



# RECONCILIATION ACTION PLAN

MAY 2021 - MAY 2023



# RECONCILIATION AUSTRALIA CEO STATEMENT



Reconciliation Australia commends Airservices Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Airservices Australia continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Airservices Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Airservices Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Airservices Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Airservices Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Airservices Australia’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Airservices Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

# MESSAGE FROM CEO



The many dedicated people at Airservices Australia work across every Australian state, in the major cities and in some of our most remote destinations. In each of those communities we seek to make a positive contribution to Australian life and culture.

We acknowledge and respect the fact that in each location we operate on traditional lands, sea and air of Aboriginal and Torres Strait Islander peoples.

To best serve those communities we must be a leader in reconciliation and support all staff in developing their cultural awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples and the role they have played, and will play in the future of this country.

Airservices 'Innovate' Reconciliation Action Plan (RAP) 2021-23 identifies critical factors that need to be delivered to support its success. I am pleased to say many of those have already been implemented providing a sound platform for further advancement.

By endorsing our Innovate RAP 2021-23, I am committing to a range of actions and initiatives that will enhance opportunities, build relationships and ensure the greatest levels of respect for Aboriginal and Torres Strait Islander peoples.

A key mechanism to achieving our vision is through diversity and inclusion. In 2020 we have 62 employees who selfidentify as Aboriginal and/or Torres Strait Islander people. That number will grow as we adjust our recruitment, engage with communities and develop pathways.

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 2021-23 could not have been achieved without our successful partnership with Reconciliation Australia and extensive consultation with community members and the hard work of our RAP working group.

On behalf of Airservices, I am reinforcing our shared commitment to strengthen connections with Aboriginal and Torres Strait Islander peoples everywhere.

**Jason Harfield**

Chief Executive Officer



Luke Duffy @murriart\_

Luke Duffy is a Kalkadoon Aboriginal artist from North West Mount Isa. His main focus is digital contemporary art which allows for his art to be used on a wide variety of mediums.

The piece above is titled, *Kunpararra ManaMana murruu*, meaning shielding the sky and ground. The artwork reflects Airservices Australia's 5 core values (*Safe always, Own it, Love what we do, Service first, Work as One*) and shows our journey both in the air and on the ground, ensuring the safety of our country and community by providing world class services.

## OUR VISION FOR RECONCILIATION

Our vision is for a reconciled and inclusive Australian society where all our employees, our customers and our communities live and grow together in harmony. As an organisation, we are committed to taking tangible actions which significantly uplift community engagement, supply chain and employment opportunities for Aboriginal and Torres Strait Islander peoples. 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 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, with more than four million aircraft movements carrying more than 156 million passengers annually. We are responsible for the management of airspace, aeronautical information aviation communications, radio navigation aids, 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 the communities.

## OUR WORKFORCE

As we respond to disruption in the aviation industry and the impacts of COVID-19, our focus is on supporting industry growth and safe access to Australian skies in turbulent times. Key to this vision is building a culture of care, trust and accountability where all our people feel included and can bring their whole selves to work. We operate on Aboriginal lands and within Aboriginal and Torres Strait Islander communities across Australia. It is essential that Aboriginal and Torres Strait Islander peoples are represented in our workforce.



**As of 30 June 2020, Airservices employed 3,661 employees, 62 of these employees — or 1.7 per cent— selfidentified as Aboriginal and/or Torres Strait Islander people.**



## OUR RAP

At Airservices, we acknowledge and embrace a culture that celebrates diversity, inclusion and equality for all. 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 respect that we walk in the footsteps of the Traditional Owners of the land, sea and air; and we are committed to ensure that the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples are understood, recognised and respected. Reconciliation is a lifelong journey and together we see this as an opportunity to heal, connect with and celebrate our Aboriginal and Torres Strait Islander peoples.

