



Australian Government
Australian Public Service Commission



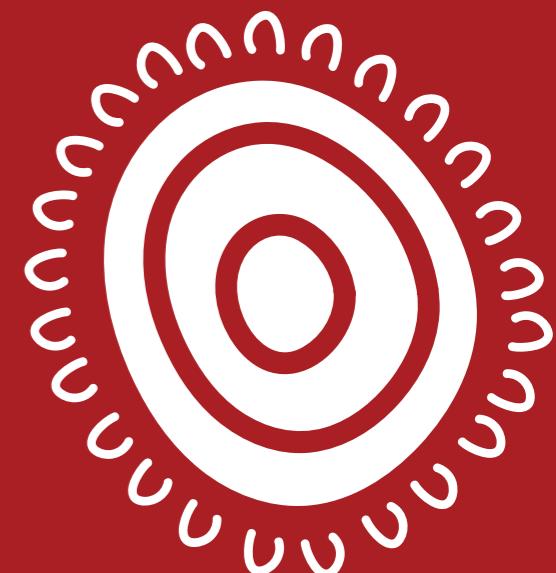
Australian Public Service Commission Innovate Reconciliation Action Plan

October 2025 – September 2027



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The document must be attributed as the *Australian Public Service Commission Innovate Reconciliation Action Plan October 2025 – September 2027*.

Cover artwork: Leading Towards Reconciliation, 2024. Artist: Kayannie Denigan.

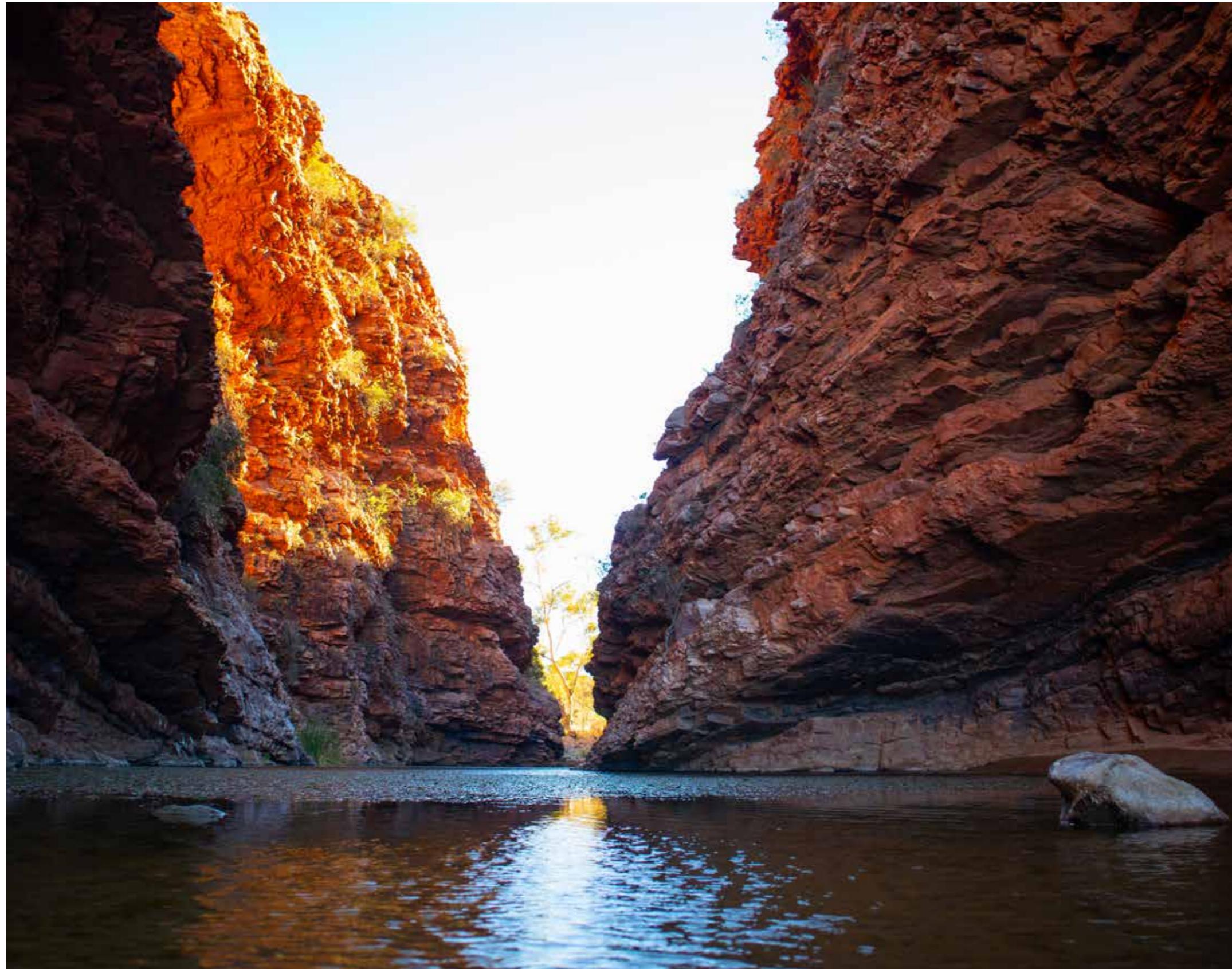
Acknowledgement of Country

The Australian Public Service Commission proudly acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, waterways, skies, and songlines woven throughout.

We recognise and value the ongoing leadership, contributions and work of Aboriginal and Torres Strait Islander peoples and communities.

We celebrate the rich cultures of all Aboriginal and Torres Strait Islander Nations and pay our respects to Elders past and present, for they are the holders of knowledge and wisdom.

In 2024, the Australian Public Service Commission's Walanmara Atamiare Network and Enabling Services Branch worked together to develop this Acknowledgement of Country. The Walanmara Atamiare Network provided the meaningful words that honours Country, the ongoing contributions of First Nations peoples, and their Elders past and present. This Acknowledgement of Country has been adopted across the APSC.



Simpsons Gap in the West MacDonnell Ranges Outside of Alice Springs - Photography supplied by Luke Redward - Wiradjuri, Australian Public Service Commission

About our reconciliation artwork

Leading Towards Reconciliation, Kayannie Denigan, 2024

Artist statement

Leading Towards Reconciliation represents the unique role that the Australian Public Service Commission (APSC) plays in leading reconciliation between Aboriginal and Torres Strait Islander people, the APSC and the Australian Public Service (APS).

The artwork is based on my Vibrant Landscapes style and speaks to the unique and enduring connections of Aboriginal and Torres Strait Islander peoples to country. These connections are shown through plants including desert flowers, seaweed and gum leaves and representations of diverse land and sea country through reds and blues throughout the piece.

The main design focus of the artwork is the three places, connected by pathways. These three places also represent three key aims of the APSC for reconciliation: Two hands working together represents the aim of a cultural understanding and learning from each other. People surrounding a large circle represents a culturally safe working environment for all, but particularly for Aboriginal and Torres Strait Islander peoples. Three people sitting together represents practicing strong reconciliation principles.

