



Innovate Reconciliation Action Plan October 2024 to October 2026



RECONCILIATION ACTION PLAN

The DTA acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders both past and present.



'Diverse Connectedness' (August 2022)

Sarah Richards



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Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Digital Transformation Agency on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Digital Transformation Agency to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Digital Transformation Agency will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Digital Transformation Agency is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Digital Transformation Agency's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Digital Transformation Agency on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



CEO's support

I am delighted to introduce the Digital Transformation Agency (DTA)'s Innovate Reconciliation Action Plan (RAP). This is our third RAP and we are honoured to move forward to the second stage of Reconciliation Australia's RAP framework; Innovate.

Our previous RAPs have commenced the DTA's reconciliation journey by taking practical actions to advance reconciliation. This Innovate RAP will expand on these actions by allowing the DTA to gain a deeper understanding of our sphere of influence and to establish the best approaches to advance reconciliation. This RAP aims to improve our connections with Aboriginal and Torres Strait Islander peoples, test ways to advance reconciliation goals, and to support Aboriginal and Torres Strait Islander peoples.

I am proud of the DTA for progressing reconciliation and achieving deliverables outlined in our previous RAPs. These included observing important Aboriginal and Torres Strait Islander dates such as NAIDOC Week and National Reconciliation Week, increasing our participation in the Jawun program and acknowledging the Traditional Custodians of our office in Canberra with language training, artwork and spaces named in traditional language.

The DTA plays a leading role in improving and evolving the way government services are delivered – to deliver simple, secure, and connected public services for people and business through world class data and digital capabilities. With services increasingly shifting to digital platforms, it's essential that community groups, particularly those representing Aboriginal and Torres Strait Islander peoples not further disadvantaged. We are well placed in the APS through our Digital Service Standard to improve the way digital and First Nations People interact. In this RAP, we commit to consulting with Aboriginal and Torres Strait Islander, and to ensure our workforce has Aboriginal and Torres Strait Islander employees to reflect Australia's diverse peoples.

During my recent Jawun experience, I saw first-hand, the positive impact of self-determination and progress towards a brighter future in some things that helps lay the foundation for larger ambitions, while recognising and accepting there was still such a long way to go. This is why RAPs, Aboriginal and Torres Strait Islander community partnerships, and the ongoing and committed participation of governments, the private sector and philanthropic organisations is so important for a brighter and fairer future for Aboriginal and Torres Strait Islander and non-indigenous Australians alike.

I urge everyone at the DTA to adopt a mindset and a behaviour that helps to promote awareness, comprehension, and advancement towards a fair and harmonious future for all Australians that respects the 65,000 years of uninterrupted civilisation and culture. As the leader of the DTA, I pledge to follow through with the actions in this RAP, and I'm eager to collaborate with the RAP working group and the wider staff to accomplish these challenging goals.

Chris Fechner

Chief Executive Officer | Head of the Digital Profession
Digital Transformation Agency



DTA's Innovate Reconciliation Action Plan (RAP)

Our vision for reconciliation

The DTA is committed to reconciliation and acknowledges that it has a part in contributing to meaningful, genuine, and enduring reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

Our vision for reconciliation is a community that supports, celebrates, and empowers Aboriginal and Torres Strait Islander peoples, as well as their cultures and their personal wellbeing. To support this, we imagine a workforce that is diverse and inclusive, reflecting Australia and its First Nations peoples.

Our RAP outlines how we plan to contribute to reconciliation and to work towards these visions. Actions within it support our vision of providing real and substantive benefits for Aboriginal and Torres Strait Islander peoples by:

- increasing cultural safety within our workplace
- creating and supporting an inclusive and diverse workforce that represents the community we serve
- strengthening our relationships with Aboriginal and Torres Strait Islander peoples and businesses
- valuing the contributions of Aboriginal and Torres Strait Islander peoples, their experiences, and perspectives.

Our RAP

Our RAP is part of our Diversity and Inclusion Strategy November 2022 – November 2024 which reinforces the DTA's commitment to diversity and inclusion. It outlines how we will create a diverse, equitable and inclusive workplace where everyone feels welcome, safe, and valued.