We started our reconciliation journey at Airservices in 2012 with our first REFLECT RAP. This RAP helped us identify and develop relationships with Aboriginal and Torres Strait Islander stakeholders and set us up for committing actions and initiatives in our next INNOVATE RAP in 2016. Whilst our INNOVATE RAP 2016-18 was established with good intentions, we acknowledge that its implementation was not as strong as it could have been. Some of the challenges we faced with our last RAP were sustained mechanisms for maintaining our momentum and continuity of knowledge following RAP working group (WG) member’s departures. We learned some important lessons that will guide us in re-embarking on this journey and re-committing to our reconciliation vision.

**Before we started to draft our new RAP, we identified the critical success factors required to support us.**

**These included:**

1. Ensuring support from Chief Executive Officer (CEO) and Executive team – Our senior leader, Rob Porter, took the role of RAP Champion for RAP 2021-23 and ensured that full visibility of our progress is provided to the Executive Committee at all times and their support is available wherever required. The RAP Champion is also responsible for promoting our RAP vision with our staff members and encouraging them to participate in significant reconciliation events / programs. We also provided Indigenous Cultural Competency training, in collaboration with Arrilla, to our Executive to ensure that our senior leadership team approaches our RAP with an understanding of the context of reconciliation and the lived experience of our Aboriginal and Torres Strait Islander employees, customers and communities.
2. Clear mechanisms for transfer of knowledge for RAP WG members – The RAP WG Terms of Reference document defined clear responsibilities for the WG members ensuring accountability from drafting to implementation of our RAP as well as mechanisms for transfer of knowledge in case of departing members.

3. Supporting our RAP WG with a RAP Accelerator Workshop – The RAP WG along with the RAP Specialist Advisors attended a RAP Accelerator workshop, facilitated by KPMG Indigenous Services, with an objective to obtain a shared understanding of the framework for the RAP and to collectively design a pathway forward to create a RAP that is meaningful, mutually beneficial and sustainable. KPMG continues to guide us in our RAP journey.
4. Setting up an Airservices Network for Aboriginal and Torres Strait Islander staff to guide the RAP Working Group – The Network with representation from our Aboriginal and Torres Strait Islander staff members is being set up to guide and promote the new RAP.
5. Setting clear and integrated governance – The newly formed People and Culture Committee will oversee the governance and tracking of RAP progress as planned and the RAP WG will report to the Committee on a regular basis.

While we could not complete all the initiatives in our last RAP, we did make progress with the following actions:



### RELATIONSHIPS

**As the first step towards the establishment of long-term respectful working relationships with Aboriginal and Torres Strait Islander peoples, we:**

- Established the RAP Working Group in 2016.
- Celebrated National Reconciliation Week annually.
- Hosted Dr Anita Heiss, a Wiradjuri woman, contemporary Australian author Indigenous Literacy Day Ambassador and Professor of Communications at the University of Queensland as part of events to celebrate National Reconciliation Week.



### RESPECT

**To support increased respect and appreciation of Aboriginal and Torres Strait Islander peoples, we:**

- Developed and published internal use document on “Protocols for Acknowledgement of Country and Welcome to Country” for our employees.
- Raised awareness of National Aborigines and Islander Day Observance Committee (NAIDOC) Week, providing opportunities for staff to participate in NAIDOC Week events.



### OPPORTUNITIES

**As the first step towards building a culturally diverse and inclusive workforce by identifying opportunities for Aboriginal and Torres Strait Islander peoples, we:**

- Continued our relationship with Supply Nation to expand opportunities for Aboriginal and Torres Strait Islander suppliers.
- Developed and implemented an Aviation Rescue Fire Fighting Services (ARFFS) Indigenous Traineeship Program for preparing Aboriginal and Torres Strait Islander candidates to apply for and get selected in a recruit firefighter role at a regional level.
- Signed an agreement with Career Trackers in 2019 and hosted two female Aboriginal and Torres Strait Islander interns for winter and summer internships.

