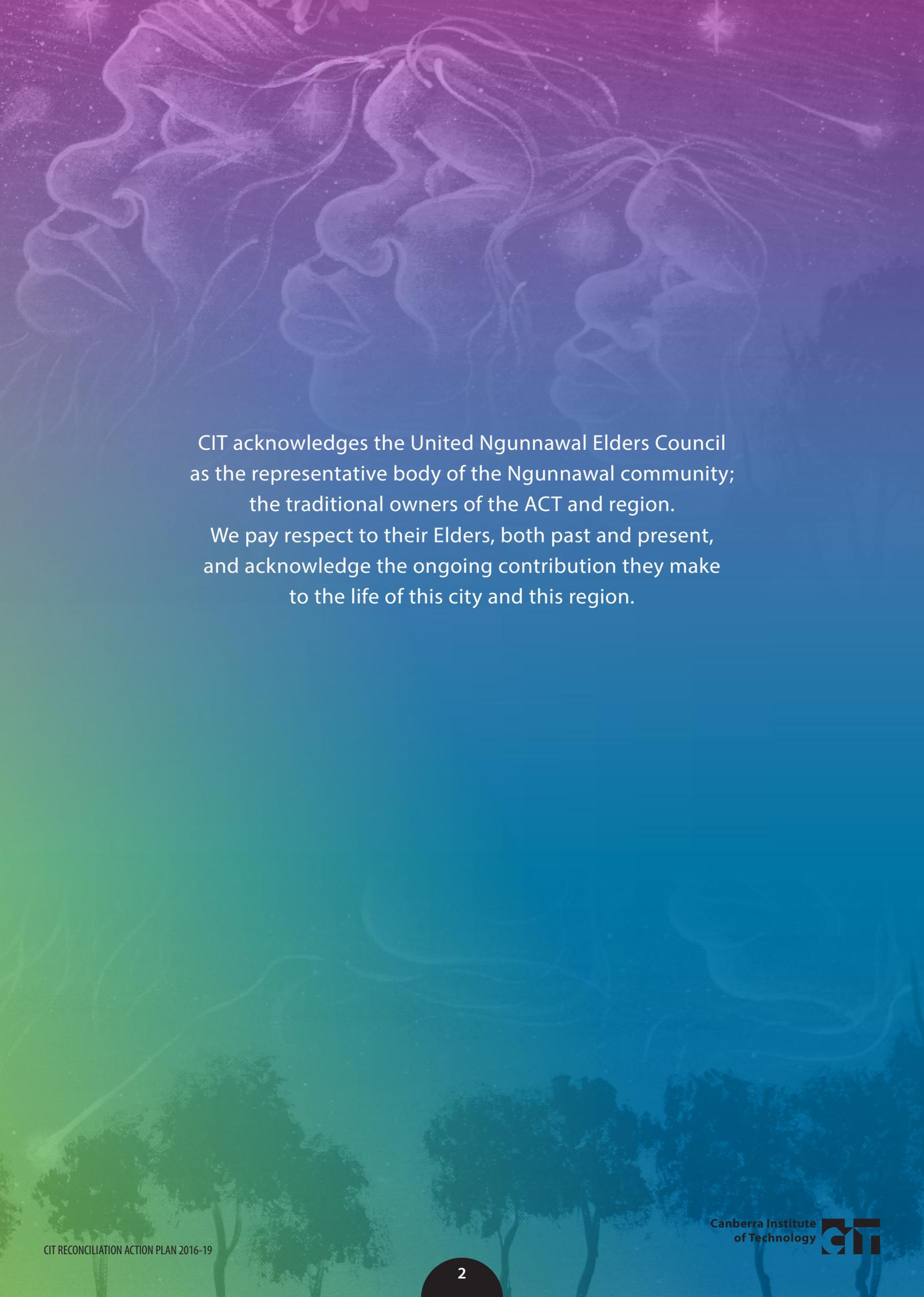


# CIT RECONCILIATION ACTION PLAN

2016–2019





CIT acknowledges the United Ngunnawal Elders Council  
as the representative body of the Ngunnawal community;  
the traditional owners of the ACT and region.

