



Government of **Western Australia**  
Department of **Mines, Industry Regulation and Safety**

# Department of Mines, Industry Regulation and Safety

## **Innovate**

Reconciliation Action Plan 2020–2022



**RECONCILIATION  
ACTION PLAN**

**INNOVATE**



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## Our RAP vision through Aboriginal artwork

As a department that services Australia's largest state, DMIRS has offices located throughout Western Australia from Broome in the far north Kimberley region to Albany in the Great Southern.

An important part of the development of the department's Innovate Reconciliation Action Plan, was the creation of artwork to acknowledge the connections between the department's metropolitan and regional offices, its expansion into regional and Aboriginal communities, and its commitment to increase Aboriginal and Torres Strait Islander employment opportunities.

The RAP Committee decided to support the 2018 NAIDOC theme, "Because of Her, We Can", and work with a female Aboriginal artist to create an artwork that represented the coming together of people from different cultures and regions.

Working with the Aboriginal Women's Art Group at Boronia Women's Pre-release Centre, DMIRS began the process of commissioning the piece. While some initial challenges limited the women's ability to be involved with the project, a beautiful piece was created representing the different paths walked by people to come together.

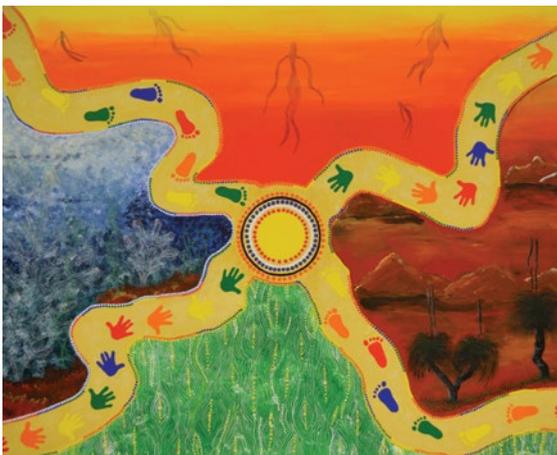
The artist had never painted before, but was grateful for the opportunity to work with her mentor to create the piece.

Chair of the RAP Committee, Gary Newcombe said the artwork was a wonderful representation of the department's journey.

"The different elements of this artwork, connected by pathways and the footprints of the many people who make up our department, are beautifully represented and unified in this piece," Gary said.

"Meeting with the artist and being able to pass on our gratitude with a letter of support in person was a real pleasure."

With the artist's permission, the artwork will be replicated and placed at all DMIRS office locations around the State.



**Artwork name:** Coming Together

**Resident from Boronia Women's Pre-Release Centre**

**Artwork description:** The dreamtime spirits are represented in the top quarter of the painting. They oversee their creation from above the land in the warm glow of the sunset WA is renowned for. The spirits created the vast coastal plains from way up North to the Australian Bite in the South. They created the lush green forests of the South West which is full of growth, life and amazing caves. Then they created the sunburnt desert where there's pindan for miles and miles, splashes of browns and reds ochre. The hands and feet represent today's society of many cultures coming together from every corner of our great State to be a people of one and all for freedom and equality, living together in harmony.



## Message from the Director General

Welcome to the Department of Mines, Industry Regulation and Safety's Reconciliation Action Plan (RAP) 2020–2022.

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land on which we deliver our services to the communities throughout Western Australia. We acknowledge their enduring connection to the lands, waterways and communities and pay respects to Elders and leaders past, present and emerging.

It is my great pleasure to present the Reconciliation Action Plan 2020–2022 (Plan) for the Department of Mines, Industry Regulation and Safety (DMIRS). Appreciation, understanding and respect for Aboriginal and Torres Strait Islander peoples is central to reconciliation and the department is proud to acknowledge and celebrate the richness and diversity of Aboriginal and Torres Strait Islander histories, cultures and peoples.

I would like to acknowledge the previous work of the department in this space. The Plan provides us with an opportunity to build upon our existing commitment to reconciliation and to integrate it into the broader functions and responsibilities of the department.

DMIRS provides services across Western Australia, therefore it is critical to ensure strong relationships between Aboriginal and Torres Strait Islander peoples, the broader community and the department are maintained and enhanced.

The department has formed valuable relationships with Aboriginal and Torres Strait Islander community members and continues to have regular face-to-face meetings to consult on unique local issues and opportunities.

Looking ahead, the focus of this Plan is to continue to grow our understanding and respect for Aboriginal and Torres Strait Islander histories and cultures, as well as acknowledge Aboriginal and Torres Strait Islander artists and their artwork. The Plan will look to build mutually respectful relationships and generate opportunities for Aboriginal and Torres Strait Islander peoples and businesses through employment and procurement.

Thank you to the RAP Committee and the Gnalla Mila, Gnalla Wangkiny Committee (Our Future, Our Say) for their work bringing this Plan together and their continued commitment to reconciliation.

I encourage all employees to embrace this Plan and become involved in the reconciliation process. By doing so, we enrich not only our workplaces, but also our communities and our lives.

**David Smith**

*Director General*

Department of Mines, Industry Regulation and Safety



## Message from the CEO – Reconciliation Australia

Reconciliation Australia is delighted to welcome the Department of Mines, Industry Regulation and Safety to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the Department of Mines, Industry Regulation and Safety joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community – governments, civil society, the private sector, and Aboriginal and Strait Islander communities – have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the Department of Mines, Industry Regulation and Safety with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Department of Mines, Industry Regulation and Safety will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the Department of Mines, Industry Regulation and Safety well as it explores and establishes its own unique approach to reconciliation. We encourage the department to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work – it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the Department of Mines, Industry Regulation and Safety on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
*Chief Executive Officer*  
Reconciliation Australia

## Our business

The Department of Mines, Industry Regulation and Safety's (DMIRS) mission is to support a safe, fair and responsible future for the Western Australian community, industry and resources sector.

The department is the lead agency in administering Western Australia's multi-agency regulatory framework. It ensures the State's safety, health, and environmental standards are world-best practice and consistent with relevant State and Commonwealth legislation, regulations and policies.

DMIRS recognises workforce diversity as a key component to providing effective service delivery to the community and industry. As at 31 December 2019, the department comprised 1,597 employees with 89 staff in 11 regional offices located throughout Western Australia providing a range of services. At this date, 34 employees identified as being Aboriginal and/or Torres Strait Islander people, representing 2.13 per cent of the department's workforce.

## Our values

The department's six core values guide us when developing and promoting inclusion and diversity to help build a positive workplace culture.

We lead with integrity, deliver on commitments, strive for excellence, and look for better ways of doing things.

