



Australian  
National  
University

## reconciliation at ANU



### The Human Resources Division Reconciliation Action Plan

Improving engagement with Indigenous Australians  
In partnership with the ANU and Reconciliation Australia



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## Purpose

To outline the broad goals and key actions that the Human Resource Division (HRD) will undertake to support the achievement of the University Reconciliation Action Plan (RAP).

## Implementing the Reconciliation Action Plan

A commitment by the Australian National University to achieve the vision and targets set out in the RAP will enhance the quality and diversity of the University's staff and student bodies. The RAP addresses the level of commitment, awareness, understanding of opportunities and inclusion of Indigenous people and their culture across the university.

The HRD is dedicated to maximising the chances of success of the RAP. By supporting the Colleges and Divisions, in relation to the employment of Indigenous Australians, we will improve the success rate of the RAP. The HRD, and in particular the Workplace Diversity and Inclusion group, has developed a Human Resources Division Reconciliation Plan (HRD RAP) outlining targets and requirements in relation to staff and employment. Strategies, actions and procedures, that will increase the employment of Indigenous staff and raise the awareness of Indigenous culture across campus, have been identified.

The HRD is committed to ensuring HRD policies and practices exemplify the practice we espouse for the wider University community.

## Goals and Actions

The key broad goals and actions of the HRD RAP are to:

1. Support the University community to achieve the goals, especially in relation to focus area four of the RAP which is: *“attracting and retaining Indigenous general and academic staff at all levels across ANU.”*
2. Implement strategies to ensure the HRD employs and retains **at least two** Indigenous staff members which will involve the following actions being adopted:
  - All vacancies are advertised in Indigenous media
  - Selection criteria and the selection process are reviewed to ensure they are simplified and are culturally sensitive for all applicants
  - Cultural awareness training and briefings is provided to all HRD supervisors and staff
  - Work experience opportunities for Indigenous students are identified and actioned
  - Appropriate support and career development actions for Indigenous staff are developed as part of their annual Statement of Expectations.
3. To take others actions in accordance with the RAP to build greater respect for Indigenous peoples within the University.



## Respect

The Human Resources Division acknowledges that the success of the commitments in *The Australian National University Reconciliation Action Plan* hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.

	Action	Responsibility	Timeline	Measurable Target
<b>University wide actions</b>				
	Engage with all staff to undertake Indigenous specific cross-cultural training in the area of employment and for academic staff in education. <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	Director HR	From 2011 and by 2016	100 per cent of staff will have undertaken Indigenous-specific cross-cultural training.
	Acknowledge traditional owners and/or arrange a welcome to country, for all formal HRD meetings and public events including those without Indigenous-specific content or Indigenous speakers. <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	Director HR	From 2009 and onwards	100 per cent of HRD formal meetings and public events begin with either a welcome to country or acknowledgement of traditional owners  Protocols placed on HRD website, palm cards with protocols sent to all staff who Chair meetings/Host events – <i>waiting on clarification from VC.</i>
	Ensure Division-wide publication about Indigenous events of national and international importance within ANU (eg Sorry Day, NAIDOC week, Mabo Day, International Day of the World's Indigenous Peoples). <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	Director HR Diversity and Inclusion Unit	From 2009 and ongoing  Annually in July	Staff are supported and encouraged to attend cultural and recognised events.  Participate in hosting a NAIDOC week event organised for staff each year.  Attend Aboriginal Hostels annual luncheon.