Reconciliation Australia provides a framework for implementing reconciliation initiatives in the workplace and beyond. Through these core actions, we aim to contribute to reconciliation by providing tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing their economic equity and supporting First Nations self-determination.

This RAP celebrates the progress we have made so far, ensures that we prioritise reconciliation, and aligns with actions in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#). It also recognises diversity and inclusion as critical elements in creating a positive workplace.



Our purpose

We provide digital and ICT strategy and policy leadership, investment advice, strategic sourcing, and delivery oversight to drive the government's digital transformation and deliver benefits to all Australians.

Our vision is for the Australian Government to deliver simple, secure, and connected public services for all people and business through world class data and digital capabilities.

Our strategic objectives are to:

- Lead Government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice and alignment to whole-of-government architecture.
- Oversee the short, medium, and long-term whole-of-government digital and ICT investment portfolio.
- Manage whole-of-government digital and ICT strategic sourcing and contracts.
- Be a valued employer with the expertise to achieve our purpose.

Our 220 employees are spread across Australia and have expertise and skills in:

- overarching governance, strategy, policy, standards and guidance for government digital and ICT investment and service delivery
- whole-of-government digital and ICT enterprise architecture
- whole-of-government digital and ICT investment portfolio planning, prioritisation, contestability, and assurance
- whole-of-government digital and ICT sourcing and contracts
- discovering, framing, establishing, and transitioning new digital and ICT initiatives for government
- enabling services to support a responsive, capable agency.

We work most closely with other Australian Government agencies. We also work with state, territory and international governments, advisory and oversight bodies, industry and academia, and people who provide government services.

While this means we aren't always dealing with members of the public, we understand we can still use our sphere of influence to engage our stakeholders in the reconciliation journey.

Our reconciliation journey

This is the DTA's third RAP and first Innovate RAP. The DTA's previous two Reflect RAPs started our reconciliation journey. They lay the groundwork on important initial steps towards reconciliation and have set us up to progress to the second stage of the RAP framework, Innovate.

Our previous RAPs helped build the diversity and inclusion of our workforce and began embedding actions towards reconciliation at the DTA. While actions in them begun strengthening relationships, educating employees and provided opportunities to First Nations businesses, we know we are still on a reconciliation journey.



What we have learnt

Our previous RAPs helped us understand that our actions towards reconciliation collectively contribute to Australia's overall reconciliation journey. We also learned that as a small agency, we sometimes lack the internal capacity to effectively achieve RAP actions and need to collaborate with other public service agencies for supports and resources. We have responded to this challenge by joining the APS Reconciliation Sharing Network, which has allowed us to participate in shared reconciliation activities, share valuable RAP knowledge, and collaborate on RAP objectives.

As a small agency, we face difficulties in hiring First Nations employees in a competitive recruitment context. We have realised that there are opportunities for improvement, such as establishing talent pathways and revising internal policies and practices to enhance the support and development of Aboriginal and Torres Strait Islander employees.


To address this challenge, in this RAP we have included actions to improve networks that support Aboriginal and Torres Strait Islander employees and deliverables that aim to improve employment outcomes for recruitment, retention and development of Aboriginal and Torres Strait Islander employees.

Our RAP working group

Our RAP working group is made up of a small (but diverse) group of employees and includes representation from:

- our Executive Diversity Champion and RAP Champion
- employees with a passion for diversity and inclusion, including one Aboriginal person
- the People and Culture team.

DTA Role	Branch	Working Group Role
Senior Diversity and Inclusion Advisor	Corporate	Chair
Assistant Director, People Support	Corporate	Secretariat
Branch Manager	Strategy and Prioritisation	RAP Champion
Project Officer	Portfolio Assurance	Member and Aboriginal man from Wiradjuri Country
Project Lead	Copilot Trial	Member
Senior Portfolio Officer	Portfolio Assurance	Member
Assistant Director	Strategy and Prioritisation	Member



Our RAP working group and diversity and inclusion network have shared their ideas for how the DTA can support reconciliation. Our Executive Diversity Champion is also our RAP champion. They have a visible leadership role and work with our employees to create a respectful and diverse culture. They are our official representative to demonstrate leadership, drive change and support the DTA's strategic objectives and values for diversity and inclusion.

