

# Reconciliation Action Plan

November 2018 - November 2020



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## ARTWORK

The design features five rotating shapes that simulate movement and progression. These shapes combine imagery relating to boomerangs and eucalyptus leaves. These well-known icons have strong associations with Australian Aboriginal culture and practices.

The five boomerangs symbolise the scientific opportunities, employment, education outreach, Indigenous knowledge and improving outcomes for Aboriginal and Torres Strait Islander peoples.

The artwork incorporates colours that reflect Aboriginal and Torres Strait Islander peoples' connections to land and sea.

This original artwork design was commissioned by CSIRO and created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people.



# Key messages

## Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see the Commonwealth Scientific and Industrial Research Organisation (CSIRO) continue its reconciliation journey and to formally endorse its second Innovate Reconciliation Action Plan (RAP).

Through the development of an Innovate RAP CSIRO continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increased pride in Aboriginal and Torres Strait Islander cultures.

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

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This

Innovate RAP provides CSIRO with the key steps to establish its own unique approach to reconciliation.

Through implementing an Innovate RAP, CSIRO will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish CSIRO well as it embeds and expands its own unique approach to reconciliation. We encourage CSIRO to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

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

On behalf of Reconciliation Australia, I commend CSIRO on its second RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Message from the CSIRO Board Chair

As Australia’s national science agency, CSIRO is uniquely positioned to engage with Aboriginal and Torres Strait Islander peoples through science, education and employment opportunities, and through pursuing innovation outcomes that create a positive impact. It is important that this starts with a recognition and understanding that for tens of thousands of years, Aboriginal and Torres Strait Islander peoples have had and continue to have a strong connection and knowledge of this land, its waterways and oceans, and the abundant flora and fauna.

CSIRO acknowledges that Aboriginal and Torres Strait Islander peoples have made, and continue to make, extraordinary contributions to our culture, the economy and science.

This is our second RAP, which builds on the actions of CSIRO’s first plan implemented in 2016. There have been many achievements across the focus areas including relationships, cultural learning and development, opportunities in employment, procurement, education and research.

Our commitment to fostering a culture of inclusion and cultural awareness continues. Cultural learning programs for staff and provision of a range of cultural capability resources are part of our proactive approach. CSIRO staff are involved in outreach programs to strengthen science, technology, engineering and mathematics (STEM) education and career paths in Aboriginal and Torres Strait Islander communities, and progress towards our target of three per cent of all purchases being made through Aboriginal and Torres Strait Islander owned businesses is improving.

I thank and commend those who have contributed to these significant achievements and developed this new RAP, including the Indigenous Strategic Advisory Council, the Aboriginal and Torres Strait Islander staff forum, the Office of Indigenous Engagement staff and the Indigenous Engagement Implementation Committee. We look forward to a future of even brighter invention and creation as we build our engagement and partnerships with Aboriginal and Torres Strait Islander peoples.

**David Thodey AO**  
Chair, CSIRO Board

## Message from the Chief Executive

This year I had the privilege of leading a delegation of CSIRO people to the Garma Festival, Australia's largest Aboriginal-led cultural exchange and a gathering that brings together business leaders, international political leaders, intellectuals, academics and journalists to discuss the most pressing issues facing Australia. I was humbled by the opportunity for personal learning, growth and reflection, and delighted to have our Education teams participate in the youth forum, being part of reconciliation in action.

We're proud of CSIRO's more than 100 years of science and innovation, but what is 100 years when compared to more than 60,000 years of science and innovation, traditional knowledge, culture and history? We acknowledge the importance of having Australia's first scientists walking alongside CSIRO – we have much to learn from our Indigenous peoples and much to achieve by working together.

At CSIRO we are committed to investing in Aboriginal and Torres Strait Islander knowledge in relation to science, and the participation and leadership of Aboriginal and Torres Strait Islander peoples in Australia's research and innovation landscape. I'm proud to be sharing our second RAP with you and our actions since we began this journey in 2016.

This year we secured \$20m to establish and operate, in partnership with CareerTrackers, an Indigenous Girls STEM Academy for high-achieving female Aboriginal and Torres Strait Islander students. The Academy will support females in STEM from secondary school and beyond, to increase the number of Aboriginal and Torres Strait Islander women accessing, undertaking and succeeding in STEM education and employment.