About the artist

Kayannie Denigan is an Australian Aboriginal artist. She is Luritja by birth – connected to Iltjitjari and Unturu in Central Australia through her grandmother and great-grandmother respectively.

Kayannie works predominantly in acrylic on canvas and is inspired by a painting style that was passed down from her grandmothers – the iconic dots and symbols of Central Desert art. She combines this ancient form of storytelling with the colours and stories from the lands and culture of her childhood home in Cape York.

Her unique style represents her Aboriginal heritage and upbringing, resulting in earthy, rich and vibrant expressions of her connection to people and country.

The APSC commissioned Kayannie Denigan to create the *Leading Towards Reconciliation* (2024) artwork as a visible commitment to our reconciliation goals.



Kayannie Denigan



Leading Towards Reconciliation, Kayannie Denigan, 2024

Message from the Commissioner

The Australian Public Service Commission has a vital role in fostering a diverse and inclusive workforce. Having a workforce that reflects the richness of our nation ensures the best policy advice, implementation and service delivery possible for Australians. As outlined in the *Public Service Act 1999*, we are committed to promoting employment equity and diversity across the APS. This includes ensuring that Aboriginal and Torres Strait Islander peoples have meaningful opportunities to contribute, lead, and thrive within our public institutions.

This Reconciliation Action Plan is a reflection of that commitment. It outlines tangible actions to strengthen relationships, create culturally safe workplaces, and embed First Nations perspectives into our policies and services. Reconciliation is not just an aspiration — it is a responsibility. By fostering a workforce that values and respects Aboriginal and Torres Strait Islander cultures, knowledge and histories, we enhance our ability to serve all Australians with integrity and respect.

Through this RAP, we reaffirm our dedication to building a workplace where First Nations voices are heard, valued, and empowered. We acknowledge that true reconciliation requires ongoing action, accountability, and genuine collaboration. We invite all employees to take part in this journey, ensuring that our public service remains a leader in diversity, inclusion, and reconciliation.



Dr Gordon de Brouwer
Australian Public Service Commissioner

Statement from CEO of Reconciliation Australia

Fifth Innovate RAP

Reconciliation Australia commends the Australian Public Service Commission on the formal endorsement of its fifth 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Australian Public Service Commission continues to be part of a strong network of more than 3,000 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 Australian Public Service Commission will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australian Public Service Commission 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 Australian Public Service Commission 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, Australian Public Service Commission will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian Public Service Commission's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Public Service Commission on your fifth Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from Walanmara Atamiare Network

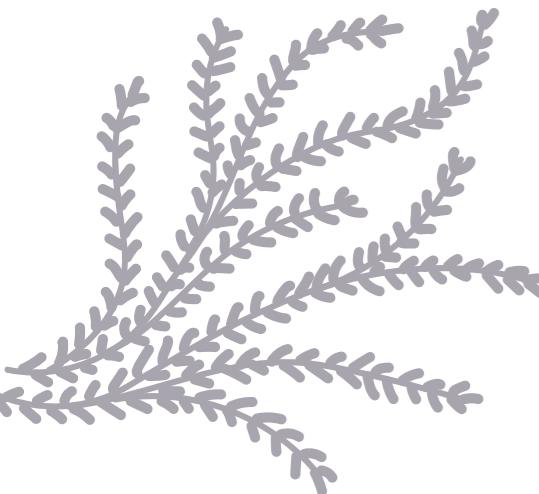
On behalf of the Walanmara Atamiare Network, it is both an honour and a profound responsibility to introduce this Reconciliation Action Plan crafted by the RAP Working Group in consultation with First Nations staff. This document is not merely a plan; it is a commitment — a commitment to fostering genuine relationships, cultural safety, promoting respect, and ensuring equitable opportunities for all Aboriginal and Torres Strait Islander peoples within the APSC.

Reconciliation is an ongoing process, one that invites us to confront our past, acknowledge the truths of our histories, and embrace the richness of Aboriginal and Torres Strait Islander cultures. Our staff, who have generously shared their insights and aspirations, have laid out a path forward that recognises the strength and resilience of their communities. It is a call to action, urging us all to engage actively in the journey towards healing, understanding, and collaboration.

This RAP provides a framework through which we can further our understanding of the unique cultures, histories, and perspectives of Aboriginal and Torres Strait Islander peoples. It highlights our shared responsibility to create environments where these voices are not only heard but celebrated. By integrating Aboriginal and Torres Strait Islander knowledge and practices into our operations, we aim to enrich our collective experience and enhance our workplace culture.

As we embark on this path, let us remember that reconciliation requires courage, humility, and sustained effort. Each of us has a role to play, and the commitment to genuine action must resonate throughout our agency. Together, we can foster an environment of mutual respect, where diversity is embraced and where every individual, regardless of their background, can thrive.

We invite you to engage with this RAP not only as a document but as a call to action. Let it guide our actions and decisions as we work towards a more inclusive and equitable future for all.



APSC Indigenous Champions

As joint Indigenous Champions, one a proud First Nations man and a First Assistant Commissioner, and one a Deputy Commissioner of the APSC, we are pleased to support the launch of the Innovate Reconciliation Action Plan. Together, we are deeply committed to continuing to work with the Walanmara Atamiare Network to create a strong foundation of respect and collaboration with our First Nations staff. This RAP is the next step in creating the pathway for the APSC to build on and continually improve our cultural understanding and knowledge. Collectively, we strive to create a culturally capable workforce that weaves First Nations perspectives into the multiple streams of reform work across the APSC. The responsibility lies within all staff to grow their cultural awareness and embrace the opportunity to meaningfully engage and collaborate with First Nations peoples. As stewards of the public interest and with integrity front of mind, we have so much to learn in terms of connection to Country, building community and respect.

Indigenous Champions are a part of the RAP journey and we embrace this responsibility and take great pride in the opportunity to work closely with the Walanmara Atamiare Network, and all APSC staff, to advance reconciliation and embed inclusive policy across all the work we deliver. Indigenous Champions in the Australian Public Service are in a position to drive the commitments made in a RAP and to be adaptable and responsive to the requirements of First Nations staff. Their core responsibility is as an advocacy body who are committed to leading and driving initiatives aimed at increasing the workplace experience for all APS First Nations staff. At the APSC we continue to demonstrate stewardship, leadership and cultural safety in our words and actions as we take the next step in our reconciliation journey.

We also proudly hold the position of the APSC RAP Champions.



Sam Jeffries
First Assistant Commissioner
First Nations Systems Lead
Joint Indigenous Champion



Dr Rachel Bacon
Deputy Commissioner
Integrity, Reform & Enabling Services
Joint Indigenous Champion

Walanmara Atamiare Network



Ngunnawal Country - APSC staff participate in traditional Aboriginal weaving demonstration

Australian Public Service Commission's First Nations Employee Network previously known as the Walan-ma-rra Olgeta Network proposed to change its name to the Walanmara Atamiare Network.

As the network continues to grow and evolve, the network wishes to create inclusiveness by incorporating Torres Strait Islander language. Renaming the network will honour both Aboriginal and Torres Strait Islander languages and cultures. Torres Strait Islander peoples have unique cultures and languages that are often underrepresented. Working in consultation respectfully with Torres Strait Islander network members and community Elders, the word "Atamiare" was added to the network's name.

