



# Reconciliation Action Plan

2016–2018



RECONCILIATION  
ACTION PLAN

INNOVATE

# Reconciliation Australia CEO statement



Reconciliation Australia congratulates Airservices on developing its second Reconciliation Action Plan (RAP).

In adopting an Innovate RAP, Airservices is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. The commitments highlighted in Airservices second RAP stands it in good stead to make progress across the key domains of reconciliation—relationships, respect and opportunities.

Airservices places great importance on building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples to produce mutually beneficial outcomes. It spurs these relationships by communicating and engaging with communities, such as through National Reconciliation Week (NRW), which it promotes both internally and externally.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Airservices core values and vision for reconciliation. This is demonstrated through the promotion and practice of significant cultural protocols such as Acknowledgement of Country within the workplace.

Airservices is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, and engages with internal and local employment providers to develop career development for Aboriginal and Torres Strait Islander peoples in city and regional locations.

On behalf of Reconciliation Australia, I commend Airservices on its inaugural RAP and look forward to following its continued reconciliation journey.

Justin Mohamed

**CEO**  
Reconciliation Australia

# Message from the CEO



We acknowledge Aboriginal and Torres Strait Islander peoples as the traditional owners and custodians of this country we call Australia. As a world leader in the aviation industry, providing safe, secure, efficient and environmentally responsible services to the aviation industry we acknowledge that we operate on traditional lands, sea and air of the Aboriginal and Torres Strait Islander peoples.

It is a proud moment for me to present Airservices 'Innovate' Reconciliation Action Plan (RAP) 2016–2018. Our Innovate RAP builds upon the strong foundation and the success of our first RAP, which commenced in 2012.

By endorsing our Innovate RAP, we guarantee our commitment to direct engagement with Aboriginal and Torres Strait Islander peoples, their communities and the lands on which we operate.

Our approach to this partnership has been articulated in the three key pillars of our RAP—building Relationships, Respect and Opportunities for Indigenous Australians. Our commitment to reconciliation has been cemented in our organisational strategy and reflects our core values.

I would like to take this opportunity to thank those people who have been instrumental in shaping the future of Reconciliation for Airservices. Our Innovate RAP could not have been achieved without our successful partnership with Reconciliation Australia, extensive consultation with community members and professional advisors, and without the consistent hard work of our RAP working group.

While we acknowledge the importance of the endorsement of our Innovate RAP and the hard work that has led to its success, our journey towards Reconciliation continues. We will continue to strengthen the relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples, and ensure our future workforce is inclusive, diverse and cohesive.

Jason Harfield  
**CEO**  
Airservices

# Reconciliation at Airservices

Airservices is an employer that recognises and respects Aboriginal and Torres Strait Islander peoples and that values diversity. In making this statement we acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the country on which we operate, now called Australia. We acknowledge the special relationship and connection that Aboriginal and Torres Strait Islander peoples have with lands, places and cultures. We commit to creating mutual relationships and sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

Our Action Plan will ensure that we enhance our engagement with Aboriginal and Torres Strait Islander peoples, their communities and the lands on which we operate. Our approach to this partnership is aligned with our organisational strategy and our core values.

To best serve the communities in which we operate, we have to be a leader in reconciliation. It is essential that we promote best practice approaches to inclusive work practices and service delivery. We will align and support our employees, our communities and our customers wherever they are in their reconciliation journey, and support reconciliation initiatives in the aviation industry at the local and national level.

## OUR RAP HISTORY

We committed to our first action plan in 2012 and we have celebrated a number of achievements within the three focus areas articulated in our 2012–2016 RAP—relationships, respect and opportunities.

## RELATIONSHIPS

We implemented the following actions as the first step towards the establishment of long-term respectful working relationships with Aboriginal and Torres Strait Islander peoples:

- Established the RAP Working Group in 2012
- Celebrated National Reconciliation Week annually.

## RESPECT

We implemented the following actions to support increased respect and appreciation of Aboriginal and Torres Strait Islander peoples:

- Developed and implemented a written statement and supporting procedure for Acknowledgement of Country
- Arranged the permanent display of Aboriginal and Torres Strait Islander flags at major centres and regional offices

- Developed and implemented a cultural awareness training package for all staff
- Raised awareness of National Aborigines and Islander Day Observance Committee (NAIDOC) Week, providing opportunities for staff to participate in NAIDOC Week events.

