



# INNOVATE

Reconciliation Action Plan | April 2023 - April 2025



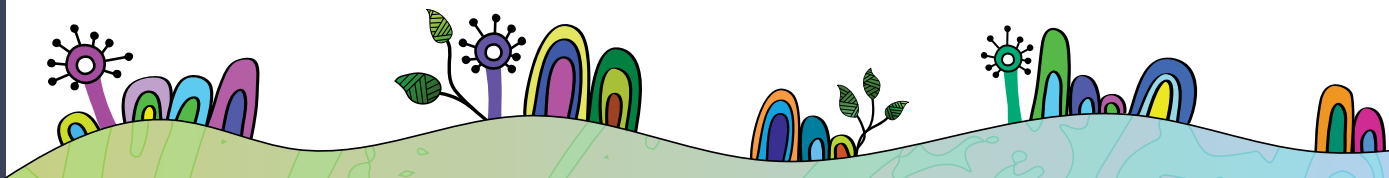
Australian Government  
Australian Skills Quality Authority

ASQA



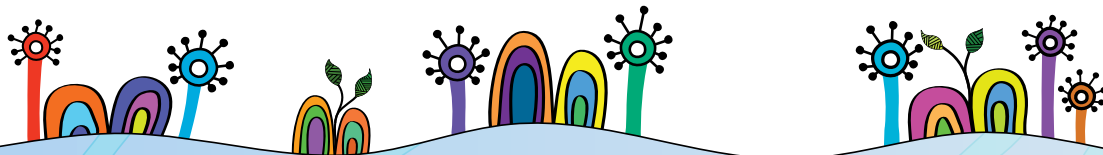
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# Acknowledgment of Country and Traditional Owners

The Australian Skills Quality Authority (ASQA) would like to acknowledge the Traditional Owners and Custodians of this land. We pay our respects to their Elders both past and present and acknowledge their continuing culture in our country. We would also like to acknowledge our Aboriginal and Torres Strait Islander employees.



# Message from the Chief Executive Officer, Saxon Rice



I am delighted to present the Australian Skills Quality Authority's (ASQA) Innovate Reconciliation Action Plan (RAP).

The RAP acknowledges what our agency will do to achieve real and sustainable outcomes for our Aboriginal and Torres Strait Islander employees, as well as Aboriginal and Torres Strait Islander students, employers, training providers and communities.

ASQA recognises that many Aboriginal and Torres Strait Islander peoples still experience unacceptable disadvantages in living standards, life expectancy, education, health and employment in comparison to other Australians. We are committed to addressing this imbalance, as well as progressing reconciliation between Aboriginal and Torres Strait Islander groups and other Australians through our implementation of the RAP.

As Chief Executive Officer (CEO), I will work closely with our RAP Working Group to promote and support cultural understanding and respect in our workplace, and to oversee the implementation of the RAP.

Through our RAP, we will put in place new practices that foster respectful and productive relationships with Aboriginal and Torres Strait Islander peoples in all aspects of our business. We will continue to provide access to employment opportunities, and support and encourage Aboriginal and Torres Strait Islander employees in their development and contribution to our agency. We will focus on enhancing the level of awareness and acknowledgement of Aboriginal and Torres Strait Islander peoples and cultures across our agency, with a goal that all employees will understand and appreciate the contribution that Aboriginal and Torres Strait Islander peoples make to our community.

I encourage all employees to participate in the implementation of our RAP and thank everyone involved in its development.

Saxon Rice  
Chief Executive Officer, ASQA

# Message from the Diversity Champion, Ty Emerson



As Diversity Champion, I am proud to lead the development of the Australian Skills Quality Authority's (ASQA) Innovate Reconciliation Action Plan (RAP).

In developing the RAP, we identified practical steps to build and maintain strong and respectful relationships with and improve the quality of vocational education and training (VET) outcomes for Aboriginal and Torres Strait Islander peoples. The RAP focuses on the four themes of relationships, respect, opportunities and governance.

I believe the RAP will assist us to develop stronger relationships, greater awareness, respect and understanding of Aboriginal and Torres Strait Islander cultures, and embed processes to give Aboriginal and Torres Strait Islander peoples opportunities to contribute to and be part of ASQA.