Walanmara in Gomeroi language means to strengthen, and Atamiare in Meriam Mir language means coming together, aligning with the vision and values of the network. Both names are used with permission from respective nations.

Language Group	Location	Language Word	Phonetic Spelling	Translation
Gomeroi/Gamilaraay	Extends from Northern New South Wales to Southern Queensland	Walanmara	Wal-an-ma-ra	To strengthen
Meriam Mir	Eastern Islands of the Torres Strait	Atamiare	A-tami-arie	Coming together

Reflections from Walanmara Atamiarie Network members

'Being a member of the WAN, I have the chance to gather and interact with other mob within the Commission whom I may not have had the opportunity to meet otherwise. For me, it is here where we can build meaningful relationships, provide and receive support, and exchange knowledge and stories with one another to strengthen the Network and contribute towards making positive changes that impact Aboriginal and Torres Strait Islander staff.'

– Ray Samuel, Badu and Darnley man

'WAN provides a culturally safe, inclusive and respectful environment, where mob can come together, yarn, and share our diverse cultures, lived experiences, and stories. For me, it's about connecting with other mob who hold so much passion, wisdom and knowledge, and learning from them. It's about actively celebrating the beauty and diversity of Aboriginal and Torres Strait Islander cultures, and creating an inclusive environment where members feel supported to make positive contributions across the Commission. Powerful things happen when mob come together, and the WAN further demonstrates that.'

– Allastassia Carter, Gamilaraay and Ngarabul woman



APSC graduates participate in the Reconciliation Place Guided Tour, Ngunnawal Country.



APSC graduates participate in the Reconciliation Place Guided Tour, Ngunnawal Country. Artwork: The Stone Artworks Fire and Water by Judy Watson.

What is an Innovate Reconciliation Action Plan?

Reconciliation Australia's RAP Framework consists of four RAP types – Reflect, Innovate, Stretch and Elevate – each represents a different stage on a journey towards reconciliation. The APSC is proud to deliver an Innovate RAP as it demonstrates our commitment to strengthen our relationships with Aboriginal and Torres Strait Islander people and to pilot strategies for future growth.

Our vision for reconciliation

Our vision for reconciliation is that First Nations peoples are represented, respected and celebrated across the Australian Public Service.

To achieve our vision, it is vital the APSC embraces, celebrates and acknowledges the valuable contributions of all First Nations staff. Workplace environments that demonstrate cultural integrity drive better policy development and service delivery outcomes to meet the needs of the Australian community. The APSC is committed to building strong and enduring relationships with First Nations people and facilitating relationships between First Nations and non-Indigenous peoples.

The APSC is responsible for providing best practice policy guidance to APS agencies and develops tools, resources and policies that supports recruitment, retention and career development of First Nations peoples.

Our work seeks to build and uplift system-wide cultural capability and sensitivity on the individual level while assisting enterprise-wide manager capability to ensure workplaces across

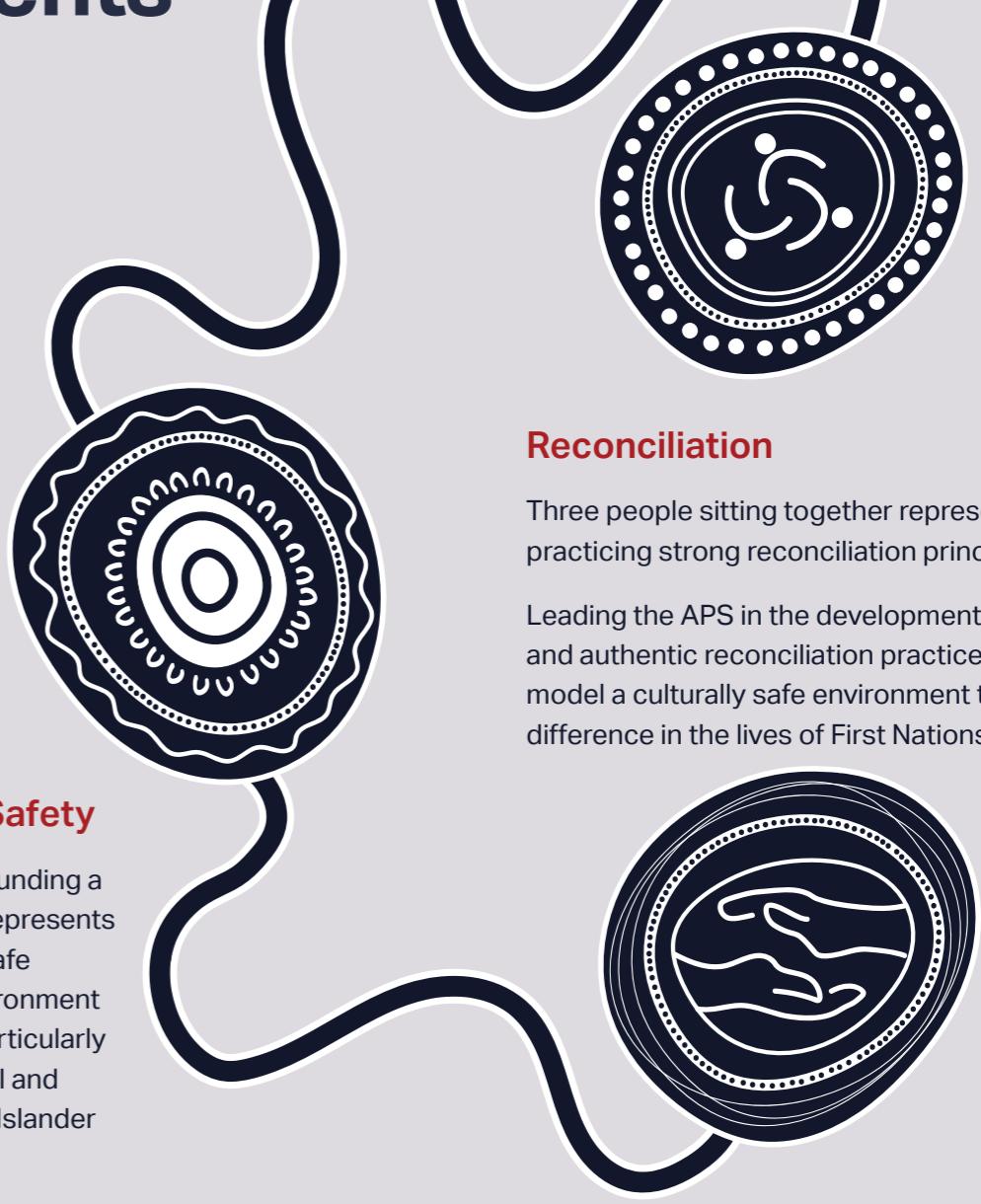
Our Innovate RAP outlines the APSC's commitments to achieving our organisation's vision for reconciliation. Through this process we commit to gaining a deeper understanding of our sphere of influence and to establish the best approach to advance reconciliation, as we concurrently build on the ongoing opportunity to develop our cultural awareness.

the APS are inclusive and culturally safe. The APSC continues to develop and implement these tools to build cultural capabilities of our staff.

