



## Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2016–2017

Department of the Premier and Cabinet,  
Public Service Commission,  
Arts Queensland, Office of the Queensland  
Parliamentary Counsel and the  
Corporate Administration Agency



## Foreword - Aboriginal and Torres Strait Islander Cultural Capability Action Plan



Queensland Government

On behalf of the Department of the Premier and Cabinet, the Public Service Commission, Arts Queensland, the Corporate Administration Agency and the Office of the Queensland Parliamentary Counsel we are pleased to present the Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2016–17.

Meaningful action must be at the heart of any effort to build cultural capability. As we reflect on the inaugural plan of 2015–16, it's gratifying to see the realisation of initiatives that value and respect the contribution of our Nation's First Peoples. From targeted recruitment of Aboriginal peoples and Torres Strait Islander peoples as part of the Policy Futures Graduate Program, to interactive art workshops during NAIDOC Week, to the implementation of cultural awareness training, great work is being done. Though we can always do more.

With this year's plan we are looking to expand our achievements in ways that will truly enrich our cultural capabilities and embed an understanding of Aboriginal and Torres Strait Islander people in our organisations' DNA. By tapping into our own rich tapestry of diversity there are real opportunities for us to improve our connection with Aboriginal and Torres Strait Islander peoples.

All staff are encouraged to get involved and contribute to the actions in this plan that will help drive the delivery of culturally responsive policies, services and outcomes.

A handwritten signature in blue ink, appearing to read 'D Stewart'.

Dave Stewart  
Director-General  
Department of the Premier and Cabinet

A handwritten signature in blue ink, appearing to read 'Robert Setter'.

Robert Setter  
Commission Chief Executive (Acting)  
Public Service Commission

**Cultural Agency Leader: Rebecca McGarrity, Executive Director**

**Current CCAP contact: Lisa Coker 300 39465**

**Department of the Premier and Cabinet, Arts Queensland, Office of the Queensland Parliamentary Counsel, Public Service Commission and Corporate Administration Agency**

## **Purpose**

The Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework (the Framework) was developed by the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) in collaboration with the Public Service Commission (PSC), under the leadership of the Cultural Agency Leaders (CAL) committee. The CAL committee is made up of Senior Executives representing all Queensland Government departments. Their vision is that through the implementation of the Framework, the quality, level and delivery of government services to Aboriginal and Torres Strait Islander people will be enhanced.

The Framework is the foundation document that underpins all Queensland Government actions aimed at ensuring Aboriginal and Torres Strait Islander Queenslanders fully participate in Queensland society and enjoy the same social and economic opportunities as non-Indigenous Queenslanders. It sets out the way we do business so we can ensure that Government policies, programs and services meet the needs of Aboriginal and Torres Strait Islander peoples.

The Queensland Government delivers a broad range of programs and services across the State. Consultation with agencies has shown that the level of understanding and practice of cultural capability varies.

An agency-led approach to implementation is preferred to take account of the differing agency functions and varying levels of cultural capability within agencies. This approach will enable agencies to develop, design and implement agency-specific action plans based upon the existing capacity of the agency and its core responsibilities and key priority areas.

Under the Framework, each agency will be responsible for developing their own measures and seeking suitable training to improve their organisational cultural capability in line with the Framework's guiding principles. Agencies are required to develop their own agency-specific Cultural Capability Action Plan.

The five Principles of the Cultural Capability Framework are:

- Valuing Culture
- Leadership and Accountability
- Building cultural capability to improve economic participation
- Aboriginal and Torres Strait Islander engagement and stronger partnerships
- Culturally responsive systems and services

## What is Aboriginal and Torres Strait Islander cultural capability?

Aboriginal and Torres Strait Islander cultural capability is the integration of knowledge about Aboriginal and Torres Strait Islander individuals, groups and communities into specific standards, policies, practices and attitudes to produce better outcomes for Aboriginal people and Torres Strait Islander people.

Culturally capable agencies are those that:

- demonstrate leadership and accountability of cultural capability at all levels across the agency
- recognise, respect and value Aboriginal and Torres Strait Islander cultures within everyday work practices
- promote improved service delivery to Aboriginal people and Torres Strait Islander people
- undertake timely, open, transparent, inclusive and accountable engagement with Aboriginal people and Torres Strait Islander people
- embed cultural capability principles in all policy, program and service delivery functions
- prioritise attracting, retaining and developing a highly skilled and culturally capable workforce
- promote and share best practice strategies and resources for improved service delivery, attraction, retention and career development
- implement, monitor, review and evaluate organisational performance through their Cultural Capability Action Plan.