To ensure diverse input into the development of the RAP, a governance framework was established. At the centre of this framework is the RAP Working Group, comprised of myself as Diversity Champion, the Director and Assistant Director of People and Capability, and senior officers. This group had the primary responsibility of developing the RAP for ASQA.

Through our role, ASQA can help to ensure high-quality vocational education and training for Aboriginal and Torres Strait Islander students. Through various initiatives, we have made progress in improving the experience of Aboriginal and Torres Strait Islander led Registered Training Organisations (RTOs) and students when interacting with ASQA.

The RAP is a partnership with Aboriginal and Torres Strait Islander peoples to move towards a better future for all. I encourage all ASQA staff to join me on this journey of reconciliation over the next two years.

Ty Emerson  
Executive Director, Corporate and Enabling / Diversity Champion, ASQA



# Reconciliation Australia CEO

Reconciliation Australia commends Australian Skills Quality Authority on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for the Australian Skills Quality Authority to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.





By investigating and understanding the integral role it plays across its sphere of influence, Australian Skills Quality Authority will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

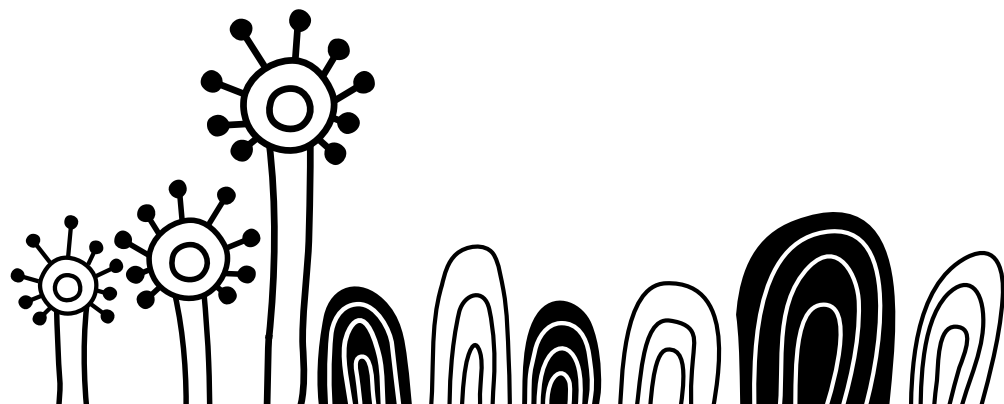
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Australian Skills Quality Authority is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Australian Skills Quality Authority's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Skills Quality Authority on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# Our vision for reconciliation

ASQA values and celebrates Aboriginal and Torres Strait Islander peoples and their cultures, languages, identities and connection to Country. Our vision for reconciliation is for all Australians to work together to address injustice and provide equality of opportunity, and to develop a vocational education and training (VET) sector that embraces the knowledge, leadership and strengths of Aboriginal and Torres Strait Islander peoples.

We will achieve this through deepening our understanding of Aboriginal and Torres Strait Islander peoples, and by broadening our engagement with other Government departments, the private sector, the vocational education and training (VET) sector, and the community we represent.

The RAP will assist us to develop mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples to address inequities that currently exist, particularly in the areas of education, employment and economic prosperity. We seek to achieve positive education and employment outcomes for Aboriginal and Torres Strait Islander peoples through ensuring high-quality vocational education and training (VET) is available and accessible for all.

VET is the main way Australians upskill or reskill. More than 4 million students undertake VET training each year with around 4,000 training providers. The Australian VET system is central to Australia's economic growth and business productivity, and benefits society and individuals in many ways, so ASQA plays an important role in improving the quality of life for Aboriginal and Torres Strait Islander peoples.

As a regulator committed to continuous improvement and building trust in its regulatory settings, ASQA is working on embedding our organisational values, including that we are committed to service, accountable, united and connected, collaborative, empowered and trusted, and future orientated. We are also committed through our diversity initiatives to do what is possible in our role as the national VET regulator to address entrenched disadvantage in diversity groups, including Aboriginal and Torres Strait Islander peoples.

ASQA will commit to promoting reconciliation through building positive two-way relationships with Aboriginal and Torres Strait Islander students and training organisations based on mutual respect, whilst also creating culturally safe environments that are free from racism, discrimination and exclusion. We are focussed on further improving the information and guidance we offer to support providers, including Aboriginal and Torres Strait Islander peoples, to help them understand and meet their regulatory requirements, ensuring our engagements and interactions are appropriate, innovative and accessible.





