



Australian Government
Civil Aviation Safety Authority



Reconciliation Action Plan

March 2021 – March 2023



CIVIL AVIATION SAFETY AUTHORITY

Innovate Reconciliation Action Plan

March 2021 – March 2023

Acknowledgement of Country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and the places to which we travel for work. We pay our respects to the Elders, past and present, as well as those who are emerging.

Terms of respect

In this document, the term Aboriginal and Torres Strait Islander peoples is used. The use of the word 'Indigenous' is reserved for proper nouns.

Photographs

Aboriginal and Torres Strait Islander peoples are warned this document may contain images of persons who are now deceased.



JAMES BABAN OUR WAY, 2019

Acrylic on canvas

James Baban is an Indigenous artist born and bred in Darwin Northern Territory. James has been a dot painter since 1985 and is a healer.

Mother's country: Mutburra/Tjingili

Father's country: Limingun, NT

Our Way, an artwork commissioned by CASA, reflects the story of CASA's recruitment, employee retention and cultural engagement with Aboriginal and Torres Strait Islander peoples.

James Baban painted a sky-blue background with circles in an array of colours representing both Aboriginal and Torres Strait Islander peoples in the landscape, waterways and sky. CASA is the centre circle, with the outside six circles representing the interconnected themes of how CASA engages with communities and other stakeholders through:

- culturally appropriate policies and procedures
- Reconciliation Action Plans
- recruitment and employee retention
- communication and engagement with staff and stakeholders
- cross cultural awareness
- engagement with Aboriginal and Torres Strait Islander Elders and communities.

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Message from Acting CASA Chief Executive Officer and Director of Aviation Safety, Graeme Crawford

Welcome to our CASA Innovate Reconciliation Action Plan (RAP) 2021 to 2023, our third RAP.

This RAP is aligned with our vision and organisational values and will support our aim of a workplace that provides equal opportunities for all members of Aboriginal and Torres Strait Islander communities, by improving relationships, respect and opportunities.

Under our last RAP, we introduced new cultural appreciation training which has been very well received. Almost a fifth of our staff have already completed this training. We will continue providing this training across our locations and support all our staff to take part.

We also continue to encourage Aboriginal and Torres Strait Islander peoples to join CASA. In 2020, we took part in the Commonwealth Indigenous Apprenticeships Program for the first time. We increased our procurement through Supply Nation, implementing the *Guidelines for the Application of the Indigenous Procurement Policy in CASA* to assist our staff.

CASA is also committed to supporting the Government's target of 3% Aboriginal and Torres Strait Islander employment in the public sector. In 2020, CASA employed 4 new employees who identified as either an Aboriginal and/or Torres Strait Islander person. As of December 2020, 16 (1.8%) staff identified as an Aboriginal and/or Torres Strait Islander, bringing us closer to our goal. It's an important step towards our goal of a workplace that reflects the diversity of the communities we serve.



Message from Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends the Civil Aviation Safety Authority on the formal endorsement of its second, Innovate RAP.

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

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

The 4 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 the Civil Aviation Safety Authority will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Civil Aviation Safety Authority 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 the Civil Aviation Safety Authority 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, the Civil Aviation Safety Authority will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Civil Aviation Safety Authority future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Civil Aviation Safety Authority on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Message from CASA's Indigenous Champion, Philippa Crome

I am proud to be CASA's Indigenous Champion and share our new Innovate RAP. Within CASA, we are striving to embed reconciliation into our day-to-day business and consider the needs of Aboriginal and Torres Strait Islander peoples.

This document aligns with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy and CASA's Inclusion Strategy and assists in developing an environment that respects diversity and endorses and supports an inclusive workplace and builds on the learnings from our earlier RAPs.

While we still have a journey ahead of us, our RAP sets out our program of actions and initiatives we will use to encourage and nurture positive relationships to support reconciliation, build a culturally capable workforce and support our Aboriginal and Torres Strait Islander employees. Throughout the lifespan of the RAP, CASA will reinforce its commitment to Aboriginal and Torres Strait Islander peoples through specific CASA initiatives.

I would like to thank all CASA staff who actively assisted in the development of the RAP. I would particularly like to thank the RAP Working Group for their energy and dedication in developing the RAP. I look forward to contributing to this collaborative effort as we all work together to implement the actions and achieve our aims for a reconciled and culturally safe and capable CASA. Please take time to engage with this plan and identify how through your personal commitment and professional contribution you will participate in making national reconciliation a reality.



Message from CASA's Inaugural Indigenous Champion, Jonathan Aleck

I am pleased and honoured to have been able to play a part in the development and introduction of what is now CASA's Innovate RAP for 2021 to 2023. As CASA's Inaugural Indigenous Champion, from January 2019 until December 2020, I have been committed to making a meaningful contribution to the advancement of the interests of our current and future Aboriginal and Torres Strait Islander employees, and to genuinely championing their desire and efforts to ensure that our shared concerns are respectfully considered and appropriately addressed.