Building on our existing Indigenous Futures science projects in the land, sea and natural resources research domain, CSIRO has invested further in the development of an

Indigenous Futures Science Program spanning all research domains within the organisation. The program will be a unified, Indigenous-led program, based on a co-developed Indigenous science agenda to tackle national challenges prioritised by Indigenous Australians, address new science opportunities and undertake cutting edge science by and with Aboriginal and Torres Strait Islander peoples.

CSIRO's strategy recognises that innovation is born through diversity – so I'm proud that we've almost doubled our number of staff who identify as being of Aboriginal and/or Torres Strait Islander, representing two per cent of CSIRO people.

Welcome to Country and Acknowledgement of Traditional Owners activities is now practiced at CSIRO events and meetings across our more than 50 sites across Australia. We also recently launched a new Cultural Awareness online module designed to reach across the organisation to encourage more self-awareness, self-reflection, empathy, curiosity and an open mind.

This second RAP builds on the existing work and relationships as we strengthen our engagement with Aboriginal and Torres Strait Islander communities. Thank you to everyone who contributed to developing this plan, including the Indigenous Strategic Advisory Council, the Aboriginal and Torres Strait Islander staff forum, the Office of Indigenous Engagement staff and the Indigenous Engagement Implementation Committee. Drawing on diverse experiences and shared reconciliation goals, I look forward to a richer, more holistic approach to our work and the significant benefit we'll deliver to every single Australian.

**Dr Larry Marshall**  
Chief Executive, CSIRO

## Message from the Chair of the CSIRO Indigenous Strategic Advisory Council

As Chair of the CSIRO Indigenous Strategic Advisory Council, I commend CSIRO for its many achievements in the last couple of years.

I'm proud that CSIRO has committed to continuing its reconciliation journey with the development and implementation of this second RAP. This plan outlines additional activities to increase engagement, partnerships, education, employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples.

The Indigenous Strategic Advisory Council has provided feedback and guidance in relation to the development of

this plan and will continue to monitor its progress through regular reporting.

Thank you to the CSIRO staff who have been involved in developing this RAP, and the CSIRO Executive and Board on their endorsement of the plan. I look forward to seeing CSIRO strengthen its engagement and partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities, and the positive impact that this will have on outcomes for Aboriginal and Torres Strait Islander peoples.

**Professor Mick Dodson AM**  
Chair, CSIRO Indigenous Strategic Advisory Council

# Our vision for reconciliation

CSIRO's mission is to deliver a positive impact to the lives of all Australians, including Aboriginal and Torres Strait Islander<sup>1</sup> peoples, who we recognise as the first peoples of this land.

CSIRO recognises that Aboriginal and Torres Strait Islander peoples have made and will continue to make extraordinary contributions to all aspects of Australian life including culture, economy and science. CSIRO is committed to ensuring the rights of Aboriginal and Torres Strait Islander peoples and engaging and partnering with Aboriginal and Torres Strait Islander peoples and communities.

As Australia's national science agency, CSIRO is uniquely positioned to drive reconciliation by engaging with Aboriginal and Torres Strait Islander peoples through scientific knowledge sharing, education, employment opportunities and partnerships, and through pursuing research and innovation outcomes that will create a positive impact to the lives of all Australians. CSIRO affirms its commitment to reconciliation with Aboriginal and Torres Strait Islander peoples, the oldest living cultures in the world, through the development and implementation of this RAP.

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples' rights, diversity, cultures and customs are respected and recognised nationally and internationally. In addition to this, CSIRO expects that engagement and partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations are undertaken in a respectful, ethical and transparent manner.

The science and innovation knowledge of Aboriginal and Torres Strait Islander peoples is deep and CSIRO is committed to collaborating with Traditional Owners and learning from this knowledge. In doing so, CSIRO will acknowledge and respect the Australian Aboriginal and Torres Strait Islander knowledge and intellectual property that rests with Traditional Owners.

We recognise Aboriginal and Torres Strait Islander peoples as the first inhabitants of Australia and respect their enduring connection to lands, skies, waters, plants and animals. CSIRO commits to enabling Aboriginal and Torres Strait Islander peoples to contribute to and benefit from education, science, innovation and research. Working together on science-based research and other activities including education, outreach and community engagement, Aboriginal and Torres Strait Islander and non-Indigenous peoples, can have a positive impact to the lives of all Australians.