## CASE STUDY

### AVIATION RESCUE FIRE FIGHTING SERVICE (ARFFS) INDIGENOUS TRAINEESHIP PROGRAM

To increase our recruitment of Aboriginal and Torres Strait Islander trainees in ARFFS and to remove barriers to apply, the ARFFS Western Regional Manager undertook an initiative to implement an ARFFS Indigenous Traineeship Program. The initiative was aimed at designing and implementing a “one of its kind” 12 months long training program for Aboriginal and Torres Strait Islander candidates to get the candidates to a standard where they could apply to join ARFFS as a recruit firefighter.

The team at Broome Fire station undertook the challenge of designing and implementing the program at the regional level.

To start with, an Indigenous labour hire company (Kimberly Group Training) was engaged to identify candidates from the local region who were interested in a career as a firefighter and would be willing to undergo training to reach the required entry level qualifications of a recruit firefighter. The program was advertised in local sporting groups, social media and through Indigenous networks organisations and groups which created a larger pool of suitable applicants to select from. The interview and selection process for this was mirrored to ARFFS recruitment process including medical examination and Aviation Security Identification Card application, and two trainees - Joshua Sibosado and Leon Kelly - were selected to attend this program based on their interest and commitment to the role.

The Broome team developed an effective and challenging training plan aligned to ARFFS skill and knowledge requirements, which ran parallel with the normal routine training but also included developing skills for entry level. It involved self-paced theory sessions, planned daily training with duty crew as well as regular quiz and knowledge check tests. Both the trainees showed excellent commitment to the program over the 12 month period and worked on a modified shift roster to complete the program at the station. The trainees participated in outdoor events like school visits, Clontarf/ Careers Expo, Shinju Festival that Broome ARFFS undertook to help promote and highlight opportunities in ARFFS for local Aboriginal and Torres Strait Islander peoples.

While the training helped with ARFFS specific skills, the Aboriginal Workforce Development was also available to provide literacy and numeracy support to the trainees. Over the 12 months, trainees completed a Certificate III qualification at TAFE and acquired licences and certificates (like HR License, Marine radio license, Forklift license, Advanced First Aid etc.) which a trainee firefighter needed for entry as a recruit firefighter.

As a result of this program, the two trainees gained considerable confidence in their ability as Aviation Firefighter. The success of the program was seen when both these trainees entered the workforce through the Recruit Course 91 in their first attempt and joined our Melbourne Training Academy in January 2018 as recruit firefighters. Both Joshua and Leon have continued to enhance their skills and are currently working at our Broome Fire Station as Leading Aviation Fire Fighters.





# RAP WORKING GROUP 2021-23

Airservices RAP WG is composed of Aboriginal and Torres Strait Islander peoples and individuals from other diverse backgrounds. The membership to the Working Group includes direct expression of interest as well as nominations from the Executive Committee considering staff's background and interest in the reconciliation process. Our RAP WG Terms of Reference includes a plan for continued representation of Aboriginal and Torres Strait Islander staff in the WG.

## THE WG IS RESPONSIBLE FOR:

- Designing and developing a RAP which ensures Airservices' commitment to the reconciliation journey and provides tangible outcomes in this space.
- Supporting sustained, well-governed implementation of the RAP in consultation with key stakeholders within and outside Airservices Australia.

Airservices would like to acknowledge the following staff for their dedication and contribution:

## CURRENT RAP WG MEMBERS:

### Paul Logan

Chief Financial Officer, Canberra  
(RAP Champion)

### Tripti Saigal

Inclusion and Diversity Senior Specialist, Canberra (RAP WG Chair)