We have reflected on what we learned from our previous RAPs and have drafted these RAP actions based on advice and recommendations from our connections with Aboriginal and Torres Strait Islander peoples and businesses in our community. To connect with First Nations peoples internally and externally:

- Our RAP working group members, including a First Nations employee, have contributed their personal experience to develop ways for the DTA to identify RAP actions that promote reconciliation.
- We have participated in the Jawun secondment program where our employees have spent time in Aboriginal led workplaces and communities across Australia. Our secondees spoke with First Nations peoples to hear their perspectives and expectations for reconciliation that affect their lives.
- We have consulted with Traditional Custodians from Canberra to learn how we can support their reconciliation efforts and work in the community. Our RAP includes actions that will keep supporting them financially and socially.
- Our People and Culture team has engaged with other APS agencies through the APS Reconciliation Sharing Network to benefit from their RAP and reconciliation journeys. This includes the successes and challenges they faced in their experiences.

Our offices and our people

As of July 2024, the DTA has 2 employees that have shared that they are Aboriginal and/or Torres Strait Islander peoples. This is below the 5% target set out in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#). We continue to work on increasing our Aboriginal and Torres Strait Islander employee representation as part of our Diversity and Inclusion, and RAP actions.

We have 2 offices, one on Ngunawal Country in Canberra and a second on Gadigal Country in Sydney. We also employ people across Australia who work remotely from places such as Yuin Country (South Coast, NSW), Whadjuk Nyoongar Country (Perth, WA), Djabuganjidji Country (Townsville, QLD) and Kurna Country (Adelaide, SA).

To promote reconciliation through our sphere of influence we were proud to meet the below two deliverables in our last RAP:

- Identify external stakeholders that our organisation can engage with on our reconciliation journey.
- In consultation with local Aboriginal and Torres Strait Islander peoples and communities, explore the option of naming a space within our offices after an Aboriginal and Torres Strait Islander person.



We have developed a solid partnership with a local Aboriginal owned business that has linked us with local Aboriginal and Torres Strait Islander peoples and communities. Through this work, with input from local Traditional Custodians, we named 2 spaces in our Canberra office in the Ngunawal language.

Yumalundi (pronounced You-ma-loon-dee) means 'welcome.' Yumalundi is our large meeting room on level 8 where 'Diverse Connectedness' is hung.

Ngilimada (pronounced Nilly-maddar) means 'our home / to gather.' Ngilimada is our breakout area on level 7 where our previous RAP artwork, Digital Communities is displayed.

We have Aboriginal and Torres Strait Islander artworks and artefacts displayed in our Canberra office. This includes 'Digital for Communities' which is our previous RAP artwork designed by Waanyi and Kalkadoon woman [Keisha Leon](#) and artefacts from [Australia Waralungku Arts Centre](#) (NT) [Tjanpi Desert Weavers](#) and [Yinarr Maramali](#) (NSW)

Several employees, including our CEO, have learnt how to conduct an Acknowledgement of Country in the Ngunawal language. We have made a connection with a Ngunawal Aboriginal descendant and Traditional Custodian who has helped to guide the DTA on our reconciliation journey through his workshops and cultural immersion services.

Our RAP artwork - Diverse Connectedness



'Diverse Connectedness' (August 2022)

[Marrawuy Journeys](#) artist Sarah Richards created Diverse Connectedness for us in 2022. It is proudly displayed in our Yumalundi meeting room alongside the Australian, Aboriginal, and Torres Strait Islander flags. Diverse Connectedness has resonated with DTA employees, and Sarah honoured us by providing her permission for it to be used as our Innovate RAP artwork.



