





The artwork and artist

Our Health

Building culturally safe healthcare together and empowering the community to have access to equitable, culturally safe healthcare that is free from racism. Greater self-determination for Aboriginal and Torres Strait Islander Peoples to ensure community enjoy a health life enriched by strong living culture, dignity and justice.

by Keisha Thomason

Keisha Thomason is an Aboriginal Graphic Designer and Artist. Keisha is a proud Waanyi / Kalkadoon (Mount Isa, Queensland) and Chinese woman. Her artwork style is contemporary, influenced by her culture, identity and the modern world.

Acknowledgement

Ahpra together with the National Boards, through its implementation of the National Scheme, would like to acknowledge the Traditional Custodians of the land in which we regulate registered health practitioners in Australia.

We acknowledge Aboriginal and Torres Strait Islander culture as the oldest continuing culture in the world. Aboriginal and Torres Strait Islander Peoples never ceded sovereignty and we recognise the impact colonisation continues to have on the health of Aboriginal and Torres Strait Islander Peoples to date.

We acknowledge Aboriginal and Torres Strait Islander Peoples for their continuing connection to culture, language and country; along with Elders past, present and emerging and the ancestors who walk with Aboriginal and Torres Strait Islander Peoples every day.

We recognise the Indigenous leadership, excellence, and spirit of partnership which helped to formulate this strategy, as part of our contribution towards improving employment opportunities and outcomes for Aboriginal and Torres Strait Islander Peoples. This will help in our sustained efforts to affect systemic health reform to close the gap in health outcomes for Aboriginal and Torres Strait Islander Peoples.

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Inclusiveness

Healthcare needs to be equitable, culturally safe and free of racism. Engaging and providing opportunities to communities creates a better environment for culturally safe healthcare to grow, and helps break down the problems and find solutions for each community and group of people. Having a culturally safe workforce will be able to meeting the needs of communities by delivering a culturally safe healthcare.

Message from the CEO

Dear colleagues,

It is with great pride that we introduce the inaugural *Ahpra Aboriginal and Torres Strait Islander Employment Strategy 2020 – 2025* (the Employment Strategy).

We acknowledge and pay respect to Aboriginal and Torres Strait Islander Peoples as the Traditional Owners of the lands and waters now called Australia.

We're our reconciliation journey and the Employment Strategy contributes towards the continued building of the foundations for relationships, respect and opportunities, which are the focus of our *Innovate Reconciliation Action Plan 2020–2022*.

Our Statement of Intent aims to achieve increased Aboriginal and Torres Strait Islander participation across all levels of the National Registration and Accreditation Scheme (the National Scheme). This Employment Strategy forms a targeted response to achieving this goal.

Ahpra is committed to increasing the employment of Aboriginal and Torres Strait Islander People to ensure our workforce is representative of the community we serve. We seek to improve the cultural safety of the workplace, career experiences and opportunities for Aboriginal and Torres Strait Islander employees.

This Employment Strategy forms part of the strategic reform committed to in the *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025*, which aims to improve cultural safety, increase workforce participation, strive for greater access and close the gap in health outcomes between Aboriginal and Torres Strait Islander Peoples and other Australians.

The Employment Strategy recognises the need to build the cultural capability of all Ahpra employees to enable a proactive and leadership approach.

We have an opportunity to address systemic challenges now by investing in and nurturing long-term relationships. I encourage and support Aboriginal and Torres Strait Islanders to seek employment and a career with Ahpra.

Martin Fletcher

Chief Executive Officer

Background

Our commitment to closing the gap in health outcomes for Aboriginal and Torres Strait Islanders



Aboriginal and Torres Strait Islander Health Strategy Group

The Aboriginal and Torres Strait Islander Health Strategy Group consists of Aboriginal and Torres Strait Islander health sector leaders and representatives from National Boards, Accreditation Authorities, Ahpra, and the Chair of Ahpra's Agency Management Committee.

This group developed the Statement of Intent and provides advice on how best to develop and implement the *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025*, and define its role, in ensuring patient safety for Aboriginal and Torres Strait Islander Peoples in Australia's health system. The group's agreed vision is: Patient safety for Aboriginal and Torres Strait Islander Peoples in Australia's health system is the norm, as defined by Aboriginal and Torres Strait Islander Peoples.

Statement of Intent

The Statement of Intent between 15 national health practitioner boards (National Boards), Ahpra, Accreditation Authorities and Aboriginal and Torres Strait Islander health sector leaders and organisations shares a joint commitment that patient safety for Aboriginal and Torres Strait Islander Peoples is the norm.

It recognises that:

- patient safety includes the inextricably linked elements of clinical and cultural safety, and
- this link must be defined by Aboriginal and Torres Strait Islander Peoples.