## Cultural Capability Action Plans

In November 2014, all Queensland Government agencies agreed to develop Cultural Capability Action Plans, in order to achieve:

- better outcomes for Aboriginal and Torres Strait Islander customers through more productive relationships and engagement between the Queensland Government and Aboriginal and Torres Strait Islander peoples and communities
- increased satisfaction of Aboriginal and Torres Strait Islander clients and communities with Government policies, programs and service delivery
- enhanced return on investment and value for money resulting from more cost effective service delivery
- better service through a more representative and culturally capable workforce
- a public service that actively seeks out opportunities to leverage government procurement to increase the supply chain involvement of Aboriginal and Torres Strait Islander businesses and employees
- a more culturally responsive and respected public sector
- increased representation of Aboriginal and Torres Strait Islander staff at all levels
- a more mature, respectful and engaged workforce.

## Cultural Capability Action Plan 2016 - 2017

Department of the Premier and Cabinet, Arts Queensland, Public Service Commission, Office of the Queensland Parliamentary Counsel and Corporate Administration Agency

### Part A. Cultural Capability Whole-of-Government Actions

Whole-of-Government Actions	Department Strategy		Outcomes	
Principle 1: Valuing Culture	Lead	Department Action	Detail steps taken/approach, comments, lessons learned, additional supportive information	Timeframe
2. Our department recognises and commemorates significant Aboriginal and Torres Strait Islander events.	DPC Organisational Culture	Coordinate a joint event to celebrate Reconciliation Week 2017: 27 May to 3 June and / or NAIDOC Week 2017: 2 July to 9 July.		May / June / July 2017
4. Our department is committed to promoting Aboriginal and Torres Strait Islander culture in department communications.	DPC Internal Communications	Publish a minimum of four Indigenous-focused feature stories per year in departmental e-newsletters, with <b>Arts Queensland</b> to supply the content for at least two stories. Promote endorsed Indigenous-focused initiatives with intranet news items as required (eg Cultural Capability Action Plan 2016–17, Reconciliation Week, NAIDOC Week, Cultural Capability training, Aboriginal and Torres Strait Islander speakers). <b>Relevant business area leads</b> will also promote endorsed Indigenous-focused initiatives with Yammer posts as required.		By 30 June 2017
5. Our department is committed to promoting the Cultural Capability Portal.	Various	<b>Arts Queensland</b> will provide a link on its intranet to the cultural capability portal. <b>DPC Internal Communications (IC)</b> will publish a story promoting the Cultural Capability Portal in the departmental e-newsletter (published 5 August 2016) and with an intranet news item (proposed timing May 2017 to coincide with Reconciliation Week). <b>DPC Social Policy</b> will promote the Cultural Capability Portal with a Yammer post (proposed timing: July 2017 to coincide with NAIDOC Week).		By 30 June 2017
Principle 2: Leadership and Accountability	Lead	Department Action	Comments/ Lessons Learnt/ Additional supportive information	Timeframe
8. Cultural Capability is included in the induction process for new staff.	PSC	In consultation with DPC, include Cultural Capability in induction processes.		By 30 June 2017
9. Senior leadership in our department demonstrate leadership and actively participate cultural capability based on principles listed in the Queensland Government Cultural Capability Framework. This is embedded in the performance plans of senior leadership.	DPC Corporate Governance	DG performance agreement for 2017-18 includes Indigenous outcomes.		By 30 June 2017
12. Our department includes key Aboriginal and Torres Strait Islander issues and outcomes in the development of the departmental Strategic Plan.	DPC Corporate Governance	Indigenous issues to be considered in development of 2017-18 Strategic Plan.		By 30 June 2017
14. Our department is committed to a systematic and agency wide approach to Cultural Capability training. Design implementation is at the discretion of the agency and aligned to the framework.	Various	<b>DPC HR</b> Select a tailored training product for DPC, with a focus on policy and consider applicability across all agencies. Provide leadership and share learnings with portfolio agencies on cultural capability training. <b>PSC</b> Cultural intelligence training will be offered to all PSC. This opportunity will also be extended to some of PSC's stakeholders.		By 30 June 2017
Principle 3: Building Cultural Capability to improve economic participation	Lead	Department Action	Comments/ Lessons Learned/ Additional supportive information	Timeframe
15. Our department is committed to identifying and engaging current Aboriginal and Torres Strait Islander staff on employment retention-strategy and implementing effective supporting processes.  Note. This is measured for the internal workforce only.	DPC Organisational Culture	Maintain a pool of volunteer mentors for the Aboriginal and Torres Strait Islander identified candidates of the Policy Futures graduate program, with a mentor to be offered at the point of application. Approach 2017 Aboriginal and Torres Strait Islander graduate participants to act as mentors for 2018 applicants.		Policy Futures Mentor Pool established in February 2017
16. Our department is committed to increasing procurement opportunities for Indigenous businesses.	DPC Corporate Governance	Provide leadership and share learnings with portfolio agencies on increasing Indigenous procurement. Develop a paper on procurement implications for consideration by Corporate Governance Group.		By 30 June 2017
18. The department provides a supportive workplace environment with programs and initiatives	DPC Human Resources	Exit survey was updated in September 2015 to include open and closed questions. A report will be presented to CGG prior to the end of 2016 and will include a summary of this data. Work will be undertaken to respond to issues identified in the survey results.		By 30 June 2017