We pay respect to their Elders, both past and present,  
and acknowledge the ongoing contribution they make  
to the life of this city and this region.



## CIT CEO MESSAGE

It is a privilege of all Australians to tread on ancient lands nurtured by the oldest surviving cultures in the world; lands protected over tens of thousands of years by rich cultural and spiritual practices and understandings.

However, Aboriginal and Torres Strait Islander culture has not just been shaped by practices in the distant past, and certainly not always by positive events. In recent history, culture clash and the impact of successive official national policies as well as social inequality experienced over 200 years cannot be underestimated.

I believe the time to make our mark on history is now. Today's generation has the opportunity to take important steps to put right the wrongs through decisive, positive action. Change must be genuine, and come from a place of compassion, respect and understanding.

Reconciliation is close to our heart at CIT. We are very proud to have a thriving Aboriginal and Torres Strait Islander community at CIT, and a dedicated learning environment, CIT Yurauna Centre, where Aboriginal and Torres Strait Islander culture is nurtured and celebrated.

CIT has led the way in reconciliation activities over the years, including through participating in the national Sorry Book initiative from 1998–2004, releasing a Reconciliation Statement in 2002 (a first among ACT Government agencies) and being one of the first vocational education institutions to launch a Reconciliation Action Plan (2012).

Since 2014, we have continued to achieve much thanks to the collective efforts of staff and students to promote and celebrate Aboriginal and Torres Strait Islander cultures, with dedicated events on campus, regular staff messages to highlight days of particular importance to Aboriginal and Torres Strait Islander people and towards national reconciliation.

We are proud of these achievements, but we know the work doesn't stop here. Reconciliation is an ongoing journey, and it is the essential that as a public education and training provider, we continue to play a leading role in facilitating the opportunities and support to enable all people to reach their potential and realise their learning and life goals.

Leanne Cover  
CEO  
Canberra Institute of Technology

**ARTWORK**  
**Unumenis Wadiang**

*The Guardians.*  
Ancestors looking after country.  
With Reconciliation, looking after country  
becomes everyone's responsibility.



## Reconciliation Australia CEO MESSAGE

### Canberra Institute of Technology (CIT) Stretch RAP

Reconciliation Australia congratulates Canberra Institute of Technology (CIT) on its past successes and ongoing commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).

In adopting a Stretch RAP, CIT is demonstrating its readiness to re-focus on tried and tested strategies and set measurable targets to deepen the impact.

CIT has been a leading advocate for reconciliation in the ACT since the adoption of a reconciliation statement in 2002, with its commitment formalised through the development of a RAP in 2012. CIT is dedicated to changing lives through quality education and has a good track record of following through with its RAP obligations. As a result, CIT has made progress across the key domains of reconciliation—relationships, respect and opportunities.

The establishment of a student ambassador program has contributed to building closer relationships between Aboriginal and Torres Strait Islander and non-Indigenous students enrolled at CIT.

The displaying of Aboriginal and Torres Strait Islander flags at all CIT campuses and increased participation in cultural awareness training has enhanced understanding and respect for the histories and cultures of First Peoples across the organisation. By supporting Aboriginal and Torres Strait Islander charities focused on literacy, CIT has also assisted to increase opportunities for Indigenous peoples.

CIT's Stretch RAP signifies its accelerated commitment to reconciliation within its organisation and across its sphere of influence. On behalf of Reconciliation Australia, I commend CIT on its Stretch RAP and look forward to following its ongoing reconciliation journey.

Justin Mohamed  
CEO  
Reconciliation Australia

# OUR VISION FOR RECONCILIATION

Our vision promotes a culture that strengthens respect for, relationships with and opportunities for Aboriginal and Torres Strait Islander peoples, through positive and inclusive learning and workforce innovation practices.

# OUR BUSINESS

CIT is the ACT's leading provider of vocational education and training. Our mission is to change lives through quality education and skills development for individuals, industry and community.