The Statement of Intent aims to achieve health equality in health outcomes between Aboriginal and Torres Strait Islander Peoples and other Australians to close the gap by 2031 through the development and implementation of the:

- *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025*
- *Innovate Reconciliation Action Plan for the Australian Health Practitioner Regulation Agency 2020-2022*, and
- *Ahpra Aboriginal and Torres Strait Islander Employment Strategy 2020-2025*,

The National Scheme's cultural safety definition

Feedback from a public consultation and Aboriginal and Torres Strait Islander expertise from the Strategy Group and National Health Leadership Forum (NHLF) directly informed the development of the definition – a key consultation principle. The development of the National Scheme's definition of cultural safety and embedding cultural safety across the National Scheme is a key deliverable in the National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025.

The following outlines the principles, definition and instructions on how to use the definition:

The definition

Principles:

The following principles inform the definition of cultural safety:

- Prioritising COAG's goal to deliver healthcare free of racism supported by the *National Aboriginal and Torres Strait Islander Health Plan 2013–2023*.
- Improved health service provision supported by the Safety and Quality Health Service Standards' *User Guide for Aboriginal and Torres Strait Islander Health*.
- Provision of a rights-based approach to healthcare supported by the *United Nations Declaration on the Rights of Indigenous Peoples*.
- Ongoing commitment to learning, education and training.

Definition

Cultural safety is determined by Aboriginal and Torres Strait Islander individuals, families and communities.

Culturally safe practice is the ongoing critical reflection of health practitioner knowledge, skills, attitudes, practising behaviours and power differentials in delivering safe, accessible and responsive healthcare free of racism.

How to

To ensure culturally safe and respectful practice, health practitioners must:

- a. acknowledge colonisation and systemic racism, and social, cultural, behavioural and economic factors that impact individual and community health
- b. acknowledge and address individual racism, their own biases, assumptions, stereotypes and prejudices and provide care that is holistic, free of bias and racism
- c. recognise the importance of self-determined decision-making, partnership and collaboration in healthcare which is driven by the individual, family and community, and
- d. foster a safe working environment through leadership to support the rights and dignity of Aboriginal and Torres Strait Islander Peoples and colleagues.

National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy

The five-year *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025* (the Strategy) aims to make Aboriginal and Torres Strait Islander patient safety the norm.

This Strategy's key objectives are:

1. **Cultural safety** – a culturally safe health workforce through nationally consistent standards, codes and guidelines across all practitioner groups within the National Scheme.
2. **Increased participation** – increased Aboriginal and Torres Strait Islander participation in the registered health workforce and across all levels of the National Scheme.
3. **Greater access** – greater access for Aboriginal and Torres Strait Islander Peoples to culturally safe services of health professions regulated under the National Scheme.
4. **Influence** – using our leadership and influence to achieve reciprocal goals (e.g. thought leadership on nationally agreed approaches to measuring 'merit' and 'excellence', definition of cultural safety, alignment with standards in education and health services).



Vision

The Employment Strategy is a key deliverable for the *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025*. The goal of the Employment Strategy is to increase Aboriginal and Torres Strait Islander participation within Ahpra through the development of a culturally safe work environment that reflects the diversity of the communities in which we operate and serve.

Priority areas

The Employment Strategy contains five priority areas to help achieve our goal:

1. Build a sustainable talent pipeline through attraction and recruitment of Aboriginal and Torres Strait Islander candidates.
2. Implement programs and culturally safe work practices which foster the retention of Aboriginal and Torres Strait Islander employees.
3. Invest in developing the capabilities and careers of Aboriginal and Torres Strait Islander employees, including representation in leadership and senior roles.
4. Develop culturally safe workplaces through education and culturally safe work practices.
5. Know the Aboriginal and Torres Strait Islander workforce throughout Ahpra to encourage their engagement in the delivery of the Employment Strategy and goals.

Strategic outcomes

By 2025:

- Aboriginal and Torres Strait Islander employee participation rates will comprise 2% of Ahpra's establishment.
- We will see a year-on-year increase in the number of applicants who identify as Aboriginal and Torres Strait Islander for identified and non-identified positions.
- Responses of Aboriginal and Torres Strait Islander employees to key drivers of engagement within the annual employee engagement survey will be comparable with organisational results.
- Attrition rates of Aboriginal and Torres Strait employees will be comparable with organisational rates.
- Racism or cultural safety will not be identified as core reasons for attrition of Aboriginal and Torres Strait Islander employees.
- Internal transfer and promotion ratios of Aboriginal and Torres Strait Islander employees will be comparable to organisational rates.
- We will see a year-on-year increase in the investment in learning and development of Aboriginal and Torres Strait Islander employees.
- We will see a year-on-year increase in the investment in developing capabilities of Ahpra leaders to support in the development of Aboriginal and Torres Strait Islander employees.
- All employees are exposed to cultural safety training programs as part of induction, annual refreshers and leadership development.
- All Senior Leaders and employees working in roles related to Aboriginal and Torres Strait Islander funding, programs and policy participate in Ahpra's Moong-moong-gak Cultural Safety Training program.
- Responses of Aboriginal and Torres Strait Islander employees to questions in employee surveys regarding cultural safety, health, safety and wellbeing, and bullying and harassment are comparable with organisational results.
- Established procedures will provide confidence for employees and prospective employees to disclose Aboriginal and Torres Strait Islander identity.

