



RECONCILIATION
ACTION PLAN

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Australian Institute
for Teaching and
School Leadership
Limited

Australian Institute for Teaching and School Leadership

Reflect Reconciliation Action Plan

May 2021 – May 2022



Acknowledgement of Country

The Australian Institute for Teaching and School Leadership (AITSL) acknowledges the Traditional Custodians of the land, sea country and waterways from across Australia. We honour and pay our respects to their Elders past, present, and future.

About the artwork

Reko Rennie, Untitled 2020.

Reko Rennie is an interdisciplinary artist who explores his Aboriginal identity through contemporary media. Through his art, Rennie provokes discussion surrounding Indigenous culture and identity in contemporary urban environments. Largely autobiographical, his commanding works combine the iconography of his Kamilaroi heritage with stylistic elements of graffiti. He merges traditional diamond-shaped designs, hand-drawn symbols, and repetitive patterning to subvert romantic ideologies of Aboriginal identity. This work is about being culturally visible. Rennie's use of camouflage aims to amplify, rather than conceal his identity and stakes his claim to a luminous, commanding form of cultural visibility.

The Australian Institute for Teaching and School Leadership was formed to provide national leadership for the Commonwealth, state and territory governments in promoting excellence in the profession of teaching and school leadership with funding provided by the Australian Government. Other than in relation to third party expressions of opinion or views aired in this publication, the views expressed in this publication are solely those of the Board of the Australian Institute for Teaching and School Leadership Limited and not of any other party or organisation connected with this project.



Message from Reconciliation Australia

Reconciliation Australia congratulates the Australian Institute for Teaching and School Leadership on continuing its reconciliation journey by formally endorsing Australian Institute for Teaching and School Leadership's second Reflect Reconciliation Action Plan (RAP).

Through this plan, the Australian Institute for Teaching and School Leadership continues to play an important role in a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.



This Reflect RAP enables the Australian Institute for Teaching and School Leadership to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Institute for Teaching and School Leadership on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer



Message from AITSL

I am pleased to share with you the AITSL Reflect Reconciliation Action Plan (RAP). As a national education organisation, we must play a role in promoting reconciliation. As an organisation, and as individuals within an organisation, it is important that we do our best to grow our skills and knowledge to promote respect for the languages, histories, and cultures of Aboriginal and Torres Strait Islander peoples. Every day we connect with educators across Australia, from pre-service teachers beginning their education studies to school and early childhood service leaders leading the learning of their staff and children. As well as those working in the state and territory education systems and sectors, regulatory bodies, and universities, we have great reach, and with this comes great responsibility.

This Reflect RAP is formal acknowledgement of the beginning of our journey to be actively contributing to a reconciled Australia. We are building on some great foundations, including our work on embedding reconciliation in teaching and learnings through the *Australian Professional Standards for Teachers* and through the establishment of an Advisory Group for Aboriginal and Torres Strait Islander Education to help shape our policies, research, tools, and resources.

An effective learning strategy that most teachers instil in their students is knowing when you do not know the answer and being able to find the resources to make sure you keep progressing and learning. This is what a Reflect RAP is all about, acknowledging that we do not have the answers. However, we are committed to finding and understanding them, and building our internal expertise to forge stronger relationships that will help us on this journey. It is a journey we know is important to make as an organisation. We have a lot of work to do and as such the AITSL Board of Directors and I are fully committed to achieving all of the actions outlined in this RAP and working towards an Innovate RAP over the next twelve months.

I would like to thank Reconciliation Australia, and our friends and colleagues who have provided critical input and feedback to help inform this RAP. I look forward to continuing to travel with you on this journey and thank you for your support.