'We are committed to a meaningful and ongoing relationship with First Nations peoples [and] celebrate and respect the unique place Aboriginal and Torres Strait Islander peoples hold' – **APSC Corporate Plan 2024-2028.**

Reconciliation is a process of acknowledgement, respect and continuous learning that creates a culturally safe workplace for all. We recognise that the responsibility does not lie with First Nations peoples to educate, but for all staff to reach out, be curious, and respectfully build relationships to enhance individual and organisational reconciliation journeys. We commit to working with First Nations APSC staff to support their career goals and aspirations and we aspire to continue creating space for staff to be empowered, heard and understood.

Design elements



Reconciliation

Three people sitting together represents practicing strong reconciliation principles.

Leading the APS in the development of strong and authentic reconciliation practices that model a culturally safe environment that make a difference in the lives of First Nations Peoples.

Cultural Safety

People surrounding a large circle represents a culturally safe working environment for all, but particularly for Aboriginal and Torres Strait Islander peoples.

A culturally safe working environment for all ensures that the APSC values and principles support staff to feel respected and supported. This means addressing unconscious bias, racism and discrimination through the full acceptance of an individual's identity and lived experience.

Cultural Understanding

Two hands working together represents the aim of a cultural understanding and learning from each other.

Through enhancing our cultural understanding, we aim to achieve a better awareness and understanding of the diverse cultural identities and values of First Nations staff. This will enable greater opportunities for engagement and support, allowing First Nations staff to reach their full potential and the Commission to benefit from their lived experience.

Our business

We work to be a valued and trusted partner to the APS by promoting high standards of accountability, effectiveness and performance of the APS now and into the future. The APSC sets the standards and expectations on integrity, behaviour and stewardship, making clear what it means to be a good public servant and a leader in the APS. The role of a public servant brings with it accountability. The APSC guides and positions the workforce for the future and uplifts the quality, capability and capacity of the APS workforce, to ensure it delivers the priorities of the Australian Government. The requirements of public servants are set out in the *Public Service Act 1999* to serve the Australian Government, the Parliament and the public, and to uphold the APS Values by being committed to service, ethical, respectful, accountable, impartial and as stewards of the APS.

The APSC is a medium sized central policy agency within the portfolio of the Department of the Prime Minister and Cabinet. Our key activities and priorities are directly connected to the Commissioner's functions as outlined in the *Public Service Act*, our responsibilities under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), our purpose and our vision.

Our Purpose: We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.

Our Vision: A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

The APSC employs 476 staff including 14 people who identify as being Aboriginal and/or Torres Strait Islander (as at January 2025). The Walanmara Atamiare Network has 13 members; this network is for APSC Aboriginal and/or Torres Strait Islander employees.

We have a geographically dispersed workforce, spanning across all states and territories. We have two offices, one in Canberra on Ngunnawal

Country and one office in Sydney on Eora Country. We acknowledge that our employees live, learn and work on a variety of lands across Australia. We encourage all employees to reflect and acknowledge the First Nations lands on which we live and work. This is supported by the Commission's Executive Board (comprising the Commissioner and Senior Executive) and Executive Committee (comprising the Commissioner and senior leaders).

We continuously strive to improve people management, leadership capability and professional development across the APS. We are a lead agency in delivering the Closing the Gap commitment to increase First Nations employment in the APS to 5% by 2030. As part of this, the APSCs First Nations Unit is implementing Boosting First Nations Employment in the APS initiatives. Priority work including increasing Aboriginal and Torres Strait Islander representation at the APS Senior Executive Service Band 1 level to 100 employees (see SES100); and co-designing Bulabul (the First Nations EL2 Talent Development Program that highlights the importance of coming together to continue leadership and career growth), and Yawarra (the First Nations SES Development Planning Program) to support emerging First Nations APS talent and to continue to build leadership and career growth while promoting the value of stewardship.

The APSC Corporate Plan 2024-2028 outlines our key activities:

Promote and uphold high standards of integrity and conduct within the APS

Integrity is at the heart of everything we do within the APS. As custodians of APS integrity and conduct, the APSC sets the standard on integrity and conduct within the APS so that all employees, regardless of their level, understand and behave with integrity and in a manner that is consistent with the standards of what it means to be a good public servant.

We are committed to modelling the inclusive

behaviour and work practices we expect to see across the APS. This starts with building cultural capability at the individual level, enabling employees to advance their own reconciliation journeys. Staff are encouraged to become aware of and model cultural safety as a baseline of respect.

Lead and support the development of quality APS workforce management policy

The APSC is a people business. As Stewards of APS workforce management, we use our deep expertise to create effective workplaces and a quality experience for APS employees by staying abreast of shifts in the employment landscape and developing and implementing policies and initiatives that position the APS as a desired employer.

The APSC supports a strong focus on lifting the cultural capability of agencies, starting in our own backyard. Fostering an environment of cultural safety sits at the core of creating an inclusive culture which embraces First Nations staff and knowledge. Embracing First Nations perspectives within the APS reform agenda enriches the workforce management policies across the public service.

Build APS capability and leadership for the future

A knowledgeable and skilled public service is essential in meeting the challenges ahead and to maintain trust in government. As custodians of APS capability and leadership, we will continue to work across the service to leverage learning and development expertise. We will provide clear entry pathways, a platform for the development of critical skills and forecast and plan for the leadership capabilities that the APS needs for the future.

Building leadership pipelines for First Nations peoples and having greater First Nations representation in leadership positions is critical. This ensures the APS reflects the community it serves and that First Nations' voices are heard in the development of policies and services for

the Australian public. We are working towards a future where First Nations peoples in leadership positions is the norm, not an exception.

Foster an APS that engages and partners with people, communities and business

The APSC plays a key role in enabling and supporting the APS to continuously improve so that it can effectively deliver for the Parliament, Government agencies and the Australian people now and into the future. As stewards of the APS, we recognise the increasing complexity within our broader operating environment and will contribute to building stronger public service institutions, domestically and internationally. We will foster an APS that is outward-looking and which deploys strong relationship capability to solve complex systems problems in partnership with people, communities and business.

Additionally in 2024, APSC employees introduced a strategic priority with an internal focus:

Ensure trusted, contemporary enabling capabilities for the APSC

Since 2023, the APSC has undergone a significant period of change. This includes the commencement of a new senior leadership group and the addition of APS Reform into our traditional functions. A focus on public service integrity has resulted in significant workload increases for the APSC. As experts in workforce management, we continue to reshape ourselves as a dynamic and agile organisation.





APSC Touch Football team at ACT NAIDOC Week 2025 Touch Football competition

Our RAP

The APSC has supported the use of RAPs to drive First Nations representation and cultural capability since 2007.

The APSC has evolved to maximise our influence as a central, medium sized agency to drive collaboration across the APS.

This is the APSC's fifth RAP. The APSC is dedicated to advancing reconciliation. We know that workplaces demonstrating cultural integrity have better policy development and service delivery outcomes to better meet the needs of the Australian community. Our Innovate RAP is a tangible outcome of our commitment to create culturally safe and inclusive workplaces and to increase the representation of, and engagement with, First Nations peoples at all levels of the Commonwealth public sector, starting with us. For example, we organise meaningful activities (including self-directed activities) that staff can access throughout the year, not just during National Reconciliation Week or NAIDOC Week.