### Andrew Clarke

Fire Commander, Darwin

### Daniel Zakeri

Engineering Specialist (Nav), Brisbane

### David Munro

Network Operations Line Manager, Canberra

### Edward Wasaga-Thompson

Leading Aviation Fire Fighter, Cairns

### Harriet Mitchell

Enterprise Supplier Management Specialist, Canberra

### Jorge Anavitarte Scarneo

People Policy Senior Specialist, Melbourne

### Luke Farrow

Sub Station Officer, Alice Springs

### Melissa Siljak

People Services Specialist, Canberra

### Michael Montalto

Local Operations Manager, Rockhampton

### Niomi Arthur

Implementation Specialist, Brisbane

### Rachel Seaniger

Service Lifecycle Management Team Lead, Brisbane

### Rob Purcell

Chief Fire Officer, Canberra

### Steve Davies

Western Operations Manager, Perth

### Susanne Pike

Line Leader, Brisbane

## FORMER RAP WG MEMBERS:

### Rob Porter

Initiative Lead, Canberra  
(RAP Champion)

### Amanda Borowski

Procurement and Contract Management Manager, Canberra

### Lisel Rae

Security Manager, Canberra

### Phillip Brown

Unit Tower Supervisor, Melbourne

### Philippa Prothero

People Transformation and Policy Manager, Canberra

### Peter McMahon

People Capability & Change Manager, Brisbane

### Sarah Fratturo

People Services Advisor, Canberra

Airservices acknowledges **KPMG and Yakka Bunji** - Airservices Network for Aboriginal and Torres Strait Islander staff members for their continuous support and guidance throughout the development of this plan. Yakka Bunji is formed by a motivated group of Aboriginal and Torres Strait Islander staff members with the aim of providing a collective voice around shared issues or concerns that can help create meaningful changes in workplace policies and improving the work experience of employees.

We are also grateful to Reconciliation Australia 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.

## FOCUS AREA: COMMUNITY ENGAGEMENT

We will regularly engage with Aboriginal and Torres Strait Islander peoples to enhance our understanding of their culture and traditions and to build positive and reciprocal working relationships.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	– Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2021	RAP WG Chair
	– Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2021	RAP WG Chair
	– Expand existing program of volunteering opportunities to link with partners such as Career Trackers.	June 2021	RAP WG Chair
	– Provide opportunities for staff to engage and strengthen relationships with Aboriginal and Torres Strait Islander communities through a volunteering program.	June 2022	RAP WG Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	– Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Lead: RAP WG Chair Support: Comms and Media (Head)
	– RAP WG members to participate in an external NRW event.	27 May- 3 June, 2021/22	RAP WG Chair
	– Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2021/22	RAP WG Chair
	– Organise at least one NRW event each year.	27 May- 3 June, 2021/22	RAP WG Chair
	– Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2021, 2022	RAP WG Chair

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	– Implement strategies to engage our staff in reconciliation.	Ongoing – review in September 2021, 2022	RAP Champion
	– Communicate our commitment to reconciliation publicly. A plan to promote and share our RAP intent and vision to all internal and external stakeholders will be developed and implemented. The plan will focus on what symbols and behaviours we need to display.	October 2021	RAP Champion
	– Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2021	RAP Champion
	– Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. We will use appropriate cross-industry fora to collaborate with other organisations to share learnings, discuss best practice and raise awareness of reconciliation efforts within the industry	Ongoing – review in June 2021, 2022	RAP Champion
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	– Conduct a review of people policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2021	Organisation Development (Head)
	– Review, update and communicate the anti-discrimination policy for our organisation giving consideration to the unique rights of Aboriginal and Torres Strait Islander people.	June 2021	Organisation Development (Head)
	– Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2021	Organisation Development (Head)
	– Educate senior leaders on the effects of racism.	Ongoing – review in September 2021, 2022	Lead: Organisation Development (Head) Support: Comms and Media (Head)
<b>5. Establish an Employee Network as a source of advice, support and networking for Aboriginal and Torres Strait Islander employees and the organisation more broadly</b>	– Establish operating principles for the network, including Executive sponsorship, membership, decision and budget authority.	March 2021	Inclusion and Diversity Senior Specialist
	– Invite Aboriginal and Torres Strait Islander employees to form the Network. Members will be empowered to self-manage the network	March 2021	Inclusion and Diversity Senior Specialist
	– Invite the Chair(s) of the Network to regularly attend the RAP Working Group meetings.	Ongoing – review in June 2021, 2022	Inclusion and Diversity Senior Specialist
	– Develop an understanding of and explore best practices (through desktop search and engaging with other RAP organisations) around providing mentoring support to Aboriginal and Torres Strait Islander employees	December 2021	RAP WG Chair

# RESPECT

We respect that we walk in the footsteps of the Traditional Owners of the land, sea and air; and as an organisation we are committed to ensuring that the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples are understood, recognised and respected. We 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.