- **Transparent**
- **Fair**
- **Ethical**
- **Respectful**
- **Responsive**
- **Forward Thinking**

## Innovate RAP

An Innovate RAP outlines actions working towards achieving our organisation's unique vision for reconciliation. Commitments within this RAP allow our organisation to be aspirational and innovative in order to gain a deeper understanding of its sphere of influence, and establish the best approach to advance reconciliation. An Innovate RAP assists us to focus on developing and strengthening relations with Aboriginal and Torres Strait Islander peoples, engage staff and stakeholders in reconciliation, and develop and pilot innovate strategies to empower Aboriginal and Torres Strait Islander peoples.

## Our vision for reconciliation

DMIRS confirms its long-standing commitment to Aboriginal and Torres Strait Islander employment, arts, cultures and communities. We have been working in the sphere of reconciliation for more than 10 years and it is our intention to ensure our RAP is aligned to the DMIRS strategic intent and integrated into key parts of our business.

Our vision for ongoing reconciliation is to have a diverse and inclusive workforce that understands and respects Aboriginal and Torres Strait Islander histories, cultures and peoples and is able to build strong relationships with Aboriginal and Torres Strait Islander peoples and communities.

DMIRS will focus on four key themes for the life of this Plan:

1. Building and maintaining mutually respectful relationships.
2. Respectfully acknowledging Aboriginal and Torres Strait Islander peoples, cultures, histories and rights.
3. Creating real opportunities for Aboriginal and Torres Strait Islander employment and career development.
4. Increasing our engagement with Aboriginal and Torres Strait Islander owned businesses.

Recognising the diversity of our community, the department has placed an emphasis on enhancing service delivery to Aboriginal and Torres Strait Islander communities through the provision of specific information and educational resources to ensure equal outcomes. We continue to strengthen relationships with Aboriginal and Torres Strait Islander communities with trust and respect when connecting with our stakeholders. We are mindful of the appropriate protocols when visiting regional and remote Aboriginal and Torres Strait Islander communities to deliver our services.



*Cultural Immersion Program 2019*

## Diversity at DMIRS

The department recognises that having a diverse and inclusive workforce is a key component for a successful organisation. Actively promoting and pursuing inclusiveness and diversity in the workforce will ultimately enhance service delivery and generate new ideas and insights.

### Aboriginal Employment Strategy

In May 2018, the Corporate Executive endorsed the DMIRS Aboriginal Employment Strategy (AES). A key focus of the AES is to increase workforce representation of Aboriginal and Torres Strait Islander peoples in the department.

The AES provides a cohesive set of actions to attract, appoint, support and progress Aboriginal and Torres Strait Islander peoples within the department.

Key elements of the AES include:

### Aboriginal Traineeship Program

DMIRS collaborates with the Public Sector Commission (PSC) to host the Aboriginal Traineeship Program, which supports Aboriginal and Torres Strait Islander youth to complete their Certificate in Government.

### Aboriginal Employment Program

The Aboriginal Employment Program (AEP) provides opportunities for sustainable employment outcomes. The aim of the AEP is to increase the department's workforce representation of Aboriginal and Torres Strait Islander peoples through a formal employment program. Each year, the department offers a number of permanent employment opportunities at various levels through the AEP.

### Other initiatives in the AES

The department has a number of other initiatives to support the recruitment, development and career progression of Aboriginal and Torres Strait Islander employees such as:

- Utilise the *Equal Opportunity Act 1984*, section 51 to recruit Aboriginal and Torres Strait Islander employees to established positions within the department.
- Provide all Aboriginal and Torres Strait Islander employees at DMIRS with the opportunity to participate in a structured learning and development program and corporate mentoring program.
- Offer cultural awareness training for managers and business areas participating in the AEP.
- Utilise the temporary employment register to capture interested Aboriginal and Torres Strait Islander candidates for short-term opportunities.



AEP Open Day 2019

## Governance and accountability

### Diversity and Inclusion Sub-Committee

The department has established a Diversity and Inclusion Corporate Sub-committee (D&I Sub-committee) to strengthen the governance and accountabilities around diversity and inclusion matters. The D&I Sub-committee reports directly to the Corporate Executive.

### Reconciliation Action Plan Committee

The purpose of the Reconciliation Action Plan (RAP) Committee is to lead and guide the commitment and vision for ongoing reconciliation.

The RAP Committee is representative of the diversity within DMIRS, with membership including five Aboriginal and/or Torres Strait Islander staff, gender diversity, and officers from different levels and positions within the department. Each member of the RAP Committee champions the RAP and its events, actively promoting and engaging within their respective areas of the department.

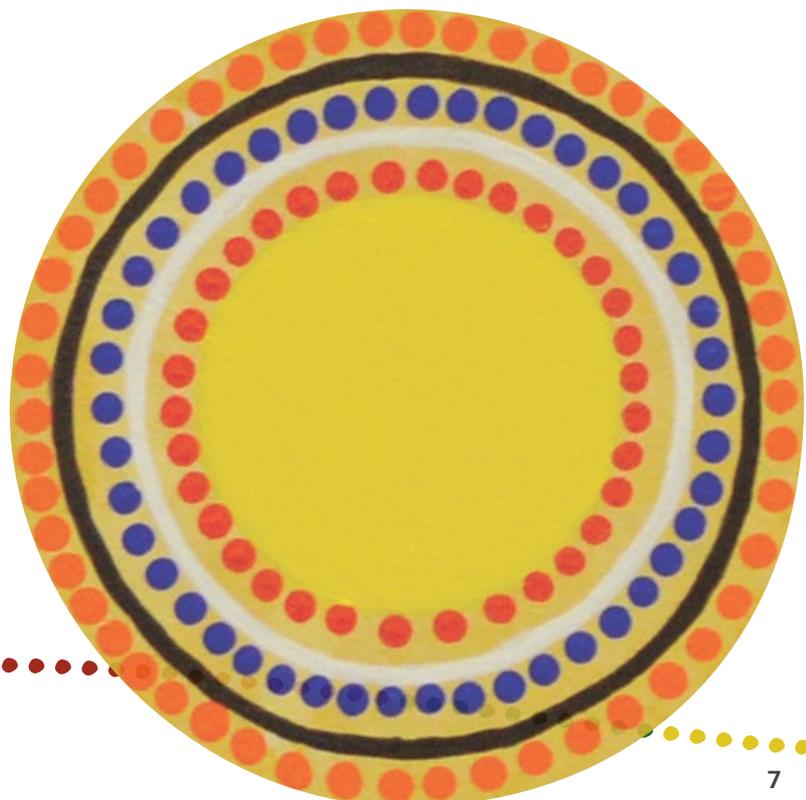
An elected Corporate Executive member chairs the RAP Committee and reports directly to the D&I Sub-committee, which ensures corporate alignment and integration across all plans.