Priorities and goals

Priority 1: Build a sustainable talent pipeline through attraction and recruit Aboriginal and Torres Strait Islander candidates

Supporting Ahpra's employee value proposition through targeted and respectful community engagement will increase Aboriginal and Torres Strait Islander participation in Ahpra's workforce.

Ahpra needs to increase employment opportunities and ensure all directorates play a role in recruiting Aboriginal and Torres Strait employees into roles across all levels of the organisation.

Recruitment policies and practices must reflect our intention to support Aboriginal and Torres Strait Islander applicants and be free of systemic barriers and biases which may impact the successful progression of applicants through the recruitment process, e.g. sourcing, advertising, shortlisting, interview.

Goals	
1.1	A strategic and proactive approach toward the identification of roles and opportunities for Aboriginal and Torres Strait Islander Peoples.
1.2	Established relationships with Aboriginal and Torres Strait Islander businesses and agencies (e.g. recruitment agencies, training providers, etc.), to access products and services that enable the delivery of objectives within the Employment Strategy.
1.3	Culturally safe policies and practices to encourage Aboriginal and Torres Strait Islander candidates to fill roles at various levels and locations across Ahpra.
1.4	Growth in Aboriginal and Torres Strait Islander participation across all functions and levels at Ahpra.
1.5	Growth in Aboriginal and Torres Strait Islander candidates for National Boards, committees, working groups and panel roles and positions.

Priority 2: Implement programs and culturally safe work practices which foster the retention of Aboriginal and Torres Strait Islander employees

Ahpra is committed to improved representation of Aboriginal and Torres Strait Islander employees across Ahpra.

In the most recent Ahpra staff survey conducted in 2018, only two employees identified as Aboriginal and/or Torres Strait Islander. There has been a decline in identification of 50%, when compared with the staff survey results in 2017, where four employees identified as Aboriginal and/or Torres Strait Islander.

Employee retention is strongly linked to how safe and valued employees feel in the workplace. Ahpra must improve its understanding of, and address, how best to support Aboriginal and Torres Strait Islander employees and seek to increase retention rates. This means consulting widely with Aboriginal and Torres Strait Islander Peoples, including:

- staff currently employed in Ahpra
- National Board members, and
- Aboriginal and Torres Strait Islander-specific employment agencies and through other targeted consultations.

Ahpra also need to engage with other like-organisations employing Aboriginal and Torres Strait Islander employees.

Goals

- 2.1 Active connections and engagement with Aboriginal and Torres Strait Islander employees across Ahpra to support the development of culturally safe programs, practices and retention strategies.
- 2.2 Informed views of Aboriginal and Torres Strait Islander experiences and voices (internal and external) as inputs toward the development of culturally safe and inclusive processes and practices.
- 2.3 Enhanced onboarding experience for Aboriginal and Torres Strait Islander employees to promote increased cultural safety, connection to community and colleagues and increased retention.

Priority 3: Invest in developing the capabilities and careers of Aboriginal and Torres Strait Islander employees, including representation in leadership and senior roles

Ahpra is committed to developing and implementing key initiatives to improve the career development and progression of Aboriginal and Torres Strait Islander employees across all levels and roles across the National Scheme.

This includes enhancing opportunities across Ahpra, developing strong relationships across the health sector, and promoting efforts to increase Aboriginal and Torres Strait Islander representation in leadership roles.

Goals

- 3.1 Supported career development pathways for Aboriginal and Torres Strait Islander employees to align with the Ahpra Capability Framework.
- 3.2 Enhanced capability of managers and people leaders to support Aboriginal and Torres Strait Islander staff with organisational performance, individual career development and progression, and creating culturally safe workplaces (including addressing racism in the workplace).
- 3.3 Active identification of Aboriginal and Torres Strait Islander employees to participate in internal and external leadership programs.

Priority 4: Develop culturally safe workplaces through education and culturally safe work practices

Cultural safety training is part of our commitment to the *National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025*. To support the important work of achieving health equity for Aboriginal and Torres Strait Islander People, we need to ensure that we fulfil our role as regulators and do our work in a culturally safe manner.

The training is an opportunity for everyone working in the National Scheme to reflect on their own cultural background and history, learn about racist behaviour and the effects of racism, understand how these fit with the broader cultural context, consider any potential conscious and unconscious biases they may have and address these through inclusive and responsive practices and approaches.

Cultural safety education should be embedded throughout different phases of the employee lifecycle, including through the onboarding and induction program, ongoing annual compliance training and leadership development.

Goals

- 4.1 Build enterprise cultural safety capabilities and practices through the delivery of Ahpra's Moong-moong-gak cultural safety training program, to foster a culture which understands, respects and celebrates Aboriginal and Torres Strait Islander cultures through culturally safe practises.
- 4.2 Improve the service offering as part of Ahpra's Employee Assistance Program (EAP) to be culturally inclusive and accessible to Aboriginal and Torres Strait Islander employees and their families.
- 4.3 Delivery of employment initiatives as part of the Ahpra Innovate RAP 2020–2022.