## FOCUS AREA: ENHANCING CULTURAL AWARENESS AND UNDERSTANDING

We will ensure that we have a better understanding in our business of the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	– Conduct a review of cultural learning needs within our organisation.	May 2021	Organisation Development (Head)
	– Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2021	RAP WG Chair
	– Develop, implement and communicate a cultural learning strategy for our staff.	September 2021	Lead: Organisation Development (Head) Support: RAP WG Chair
	– Explore options for providing place based cultural learning and prepare plan for the same.	June 2022	Lead: Organisation Development (Head) Support: RAP WG Chair
	– Utilise channels like leader's feedback, RAP WG and our Network for Aboriginal and Torres Strait Islander staff members to promote training amongst staff and set a target of at least 30 per cent of staff undertaking this training every year.	By March 2023	RAP WG Chair
	– Provide opportunities for RAP WG members, people and culture managers and other key leadership staff to participate in formal and structured cultural learning.	Ongoing – review in December 2021, 2022	RAP Champion
	– Ensure Safe Place team and Customer Service staff undertake the training within the first quarter of its launch	Review in December 2021	RAP Champion

Action	Deliverable	Timeline	Responsibility
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	– Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Inclusion and Diversity Senior Specialist
	– Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2021	Inclusion and Diversity Senior Specialist
	– Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	At least 3 times a year – review in December 2021, 2022	Inclusion and Diversity Senior Specialist
	– Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and in all our corporate/site inductions.	March 2021	RAP WG Chair
	– Provide printed template cards (site specific - identifying the actual local Country and Traditional Owners) on Acknowledgement of Country in all the meeting rooms at all locations for easy reference when conducting meetings.	May 2021	RAP WG Chair
<b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	– RAP WG to participate in an external NAIDOC Week event.	July 2021 and 2022	RAP Champion
	– Review and update people policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021	Organisation Development (Head)
	– Promote and encourage participation in external NAIDOC events to all staff.	July 2021 and 2022	RAP Champion
<b>4. Actively support and promote Aboriginal and Torres Strait Islander Arts, Cultures and Languages</b>	– Respectfully display Aboriginal and Torres Strait Islander artwork (along with story and profile of the artist) in areas that are visible to Airservices staff (e.g. logon screen during NRW and NAIDOC weeks, artwork in foyers).	June 2021	Lead: RAP WG Chair Support: Building, Facilities and Property Management (Lead)
	– Display signage in local language in every foyer of each Airservices location in consultation with the Traditional Owners.	December 2021	Lead: Aerodrome Services – ARFF (Head) Support: Building, Facilities and Property Management (Lead)
	– Name the currently unnamed meeting rooms at various Airservices locations (in recognition of local community) in collaboration with the Traditional Owners of the local community.	December 2021	Lead: RAP WG Chair Support: Building, Facilities and Property Management (Lead)

# OPPORTUNITIES

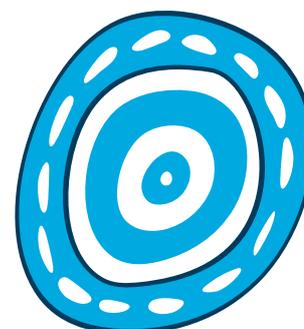
To innovate in a rapidly changing environment, we believe that building a diverse and inclusive workforce supports our ability to anticipate and respond to change. We value the unique talent and skills that the Aboriginal and Torres Strait Islander people bring at work and want to ensure that we leverage those in delivering our services. To build diversity within and outside our business, we will create opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses that are sustainable, mutually beneficial and foster innovation and collaboration.