### Gnalla Mila, Gnalla Wangkiny Committee (Gnalla Committee)

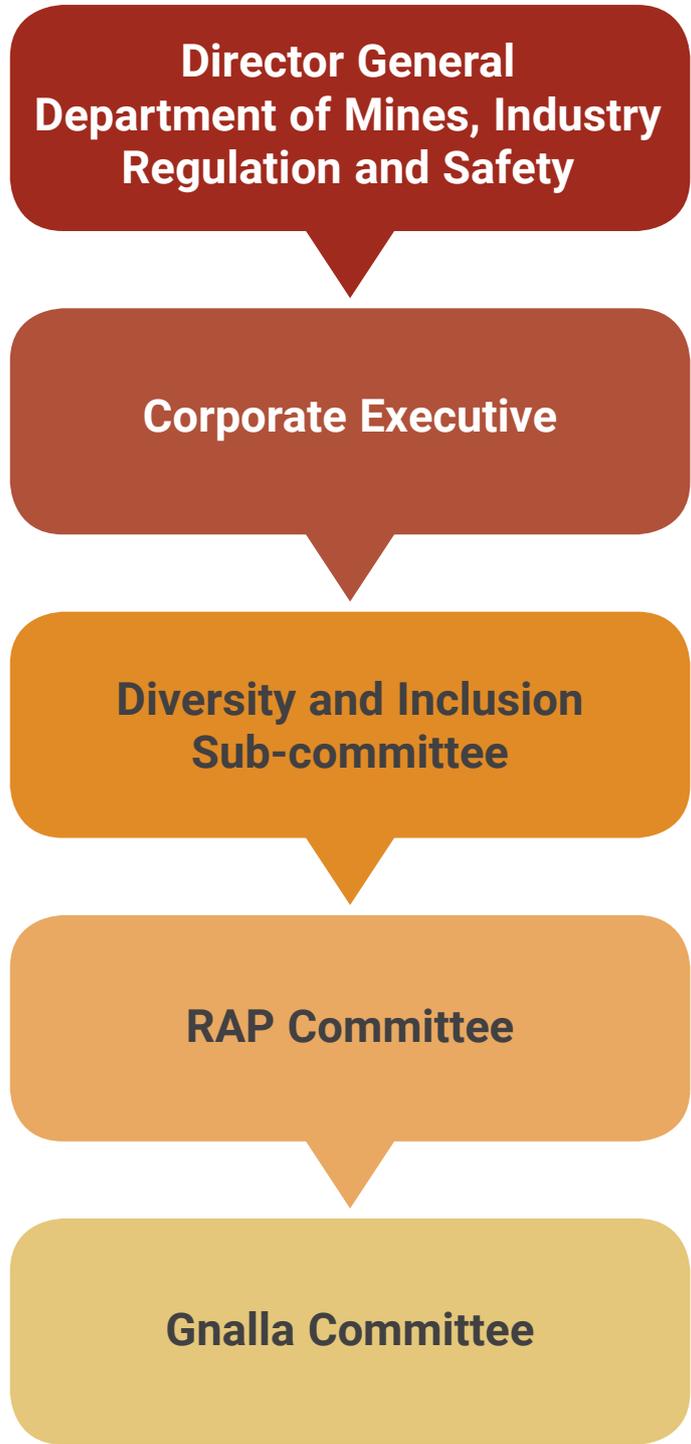
The Gnalla Committee is the department's Aboriginal and Torres Strait Islander Employee Committee that provides support and advice to the department on workplace and workforce matters affecting Aboriginal and Torres Strait Islander employees. The Gnalla Committee reports directly to the RAP Committee.

The committee identified the following areas of focus over the next 12 months:

- Guiding the development, implementation and evaluation of AES and the RAP.
- Championing and monitoring the implementation of the AES and RAP initiatives across the department.
- Identifying issues affecting the recruitment, retention and career development of Aboriginal and Torres Strait Islander employees of DMIRS.



## RAP Governance Structure



## DMIRS RAP Committee



**Gary Newcombe (Chairperson )**  
*Executive Director Service Delivery*



**Rosemary Barrow**  
*A/General Manager Human Resources  
Corporate Services*



**Jillian Collard (Strategic Lead)**  
*Aboriginal Strategy Coordinator  
Corporate Services*



**Bonnie Stewart**  
*Manager Diversity and Workforce Planning  
Corporate Services*



**Sherilynn Davis (Secretariat)**  
*Projects, Events and Administration  
Corporate Services*



**Alex Blackman**  
*Dangerous Goods Officer  
Safety Regulation*



**Erin Leahy**  
*Licensing Officer  
Service Delivery*



**Anika Moore**  
*Senior Policy Officer  
Safety Regulation*



**Sue Mulligan**  
*Spatial Information Officer  
Resource and Environmental  
Regulation*



**Karon Sibbritt**  
*Manager, Risk and Compliance  
Strategic Business Innovation*



**Tom Chapman**  
*Senior Regional Officer  
Industry Regulation and  
Consumer Protection*



**Niamh Bolster**  
*Building Industry Policy Officer  
Industry Regulation and  
Consumer Protection*



**Delila Bonney**  
*Administrative Assistant  
Service Delivery*



# Relationships

## 1. Building and maintaining mutually respectful relationships

DMIRS will continue to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples through ongoing cultural learning and solid stakeholder engagement. Shared understanding and mutual respect will assist DMIRS staff to engage, contribute and maintain solid relationships with Aboriginal and Torres Strait Islander communities and enhance their service delivery.

Action	Deliverable	Timeline	Responsibility
<b>1.1 RAP Committee actively monitors RAP development and implementation of actions, tracking progress and reporting.</b>	The RAP Committee shall meet a minimum of four times per year to monitor and report on the RAP implementation.	January, quarterly	RAP Committee Chair
	Establish Terms of Reference for the RAP Committee and review on a regular basis.	June 2020	RAP Committee Chair
	Ensure the RAP Committee has a balanced representation of Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees from various levels. Ensure membership is diverse and represents the different business groups.	June, quarterly	Aboriginal Strategy Coordinator
	Regularly liaise with relevant business areas and key stakeholders to review their progress towards the RAP actions.	January, quarterly	RAP Committee Chair Aboriginal Strategy Coordinator
	Provide monthly reports to the Diversity and Inclusion Sub-committee on the implementation of the RAP.	January, monthly	RAP Committee Chair
	Invite key external stakeholders involved in the reconciliation space to attend the RAP Committee meetings as special guests to share and contribute to the department's continued commitment to reconciliation.	June, annually	RAP Committee Chair Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>1.2 Launch and promote the Reconciliation Action Plan 2020–2022.</b>	Publically launch the DMIRS Innovate RAP 2020–2022 across the department and communicate the vision and key RAP objectives to internal staff and external stakeholders.	July 2020	RAP Committee Chair Aboriginal Strategy Coordinator
<b>1.3 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</b>	Organise at least one event for NRW each year. Promote the event across the department and encourage staff to participate in the NRW celebrations. Collaborate with other government agencies on reconciliation activities during NRW.	May, annually	Aboriginal Strategy Coordinator
	Support and promote an external NRW event and encourage all RAP Committee members, Corporate Executive members and DMIRS staff to participate.	May, annually	RAP Committee Chair Aboriginal Strategy Coordinator
	Register all NRW events via Reconciliation Australia's NRW website. Circulate Reconciliation Australia's NRW resources and reconciliation material to staff.	April, annually	Aboriginal Strategy Coordinator
	Promote Reconciliation WA events to staff	May, annually	Aboriginal Strategy Coordinator
	Participate in the National Reconciliation Week Street Banner Project coordinated by the Department of Local Government, Sport and Cultural Industries.	May, annually	RAP Committee Chair Aboriginal Strategy Coordinator
	RAP Committee members to participate in an external NRW event.	May, annually	RAP Committee Chair Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>1.4 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Undertake stakeholder mapping of established relationships and contacts with Aboriginal and Torres Strait Islander stakeholders. Identify gaps and opportunities for new relationships.	December 2020	RAP Committee Chair Aboriginal Strategy Coordinator Corporate Executive Team
	Consult and collaborate with key internal stakeholders and Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	May 2021	RAP Committee Chair Aboriginal Strategy Coordinator
	Develop, establish and implement an engagement plan to work with the department’s Aboriginal and Torres Strait Islander stakeholders.	February 2022	RAP Committee Chair Aboriginal Strategy Coordinator
	Promote and support the Jawun Australia Public Sector Secondment Program each year. Successful applicants to provide a presentation back to Corporate Executive.	June, annually	Director General Aboriginal Strategy Coordinator



