

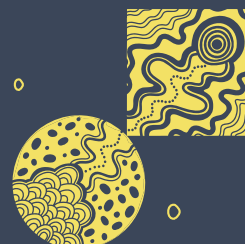
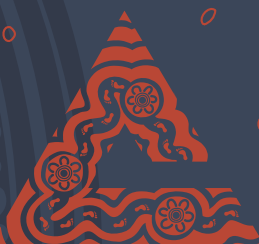
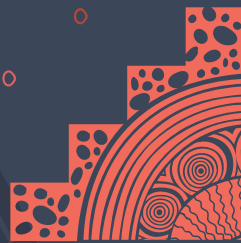
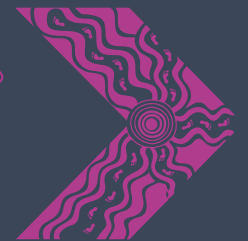


Public Sector
Commission



Reconciliation Action Plan

Reflect



May 2022 to December 2023

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This publication can be copied in whole or part with due acknowledgement.

It is on WA.gov.au.

Copies are available in alternative formats on request.

Public Sector Commission
2 Havelock Street, West Perth WA 6005

Acknowledgement



Acknowledgement of Country

We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay our respects to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

Walking together towards reconciliation

We celebrate that the Aboriginal people of this state continue to grow and strengthen with the ongoing practice of the lore, languages and knowledge of the world's oldest living culture.

We acknowledge the significant and unique contribution that Aboriginal people have made, are making and will continue to make to the heritage, cultural identity, community and economy of Western Australia.

We recognise past actions that have caused pain and suffering. We accept that previous laws, practices and policies deeply impacted the lives of Aboriginal people.

We acknowledge that we are still challenged by unconscious prejudice in our society, policy development and decision-making, and we commit to taking ownership and partnering to overcome these challenges.

From the Commissioner

I am pleased to formalise our commitment to advance reconciliation with Aboriginal and Torres Strait Islander people through this Reconciliation Action Plan.

It is the framework for our reconciliation journey to challenge internal biases and strengthen our organisational culture. The plan includes activities to make real and practical improvements by helping us increase the cultural capability of our staff, improve collaboration with Aboriginal communities, and visibly acknowledge Aboriginal people as Traditional Owners.

In developing this plan, we shared our journey with 2 other agencies – the Department of the Premier and Cabinet and Department of Treasury. We did this as central agencies that individually and collectively support the government of the day and the services provided to the people of this state.

We intend to work together as we each implement our plans, jointly organising activities, sharing resources and knowledge, and supporting each other. We believe this partnership strengthens our commitment and can help maximise the impact of our work. At the same time, it does not detract from the important accountability we hold as individual agencies to deliver on the actions and intent in our own plans.

I thank the many staff across the 3 agencies and the organisations and people who have partnered with us to bring this work to the table.

It is now time to deliver on this plan. I have set up an internal implementation group, chaired by a Corporate Executive member, to oversee this work. The group includes a representative from each division of the Commission as well as Aboriginal and Torres Strait Islander representatives. It will work closely with the implementation groups of our 2 partner agencies so we can coordinate our efforts for best effect.

I look forward to seeing progress over the life of this plan and working towards the next stage plan for reconciliation.

Sharyn O'Neill
Public Sector Commissioner

About the Commission

In essence, the Commission is about the performance and improvement of both individuals and agencies in the public sector.

Our role is described in legislation, including the *Public Sector Management Act 1994*, as strengthening the efficiency, effectiveness and capability of the sector, now and into the future. Our legislated role also includes maintaining and advocating for public sector professionalism and integrity.

The place of the Commission with an independent Commissioner is important and unique. While supporting the policy objectives of the government, this independence also ensures the continuity and sustainability of efforts to improve the sector regardless of which government is in place.

We are a small agency with about 140 staff including 7 Aboriginal and Torres Strait Islander staff. We operate out of 2 locations in West Perth – Hale House and Dumas House.

We work closely with all public sector agencies, sometimes leading and at other times collaborating and supporting. We work particularly closely with the other central government agencies – the Department of the Premier and Cabinet, Department of Treasury and Department of Finance – in a joint commitment to service excellence.



Captured in art

For NAIDOC Week 2020, artist Acacia Collard created a sand mural symbolising the shared journey of reconciliation of the Public Sector Commission, Department of the Premier and Cabinet and Department of Treasury.

Ms Collard created a digitised version of this mural and has given permission for us to use this in our Reconciliation Action Plans.

Each circle represents one of our agencies and our shared commitment to reconciliation. The circles are interconnected by the Wagyl or Rainbow Serpent, an important part of the Perth area where we work.