# Our business

ASQA is the national regulator for Australia's vocational education and training (VET) sector.

ASQA ensures the quality of VET through the effective regulation of:

- VET providers
- accredited VET courses
- Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) providers, including those delivering English Language Intensive Courses to Overseas Students (ELICOS).

As the national VET regulator, ASQA's purpose is to ensure quality VET so that students, employers, governments and the community have confidence in the integrity of national qualifications issued by training providers.

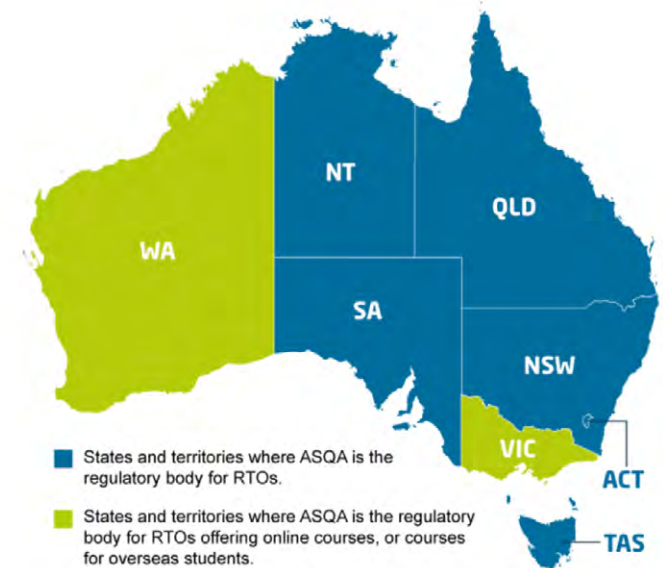
ASQA is the national regulator for the VET sector in the Australian Capital Territory, New South Wales, the Northern Territory, South Australia, Queensland and Tasmania. ASQA is also the regulatory body for those registered training organisations in Victoria and Western Australia that:

- offer courses to overseas students
- offer courses to students (including through offering courses online) in:
  - the Australian Capital Territory
  - New South Wales
  - the Northern Territory
  - South Australia
  - Queensland
  - Tasmania.

ASQA regulates approximately 3,800 Registered Training Organisations (RTOs) in Australia, and has offices in Adelaide, Brisbane, Canberra, Hobart, Melbourne, Perth and Sydney.

ASQA is responsible for the accreditation of approximately 450 nationally recognised training courses for delivery across Australia. Of these courses, 38 courses relate specifically to Aboriginal and Torres Strait Islander peoples, many with the purpose of providing training to preserve aspects of Aboriginal and Torres Strait Islander heritage and languages. Other courses contain learning outcomes that enhance positive social, education and health outcomes for Aboriginal and Torres Strait Islander peoples.

At 30 June 2022, ASQA employed 193 people, with 1 per cent formally identifying as Aboriginal and/or Torres Strait Islander people. The strategies outlined in our RAP demonstrate our commitment to attracting and retaining Aboriginal and Torres Strait Islander employees and cultivating an environment of genuine inclusivity and reconciliation.



# The Artwork

'The beauty of it all' was designed by Wiradjuri artist De Greer-Yindimincarlie, and illustrates the second part of our Reconciliation journey to accompany our Innovate RAP story. The artwork also incorporates a part of our Reflect RAP, also designed by De, and continues the story to this RAP.

The beauty of it all is about our aspirations and innovations, the continued development and strengthening of relationships with and to the First Nations communities, and the empowerment we have gained as an organisation in starting and growing our reconciliation journey.

The beauty of it all illustrates the outcomes of our Reflect RAP:

- development of the RAP Working Group
- representation of Aboriginal and Torres Strait Islander employees in the workforce
- organisational knowledge of the RAP
- working together towards developing our Innovate RAP
- interactive achievement and participation within the organisation
- a growing organisational interest in Aboriginal and Torres Strait Islander cultural appreciation
- a growing passion in having a say.