NAIDOC Flag Raising Ceremony 2019

Action	Deliverable	Timeline	Responsibility
<b>1.5 Raise internal and external awareness of the RAP to promote reconciliation across DMIRS and external stakeholders.</b>	Develop a communication strategy to inform and promote the RAP to staff and the community.	May 2020	Aboriginal Strategy Coordinator
	Promote reconciliation through ongoing active engagement with stakeholders.	May, annually	Director General Corporate Executive Team Diversity and Inclusion Sub-Committee Chair RAP Committee Chair Aboriginal Strategy Coordinator
	Champion the RAP and promote at relevant internal events, corporate training sessions and external forums, open days and roadshows.	May, annually	Director General Corporate Executive Team Diversity and Inclusion Sub-Committee Chair RAP Committee Chair Aboriginal Strategy Coordinator



NAIDOC Joint Agency Collaboration 2019

Action	Deliverable	Timeline	Responsibility
<b>1.6 Ensure anti-discrimination measures are included in all policy/procedure documentation.</b>	Continually review HR policies and procedures through the DMIRS policy review cycle to ensure they are inclusive, free of barriers and promote diversity. Ensure Aboriginal and Torres Strait Islander employees have the opportunity to provide feedback on corporate policies through the review cycle.	June, annually	General Manager Human Resources
	Develop and implement the department's Equal Employment Opportunity Policy and Guideline and ensure consultation is undertaken with Aboriginal and Torres Strait Islander employees. Communicate the Equal Employment Opportunity Policy and Guideline across the department.	May, annually	General Manager Human Resources Manager Diversity and Workforce Planning Coordinator People Development and Culture Diversity
	Provide Diversity and Inclusion training to employees to increase awareness on how to tackle and eliminate racism, discrimination and harassment to build a positive and inclusive workplace.	January, annually	Manager Diversity and Workforce Planning

## Using cultural knowledge to educate and build relationships

As the first Aboriginal Dangerous Goods Officer at the department, Alex Blackman says he loves his job because he is able to provide essential information to the community and help keep the public safe.

When Alex started with the department, his number one project was to create a program that is age appropriate and relevant to students in the regions, creating young advocates for dangerous goods safety, especially for those interested in Vocational Education Training courses and pursuing a career in the mining industry.

The program combines fun science with practical applications around the home and community to encourage the younger generation to provide dangerous goods related safety advice to their own families.

“We’ve had great feedback, including reports of kids telling others to steer clear of the power station when the fuel tanker is in town and a couple telling their parents to stay off their phones at the petrol station, which is the kind of safety advocacy we aimed to achieve with this program,” Alex said.

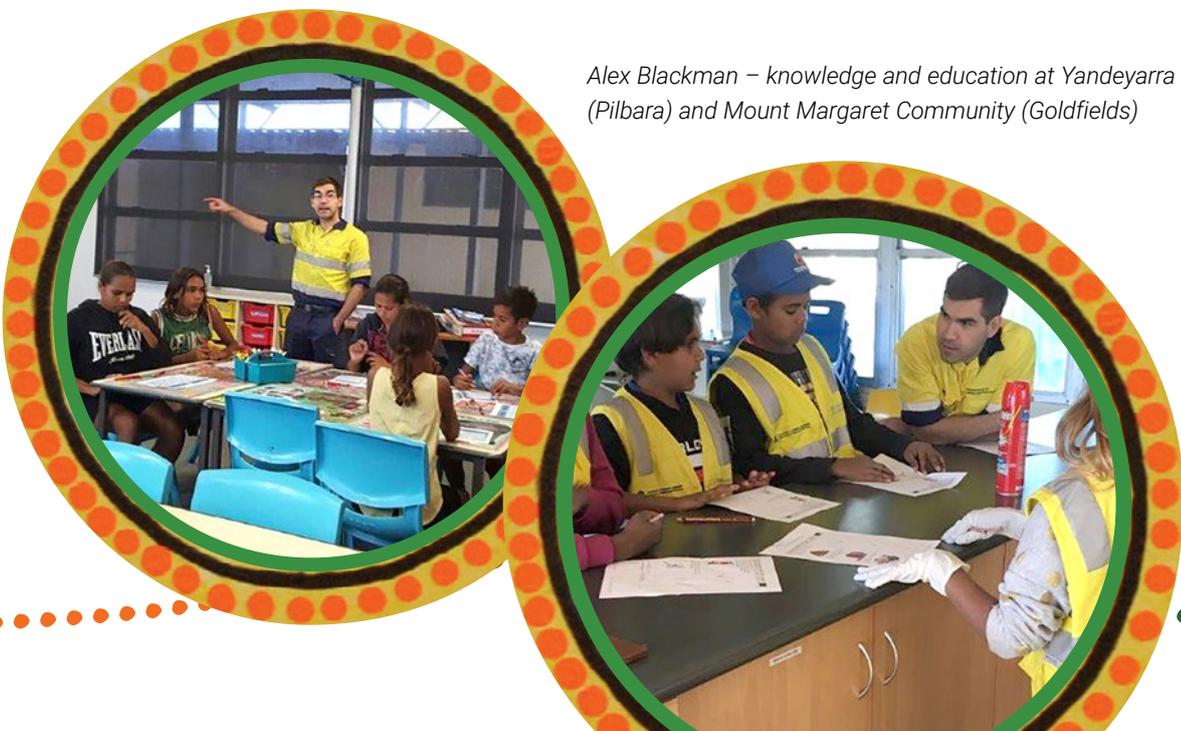
The program has been rolled out to the Yandeyarra and Mt Margaret Communities with feedback helping to further develop the program to ensure the most valuable and appropriate information is being shared.