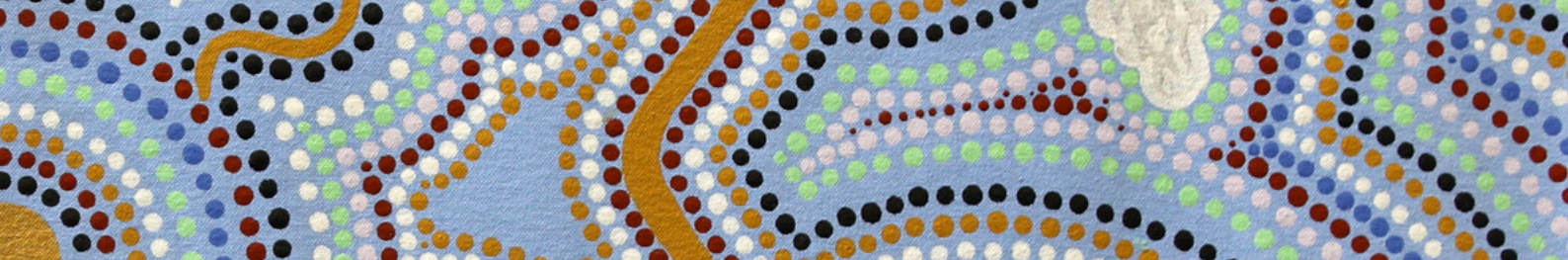
The current RAP provides an effective framework within which to identify the work we need to do, a touchstone against which to assess the progress we are making and a basis on which we can recognise and acknowledge the work we still need to do to achieve our objectives. Important as it is that we continue to discuss the goals reflected in our RAP, and to share our views on their relevance in the wider context of Australian society, it is more important still to work actively toward the accomplishment of those goals, in tangible and enduring ways—ensuring always that cosmetic form is never allowed to take the place of real substance.

The good will of everyone involved in the RAP process has been commendable and humbling. Corresponding practical efforts to realise our RAP objectives will be critical to any measure of success, and I am sure my successor will strive to maintain and extend these initiatives.



RAP Champions

Our CASA RAP Champions are staff who are committed to successfully delivering the objectives of our RAP and our vision for reconciliation. These staff provide and promote greater awareness of, and support for, the RAP and its associated activities. Our RAP Champions are staff who lead by example to raise the profile of reconciliation and the promotion of our RAP both inside our organisation and externally.



CASA RAP Working Group (RWG) members and RAP Champions

CASA would like to acknowledge the following RWG staff for their dedication and contribution to the development of the RAP.

Name	RWG member	RAP Champion	Location	Role
Jonathan Aleck	RWG member	Executive RAP Champion	Canberra	Former Indigenous Champion and Executive Manager Legal, International and Regulatory Affairs
Adrian Tusek*	RWG member	RAP Champion	Melbourne	Chairperson and Senior Dangerous Goods Inspector
James Mosby*	RWG member		Cairns	Deputy Chairperson and Regulatory Services Officer
Keeshia Coulthard*	RWG member		Canberra	Contracts and Procurement Officer
Renae Isaacs*	RWG member	RAP Champion	Perth	Cabin Safety Inspector
Nelson Stacey*	RWG member		Brisbane	Regulatory Services Officer
Korin Tricot*	RWG member		Brisbane	Support Officer
Toni McPhail*	RWG member		Brisbane	Safety Analyst
Jay Costello*	RWG member		Brisbane	Client Service Centre Officer
Enisa Wedding	RWG member		Cairns	Office Coordinator
Des McCarthy	RWG member	RAP Champion	Sydney	Airworthiness Inspector
Wade Smith	RWG member		Canberra	Project Manager – Corporate Services
Mick Amiet	RWG member		Darwin	Acting Certificate Team Manager
Matthew Trynes	Secretariat		Canberra	Diversity and Inclusion Advisor

*CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) members



As part of CASA's continuing commitment to play an active role in the reconciliation journey, an Aboriginal painting by Noongar artist Shane Henson (Yondee), has taken pride of place in the foyer of our new Perth office.

This compelling artwork recognises the abiding spiritual connection between the Noongar people and the Swan River.

Noongar people believe that during the Dreamtime the Swan River was created by the 'Wagyl' (a snakelike Dreaming creature). The Wagyl carved the waterways and valleys of the Swan and Canning Rivers and other waterways and landforms around Perth and the south-west of Western Australia.