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<sup>1</sup> Aboriginal and Torres Strait Islander peoples is an introduced term used to describe the First Peoples of Australia.

# Our business

CSIRO, the Commonwealth Scientific and Industrial Research Organisation, is Australia's national science agency and one of the largest and most diverse research organisations in the world.

CSIRO employs over 5000 people in scientific, research, technical, fieldwork and administration roles in all states and territories in Australia. In 2017, over 100 CSIRO staff identified as Aboriginal and/or Torres Strait Islander. One third of the Aboriginal and/or Torres Strait Islander staff at CSIRO are in traineeships or cadetships.

In 2007, CSIRO developed and began implementing an Indigenous Engagement Strategy, which is ongoing. This strategy aims to achieve greater Aboriginal and Torres Strait Islander participation in CSIRO's research and activities. This participation ensures that CSIRO benefits from the insights that Aboriginal and Torres Strait Islander peoples can bring to national challenges. It also provides a means of ensuring that CSIRO's activities are as effective as possible in contributing to addressing the challenges and aspirations of Aboriginal and Torres Strait Islander peoples and communities.

The Indigenous Engagement Strategy is making good progress under its four pillars:

- Science Opportunities
- Employment
- Education Outreach
- Cultural Learning and Development.

The Indigenous Engagement Strategy is a guide and mechanism for ensuring CSIRO staff develop and implement activities that will improve outcomes for Aboriginal and Torres Strait Islander peoples and communities. CSIRO employs and works with Aboriginal and Torres Strait Islander peoples on research and activities across a range of disciplines and geographical locations. This work includes projects relating to employment, education, health, biodiversity monitoring, invasive plants and animals, water management and carbon abatement. Through this work, CSIRO staff have built and maintained relationships with a number of language groups across Australia.

Additionally, and with the support of our Indigenous Engagement Strategy, CSIRO is exploring scientific opportunities that benefit all Australians and contribute to the needs and aspirations of Aboriginal and Torres Strait Islander peoples and communities.





# Our Reconciliation Action Plan

CSIRO's RAP builds on the significant body of work undertaken since the development and implementation of our Indigenous Engagement Strategy in 2007 and our first RAP (Innovate RAP 2016-17); and is aligned to our organisational strategy.

This RAP reflects CSIRO's commitment to invest in Aboriginal and Torres Strait Islander cultural knowledge in relation to science, and the participation of Aboriginal and Torres Strait Islander peoples in Australia's research and innovation landscape. Further to this, CSIRO is committed to increasing our employment, development and retention of Aboriginal and Torres Strait Islander peoples within CSIRO. CSIRO recognises that for some of our scientific endeavours with Aboriginal and Torres Strait Islander peoples, cultural knowledge is a genuine occupational requirement, requiring highly skilled staff and science leaders who are Aboriginal and/or Torres Strait Islander people.

CSIRO recognises the extraordinary contributions that Aboriginal and Torres Strait Islander peoples have made and will continue to make in cultural, economic and scientific domains. CSIRO is committed to engaging and partnering with Aboriginal and Torres Strait Islander peoples and communities and using Aboriginal and Torres Strait Islander knowledge within our work with the prior informed consent of those peoples and communities, and in accordance with the AIATSIS guidelines for ethical research and other relevant standards.

This Reconciliation Action Plan is <sup>2</sup>championed by an internal committee the <sup>3</sup>Indigenous Engagement Implementation Committee and the external Indigenous Strategic Advisory Council. The Indigenous Engagement Implementation Committee (IEIC), reports to a member of CSIRO's Executive Team who has responsibility for CSIRO's Indigenous engagement activities and is a member of the IEIC together with the CSIRO Office of Indigenous Engagement and representatives across all CSIRO Business units and enterprise service areas.

In addition to this, processes have been implemented to ensure that Aboriginal and Torres Strait Islander staff at CSIRO have the opportunity to provide input and feedback to the development of CSIRO's RAP and the implementation and monitoring of the RAP actions.

