



Australian Government

Australian Security
Intelligence Organisation

Innovate Reconciliation Action Plan

May 2020 – May 2022

www.asio.gov.au

Acknowledgement of Country

The Australian Security Intelligence Organisation acknowledges the Traditional Custodians of this land and pays respects to Elders past and present. We also acknowledge the contributions of our Aboriginal and Torres Strait Islander employees in support of our mission.

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Message from the Director-General of Security

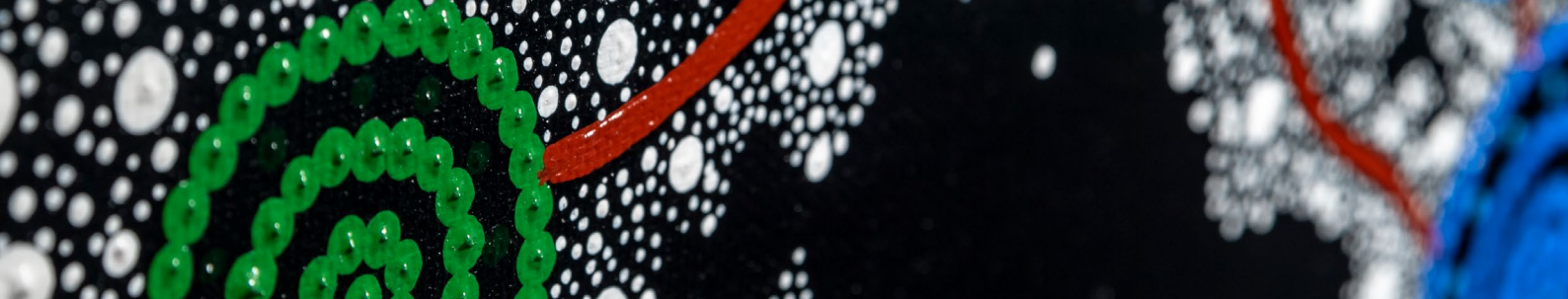
I am pleased to present the Innovate Reconciliation Action Plan, May 2020 – May 2022 (RAP) for the Australian Security Intelligence Organisation (ASIO). ASIO is committed to diversity and inclusion—not just because it is the right thing to do, but also because a diverse and inclusive workforce delivers tangible operational benefits. Without successfully implementing processes towards reconciliation, we risk failing to realise the full potential of the Aboriginal and Torres Strait Islander employees in our workforce—and those who aspire to join us—as we pursue the vitally important work of this Organisation on behalf of all Australians.

Our RAP provides the framework for ASIO to build upon our appreciation of Aboriginal and Torres Strait Islander peoples' cultures and histories as a valued, recognised part of our shared national identity. Our RAP also provides an actionable plan to support and empower our current and prospective Aboriginal and Torres Strait Islander colleagues.

Reconciliation is important for all Australians and has different meanings for different people. The principles underpinning reconciliation—reflection and acknowledgement—are the foundation for a better understanding of Aboriginal and Torres Strait Islander cultures and of the impact and barriers that past actions have created for our Aboriginal and Torres Strait Islander communities.

I look forward to implementing our RAP as we continue our reconciliation journey. I encourage all ASIO employees to take action and be active participants, both in the implementation of our RAP and in your own personal contributions to the reconciliation process.

Mike Burgess
Director-General of Security



Our vision for reconciliation

ASIO recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and acknowledges their continuing spiritual, cultural, social and economic connection to Australia's lands and waters.

Our vision for reconciliation is a workforce culture where diversity is represented, valued and supported; an environment in which all employees are able to reach their full potential.

More broadly, our vision for reconciliation is everyone coming together to form a respectful and inclusive society which acknowledges history and strives to build a better future for Aboriginal and Torres Strait Islander peoples.