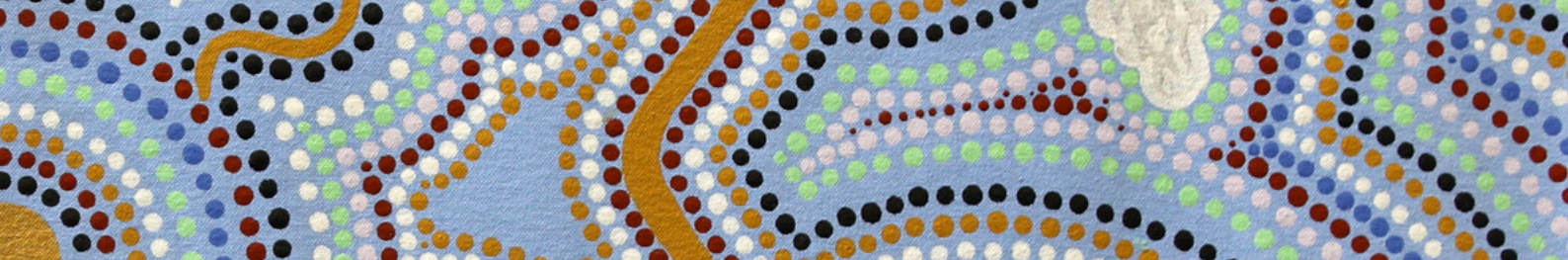
Titled *Swan River During the Wet Season*, the painting tells the story of the coming of the wet season. It depicts fires burning during summer, cleansing the land and allowing for new growth. As the wet season approaches, the rain replenishes the land giving life to new plants and bringing an abundance of food to the animals and community.

Our Perth office boardroom has been named Wanju, the Noongar word for welcome.

The Noongar language is identified as the official language of the Aboriginal people of the Perth metropolitan area and the south-west region of Western Australia.

It is made up of 14 different language groups of the Noongar nations. The Whadjuk people of the Perth area are the Traditional Owners of the land on which our new office is located.





Our vision for reconciliation

CASA introduced its first introduced its first RAP in 2014.

The CASA vision for reconciliation is to foster relationships between Aboriginal and Torres Strait Islander peoples, CASA and other Australians involved in aviation and to create opportunities for Aboriginal and Torres Strait Islander peoples within and through aviation.

Our organisational vision of 'safe skies for all' reflects and acknowledges that our role in aviation safety takes place on country and in support of community for the benefit and protection of all people. Support for our vision began by creating a workplace that provides equal opportunities for all members of Aboriginal and Torres Strait Islander communities.

To support this vision, we have developed a RAP that outlines our commitment and dedication to greater inclusion of Aboriginal and Torres Strait Islander people at CASA. We have made progress, but we recognise there is more work to be done. We are committed to the continuation of this work, with a clear view to the achievement of our objectives.

We are an organisation that is genuinely and actively taking part in reconciliation and the benefits this brings to the wider Australian community. We are committed to the employment and retention of more Aboriginal and Torres Strait Islander employees. Likewise, we will support and promote the inclusion of Aboriginal and Torres Strait Islander suppliers when conducting procurements. By advocating for the economic and social wellbeing of Aboriginal and Torres Strait Islander peoples with use of the Guidelines for the Application of the Indigenous Procurement Policy in CASA. Through this policy we are creating business opportunities and greater participation and inclusion.



Our business

CASA is Australia's aviation safety regulator and was established in July 1995 as an independent statutory authority under the *Civil Aviation Act 1988*. Our key role is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. We are also responsible for ensuring that Australian-administered airspace is administered and used safely.

CASA is a medium-sized corporate Commonwealth entity with 865 employees and offices in most states and territories. As of December 2020, 16 employees identify as an Aboriginal and/or Torres Strait Islander person. This represents 1.8% of all CASA employees.

Our national headquarters are in Canberra. We have offices in Adelaide, Brisbane, Cairns, Darwin, Melbourne, Perth, Sydney and Tamworth.

Our Regulatory Philosophy was shared in 2015 in accordance with the Government's response to the Aviation Safety Regulation Review, and the importance of its implementation has been identified in the Ministerial Statement of Expectation since 2015. The Philosophy sets out the principles underpinning the way we perform our functions, exercise our power, and engage with the aviation community.

Our RAP

This is our third RAP. The actions and deliverables listed are designed to strive towards our goal of a workplace that reflects the diversity of the communities we serve.

We are committed to playing an active role in the reconciliation journey, in recognising that Aboriginal and Torres Strait Islander peoples are an integral and important part of our business and workforce.

We believe that our continuing commitment to reconciliation through this RAP will enhance our performance in carrying out a positive and collaborative safety culture. This will be achieved through a fair, effective and efficient aviation safety regulatory system, supporting our aviation community.

Currently, our aim is to:

- through recruitment and retention, increase our representation of staff who identify as an Aboriginal and/or Torres Strait Islander person to 3%
- include the RAP in CASA's Inclusion Strategy 2019–2023
- increase the cultural capability of our employees
- foster relationships that support reconciliation.