Mark Grant
Chief Executive Officer

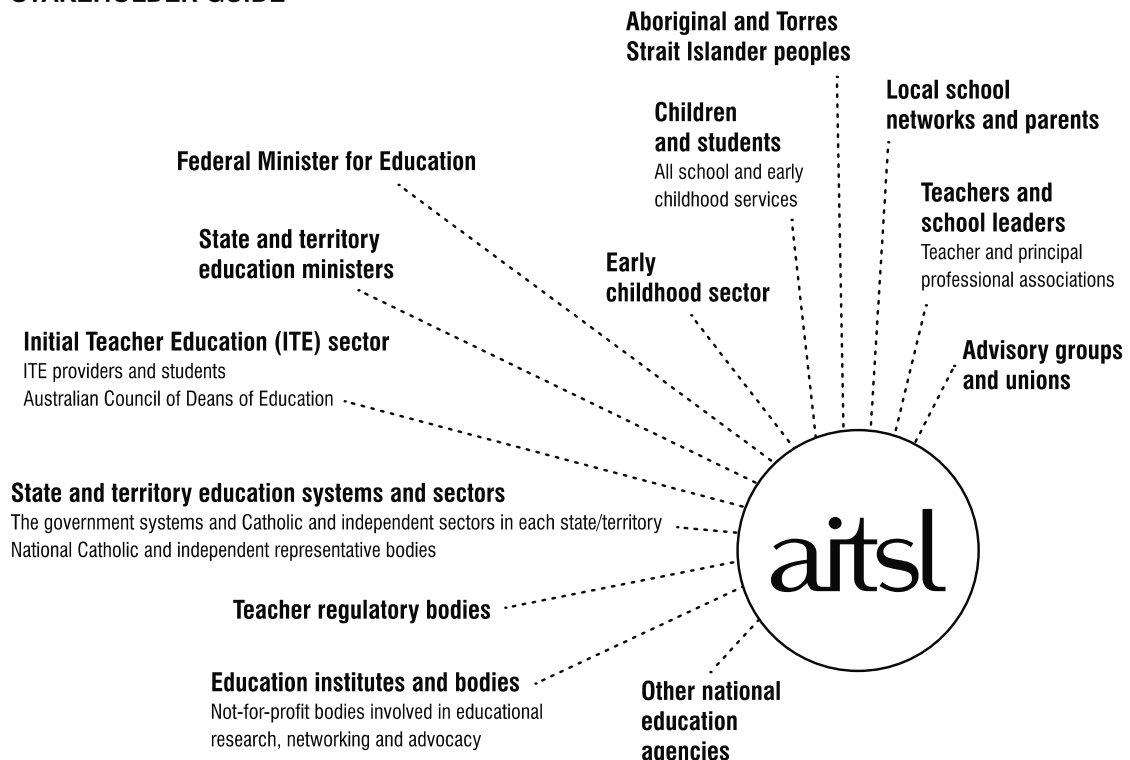
Our Business

AITSL is a Commonwealth company funded by the Australian Government and owned by the Commonwealth Minister for Education. We work in close partnership with the education community to promote excellence so that teachers and leaders have the maximum impact on learning in all Australian schools and early childhood settings.

We are a national organisation, and we work with education organisations, professionals, systems, sectors, and networks to advance quality teaching and school leadership. Our key stakeholders are depicted in the graphic below. We are governed by an independent Board of Directors appointed by the Commonwealth Minister for Education.

Our office is situated on lands of the Wurundjeri people at Level 8, 440 Collins Street, Melbourne (Naarm). We have approximately 100 employees. At the time of developing our Reflect RAP, AITSL employs one staff member who identifies as Aboriginal and/or Torres Strait Islander.

STAKEHOLDER GUIDE



Our Reconciliation Action Plan

As an organisation we must 'walk the talk' in continuously building our own knowledge and skills so our work is inclusive of Aboriginal and Torres Strait Islander peoples. As custodians of the *Australian Professional Standards for Teachers* that focus on Aboriginal and Torres Strait Islander education and reconciliation, specifically in Focus Areas 1.4 and 2.4, we must model the standards we set for others. We know we have a long way to go but we are committed to this.

Through our policies, research, tools, and resources we can share and encourage effective teaching and learning practices that help build respect and appreciation for the cultures, histories, and languages of Aboriginal and Torres Strait Islander peoples. Through regular consultation with the sector, we must be inclusive of Aboriginal and Torres Strait Islander peoples across Australia so that our work is helping *every* child experience a high-quality education. Within our business, we can put in place strategies that promote diversity and respect across our internal human resources, legal, research, communications, and procurement practices.

We understand that true respect and reconciliation comes through governance and leadership but also from the ground up. We must support every member of the AITSL team to have strong and sound knowledge and skills in relation to education, reconciliation, and the cultures, histories, and languages of Aboriginal and Torres Strait Islander peoples.