Priority 5: Know the Aboriginal and Torres Strait Islander workforce throughout Ahpra to encourage their engagement in the delivery of the Employment Strategy and goals

We acknowledge that any successes in Aboriginal and Torres Strait Islander Peoples employment to be achieved by Ahpra will be the result of deliberate efforts to improve results, including the development of our own Employment Strategy.

Further improvements will require Ahpra to build relationships through our health strategy network, Aboriginal and Torres Strait Islander recruitment and development agencies and other workforce planning activities. There is a need to improve the accuracy of our Aboriginal and Torres Strait Islander Peoples workforce data to enable Ahpra to effectively grow this part of our workforce.

As part of Ahpra's annual employee survey, employees are asked to voluntarily disclose Aboriginal and/or Torres Strait Islander identity. Approximately 8% of respondents in the survey chose not to disclose their identity, which could potentially conceal higher levels of Aboriginal and Torres Strait Islander participation, who may choose not to disclose. Any efforts to improve our understanding of our workforce profile will be dependent on the creation of a culturally safe workplace where people feel safe to disclose their identity, along with the development of processes which capture identifying data in a culturally appropriate manner.

Goals

- 5.1 Creation of culturally appropriate processes which encourage self-disclosure of Aboriginal and/or Torres Strait Islander identity, while maintaining the highest standards of data and information privacy.
- 5.2 Improved availability and accuracy of data on Aboriginal and Torres Strait Islander employees across various stages of the employee lifecycle.
- 5.3 Enhanced understandings of what Aboriginal and Torres Strait Islander employees think about working for Ahpra.

Priority 1: Build a sustainable talent pipeline through attraction and recruit Aboriginal and Torres Strait Islander candidates

Goal	Tasks	Responsible	KPIs	Timeline
1.1 A strategic and proactive approach toward the identification of roles and opportunities for Aboriginal and Torres Strait Islander Peoples.	1.1.1. Develop organisational guidelines for application of special/equal opportunities measures for roles where Ahpra considers that being Aboriginal and/or Torres Strait Islander is a genuine occupational requirement.	People and Culture	Publication of Special/Equal Opportunities Measures Guideline.	December 2020
	1.1.2. Embed as part of strategic workforce planning and organisational design procedures opportunities to identify positions with genuine occupational requirements, including the need for cultural expertise from Aboriginal and Torres Strait Islander applicants.	National Executive Senior Leaders People and Culture	Updated strategic workplace planning and organisational design policies and practices to aid in proactive identification of roles and opportunities as part of workforce design and recruitment activities.	June 2021
	1.1.3. Establish two identified positions in the Aboriginal and Torres Strait Islander Health Strategy team; a Project Manager and Project Officer. These will be permanent, ongoing positions.	National Executive	Two identified positions established.	Completed
	1.1.4. Actively recruit three Aboriginal and/or Torres Strait Islander employees as part of future targeted recruitment in 2020/2021	National Executive People and Culture Strategy and Policy	Recruitment of three Aboriginal and/or Torres Strait employees into identified positions.	June 2021

Goal	Tasks	Responsible	KPIs	Timeline
1.2 Established relationships with Aboriginal and Torres Strait Islander businesses and agencies (e.g. recruitment agencies, training providers, etc.), to access products and services that enable the delivery of objectives within the Employment Strategy.	1.2.1. Build relationships with health sector leaders and Aboriginal and Torres Strait Islander communities, including: <ul style="list-style-type: none"> – establishing a supplier panel of trusted Aboriginal and Torres Strait Islander businesses/agencies specialising in recruitment and organisational development – establishing external referral pathways with Aboriginal and Torres Strait Islander employment agencies (such as Yarn'n Aboriginal Employment Services in NSW), and – collecting data upon application to identify referral sources, including (but not limited to) options from current employees, <i>Koori Mail</i>, <i>Torres News</i>, employment agencies, Board members, Facebook, etc 	People and Culture Procurement	Establishment of a supplier panel of Aboriginal and Torres Strait Islander businesses/agencies. Published network of referral partners.	March 2021 December 2021
	1.2.2. Build a talent pool of Aboriginal and Torres Strait Islander applicants, by creating and maintaining a database of Aboriginal and Torres Strait Islander applicants to keep them informed of available vacancies.	People and Culture	Creation of talent pooling functions within PageUp and ongoing 'Expression of Interest' link for candidates on Ahpra recruitment pages.	December 2021