The external Indigenous Strategic Advisory Council (ISAC), operates under CSIRO's Advisory Committee Terms of Reference and reports to the CSIRO Board via the CSIRO Executive Team. The ISAC provides strategic advice to CSIRO, in relation to framing its aspirations, policies and actions relating to its Indigenous Engagement Strategy.

CSIRO acknowledges that social and economic disadvantage is experienced by many Aboriginal and Torres Strait Islander peoples and is committed to making a science-based contribution to redressing this imbalance. CSIRO recognises that Aboriginal and Torres Strait Islander knowledge of ecological and social systems is vital to the achievement of sustainable development in Australia.

CSIRO's RAP sets measurable targets for activities and ensures that we invest in, expand and embed actions that achieve outcomes for Aboriginal and Torres Strait Islander peoples and communities.

CSIRO's RAP is structured around the following priority areas:

- Relationships
- Respect
- Opportunities

To ensure accountability, actions are also set in regard to progress and reporting.

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<sup>2</sup> The Indigenous Engagement Implementation Committee are RAP Champions.

<sup>3</sup> The Indigenous Engagement Implementation Committee and Indigenous Strategic Advisory Council make up the RAP Working Group.



# Relationships

CSIRO conducts research to create benefit for Australia through impactful science and innovation. This focus in the RAP on employment, education cultural awareness and investment in identifying key research priorities that address the issues of Aboriginal and Torres Strait Islander communities, will ensure that an appropriate proportion of this benefit accrues to Aboriginal and Torres Strait Islander people and communities.

CSIRO is committed to engaging and partnering in research and projects with Aboriginal and Torres Strait Islander peoples and communities. Underpinned by a universally accepted ethical framework, it is expected that the research will positively impact on the quality of life and wellbeing of Aboriginal and Torres Strait Islander peoples and thereby all Australians. To do this effectively, we must communicate and connect with people to share experiences. Additionally, we will develop and implement good governance practices and engagement protocols.

## FOCUS AREA: Partnerships – Consultation – Knowledge – Collaboration

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. IEIC and ISAC actively monitor the RAP development and the implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> <li>• IEIC and ISAC oversees the development, endorsement and launch of the RAP.</li> <li>• Ensure Aboriginal and Torres Strait Islander peoples are represented on the IEIC and ISAC.</li> <li>• Meet at least twice per year to monitor and report on RAP implementation.</li> <li>• Establish Terms of Reference for the IEIC and ISAC.</li> </ul>	March 2019  March 2019  March and August annually July 2019	Executive Sponsor, Indigenous Engagement
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> <li>• Organise at least one internal event for NRW each year.</li> <li>• Register all NRW events via Reconciliation Australia's NRW website.</li> <li>• Support an external NRW event.</li> <li>• Ensure the IEIC and ISAC participate in an external event to recognise and celebrate NRW.</li> <li>• Ensure Reconciliation Australia's NRW resources are available to staff.</li> </ul>	27 May – 3 June annually  20 May annually  27 May – 3 June annually  27 May – 3 June annually  By 30 April annually	Site leaders  Director, Corporate Affairs  Executive Manager, Office of Indigenous Engagement  Executive Manager, Office of Indigenous Engagement  Executive Manager, Office of Indigenous Engagement
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Build on the existing Indigenous Engagement Strategy through the development and implementation of engagement plans to work with Aboriginal and Torres Strait Islander stakeholders. <ul style="list-style-type: none"> <li>• In developing engagement plans (organisational and local), meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> </ul>	June 2020	Executive Manager, Office of Indigenous Engagement  Directors, Business Units and Enterprise Services
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector, at a Business Unit level and as core business in any multidisciplinary approach.	<ul style="list-style-type: none"> <li>• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	September 2020  December 2019	Director, Corporate Affairs  Executive Manager, Office of Indigenous Engagement
5. Increase Aboriginal and Torres Strait Islander representation on Strategic Advisory Committees and other advisory mechanisms.	<ul style="list-style-type: none"> <li>• Identify the number (baseline) of Aboriginal and Torres Strait Islander peoples already participating in CSIRO's Strategic Advisory Committees and other advisory mechanisms.</li> <li>• The number of Aboriginal and Torres Strait Islander peoples participating in Strategic Advisory Committees and other advisory mechanisms has increased.</li> </ul>	December 2019  December 2019	Executive Sponsor, Indigenous Engagement  Directors, Business Units and Enterprise Services





CSIRO's research and projects across Australia and its waters and oceans are diverse and include science used to help protect significant sites, landscapes and natural resources, developments in food, nutrition, processing and energy sources and developing new technologies such as Wifi and ultrasound. We understand and acknowledge that Aboriginal and Torres Strait Islander peoples, as First Peoples, have inhabited Australia and its surrounding islands and oceans for thousands of years.

