

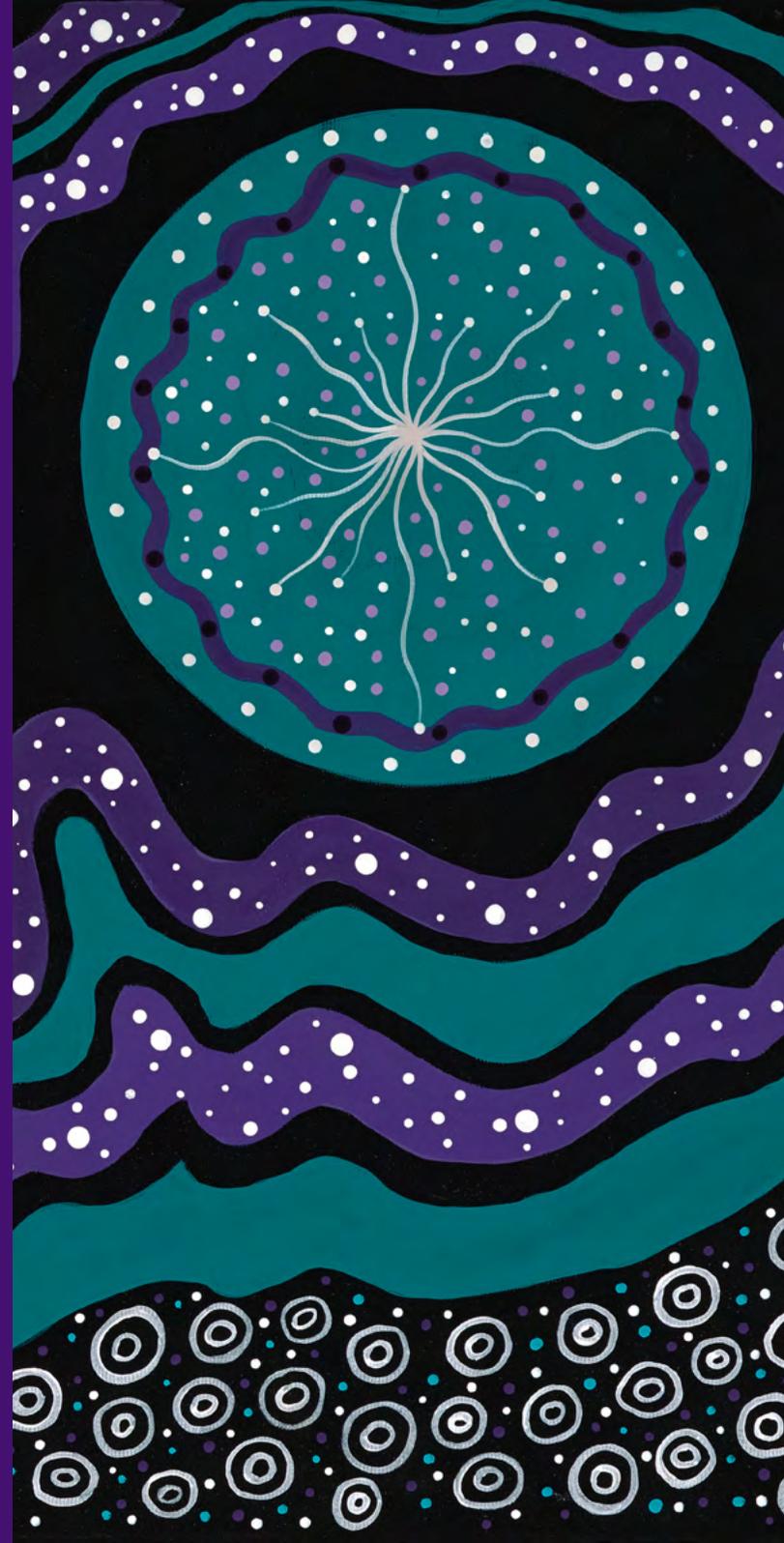
Public Service Commission

# Reflect

## Reconciliation Action Plan



May 2023 – November 2024



# Acknowledgment of Country

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We respectfully acknowledge the traditional custodians of Country across NSW. We acknowledge the spiritual connections and relationships that traditional custodians have continued to maintain and strengthen since time began, which will continue well into the future. We pay our respects to elders gone before us, those who present before us, and those who are emerging before us.