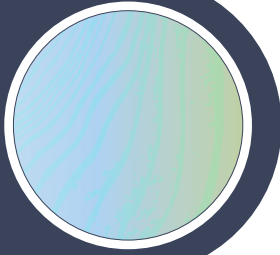
The illustrations throughout this document have been generated from this artwork.



# Artwork Legend

## Colour and life:

Since the Reflect RAP, there is so much more movement, activity, life and colour around cultural appreciation, participation, a want of cultural knowledge and participation within ASQA



## Aspiration:

The hopes and ambitions of ASQA as an organisation to implement the strategies moving forward into their Innovate RAP. To be innovative, empowering and inclusive.



## Knowledge:

The growing knowledge and understanding of the ASQA RAP within the organisation.



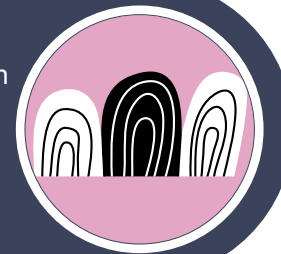
## Interest:

The growing interest of Aboriginal and Torres Strait Islander cultural appreciation within the organisation.



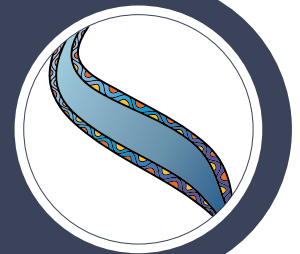
## Participation:

Representation of interactive achievement and participation of ASQA staff within the organisation.



## Road/Tracks/Journey:

A plan is not just a plan, but is a constantly changing, fluid thing. It is good not to become static, because no movement, means no learning, expanding, or changing.



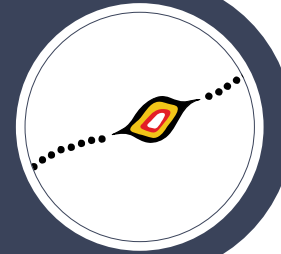
## Passion:

Representation of ASQA employees and their passion for learning about First Nations cultures.



## Walking tracks:

Representation of growing First Nations staff within ASQA who walk with the organisation.



## RAP working group:

The development of the ASQA RAP Working Group since the Reflect RAP, with their gathered knowledge next to them.



# Our RAP

In 2020, ASQA developed its first Reflect RAP, setting a series of goals to develop ASQA's capability to make real and valuable contributions to reconciliation in Australia.

To ensure diverse input into the development of the RAP, a governance framework was established. At the centre of this framework is the RAP Working Group, led by the Diversity Champion, Ty Emerson, and further comprised of the Director and Assistant Director of People and Capability, and volunteer employees from various teams across the organisation, including one Aboriginal and Torres Strait Islander employee. This group had the primary responsibility of working together to develop the RAP for ASQA.

Through the dedication of the RAP Working Group, and with the leadership of our Diversity Champion, we have made meaningful progress in our reconciliation journey.

With our first RAP now completed, we are proud to report we have been successful at raising the profile, knowledge and understanding of reconciliation within ASQA by:

- sharing Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff via our intranet
- organising excursions to local galleries to view Aboriginal art exhibits and various other NRW events
- celebrating NAIDOC week with Executive leads and RAP Working Group members promoting and attending both internally and externally organised activities
- recognising and promoting the importance of National Sorry Day
- approaching the Department of Employment and Workplace Relations (DEWR) to obtain contacts for Cultural Appreciation training and reviewing the RAPs of other APS agencies
- identifying Aboriginal and Torres Strait Islander stakeholders and organisations within ASQA's sphere of influence, then employing best practice principles for engagement including:
  - inviting a local Elder to perform an Acknowledgement of Country for ASQA's annual CEO Awards Ceremony
  - engaging an Aboriginal-owned business to deliver Cultural Appreciation training for our people



- updating policies and procedures to promote and embed positive race relations and anti-discrimination practices
- mandating online Aboriginal and Torres Strait Islander Cultural Awareness training as part of our annual essential learning program
- demonstrating respect towards Aboriginal and Torres Strait Islander peoples by performing Acknowledgment of Country in meetings and publishing ASQA's Welcome to Country and Acknowledgment of Country protocols
- naming meeting rooms and offices using traditional Aboriginal and Torres Strait Islander languages
- procuring local Aboriginal and Torres Strait Islander artwork to display in offices
- supporting economic and social outcomes for Aboriginal and Torres Strait Islander people through use of businesses with whole or part Aboriginal and Torres Strait Islander ownership, and
- establishing, supporting, and driving the RAP process through the RAP Working Group, including celebrating achievements and promoting a collaborative approach to RAP development.