Since our first RAP, we have learned the important role that senior leaders play in encouraging our commitment to reconciliation at all levels. Aboriginal and Torres Strait Islander employees expect our senior leaders to have a solid understanding and awareness of Aboriginal and Torres Strait Islander cultures, and the capability to work with them in a culturally appropriate way. It is also important for senior leaders to support our Aboriginal and Torres Strait Islander employees by providing a work environment that is culturally safe and one in which their skills and life experience are valued.



Key achievements from our reconciliation journey so far include:

- The establishment of the CASA Aboriginal and Torres Strait Islander Employee Network, which was an outcome of our previous RAP. This serves to foster a safe meeting place for our Aboriginal and Torres Strait Islander staff and to provide a support and consultation stream that helps CASA foster relationships, respect and opportunities.
- Implementing the use of plaques on all of CASA's Aboriginal and Torres Strait Islander artwork in recognition of the artists. These plaques contain a biography of the artist, along with the artist's description of their work.
- Our Indigenous Champion participates in the Australian Public Service Indigenous Champions Network.
- Continued cultural learning through an eLearning module for all staff, along with face-to-face cultural appreciation training.
- Continued support of our special leave arrangements for Aboriginal and Torres Strait Islander staff to enable participation at culturally significant events.
- Increased procurement through Supply Nation, implementing the Guidelines for the Application of the Indigenous Procurement Policy in CASA.
- Naming the boardroom in our new offices in Perth 'Wanju', the Noongar word for welcome.
- Continued commitment to the Indigenous Apprenticeship Program with the placement of three new apprentices in our Canberra office.

The key focus areas of our Innovate RAP are:

Relationships

Senior Leadership Team (SLT) members demonstrate their unwavering commitment to reconciliation by providing support to our Aboriginal and Torres Strait Islander workforce and setting an expectation that all staff work to build an inclusive workplace for Aboriginal and Torres Strait Islander employees. SLT members also add their personal touch to supporting reconciliation by talking with Aboriginal and Torres Strait Islander employees, listening to their stories, and seeking ways to increase their own cultural capability. Our recent NAIDOC events have been enhanced through establishing relationships with local community representatives to share culture by providing smoking ceremonies, traditional dance and Welcome to Country. This has continued with the introduction of Acknowledgement of Country forming a part of meetings and events. We commenced a pathway to increasing respect for Aboriginal and Torres Strait Islander peoples by introducing cultural awareness training to inform staff of cultural differences and to break down barriers.

Respect

We will continue to cultivate a culturally capable workplace that understands, respects and celebrates the unique place Aboriginal and Torres Strait Islander peoples hold within Australia.

Opportunities

CASA acknowledges the importance of the contributions made to the aviation industry by Aboriginal and Torres Strait Islander peoples. We will continue to provide employment opportunities for Aboriginal and Torres Strait Islander peoples through programs like the Indigenous Apprenticeship Program and identify positions through affirmative measures for recruitment. These measure ensure that we will continue to develop a better understanding of how Aboriginal and Torres Strait Islander peoples' vast cultures might assist in achieving our key objective: aviation safety.

Governance, tracking progress and reporting.

The RAP Working Group (RWG) was established to review, refresh and update the CASA 2017 – 2019 RAP and to identify actions that support reconciliation under this RAP. The RWG consists of current members from the CASA Aboriginal and Torres Strait Islander Engagement Network and non-Indigenous CASA staff. We will provide strategic and operational resources to ensure our RAP is delivered in accordance with our internal corporate governance standards and practices.



Renae Isaacs

RWG member, RAP Champion and Cabin Safety Inspector

Renae is a proud Yawuru, Karajarri and Noongar woman who joined CASA in 2017. She had spent 20 years in the airline industry as a cabin crew member, as well as holding roles in training and instructing in emergency procedures.

Now as a Cabin Safety Inspector, Renae provides technical assistance in support of cabin safety to ensure operators are compliant with critical safety rules and regulations,.

'My duties include conducting regular checks on operators in the industry as well as providing regulatory services such as issuing approvals for emergency procedures instructors.

"I'm also often required to undertake surveillance operations on hot air balloons, seaplanes and airlines, as well as aero medical operations where the carriage of people is regulated."

Renae remains dedicated to her career with CASA and is confident our RAP is a step in the right direction, while also championing inclusiveness for Aboriginal and Torres Strait Islander employees.



Relationships

We will continue to build respectful relationships with government and private sector organisations, communities and individuals to inform and guide our policies and programs to improve outcomes for all.

Fostering respectful relationships between our Aboriginal and Torres Strait Islander and non-Indigenous staff, as well as with external stakeholders, is an important part of promoting the benefits of inclusion. This will develop deeper and more meaningful engagement with Aboriginal and Torres Strait Islander communities, enhancing opportunities for people to learn about the histories, cultures and contemporary experiences of Aboriginal and Torres Strait Islander peoples.