## FOCUS AREA: EMPLOYMENT AND SUPPLY CHAIN 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. We will work with Aboriginal and Torres Strait Islander suppliers to actively identify, remove barriers and create enhanced opportunities for Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services

Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	– Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2021	Lead: RAP WG Chair Support: Workforce Deployment (Lead)
	– Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2021	Organisation Development (Head)
	– Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2021	Organisation Development (Head)
	– Advertise job vacancies and participate in Career Expos to effectively reach Aboriginal and Torres Strait Islander stakeholders for air traffic control, firefighting and other roles within our workforce.	July 2021 and ongoing – review in Dec 2021 and 2022	Talent Acquisition (Lead)
	– Review people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2021	People Policy Senior Specialist
	– Provide additional support in relation to fitness requirements for Aboriginal and Torres Strait Islander applicants for ARFFS roles to maximise success in recruitment for ARFFS positions.	December 2021	Aerodrome Services – ARFF (Head)
	– Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 3 per cent.	December 2022	Chief People and Culture Officer

Action	Deliverable	Timeline	Responsibility
<b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	– Review and update Aboriginal and Torres Strait Islander procurement strategy.	May 2021	Procurement and Commercial Services (Head)
	– Continue and maintain our Supply Nation membership.	December 2021 / 2022	Procurement and Commercial Services (Head)
	– Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our staff.	July 2021	Procurement and Commercial Services (Head)
	– Create an Aboriginal and Torres Strait Islander suppliers tile within iBuy where the Aboriginal and Torres Strait Islander suppliers for Airservices utilisation can be prequalified and promoted.	July 2021	Procurement and Commercial Services (Head)
	– Incorporate Indigenous Procurement Policy in the procurement training packages to increase awareness within staff.	December 2021	Procurement and Commercial Services (Head)
	– Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Procurement and Commercial Services (Head)
	– Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2021 and ongoing- review in December 2021, 2022	Procurement and Commercial Services (Head)
	– Create awareness within Airservices of our contracted supplier's commitment to Reconciliation, noting where they have a RAP in place, their key initiatives; and what Airservices can do to support these initiatives	July 2022	Procurement and Commercial Services (Head)
	– Add additional criteria in new tenders that would require the bidding organisations to demonstrate their commitment to Reconciliation	May 2021	Procurement and Commercial Services (Head)



# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain an effective RAP WG to drive governance of the RAP.</b>	– Maintain and review Aboriginal and Torres Strait Islander representation on the RWG.	Review in June 2021, 2022	RAP Champion
	– Implement, review and update Terms of Reference for the RWG.	Review in June 2021, 2022	RAP WG Chair
	– Meet at least four times per year to drive and monitor RAP implementation.	Ongoing – review in December 2021, 2022	RAP Champion
<b>2. Provide appropriate support for effective implementation of RAP commitments.</b>	– Define resource needs for RAP implementation.	March 2021	RAP Champion
	– Engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing – review in September 2021, 2022	RAP Champion
	– Define and maintain appropriate systems to track, measure and report on RAP commitments.	Ongoing – review in September 2021, 2022	RAP WG Chair
	– Maintain an internal RAP Champion from senior management.	Review in June 2021, 2022	Chief People and Culture Officer
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	– Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021, 2022	RAP WG Chair
	– Meet with Reconciliation Australia to report on progress and updates on RAP actions.	June and December 2021, 2022	RAP WG Chair
	– Publically report our RAP achievements, challenges and learnings through our Annual Report.	September 2021, 2022	Chief People and Culture Officer
	– Report RAP progress to all staff and senior leaders via People and Culture Committee annually.	September 2021, 2022	RAP Champion
	– Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	RAP Champion
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	– Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	May 2022	RAP WG Chair



STATIC PORTS, DO NOT PLUG OR DISCONNECT  
AREA WITHIN RED LINE MUST BE SMOOTH AND CLEAN



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