While we recognise our achievements to date, we also acknowledge some key areas where the organisation needs to improve and focus our attention moving forward. One challenge we face is employee engagement with the RAP. To overcome this, we will explore new ways to connect and engage with our employees to promote the RAP. We have also incorporated new actions and deliverables in our Innovate RAP with responsibilities spreading wider across the organisation than in our Reflect RAP, which will result in more employees being directly involved in RAP implementation and promotion. Another issue we face is the limited Aboriginal and Torres Strait Islander representation in the organisation. We will address this through involvement in targeted recruitment activities and through implementation of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.

In continuing our commitment to promoting the goals of reconciliation both within our organisation and to our external stakeholders, we are moving forward in our reconciliation journey from a Reflect RAP to an Innovate RAP. Drawing on insights from staff across the agency who bring with them a broad mix of professional and personal experiences, our Innovate RAP will assist in our reconciliation journey by embracing the APS values of impartiality and ethical behaviour to build unity, respect and trust between the broader Australian community and Aboriginal and Torres Strait Islander peoples.

Our risk-based Regulatory Operating Model and self-assurance approach provides further opportunity for ASQA to refresh our commitment to diversity and inclusion and the reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples through a proportionate approach, having regard for the circumstances that providers delivering to such cohorts are operating within, and seeking to understand how they are delivering quality VET outcomes. We will align to the Australian Government's priority to improve training and employment opportunities for Aboriginal and Torres Strait Islander peoples, by considering opportunities to support improved outcomes through our regulation.

In 2023-25, we will continue to review opportunities, through our role as an employer and as the national VET regulator, to further deliver on ensuring our engagements and interactions are appropriate, innovative, and accessible to our diverse range of external stakeholders, and engagement with Reconciliation Australia on strategies to increase Aboriginal and Torres Strait Islander representation and participation, exploring participation in Aboriginal and Torres Strait Islander targeted Graduate Programs and cultural immersion activities.

# RELATIONSHIPS



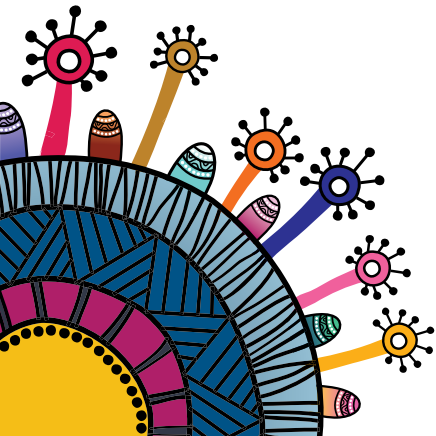
Relationship building is a key focus for ASQA, with the actions in our RAP aligning with our values, particularly our focus on being united and connected to work together across ASQA to optimise our outcomes and to serve the community with professionalism, energy, and determination.

ASQA is committed to engaging and partnering with Aboriginal and Torres Strait Islander stakeholders to connect and maintain mutually beneficial relationships and promote reconciliation and positive race relations.

**Focus area:** This aligns with our strategic objective to engage, consult, and partner with stakeholders to improve regulatory outcomes.

| Action   | Deliverable  | Timeline                  | Responsibility                            |
|--|--|---------------------------|---|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>  | August 2023               | Executive Director, Policy & Partnerships |
|  | <ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, with a view to increasing Aboriginal and Torres Strait Islander voices in ASQA's stakeholder engagement to inform service design and delivery.</li> </ul> | September 2023            | Executive Director, Policy & Partnerships |
| 2. Build relationships through celebrating NRW.  | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>  | May 2023/2024             | Assistant Director, People & Capability   |
|  | <ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>   | 27 May- 3 June, 2023/2024 | Diversity Champion                        |
|  | <ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>   | 27 May- 3 June, 2023/2024 | Diversity Champion                        |
|  | <ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>   | 27 May- 3 June, 2023/2024 | Diversity Champion                        |
|  | <ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>   | 27 May- 3 June, 2023/2024 | Assistant Director, People & Capability   |

