

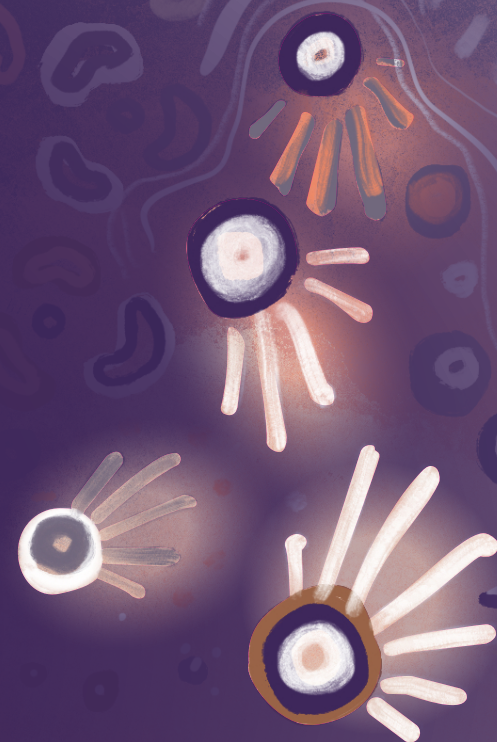


Australian Government

Department of the Prime Minister and Cabinet

FIRST NATIONS ACTION PLAN: Culture, Career, Capability

PM&C's response to the Commonwealth Aboriginal and
Torres Strait Islander Workforce Strategy 2020-24



Acknowledgement of Country

The Department of the Prime Minister and Cabinet (PM&C) acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples, whose ancestral lands and waters we live and work on throughout Australia. Our national office is located on the traditional lands of the Ngunnawal people in Canberra.

We honour the wisdom of and pay respect to Elders past and present, and acknowledge the Cultural Authorities of Aboriginal and Torres Strait Islander peoples across Australia.

Message from the Secretary

The Department of the Prime Minister and Cabinet (PM&C) is proud to release and implement its First Nations Action Plan: Culture, Career, Capability. The Action Plan is in response to the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#), released by the Australian Public Service Commission in July 2020. The Strategy represents the Commonwealth's continued contribution, as an employer, to the 'Closing the Gap' agenda. It will direct and reinforce work to improve representation of Aboriginal and Torres Strait Islander people in the Commonwealth Public Sector and is supported by high-level implementation deliverables.

The strategic focus areas of the Strategy are:

- **Cultural Integrity** – improving and embedding the understanding of Aboriginal and Torres Strait Islander culture in the workplace to support the development of culturally-safe work spaces and services, and creating a more inclusive Commonwealth Public Sector.
- **Career Pathways** – diversify and strengthen the pathways into and across the Commonwealth Public Sector.
- **Career Development and Advancement** – individual career development and advancement plans supported by targeted development initiatives and advancement opportunities.

The First Nations Action Plan: Culture, Career, Capability represents a commitment by PM&C to invest for the future by building talent pipelines through emphasised recruitment, development and retention of Aboriginal and Torres Strait Islander staff. We strive to be an employer of choice for Aboriginal and Torres Strait Islander people through focussing on culturally safe, respectful and supportive practices.

Our First Nations Champion and the dedicated Inclusion and Diversity Team look forward to supporting whole of Department efforts to implement the deliverables in the Action Plan, and thus provide meaningful and achievable actions to advance the work experience of our current and future Aboriginal and Torres Strait Islander staff.