Focus area: We will continue to focus on fostering respectful relationships by enhancing our appreciation of, and engaging with, Aboriginal and Torres Strait Islander cultural events and activities. This will be a public show of our respect for Aboriginal and Torres Strait Islander peoples and our commitment to reconciliation.



Action 1

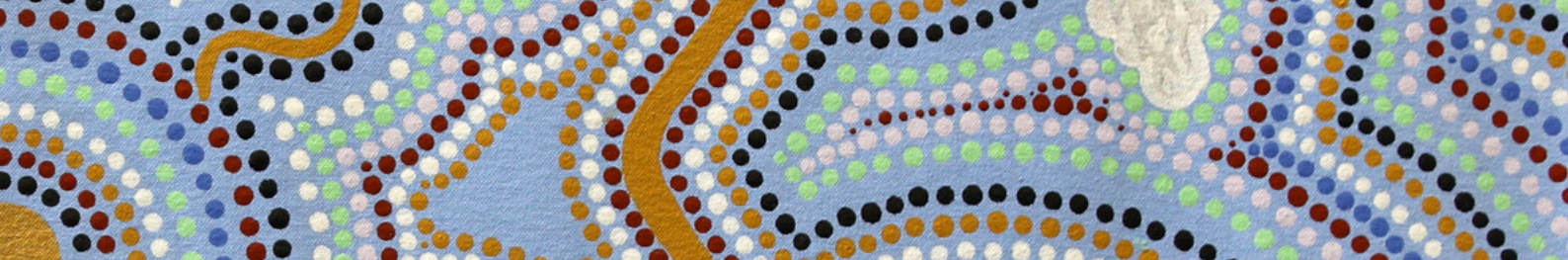
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverables	Timeline	Responsibility
1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. For example, future participation in the JAWUN program and the Australian Public Service Indigenous Champions Network.	July 2021	Indigenous Champion
1.2 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	July 2021	Indigenous Champion

Action 2

Build relationships through celebrating National Reconciliation Week (NRW)

Deliverables	Timeline	Responsibility
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Chair, RWG
2.2 Encourage and support staff and senior managers to participate in at least one external event to recognise and celebrate NRW.	Annually – 27 May to 3 June 2021, 2022	Indigenous Champion
2.3 RWG to participate in an external NRW event.	May 2021, 2022	Chair, RWG
2.4 Hold an internal NRW event each year.	27 May to 3 June 2021, 2022	Chair, RWG
2.5 Register all CASA NRW events on Reconciliation Australia's website.	14 May 2021, 2022	Chair, RWG



Action 3

Promote reconciliation through our sphere of influence

Deliverables	Timeline	Responsibility
3.1 Implement strategies to engage our staff in reconciliation.	Review biannually in March and December 2021 and 2022	Indigenous Champion
3.2 Communicate our commitment to reconciliation publicly through our website, Flight Safety Australia Magazine and monthly news to industry.	March, June, September and December 2021, 2022	Manager, Stakeholder Communications
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes using CATSIEN members to represent CASA at air shows and conferences.	March, June, September and December 2021, 2022	Branch Manager, Engagement Communication and Safety Education, (supported by CATSIEN)
3.4 Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation, for example, through liaison with the Australian Public Service Commission on recruitment.	March and September 2021, 2022	Indigenous Champion (supported by Branch Manager, People and Culture)

Action 4

Promote positive race relations through anti-discrimination strategies

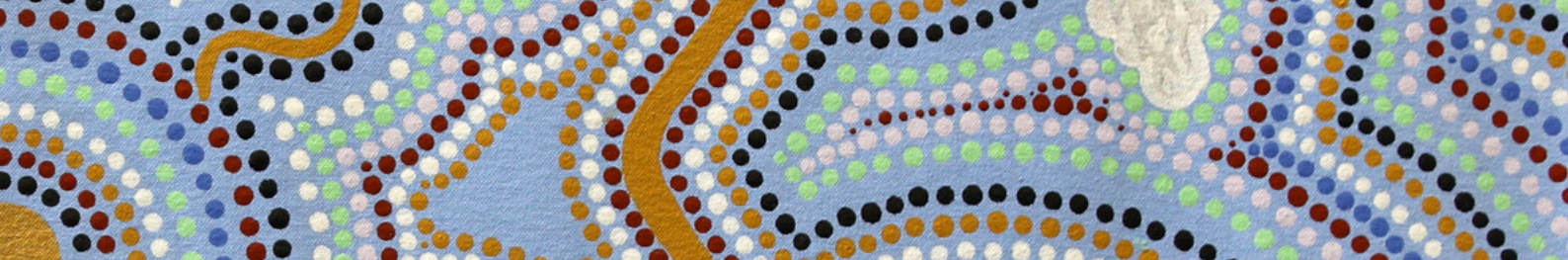
Deliverables	Timeline	Responsibility
4.1. Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions and future needs.	September 2022	Branch Manager, People and Culture
4.2 Maintain and strengthen our existing anti-discrimination policy and review it on a regular basis.	December 2021	Executive Manager, Corporate Services
4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2021	Branch Manager, People and Culture
4.4 Implement training for all staff including senior managers, on prevalence and effects of racism.	June 2021	Branch Manager, Training Branch



Respect

We recognise that Aboriginal cultures throughout mainland Australia and cultures found in the many islands of the Torres Strait are complex and diverse. We acknowledge that our employees build relationships with Aboriginal and Torres Strait Islander people by acknowledging and respecting these cultures. This enables us to provide culturally appropriate support and initiatives.

