrade has made in the areas of employment, cultural awareness and capability building. The RAP is the overarching plan for Austrade’s Indigenous Employment Strategy. The RAP supports and strives to achieve the outlined actions in this document.

Austrade supports and strives to achieve the Australian Government’s objective of a true representation of the Australian population within its workforce by committing to a 2.7 per cent Aboriginal and Torres Strait Islander workforce participation rate by 2018.

Our Objectives for the Austrade RAP 2016 – 18

1) **Relationships** – Respectful relationships between Aboriginal and Torres Strait Islander Peoples and other Australians are important in enhancing our corporate, foreign and trade policy interests. It also achieves greater success and builds stronger cross-cultural partnerships, which serve to improve the lives of Aboriginal and Torres Strait Islander people.

2) **Respect** – We foster a supportive, respectful and inclusive workplace environment where all staff have an opportunity to gain a greater understanding of and celebrate the cultural heritage, values, beliefs and stories of Aboriginal and Torres Strait Islander people.

3) **Opportunities** – Creating opportunities which allow Austrade to recruit, retain and provide a supportive workplace, career development and progression opportunities for Aboriginal and Torres Strait Islander people enables Austrade to meet the Australian Government’s Closing the Gap and Aboriginal and Torres Strait Islander employment targets.

**ADMINISTERING OUR RAP**

The RAP Working Group is made up of Aboriginal and Torres Strait Islander staff representatives and non-Indigenous staff representatives with an interest and commitment to Aboriginal and Torres Strait Islander Australians and workplace diversity. This working group is chaired by the Indigenous Champion and the Workplace Support Advisor assists in the administration of the actions of the RAP working group. This 2016–2018 RAP was developed with consultation and contribution from all members of the working group. At the conclusion of the 2013–2015 RAP, a series of meetings were organised with all members to deliberate and consider the development of actions and deliverables for this 2016–2018 RAP. There is a wide representation from a number of Austrade work divisions within the RAP working group providing a diverse contribution.

The Austrade RAP Working Group, Workplace Support within Human Resources and the Indigenous Champion will provide leadership in the ongoing implementation, monitoring and evaluation of targets and outcomes for the 2016 – 2018 RAP.

The working group will:

- work with the Indigenous Champion to represent the interests of Aboriginal and Torres Strait Islander staff;
- communicate the benefits of a diverse workplace;
- promote network activities, initiatives and achievements;
- meet and discuss issues relevant to staff;
- provide input to Austrade’s policies, strategies, action plans and programs; and
- provide advice, support and guidance to Aboriginal and Torres Strait Islander staff.
RESPECTFUL RELATIONSHIPS

Respectful relationships between Aboriginal and Torres Strait Islander people and other Australians are important in projecting our corporate, foreign and trade policy interests. It also achieves greater success and builds stronger cross-cultural partnerships, which serve to improve the lives of Aboriginal and Torres Strait Islander Australians.
**FOCUS AREA:** To continue our focus on embedding practices that will establish Austrade as an employer of choice for Aboriginal and Torres Strait Islander people.

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| 1. The RAP Working Group (RWG) led by the Chief Operating Officer (COO) Indigenous Champion will actively monitor RAP implementation of actions, tracking progress and reporting. | Chief Operating Officer Workplace Support Advisor | June annually November annually December 2018 | › RAP revised and monitored in consultation with the RWG.  
› RWG to meet quarterly to monitor and report on the implementation of the RAP, or as required.  
› Annual Survey to monitor improvements in cultural understanding has been designed, developed and conducted:  
- post implementation – 18 months;  
- mid-term (end Jun 2018) and  
- Final evaluations (Dec 2018). |
› RAP networks established.                                                                                           |
| 3. Celebrate National Reconciliation Week within Austrade by providing opportunities for all employees to build mutually respectful relationships based on integrity and honesty. | Chief Operating Officer Workplace Support Advisor | May annually June annually | › Activities for National Reconciliation Week (NRW) in May conducted and all employees encouraged to attend.  
› All staff message from the CEO for NRW finalised.  
› Photos from NRW event displayed on Austrade’s HUB and Indigenous Portal.                                            |
| 4. Using the momentum of the RAP launch to encourage existing employees to review and update their EEO on the HR database. | HR Manager Workforce Planning and Resourcing Workplace Support Advisor | October/November annually | › Increase number of staff to update personal profile on MyHR under Equity and Diversity (identifying all ethnic diversity), by way of a  
› HR survey for staff to update their profiles.  
› Increase staff attendance at Indigenous Employee Network meetings.  
› Provide staff with an opportunity to undertake and participate in cultural awareness training during NAIDOC week. |
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| 5. Ensure appropriate support for Aboriginal and Torres Strait Islander employees. | Workplace support Advisor, RAP Working Group        | Ongoing                    | › Promote a higher profile for Austrade Indigenous Portal – increase employee access statistics by including link to Indigenous Portal in global news articles.  
› Increase Study assistance usage for personal development by corporate message to all staff.  
› Increase Aboriginal and Torres Strait Islander staff contribution to Indigenous Portal updates and content by encouraging each Aboriginal and Torres Strait Islander staff member to write a short article on their experience during Aboriginal and Torres Strait Islander celebrations they attend. |
| 6. Create an Austrade Aboriginal and Torres Strait Islander employee network. | RAP Working Group and Workplace Support Advisor     | November/December 2016     | › Austrade Aboriginal and Torres Strait Islander employee network established and participating with network in portfolio agency. |
| 7. Link other sectors of Austrade that showcase the work Austrade does with Aboriginal and Torres Strait Islander business. | RAP Working Group and Workplace Support Advisor, Procurement Manager Workplace Support Advisor | June 2017                  | › Develop and linking visibility of all Austrade business sectors on Indigenous portal. |
› Produce an all staff message email on RAP sent by CEO and placed on the Hub. |
RESPECT