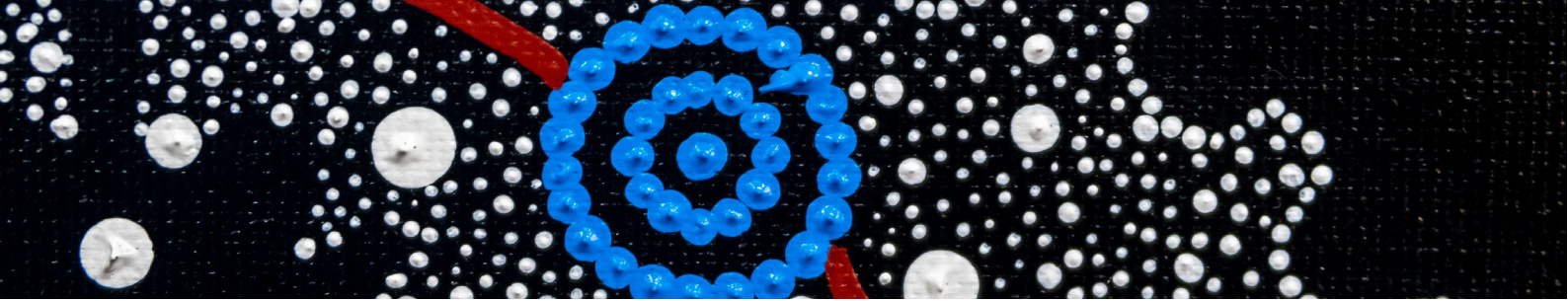
Our business

ASIO's purpose is to protect Australia, its people and its interests from threats to security through intelligence collection and assessment, and the provision of advice to the Australian Government, government agencies and industry. Our workforce has a regional, national and global reach.

ASIO is established under the *Australian Security Intelligence Organisation Act 1979*, which details our functions and employment arrangements.

Our employees

As at 31 December 2019, ASIO had 2060 casual, ongoing and non-ongoing employees. Of these employees, 0.5 per cent identified as Aboriginal and/or Torres Strait Islander people. We note identification is voluntary and may not capture all Aboriginal and/or Torres Strait Islander employees in our workforce.



ASIO exists to protect Australia, its people and its interests from threats to security

What we do



counter terrorism



counter espionage, foreign interference and malicious insiders



counter serious threats to Australia's border integrity



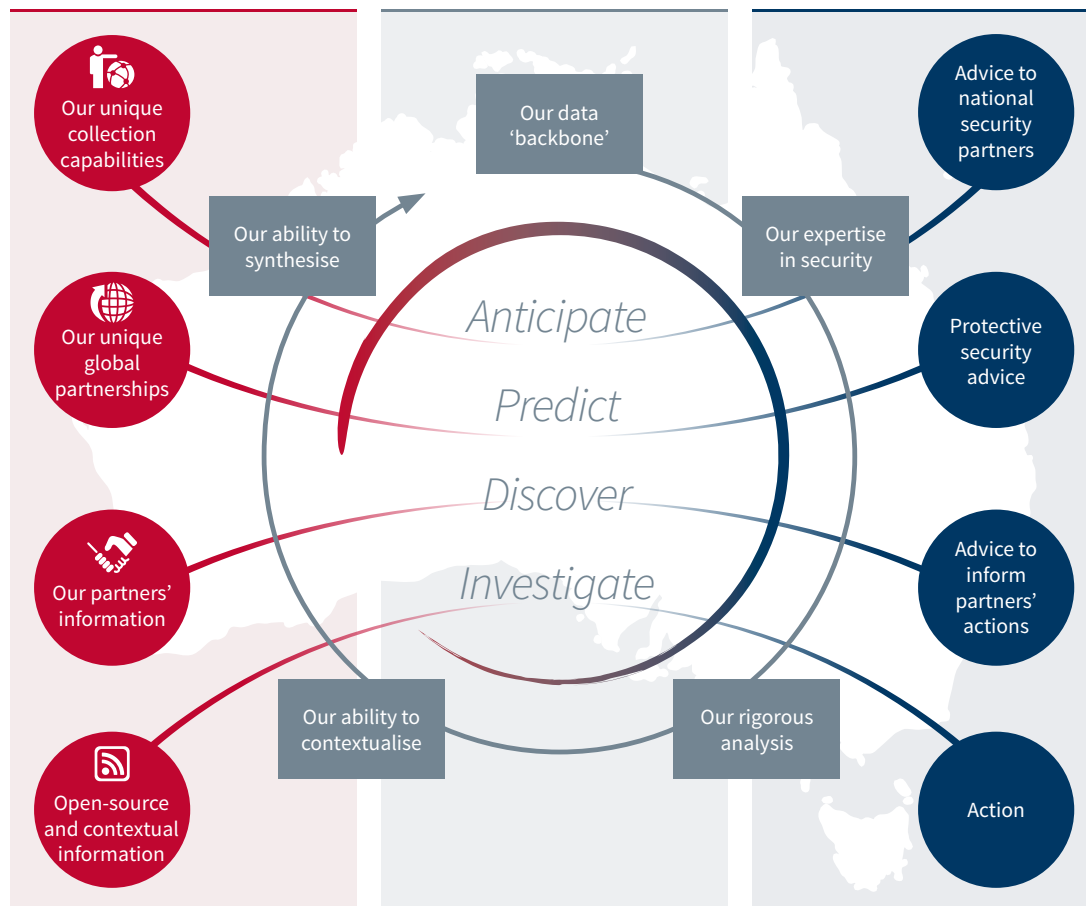
provide protective security advice to government and industry