We recognise their cultural knowledge and wisdom has been passed down through generations and will remain present through stories and song-lines for generations to come. We extend this respect, acknowledge and appreciate the value Aboriginal and Torres Strait Islander staff contribute across the public sector, recognising their skills and experiences as a foundational asset to support the people of NSW.

# Artist Acknowledgment

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## Artist bio

Sharon Smith is a descendant of the Wiradjuri tribe of western New South Wales. Sharon's paintings reflect her love of the natural world. Through her depictions of landscapes, trees and animals, Sharon explores her own personal connection with, and her people's age-old relationship to, the earth.

## Artist statement about the work

The three large circles in this painting represent the three rivers of the Wiradjuri country, Murray, the Lachlan and the Murrumbidgee. The circles on the outside represent waterholes and the white dots are our people traveling up river gathering food, for our ancestors the rivers were a means of survival and a continuation of life.



# Contents

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Statement from CEO of Reconciliation Australia	4
Message from the NSW Public Service Commissioner	5
Our business	6
Our RAP	7
Our journey	9
Our partnerships	10
Relationships	11
Respect	14
Opportunities	17
Governance	19

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# Statement from CEO of Reconciliation Australia

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Reconciliation Australia welcomes the Public Service Commission to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

**T**he Public Service Commission joins a network of more than 2,200 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 close to 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 will lay the foundations, priming 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 increase awareness of Aboriginal and Torres Strait Islander cultures,

histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Public Service Commission 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Public Service Commission, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Message from the NSW Public Service Commissioner

The NSW Public Service Commission is committed to making a meaningful contribution to Australia's reconciliation journey. As a trusted partner and advisor in shaping a world class NSW public sector workforce, it is important that we align our internal practices to reflect our commitment to reconciliation. I am pleased to launch our first Reflect Reconciliation Action Plan.



Through the Reconciliation Action Plan (RAP) framework of Relationships, Respect, and Opportunities, we will lay the foundation for reconciliation and prioritise actions for the next 18 months within the PSC. The RAP also connects our work with that of our sector partners to improve Aboriginal and Torres Strait Islander outcomes in our workforce and for our customers and communities.

We support truth-telling and acknowledge that past policies implemented by the NSW Government have directly contributed to the detrimental and negative impacts experienced by Aboriginal and Torres Strait Islander peoples today. The PSC is already very active in guiding

and implementing strategic policies to improve outcomes for Aboriginal and Torres Strait Islander people across the NSW public sector workforce, but we know that we still have a long way to go.

We are committed to actively listening and learning from Aboriginal and Torres Strait Islander people across our organisation. Our goal is to improve our understanding of the views and experiences of Aboriginal and Torres Strait Islander people. We encourage our staff to immerse themselves in the reconciliation journey and learn more about the histories of Aboriginal and Torres Strait Islander peoples. We all have a role to play in committing to practical actions that drive our RAP.

As Public Service Commissioner, I am proud of the work we have done so far and excited about the opportunities to deepen this impact in our RAP. I am committed to contributing to a public sector workforce that reflects the diversity of the community we serve. To do this we must walk alongside our Aboriginal and Torres Strait Islander colleagues towards reconciliation. I am confident that our RAP strongly aligns to building a better future for the people of NSW and strengthening our commitment to a unified country.

**Kathrina Lo**  
NSW Public Service Commissioner

# Our business

The Public Service Commission (PSC) is a NSW Government agency within the Department of Premier and Cabinet.

**Our purpose** is to be the NSW public sector's trusted partner and advisor, shaping a world class workforce.

**Our ambition** is a contemporary, diverse, inclusive and highly capable public sector who deliver the best outcomes for the people of NSW.