Phil Gaetjens
Secretary

PM&C First Nations Action Plan: Culture, Career, Capability

Cultural Integrity Actions

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1	Explicitly recognise the value, and embed the voice of Aboriginal and Torres Strait Islander employees into agencies' work.	Recognise the value, and embed the voice of Aboriginal and Torres Strait Islander employees into agencies' work.	Encourage Aboriginal and Torres Strait Islander representation on the Department's Consultative Committee. Establish an Indigenous Liaison Officer (ILO). Task Divisions to explore options for embedding Aboriginal and Torres Strait Islander voices into their work. Promotion of RAP deliverables and initiatives. Mara Network members, via quarterly yarning circles, to discuss opportunities to engage Executive Board, on issues relating to Aboriginal and Torres Strait Islander staff.	2022	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
1.2	All agencies to develop and implement Reconciliation Action Plans with actions targeted to contribute to reconciliation in the agency and the communities in which it operates.	Maintain a Reconciliation Action Plan and build on targeted reconciliation activities.	Maintain and build on targeted reconciliation activities set out in our Department's Innovate RAP 2021-2023.	July 2021	Reconciliation Champion
1.3	Agencies to invest in networking and collaboration with other agencies of similar service or industry focus to build innovation and information sharing networks.	Network and collaborate with Commonwealth agencies to build innovation and information sharing.	Work with Portfolio Coordinator to build networks, including participating in forums where invited. Collaboration and information sharing with agencies of similar service.	September 2021	Chief People Officer
1.4	Support Aboriginal and Torres Strait Islander Employee Networks, and collaborate with other agencies to support networks across the system.	Maintain support for PM&C's Aboriginal and Torres Strait Islander Employee Network, the Mara Network.	Maintain support of the Aboriginal and Torres Strait Islander employee network, the Mara Network, through the First Nations Champion; awareness raising through Love Your Networks Day; and ongoing consultation with the Network on corporate matters.	2021-2022	First Nations Champion

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
1.5	Implement practical strategies to help develop cultural capability for all employees so that by 2024 all Aboriginal and Torres Strait Islander employees can expect that their manager and their colleagues have received cultural competency training.	Develop strategies to build cultural capability, including increasing PM&C's cultural capability offerings and ensure that they meet the needs of our staff and add value to reconciliation efforts. Increase formal and informal opportunities to develop the cultural awareness and practices of our workforce.	All new starters required to complete PM&C induction package, and the SBS Inclusion modules, including the Indigenous module. EL and SES will complete either CORE Cultural Learning: Aboriginal and Torres Strait Islander Australia, or Beyond Cultural Competency training. Develop communications and implementation plans to meet the targets above.	June 2022	Chief People Officer
1.6	Promote reconciliation amongst all Australians by continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations.	Promote reconciliation by continuing to acknowledge, promote and guide employees on Aboriginal and Torres Strait Islander cultural events and significant celebrations, including National Reconciliation Week and NAIDOC Week.	In line with PM&C's 2021-23 Innovate RAP, annually celebrate National Reconciliation Week (NRW) and NAIDOC Week. Develop communications plan to promote reconciliation outside of NRW and NAIDOC Week events.	NRW and NAIDOC Weeks 2021 & 2022	Reconciliation Champion
1.7	Embed cultural awareness and capability into all areas of the business of the organisation.	Embed cultural awareness and capability into all areas of the business of the organisation.	Examine training and capability programs to understand how cultural awareness is applied in the Department.	March 2022	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
1.7	Embed cultural awareness and capability into all areas of the business of the organisation.	Embed cultural awareness and capability into all areas of the business of the organisation.	Use mechanisms such as the APS Employee Census and LearnHub completion rates to establish a baseline for cultural competency. Selected staff including Mara Network members to attend the Garma Festival.	July 2021 and July 2022	Chief People Officer
1.8	Selection panel members will need to demonstrate foundation cultural capabilities.	PM&C staff participating on recruitment panels to have completed SBS Cultural Training – Indigenous Module.	Update recruitment processes, to ensure participating panel members have completed SBS Cultural training – Indigenous module.	December 2021	Chief People Officer
1.9	Selection panels for vacancies advertised as Identified roles or Affirmative Measure - Indigenous employment should have at least one Aboriginal and/or Torres Strait Islander person on the panel.	At least one Aboriginal and/or Torres Strait Islander person will sit on selection panels for vacancies advertised as Identified roles or Affirmative Measures - Indigenous.	At least one Aboriginal and Torres Strait Islander person to participate on selection panels for Identified Roles or Affirmative Measure – Indigenous rounds. Work with the Portfolio Coordinator and other departments to create a register of Aboriginal and Torres Strait Islanders employees from across the APS that the Department can access to participate on panels for Affirmative Measure - Indigenous rounds.	December 2021	Chief People Officer