How we do it

1 Harness our unique intelligence capabilities, partnerships and partner information

2 Apply rigorous data-driven analysis contextualised with our deep subject matter expertise

3 Anticipate threats and produce trusted and actionable advice to protect Australia





Our Reconciliation Action Plan

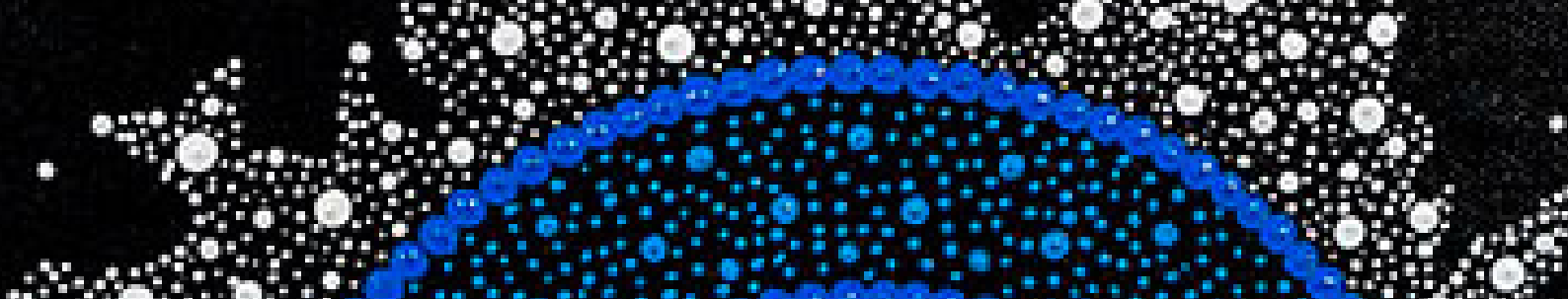
Our Reconciliation Action Plan (RAP) identifies the steps we will work through to build and enhance the respect we have for the cultures of Aboriginal and Torres Strait Islander peoples. The plan is structured according to four pillars: relationships, respect, opportunities and reporting.

In developing this plan, we acknowledge the following.

- ▶ Reconciliation is an ongoing process. Our action items demonstrate our commitment to reconciliation throughout the period of this plan and beyond.
- ▶ Reconciliation requires continuing effort to sustain momentum. We acknowledge that setting targets alone will not achieve the results we strive for.
- ▶ Reconciliation requires unity. While many of the action items are aimed at removing barriers and providing opportunities for current and future Aboriginal and Torres Strait Islander employees, we also recognise the importance of allies in this journey.

The plan is underpinned by ASIO's Diversity and Inclusion Strategy 2018–20. The strategy reflects our values—ethical, empowering, excelling and evolving—and demonstrates our commitment to a diverse workforce, including greater recognition of Aboriginal and Torres Strait Islander employees, communities and cultures.

This RAP has been developed in collaboration with Mudyi, our employee-led Aboriginal and Torres Strait Islander peoples' diversity network. This network was formally established in February 2019 and comprises Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees. Network membership includes employees from a broad cross-section of the Organisation, including employees in senior leadership positions such as the network's SES Champion. In addition to raising awareness of Aboriginal and Torres Strait Islander cultures, the network is the Organisation's RAP Working Group, driving and monitoring the implementation of the RAP.



Our Reconciliation Action Plan journey

For seven decades, our Organisation has worked to protect Australia from efforts to harm its people and undermine its sovereignty.

However, we recognise that this anniversary represents a comparatively short period compared with the Aboriginal and Torres Strait Islander presence in this country.