Sarah is a Ngiyampaa woman born on Gadigal land (Sydney) and grew up on Wiradjuri (Griffith) and Yugambeh (Gold Coast) country before moving to Ngunawal country (Canberra) in 2012. Marrawuy (Mar-ra-way) in Ngiyampaa means red kangaroo and was the totem of one of Sarah's ancestors.

'Diverse Connectedness' represents our diverse internal and external stakeholders coming together virtually and in person, to create an environment which values diversity, and where all feel welcomed and connected.

It is inspired by a rising sun to illustrate the process of rising towards a digital future and connecting DTA's internal stakeholders (the pink figures) with the external stakeholders (the yellow figures), who are connected regardless of location, and who are sharing knowledge and working together to secure Australia's digital future.

The ripples that transcend across the three pieces represent the positive impact this will have for all Australians and communities who are represented by the circles within the ripples.

Marrawuy Journeys is:

- a 100% Aboriginal owned and led business
- Supply Nation Certified
- NSW Assured member
- an Indigenous Art Code member.

Read more about Sarah at her website www.mjourneys.com.au



Relationships

We commit to building long-term relationships with Aboriginal and Torres Strait Islander peoples and businesses to ensure that we consider and include their needs. Building these relationships on trust and respect can lead to better outcomes for First Nations peoples, our work, and Australia's digital future.

Since our first RAP in 2019, some ways that the DTA has worked on our relationships with Aboriginal and Torres Strait Islander peoples include:

- building connections with local First Nation's owned businesses who have supported us in our reconciliation journey
- celebrating National Reconciliation Week and NAIDOC Week every year, even when we couldn't be together in person.

We will continue our reconciliation journey by committing to the following relationship actions.

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable:

Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.

Timeline:

December 2024

Responsibility:

RAP Working Group Chair

Deliverable:

Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.

Timeline:

October 2025

Responsibility:

RAP Working Group Chair

Reconciliation Action Plan

Relationships



Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable:

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.

Timeline:

May 2025 and 2026

Responsibility:

Assistant Director, People Support

Deliverable:

RAP Working Group members to participate in an external NRW event.

Timeline:

May to June 2025 and 2026

Responsibility:

RAP Working Group Chair

Deliverable:

Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.

Timeline:

May to June 2025 and 2026

Responsibility:

Executive RAP Champion

Deliverable:

Organise at least one NRW event each year.

Timeline:

May to June 2025 and 2026

Responsibility:

Assistant Director, People Support

Deliverable:

Register all our NRW events on Reconciliation Australia's [NRW website](#).

Timeline:

May 2025 and 2026

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan

Relationships



Promote reconciliation through our sphere of influence

Deliverable:

Develop and implement an employment engagement strategy to raise awareness of reconciliation across our workforce.

Timeline:

October 2025

Responsibility:

Director, People and Culture

Deliverable:

Communicate our commitment to reconciliation publicly.

Timeline:

May 2025

Responsibility:

Executive RAP Champion

Deliverable:

Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Deliverable:

Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.

Timeline:

August 2025

Responsibility:

RAP Working Group Chair

Reconciliation Action Plan

Relationships



Promote positive race relations through anti-discrimination strategies

Deliverable:

Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Develop, implement, and communicate an anti-discrimination policy for our organisation.

Timeline:

November 2024

Responsibility:

Director, People and Culture

Deliverable:

Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Educate senior leaders on the effects of racism.

Timeline:

October 2025

Responsibility:

Assistant Director, People Support



Respect

At the DTA, 'respect' is one of our values. Our values underpin and guide our day-to-day work practices across all facets of the way we work, both within the DTA and across the APS.

We commit to living this value by supporting culturally responsive practices and behaviours, sharing, learning about and understanding Aboriginal and Torres Strait Islander histories, cultures, and peoples.

Since our first RAP in 2019, some ways that the DTA has increased our respect for Aboriginal and Torres Strait Islander peoples and their cultures include:

- supporting 4 employees on 6-week Jawun secondments and participating in 2 Jawun Executive programs
- providing information on DTA reconciliation initiatives and Aboriginal and Torres Strait Islander cultural awareness training to all new DTA employees
- creating a reconciliation intranet page which includes information on the Traditional Custodians of the lands and waters where our offices are located.