Focus area: Improve cultural awareness and education by developing appropriate cultural training for all staff to enhance our delivery of our services to Aboriginal and Torres Strait Islander communities. We will endeavour to establish productive partnerships with appropriate Aboriginal and Torres Strait Islander agencies and Elders.



Action 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverables	Timeline	Responsibility
5.1 Conduct a review of cultural learning needs within our organisation.	September 2021	Branch Manager, Training Branch
5.2 Consult local Traditional Owners or Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of cultural learning strategy.	December 2021	Branch Manager, Training Branch
5.3 Develop, implement and communicate a cultural learning strategy for our staff.	December 2021	Branch Manager, Training Branch
5.4 Provide opportunities for RWG members, HR managers and other key leadership staff to participate in formal and structured learning.	March 2022	Branch Manager, Training Branch (supported by the Senior Leadership Team)
5.5 Cultural awareness criteria to be included in role descriptions for specified staff. For example, demonstrate awareness and respect for Aboriginal and Torres Strait Islander people's cultural values and social issues that may impact on their ability to access services and programs.	June 2021	Branch Manager, People and Culture, (supported by the Senior Leadership Team)



Action 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverables	Timeline	Responsibility
6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, by including in cultural awareness training.	December 2021	Indigenous Champion (supported by CATSIEN)
6.2 Review our existing cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2021	Chair, CATSIEN
6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March & September 2021, 2022	Indigenous Champion (supported by CATSIEN)
6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of training programs, divisional staff meetings and formal consultation forums.	March 2021	Indigenous Champion (supported by the Senior Leadership Team)
6.5 Acknowledge Aboriginal and Torres Strait Islander cultures by naming key meeting rooms after prominent leaders or key significant places in consultation with local Traditional Owners or Custodians.	September 2021	Manager, Property and Security, in consultation with the Executive Committee
6.6 Publish an Acknowledgement of Country on our online public-facing platforms and internal messaging to demonstrate CASA's commitment to reconciliation.	March 2021	Manager, Stakeholder Communications
6.7 Ensure all internal HR projects or initiatives targeting Aboriginal and Torres Strait Islander audiences are reviewed by at least one member of the CATSIEN for cultural appropriateness.	March 2021	Branch Manager, People and Culture



Some of our Canberra staff took part in a cultural tour of Mount Taylor on Wednesday 30 May 2019 as part of the NRW events to celebrate reconciliation at CASA. All participants enjoyed their day with the opportunity to get outside and gain a better understanding of Canberra's unique Aboriginal cultural histories.



Our Canberra staff along with members from the Wiradjuri Echoes Aboriginal dance group, celebrating NRW by taking part in a canvas art workshop in 2018.

Action 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverables	Timeline	Responsibility
7.1 RWG to participate in an external NAIDOC Week event.	July 2021, 2022	Chair, RWG
7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC week.	June 2021	Branch Manager, People and Culture
7.3 Promote and encourage participation in internal and external NAIDOC events to all staff to celebrate Aboriginal and Torres Strait Islander cultures.	July 2021, 2022	Indigenous Champion (supported by the Senior Leadership Team)

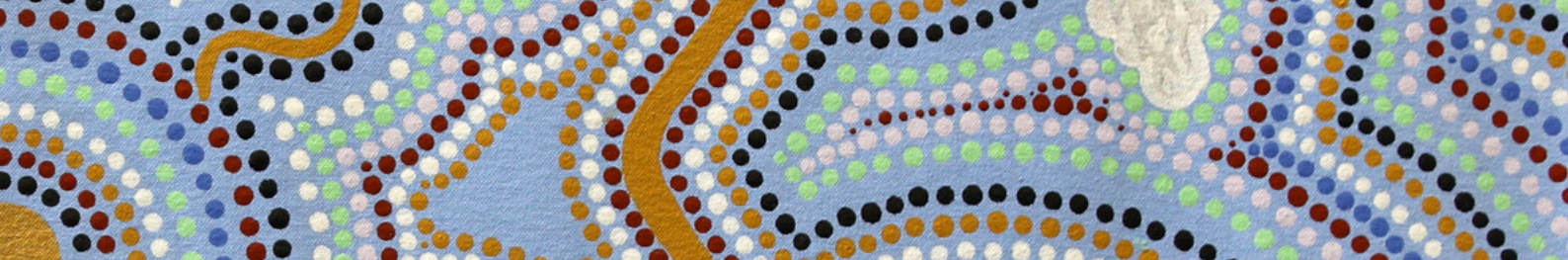


Opportunities

CASA regulates civil air operations in all territories of Australia, including remote communities.