## OPPORTUNITIES

We implemented the following actions as the first step towards building a culturally diverse and inclusive workforce by identifying opportunities for Aboriginal and Torres Strait Islander peoples:

- Established our Aboriginal and Torres Strait Islander peoples procurement strategy and established relationship with Supply Nation to expand opportunities for Aboriginal and Torres Strait Islander peoples
- Developed and implemented our Aboriginal and Torres Strait Islander peoples attraction, retention and development strategy. This strategy provides Aboriginal and Torres Strait Islander peoples with access to year-on-year opportunities across a range of areas including work experience at Airservices, Certificate 2 and 3 traineeships, apprenticeships, cadetships and graduate program opportunities.



## Case study: Supporting Indigenous communities—Djarindjin Airport and Airservices ARFFS Broome

As the national provider of air traffic and aviation rescue fire fighting services (ARFFS), our facilities are located in major cities, regional areas and remote locations.

Many of our regional and remote services are situated in locations with large Indigenous populations, and it is in many of these areas that we are making a positive impact in supporting the local community.

For example, our Broome ARFFS has been working for several years to assist Broome International Airport with equipment, training and advice on aviation fire fighting at Djarindjin Airstrip—a remote airstrip located 200km north of Broome on the Dampier peninsula.

The primary function of Djarindjin airstrip is to provide a hot re-fuelling service (meaning the helicopters do not shut down to re-fuel) to heavy helicopter operations for the gas and oil industry and Royal Flying Doctor access for remote communities. A need was identified for first response

fire coverage and training for the local ground staff.

ARFFS Broome staff have contributed to providing training for staff at Djarindjin along with overseeing the introduction of new personal protective equipment and new fire fighting procedures. As part of this training, Djarindjin staff have travelled to ARFFS Perth Airport hot fire training facility to give them live fire, hose, branch and monitor operations training.

This partnership has already resulted in increased aviation safety at the airstrip along with providing employment for Indigenous people of the Dampier peninsula. We will continue to provide support to this unique project at Djarindjin and will do so for some time.



# Our Governance Structure

The members of our Diversity Council champion our Reconciliation Action Plan as a cohesive leadership team.

Our RAP Working Group supports the delivery of key actions agreed in the annual RAP implementation plan. They are supported by the Executive team and work in collaboration with key stakeholder groups. Working Group members are selected annually and include members from the community as well as corporate and regional staff members, representation from Aboriginal and Torres Strait Islander peoples is encouraged.

## OUR BUSINESS

We are a government owned organisation providing safe, secure, efficient and environmentally responsible services to the aviation industry. We safely manage 11 per cent of the world's airspace where there are more than four million aircraft movements carrying more than 140 million passengers annually. We are responsible for the management of airspace, aeronautical information aviation communications, radio navigation aids, aviation rescue and firefighting services

Our services and the industries we serve have an impact on local communities through financial, environmental and safety factors. We are focused on meeting the needs of our customers, our communities, and our safety responsibilities. To support this, we want to better engage with our stakeholders and communities in open and ongoing dialogue to ensure our performance as a business is on track. This includes ensuring that our service lines and capital investment programs are environmentally sustainable and culturally appropriate.

We are dispersed across 684 sites throughout Australia, with a significant geographic footprint in regional and remote areas. We deliver our services in these areas by sourcing employment, services and supplies at the local level, which in turn supports healthy local economies. Healthy local economies in turn drive demand for our services, which can help us further create employment and supply opportunities for those communities.

## OUR WORKFORCE

Our workforce vision is to build on our already strong foundation of committed and capable people, to develop a future-proofed, resilient and fit-for-purpose workforce that enables the continued, uninterrupted provision of safe, efficient and valuable air traffic and aviation rescue firefighting services for the Australian nation and our international partners.

A key mechanism to achieve our vision is through a focus on diversity and inclusion. Our Workforce Strategy has identified that to deliver our best work it is essential that the composition of our workforce reflects the community we serve. Our organisation is geographically dispersed, and we operate within Aboriginal and Torres Strait Islander communities across Australia. Therefore, it is essential that Aboriginal and Torres Strait Islander peoples are reflected in our workforce.

As of 31 March 2016, Airservices employed 4478 employees, 49 of these employees—or 1.09 per cent—self-identified as Aboriginal and Torres Strait Islander peoples.

# Reconciliation Action Plan Working Group

The Airservices RAP Working Group is composed of Aboriginal and Torres Strait Islander peoples as individuals from other diverse backgrounds. Airservices would like to acknowledge the following staff for their dedication and contribution to the development of this plan:

- Amanda Borowski, Canberra
- Lorelle Black, Melbourne
- Nick Edwards, Canberra
- Cathy Egan, Canberra
- Rajesh Mishra, Brisbane
- Jack McCormick, Broome
- Amanda Palmer, Canberra
- Ashe Pepper, Canberra
- Wilma Peters, Melbourne
- Alex Sanderson, Canberra
- Bree Sarkies, Canberra
- Melissa Siljak, Canberra
- Matthias Schmidt, Canberra

Airservices appreciates the valuable support and guidance provided by Reconciliation Australia as well as the members of the Diversity Council for their critical review and endorsement of this plan.