In specifically targeting these remote communities, DMIRS ensures information is delivered in a culturally sensitive way by its staff to ensure a positive interaction.

As a Kalkadoon Waanyi man, Alex relishes the opportunity to share his culture and share in the culture of Western Australia’s Aboriginal people. His understanding and mutual respect enables him to engage, contribute and maintain solid relationships with Aboriginal and Torres Strait Islander communities and enhance our service delivery.

Through his work on the Gnalla Committee, Alex shares his learnings by helping all DMIRS employees to build and strengthen relationships with Aboriginal and Torres Strait Islander peoples through ongoing cultural learning and solid stakeholder engagement.

*Alex Blackman – knowledge and education at Yandeyarra Community (Pilbara) and Mount Margaret Community (Goldfields)*





# Respect

## 2. Respectfully acknowledging Aboriginal and Torres Strait Islander peoples, cultures, histories and rights

DMIRS strives to strengthen its cultural responsiveness by understanding, respecting and acknowledging the languages, cultures and histories of Aboriginal and Torres Strait Islander peoples.

Cultural learning is an ongoing journey for the department and its employees. DMIRS is committed to providing staff the opportunity to continually enhance their cultural capability and respect for the languages, cultures and histories of Aboriginal and Torres Strait Islander peoples. A workforce culture of respect will assist the department and employees progress reconciliation in the community.

Action	Deliverable	Timeline	Responsibility
<b>2.1 Engage with Aboriginal artists and Arts Law to research and communicate the value and copyright of arts and cultures, and correctly acknowledging artwork.</b>	Develop an Aboriginal Artwork Policy to ensure that Aboriginal artists are acknowledged appropriately and their details are displayed alongside their artwork.	June 2021	Executive Director Corporate Services  RAP Committee Chair  Aboriginal Strategy Coordinator
	Engage with Aboriginal artists and communities to incorporate authentic and appropriate content in DMIRS publications, including engaging experts to advise and assist with producing DMIRS content and publications to promote Aboriginal initiatives to internal and external stakeholders.	March 2021	Aboriginal Strategy Coordinator  Manager Corporate Communications
	Connect with a professional curator to audit each piece of Aboriginal artwork and artefacts within the department. Follow the correct procedures to provide information on the artist, the meaning of the artwork and which Country the artist identifies with. Ensure this information is displayed alongside the artwork/artefact.	March 2022	Executive Director Corporate Services  Aboriginal Strategy Coordinator
	Display Aboriginal artwork and artefacts in the department’s regional offices. Where possible display artworks in public areas such as reception areas to promote community engagement and increase artists’ profiles.	December 2021	Executive Director Corporate Services  Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>2.2 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</b>	Continue publication of the Gnalla Newsletter distributed to all staff bi-monthly based on the Noongar Six Seasons.	February, bi-monthly	Gnalla Committee Chair Aboriginal Strategy Coordinator
	Draw on knowledge and expertise of Aboriginal and Torres Strait Islander staff to contribute to the department's cultural learning initiatives.	September, annually	Aboriginal Strategy Coordinator
	Integrate Aboriginal and Torres Strait Islander cultural learning initiatives into the department's Leadership Development Framework to support employees to develop their cultural capability through e-learning programs, face-to-face workshops and cultural immersion programs.  Investigate the review and amendment of the department's Capability Framework to include key elements of inclusive leadership and cultural capability.	December 2021	Aboriginal Strategy Coordinator Manager Learning and Development Manager Human Resources Services
	Develop and implement the cultural awareness-training module "Supervising Aboriginal Talent" for managers and supervisors.	June 2020	Aboriginal Strategy Coordinator
	Provide opportunities for RAP Committee members, RAP champions, Senior Leadership Team and other key leadership staff to participate in cultural training.	July, quarterly	Aboriginal Strategy Coordinator
	Offer a Cultural Immersion Program to all staff to participate in during NAIDOC Week.	July, annually	Aboriginal Strategy Coordinator
	Collaborate with Aboriginal and Torres Strait Islander consultants to deliver cultural awareness training to staff every quarter.	July, quarterly	Aboriginal Strategy Coordinator
	Maintain the Aboriginal Portal on the staff intranet as a medium to promote cultural activities, events and information for staff to increase their knowledge and understanding of Aboriginal and Torres Strait Islander histories and cultures. Promote this through the Gnalla Newsletter and regular newsflashes.	September 2020	Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>2.3 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.</b>	Develop, implement and communicate a Welcome to Country Policy. Promote policy across the department.	June 2020	Aboriginal Strategy Coordinator
	Develop a list of key contacts for organising a Welcome to Country.	June 2020	Aboriginal Strategy Coordinator
	Invite a Traditional Owner to provide a Welcome to Country at all significant external and internal events. Promote and encourage the use of Acknowledgement of Country at all meetings and corporate events.	May, annually	RAP Committee Chair Aboriginal Strategy Coordinator Manager Corporate Communications
	Ensure the Acknowledgement of Country statement on the DMIRS website is relevant and up-to-date.	June 2020	Aboriginal Strategy Coordinator Manager Corporate Communications
	Organise and display an Acknowledgement of Country plaque in metropolitan and regional offices public areas.	September 2021	Executive Director Corporate Services RAP Committee Chair Aboriginal Strategy Coordinator
	Develop and implement guidelines for cultural protocols when engaging with Aboriginal and Torres Strait Islander communities.	December 2021	RAP Committee Chair Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>2.4 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.</b>	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June, annually	General Manager Human Resources
	Managers and supervisors provide opportunities and support for all Aboriginal and Torres Strait Islander staff to participate in activities or events with their cultures and communities during NAIDOC Week.	July, annually	General Manager Human Resources RAP Committee Chair
<b>2.5 Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.</b>	Managers and supervisors provide opportunities and support for all staff to participate in NAIDOC Week internal activities.	July, annually	General Manager Human Resources
	Promote external NAIDOC Week community events to staff.	July, annually	Aboriginal Strategy Coordinator
	Participate in a community event to engage with community and celebrate Aboriginal and Torres Strait Islander peoples, cultures and histories.	July, annually	Aboriginal Strategy Coordinator
	Continue promoting Aboriginal and Torres Strait Islander dates of significance through the Diversity and Inclusion calendar, Gnalla Newsletter and the Aboriginal Portal.	January, annually	Aboriginal Strategy Coordinator
	Utilise the department's social media platform to promote and create awareness of significant cultural days.	April, annually	Aboriginal Strategy Coordinator

## Growing cultural capability and respect

The department is continually building new relationships and fostering existing partnerships with the broader Aboriginal communities across Western Australia. This helps us to strengthen our cultural responsiveness by understanding, respecting and acknowledging the languages, cultures and histories of Aboriginal and Torres Strait Islander peoples.