Goal	Tasks	Responsible	KPIs	Timeline
1.3 Culturally safe policies and practices to encourage Aboriginal and Torres Strait Islander candidates to fill roles at various levels and locations across Ahpra.	1.3.1. Develop employment resources and promote Aboriginal and Torres Strait Islander Peoples' employment with Ahpra at community events and expos.	People and Culture	A schedule of targeted community events and expos (e.g. career expos).	December 2021
	1.3.2. Develop tools and resources to support recruitment processes which attract Aboriginal and Torres Strait Islander applicants, including tips and fact sheets on 'How to attract more Aboriginal and Torres Strait Islander applicants to your job'.	People and Culture Strategy and Policy National RAP Group	Updates to Aboriginal and Torres Strait Islander Resources page.	June 2021
	1.3.3. Undertake an audit of existing recruitment procedures to: <ul style="list-style-type: none"> – collect Aboriginal and Torres Strait Islander identity of candidates (including options for people who don't want to answer the question) and explain the reasons why we ask this – identify the progression rates of Aboriginal and/or Torres Strait Islander candidates throughout each stage of the recruitment process, and – engage with Aboriginal and Torres Strait Islander stakeholders to identify potential systemic barriers to progression of Aboriginal and/or Torres Strait Islander candidates and identify recommendations to address these barriers. 	People and Culture Strategy and Policy National RAP Group	Quarterly recruitment reporting of Aboriginal and Torres Strait Islander candidate progression. Audit report of recruitment and selection policies and procedures, including improvement recommendations.	December 2021 September 2021
	1.3.4. Incorporate stakeholder recommendations to update Ahpra's recruitment policy and supporting documents to ensure cultural appropriateness for Aboriginal and Torres Strait Islander candidates and encourage Aboriginal and Torres Strait Islander recruitment and retention.	National Executive People and Culture	Updated recruitment and selection policies and procedures.	June 2022

Goal	Tasks	Responsible	KPIs	Timeline
1.4. Growth in Aboriginal and Torres Strait Islander representation across all functions and levels at Ahpra.	1.4.1. Assess the breadth and accessibility of current recruitment practices to attract Aboriginal and Torres Strait Islander talent, including <ul style="list-style-type: none"> – updating the 'standard' job-advertising approach to include channels trusted by Aboriginal and Torres Strait Islander Peoples (including on social media), and – ensuring the 'first point of contact' for potential Aboriginal and Torres Strait Islander candidates is an Aboriginal and/or Torres Strait Islander person, or someone who' participated in cultural safety training and can provide culturally respectful and appropriate support. 	People and Culture	Identification of advertising channels/ job boards to be considered as part of advertising strategies. Training attendance records of Recruitment team members having attended cultural safety training	December 2021
	1.4.2. Utilise merit lists to draw on Aboriginal and Torres Strait Islander candidate talent pools, to identify and promote candidates for alternative roles in accordance with 'Recruitment and Selection Policy'.	People and Culture	Increase in the number of Aboriginal and Torres Strait Islander candidates referred to other roles.	June 2022
	1.4.3. Provide leadership, advocacy and support to grow the Aboriginal and Torres Strait Islander workforce in Ahpra, through identifying champions and local RAP support groups, to promote key messages and relationships internally and externally, which encourage more applications from Aboriginal and Torres Strait Islander talent.	People and Culture Strategy and Policy National RAP Group	Aboriginal and Torres Strait Islander employment champions.	June 2021
	1.4.4. Provide early career pathways for Aboriginal and Torres Strait Islander Peoples through targeted participation in Ahpra's Graduate Development Program. Ensure that cultural safety is embedded in the program design.	National Executive People and Culture	A minimum of two identified positions for Aboriginal and/or Torres Strait Islander graduates for each graduate program intake.	February 2022
1.5. Growth in Aboriginal and Torres Strait Islander candidates for National Boards, committees, working groups and panel roles and positions.	1.5.1. Develop an attraction strategy to drive increased interest from Aboriginal and Torres Strait Islander candidate applications for board and committee positions.	Strategy and Policy	Aboriginal and Torres Strait Islander 'Board and Committee Attraction Strategy'.	December 2020

Priority 2: Implement programs and culturally safe work practices which foster the retention of Aboriginal and Torres Strait Islander employees

Goal	Tasks	Responsible	KPIs	Timeline
2.1 Active connections and engagement with Aboriginal and Torres Strait Islander employees across Ahpra to support the development of culturally safe programs, practices and retention strategies.	2.1.1 Understand factors that adversely affect retention of Aboriginal and Torres Strait Islander employees across the National Scheme, to develop improvement strategies. <ul style="list-style-type: none"> – Conduct 'stay interviews' to understand why Aboriginal and Torres Strait Islander employees choose to stay working with Ahpra. – Implement 3-month, 6-month and 12-month check ins for new Aboriginal and Torres Strait Islander employees with the Aboriginal and Torres Strait Islander Engagement Business Partner to seek feedback of their experiences. – Encourage participation of a cultural support role (i.e. a trusted Aboriginal and/or Torres Strait Islander support person) to be present as part of performance development or improvement/counselling conversations. – Research and report on turnover and underlying causes of lower Aboriginal and Torres Strait Islander employee retention (via exit interviews and capture in workforce metrics reporting), reviewing and assessing exit interviews for critical feedback to improve retention. – Segmentation of employee engagement data as part of annual survey to identify areas of opportunity and/or concern. 	People and Culture	Annual report to National Executive / Agency Management Committee on Aboriginal and Torres Strait Islander employee engagement.	April 2022
	2.1.2 Acknowledge Aboriginal and Torres Strait Islander Peoples' cultural practices and events by educating managers of Aboriginal and Torres Strait Islander employees about employee access to Ceremonial and Cultural Leave (in accordance with Cl. 60 of the Ahpra Enterprise Agreement 2019-2022).	People and Culture	Leave reports.	January 2021