The APSC acknowledges the positive impact RAPs have had for our staff.

'We are privileged to have dedicated staff-including all of our Senior Executive, who are committed to driving our commitment to reconciliation. This is a value of high priority within the Australian Public Service Commission. Our Reconciliation Working Group are a dedicated group of individuals who ensure that we drive capability and meaningful opportunities for reconciliation throughout the Commission. We have created events, experiences and learning engagements for our whole organisation across the calendar year, to ensure that it is a core part of our continual development' – Deputy Chair of the RAP Working Group.

In a 2024 staff survey, over 50% of respondents indicated they had participated in reconciliation initiatives to develop their own awareness and understanding. Some see reconciliation as a driver of equity and equality, others as recognition, unity, and historical acceptance. These responses reinforce employees'

recognition of First Nations culture and commitment in continuing to build a workplace that is supportive of First Nations staff.

Despite this many survey respondents felt the APSC did not do enough to support reconciliation, just over a third indicated more should be done to ensure meaningful engagement and collaboration with First Nations staff. Throughout the delivery of the APSC Innovate RAP 2025-27, the APSC commits to learning from employees sentiment toward past actions and to incorporate and build upon these learnings for future initiatives.

Our emphasis for this RAP is to listen and use evidence to promote actionable, measurable targets that will support staff on their reconciliation journeys. This will require collaboration across the APSC to ensure work areas are equipped and prepared with the resources and knowledge to organise reconciliation activities focused on fostering positive relationships, building cultural respect and creating professional opportunities for First Nations peoples. As part of the implementation of the RAP, the APSC is committed to intentionally not increasing the cultural load of First Nations staff.

As part of the implementation of the RAP, the APSC is committed to intentionally not increasing the cultural load of First Nations staff.

Taking the opportunity to look back on our RAPs and deliver an Innovate RAP is supported by the Executive Board. Each APSC employee is a participant in the success of the RAP, and our Senior Executive have responsibility and accountability for ensuring successful implementation of the RAP deliverables and supporting the APSC RAP Champions Sam Jefferies and Dr Rachel Bacon.

With the assistance of our RAP Working Group, the First Nations Unit and the Walanmara Atamiare Network, we will review and report our progress annually to demonstrate our commitment, document achievements and improve on lessons learnt.



Photography supplied by Luke Redward - Wiradjuri, Australian Public Service Commission

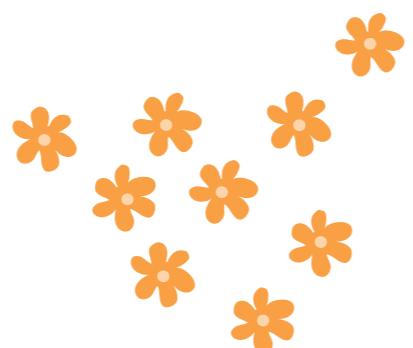
Our RAP Working Group

This RAP was developed by a working group of dedicated and enthusiastic employees who are passionate about reconciliation and supporting APSC First Nations staff.

The RAP Working Group is currently chaired by a First Nations Senior Executive Service (SES) leader, there are 28 members, including 5 First Nations staff. The working group includes a minimum of 2 representatives from the Walanmara Atamiare Network as well as

voluntary employees from across the APSC business areas, and it reflects the diversity of our employees. The RAP Working Group is supported by two RAP Champions, one being an Identified position held by a SES First Nation's person.

The RAP Working Group will foster APSC wide support for achieving the deliverables outlined in this RAP and will report on outcomes.



RAP Development

To develop this RAP the working group drew on expertise across the APSC to deliver an Innovate RAP that is guided by [Closing the Gap](#).

All APSC staff were invited to contribute to the development of this RAP. The RAP Working Group delivered a staged consultation. Engagement was centred on discussing the RAP pillars of Respect, Relationships, Opportunity and Governance. This inclusive approach created a culturally safe space for First Nations employees to come together, share knowledge, stories and lived experiences.

The evaluation of our INNOVATE Reconciliation Action Plan - August 2019–August 2021, benchmarked employee sentiment towards reconciliation, assessed the success of the RAP and proposed ideas on how to improve moving forward. The 2024 staff survey asked the same questions, and the consultation showed a commitment to strengthen our work under each of the RAP pillars. This direction is supported by APSCs First Nations staff, the Walanmara Atamiare Network and RAP Champions.

Our consultation included an APSC reconciliation workshop. Over 150 staff attended the workshop to explore their attitudes towards reconciliation, recognise existing biases, provide frank feedback about the APSC's previous approaches towards reconciliation and to share ways we can improve in the future. A thematic analysis of workshop participants' responses identified five values which guide the RAP deliverables. The values are: Respect and Connection, Healing, Learning and Culture, Improving Experiences and Leading by Example.

The RAP Working Group extends a thank you to our staff for helping us to express our evolving vision of reconciliation in the production of this RAP.

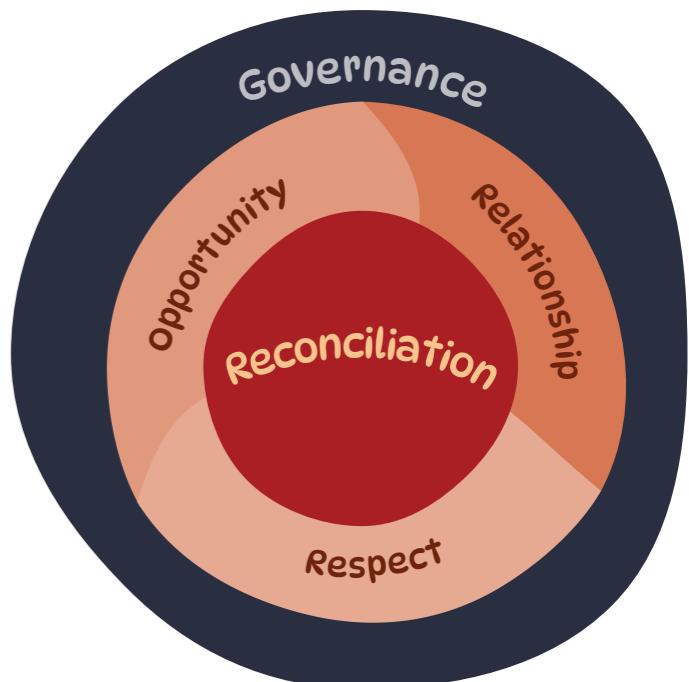
Governance: Ensuring that the RAP is

supported, implemented and evaluated.

Opportunity: Improving the recruitment, retention of and opportunities for advancement of First Nations staff across all levels of our workforce.

Relationship: Committing to engagement and partnerships with agencies and organisations to support all aspects of our reconciliation journey, including the delivery of key events and engagements.

Respect: Empowering staff to build awareness, understanding and connection to First Nations peoples' histories, perspectives and voices.