A dedicated team of Senior Regional Officers work hard to build formative relationships within the various communities in their region to gain awareness and insight into local issues and provide a meaningful service.

Senior Regional Officer, Mark Ing, from the Industry Regulation and Consumer Protection Group regularly travels through regional WA by road to visit remote communities, spanning more than 5,000km<sup>2</sup>.

Along the way, Mark builds important relationships with community leaders, to better understand local issues, customs, and processes. Mark shares his knowledge with the community relating to scams, housing and other consumer protection issues as they rise.

“Understanding the barriers to entering communities, cultural observations and how the unique issues the department deals with affects them, is invaluable and ensures we are providing helpful and accurate information,” Mark said.

“Being mindful and aware of the different authorities and how the community respects and listens to those, helps us to spread important messages.”

*The Communities visited are Warburton, Wingellina (Irrunytju) and Jameson (Mantamaru).*

*The Ngaanyatjarra represents 12 communities and there are about 2000 community members residing there and the traditional owners are Ngaanyatjarra, Pintupi and Pitjantjatjara.*

By being in direct contact with the communities, our regional officers are able to understand remote challenges, different cultural sensitivities and how the information they provide is used and understood by different mobs.

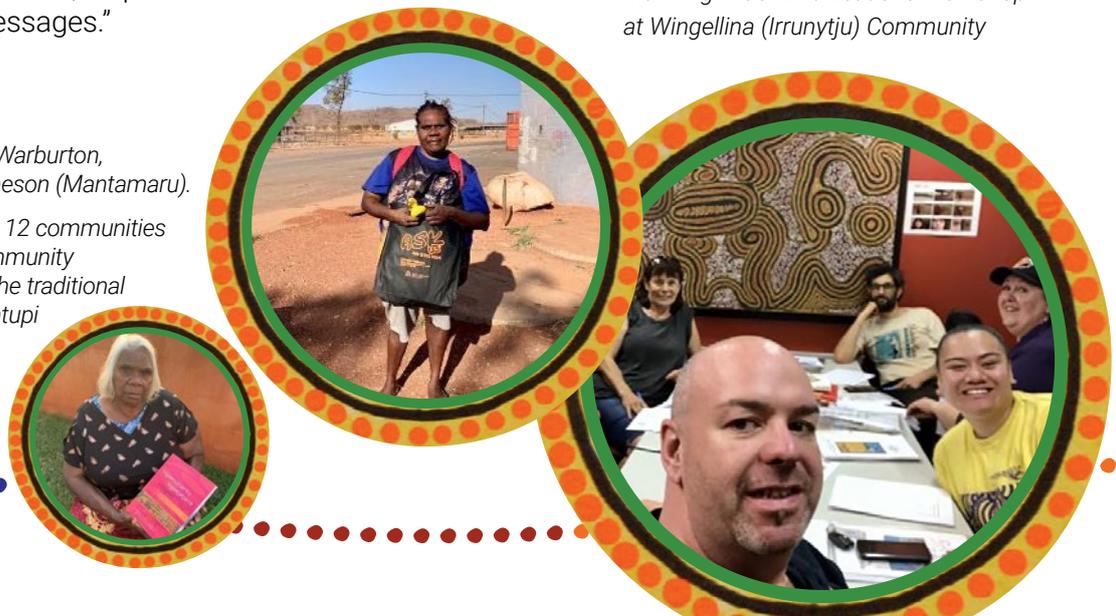
Most recently, Mark has worked with Elders from the Ngaanyatjarra Lands to have common words and phrases associated with consumer protection in two languages, Ngaanyatjarra and Wangkatja. These will be used on promotional material to help inform the various communities that make up the Ngaanyatjarra Lands.

For example, family domestic violence in Ngaanyatjarra is ngurranka pungkutjamaaltu nyinarra, in Wangkatja it is ngurra pikawantilku, and your rights or consumer protection in Ngaanyatjarra is nyurraku waltjaka and in Wangkatja is ngurraku.

This is the first step in a broader initiative that will be adopted across the department to grow cultural capability and respect for languages. This has been possible thanks to the cultural respect and relationships fostered with local Elders through regular face-to-face contact.

A workforce culture of respect will assist the department and employees to progress reconciliation in the communities.

*Mark Ing – Communications Workshop at Wingellina (Irrunytju) Community*





## Opportunities

### 3. Creating real opportunities for Aboriginal and Torres Strait Islander employment and career development

Attract, appoint and progress Aboriginal and Torres Strait Islander peoples through inclusive employment practices. Steadily increase the workforce representation of Aboriginal and Torres Strait Islander employees.

DMIRS aims to be recognised as an employer of choice within the Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
<b>3.1 Improve employment outcomes for Aboriginal and Torres Strait Islander peoples through inclusive recruitment and retention practices.</b>	Continually review recruitment and employment policies to ensure they are inclusive and free of barriers for current employees and future Aboriginal and Torres Strait Islander applicants.	May, annually	General Manager Human Resources
	Continue to include 'Aboriginal and Torres Strait Islander peoples are encouraged to apply' in all job advertisements.	January, annually	General Manager Human Resources
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment, development and retention strategies.	April, annually	Aboriginal Strategy Coordinator
	Collect information from Aboriginal and Torres Strait Islander employees on their recruitment and employment experience. Continually consult with Aboriginal and Torres Strait Islander staff through the Gnalla Committee to inform future employment and professional development strategies.	June, annually	Aboriginal Strategy Coordinator
	Advertise vacant positions through Aboriginal and Torres Strait Islander media, publications, networks, contacts and organisations in the communities.	January, annually	Aboriginal Strategy Coordinator Manager Human Resources Services

Action	Deliverable	Timeline	Responsibility
<b>3.2 Improve workforce representation of Aboriginal and Torres Strait Islander peoples through the implementation of the Aboriginal Employment Strategy (AES).</b>	Implement the AES by recruiting Aboriginal and Torres Strait Islander candidates through formal employment programs and established positions utilising section 51 of the <i>Equal Opportunity Act 1984</i> .	January, annually	Corporate Executive Team General Manager Human Resources Aboriginal Strategy Coordinator
	Design a brochure to promote the AES to the department, key stakeholders and the community.	June 2020	Aboriginal Strategy Coordinator
	Brief managers on the AES through the Manager’s Accountability Program.	February, annually	Manager Diversity and Workforce Planning
	Update information on the AES on relevant internal and external websites and promote the AES through the department’s social media platform.	August, annually	Aboriginal Strategy Coordinator
<b>3.3 Implement the Aboriginal Employment Program (AEP).</b>	Regularly review the AEP with key stakeholders to improve the program.	January, annually	Aboriginal Strategy Coordinator
	Recruit a minimum of six Aboriginal and/or Torres Strait Islander employees each year through the program. Participants who successfully complete the program are permanently appointed.	November, annually	Corporate Executive Team General Manager Human Resources Aboriginal Strategy Coordinator
	Provide program participants with a 12-month structured learning and development program to support skill development and career progression.	February, annually	Aboriginal Strategy Coordinator
	Provide participating managers and business areas with cultural awareness training and ongoing support.	January, annually	Aboriginal Strategy Coordinator