Goal	Tasks	Responsible	KPIs	Timeline
2.2 Informed views of Aboriginal and Torres Strait Islander experiences and voices (internal and external) as inputs toward the development of culturally safe and inclusive processes and practices.	2.2.1 Actively seeking input and advice from Aboriginal and Torres Strait Islander Peoples and key stakeholder groups as part of the development of organisational employment programs and initiatives.	People and Culture Strategy and Policy	Major programs and initiatives have demonstrated engagement of Aboriginal and Torres Strait Islander stakeholders.	Ongoing
2.3 Enhanced onboarding experience for Aboriginal and Torres Strait Islander employees to promote increased cultural safety, connection to community and colleagues and increased retention.	2.3.1 Ensure an informative and supportive induction program to support the onboarding of Aboriginal and Torres Strait Islander employees, including: <ul style="list-style-type: none"> – review current national induction process to ensure it incorporates Ahpra's commitment to Aboriginal and Torres Strait Islander employment and inclusive workplace behaviours – include introductions to Aboriginal and Torres Strait Islander Engagement Business Partner and/or other key Aboriginal and Torres Strait Islander employees from the business as part of induction – offer a workplace buddy for new Aboriginal and Torres Strait Islander employees – include references to Aboriginal and Torres Strait Islander Peoples throughout induction, such as Acknowledgement of Country practices. – review position descriptions for identified Aboriginal and Torres Strait Islander roles to ensure they are appropriate to the audience, and – explore new practices for interviewing identified Aboriginal and Torres Strait Islander candidates including opportunities for candidates to demonstrate skills and knowledge such as having a community representative on the panel, and/or holding interviews in locations which support candidates to be successful. 	People and Culture	Updated onboarding materials. Network of 'workplace buddies'. Updated position description templates. Developed guidelines for culturally appropriate interviewing practices.	March 2021 June 2021 June 2021 December 2020

Priority 3: Invest in developing the capabilities and careers of Aboriginal and Torres Strait Islander employees, including representation in leadership and senior roles

Goal	Tasks	Responsible	KPIs	Timeline
3.1 Supported career development pathways for Aboriginal and Torres Strait Islander employees to align with the Ahpra Capability Framework.	3.1.1 Develop and implement initiatives to improve the employment and promotion of Aboriginal and Torres Strait Islander Peoples at all levels, including: <ul style="list-style-type: none"> – introduce a self-paced professional development program designed for Aboriginal and Torres Strait Islander employees and their managers to connect and share experiences, knowledge and insights to develop leadership and capability – investigate developing a scholarship fund targeting tertiary level students wishing to study in fields of work related to employment opportunities at Ahpra, and – provide short-term secondment opportunities across Ahpra teams (if skills and capabilities permit) to ensure Aboriginal and Torres Strait Islander employees are not limited to work solely on cultural matters. 	National Executive People and Culture Strategy and Policy	Performance Development Plans completed for all Aboriginal and Torres Strait Islander employees.	June 2022
3.2 Enhanced capability of managers and people leaders to support Aboriginal and Torres Strait Islander employees with organisational performance, individual career development and progression, and creating culturally safe workplaces (including addressing racism in the workplace).	3.2.1 Build cultural leadership capabilities through a variety of development programs, including: <ul style="list-style-type: none"> – provide coaching for leaders managing Aboriginal and Torres Strait Islander employees – develop a module as part of Ahpra's Manager Capability Program, and – identify leadership programs that seek to develop cultural 'champions' in leadership roles. 	People and Culture	Manager Capability program developed and included in standard MCP offering. Identified leadership 'champions'.	March 2021 June 2023
3.3 Active identification of Aboriginal and Torres Strait Islander employees to participate in internal and external leadership programs.	3.3.1 Develop leadership capabilities among Aboriginal and Torres Strait Islander employees through the following channels: <ul style="list-style-type: none"> – ensure participant composition on leadership programs reflects organisational participation rates, and – research external leadership programs to identify and promote 'flagship' programs for Aboriginal and Torres Strait Islander employees (e.g. Leadership Victoria's offering). 	People and Culture	Leadership program training attendance records.	December 2021

Priority 4: Develop culturally safe workplaces through education and culturally safe work practices