Whole-of-Government Actions		Department Strategy		Outcomes	
Principle 1: Valuing Culture		Lead	Department Action	Detail steps taken/approach, comments, lessons learned, additional supportive information	Timeframe
19. Our department is committed to the attraction and recruitment of new Aboriginal and Torres Strait Islander staff to the department and broadening talent pipelines. Consideration needs to be given to measures in light of the workforce strategy under Moving Ahead, including considering best practice in attraction and recruitment, including for scholarships and graduate positions.		Various	<p>PSC will support DATSIP in its partnership arrangements with the Aboriginal and Torres Strait Islander Units within Queensland Universities to explore supply and demand side drivers for the employment of Aboriginal and Torres Strait Islander Queenslanders.</p> <p>DPC HR Unconscious bias is included as a component in training for people undertaking recruitment.</p> <p>DPC Organisational Culture (OC) Pending budget allocation, the Policy Futures graduate program will recruit two candidates who identify as Aboriginal or Torres Strait Islander in the 2018 graduate recruitment intake.</p> <p>DPC OC Promote the Policy Futures graduate program through the Aboriginal and Torres Strait Islander units of Queensland universities.</p>		<p>Ongoing</p> <p>Policy Futures 2018 recruitment March, April and May 2017</p>
Principle 4: Aboriginal and Torres Strait Islander engagement and stronger partnerships		Lead	Department Action	Comments/ Lessons Learned/ Additional supportive information	Timeframe
20. Our department is committed to ensuring Aboriginal and Torres Strait Islander peoples are engaged in the development and delivery of policy, programs and services		Various	OQPC Invite a representative from Aboriginal and Torres Strait Islander Legal Services to attend an OQPC professional development forum and discuss issues in delivering legal services to Aboriginal and Torres Strait Islander communities.		By 30 June 2017
21. Our department is committed to ensure staff are supported to enable effective engagement with Aboriginal and Torres Strait Islander peoples.		DPC Organisational Culture and Social Policy	Deliver at least one Aboriginal and Torres Strait Islander focussed Speakers Series event.		By June 2017
22. Our department contributes to and influences whole-of-government strategic direction.		Public Service Commission	PSC - Support DATSIP in its role to lead, coordinate and support the whole of government diversity target for Aboriginal and Torres Strait Islander employment.		Ongoing
Principle 5: Culturally responsive systems and services		Lead	Department Action	Comments/ Lessons Learned/ Additional supportive information	Timeframe
24. Our department is committed to develop and or make available and review, tools and resources that support staff to operate with Cultural Capability in all aspects of business.		DPC Internal Communications	Promote new Aboriginal and Torres Strait Islander-focused tools and resources with intranet news items as required (eg Cultural Capability training, Queensland Indigenous Procurement Policy).		By 30 June 2017
25. Cultural Capability is embedded in workforce management frameworks, plans, practices and processes		DPC Human Resources	Questions regarding cultural capability have been included in the 'On Boarding' study which staff are required to complete six months from joining the Department. These questions align with those on the exit survey to enable a picture of staff perceptions of cultural capability to be developed.		By 30 June 2017
27. Our department is committed to incorporate Aboriginal and Torres Strait Islander cultural considerations in all templates, where appropriate.		Arts Queensland	Funding program guidelines offer translation and interpreter assistance to Aboriginal peoples and Torres Strait Islander peoples if required.		Ongoing
Part B. Agency Stretch Goals/Actions					
Principle	Strategic Objective - Framework	Lead	Departmental Action	Comments/ Lessons Learned/ Additional supportive information	Timeframe
Principle 1. Valuing culture	Recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures is fundamental to improving our services.	DPC Organisational Culture	Support the Queensland Museum Repatriation Fund e.g. promotion at events.		May June July 2017
Principle 1. Valuing culture	Recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures is fundamental to improving our services.	Various	<p>Our Department uses appropriate terminology when referring to Aboriginal and Torres Strait Islander Peoples e.g. avoiding use of acronyms</p> <p>OQPC will update its drafting precedents and encourage use of the term 'Aboriginal People and Torres Strait Islanders', where relevant, in new principal and amending legislation.</p> <p>DPC IC will review existing corporate style guides and update where necessary.</p>		By 30 June 2017
Principle 3. Building Cultural Capability to improve economic participation		DPC Human Resources	Development of workforce strategies to support the achievement of departmental and whole of government diversity targets, including the Aboriginal and Torres Strait Islander employment target.		By June 30 2017
Principle 5. Culturally responsive systems and services		DPC Organisational Culture	Explore options to enable willing Aboriginal and Torres Strait Islander graduate program participants to share their stories with the department.		By 30 April 2017