Action	Deliverable	Timeline	Responsibility
<b>3.4 Continue to participate in the Public Sector Commission (PSC) Aboriginal Traineeship Program.</b>	<p>Submit an application for a PSC Aboriginal Trainee and School Based Trainee each year.</p> <p>Investigate the feasibility of long-term opportunities for the trainee once they have successfully completed the program.</p>	February, annually	Aboriginal Strategy Coordinator
<b>3.5 Continue to build relationships with Aboriginal employment agencies, employment job providers and universities, to attract more Aboriginal and Torres Strait Islander applicants.</b>	Establish a relationship with the federal Department of Employment, Skills, Small and Family Business to develop a model targeting Aboriginal employment opportunities with Job Active Providers.	August 2020	Aboriginal Strategy Coordinator
	Identify and initiate two new relationships with Job Active Providers.	December 2020	Aboriginal Strategy Coordinator
	Create new partnerships with organisations that specialise in the recruitment, employment and support of Aboriginal and Torres Strait Islander peoples.	December 2020	Aboriginal Strategy Coordinator

*National Reconciliation Week 2019 Opening Event*



Action	Deliverable	Timeline	Responsibility
<b>3.6 Aboriginal and Torres Strait Islander employees have access to professional development opportunities to support career progression.</b>	Provide Aboriginal and Torres Strait Islander employees with opportunities to develop professional and leadership capabilities through participating in Leadership Development Framework courses and programs.	January, ongoing Review, annually	Manager Learning and Development Aboriginal Strategy Coordinator
	Support and sponsor Aboriginal and Torres Strait Islander employees to attend external leadership development programs and opportunities.	March, annually	Manager Learning and Development Aboriginal Strategy Coordinator
	Investigate the feasibility of a corporately funded Aboriginal Scholarship Program to enable high performers obtain qualifications to be more competitive for future roles.	March 2022	Aboriginal Strategy Coordinator Manager Diversity and Workforce Planning

## Culturally supportive workplaces provide opportunities

In January 2019, ten employees commenced the Aboriginal Employment Program (AEP), a strategic priority for the department. Employees participating in the 12-month AEP are provided with a number of professional and personal development opportunities, including mentoring, a structured training program and on the job learning aimed at building specific skills and professional networks.

Bree Ingram has recently completed the AEP and been appointed as a permanent Titles Services Officer with the Customer Service team.

As a Wirajuri woman, Bree was born in Victoria and grew up in the Noongar region of WA. Bree brings a mix of both cultures to her life and shares that with work colleagues, family and friends.

Bree spent the first half of her rotation at DMIRS with the Customer Service team and the second half with the Resource Tenure team.

“My area manager put me on a training program working with different tenure and project officers. It was really full on, but it was an awesome experience and I learnt so much in such a short time,” Bree explained.

“It put me in a great position to be able to apply for higher levels within the department.”

Bree had previously only worked in the private sector, most recently in the banking industry, in customer facing sales roles. She was looking for an opportunity to become more analytical in her professional life.

After hearing about the department’s AEP through a family member, she relished the opportunity to administer State legislation.

“Growing up Aboriginal, I heard a lot that I wasn’t good enough to hold high jobs, so when you can apply for a government job and get accepted, you feel like you are doing really well and it shows the younger generations that anything is possible if you work at it.”

While the job would have appealed to her without the AEP, the structure of the program gave Bree more opportunities as it is catered to new people coming into the workforce and public sector.

“We go through quite a bit of training and workshops which really help to set you up as a public sector employee,” Bree said.

“The buddy system in the program has been really good, the first six months were so intensive, and having a familiar face was really helpful for not just work questions, but also any cultural issues.”

“Working with DMIRS as an Aboriginal person has been really good. It has also been an opportunity to share my culture. I recently became the Chair of the Gnalla Committee. People have really opened up about culture and been more open to asking questions which is really good.”

As the Chair of the Gnalla Committee, Bree is the ultimate decision-maker and is responsible for coordinating the formal decision-making committee.

“People at DMIRS are really receptive to learning about culture, they’re really open and will always ask questions and be really respectful of Aboriginal culture. Being a part of the Gnalla Committee is a great platform to share with the broader department.”

Bree would happily recommend the program to other people and has just started with AEP again in a higher position within the department. The strong friendships and relationships she has built has helped her grow and she looks forward to participating again and to be able to support the next cohort to work with the department.

“It’s really nice to work in the public sector, they are much more receptive and respectful and take an interest in our culture than the private sector. The DMIRS Diversity and Inclusion plan is incredible and what they’re planning for Aboriginal employees is fantastic.

“Their goals and how they are going to achieve them is really good and they’re really moving in the right direction.”

DMIRS aims to be recognised as an employer of choice within Aboriginal and Torres Strait Islander communities by attracting, appointing and progressing Aboriginal and Torres Strait Islander peoples through inclusive employment practices. DMIRS is steadily increasing the workforce representation of Aboriginal and Torres Strait Islander employees.



Bree Ingram

#### 4. Increasing engagement with Aboriginal and Torres Strait Islander owned businesses

DMIRS will continually look for opportunities to engage and build mutually beneficial relationships with Aboriginal and Torres Strait Islander owned businesses.

Action	Deliverable	Timeline	Responsibility
<b>4.1 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within the organisation.</b>	Ensure procurement policies and procedures are inclusive, free of barriers and promote the use of Aboriginal and Torres Strait Islander owned businesses.	May 2020	Manager Procurement and Business Services
	Attend Aboriginal and Torres Strait Islander business forums to create new networks with Aboriginal and Torres Strait Islander owned businesses.	January, ongoing Review, annually	Manager Procurement and Business Services Aboriginal Strategy Coordinator
	Promote the Aboriginal Procurement Policy during Procurement and Business Service Induction.	January, ongoing Review, annually	Manager Procurement and Business Services
	Regularly promote the Aboriginal Business Directory of Western Australia. Facilitate and connect Aboriginal and Torres Strait Islander owned businesses with relevant parts of the department.	January, ongoing Review, annually	Manager Procurement and Business Services Aboriginal Strategy Coordinator
	DMIRS initiates one new commercial relationship with a registered Aboriginal and/or Torres Strait Islander owned business, where the value of a contract is \$50,000 (GST inclusive) or above.	June, annually	Director General Deputy Director Generals Executive Directors
	Become a Supply Nation Member to support diversity in suppliers and the achievement of annual targets set out in the State Government’s Aboriginal Procurement Policy.	September 2020	Aboriginal Strategy Coordinator
	Support the department to work towards awarding three per cent of departmental contracts to registered Aboriginal businesses as per the Western Australian Aboriginal Procurement Policy and promote internally.	May 2022	Director General Deputy Director Generals Executive Directors