We respect Aboriginal and Torres Strait Islander lore, peoples and knowledge systems and we seek to create genuine opportunities to collaborate and integrate this into our work. We work ethically and transparently in urban, remote and regional communities, acknowledging the Traditional Owners of the Country. We also respect the rights and the needs of Aboriginal and Torres Strait Islander peoples to benefit from the science, research and innovation that is delivered by the CSIRO.

In addition to this, we will celebrate the success of Aboriginal and Torres Strait Islander peoples and the sharing of their customs, cultures, knowledge and languages to improve CSIRO's work for the benefit of the Australian community.

## FOCUS AREA: Protocols – Cultural Learning and Development

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	• Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	July 2019	Executive Manager, Office of Indigenous Engagement Director, Organisational Development and Change
	• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	September 2019	Executive Manager, Office of Indigenous Engagement Director, Organisational Development and Change Directors, Business Units and Enterprise Services
	• Provide opportunities for IEIC members, RAP champions, HR managers and other key leadership staff to participate in cultural awareness training.	August 2020	Executive Manager, Office of Indigenous Engagement Director, Organisational Development and Change Directors, Business Units and Enterprise Services
	• Promote the Reconciliation Australia's Share Our Pride online tool to all staff.	July 2019	Executive Manager, Office of Indigenous Engagement
	• Promote mentoring and coaching for supervisors of Aboriginal and Torres Strait Islander staff.	July 2020	HR Director Executive Manager, Office of Indigenous Engagement
	• Develop an internal Learning Network to provide a learning space for all staff to develop a deeper understanding of how we work, communicate and engage with Aboriginal and Torres Strait Islander people.	June 2020	Director, Organisational Development and Change Executive Manager, Office of Indigenous Engagement
2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Traditional Owners, to ensure there is a shared meaning of this.	• Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Traditional Owners.	July 2019	Executive Manager, Office of Indigenous Engagement
	• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	November 2018	Executive Manager, Office of Indigenous Engagement
	• Invite Traditional Owners to provide a Welcome to Country at significant events, including the CSIRO Awards.	December 2018	Director, Corporate Affairs
	• Include an Acknowledgement of Traditional Owners at the commencement of all important internal and external meetings.	December 2018	Chief Executive, Executive Directors, and Directors, Business Units and Enterprise Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Encourage staff to include an Acknowledgement of Traditional Owners at the commencement of all meetings.</li> </ul>	December 2019	Chief Executive, Executive Directors, and Directors, Business Units and Enterprise Services
	<ul style="list-style-type: none"> <li>Increase awareness of local Aboriginal and Torres Strait Islander people at CSIRO sites by:               <ul style="list-style-type: none"> <li>Displaying a plaque in the reception areas at CSIRO sites, acknowledging the Traditional Owners.</li> <li>Displaying an Acknowledgement of Traditional Owners in all CSIRO meeting rooms.</li> <li>Including artwork by Aboriginal and Torres Strait Islander artists at CSIRO sites, particularly when planning site upgrades.</li> <li>Ensuring that all CSIRO-owned sites have 3 flagpoles accommodating the Australian, Aboriginal and Torres Strait Islander flags.</li> </ul> </li> </ul>	December 2019	Director, Business and Infrastructure Services Site Leaders Director, Business and Infrastructure Services
	<ul style="list-style-type: none"> <li>Ensure an email signature block, acknowledging the Traditional Owners is available to all staff.</li> </ul>	July 2019	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> <li>An 'Acknowledgement of Traditional Owners' is developed for use in CSIRO publications, where appropriate.</li> </ul>	July 2020	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> <li>Provide a CSIRO Award category recognising achievement in relation to Aboriginal and Torres Strait Islander engagement, participation, service delivery and research in the annual CSIRO Awards.</li> </ul>	August 2019	HR Director
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are all staff are encouraged and enabled to participate in NAIDOC Week.</li> <li>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</li> </ul>	July 2019 First week in July	HR Director Directors, Business Units and Enterprise Services
4. Maintain a corporate calendar that promotes days of significance for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> <li>A Corporate Calendar is developed and available on the CSIRO intranet detailing significant days for Aboriginal and Torres Strait Islander peoples such as:               <ul style="list-style-type: none"> <li>National Reconciliation Week</li> <li>NAIDOC Week</li> <li>National Sorry Day</li> <li>Mabo Day</li> </ul> </li> </ul>	July 2019	Executive Manager, Office of Indigenous Engagement
5. Respect and encourage Aboriginal and Torres Strait Islander peoples' rights to maintain, control, protect and develop their intellectual property over their cultural heritage, traditional knowledge, and traditional cultural expressions.	<ul style="list-style-type: none"> <li>Develop and implement a CSIRO Indigenous Cultural and Intellectual Property policy.</li> </ul>	November 2020	Director, Business Development and Commercial Executive Manager, Office of Indigenous Engagement
6. Ensure that CSIRO engages ethically with Aboriginal and Torres Strait Islander communities by utilising guidelines developed by Indigenous corporations and research institutions.	<ul style="list-style-type: none"> <li>Review the process for how CSIRO defines and assesses ethical research with Aboriginal and Torres Strait Islander communities against best practice guidelines from Indigenous corporations/and research institutions to:               <ul style="list-style-type: none"> <li>Identify potential improvements in CSIRO practice</li> <li>Align to Indigenous-led methods of defining culturally appropriate research</li> <li>Ensure we are utilising best practice of ethical research across CSIRO</li> </ul> </li> </ul>	November 2020	Executive Manager, Office of Indigenous Engagement Executive Sponsor, Indigenous Engagement