The large circle to the left represents the Public Sector Commission. Surrounding the leaders in the inner circle are dots in a pathway that represent us working to develop a future-fit public sector for the people of this state. This pathway is surrounded by the team that supports and strives to meet these goals.

The large circle at the top represents the Department of the Premier and Cabinet. The inner circle depicts agency leaders surrounded by the department who, as a team, are providing advice and support to the Premier and Cabinet in their service to WA.

Surrounding them is a continuous path of lines and patterns depicting the journey before and ahead.

The large circle to the right represents the Department of Treasury. Two layers of red and black around the inner circle of leaders represent the present and future. Treasury staff, the principal economic and financial advisors influencing outcomes for the benefit of WA, are around these inner circles, with pathways symbolising giving, sharing and providing.

About the artist

Acacia Collard is a Badimia Yamatji-Balladong Noongar artist specialising in contemporary Aboriginal artworks and designs through graphic art and canvas mediums.

She is part of the team at Nudge where she mentors young trainees in the Perth metropolitan area and south west of the state to increase their confidence, have access to future opportunities and gain meaningful employment.



A plan shaped by collaboration and contribution

In developing this Reconciliation Action Plan, the Commission partnered with other central government agencies to help deliver the greatest impact.

We worked with the Department of the Premier and Cabinet and Department of Treasury. As central agencies, we provide an important advisory role and whole-of-government perspective on priorities for this state. This gives us a unique opportunity to enhance reconciliation across the public sector and broader community, and improve the connection between Indigenous and non-Indigenous Australians.

Together, we set up a working group in December 2019 to guide us through a shared reconciliation journey. Reconciliation WA provided advice.

Danny Ford from Kambarang Services and Tim Muirhead from CSD Network facilitated 2 workshops, providing insight into and assistance with creating a set of reconciliation deliverables.

The working group held 8 meetings, 2 workshops and a yarning circle event for staff from our agencies. Staff also participated in a number of National Reconciliation Week and NAIDOC Week celebrations.

For NAIDOC Week 2020, the working group coordinated a sand mural event where our staff joined Danjoo Kooliny Walking Together Project Noongar leaders. We gathered around the mural and laid our handprints in the sand to represent our shared reconciliation journey.

Following the sand mural event was a livestream discussion at which Danjoo Kooliny leaders and public sector leaders explored Aboriginal engagement and policy design in the sector.

Around 45 staff also joined a yarning circle hosted in partnership with Reconciliation WA. We discussed the importance of committing to reconciliation, building stronger pathways and how our agencies were working together to prepare their plans.

As the plans of our agencies progressed, there were opportunities for all our staff to embrace the process and effect real cultural change. They provided input and comment on the proposed actions and feedback on the deliverables. The deliverables were then reviewed by Reconciliation WA in advance of each agency submitting their plan to Reconciliation Australia.



As the plans of our agencies progressed, there were opportunities for all our staff to embrace the process and effect real cultural change.

Building on our work

The Commission leads a number of initiatives to contribute to Aboriginal and Torres Strait Islander employment and representation across the public sector.

Workforce diversification and inclusion

The WA Government released the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025 in September 2020. The strategy has 2 goals: to increase representation of people from different backgrounds at all levels of the sector’s workforce; and to ensure all staff in the sector experience a sense of belonging and inclusion in the work environment. In the strategy are aspirational employment targets.

Aboriginal and Torres Strait Islander people are one of 6 priority diversity groups identified in the strategy. An aspirational target has been set of 3.7% employment for Aboriginal and Torres Strait Islander people in the WA public sector. An accompanying Aboriginal and Torres Strait Islander People: Action Plan to Improve WA Public Sector Employment Outcomes 2020–2025 has initiatives for the Commission to undertake and initiatives for agencies to undertake to make progress towards the employment target and to increase inclusion. We are implementing our initiatives and supporting agencies to implement their initiatives.

At the Commission, we are also working towards achieving the aspirational target through a range of initiatives including use of Solid Futures. Our work is included in our deliverables at 10.1, 10.2 and 10.3.



Solid Futures

Solid Futures is a sector-wide traineeship program that gives young Aboriginal people formal training, paid employment and support while completing a Certificate III in Government. The program also helps agencies build diverse, talented and inclusive workforces.

We have been running this program for a number of years. It aims to increase Aboriginal and Torres Strait Islander staff representation across the public sector. The program runs in metropolitan and regional areas each year. We match trainees with host agencies, and provide ongoing support to trainees and agencies throughout the program.

Trainees graduate with a nationally recognised qualification and are well placed to progress to employment in the public sector and beyond.

Each year in the Commission we have at least one trainee through Solid Futures, providing them with opportunities across a number of different business areas and gaining valuable work experience while completing their qualification. This commitment also assists with diversifying our workforce and meeting the aspirational targets in the Workforce Diversification and Inclusion Strategy.