## Governance and reporting

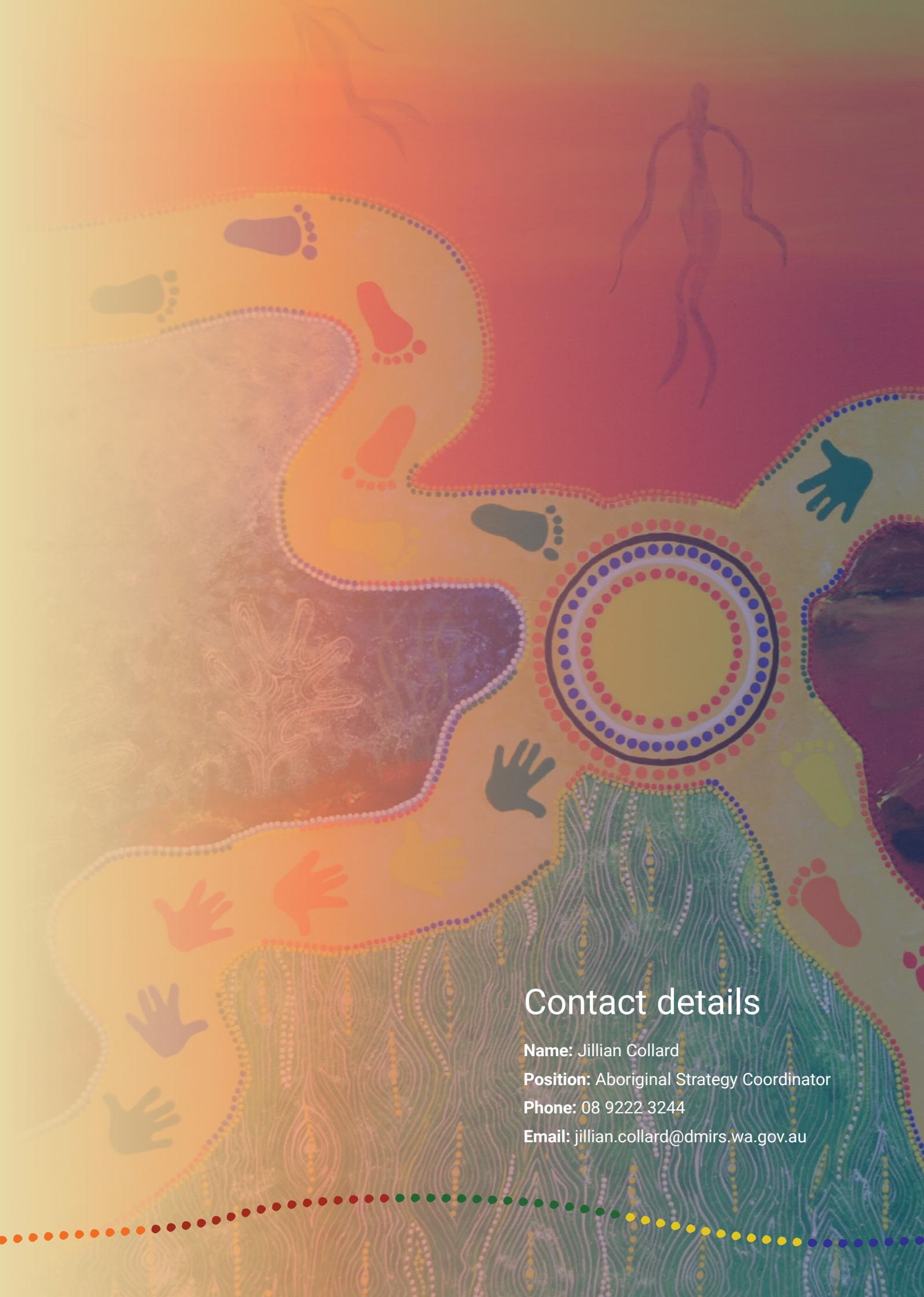
### 5. Governance, tracking progress and reporting

DMIRS strives to strengthen its cultural responsiveness by understanding, respecting and acknowledging the languages, cultures and histories of Aboriginal and Torres Strait Islander peoples.

Cultural learning is an ongoing journey for the department and its employees. DMIRS is committed to providing staff the opportunity to continually enhance their cultural capability and respect for the languages, cultures and histories of Aboriginal and Torres Strait Islander peoples. A workforce culture of respect will assist the department and employees progress reconciliation in the community.

Action	Deliverable	Timeline	Responsibility
<b>5.1 Report RAP achievements, challenges and learnings to Reconciliation Australia.</b>	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Committee Chair Aboriginal Strategy Coordinator
	Investigate participating in the RAP Barometer.	May 2022	RAP Committee Chair Aboriginal Strategy Coordinator
<b>5.2 Report RAP achievements, challenges and learnings internally and externally.</b>	Provide a monthly RAP update to the Diversity and Inclusion Sub-committee.	January, monthly	RAP Committee Chair Aboriginal Strategy Coordinator Manager Corporate Communications
	Report RAP achievements, challenges and learnings to the public on the DMIRS website and Annual Report.	May 2021	RAP Committee Chair Aboriginal Strategy Coordinator Manager Corporate Communications
	Report RAP achievements, challenges and learnings to all staff on the DMIRS intranet, Aboriginal Portal and newsflash.	May 2021	RAP Committee Chair

Action	Deliverable	Timeline	Responsibility
<b>5.3 Provide appropriate support for effective implementation of RAP commitments.</b>	Each year define resources needed to implement scheduled RAP initiatives. Submit resources requirements to General Manager Human Resources and Finance.	February, annually	RAP Committee Chair Aboriginal Strategy Coordinator
	Consult and engage with senior leaders and staff on a regular basis to ensure the delivery of RAP commitments is on track.	January, quarterly	RAP Committee Chair Aboriginal Strategy Coordinator
	The RAP Committee will utilise appropriate systems to track and measure RAP commitments and report to the Diversity and Inclusion Sub-committee.	June, monthly	RAP Committee Chair D&I Sub-Committee Chair Aboriginal Strategy Coordinator
<b>5.4 Review, refresh and update RAP.</b>	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	October 2021	RAP Committee Chair Aboriginal Strategy Coordinator
	Send draft RAP to Reconciliation Australia for review and feedback.	March 2022	RAP Committee Chair Aboriginal Strategy Coordinator
	Submit draft RAP to Reconciliation Australia for formal endorsement.	June 2022	Director General



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