# Relationships

We will foster positive, consultative relationships with Aboriginal and Torres Strait Islander peoples and communities to enhance our understanding and appreciation of Aboriginal and Torres Strait Islander customs and traditions. This will ensure our approach to delivering services for the aviation industry is respectful and inclusive.

## Key initiatives

### 1. Valuing relationships

We will foster a shared understanding of our Reconciliation Action Plan and create a work environment that enhances positive and sustainable relationships with Aboriginal and Torres Strait Islander communities.

Supporting actions	Timeline	Responsibility
1.1. We will raise internal and external awareness of our RAP to promote reconciliation across our business and sector, as well as celebrating culturally significant events such as National Reconciliation Week, by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.		
1.1.1 (a) We will ensure that Aboriginal and Torres Strait Islander peoples are represented in the RAP Working Group (RWG) (b) We will ensure that the RWG oversees the development, endorsement and launch of the RAP.	Jan 2016 July 2016	RWG Chair
1.1.2 We will support the development of regional RWG to support the implementation of this RAP	July, annually	RWG Chair
1.1.3 We will review and update RWG terms of reference and ensure that internal and/or external Aboriginal and Torres Strait Islander peoples meet with the RWG bi-annually to discuss obstacles, seek advice and celebrate progress towards to achievement of key RAP actions.	Jan and Nov, biannually	RWG Chair
1.1.4 We will support and organise National Reconciliation Week events nationally with activities arranged in Canberra, Brisbane and Melbourne as a minimum, NRW resources will be downloaded and circulated to all staff and we will register the annual events on the NRW website.	May, annually	NRW Working Group Chair
1.2. We will develop and implement engagement plans to work with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive actions.		
1.2.1 We will encourage RWG members and staff to participate in external NRW events.	May, annually	RWG Working Group Chair
1.2.2 We will implement a communication plan to position our RAP to internal and external stakeholders. We will promote reconciliation through the establishment of an industry RAP networking group to share learnings, discuss best practice and raise awareness of reconciliation efforts within the industry.	July, annually	People Policy and Development

## Key initiatives

### 2. Developing our people

We will equip our people with the skills that enable us to establish and maintain positive, sustainable and respectful relationships with Aboriginal and Torres Strait Islander peoples and communities to enable effective service delivery for the aviation industry.

Supporting actions	Timeline	Responsibility
2.1. We will develop practical resources and support tools that will enable all staff to maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.		
2.1.1 We will develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. We will identify the key Aboriginal and Torres Strait Islander service providers and key community contacts within local communities and develop guiding principles for future engagement.	July, annually	Chief Financial Officer





# Respect

We acknowledge and value the Traditional Owners of the lands on which we operate, and ensure that our service delivery and capital investment programs reflect our commitment to reconciliation so that we can earn the mutual understanding and respect we need to deliver ethical, efficient and sustainable services to the aviation industry.

## Key initiatives

### 3. Increasing cultural knowledge and understanding

We will focus on creating a shared understanding in our business of the cultures, histories and achievements of Aboriginal and Torres Strait Islander peoples.

Supporting actions	Timeline	Responsibility
3.1 <a href="#">We will consistently apply our Welcome to Country and Acknowledgement of Country protocols</a>		
3.1.1 Our staff will continue the use of their cultural protocol document for Welcome to Country and Acknowledgement of Country at meetings and events.	June, annually	People, Policy and Development
3.1.2 We will develop a list of key contacts for organising a Welcome to Country. We will invite a Traditional Owner to provide a Welcome to Country for at least one internal and/or external significant event annually.	June, annually	RWG Chair
3.2 <a href="#">We will continue to provide cultural learning opportunities to our people, including the continued implementation of our cultural awareness training strategy in all areas of our business.</a>		
3.2.1 We will ensure that we have an understanding of the cultural awareness development needs of staff and put programs in place to increase staff participation in cultural awareness training.	May–June, annually	People, Policy and Development
3.2.2 We will provide opportunities for RWG members, RAP champions, People, Policy and Development staff and other key leadership staff to participate in cultural competency training, including training to ensure culturally sensitive recruitment, attraction and on boarding practices.	May–June, annually	People, Policy and Development
3.2.3 We will work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop specific tools to support cultural awareness learning of our staff.	May–June, annually	People, Policy and Development

## Key initiatives

### 4. Cultural engagement

We will actively create opportunities for our Aboriginal and Torres Strait Islander peoples to engage with their culture and communities. We will celebrate culturally significant dates and events and encourage all of our people to participate and understand the importance of being respectful of our shared histories.