Jawun Program

Jawun is an Australian non-profit organisation that manages secondments from the public and private sectors to a range of Aboriginal and Torres Strait Islander partner organisations in urban, regional and remote communities across Australia.

We have worked with Jawun in Western Australia for many years, promoting the program to government sector agencies and their staff. Staff selected by Jawun for the program are placed in participating corporations to work for 6 weeks. Placements are currently in the East Kimberley, West Kimberley, Pilbara, East Perth and Bunbury.

There are intakes each year in February, May, August and October.

Staff contribute their skills to support Aboriginal economic development while learning about Aboriginal cultures and histories. They work on projects that bring tangible benefits to Aboriginal people and communities, and establish relationships and deeper understanding between Indigenous and non-Indigenous people.

Jawun means ‘friend’ or ‘family’ and reflects the partnership focus of the program.

Our relationship with Jawun is included in our deliverables at 2.3.

Our commitments and deliverables



Relationships

Action	Deliverable	Timeline	Responsibility
1. Build relationships through celebrating National Reconciliation Week and increase participation in events.	1.1 Share information with staff about the meaning of National Reconciliation Week including resources and materials from Reconciliation Australia and Reconciliation WA.	May annually	Strategic Communications Manager
	1.2 Budget for and host at least one joint event with the Department of the Premier and Cabinet and Treasury during National Reconciliation Week.	May annually	Executive Director Organisational Governance and Development
	1.3 Have members of the RAP Implementation Working Group and other staff participate in external National Reconciliation Week events.	May annually	Chair RAP Implementation Working Group
	1.4 Seek advice from the Aboriginal Advisory Council of WA on topics that relate to Aboriginal and Torres Strait Islander people as appropriate.	May annually	Chair RAP Implementation Working Group

Action	Deliverable	Timeline	Responsibility
2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	2.1 Support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Executive Director Workforce Policy and Diversity
	2.2 Identify Aboriginal and Torres Strait Islander stakeholders and organisations in the local area or sphere of influence.	June 2023	Executive Director Workforce Policy and Diversity
	2.3 Identify opportunities for reciprocal secondments to and from Aboriginal and Torres Strait Islander organisations and public sector agencies to encourage 2-way learning and partnership.	June 2023	Human Resources Manager
3. Promote reconciliation through spheres of influence.	3.1 Communicate commitment to reconciliation to all staff.	May 2022	Strategic Communications Manager
	3.2 Identify Aboriginal and Torres Strait Islander stakeholders to engage with on the reconciliation journey.	June 2023	Executive Director Workforce Policy and Diversity
	3.3 Identify organisations to collaborate with on the reconciliation journey.	June 2023	Executive Director Workforce Policy and Diversity
4. Promote positive race relations through anti-discrimination strategies.	4.1 Review human resources policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2023	Human Resources Manager
	4.2 Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	Human Resources Manager

Respect

Action	Deliverable	Timeline	Responsibility
5. Foster respect by celebrating and/or observing Aboriginal and Torres Strait Islander culturally significant dates and promoting opportunities to increase participation in events.	5.1 Develop and distribute a calendar of key dates and events (including NAIDOC Week) organised by the Commission and other organisations.	May annually	Strategic Communications Manager
	5.2 Establish a program of cultural experiences that deepen and broaden cross cultural relationships and understanding of Aboriginal and Torres Strait Islander cultures and histories.	May annually	Executive Director Organisational Governance and Development
	5.3 Update staff on upcoming cultural events and support their participation.	May annually	Strategic Communications Manager
	5.4 Increase participation in events relating to Aboriginal and Torres Strait Islander cultures and histories.	May annually	Strategic Communications Manager
6. Increase the cultural capability of staff including understanding, valuing and recognising Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	6.1 Ensure staff have completed mandatory Aboriginal and Torres Strait Islander cultural awareness training in accordance with Commissioner's Instruction 29: Aboriginal and Torres Strait Islander Cultural Awareness Training.	May annually	Human Resources Manager
	6.2 Explore additional cultural capability training and cultural immersion opportunities for staff.	June 2023	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
7. Work with Aboriginal and Torres Strait Islander people to visibly acknowledge them as the Traditional Owners in Commission workplaces and surroundings.	7.1 Revise and update the Acknowledgment of Country statement for email signatures and other use, and communicate this to staff.	May 2022	Strategic Communications Manager
	7.2 Display meaningful and culturally endorsed Acknowledgement of Country in buildings.	June 2023	Manager Corporate Services
	7.3 Name a selection of meeting rooms using Aboriginal and Torres Strait Islander language as appropriate.	June 2023	Manager Corporate Services
	7.4 Fly the Aboriginal and Torres Strait Islander flags at the front of buildings.	June 2023	Manager Corporate Services
	7.5 Display artwork through the loan scheme with the WA Art Gallery of Aboriginal and Torres Strait Islander artists in Hale House.	June 2023	Executive Director Organisational Governance and Development
8. Increase understanding of cultural protocols and embed respect to Aboriginal and Torres Strait Islander peoples.	8.1 Develop and publish a guide to Welcome to Country.	June 2023	Strategic Communications Manager
	8.2 Develop and publish a guide to Acknowledgement of Country.	June 2023	Strategic Communications Manager
	8.3 Include written statements of acknowledgment in such things as documents, login screens and online.	June 2023	Strategic Communications Manager
	8.4 Hold cultural ceremonies such as smoking ceremonies for appropriate/ relevant events and projects.	June 2023	Executive Director Organisational Governance and Development