For generations, Aboriginal and Torres Strait Islander peoples have sought recognition of their unique place in Australian history and society. Reconciliation is the key to providing Aboriginal and Torres Strait Islander Australians with a voice to progress the reforms needed to close the gap, as well as an opportunity for healing on both sides.

The struggle experienced by Aboriginal and Torres Strait Islander peoples does not just belong to the histories of our First Peoples—it belongs to all of us. Our RAP journey acknowledges the need to own the past, and for ASIO to be proactive in moving forward together to make lasting change for the future.

Ten years ago, ASIO took its first steps towards reconciliation with the development of an internal Reconciliation Action Plan. This plan reflected ASIO's commitment to providing an inclusive work environment where Aboriginal and Torres Strait Islander employees were able to work to their full potential, and it set the pathway for the direction the Organisation wanted to take towards reconciliation.

Today we recognise we still have work to do to become as diverse and inclusive as we can be. In 2019 we saw some key milestones achieved, including the Aboriginal and Torres Strait Islander flags being permanently flown outside the front of our building, and Acknowledgement of Country plaques displayed internally as visual representations of our respect for the Traditional Custodians of the land on which the building is located. Mudyi, our Aboriginal and Torres Strait Islander employee-led network, also hosted several events to celebrate NAIDOC week, and has appointed an internal network champion from our senior management team to provide additional support to future Aboriginal and Torres Strait Islander initiatives.

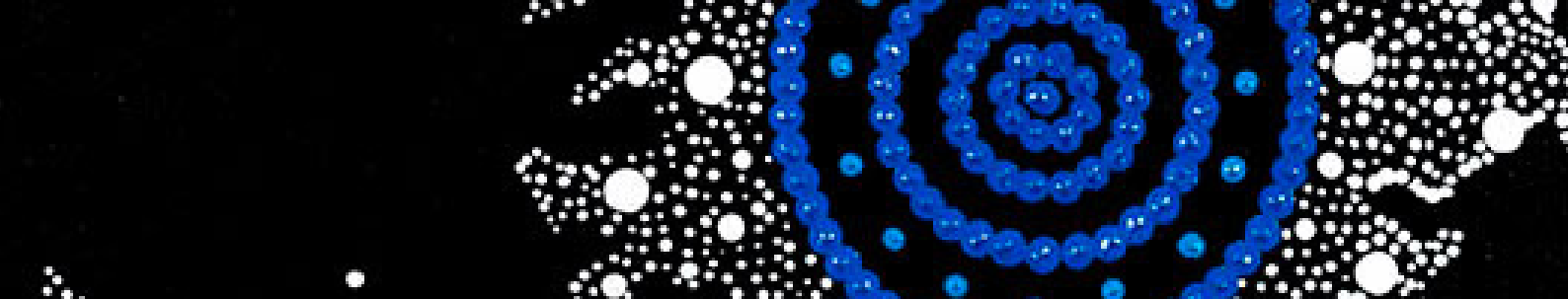
These recent actions and the development of this RAP demonstrate ASIO's renewed focus on and vision for reconciliation, and outlines a clear way forward for us to come together—by acknowledging our past, we can build a new future together.



Relationships

Building strong relationships as the foundation for improved communication, awareness and inclusivity

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nominate at least one employee per year to participate in a secondment (e.g. Jawun) which contributes to the capability development of Aboriginal and Torres Strait Islander people or organisations as well as assists in the professional and personal development of the nominated employee.	May 2020 and 2021	Director, Learning and Leadership
	Conduct a fundraising activity in support of an agreed Aboriginal and Torres Strait Islander charity focused on 'Closing the Gap'.	July 2020 and 2021	Chair, Mudyi Network
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2021	ADG, Human Resources <i>Supporting responsibilities: Diversity and Inclusion Mudyi Network</i>
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2021	ADG, Human Resources <i>Supporting responsibilities: Diversity and Inclusion Mudyi Network</i>
Build relationships through celebrating National Reconciliation Week (NRW).	Increase employee awareness of reconciliation issues and achievements, including the circulation of Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May – 3 June 2020 and 2021	Chair, Mudyi Network <i>Supporting responsibilities: Diversity and Inclusion</i>
	RAP Working Group/Aboriginal and Torres Strait Islander Network members to participate in an external NRW event.	27 May – 3 June 2020 and 2021	Chair, Mudyi Network
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2020 and 2021	Chair, Mudyi Network <i>Supporting responsibilities: Executive Champion</i>
	Organise at least one NRW event each year.	27 May – 3 June 2020 and 2021	Chair, Mudyi Network
	Register our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June 2020 and 2021	Director, Diversity and Inclusion