Supporting actions	Timeline	Responsibility
4.1 <a href="#">We will provide opportunities for our Aboriginal and Torres Strait Islander peoples to engage with culture and communities by celebrating culturally significant events, such as NAIDOC Week.</a>		
4.1.1 We will review people policies, procedures and Enterprise Agreements to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in cultural events. We will promote the importance of NRW and NAIDOC week to all people leaders ensuring support for all staff who wish to participate in these events.	July 2016	People, Policy and Development
4.1.2 We will actively promote and provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. We will provide opportunities to learn from others during NAIDOC week through local and regional opportunities to participate in internal or external events.	July, annually	RWG Chair
4.1.3 We will develop and make available cultural protocol documents for use by our leaders when working with Aboriginal and Torres Strait Islander communities. These documents will detail the customs, lore and codes of behaviour of Aboriginal and Torres Strait Islander peoples and will be specific to the Aboriginal or Torres Strait Islander groups, communities and geographic regions in which we operate.	Jan, annually	People, Policy and Development



# Opportunities

We will create opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses that are sustainable, mutually beneficial and foster innovation and collaboration.

## Key initiatives

### 5. Employment opportunities

We will create a culturally safe workplace with clear and sustainable employment pathways into our operational and supporting roles for Aboriginal and Torres Strait Islander peoples.

Supporting actions	Timeline	Responsibility
5.1 We will ensure that our corporate frameworks, policies and strategies reflect our commitment to reconciliation.		
5.1.1 We will review people policies and procedures to ensure that barriers to the employment of Aboriginal and Torres Strait Islander peoples and services are removed.	June, annually	People, Policy and Development
5.2 We will develop and implement operational employment action and retention plans in line with our Indigenous Employment Strategy.		
5.2.1 We will continue the implementation of the Aboriginal and Torres Strait Islander peoples attraction, retention and development strategy to increase Aboriginal and Torres Strait Islander employment, development and retention across all our locations.	June, annually	People, Policy and Development
5.2.2 We will engage with internal and local Aboriginal and Torres Strait Islander employees, specialists and employment providers to develop career pathway and development opportunities for Aboriginal and Torres Strait Islander peoples in city and regional locations.	June, annually	People, Policy and Development
5.2.3 Re-align and launch the Aboriginal and Torres Strait Islander Employment and Retention strategy to meet the needs of our current Aboriginal and Torres Strait Islander staff in the changing work environment.	July, annually	People, Policy and Development
5.2.4 We will collect information about current Aboriginal and Torres Strait Islander staff and align current strategy with workforce planning and develop and implement an Aboriginal and Torres Strait Islander attraction strategy to maximise the recruitment of Aboriginal and Torres Strait Islander peoples. We will provide appropriate support (e.g. fitness training) to applicants to maximise their success during application and entry into the organisation.	Feb and Aug, annually	People, Policy and Development
5.2.5 We will identify and utilise appropriate communication mediums to communicate Aircservices career pathways and employment opportunities to prospective applicants (e.g. traineeships, work experience, cadetships, and graduate programs).	July, annually	People, Policy and Development

## Key initiatives

### 6. Supply chain opportunities

We will work with Aboriginal and Torres Strait Islander suppliers to actively identify and remove barriers and create enhanced opportunities for Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.

Supporting actions	Timeline	Responsibility
6.1 We will ensure that the way we engage with Aboriginal and Torres Strait Islander businesses and suppliers, along all parts of our procure-to-pay processes, reflect our commitment to Reconciliation.		
6.1.1 We will review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	June, annually	Chief Financial Officer
6.1.2 We will continue our membership of Supply Nation.	Jan, annually	Chief Financial Officer
6.1.3 We will develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	June, annually	Chief Financial Officer
6.1.4 We will develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	June, annually	Chief Financial Officer



# Tracking Progress and Reporting

We will track and report our RAP achievements, challenges and learnings internally to our Diversity Council and Reconciliation Working Group and externally through our Annual Report and to Reconciliation Australia.

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September, annually	People, Policy and Development
	Investigate participating in the RAP Barometer	September, biennially	People, Policy and Development
Report RAP achievements, challenges and learnings internally and externally	Complete and submit quarterly RAP Implementation Report to the Diversity Council for review	February, April, June, September, December, annually	People Policy and Development
	Publically report on our RAP achievements, challenges and learnings	June, annually	People Policy and Development
Review, refresh and update RAP	Review, refresh and update RAP based on learnings, challenges and achievements	June, annually	People Policy and Development
	Review, refresh and develop next RAP and forward RAP to Reconciliation Australia for formal feedback and endorsement	Jan–June 2018	People Policy and Development

## Contact Details

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