We will continue our reconciliation journey by committing to the following respect actions.

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable:

Conduct a review of cultural learning needs within our organisation.

Timeline:

November 2024 and 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy

Timeline:

November 2024

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan

Respect



Deliverable:

Develop, implement, and communicate a cultural learning strategy document for our employees.

Timeline:

December 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership employees to participate in formal and structured cultural learning.

Timeline:

December 2024

Responsibility:

Director, People and Culture

Deliverable:

Review Reconciliation intranet pages to ensure they remain fit-for-purpose and current with contemporary and best-practice concepts and values.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Deliverable:

Provide appropriate Aboriginal and Torres Strait Islander cultural awareness and cultural confidence training for all employees.

Timeline:

November 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Participate in at least 2 Jawun secondments and/or Executive Visits annually.

Timeline:

January 2024 and 2025

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan

Respect



Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable:

Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

Timeline:

May 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.

Timeline:

May 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.

Timeline:

December 2024 and 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Investigate including a written Acknowledgement of Country into formal documents and branded templates as standard practice.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan

Respect



Deliverable:

Investigate having permanent copies of Acknowledgement of Country wording in meeting rooms for easy access when commencing meetings.

Timeline:

November 2024

Responsibility:

Assistant Director, People Support

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable:

RAP Working Group to participate in an external NAIDOC Week event.

Timeline:

July 2025 and 2026

Responsibility:

RAP Working Group Chair

Deliverable:

Review People and Culture policies and procedures to remove barriers to employees participating in NAIDOC Week.

Timeline:

March 2025 and 2026

Responsibility:

Assistant Director, People Support

Deliverable:

Promote and encourage participation in external NAIDOC events to all employees.

Timeline:

July 2025 and 2026

Responsibility:

RAP Working Group Chair



Increase employee connection to our RAP artwork

Deliverable:

Integrate elements of commissioned RAP artwork into our website, intranet, corporate templates, and email signatures.

Timeline:

February 2025

Responsibility:

RAP Working Group Chair

Deliverable:

Investigate merchandise that includes elements of the commissioned RAP artwork to award to employees and international visitors.

Timeline:

February 2025

Responsibility:

RAP Working Group Chair

Reconciliation Action Plan Opportunities



Opportunities

The DTA believes it is crucial to have a diverse and inclusive workplace that reflects the range of people, communities, cultures, and diversity groups we serve.

We are committed to building and maintaining an inclusive working environment based on trust, mutual respect, and understanding. We want everyone to feel equally involved in, and supported in, all areas of the workplace.

We will continue investigating employment and development opportunities for Aboriginal and Torres Strait Islander peoples. We will provide inclusive and equitable professional development and networking opportunities for First Nations employees. We will encourage and support career mobility and progression for new and existing Aboriginal and Torres Strait Islander employees.

Since our first RAP in 2019, some ways that the DTA has ensured opportunities for Aboriginal and Torres Strait Islander peoples and business include:

- making it standard practice to encourage job applications from Aboriginal and Torres Strait Islander peoples
- economically supporting Aboriginal and Torres Strait Islander owned businesses by adhering to an Indigenous Procurement Policy and becoming Supply Nation members.

We will continue our reconciliation journey by committing to the following opportunity actions.

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development

Deliverable:

Build understanding of current Aboriginal and Torres Strait Islander employee profile to inform future employment and professional development opportunities.

Timeline:

December 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.

Timeline:

December 2024

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan Opportunities



Deliverable:

Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.

Timeline:

February 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.

Timeline:

February 2025

Responsibility:

Assistant Director, People Operations

Deliverable:

Review People and Culture and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.

Timeline:

February 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Commit funds to and participate in at least one graduate program that seeks to employ an Aboriginal and/or Torres Strait Islander person annually.

Timeline:

December 2024

Responsibility:

Director, People and Culture

Deliverable:

Improve internal workforce planning capabilities to ensure the career management of Aboriginal and Torres Strait Islander employees is effective.