Goal	Tasks	Responsible	KPIs	Timeline
4.1 Build enterprise cultural safety capabilities and practices through the delivery of Ahpra's cultural safety training program, to foster a culture which understands, respects and celebrates Aboriginal and Torres Strait Islander cultures.	4.1.1 Implement national cultural safety training in accordance with the <i>National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025</i>	National Executive People and Culture Strategy and Policy	Refer to Implementation Plan for Cultural Safety Training Program.	
	4.1.2 Embed cultural safety awareness training as part of Ahpra's employee induction program, including the delivery of an annual refresher training program as part of Ahpra's suite of annual compliance training.	People and Culture	Induction program training completion reports. Annual refresher training delivered.	March 2021
	4.1.3 Enhanced access and awareness of cultural resources via existing platforms (e.g. Aboriginal and Torres Strait Islander resources page).	People and Culture Strategy and Policy National RAP Group	Resources pages updated on a quarterly basis.	January 2021
	4.1.4 Embed cultural safety as a capability as part of Ahpra's capability framework.	People and Culture	Cultural safety capability included within capability framework.	June 2021
	4.1.5 Ahpra to promote recognition and participation in days of cultural significance outlined below.	National Executive	Promotion, communication and participation in annual events.	Ongoing
4.2 Improve the service offering as part of Ahpra's Employee Assistance Program (EAP) to be culturally inclusive and accessible to Aboriginal and Torres Strait Islander employees and their families.	4.2.1 Provide Aboriginal and Torres Strait Islander employees and their families with access to culturally safe EAP services, including Aboriginal and Torres Strait Islander counsellors and support staff.	People and Culture	Expanded offering with Assure Programs.	December 2020

Priority 5: Know the Aboriginal and Torres Strait Islander workforce throughout Ahpra to encourage their engagement in the delivery of the Employment Strategy and goals

Goal	Tasks	Responsible	KPIs	Timeline
5.1 Creation of culturally appropriate processes which encourage self-disclosure of Aboriginal and Torres Strait Islander identity, while maintaining the highest standards of data and information privacy.	5.1.1 Establish how to collect accurate data on Aboriginal and/or Torres Strait Islander identity by engaging with Aboriginal and Torres Strait Islander employees and stakeholders to identify and address barriers to disclosure and methods for storage and use of data.	People and Culture Strategy and Policy	Procedures for the capture and management of Aboriginal and Torres Strait Islander data that maintain the highest levels of confidentiality and privacy.	June 2021
5.2 Improved availability and accuracy of data on Aboriginal and Torres Strait Islander employees across various stages of the employee lifecycle.	5.2.1 Enhance Ahpra's people and reporting systems to: <ul style="list-style-type: none"> – enable the collection of data of Aboriginal and Torres Strait Island employees and prospective employees to analyse progress at each stage of the employee lifecycle, and – establish and distribute performance reports on meeting the goals of the Employment Strategy. 	People and Culture Strategy and Policy	Monthly and annual reporting includes segmentation of Aboriginal and Torres Strait Islander employee data.	June 2021
5.3 Enhanced understandings of what Aboriginal and Torres Strait Islander staff think about working for Ahpra.	5.3.1 Capture and report of perceptions of Aboriginal and Torres Strait Islander employees through multiple sources, including: <ul style="list-style-type: none"> – entry and exit surveys – annual employee engagement survey, and – training evaluation surveys. 	People and Culture	Reporting of Aboriginal and Torres Strait Islander employee perceptions.	December 2021

Days of cultural significance

Invasion Day/Survival Day/Day of Mourning	26 January
National Apology (Anniversary)	13 February
National Close the Gap Day	Usually held on the third Thursday in March: <ul style="list-style-type: none">• 19 March 2020• 18 March 2021• 17 March 2022• 16 March 2023• 21 March 2024• 20 March 2025
National Sorry Day	26 May
National Reconciliation Week	27 May – 3 June
Mabo Day	3 June
Coming of the Light Festival	1 July
NAIDOC Week	NAIDOC Week is usually held in the first week (a Sunday to Sunday) of July that incorporates the second Friday – which historically was celebrated as 'National Aboriginal Day': <ul style="list-style-type: none">• 8 November 2020 – 15 November 2020*• 4 July 2021 – 11 July 2021• 3 July 2022 – 10 July 2022• 2 July 2022 – 9 July 2022• 7 July 2022 – 14 July 2022• 6 July 2022 – 13 July 2022 * The National NAIDOC Committee decided to postpone NAIDOC Week 2020.

Monitoring and reporting

- Ahpra undertakes to ensure monitoring and reporting against the Employment Strategy's objectives and key performance indicators using the following methods:
- People and Culture to develop a reporting dashboard to monitor the progress of development and delivery of KPIs/Key deliverables within the Program Delivery Plan (refer to Appendix 1).
 - People and Culture to report on progress of Employment Strategy to the Agency Management Committee every six-months.
 - Ahpra to communicate progress of the Employment Strategy annually as part of the Ahpra Annual Report.
 - Strategy Group to meet with the National Executive Management Committee once a year.
 - Strategy Group, through the Ahpra Secretariat, communicates with the general public on dashboard reporting framework, upcoming activities and promotion of employment opportunities within Ahpra.

Review

A review of this Employment Strategy will be undertaken at a minimum every 12-months, to review progress of the KPIs/ key deliverables and to continuously build upon progress enable achievement of the strategy's priority outcomes.