We acknowledge the importance of the contributions made to the aviation industry by Aboriginal and Torres Strait Islander people. Providing employment opportunities to include Aboriginal and Torres Strait Islander peoples is an important part of our diversity program. Not only do we improve our workforce by broadening perspectives and approaches, but we gain an even greater understanding of Aboriginal and Torres Strait Islander cultures. Providing opportunities to Aboriginal and Torres Strait Islander suppliers means they experience greater economic opportunities. Our aviation oversight allows us to ensure the safety of services to remote communities through onsite checks of air operators and air strips.

Focus Area: Internally—employment, education and career development. Externally—contributing to 'safe skies for all' through community aviation safety education and supplier diversity.



Action 8

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverables	Timeline	Responsibility
8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	Branch Manager, People and Culture
8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on recruitment, retention and professional development strategy.	June 2021	Chair, People Committee
8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2021	Branch Manager, People and Culture
8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2021	Branch Manager, People and Culture
8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2021, 2022	Branch Manager, People and Culture
8.6 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2021	Indigenous Champion
8.7. Hold a conference for CATSIEN members, including invitations to CASA portfolio agencies, to provide an opportunity to network with fellow CATSIEN members, be updated on current programs and contribute to the development of Aboriginal and Torres Strait Islander initiatives in CASA.	July 2021	Chair, CATSIEN



Action 9

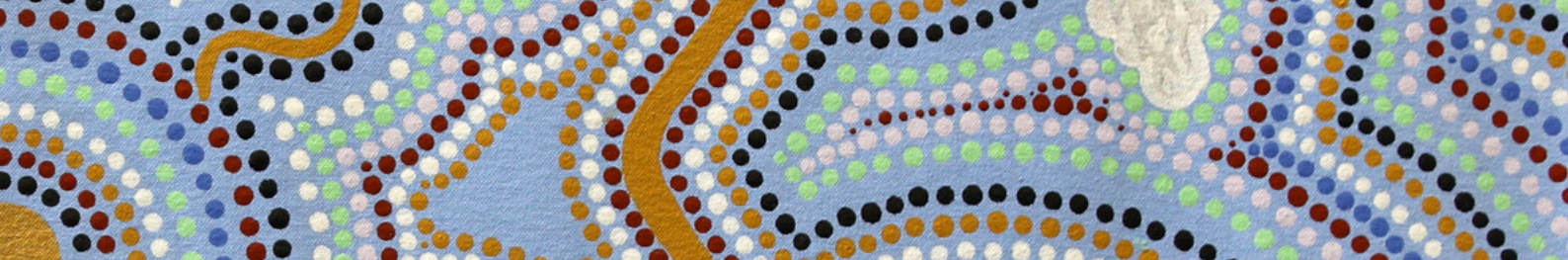
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverables	Timeline	Responsibility
9.1 Maintain an Aboriginal and Torres Strait Islander procurement strategy.	July 2021, 2022	Chief Financial Officer
9.2 Continue to utilise Supply Nation.	June 2021, 2022	Chief Financial Officer
9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2021	Chief Financial Officer
9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2021	Manager, Contracts and Procurement
9.5 Maintain and further develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2021	Manager, Contracts and Procurement

Action 10

Support the aviation safety of remote communities through targeted safety initiatives and skill transfer

Deliverables	Timeline	Responsibility
10.1 Plan and conduct an annual aviation surveillance event that covers remote locations to assess the safety of air services to remote Aboriginal and/or Torres Strait Islander communities and engage with the communities to share relevant aviation safety knowledge.	July 2021, 2022	Group Executive Manager Aviation Group



Indigenous Australian Government Development Program (IAGDP)

Joining the agency in 2017 as a Contracts and Procurement Officer through the Indigenous Australian Government Development Program (IAGDP), Keeshia has had the opportunity to build upon her career within the Australian Government through the successful completion of a Diploma in Government.

“Prior to joining the IAGDP, I was working in a State Government agency in South Australia. The IAGDP gave me an opportunity to see and experience how Government works on a federal level and where or how policies are created that filter down to the state and local government levels,” Keeshia said.

Keeshia regularly networks with many like-minded Aboriginal and Torres Strait Islander peoples from across the country and continues to work within the Finance Branch to assist staff with procurement cycles, planning, contract management and legislative compliance.

“I think the most rewarding aspect of the IAGDP was being able to connect with the other participants. These networks became quite valuable for me when I was working closely with other agencies to develop the CASA guidelines for contracting with Indigenous businesses,” she said.