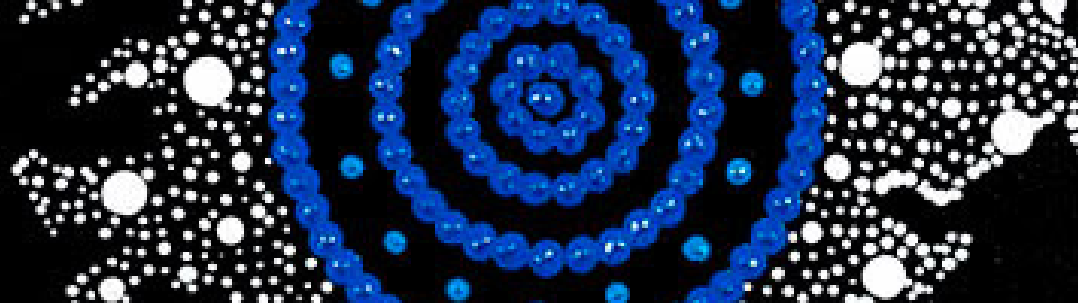
Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	June 2020	Director, Diversity and Inclusion <i>Supporting responsibilities: Executive Champion</i>
	Engage with other agencies to grow and strengthen our partnerships to assist with knowledge-building and -sharing.	June, September & December 2020 March, June, September & December 2021 March 2022	Director, Diversity and Inclusion <i>Supporting responsibilities: Mudyi Network Executive Champion</i>
	Communicate our commitment to reconciliation publicly.	October 2020, October 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Executive Champion</i>
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	February 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Mudyi Network Executive Champion</i>
	Implement strategies to engage our employees in reconciliation.	July 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Mudyi Network Executive Champion</i>
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Executive Champion</i>
Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander employees and/ or Aboriginal and Torres Strait Islander advisers to consult on our anti-discrimination policy.	November 2020	Director, Employment Relations
	Educate senior leaders on the effects of racism.	November 2020	Executive Champion <i>Supporting responsibilities: Director, Diversity and Inclusion</i>
	Review our anti-discrimination policy for our Organisation.	February 2021	Director, Employment Relations
	Conduct a review of Human Resources (HR) policies and procedures to identify and address existing barriers to inclusion, ensuring policies include anti-discrimination provisions covering current and future needs.	November 2021	Director, Employment Relations



Respect

Having respect for the backgrounds, preferences and capabilities of others, and appreciating the inherent diversity of thought and action this provides

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	June and December 2020 and 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Learning and Leadership</i>
	Review training materials, as appropriate, to reference the RAP and appropriate messaging pertaining to Aboriginal and Torres Strait Islander cultures.	September 2020	Director, Diversity and Inclusion <i>Supporting responsibilities: Training Learning and Leadership</i>
	Visually acknowledge Aboriginal and Torres Strait Islander cultures and histories in our workplace.	July 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Property Mudyi Network</i>
	Conduct a review of cultural learning needs within our organisation.	July 2021	ADG, Human Resources <i>Supporting responsibilities: Diversity and Inclusion Learning and Leadership Mudyi Network</i>
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development and implementation of a cultural learning strategy.	August 2021	Director, Diversity and Inclusion <i>Supporting responsibilities: Learning and Leadership Mudyi Network</i>
	Develop, implement and communicate a cultural learning strategy for our employees.	December 2021	ADG, Human Resources <i>Supporting responsibilities: Learning and Leadership Mudyi Network Director, Diversity and Inclusion</i>



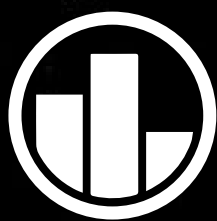
Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase understanding in the workplace of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2020	Chair, Mudyi Network
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2020	Chair, Mudyi Network
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2020 and 2021	Chair, Mudyi Network
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2020	Director, Diversity and Inclusion <i>Supporting responsibilities: Training, Mudyi Network, Executive Champion.</i>
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group members to participate in an external NAIDOC Week event.	July 2020 and 2021	Chair, Mudyi Network
	Promote and encourage all employees to participate in external and/or internal NAIDOC events.	July 2020 and 2021	Chair, Mudyi Network <i>Supporting responsibilities: Executive Champion</i>
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	August 2020	Director, Employment Relations