Appendix 1: Program Delivery Plan (3-year plan)

Task ID	KPI/Deliverable	Responsible	Delivery date	June 2020 – June 2021				June 2021 – June 2022				June 2022 – June 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.3	Two identified positions established	National Executive	Completed												
2.2.1	Major programs and initiatives have demonstrated engagement of Aboriginal and Torres Strait Islander stakeholders	People and Culture Strategy and Policy	Ongoing												
4.1.5	Promotion, communication and participation in annual events	National Executive	Ongoing												
4.1.1	Refer to Implementation Plan for Cultural Safety Training Program	National Executive People and Culture Strategy and Policy	Per Cultural Safety Training Delivery Strategy												
1.1.1	Publication of Special/Equal Opportunities Measures Guideline	People and Culture	Dec-20												
2.3.1	Developed guidelines for culturally appropriate interviewing practices	People and Culture Strategy and Policy	Dec-20												
1.5.1	Aboriginal and Torres Strait Islander 'Board and Committee Attraction Strategy'	Strategy and Policy	Dec-20												
2.1.2	Acknowledge Aboriginal and Torres Strait Islander Peoples' cultural practices and events by educating managers of Aboriginal and Torres Strait Islander employees about employee access to Ceremonial and Cultural Leave (in accordance with Cl. 60 of the Ahpra Enterprise Agreement 2019–2022)	People and Culture	Jan-21												
4.1.3	Resources pages updated on a quarterly basis	People and Culture Strategy and Policy National RAP Group	Jan-21												
1.2.1	Establishment of a supplier panel of Aboriginal and Torres Strait Islander businesses/agencies	People and Culture Procurement	Mar-21												
3.2.1	Manager Capability program developed and included in standard MCP offering	People and Culture	Mar-21												
2.3.1	Updated onboarding materials	People and Culture	Mar-21												
4.1.2	Induction program training completion reports	People and Culture	Mar-21												
1.1.2	Updated strategic workplace planning and organisational design policies and practices to aid in proactive identification of roles and opportunities as part of workforce design and recruitment activities	National Executive Senior Leaders People and Culture	Jun-21												
1.1.4	Creation of three identified positions	National Executive People and Culture Strategy and Policy	Jun-21												
1.4.3	Aboriginal and Torres Strait Islander employment champions	People and Culture Strategy and Policy National RAP Group	Jun-21												
2.3.1	Network of 'workplace buddies'	People and Culture	Jun-21												
2.3.1	Updated position description templates	People and Culture	Jun-21												

Task ID	KPI/Deliverable	Responsible	Delivery date	June 2020 – June 2021				June 2021 – June 2022				June 2022 – June 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1.4	Cultural safety capability included within capability framework	People and Culture	Jun-21												
5.1.1	Procedures for the capture and management of Aboriginal and Torres Strait Islander data that maintain the highest levels of confidentiality and privacy	People and Culture Strategy and Policy	Jun-21												
5.2.1	Monthly and annual reporting includes segmentation of Aboriginal and Torres Strait Islander employee data	People and Culture Strategy and Policy	Jun-21												
1.3.1	A schedule of targeted community events and expos (e.g. career expos)	People and Culture	Sept-21												
1.3.2	Updates to Aboriginal and Torres Strait Islander Resources page	People and Culture Strategy and Policy National RAP Group	Sept-21												
1.3.3	Audit report of recruitment and selection policies and procedures, including improvement recommendations	People and Culture Strategy and Policy National RAP Group	Sept-21												
1.2.1	Published network of referral partners	People and Culture Procurement	Dec-21												
1.2.2	Creation of Talent Pooling functions within PageUp and ongoing 'Expression of Interest' link for candidates on Ahpra recruitment pages	People and Culture	Dec-21												
1.3.3	Quarterly recruitment reporting of Aboriginal and Torres Strait Islander candidate progression	People and Culture Strategy and Policy National RAP Group	Dec-21												
1.4.1	Identification of advertising channels/job boards to be considered as part of advertising strategies	People and Culture	Dec-21												
1.4.1	Training attendance records of Recruitment team members having attended cultural safety training	People and Culture	Dec-21												
3.3.1	Leadership program training attendance records	People and Culture	Dec-21												
4.1.2	Annual refresher training delivered	People and Culture	Dec-21												
5.3.1	Reporting of Aboriginal and Torres Strait Islander employee perceptions	People and Culture	Dec-21												
1.4.4	A minimum of two identified positions for Aboriginal and/or Torres Strait Islander graduates for each graduate program intake	National Executive People and Culture	Feb-22												
2.1.1	Annual report to National Executive / Agency Management Committee on Aboriginal and Torres Strait Islander employee engagement	People and Culture	Apr-22												
1.3.4	Updated recruitment and selection policies and procedures	National Executive People and Culture	June-22												
1.4.2	Increase in the number of Aboriginal and Torres Strait Islander candidates referred to other roles.	People and Culture	Jun-22												
3.1.1	'Performance Development Plans completed for all Aboriginal and Torres Strait Islander employees	National Executive People and Culture Strategy and Policy	Jun-22												
3.2.1	Identified leadership 'champions'	People and Culture	Jun-23												

Australian Health Practitioner Regulation Agency

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