APSC NAIDOC Awards program

The Walanmara Atamiare Network proposed introducing an APSC NAIDOC Awards program, which would include an annual acknowledgement ceremony. The aim of the NAIDOC Awards program is to recognise and celebrate the achievements and contributions of APSC staff who have demonstrated commitment towards uplifting cultural capability, First Nations excellence or improving outcomes for First Nations peoples.

The first APSC NAIDOC Awards event was held during National NAIDOC Week on 9 July 2024. There were 4 Award categories with staff recognised for - Excellence in supporting Aboriginal and Torres Strait Islander colleagues; Outstanding commitment to uplifting cultural capability; Outstanding commitment to innovative solutions; and the Aboriginal and

Torres Strait Islander Employee Achievement Award. The Award categories and descriptions are outlined below.

The implementation of the Awards program has made a significant impact on fostering a sense of pride and empowerment across the APSC. The Awards complement the great work the APSC does to enhance diversity and inclusion, cultural capability uplift and supporting the personal and professional development of First Nations staff. Additionally, the Awards program closely aligns to the Boosting First Nations Employment in the Australian Public Service initiative; by promoting First Nations excellence, community empowerment and cultural recognition.

Award category	Category description
Aboriginal and Torres Strait Islander Employee Achievement (individual)	This award recognises an Aboriginal and/or Torres Strait Islander employee who has demonstrated a strong commitment and excellence in their role and made a significant contribution to the work of the Australian Public Service Commission.
The following Award categories were developed by the Walanmara Atamiare Network to recognise excellence in the delivery of a culturally safe environment	
Excellence in supporting Aboriginal and Torres Strait Islander Employees (individual or team)	This award recognises an individual or team who have effectively improved and/or positively impacted an Aboriginal and/or Torres Strait Islander employees experience in the Australian Public Service Commission.
Outstanding Commitment to Uplifting Cultural Capability (individual or team)	This award acknowledges an individual or team who have demonstrated exceptional commitment to embedding and practicing meaningful cultural safety across the Australian Public Service Commission. They demonstrate a strong commitment to increasing employees' cultural capability and understanding of Aboriginal and Torres Strait Islander people and their communities.
Outstanding Commitment to Innovative Solutions (individual or team)	This award recognises an individual or team who have effectively developed and/or implemented innovative processes and solutions that improve the experiences of Aboriginal and Torres Strait Islander people and their communities.



Ngunnawal Country - The 2024 APSC NAIDOC Awards Ceremony presentation.



APS Commissioner, Dr Gordon de Brouwer PSM at the 2024 APSC NAIDOC Awards Ceremony presentation.



James Baban is an Aboriginal man born in Darwin (NT) and member of the Stolen Generation. His mother's country is Mutburra/Tjingili (NT), his father's country is Limingan (NT) and his skin name is Janama. Here he is seen playing the Yidaki at the APSC NAIDOC Awards.

© Photos by Luke Redward – Australian Public Service Commission

Jawun Program (participant reflections)



Far West Coast - Shelley Beach, Ceduna SA. Photo Hoa Nguyen

Jawun, meaning 'friend' or 'family' is a secondment program where corporate and government entities work alongside First Nations people to affect meaningful change.

My Jawun Secondment

I am eager to share my experiences from a secondment opportunity I completed through the Jawun program. My time in the Far West Coast region was incredibly rewarding and insightful, and I wholeheartedly recommend it to anyone considering this unique opportunity. My interest in participating in this program stemmed from the chance to work with a First Nations organisations, allowing me to broaden my understanding of Indigenous practices, culture, and history.

Meeting Fellow Secondees

The secondment commenced with a group induction where I met 12 fellow secondees from Canberra, Melbourne, Sydney, Brisbane, and Western Australia in Adelaide, and from there, we travelled in convoy through the stunning Coorong region, stopping at historic towns like Tailem Bend and Meningie. Each

of us was paired with a buddy for the journey, which fostered an environment of learning and camaraderie as we shared our experiences along the way.

The highlight of induction week was spending two nights at Camp Coorong, a first for me! I felt a mix of nervousness and excitement as I learned the ropes of camping, and I was grateful for the help of fellow secondees who guided me in setting up my swag. Over those three days, we also had the privilege of meeting several Elders and community leaders whose stories and insights enriched the experience immeasurably.

My role in Far West Coast, Ceduna

In Ceduna, my induction continued, meeting the leaders in the region. The region is made up of five large Aboriginal communities – Oak Valley, Yalata, Scotdesco, Koonibba, and Ceduna.

The region's leaders are focused on creating a sustainable future for First Nations people with a strong focus on creating employment, training and enterprise opportunities, strengthening community leadership and strengthening and promotion of Aboriginal culture, including the preservation and revitalisation of local endangered Kokotha, Mirning and Wirangu languages of the Far West Coast.

During my five weeks in Ceduna, I was embedded in two organisations: the Ceduna Aboriginal Corporation (CAC) and the Oak Valley (Maralinga) Aboriginal Corporation. At CAC, I assisted with the opening of the new art gallery, located on the Ceduna Foreshore and funded through grants. My role involved planning the opening event, which will showcase artwork from the Desert to the Sea and feature various exhibitions. The gallery aims to promote cultural tourism and create economic opportunities for the local community. While at Oak Valley, I supported the Maralinga's 40 Year Handback Celebration project, which honours the return of Maralinga Lands to the Traditional Owners. My role involved event management and communications while enhancing the project's online presence.

The stories and reflections shared by local Elders provided me with profound insights into the cultural landscape and the historical context of the region.

One memorable outing took us to a road tripping through Koonibba, Penong and Yalata through the Nullarbor Plain, where I learned about the rich history of the area and the significance of local sites, which deepened my appreciation for the community I was working alongside.

Gratitude and Closing Thoughts

I gained invaluable insights into the operations of the organisations, the challenges they face, and the resilience within Indigenous communities. Moreover, I have learned a great deal about my own capacity to adapt, communicate effectively, and truly listen while forming new friendships along the way.

This experience has given me the privilege of meeting some truly amazing people. The fellow secondees came from diverse backgrounds, each bringing unique perspectives and experiences to the group. Collaborating with such a rich tapestry of individuals not only enriched my journey but also fostered connections that I believe will last a lifetime. The friendships we formed, grounded in shared experiences and mutual support, have made this experience even more memorable, and I look forward to staying in touch with my newfound friends as we continue on our respective paths.

I would like to express my deepest gratitude to the Jawun organisation and all those I encountered during my time in Ceduna, particularly the Elders and leaders who shared their wisdom and experiences with me. This secondment has truly been a journey of growth and understanding—one that I will carry with me as I continue my career in the public service. I urge anyone with the opportunity to participate in a Jawun secondment to embrace it—it's an experience like no other!

Hoa Nguyen, Jawun Program - 2024

The APSC has been involved in the Jawun Secondment Program since 2013. Eighteen APSC employees have participated in the Program. Our secondees often have transformational experiences and bring these back to our whole organisation.

Relationship measures



It is important for the APSC to seek, develop and maintain strong relationships with First Nations peoples in order to deliver on our purpose as the stewards of the APS and to honour our vision to support a trusted and contemporary Australian Public Service that delivers for Government and for Australia. Without relationships built on respect and trust we cannot effectively support our stakeholders, including First Nations peoples, and deliver an APS workforce that encourages diversity and inclusion.