Opportunities

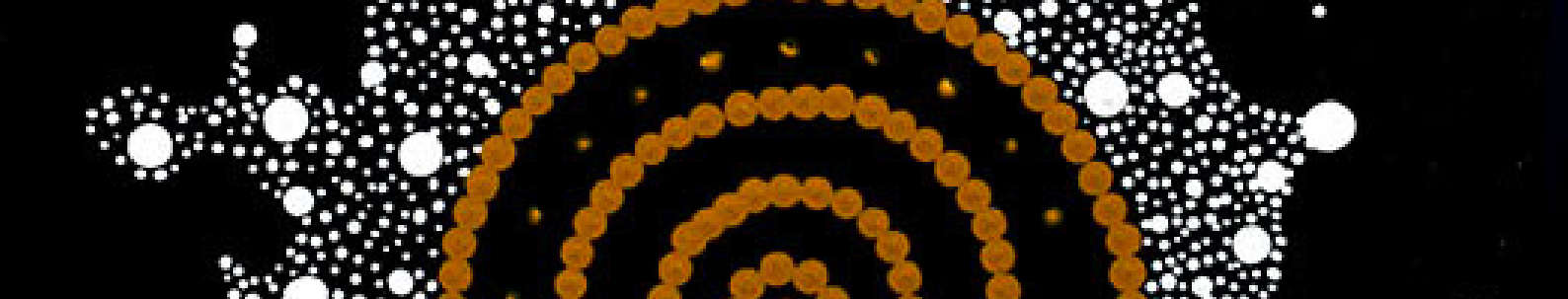
Creating pathways for all employees to contribute to our mission, and increasing the representation of Aboriginal and Torres Strait Islander people across all business areas and levels

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	December 2020	Director, Diversity and Inclusion
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2020	Director, Recruitment
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2020	Director, Recruitment Supporting responsibilities: Employment Relations Mudiyi Network
	Promote the RAP on the Organisation's website as a recruitment tool to attract Aboriginal and Torres Strait Islander employees.	December 2020	Director, Diversity and Inclusion
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	August 2021	Director, Recruitment Supporting responsibilities: Workforce Management Initial Vetting Employment Relations Learning and Leadership
	Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce.	December 2020, June 2021 and December 2021	Director, Recruitment Supporting responsibilities: Workforce Management Initial Vetting
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2021	Director, Recruitment Supporting responsibilities: Workforce Management Initial Vetting Employment Relations Learning and Leadership
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Investigate Supply Nation membership.	December 2021	Director, Diversity and Inclusion
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2022	Director, Diversity and Inclusion
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	April 2022	Director, Diversity and Inclusion
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2022	Director, Diversity and Inclusion
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	April 2022	Director, Diversity and Inclusion



Reporting

Action	Deliverable	Timeline	Responsibility
Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain our employee-led Aboriginal and Torres Strait Islander network/RWG, comprising Aboriginal and Torres Strait Islander peoples and allies, to monitor and support RAP initiatives.	December 2020, June and December 2021	Chair, Mudyi Network
	Establish and apply a terms of reference for the RAP Working Group.	June 2020	Chair, Mudyi Network
	The RWG to meet at least four times per year to drive and monitor RAP implementation.	June, September and December 2020 March, June, September and December 2021 March 2022	Chair, Mudyi Network
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation—dependent on the specific requirements of each ‘action’.	June 2020, January and June 2021, and January 2022	Assistant Director-General, Human Resources
	Engage our senior leaders and other employees in the delivery of RAP commitments.	March, June, September and December 2020 and 2021	Executive Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June, September & December 2020 March, June, September & December 2021 March 2022	Director, Diversity and Inclusion
Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020 and 2021	Director, Diversity and Inclusion
	Report RAP progress to all employees and senior leaders quarterly.	March, June, September and December 2020 and 2021	Director, Diversity and Inclusion
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2020 and 2021	Director, Diversity and Inclusion
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2022	Director, Diversity and Inclusion
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	November 2021	Director, Diversity and Inclusion



Inquiries

We welcome your feedback on our Innovate Reconciliation Action Plan. Inquiries can be made by phone on 1800 020 648.