	Action	Responsibility	Timeline	Measureable Target
	Display Indigenous artworks or symbols publically in each College (Division). <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	Director HR	Ongoing	A range of Aboriginal and Torres Strait Islander artwork is displayed in HRD buildings and include explanation (when available) of significance and meanings.
	Ensure appropriate internal and external Indigenous representation and involvement on all RAP committees and sub-committees. <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	RAP sub-committees	From 2008 onwards	Membership and attendance at each meeting open to at least one Indigenous staff member and at least one Indigenous community expert employee.
	Annual staff Reconciliation Awards - Assist in promotion of awards across College and Divisions <i>ANU Cultures &amp; Environment Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.</i>	Diversity and Inclusion Unit	Ongoing	Awards presented annually
<b>Local actions</b>				
	Raise the awareness of Indigenous employment issues and the RAP across ANU	Diversity and Inclusion Unit	Ongoing  Ongoing	Monitor use of the online cultural awareness training module to assist ANU staff understanding and awareness of Indigenous cultures and issues  Conduct face to face Indigenous cultural awareness training in collaboration with Colleges and Divisions
	Establish effective support and retention systems <ul style="list-style-type: none"> <li>Monthly Indigenous staff network meetings</li> </ul>	Diversity and Inclusion Unit	Ongoing	Provide support/feedback to staff on issues raised.
	Ensure Indigenous Cultural Awareness training is undertaken by staff in all areas where new Indigenous staff are recruited.	Diversity and Inclusion Unit	Ongoing	Indigenous Internship Program includes requirement for Indigenous Cultural Awareness Training in area of placement
	Aboriginal and Torres Strait Islander art inclusion in Divisions publications and other material where suitable and with appropriate permission of ownership of picture and copyright.	Director HR	Ongoing	Indigenous art is included in HRD publications, on HRD Web pages, in the HRD RAP and in online learning modules.

	Action	Responsibility	Timeline	Measureable Target
	Promote Indigenous achievements and events throughout the Division.	Director HR	Ongoing  Ongoing  Twice yearly	Promotion of Reconciliation Action Plan on Divisions website and via an all staff email from Director HR.  Where appropriate support nomination of a staff member for a Staff Reconciliation Award.  Staff luncheon with Indigenous guests invited to share achievements.
	Ensure all HRD staff undertake the Online Cultural Awareness Module on Pulse Online Learning platform.  Ensure Indigenous Cultural Awareness training is undertaken by staff in all areas where new Indigenous staff are recruited.	Director HR  Indigenous Employment Consultant	December 2011  Ongoing	Staff Induction process includes directive that all new staff must undertake training within 3 month period of joining HRD.  Ensure Indigenous Internship Programs includes requirement for Indigenous Cultural Awareness Training in area of placement
	Integrate reconciliation commitment reporting into Division core business.	Director HR	Ongoing  Ongoing	RAP reporting included in Divisional publications where appropriate.  Regular RAP progress reporting through HRD Senior Managers Meeting.
	Include Indigenous representation and perspectives in decision-making processes of the Division.	Director HR	Ongoing	Seek advice from Indigenous employment consultants as required.
	Encourage HRD staff to attend and participate on organising committees as required for Indigenous commemoration days/events	Director HR Diversity & Inclusion Unit	Ongoing	Staff receive relevant information relating to ANU Indigenous commemoration days/events as it becomes available



## Opportunities

The Human Resources Division is uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities through our core business areas in education, research and employment.

	Action	Responsibility	Timeline	Measureable Target
<b>University wide actions</b>				
	<p>Offer incentives for current Indigenous ANU general staff to study (either ongoing subsidies or annual grants off-setting the cost of taking time off work and of books, amenities and equipment).</p> <p><i>Indigenous Students Focus Area 5: Attract and retain Indigenous general and academic staff at all levels across ANU.</i></p>	Director HR & Registrar	From 2014 onwards	Establishing an appropriate monetary incentive for encouraging current ANU Indigenous general staff to study.
	<p>Revise all HR policies to ensure they promote and integrate respect for Indigenous culture into employment and related practices.</p> <p><i>Indigenous Staff Focus Area 5: Attract and retain Indigenous general and academic staff at all levels across ANU.</i></p>	Director HR	By 2011	Report on review to ANU RAP Committee.
	<p>Support early-career Indigenous academics and general staff members via an appropriately developed mentoring program.</p> <p><i>Indigenous Staff Focus Area 5: Attract and retain Indigenous general and academic staff at all levels across ANU.</i></p>	Director HR	From 2012 onwards	Deadly Exchanges mentoring program extended to include early-career Indigenous academics and early-career general staff
	<p>Support Colleges and Divisions to develop and implement long-term strategies to enable the ANU to attract and retain at least 2.5% Indigenous full-time and part-time staff (general and academic) at all levels across the ANU.</p> <p><i>Indigenous Staff Focus area 5: Attract &amp; retain Indigenous general &amp; academic staff at all levels across ANU</i></p>	Director HR	By 2016	At least 2.5% Indigenous academics and general staff employed in all Colleges with at least one Indigenous academic at Level C or above in each College and at least 2.5% Indigenous general staff in Divisions