**All the work we do aligns with our 3 focus areas and initiatives:**

## Smarter ways of working:

A mobile and flexible workforce where talent is responsive to areas of need and focused on the delivery of customer-centric services.

## Capability for high performance:

Public sector workforce focuses on evolving capabilities for high performance.

## Inclusive, ethical public sector:

Workplace cultures that foster diversity, belonging and respect, enabled by the government sector ethical framework and core values.

**Our focus areas** are enabled by our ability to provide decision makers with quality data and insights, across all strategic focus areas, to address sector wide challenges and priorities.



**125** people employed by the PSC



The PSC organisations geographic reach is State across NSW.



**5** Aboriginal and Torres Strait Islander employees are currently employed by the PSC which is about 4.0% of all employees, across non-executive salary classification levels.



The PSC has one office located at Level 4, 255 George Street, Sydney NSW 2000.

# Our RAP

The NSW Public Service Commission (PSC) is developing a RAP to strengthen our existing commitment towards reconciliation by formally addressing inequality and inequity experienced by Aboriginal and Torres Strait Islander peoples across New South Wales. The PSC provides guidance and support across the NSW public sector, and it is important that PSC's internal practices is reflective of our commitment to action as leaders in Diversity and Inclusion across the public sector.

The PSC have taken the approach of accepting that past policies implemented by the NSW Government have directly contributed towards the detrimental and negative impacts experienced by Aboriginal and Torres Strait Islander peoples today. We support truth telling, encouraging our staff to learn more about Aboriginal and Torres Strait Islander peoples' histories and commit to practical action to develop cultural capability and safety across our organisation.

Our RAP will ensure we commit to lay the foundations within our internal organisation to support us in driving an inclusive, ethical public sector and shape a world class workforce.

The development of a RAP will allow the PSC to review its current level of action against the 5 critical dimensions of a RAP, and strategically align improved actions against the PSC Strategic Directions, Belonging & Inclusion Strategy, Aboriginal Employment Strategy 2019-2025 (Refresh 2022), Closing the Gap commitments and the NSW Government initiatives.

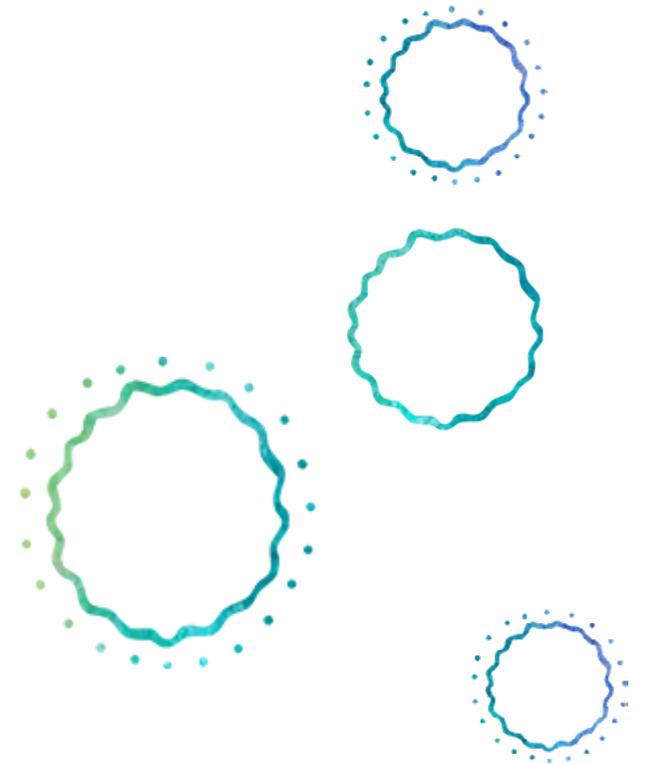
The PSC's commitment to the development and implementation of a RAP strongly aligns to building a better future for the people of NSW and strengthening our commitment to a unified country.



The PSC has formed a Reconciliation Action Plan Working Group (Working Group) as an organisational advisory Committee by the PSC for the purpose of guiding the development and implementation of the RAP.