This RAP is an acknowledgement of our role and commitment to reconciliation and the actions we will take to ensure we are actively contributing to a reconciled Australia. This RAP has been developed by a working group in consultation with all staff. Our RAP Champion, Dianne Jickell and the AITSL leadership team, including directors, senior executives, and the Board of Directors are committed to the implementation and ongoing monitoring of the actions outlined here, as the foundation of future RAPs.

Our working group includes:

- Kristen Casanova (Director, Assessment for Migration)
- Dianne Jickell (General Manager, Corporate)
- Justine Norton (Senior Internal Communications Advisor, Brand Comms and Digital)
- Clinton Milroy (Director, Brand, Comms and Digital)
- Sophia Kostava (Senior Advisor, Business Services)
- Eunice Sotelo (Project Officer, Evidence and Impact)
- Georgia Miller (Project Officer, Initial Teacher Education)
- Hong Ji (Project Co-ordinator, Business Services).

Advisory Group members:

- Renez Lammon, AITSL Board Director
- Carly Jia, Senior Advisor, Aboriginal and Torres Strait Islander Education

Current activities underway

AITSL acknowledges that we still have a long way to go on our reconciliation journey. In recent years, we have made a start on this journey and have formed a strong basis from which to achieve the activities outlined in our Reflect RAP.

Some of the steps we have taken so far include:

- Establishing the Advisory Group for Aboriginal and Torres Strait Islander Education to bring the voice of Aboriginal and Torres Strait Islander communities into the planning, design, delivery, and evaluation of programs and initiatives that AITSL delivers to teachers and school leaders across Australia.
- Running annual internal events and publishing information through our internal intranet to recognise and raise awareness of National Reconciliation Week, Mabo Day, and NAIDOC week.
- Including Aboriginal and Torres Strait Islander representation on the AITSL Board of Directors, expert standing committees, and other advisory groups.
- Recruiting a Senior Advisor for Aboriginal and Torres Strait Islander Education to lead our national work on building the cultural competency of the Australian teaching workforce in relation to Indigenous education.
- Establishing Welcome to Country and Acknowledgement of Country protocols for internal and external events.
- Naming our internal staff intranet 'Yabber', based on the word 'yaba' in the language of the Woiwurrung, meaning to talk or to chat.
- Undertaking in-person cultural competency leadership training for AITSL senior executive and management personnel.
- Undertaking in-person cultural responsiveness training for all senior executive, management, and staff.
- Focusing AITSL's World Teachers' Day 2019 campaign on beginning teachers and Aboriginal and Torres Strait Islander education.
- Creating opportunities for staff to take part in professional learning sessions, for example in late 2019 AITSL hosted a workshop on 'Our Land, Our Stories' – a landmark educational series exploring Aboriginal and Torres Strait Islander histories, peoples, and cultures.
- Engaging an Aboriginal artist to design artwork to represent the commitment and effort AITSL has for Aboriginal and Torres Strait Islander education. The artwork is used on our webpage, resources, virtual backgrounds etc.
- Implementing an Indigenous Procurement Policy.

Reconciliation Action Plan

Relationships			
Action	Deliverable	Timeline	Responsibility
01 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2021	General Manager and Director, Teaching and School Leadership
	Research best practice and principles to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2021	General Manager and Director, Teaching and School Leadership
02 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	27 May–3 June 2021, 2022	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	RAP Working Group members to participate in an external NRW event.	27 May–3 June 2021, 2022	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Facilitate at least one event for AITSL staff to recognise and celebrate NRW.	27 May–3 June, 2021, 2022	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–June, 2021, 2022	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Promote NRW to our national audience through social media.	27 May- 3 June, 2021, 2022	Director, Brand, Comms and Digital and Specialist, Marketing and Comms

Relationships			
Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2021	General Manager, Corporate Director, AfM, and Senior Advisor, Internal Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey including Reconciliation Australia.	September 2021	General Manager, Corporate
	Identify RAP and other like-minded organisations that we can approach to collaborate with on our reconciliation journey, including our sister agencies in the education architecture.	June 2021	General Manager, Corporate
04 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination/racism.	September 2021	General Manager, Corporate and Director, People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2021	General Manager, Corporate and Director, People and Culture