Career Pathways Actions

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1	Targets and actions supporting the Strategy should be integrated into agencies' workforce planning and strategic documents.	Targets and actions supporting the Strategy will be integrated within workforce planning and strategic documents.	PM&C workforce planning documents includes the targets of the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24.	July 2021	Chief Operating Officer
2.2	Agencies to improve their workforce planning capabilities and link this to the career management of their Aboriginal and Torres Strait Islander workforce.	Strengthen workforce planning capabilities, including the career management of the Aboriginal and Torres Strait Islander workforce.	Career management of our Aboriginal and Torres Strait Islander workforce will be included in PM&C workforce planning documents. Recognise employment targets and timeframes. Identify the right mechanism for reporting.	July 2021	Chief Operating Officer
2.3	Agencies to identify the barriers to career advancement for Aboriginal and Torres Strait Islander peoples within their organisation and embed appropriate measures to address these barriers.	Identify the barriers to career advancement for Aboriginal and Torres Strait Islander peoples within PM&C and embed appropriate measures to address these barriers.	Hold biannual yarning circles with Mara Network members to identify barriers and embed appropriate measures to address barriers. Work with Portfolio Coordinator and other agencies to better understand Commonwealth barriers and share local experiences.	December 2021	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
2.4	The Australian Public Service Commission (APSC) and agencies will adopt consistent branding for all Aboriginal and Torres Strait Islander recruitment programs, complementing agency specific branding.	Support the APSC and agencies to adopt consistent branding for all Aboriginal and Torres Strait Islander recruitment programs, complementing agency specific branding.	Work with Portfolio Coordinator and APSC on branding recommendations.	December 2022	APSC
2.5	Larger agencies to work collaboratively with smaller agencies within their respective portfolio in progressing Aboriginal and Torres Strait Islander recruitment, development and retention initiatives.	Work collaboratively with portfolio agencies in progressing Aboriginal and Torres Strait Islander recruitment, development and retention initiatives.	Work with Portfolio Coordinator in sharing ideas and processes on recruitment, development and retention initiatives.	February 2022	Chief People Officer
2.6	Agencies and the APSC will review policies and processes to identify and remove barriers for inclusive streamlined recruitment practices.	Review policies and processes to identify and remove barriers for inclusive streamlined recruitment practices.	Undertake an analysis of current recruitment policies and processes. Work with Portfolio Coordinator and APSC on streamlining the advertisement of Affirmative Measure - Indigenous rounds.	February 2022	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
2.7	Targeted recruitment to engage or promote Aboriginal and Torres Strait Islander peoples into middle management and more senior roles, including through the use of the Affirmative Measure - Indigenous employment.	Targeted recruitment to engage or promote Aboriginal and Torres Strait Islander peoples into middle management and more senior roles, including through the use of the Affirmative Measure - Indigenous employment.	Explore broad banding opportunities for APS and Executive levels. PM&C will run Affirmative Measure rounds for selected roles at all levels, including SES. Acting opportunities for existing staff are provided to help bridge promotion gaps.	February 2022	Chief People Officer
2.8	Agencies to increase employment and career development opportunities for Aboriginal and Torres Strait Islander peoples in regional and remote Australia.	PM&C to explore options for working remotely, and partner with relevant agencies regional and remote offices, to increase employment and career development opportunities for Aboriginal and Torres Strait Islander peoples outside of Canberra.	Work with the Portfolio Coordinator to explore and implement options to increase employment and career development opportunities for Aboriginal and Torres Strait Islander peoples outside of Canberra.	December 2022	Chief People Officer