We foster supportive, respectful and inclusive relationships and a workplace environment where all staff have an opportunity to gain a greater understanding of and celebrate the cultural heritage, values, beliefs and stories of Aboriginal and Torres Strait Islander Peoples.
**FOCUS AREA:** Austrade will continue to develop greater awareness, understanding and respect for Aboriginal and Torres Strait Islander cultures across the Agency through investment, engagement and participation in cultural awareness staff training and promotion of cultural activities.

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<tr>
<td>1. Implement and distribute the use of Austrade protocols developed for the 'Acknowledgment of Country' during all Austrade meetings in A-based locations.</td>
<td>Workplace Support Advisor</td>
<td>June 2016</td>
<td>› Protocols on 'Acknowledgment of Country' developed and upload on Indigenous Portal for other high profile events and forums, for use by Austrade staff.</td>
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<td>2. Identify and create list of Traditional Owners and Elders to source for a 'Welcome to Country'.</td>
<td>Workplace Support Advisor</td>
<td>May Annually</td>
<td>› List created and uploaded on Indigenous Portal as resource for Austrade for high profile events and forums nationally.</td>
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<td>› Identify at least one significant event each year for which a Welcome to Country from a Traditional Owner will be included.</td>
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<td>July annually</td>
<td>› 'closing the Gap' cultural awareness training module is used as part of Austrade's mandatory induction process.</td>
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<td>May annually</td>
<td>› Annual report data on numbers of employees undertaking mandatory e-learning module is collected.</td>
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<td>4. Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.</td>
<td>Manager, Performance and Capability Development</td>
<td>June 2016</td>
<td>› Develop and pilot a cultural awareness training strategy for Austrade. In particular, providing opportunities for RWG members, RAP Champions, HR managers and other key managers to participate in training.</td>
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| 5. Promote and celebrate key events of cultural significance relating to Aboriginal and Torres Strait Islander people. | Workplace Support Advisor | 2016 – 2018 | › Days of Significance Calendar develop and uploaded to Indigenous Portal on the HUB.  
› Arrangements for the participation of Aboriginal and Torres Strait Islander staff in local NAIDOC Week events outside Austrade established.  
› Aboriginal and Torres Strait Islander staff to attend days of significance as outlined in Austrade's Miscellaneous Leave policy has been publicised. |
| 6. Promote the importance of the RAP to Austrade staff at Austrade Today Program and to the wider A-based staff body. | Workplace Support Advisor, Capability and Performance Manager | 2016 – 2018 | › Austrade's RAP and a Cultural Awareness session within the 'Austrade Today Program' conducted. |
| 7. Celebrate National Aborigines and Islanders Day Observance Committee (NAIDOC) Week within Austrade. | Chief Operating Officer, Workplace Support Advisor | July annually | › Activities for National Aborigines and Islanders Day Observance Committee (NAIDOC) Week in July conducted and all employees encouraged to attend.  
› All staff message from the CEO for NAIDOC week finalised.  
› Photos from NAIDOC week events displayed on Austrade's HUB and Indigenous Portal.  
› Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC.  
› Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events. |
OPPORTUNITIES

Creating opportunities which allow Austrade to recruit, retain and provide a supportive workplace, career development and progression opportunities for Aboriginal and Torres Strait Islander staff, which also enables Austrade to meet the Australian Government’s ‘Closing the Gap’ and Aboriginal and Torres Strait Islander employment targets.
**FOCUS AREA:** We value the varying perspectives, experiences and knowledge that Aboriginal and Torres Strait Islander Peoples bring to our agency, because of this we are committed to increasing the number of Aboriginal and Torres Strait Islander staff Austrade recruits.