Hope

Night has fallen – the end of an emotionally tough week

You go outside and take a deep breath

As the cool breeze sweeps gently past your face

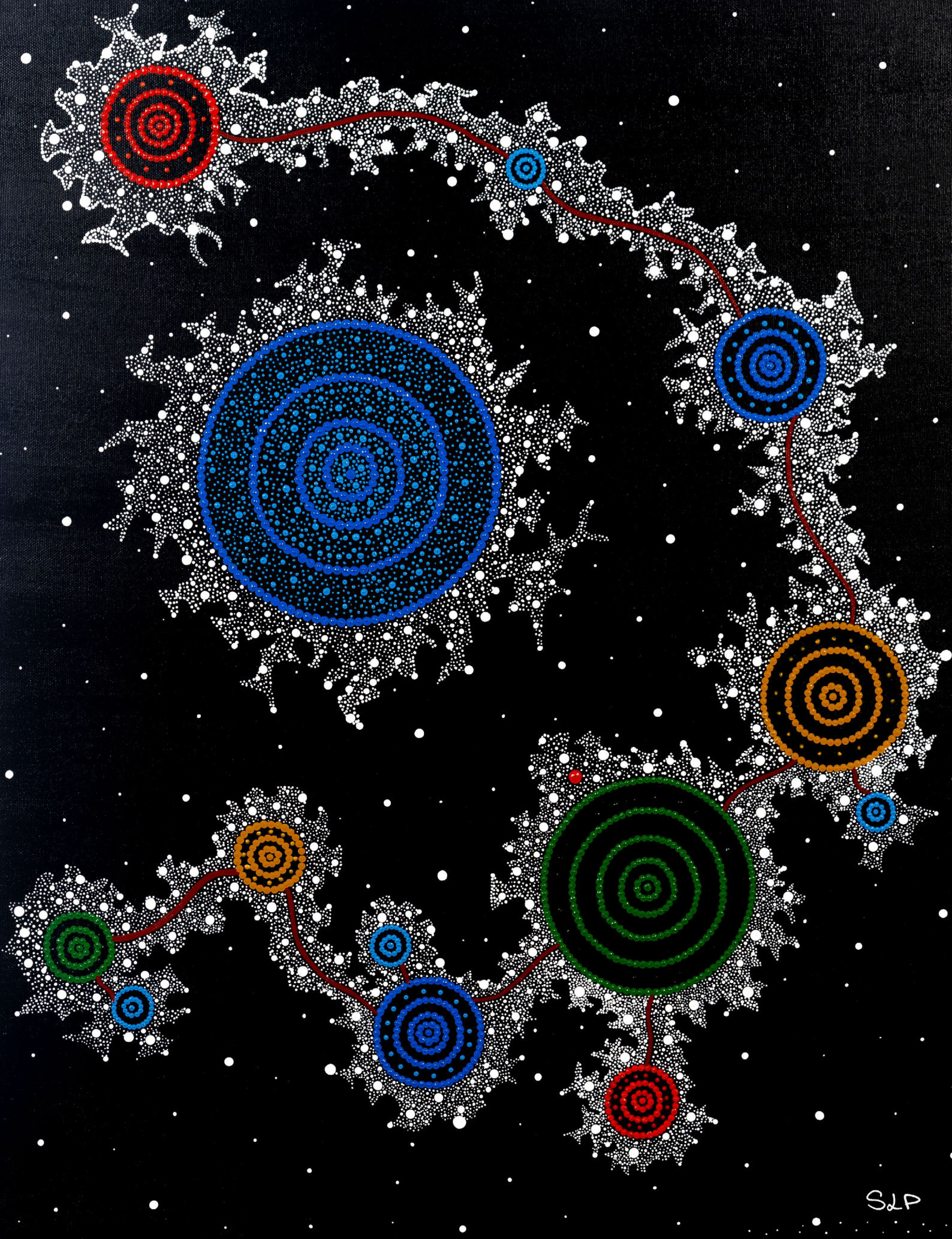
Tears start to escape

You open your eyes, look towards the sky and see the
brightest of lights sparkle and shimmer in the darkest of
nights

As you look into the lights the pain and sorrow slip away

Hope rises and fills your heart with life, tears of joy not
sorrow

Tears of Hope for tomorrow



SLP