Keesha’s supervisor, Section Manager Contracts and Procurement, Danielle Tooke, says, “Generally having a culturally inclusive and diverse workforce brings a lot of indirect benefits to your team dynamic. Keeshia along with other IAGDP participants have provided us with insights into Aboriginal and Torres Strait Islander communities and has improved cross cultural awareness through things like sharing local or traditional recipes. It provides for a deeper understanding when participating in events such as NAIDOC week and National Reconciliation Day.”

CASA Senior Regulatory Services Technical Officer, Group Transformation and Safety Systems, Miriam Robertson was a supervisor as part of the IAGDP in 2017.

Miriam says CASA’s Cairns office hosted our first IAGDP participant, Haydn Busch as part of CASA’s 2014–2017 Workplace Diversity Program.

“The IAGDP provided several opportunities for career growth and development, while also directly preparing Haydn with the formal training he needed to achieve a nationally recognised qualification. He worked at CASA for two years before joining another agency,” says Miriam.

“Helping administer the program at CASA, I observed firsthand the benefits of the IAGDP and the positive impact the program had not only on the team, but CASA overall.”



Indigenous Apprenticeships Program (IAP)

The Indigenous Apprenticeships Program provides Aboriginal and Torres Strait Islander peoples the opportunity to begin or advance their career with the Australian Public Service and other Commonwealth public sector entities, while also working toward a nationally recognised Diploma in Government.

The program is coordinated by Services Australia and has successfully recruited more than 700 Aboriginal and Torres Strait Islander peoples across the country, with CASA proudly committing to ongoing participation in 2020.

Our first apprentices Bejay, Ivan and Steven have become valuable members of their respective teams across the People and Culture, Business Transformation and Regulation Implementation branches.

Steven commenced his career with CASA in early 2020 as part of the IAP.

“As a Recruitment and Diversity Officer within the People and Culture Branch, I assist both the CASA Recruitment Team and the Diversity and Inclusion Team in achieving their key functions,” says Steven.

“My responsibilities include assisting the agency with recruitment, retention, development and advancement of our Aboriginal and Torres Strait Islander workforce,” says Steven.

Steven had worked with a large Australian Government agency in the Corporate Services division prior to working with CASA, and has advanced his career through the IAP as a stepping stone to gain further professional development within a state public sector agency and potential return to the Australian Public Service.

CASA regularly participates in career expos to engage with Aboriginal and Torres Strait Islander peoples from across Australia, such as the Work Experience in Government Expo hosted by the Department of the Prime Minister and Cabinet. This allows us to share career opportunities available within CASA such as the IAP and other entry-level programs.



Governance, tracking and progress reporting

Action 11

Establish and maintain an effective RWG to drive governance of the RAP

Deliverables	Timeline	Responsibility
11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2021, 2022	Chair, RWG
11.2 Review terms of reference for the RWG.	March 2021	Chair, RWG
11.3 Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December 2021, 2022	Chair, RWG

Action 12

Provide appropriate support for effective implementation of RAP commitments

Deliverables	Timeline	Responsibility
12.1 Define resource needs for RAP implementation.	July 2021	Indigenous Champion (supported by RWG)
12.2 Define and maintain appropriate systems to track, measure and report on RAP commitments.	March, June, September and December 2021, 2022	Chair, RWG
12.3 Appoint and maintain an Executive RAP Champion.	December 2021	Indigenous Champion
12.4 Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2022	Indigenous Champion
12.5 Invite staff to be RAP Champions.	July 2021	Indigenous Champion



Action 13

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverables	Timeline	Responsibility
13.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021, 2022	Branch Manager, People and Culture (supported by RWG)
13.2 Report RAP progress to all staff and senior leaders quarterly – this will be done using the intranet and our staff newsletter, CASAflyer.	March, June, Sept and December 2021, 2022	Chair, RWG
13.3 Publicly report our RAP achievements and challenges and learnings.	September 2021, 2022 with annual report	Indigenous Champion (supported by RWG)
13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Executive Manager, Corporate Services

Action 14

Continue our reconciliation journey by developing our next RAP

Deliverables	Timeline	Responsibility
14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2022	Chair, RWG (supported by Indigenous Champion)



New Indigenous procurement guidelines

Developing guidelines for the application of the Indigenous procurement policy in CASA has been an exciting project for our Contracts and Procurement Section. The guidelines were launched in January 2020 and help staff in finding reputable Indigenous businesses, as well as provide guidance on how to procure goods and services from them that align with our internal processes.

The guidelines were created in accordance with CASA's Procurement Manual, the Commonwealth's Procurement Rules and Indigenous Procurement Policy; and support our RAP.

Since the guidelines were established, 12 contracts with a combined value of \$1.4m have been awarded to Aboriginal and Torres Strait Islander businesses across the country, while also contributing to the Department of Infrastructure, Transport, Regional Development and Communication's Indigenous procurement policy targets.

Diversity and Inclusion Advisor

People and Culture

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