| Action   | Deliverable   | Timeline       | Responsibility                            |
|--|---|----------------|---|
| 3. Promote reconciliation through our sphere of influence.                 | <ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>  | May 2023       | Diversity Champion                        |
|  | <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly. Information can be found on our website.</li> </ul>   | May 2023       | Diversity Champion                        |
|  | <ul style="list-style-type: none"> <li>Develop a register of Aboriginal and Torres Strait Islander owned registered training organisations (RTOs) on training.gov.au (TGA), to support students wanting to access culturally appropriate education, and industry and employers wanting to work with Aboriginal and Torres Strait Islander providers or employ/work with Aboriginal and Torres Strait Islander peoples.</li> </ul> | November 2023  | Executive Director, Policy & Partnerships |
|  | <ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>   | April 2024     | Executive Director, Policy & Partnerships |
|  | <ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. (eg – Tertiary Education Quality and Standards Agency (TEQSA)).</li> </ul>  | April 2024     | Diversity Champion                        |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. (Noting: Policies exist and are reviewed annually.)</li> </ul>   | July 2023/2024 | Assistant Director, People & Capability   |
|  | <ul style="list-style-type: none"> <li>Review and implement an anti-discrimination policy for our organisation. (Noting: Policies exist and are reviewed annually.)</li> </ul>  | July 2023/2024 | Assistant Director, People & Capability   |
|  | <ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>   | May 2023/2024  | Assistant Director, People & Capability   |
|  | <ul style="list-style-type: none"> <li>Educate senior leaders and staff on the effects of racism.</li> </ul>  | December 2023  | Diversity Champion                        |



# RESPECT



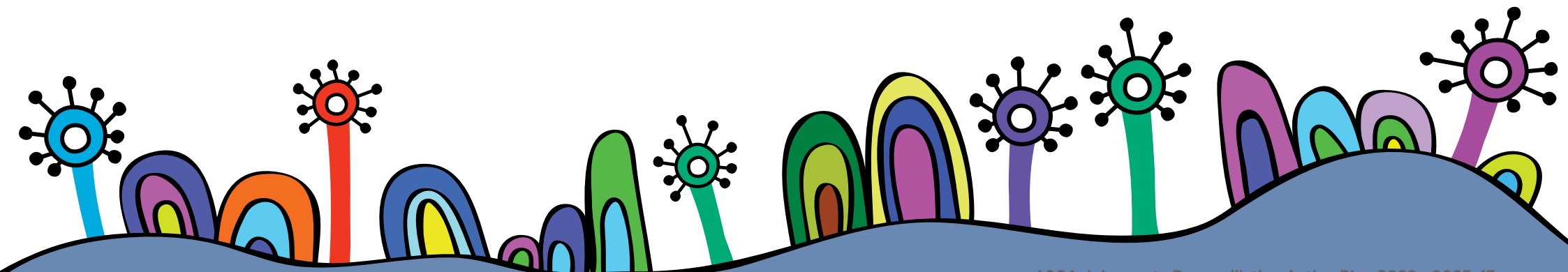
Respect is a key part of ASQA's values with a focus on empowering and trusting our staff to take ownership and apply judgement in exercising our authority, applying what we learn and acting with integrity and respect. The actions in our RAP further support this by cementing our focus on valuing diverse experiences and insights of others to work with stakeholders towards better outcomes.

**Focus area:** This aligns with our strategic objective to engage, consult and partner with stakeholders to improve regulatory outcomes.

| Action   | Deliverable   | Timeline       | Responsibility                          |
|--|---|----------------|---|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b> | <ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation as part of broader agency capability review and uplift.</li> </ul>   | June 2023      | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy document for staff</li> </ul>  | August 2023    | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning journey.</li> </ul>   | June 2023/2024 | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, People and Capability, managers and other key leadership staff to participate in formal and structured cultural learning. (Noting: online training available on demand.)</li> </ul> | September 2023 | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Participate in the APS Indigenous Australian Government Development Program (IAGDP).</li> </ul>  | February 2024  | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Secure ASQA participation by a staff member or Executive in the APS Jawun Secondment Program.</li> </ul>   | November 2023  | Assistant Director, People & Capability |
|  | <ul style="list-style-type: none"> <li>Identify Traditional Custodians and contact details for each ASQA office location, and ensure information is easily accessible for all staff</li> </ul>  | June 2023      | Director, Property & Procurement        |