APSC employees have professional and personal aspirations for reconciliation. Feedback

from RAP events and activities elicit strong values of connection and respect, reflecting a desire to listen to all voices, acknowledge the history of colonisation in Australia, and to build trust and connection between First Nations peoples and non-Indigenous Australians.

We understand that the APSC influences APS employment policy, so we have a professional responsibility to build an APS workforce that is representative of First Nations peoples, their stories and experiences and to foster lasting and meaningful relationships.

Staff acknowledge the positive impact our RAPs have in informing our work for a more inclusive Australia, while also allowing us all to build strong relationships and connection to – and celebration of – First Nations peoples and cultures, and the land, water and skies they care for.

This section outlines actions that increase staff awareness of reconciliation and inspire them to take further action to develop their own understandings. The RAP Working Group will regularly report on the progress of these actions including opportunities to celebrate our achievements.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop First Nations engagement guiding principles, by meeting with First Nations stakeholders and organisations.	November 2026	Lead: Assistant Commissioner, APS Reforms Support: Assistant Commissioner Diversity and Inclusion Branch
	Develop and implement an engagement plan to work with First Nation's stakeholders and organisations.	November 2026	Lead: Assistant Commissioner APS Reforms Support: Assistant Commissioner Diversity and Inclusion Branch Additional Support: All Assistant Commissioners
2. Build relationships through celebrating National Reconciliation Week (NRW).	Promote NRW and circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May to 3 June 2026/2027	Lead: Internal Communications Team Support: Assistant Commissioner, APS Academy

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW). (Continued)	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2026/2027	Lead: Chair, RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2026/2027	Lead: RAP Champions Support: All Assistant Commissioners
	Organise at least one NRW event each year and register all our NRW events on Reconciliation Australia's NRW website .	27 May to 3 June 2026/2027	Lead: Chair, RAP Working Group
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2026	Lead: Internal Communications Team Support: Chair RAP Working Group
	Communicate our commitment to reconciliation publicly by embedding reconciliation into all of our processes, communication channels and products and modelling best practice in workplace inclusion.	December 2026	Lead: RAP Champions Support: All Assistant Commissioners Additional Support: Engagement and Communications Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through our whole-of-government initiatives and communication channels.	June 2026	Lead: RAP Champions Support: All Assistant Commissioners Additional Support: Engagement and Communications Team
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2026	Lead: Chair RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	Continue to review the discrimination provisions contained in APSC policies and action plans and ensure all staff including First Nation's staff are consulted throughout the process.	November 2026	Lead: Director People Team Support: WRHSC
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2026	Lead: Director People Team Support: Office of General Counsel Additional Support: Assistant Commissioner Diversity and Inclusion Branch
	Engage with First Nation's staff and/or First Nation's advisors to consult on anti-discrimination policies.	December 2026	Lead: Director People Team Support: General Counsel Additional Support: Assistant Commissioner Diversity and Inclusion Branch
	Develop and promote internal educational resources to build on current products to educate senior leaders on the effects of racism.	February 2027	Lead: RAP Champions Support: Assistant Commissioner APS Academy Additional Support: Assistant Commissioner Leadership and Talent Development Branch

Respect measures



First Nations peoples' cultures, histories, knowledge and rights are important to the APSC, as we work to be a valued, credible and trusted partner to the APS. These stories and histories help us to learn about, understand and take pride in our country and the lands on which we live and work. This awareness helps us to

recognise our place and our responsibility to Country and community.

There is a strong desire amongst APSC employees to further learn from First Nations peoples about connection to land, and to participate in the practices of the world's oldest living culture. Respecting First Nations peoples' connection to Country is a step in building an agency that actively participates in culture, and respects and celebrates the unique perspectives of First Nations.

This section outlines actions that enable staff to continually learn and grow, fostering a workplace culture that seeks to recognise, value and celebrate the rich history and culture of First Nations peoples. The RAP Working Group will regularly report on the progress of these actions including opportunities to celebrate our achievements.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<p>Review support arrangements for the RAP Working Group and the Walanmara Atamiare Network to devise, plan and implement inclusive events throughout the year to build staff engagement and cultural awareness.</p> <p>Include a requirement for every APSC employee to address their contribution to reconciliation and growing their cultural capability in their Individual Performance Agreement.</p> <p>Provide opportunities for all staff to participate in formal and structured cultural learning.</p>	December 2025/2026 November 2025/2026 July 2026	Lead: Assistant Commissioner Diversity and Inclusion Branch Support: Commissioner Lead: All Staff Support: Commissioner Lead: All Assistant Commissioners
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<p>Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p> <p>Develop and communicate a cultural protocol guide, including protocols for Welcome to Country, Acknowledgement of Country and attributions.</p> <p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p> <p>Promote and support the inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	December 2025/2026 September 2026 November 2025/2026 November 2025/2026	Lead: RAP Champions Support: Director Internal Communications Team Lead: Director Engagement and Communications Team Support: Chair RAP Working Group Lead: All Assistant Commissioners
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<p>RAP Working Group to participate in an external NAIDOC Week event.</p> <p>Actively support and encourage Aboriginal and Torres Strait Islander employees to use NAIDOC leave entitlements.</p> <p>Support and plan for all First Nations employees to have the opportunity to attend the Annual APSC NAIDOC Awards in person. This enables connection, networking and a way to celebrate the achievements of remotely based staff.</p> <p>Partner with other agencies within the parliamentary triangle to develop/promote/host/celebrate NAIDOC week.</p> <p>Host annual APSC NAIDOC Awards</p>	National NAIDOC Week 2026/2027 (or relevant State NAIDOC week event dates) National NAIDOC Week 2026/2027 (or relevant State NAIDOC week event dates) March 2026/2027 National NAIDOC Week July 2026/2027 National NAIDOC Week July 2026/2027	Lead: Chair RAP Working Group Support: RAP Champions Lead: All Assistant Commissioners Support: All Managers of staff Lead: Commissioner Support: All Assistant Commissioners Lead: Chair RAP Working Group Support: All Assistant Commissioners

Opportunity measures



'To service the Australian community well, we need to ensure that our workplace is inclusive, safe and culturally strong - we can only do this if we are actively (and authentically) engaged in reconciliation.' – APSC employee, APSC

Reconciliation Workshop

Creating opportunities for First Nations employees is vital to improving diversity with the APSC. Recruiting, retention and promotion opportunities, with accessible career pathways in a stable work sector, can improve outcomes for First Nations staff. These outcomes also have flow on affects for First Nations peoples across Australia, through better culturally informed policies and services.

The APSC also has a responsibility to contribute to Closing the Gap priority – Economic Development for strong Aboriginal and Torres

Strait Islander workforce participation and Priority Reform 3 - Transforming Government Organisations.

The APSC is responsible for collating and reporting on First Nations employment in the APS, through:

- the Australian Public Service Employment Database (APSED) that stores the employment data of all current and former APS employees
- the APS Employee Census (the Census) is an annual survey designed to collect confidential attitude and opinion information from APS employees on various workplace issues. The results of the Census help target strategies to build APS workplace capability now and, in the future, and inform the [State of the Service report](#) – the Australian Public Service Commissioner's annual report to Parliament on the state of the APS. APSC employees indicate a strong desire for social justice and improved outcomes for all First Nations Australians.