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<tr>
<td>1. Participate in the Department of Education and Training's Indigenous Australian Government Development Program (IAGDP) to increase the number of staff recruited identifying as Aboriginal and Torres Strait Islander.</td>
<td>Workplace Support Advisor</td>
<td>June annually</td>
<td>• Candidates under the IAGDP have been recruited.</td>
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<td>June annually</td>
<td>• Appropriate cultural awareness training for managers and supervisors working with successful IAGDP candidates has been undertaken.</td>
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<td>2. Participate in the Jawun Indigenous Community APS Secondment Program to provide a placement of executive level staff into Aboriginal and Torres Strait Islander organisations.</td>
<td>People Services Manager and Chief Human Resources Officer</td>
<td>November 2015</td>
<td>• Promote IAGDP as a form of Recruitment channel for Austrade.</td>
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<td>February 2016</td>
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<td>May 2016</td>
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<td>3. Promote employment opportunities through targeted Aboriginal and Torres Strait Islander Peoples media and networks.</td>
<td>Workplace Support Advisor and Recruitment Manager</td>
<td>Ongoing</td>
<td>• Number of candidates for the Jawun program identified.</td>
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<td>4. Develop a Diversity, Equity and Inclusion strategy, which will include appropriate measures to recruit and retain Aboriginal and Torres Strait Islander people.</td>
<td>People Services Manager and Diversity Equity and Inclusion Advisory Working Group</td>
<td>June 2016</td>
<td>• Number of successful appointments for the two program rounds (February and May 2016).</td>
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<td>Review June 2018</td>
<td>• Arrangements for all appropriate Austrade vacancies on identified Aboriginal and Torres Strait Islander job boards and media (i.e. Koori Mail and Indigenous Times) established.</td>
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Review HR procedures and policies to ensure barriers to Aboriginal and Torres Strait Islander employees are able to be addressed.

Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.

Successful development and promulgation of strategy.
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| 5. Contribute to the Government Indigenous Procurement Policy and increase the engagement of Aboriginal and Torres Strait Islander businesses by awarding 3% annually of all Commonwealth contracts to Aboriginal and Torres Strait Islander suppliers by 2020. | HR Advisor, Workplace Support and Chief Human Resources Officer Procurement and Contracts Management Team | Commence 1 July 2016 then annually | › Austrade's annual membership to Supply Nation updated and maintained.  
› Training provided to relevant A-based employees on how to utilise Supply Nation as the primary source of information for identifying Aboriginal and Torres Strait Islander suppliers.  
› The use of Aboriginal and Torres Strait Islander suppliers as an alternative supply source for Austrade through the competitive procurement sourcing processes has been promoted.  
› Austrade's contracts and purchasing system to enable the ready identification of Aboriginal and Torres Strait Islander suppliers and to facilitate mandatory reporting requirements to DFAT, PM&C and AusTender has been developed and enhanced.  
› Austrade's procurement template documentation to encourage Aboriginal and Torres Strait Islander supplier participation and drive compliance with the CIPP has been reviewed and updated. |
### TRACKING PROGRESS AND REPORTING

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<td>Communicate and publish the RAP 2016–2018 to all staff through the Hub, Austrade website and Reconciliation Australia website.</td>
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<td>Identify any need for new reconciliation initiatives, and any opportunities to improve existing initiatives.</td>
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<td>Publish updates to the RAP and actions on Austrade website and Hub.</td>
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<td>The Indigenous Champion provide updates to the Executive Group and the People Services area.</td>
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<td>Contribute to APS State of the Service Report.</td>
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<td>Contribute to APS Access and Equity Report.</td>
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<td>Report to Reconciliation Australia.</td>
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With special thanks to all the members of the Austrade RAP Working Group for their hard work, ongoing commitment and contribution to making Austrade’s 2016 – 2018 RAP a living document which continues to help give all of our staff the opportunity to grow, learn and share. It’s a document all Austrade staff can be proud of.