Career Development and Advancement Actions

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1	Agencies develop and articulate a clear employee value proposition for Aboriginal and Torres Strait Islander peoples.	Develop an employee value proposition (EVP) for Aboriginal and Torres Strait Islander peoples.	Work with the Mara Network to develop an EVP for Aboriginal and Torres Strait Islander peoples.	December 2021	Chief People Officer
3.2	Managers, supervisors and Aboriginal and Torres Strait Islander employees work together to establish career development pathway plans supporting individual employees to actively manage their careers.	Aboriginal and Torres Strait Islander staff at PM&C have career development pathway plans to enhance capability and support thriving careers.	Review coaching opportunities provided to Aboriginal and Torres Strait Islander staff to ensure that they are fit-for-purpose. Review panel of coaching and professional development providers and establish pool of Supply Nation providers. Evaluate policy and research on best initiatives to develop Aboriginal and Torres Strait Islander mentoring and leadership skills. ILO to work with Aboriginal and Torres Strait Islander staff members to ensure employees have meaningful and achievable career development pathway plans. Resource packs are developed for Aboriginal and Torres Strait Islander staff and their managers on commencement. Packs highlight resources and processes available to support career goals and pathways and services and support available.	June 2022	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
3.2	Managers, supervisors and Aboriginal and Torres Strait Islander employees work together to establish career development pathway plans supporting individual employees to actively manage their careers.	Aboriginal and Torres Strait Islander staff at PM&C have career development pathway plans to enhance capability and support thriving careers.	Workforce planning templates will ensure business areas identify skills required to assist employees establish a career development pathway.	June 2022	Division Heads / Chief People Officer
3.3	Agencies to invest in, source and/or develop appropriate professional development initiatives for Aboriginal and Torres Strait Islander employees and managers.	Develop best practice initiatives so that Aboriginal and Torres Strait Islander employees have access to innovative professional development opportunities.	Continue to support the APSC's excELerate program and participate in any future professional development initiatives. Work with Portfolio Coordinator in sharing ideas and processes. Evaluate policy and research on best practice initiatives. Review workforce planning and identify skills that are required for roles to assist employee development initiatives.	June 2022	Chief People Officer
3.4	APSC and agencies to develop links with universities to design bridging programs to assist in supporting Aboriginal and Torres Strait Islander employees with tailored tools and advice to empower them throughout their career journey.	Led by the APSC, develop links with universities to design bridging programs to assist in supporting Aboriginal and Torres Strait Islander employees with tailored tools and advice to empower them throughout their career journey.	Support the APSC in designing bridging programs, and participate in any pilot programs where invited. Conduct an internal survey to build evidence base to strengthen and inform tertiary capability offerings.	June 2022	Chief People Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
3.5	Provide local, place-based networking events for Aboriginal and Torres Strait Islander employees as a way to facilitate building of local networks across the Commonwealth.	Provide local, place-based networking events for Aboriginal and Torres Strait Islander employees as a way to facilitate building of local networks across the Commonwealth.	Investigate informal networking internally, with view to expand across Canberra and other APS networks. Work with Portfolio Coordinator on possible networking opportunities.	December 2021	Chief People Officer
3.6	Establish links and partnerships with the tertiary sector, State and Territories and Non-Government Organisations to leverage regional career opportunities; and to attract and recruit Aboriginal and Torres Strait Islander peoples.	Establish links and partnerships with the tertiary sector, State and Territories and Non-Government Organisations to leverage regional career opportunities; and to attract and recruit Aboriginal and Torres Strait Islander peoples.	Work with regionally-based Universities to explore opportunities to attract Aboriginal and Torres Strait Islander graduates. ILO to work with Aboriginal and Torres Strait Islander student centres in universities to promote pathways into PM&C Work with Portfolio Coordinator to collaborate with other agencies on potential links and partnerships.	June 2022	Chief People Officer
3.7	Provide mobility opportunities for Aboriginal and Torres Strait Islander employees to diversify their skill sets, through voluntary moves using secondments, temporary transfers or leave without pay to undertake roles or other activities within and outside the public service, in line with a flexible operating model for the Commonwealth public sector.	Provide mobility opportunities for Aboriginal and Torres Strait Islander employees to diversify their skill sets, through voluntary moves using secondments, temporary transfers or leave without pay to undertake roles or other activities within and outside the public service, in line with a flexible operating model for the Commonwealth public sector.	Liaise with Portfolio Coordinator on mobility opportunities. Explore the APS Mobility Framework to identify suitable mobility opportunities for implementation. As part of the biannual yarning circles with Mara Network (see action 2.3), PM&C to discuss mobility opportunities with a view to strengthen current practice.	December 2021	Chief People Officer / Chief Operating Officer

	COMMONWEALTH ACTION	PM&C ACTION	2020 2022 DELIVERABLE	TIMELINE	RESPONSIBILITY
3.8	Ensure that when Aboriginal and Torres Strait Islander employees take up mobility options, mentoring and other contact is maintained and that on their return, appropriate recognition is given for the work they have undertaken while away from the agency.	PM&C Aboriginal and Torres Strait Islander employees have ongoing support during mobility opportunities and are recognised for that work upon return.	Update PM&C's Leave Policy, to highlight the return to work following a mobility opportunity. Performance Agreements reflect and recognise staff who have undertaken mobility options. Work with the Corporate Communications & Strategy Team, to provide options to staff who take up mobility opportunities to share their experience and be recognised in the Department.	December 2021	Chief People Officer
3.9	APSC relevant agencies to develop a proposal for government to establish a regional learning hub with a focus on relevant policy areas.	PM&C to support work across the APS in developing a proposal to establish a regional learning hub.	Work with the APSC and Portfolio Coordinator to provide strategic advice on the proposal development.	December 2022	Portfolio Coordinator