This section outlines actions that continue to build a workforce that reflects the people, organisations and communities we serve, creating opportunities for First Nations peoples, organisation and communities. The RAP Working Group will regularly report on the progress of these actions including opportunities to celebrate our achievements.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop and implement a First Nations peoples' recruitment, retention and professional development strategy this includes SES100, Yawarra and Bulabul.	May 2026	Lead: Director People Team Support: Assistant Commissioner Leadership and Talent Development Branch
(Continued)	Develop individual career development plans for all First Nations employees to support their professional growth, to acknowledge cultural responsibilities and to recognise and address any barriers that may affect their access to leadership roles.	September 2026	Lead: Director People Team Support: All Managers
	Promote our guidance on conducting Affirmative Measure recruitment rounds for hiring managers; guidance to focus on removing barriers for First Nations people, building cultural capability of the recruitment panel, and ensuring panel members have a strong understanding of cultural sensitivities.	February 2026/2027	Lead: Director People Team
	Highlight and educate recruitment and hiring managers on the importance of using the Aboriginal and Torres Strait Islander Affirmative Measures Recruitment Hub to maintain an understanding of the regulation that permits inclusive recruitment.	February 2026/2027	Lead: Director People Team Support: All hiring managers
	Advertise job vacancies to effectively reach First Nations stakeholders.	February 2026	Lead: All hiring managers Support: Director People Team
	Promote the continued formal welcome for new First Nations employees and specifically highlight information on the Walanmara Atamiare Network and how to get involved with the network as part of on boarding process.	November 2025/2026	Lead: WAN Support: Director People Team
	Host regular yarning circles with the Walanmara Atamiare Network and senior leaders.	November 2025/2026	Lead: RAP Champions Support: WAN
	Regularly review HR and recruitment procedures and policies in consultation with all staff to ensure any barriers to First Nation's participation in our workplace are reduced and removed.	June 2026/2027	Lead: Director People Team Support: Director First Nations Unit and Director Employment Policy

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Promote and continue to support and educate staff on requirements of the Indigenous Procurement Policy and what it aims to achieve.	March 2026/2027	Lead: Director Procurement Team
	Review the implementation of Indigenous Procurement Policy (IPP).	March 2026/2027	Lead: Director Procurement Team
	Monitor and report on the achievement of procurement expenditure targets under the IPP.	July 2026/2027	Lead: Director Procurement Team
	Increase First Nations supplier diversity in procurement activities to support improved economic and social outcomes.	January and July 2026/2027	Lead: Director Procurement Team Support: All staff
	Maintain Supply Nation Membership and attend quarterly meetings to further shared goals.	January and July 2026/2027	Lead: Director Procurement Team
	Promote Supply Nation trade fairs and work collegiately on future events.	December 2027	Lead: Director Procurement Team
	Provide Supply Nation information sessions for all staff.	February 2026/2027	Lead: Director Procurement Team
	Promote and continue to encourage, explore and develop procurement approaches with First Nations suppliers.	March 2026/2027	Lead: All Assistant Commissioners Support: All staff

Governance measures

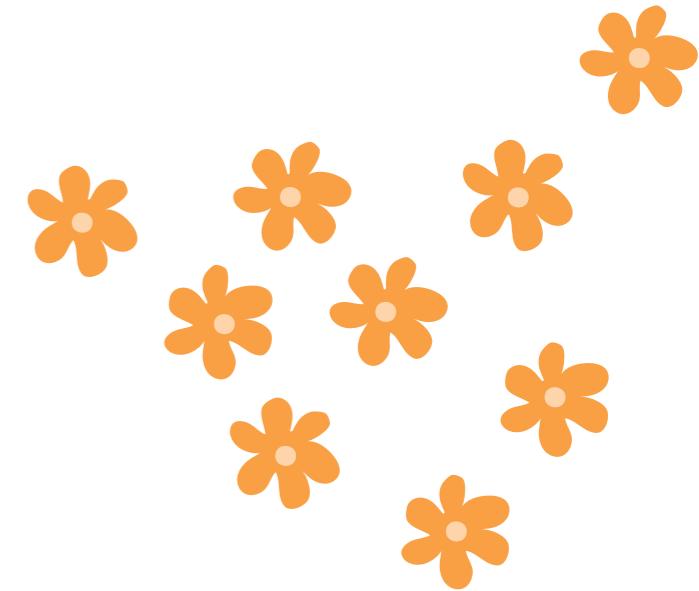


Governance is an important mechanism to track effectiveness of the RAP and reconciliation activities and provides a mechanism to understand how First Nations staff have been impacted by RAP actions throughout the process.

This section outlines actions that work to engage all staff including senior leadership in order to drive the implementation of the RAP and support staff participation in reconciliation activities. The RAP Working Group will regularly report on the progress of these actions including opportunities to celebrate our achievements.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations staff representation on the RWG.	Meets every 6 to 8 weeks and as required out of session	Lead: Chair RAP Working Group Support: RAP Champions
	Review established Terms of Reference and Intranet page for the RWG.	December 2025	Lead: Chair RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	November 2025 February, May, August, October 2026/2027	Lead: Chair RAP Working Group
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2025	Lead: Chair RAP Working Group Support: RAP Champions
	Engage APSC Senior Executive Staff and other staff in the delivery of RAP commitments.	November 2025, March 2026/2027	Lead: RAP Champions Support: Chair RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2025	Lead Chair RAP Working Group
	Support Indigenous Champions in their role as RAP Champions.	October 2025 to September 2027	Lead: Commissioner Support: Chair RAP Working Group

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026/2027	Lead: Chair RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026	Lead: Chair RAP Working Group
	Complete and submit the annual RAP Impact Survey, to Reconciliation Australia.	30 September 2026	Lead: Chair RAP Working Group Support: RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	December 2025	Lead: RAP Champions
		February, June, September and November 2026	Support: Chair RAP Working Group
		February and June 2027	
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2026/2027	Lead: Director Engagement and Communications Team Support: Chair RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2026	Lead: Chair RAP Working Group
13. Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	Lead: Chair RAP Working Group
	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2026	Lead: Chair RAP Working Group
14. Engage senior leaders to support and champion RAP outcomes	Maintain a position of RAP Champion as an identified role for a senior or emerging leader.	January 2025 to 2027	Lead: Commissioner
	Report to the Executive Board annually to report on RAP progress in order to increase visibility and as an opportunity for senior leadership to engage with process.	November 2025/2026	Lead: RAP Champion Support: Chair RAP Working Group
	Report to the Executive Committee annually to discuss challenges and opportunities for collaboration between the RAP process and other organisational culture outcomes.	November 2025/2026	Lead: RAP Champion Support: Chair RAP Working Group



Contact details

Name: Kate Harris
 Position: Deputy Chair, RAP Working Group
 Phone: (02) 6202 3534
 Email: RAPWorkingGroup@apsc.gov.au