# Opportunities

As Australia's national scientific research organisation, CSIRO commits to building Indigenous led and driven research that addresses the priorities of Aboriginal and Torres Strait Islander peoples, and integrates social, economic, technical and cultural knowledge and approaches to improve outcomes for Aboriginal and Torres Strait Islander peoples and communities.

We are committed to increasing the recruitment and retention of Aboriginal and Torres Strait Islander peoples in our workforce and are currently reviewing, revising and implementing strategies to assist us to meet the Commonwealth government employment target of 3% of our total workforce identifying as Aboriginal and Torres Strait Islander by November 2020. These strategies include pathways to obtain employment in CSIRO and professional development and promotion strategies to assist in improving retention outcomes.

To meet Commonwealth government procurement targets, we will be implementing strategies to support and procure services from Aboriginal and Torres Strait Islander owned businesses. We will also learn from and contribute to business practices that build strong links for Aboriginal and Torres Strait Islander peoples in business, innovation and education. Additionally, through the delivery of programs that increase access to science education for young Aboriginal and Torres Strait Islander peoples, CSIRO is building the capacity and opportunities in education and employment for future generations of Aboriginal and Torres Strait Islander peoples to take up science-related careers.

## FOCUS AREA: Employment – Procurement – Education – Research

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase employment of Aboriginal and Torres Strait Islander peoples to 3 per cent and raise the classification profile of CSIRO's Aboriginal and Torres Strait Islander workforce with particular regard to retention pathways for trainees and cadets.	• Collect information on current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	December 2018	HR Director
	• Develop, implement and monitor an Aboriginal and Torres Strait Islander Employment and Retention strategy.	July 2020	HR Director
	• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	December 2018	HR Director
			Director, Organisational Development and Change
			Executive Manager, Office of Indigenous Engagement
	• Advertise all vacancies in Aboriginal and Torres Strait Islander media.	December 2018	HR Director
	• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	December 2018	HR Director
	• Develop and implement a range of strategies to support and encourage Aboriginal and Torres Strait Islander peoples to take up employment and promotion with CSIRO. These could include: – Traineeships – Cadetships – Graduate programs – Postgraduate scholarships – Research fellowships – Mentoring – Visiting scientists and professionals – ASSETS alumni	December 2018	HR Director
			Executive Manager, Office of Indigenous Engagement
		December 2018	HR Director
			Director, Organisational Development and Change
		December 2018	HR Director
			Director, Organisational Development and Change
		December 2018	HR Director
			Director, Organisational Development and Change
	• Support professional development and career growth of CSIRO staff who identify as Aboriginal and/or Torres Strait Islander to develop their science, research and leadership skills and experience.	December 2018	HR Director
	• Promote STEM study and careers to Aboriginal and Torres Strait Islander students.	December 2018	Director, Services HR Director