Action	Deliverable	Timeline	Responsibility
9. Build respect for Aboriginal and Torres Strait Islander cultures by celebrating NAIDOC Week and increase participation in events.	9.1 Share information with staff about the meaning of NAIDOC Week including resources and materials from Reconciliation Australia and Reconciliation WA.	July annually	Strategic Communications Manager
	9.2 Budget for and host at least one joint event with the Department of the Premier and Cabinet and Treasury during NAIDOC Week.	July annually	Executive Director Organisational Governance and Development
	9.3 Have members of the RAP Implementation Working Group and other staff participate in external NAIDOC Week events.	July annually	Chair RAP Implementation Working Group

Opportunities

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes for Aboriginal and Torres Strait Islander staff at all levels by striving to increase recruitment, retention and professional development.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Human Resources Manager
	10.2 Implement actions in the Workforce and Diversity Plan 2020–2022 and include actions in the next plan to improve employment outcomes.	June 2023	Executive Director Organisational Governance and Development
	10.3 Review recruitment practices to ensure they support Aboriginal and Torres Strait Islander people, and provide culturally safe workplaces and career pathways.	June 2023	Human Resources Manager
11. Increase Aboriginal and Torres Strait Islander supplier diversity and commit to optimising procurement from Aboriginal and Torres Strait Islander businesses.	11.1 Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses and communicate this to staff.	June 2023	Manager Corporate Services
	11.2 Encourage procurement of services and supplies from Aboriginal and Torres Strait Islander owned businesses.	June 2023	Manager Corporate Services
	11.3 Use the Aboriginal Business Directory, Supply Nation and Noongar Chamber of Commerce to identify businesses.	June 2023	Manager Corporate Services

Governance

Action	Deliverable	Timeline	Responsibility
12. Establish, maintain and resource a RAP Implementation Working Group to drive governance of the RAP.	12.1 Establish and apply a terms of reference for the group.	May 2022	Executive Director Organisational Governance and Development
	12.2 Support staff to be part of the group.	May 2022	Executive Director Organisational Governance and Development
	12.3 Maintain Aboriginal and Torres Strait Islander representation on the group.	May annually	Executive Director Organisational Governance and Development
	12.4 Provide secretariat support for the group.	May 2022	Executive Director Organisational Governance and Development
	12.5 Set up a mechanism to report to Corporate Executive on the progress of deliverables.	May 2022	Executive Director Organisational Governance and Development
13. Provide support for effective implementation of RAP deliverables.	13.1 Appoint a senior leader to champion the RAP internally.	May 2022	Public Sector Commissioner
	13.2 Define and provide resourcing to implement RAP deliverables.	August 2022	Executive Director Organisational Governance and Development
	13.3 Define systems or processes and capability to track, measure and report on RAP deliverables.	August 2022	Executive Director Organisational Governance and Development

Action	Deliverable	Timeline	Responsibility
14. Report RAP achievements, challenges and learnings internally and externally for accountability and transparency purposes.	14.1 Provide quarterly reports to Corporate Executive on progress of deliverables.	August, November, February and May annually	Executive Director Organisational Governance and Development
	14.2 Provide quarterly updates to the Aboriginal Advisory Council of WA.	August, November, February and May annually	Executive Director Organisational Governance and Development
	14.3 Contact Reconciliation Australia to verify that primary and secondary contact details are up to date to ensure important RAP correspondence is received.	July annually	Human Resources Manager
	14.4 Contact Reconciliation Australia to request a unique link to access the online RAP Impact Measurement Questionnaire.	August annually	Human Resources Manager
	14.5 Submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	Human Resources Manager
15. Continue the reconciliation journey by developing our next RAP.	15.1 Register on the Reconciliation Australia website 3 months before the end of the Reflect RAP to begin developing the next RAP.	September 2023	Human Resources Manager