| Action  | Deliverable   | Timeline             | Responsibility                          |
|---|---|----------------------|---|
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.      | • Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols. | May 2023             | Diversity Champion                      |
|   | • Maintain current cultural protocol document, including protocols for Welcome to Country and Acknowledgment of Country.  | Review May 2023/2024 | Assistant Director, People & Capability |
|   | • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.         | July 2023/2024       | Diversity Champion                      |
|   | • Include an Acknowledgment of Country or other appropriate protocols at the commencement of important meetings.  | From May 2023        | Diversity Champion                      |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | • RAP Working Group to participate in an external NAIDOC Week event.  | July 2023/2024       | Diversity Champion                      |
|   | • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.   | June 2023/2024       | Assistant Director, People & Capability |
|   | • Promote and encourage participation in external NAIDOC events to all staff.   | July 2023/2024       | Diversity Champion                      |



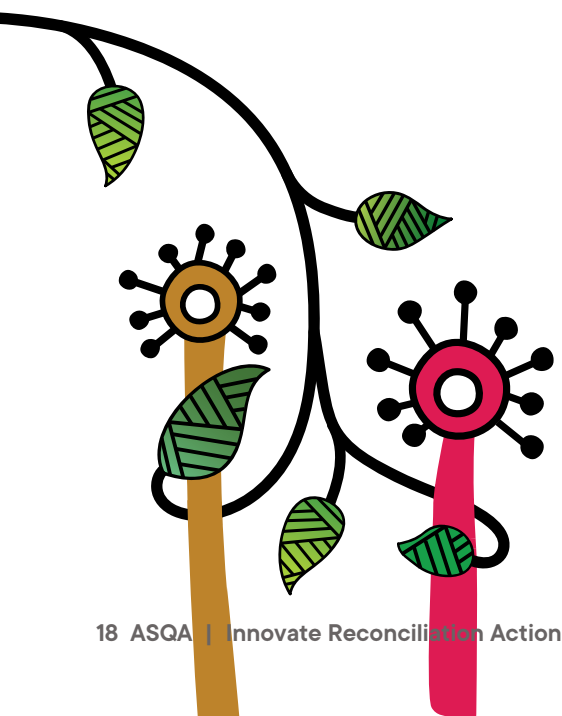
# OPPORTUNITIES



ASQA is committed to promoting employment opportunities for Aboriginal and Torres Strait Islander people and recognises the benefits of engaging and working with Aboriginal and Torres Strait Islander businesses and organisations to develop a greater understanding of cultures while building a culturally diverse agency. ASQA embraces and celebrates diversity and inclusion, and actively promotes and supports staff health (including mental health) and wellbeing.

**Focus area:** Our values align and are future oriented with a focus on responding and adapting to current and emerging opportunities and challenges.

| Action  | Deliverable   | Timeline       | Responsibility                          |
|---|---|----------------|---|
| <b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b> | <ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>             | June 2023      | Director, People & Capability           |
|   | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>                                      | July 2023      | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to inform and improve our recruitment, retention, and professional development strategies and approaches.</li> </ul> | June 2023      | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach potential Aboriginal and Torres Strait Islander candidates.</li> </ul>  | From May 2023  | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>                     | June 2023/2024 | Assistant Director, People & Capability |



| Action  | Deliverable  | Timeline       | Responsibility                            |
|---|--|----------------|---|
| <b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b> | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>   | August 2023    | Director, Property & Procurement          |
|   | <ul style="list-style-type: none"> <li>Maintain Supply Nation membership.</li> </ul>   | August 2023    | Director, Property & Procurement          |
|   | <ul style="list-style-type: none"> <li>Develop and communicate opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>  | August 2023    | Director, Property & Procurement          |
|   | <ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>  | August 2023    | Director, Property & Procurement          |
|   | <ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>   | From May 2023  | Director, Property & Procurement          |
| <b>10. Improve training and employment outcomes through the regulation of training providers.</b>                             | <ul style="list-style-type: none"> <li>Consider ways in which our regulatory practice and stewardship role can support equitable training outcomes for Aboriginal and Torres Strait Islander peoples.</li> </ul>   | From June 2023 | Diversity Champion                        |
|   | <ul style="list-style-type: none"> <li>Use data from TGA to identify and understand risks for Aboriginal and Torres Strait Islander peoples, including registered training organisations (RTOs), to determine how best to support them to understand and meet regulatory obligations.</li> </ul> | August 2023    | Executive Director, Policy & Partnerships |