Timeline:

February 2025

Responsibility:

Director, People and Culture

Reconciliation Action Plan Opportunities



Deliverable:

With consultation, plan to continue to include cultural leave provisions in future enterprise agreements.

Timeline:

April 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Provide access to appropriate professional mentors to all Aboriginal and Torres Strait Islander employees.

Timeline:

October 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Ensure our EAP has services specifically for Aboriginal and Torres Strait Islander employees.

Timeline:

December 2025

Responsibility:

Assistant Director, People Support

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable:

Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Deliverable:

Investigate Supply Nation membership.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Reconciliation Action Plan Opportunities



Deliverable:

Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Deliverable:

Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Deliverable:

Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Deliverable:

Develop a quarterly reporting process to understand procurement and spend activity on Aboriginal and Torres Strait Islander businesses.

Timeline:

July 2025

Responsibility:

Assistant Director, Finance, Procurement and Assurance

Reconciliation Action Plan Opportunities



Improve networks that support Aboriginal and Torres Strait Islander employees

Deliverable:

Investigate membership of the APS Indigenous Champions network to ensure cross agency collaboration and support of Aboriginal and Torres Strait Islander employees.

Timeline:

May 2025

Responsibility:

Executive RAP Champion

Deliverable:

Investigate informal peer support opportunities for Aboriginal and Torres Strait Islander employees.

Timeline:

April 2025

Responsibility:

Assistant Director, Culture and Capability

Deliverable:

Liaise with other APS agencies to provide mentors and mentees for APS Aboriginal and Torres Strait Islander employees.

Timeline:

April 2025

Responsibility:

Assistant Director, Culture and Capability



Governance

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP

Deliverable:

Maintain Aboriginal and Torres Strait Islander representation on the RWG.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Deliverable:

Establish and apply a Terms of Reference for the RWG.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Deliverable:

Meet at least four times per year to drive and monitor RAP implementation.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Provide appropriate support for effective implementation of RAP commitments.

Deliverable:

Define resource needs for RAP implementation.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Reconciliation Action Plan Governance



Deliverable:

Engage our senior leaders and other employees in the delivery of RAP commitments.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Define and maintain appropriate systems to track, measure and report on RAP commitments.

Timeline:

October 2024

Responsibility:

Assistant Director, People Support

Deliverable:

Appoint and maintain an internal RAP Champion from senior management.

Timeline:

October 2024

Responsibility:

RAP Working Group Chair

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable:

Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.

Timeline:

June 2025 and 2026

Responsibility:

Assistant Director, People Support

Deliverable:

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.

Timeline:

July 2025 and 2026

Responsibility:

Assistant Director, People Support

Reconciliation Action Plan Governance



Deliverable:

Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

Timeline:

August 2025 and 2026

Responsibility:

Assistant Director, People Support

Deliverable:

Report RAP progress to all employees and senior leaders quarterly.

Timeline:

April 2025

Responsibility:

Assistant Director, People Support

Deliverable:

Publicly report our RAP achievements, challenges and learnings, annually.

Timeline:

June 2025 and 2026

Responsibility:

Executive RAP Champion

Deliverable:

Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.

Timeline:

February 2026

Responsibility:

Assistant Director, People Support

Deliverable:

Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.

Timeline:

October 2026

Responsibility:

Assistant Director, People Support

Continue our reconciliation journey by developing our next RAP

Deliverable:

Register via [Reconciliation Australia's website](#) to begin developing our next RAP.

Timeline:

July 2026

Responsibility:

Assistant Director, People Support

Contact the DTA

Senior Diversity and Inclusion Officer

02 6120 8703

culture@dta.gov.au

Document Control

Versions and reviews

Version	Date	Comments
1.0	Dec 2023	Initial draft
1.1	Apr 2024	Second draft after initial feedback from Reconciliation Australia
1.2	July 2024	Third draft after secondary feedback from Reconciliation Australia
1.3	October 2024	Final version after conditional endorsement from Reconciliation Australia