**The members of the Working Group include:**

- NSW Public Service Commissioner – Inaugural RAP Working Group Chairperson
- Associate Director Strategic Communications
- Strategic Communications Representative
- Director Workforce Strategy and Capability
- Associate Director People and Engagement
- People and Engagement Representative
- Director Leadership and Talent
- Director Workforce Inclusion and Experience
- Principal Advisor Workforce Inclusion and Experience – Aboriginal staff member
- Senior Advisor Workforce Inclusion and Experience – Aboriginal staff member
- Director Governance and Risk/CFO
- Director Performance & Insights
- PSC Executive Officer



The PSC has range of identified key actions, deliverables, timeframes and assigned responsibility to the respective branch within PSC.

The PSC will also use our appropriate systems and capability to track, measure and report on RAP commitments.

# Our journey

This is the first RAP for the PSC but we are already very active in guiding and implementing strategic policies to improve Aboriginal and Torres Strait Islander outcomes. We are guided by strategic NSW government policies and targets relating to procurement of Aboriginal and Torres Strait Islander business and Aboriginal employment which enable increased capacity to enable personal, employment, and financial opportunities for Aboriginal and Torres Strait Islander peoples across the sector and beyond.

The PSC have a range of strategies, initiatives, and partnerships in place to contribute towards the creation and implementation of a Reconciliation Action Plan and recognise that it is important to reflect on our current practices and build on delivering improved opportunities as leaders across the government sector.

The PSC are committed to listening and learning from Aboriginal and Torres Strait Islander peoples across the sector and have taken measures to lead on conversations with Aboriginal staff to further understand how we can improve our understanding of the views and experiences of Aboriginal and Torres Strait Islander peoples.



# Our partnerships

## External partnerships:

The NSW Premier signed the new National Agreement on Closing the Gap on behalf of NSW in July 2020, along with the Coalition of Aboriginal and Torres Strait Islander Peak Organisations, the Australian government, state and territory governments, the Australian Local Government Association.

In this National Agreement, governments agreed to do things differently - to work in partnership and share decision making with Aboriginal and Torres Strait Islander organisations and communities to improve life outcomes for all Aboriginal and Torres Strait Islander people.

The NSW Government and NSW Coalition of Aboriginal Peak Organisations (NSW CAPO), in consultation with Aboriginal communities, have developed the first NSW Implementation Plan. This plan identifies focus areas and existing work underway while acknowledging there is a lot more to do.

NSW Closing the Gap commitments in Priority Area Three: Government Transformation. Closing the Gap Implementation Plan and Priority Reform Three:

- **Improving mainstream institutions:** Governments, their organisations and their institutions are accountable for Closing the Gap and are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services they fund.
- **Target:** Decrease in the proportion of Aboriginal and Torres Strait Islander people who have experiences of racism.

The PSC leads initiatives against Priority three and will continue to develop and strengthen external partnerships with Aboriginal businesses and external stakeholders to deliver a range of culturally informed strategies and projects across the sector.

A key role of the PSC is to support the sector and provide information on best practice. This is achieved through collaboration with the sector, particularly Aboriginal and Torres Strait Islander employees, to understand the evolving needs to guide the sector.

The PSC support Aboriginal and Torres Strait Islander employees across the NSW public sector through the implementation of the Aboriginal Employment Strategy Refresh 2022 to achieve a culturally safe and capable NSW public sector that reflects the communities we serve and where Aboriginal employees feel supported, respected, valued, and empowered to pursue their career aspirations.

## Internal partnerships:

The PSC collaborate internally across the organisation to provide best practice advice to our stakeholders and to support Aboriginal and Torres Strait Islander programs of work. The PSC has 2 executive leadership committees:

- **Management Board** – is the most senior governance and decision-making body in the organisation. It provides executive leadership, strategic oversight, risk management and assurance for the planning and delivery of the PSC's program of work.
- **Senior Leadership Team** – provides organisational leadership by promoting and delivering the PSC's strategic direction and priorities and ensuring risks are managed. It also facilitates information sharing, collaboration and consultation among senior leaders on matters affecting the organisation.