# GOVERNANCE



| Action  | Deliverable  | Timeline  | Responsibility                          |
|---|--|---|---|
| 11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.   | <ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>  | April, June, August, October, December, March 2023 - 2025 | Diversity Champion                      |
|   | <ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>  | April 2023  | Diversity Champion                      |
|   | <ul style="list-style-type: none"> <li>Meet at least two times per year to drive and monitor RAP implementation, progress, and achievements.</li> </ul>  | June and October 2023/2024                                | Diversity Champion                      |
| 12. Provide appropriate support for effective implementation of RAP commitments.  | <ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>  | April 2023  | Diversity Champion                      |
|   | <ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP champion from senior management.</li> </ul>  | May 2023/2024   | Director, People & Capability           |
|   | <ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>  | April 2023  | Diversity Champion                      |
|   | <ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>   | April 2023  | Assistant Director, People & Capability |
| 13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally. | <ul style="list-style-type: none"> <li>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.</li> </ul> | June 2023/2024  | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.</li> </ul>   | August 2023/2024  | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>   | 30 September 2023/2024                                    | Assistant Director, People & Capability |



| Action  | Deliverable  | Timeline                                | Responsibility                          |
|---|--|---|---|
|   | <ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>                           | July, October, January, April 2023/2024 | Director, People & Capability           |
|   | <ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges, and learnings, annually.</li> </ul>               | June 2023/2024                          | Director, People & Capability           |
|   | <ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's Workplace RAP Barometer.</li> </ul>         | May 2024                                | Assistant Director, People & Capability |
|   | <ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul> | April 2025                              | Assistant Director, People & Capability |
| 14. Continue our reconciliation journey by developing our next RAP. | <ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>        | January 2025                            | Director, People & Capability           |

## Contact details

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# The artist

## De Greer-Yindimincarlie

De Greer-Yindimincarlie is an Australian Aboriginal woman from Wiradjuri country in central western New South Wales. She is a curator, educator and multi award-winning artist. She celebrates her Aboriginal culture everyday through working within her Authentic Aboriginal businesses delivering to public and private collections worldwide, her stunning Aboriginal artworks. De works in many mediums including art, music, graphic and textile design, and film.

De was awarded the 2008 South East Queensland NAIDOC award for 'Distinguished Services in the Visual Arts Industry'; and was nominated for 'Visual Artist of the Year' in the 2011 and 2013 National Deadly Awards. She also won the Professional Deadly Dressed Award at the 2013 Deadly Awards, for the collaboration piece The 'Yindi' dress, which bore De's textile design. In 2022, De also won the SA Woman First Nations Women in Business award.

De's Aboriginal artworks and Authentic products are held by the National Gallery of Australia, and the Toledo Museum of Art in Ohio USA, and numerous other galleries and gift shops. De's artwork can be found on every continent of the world.

De is a respected member of the community, and she is one of Australia's highly sought after female Aboriginal graphic designers, and she has worked and collaborated with several organisations including Department for Agriculture, Water and the Environment, QLD Health, NSW Rural Doctors Network, TAFE NSW, Australia's First People's Education Network, Australian Skills Quality Authority, Commonwealth Grants Commission, MSS Security, QLD Aboriginal and Islander Health Council, All Together Now, the eSafety Commissioner and many more.

De has lectured and/or tutored at Sunshine Coast University OLD, Griffith University OLD, Edith Cowan University WA, Charles Sturt University NSW, and University of Sydney on a diverse range of subjects including Aboriginal Art Practices and Protocols, Aboriginal Culture, Creativity and Innovation in Business, and Business Practices.

De has also been a professional musician, and she has composed for film, and produced albums for many musicians in her own studio. De has recorded six albums to date, and she has played with musician greats such as Dan Sultan, Wolfmother, Neil Murray, Kev Carmody, Archie Roach, and Andrew Farris.

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