Respect			
Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	September 2021	General Manager, Corporate Director, People and Culture Director, Brand, Comms and Digital
	Conduct a review of cultural learning needs and opportunities within our organisation.	August 2021	General Manager, Evidence and Impact
	Deliver cultural responsiveness training for all new staff and explore continuous online learning modules for all staff.	August 2021	General Manager, Corporate
06 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2021	Director, AfM
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Include advice on cultural protocols in AITSL's internal Style Guide.	May 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Include an Acknowledgement of Country as part of the AITSL website and staff email footer.	May 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications

Respect			
Action	Deliverable	Timeline	Responsibility
	Include an Acknowledgement of Country in the nine initial national policies developed and maintained by AITSL and all future publications/resources.	May 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
07 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week including its annual themes.	July 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	Director, AfM
	Promote NAIDOC week on AITSL social media channels, including promotion of existing AITSL resources focused on Indigenous Education (e.g., Illustrations of Practice)	July 2021	Director, Brand, Comms and Digital and Specialist, Marketing and Comms
08 Visibly demonstrate respect and achievements of Aboriginal and Torres Strait Islander peoples, cultures, histories, and contributions.	Work with a video/photographer to capture images of Indigenous students and educators in diverse settings, to include in our publications and resources.	July 2021	Director, Brand, Comms and Digital
	Display Indigenous artwork and an acknowledgement within the AITSL office	June 2021	General Manager, Corporate
	Purchase and display AIATSIS Map of Indigenous Australia in the AITSL office.	June 2021	General Manager, Corporate

Opportunities

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2021	General Manager, Corporate and Director, People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	General Manager, Corporate and Director, People and Culture
10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2021	General Manager, Corporate and Senior Procurement Officer
	Investigate Supply Nation membership.	June 2021	General Manager, Corporate and Senior Procurement Officer
	Procure design from an Indigenous graphic design agency for end of year digital card to stakeholders	October 2021	Director, Brand, Comms and Digital and Senior Advisor, Internal Communications
	Support teams to procure services from Aboriginal and Torres Strait Islander businesses (e.g., promoting the use of Supply Nation to staff) and including this in procurement policies.	July 2021	General Manager, Corporate and Senior Procurement Officer

Opportunities

Action	Deliverable	Timeline	Responsibility
11 Promote Narragunnawali: Reconciliation in Education to staff and external stakeholders.	Through our social media channels, help promote and encourage schools/early learning services to apply for the 2021 Narragunnawali Award.	March 2022	Director, Brand, Comms and Digital
	Host appropriate links to Reconciliation Australia's Narragunnawali: Reconciliation in Education platform on our website.	March 2022	Director, Brand, Comms and Digital
	On a quarterly basis, promote Reconciliation Australia's Narragunnawali: Reconciliation in Education program through our social media channels to encourage schools to develop their own RAPs via the Narragunnawali platform.	July 2021	Director, Brand, Comms and Digital
	On a quarterly basis, promote Narragunnawali services, including a link to the landing page to sign up to Narragunnawali News mailing list.	July 2021	Director, Brand, Comms and Digital
12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain and review RAP Working Group to govern RAP implementation.	May 2021	General Manager, Corporate and Director, AfM
	Finalise the Terms of Reference for the RWG.	May 2021	Director, AfM and RWG
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2021	General Manager, Corporate

Governance

Action	Deliverable	Timeline	Responsibility
13 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2021	General Manager, Corporate
	Engage senior leaders in the delivery of RAP commitments.	June 2021	General Manager, Corporate and Director, AfM
	Define appropriate systems and capability to track, measure and report on RAP commitments, including a plan to submit an annual report to the Board.	June 2021	General Manager, Corporate and Director, AfM
14 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.	September 2021	Director, AfM and Project Officer, Research and Evaluation
	Develop theory of change/program logic (what does success look like) to set up monitoring, evaluation and learning (MEL), and help build a shared vision. This includes mapping current and intended activities and outcomes and developing an operational framework.	June 2021	Director, AfM Project Officer, Research and Evaluation
15 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2022	Director, AfM
	Commence planning and development of our next RAP.	February 2022	General Manager, Corporate



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