# Relationships



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	September 2023	Director Workforce Inclusion and Experience
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	September 2023	Director Workforce Inclusion and Experience
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2023, May 2024	Lead: Associate Director Strategic Communications Support: RAP Working Group
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May – 3 June 2023 27 May – 3 June 2024	RAP Working Group Chair with RAP Working Group
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May – 3 June 2023 27 May – 3 June 2024	Lead: RAP Working Chair Support: Senior Leadership Team



Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	May 2023	Lead: RAP Working Chair Support: Associate Director Strategic Communications
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly through our external website and social media channels.</li> </ul>	May 2023	Lead: Associate Director Strategic Communications Support: RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	July 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey including active membership of the NSW Government Reconciliation Action Committee.</li> </ul>	July 2023	RAP Working Group Chair
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	September 2023	Director Workforce Inclusion and Experience
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	November 2024	Associate Director People and Engagement



Respect



Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Develop a cultural capability training plan to roll out the Everyone’s Business, Cultural Awareness Journey and Calendar and E-Learning about Stolen Generations Trauma Informed Training.</li> </ul>	By April 2023	<p>Lead: Director Workforce Inclusion and Experience</p> <p>Support: Associate Director People and Engagement</p>
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.</li> </ul>	May 2023	<p>Lead: Director Workforce Inclusion and Experience</p> <p>Support: Associate Director Strategic Communications</p>
	<ul style="list-style-type: none"> <li>Maintain the Acknowledgement of Country on PSC Website and in our published reports.</li> </ul>	May 2023	<p>Lead: Associate Director Strategic Communications</p> <p>Support: Director Workforce Inclusion and Experience</p>
	<ul style="list-style-type: none"> <li>Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	May 2023	<p>Lead: Director Workforce Inclusion and Experience</p> <p>Support: Associate Director Strategic Communications</p>



Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2023	Lead: RAP Working Group Chair with RAP Working Group
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2023	Lead: RAP Working Group Chair with RAP Working Group Support: Strategic Communications
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2023 July 2024	Lead: RAP Working Group Chair with RAP Working Group



# Opportunities





Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Increase Aboriginal and Torres Strait Islander employment within our organisation and support the outcomes of the Aboriginal Employment Strategy 2019-2025 Refresh.</li> </ul>	December 2023	Lead: Associate Director People and Engagement
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	December 2023	Lead: Associate Director People and Engagement
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Promote NSW Government Aboriginal Procurement Policy and provide easy guidelines to assist PSC to access Aboriginal and Torres Strait Islander owned businesses where appropriate.</li> </ul>	June 2023	Lead: Finance, Governance and Risk
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	June 2023	Lead: Finance, Governance and Risk



# Governance



Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	• Maintain a RWG to govern RAP implementation.	May 2023	Lead: Director Workforce Inclusion and Experience
	• Draft a Terms of Reference for the RWG.	May 2023	Lead: RAP Working Group Chair with RAP Working Group
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2023	Lead: RAP Working Group Chair with RAP Working Group
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	May 2023	RAP Working Group Chair with RAP Working Group
	• Engage senior leaders in the delivery of RAP commitments.	May 2023	Director Workforce Inclusion and Experience
	• Commissioner and Deputy Commissioner to champion our RAP internally.	May 2023	Commissioner and Deputy Commissioner
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	RAP Working Group Chair with RAP Working Group



Action	Deliverable	Timeline	Responsibility
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	RAP Working Group Chair with RAP Working Group
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	Lead: Director Workforce Inclusion and Experience Associate  Support: Director People and Engagement and
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September annually	Support: Associate Director People and Engagement  Lead: Director Workforce Inclusion and Experience
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	September 2024	Lead: Associate Director People and Engagement

## Public Service Commission

### Contact details:

Name: Emilie Priday/Sherry-Ann Toomey

Position: Director of Workforce Inclusion &  
Experience and Principal Advisor Workforce  
Inclusion & Experience

Phone: 02 9272 6000

Contact: [psc.nsw.gov.au/about-us/contact-us](https://psc.nsw.gov.au/about-us/contact-us)