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Recruit Aboriginal and Torres Strait Islander people in science, research, communications, human resources, education, etc. to undertake research and other work where Indigenous cultural knowledge is a genuine occupational requirement.	<ul style="list-style-type: none"> <li>Review existing and emerging new science to determine where Indigenous cultural knowledge is a genuine occupational requirement.</li> </ul>	June 2020	Directors, Business Units and Enterprise Services
3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> <li>Review and revise procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Develop and disseminate information in relation to Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> <li>Encourage staff to procure goods and services from Aboriginal and Torres Strait Islander owned businesses.</li> <li>CSIRO will develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> <li>Continue membership of Supply Nation.</li> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> <li>Investigate opportunities to partner with local Indigenous Chambers of Commerce.</li> </ul>	June 2020  October 2020    December 2018  July 2019  October 2020  December 2019	Director, Business and Infrastructure Services  Director, Finance Executive Manager, Office of Indigenous Engagement Directors, Business Units and Enterprise Services  Director, Business and Infrastructure Services  Director, Finance Director, Finance Director, Business and Infrastructure Services
4. Increase access to science education for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> <li>Develop and implement a range of programs that increase access to science education for Aboriginal and Torres Strait Islander peoples.</li> <li>The Marine National Facility (MNF) commits to developing and implementing an Aboriginal and Torres Strait Islander Time at Sea Scholarship (ATSITSS) Program. The Program will provide berths on the RV Investigator for tertiary students who identify as Aboriginal and/or Torres Strait Islander to participate in MNF voyages as part of the science contingent or the MNF support team.</li> </ul>	December 2019  December 2019	Director, Services  Director, Marine National Facility
5. Increase Indigenous-led, driven and/or co-developed research activities in areas that address aspirations, opportunities and challenges prioritised by Aboriginal and Torres Strait Islander people, communities and organisations.	<ul style="list-style-type: none"> <li>Engage and partner with Aboriginal and Torres Strait Islander peoples to develop key research priority areas.</li> <li>Identify (baseline) and increase the number of research partnerships that Aboriginal and Torres Strait Islander people, communities and organisations have with CSIRO and understand the roles of each party in the partnership.</li> <li>Increase opportunities and capacity for Aboriginal and Torres Strait Islander peoples and CSIRO to collaborate in research.</li> <li>Engage Aboriginal and Torres Strait Islander peoples in opportunities for research leadership.</li> <li>Engage with, and raise the profile of, Indigenous knowledge and science and how it contributes to research.</li> <li>Review existing research institutions and partners that form part of CSIRO's collaborative R&amp;D strategy and network to determine opportunities for strategic partnerships with scientists, researchers and leaders who are Aboriginal and Torres Strait Islander.</li> </ul>	June 2020  June 2020  June 2020  June 2020  June 2020  June 2020	Chief Executive, Executive Directors, and Directors, Business Units and Enterprise Services  Executive Manager, Office of Indigenous Engagement Directors, Business Units and Enterprise Services Director, Organisational Development and Change  Directors, Business Units and Enterprise Services Executive Manager, Office of Indigenous Engagement  Directors, Business Units and Enterprise Services Executive Manager, Office of Indigenous Engagement  Directors, Business Units and Enterprise Services Executive Manager, Office of Indigenous Engagement  Director CSIRO Collaboration

## GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Report RAP achievements, challenges and learnings to Reconciliation Australia	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September annually	Executive Sponsor Indigenous Engagement
	• Investigate participating in the biennial RAP Barometer.	June 2019	HR Director
2. Report RAP achievements, challenges and learnings internally and externally	• Publicly report our RAP achievements, challenges and learnings.	30 September annually	Executive Sponsor Indigenous Engagement
3. Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	November 2020	Executive Sponsor Indigenous Engagement
	• Send draft RAP to Reconciliation Australia for review and feedback.	December 2020	Executive Sponsor Indigenous Engagement
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	December 2020	Executive Sponsor Indigenous Engagement





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