Local actions				
	Establish recruitment procedures that ensure selection processes are culturally sensitive and encourage Indigenous representation across all levels of employment.	Indigenous Employment Consultant and Manager Recruitment & Appointments Branch	Ongoing	Meet regularly with Manager Recruitment and Appointments to discuss selection criteria, strategies, advertising placement and the entire process of employment.
	Help line managers understand that all positions available can be suitable positions for the employment of Indigenous Australians	Indigenous Employment Consultant and Line managers in Colleges and Divisions	Ongoing Ongoing	Identify indicators preventing consideration of Indigenous candidates  Identify strategies to overcome indicators preventing consideration of Indigenous Candidates
	Assist Colleges and Divisions in finding suitable Indigenous candidates by informing them of Indigenous recruitment agencies and or networks	Indigenous Employment Consultant and Line managers in Colleges and Divisions	Ongoing	Identify potential recruitment sources and inform recruitment managers.
	Identify external pool of Indigenous talent that may fit with future staff needs of Colleges and Divisions.	Indigenous Employment Consultant and Line managers in Colleges and Divisions	Ongoing	Pool of potential Indigenous talent (including students seeking employment, promotion or change of role) identified and recruitment managers informed.
	Support leadership development opportunities for Indigenous employees across ANU.	Director HR	Ongoing	Leadership development for Indigenous employees is supported.
	Encourage and support Colleges to develop and implement long term recruitment and retention strategies to attract and retain Indigenous staff	Director HR and Diversity and Inclusion Unit and	Ongoing	Provide advice as require. Meet with College HR Managers regularly to provide support.

		Appointments & Promotions Branch		
	Ensure a mentoring program is offered to Indigenous academics and general staff at the ANU	Director HR and Career Development Branch	Ongoing	Seek advice as to appropriateness of META program for Indigenous academics and general staff.
	Develop and implement an Indigenous employment action plan to target employment retention and career advancement of Indigenous employees within the Division.	Director HR	Ongoing	Division Indigenous Employment Action Plan to increase Indigenous staff numbers in HRD developed. Indigenous Employment Action Plan implemented. Quarterly reporting to Senior Management Team on Employment Strategy occurring.
	Support a sustainable traineeship/Internship program for Indigenous people within the Division.	Director HR	Ongoing	Indigenous trainees/Interns employed. Review Annually



## Relationships

The Human Resources Division hopes to enhance relationships with and between both the University's community, and the external communities that ANU sits within, by strengthening support for Indigenous staff and students and through education highlighting the richness and diversity of Indigenous cultures.

	Action	Responsibility	Timeline	Measureable Target
<b>University wide actions</b>				
	Key performance targets for Deans and/or Directors reflecting targets in the ANU RAP to be included in their Statements of Expectations (as per the IHEAC Agreement to the Universities Australia Board). <i>Tracking Progress &amp; Reporting Focus area 6: Accountability and transparency in monitoring and reporting on the progress of the ANU RAP initiatives.</i>	Director HR with DVC or delegate	From 2009 then on-going	Performance targets related to ANU RAP responsibilities in Statements of Expectations of Deans and Directors.
	Major review of HRD RAP with extensions assumed. <i>Tracking Progress &amp; Reporting Focus area 6: Accountability and transparency in monitoring and reporting on the progress of the ANU RAP initiatives.</i>	Director HR	By 2016	Report on review. Publish on HRD website and make available to ANU RAP committee.
<b>Local actions</b>				
	Consider and identify ways to improve communication with Indigenous students, staff and visitors.	Director HR	Ongoing	Seek feedback from University's Indigenous community.
	Provide advice and support on Indigenous staffing and employment related matters to College Deans to enable development of their College RAP's	Indigenous Employment Consultant	Ongoing	Assist Colleges with development of RAP plans.
	Provide advice to VC through ANU Community Advisory Group on Indigenous perspectives in respect to Indigenous employment	Director HR	Ongoing	Three meetings per year.