## Case Study: DPC Policy Futures Graduate Program-Indigenous intake

Principle 3. Building Cultural Capability to improve economic participation

Timeframe

Recruitment in 2016. Graduates commence in 2017.

As part of the recruitment and selection for the 2017 intake of the Policy Futures Graduate Program, DPC committed to increasing the number of applications from those who identify as being of Aboriginal or Torres Strait Islander descent as well as offering placements to at least two candidates.

The recruitment campaign kicked off in March 2016 and in addition to the general recruitment activities, the program team focused on targeted Aboriginal and Torres Strait Islander advertising through online graduate job boards, promotion within university run Indigenous career units, and the use of personal and professional networks. As a result of the recruitment strategy we received 19 applications from candidates who identified as being of Aboriginal or Torres Strait Islander descent, which equated to 1.3% of total applications.

In order to better support applicants who identified as Aboriginal or Torres Strait Islander, we sent an email to each candidate offering them the opportunity to meet with a member of the program team to provide them with information about the program, to demystify the selection process and to start building a relationship with the applicants. 12 of 19 applicants took up the opportunity to meet with a member of the program team and were offered ongoing support throughout the selection process. As a result we saw an increase in completion at all stages of the selection process, compared to last year.

- 15 completed cognitive testing and 13 completed video screening
- 10 attended assessment centres
- 7 attended interviews
- 3 were offered roles (which represents approximately 10% of roles offered)


The graduates will commence in February 2017.

### Quote from Fusion Graduate Recruitment:

*"Many organisations strive to recruit Indigenous graduates, and strategically speaking - we think it's something that needs to be planned well ahead of opening applications. This year, the Queensland Government Policy Futures team made Indigenous graduate recruitment a top priority, and their efforts culminated in outstanding outcomes: they received 19 applications from Indigenous graduates; an extremely impressive achievement when you consider that many organisations struggle to receive just one or two applications.*

*Rather than taking our best guess at what we 'think' Indigenous graduates might be looking for when applying for graduate programs, why not just ask them? This is exactly what the Policy Futures team did: they invested time in getting to know prospective Indigenous candidates face-to-face over coffee, learned about their specific motivations and expectations of the recruitment process, and then integrated these learnings into their broader recruitment strategy. They also supported and mentored these applicants continuously throughout the recruitment process."*

*In terms of what we're seeing in the graduate market, I believe the Queensland Government Policy Futures team is an industry leader in recruiting Indigenous graduates and ought to be commended for their efforts."*



We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country. We recognise their connection to land, sea and community. We pay our respect to them, their cultures, and to their Elders both past and present.