The values that underpin our endeavours are:

Respect

Integrity

Collaboration

Innovation

- ▶ We deliver vocational education and training to more than 20,000 students annually in a range of disciplines.
  - ▶ We employ approximately 1,150 people.
- ▶ We employ 20 staff identified as Aboriginal or Torres Strait Islander peoples.
- ▶ Our organisation's geographic reach is local, national and international.

# Our RAP

- ▶ CIT is a leader in reconciliation in the ACT beginning with a Reconciliation Statement in 2002. We are committed to continuing our journey of reconciliation towards cultural proficiency as an organisation. Our aim is that through a set of key strategic steps, CIT can continue to build on a process of sustainable and demonstrated change that is genuine.
- ▶ Champions of the RAP include the CIT Board, the Chief Executive Officer, the Executive Management Committee and the CIT Student Association.
- ▶ This RAP was developed by the RAP Working Group listed below with input from staff, students and Aboriginal and Torres Strait Islander community groups including the CIT Aboriginal and Torres Strait Islander Advisory Committee, the ACT Aboriginal and Torres Strait Islander Elected Body and the United Ngunnawal Elders Council.

## Membership of the CIT RAP Working Group 2016–2019

Chair, Dr Nicole Stenlake	Executive Director, CIT People and Organisational Governance
Begona Diaz-Munoz	Secretariat, EA to Executive Director, CIT People and Organisational Governance
Grace Concannon	Senior Manager, Governance and Ministerial Support
Hannah Collett	Communication Manager, CIT Marketing
Rhonda Fuzzard	Manager, CIT Student Support
Anita Wesney	Director, CIT Education Services
Elizabeth Tomaras	Head of Department, Program Services
Andrew Scotford	General Manager, CITSA
Kate Browning	Manager, Workplace Culture
Caroline Hughes	Director, CIT Yurauna Centre
Julieanne Paulazzo	Resources and Access Librarian, Library and Learning Services
Margaret Russell	Senior Manager, CIT Audit and Review
Jacqui James	Manager, Curriculum and RTO Compliance, CIT Solutions
Mike Connors	Manager, Workforce Analytics

# CIT RAP 2012–2014

- ▶ Progress against our goals was monitored regularly through the then RAP Working Group. Out of the 38 actions, 35 were completed and of these 10 were identified as ongoing. Actions requiring further attention include an employment strategy for Aboriginal and Torres Strait Islander peoples and the hosting of a major event. These will be a priority for this RAP. One action in the plan was identified as being no longer applicable.
  
- ▶ The key achievements of the plan include:
  - ensuring Aboriginal and Torres Strait Islander flags fly on all CIT campuses
  - the production of a ‘Reconciliation at CIT’ page on the CIT website
  - introducing an Acknowledgement of Country at CIT’s key committees and boards
  - the production of a RAP banner
  - an increased presence of Indigenous artwork across CIT
  - an increase in the uptake of cultural awareness training at CIT
  - an increase of Indigenous representation on CIT boards and committees
  - the establishment of an Aboriginal and Torres Strait Islander student ambassador program
  - improved facilities for CIT Yurauna Centre students
  - the establishment of an Aboriginal and Torres Strait Islander Events Committee
  - support for Aboriginal and Torres Strait Islander charities, particularly in regard to literacy.

# RELATIONSHIPS

CIT is committed to growing a learning community that acknowledges and embraces Aboriginal and Torres Strait Islander peoples/histories/cultures. We are committed to working in partnership with employers and industry to create effective pathways from training to employment for Aboriginal and Torres Strait Islander students, by informing and developing strategies to improve the outcomes of Aboriginal students, staff and community.

## FOCUS AREA

Increase and embed involvement and awareness across the whole organisation.

Action	Responsibility	Timeline	Target
1. RAP Working Group Committee continues to actively monitor RAP development, including implementation of actions and tracking progress.	Executive Director, People and Organisational Governance	May 2016	<ul style="list-style-type: none"> <li>Oversee the development, endorsement and launch of the RAP.</li> </ul>
		January annually	<ul style="list-style-type: none"> <li>Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group (RWG).</li> </ul>
		February, May, July, September and December annually	<ul style="list-style-type: none"> <li>Meet at least five times per year to monitor and report on RAP implementation.</li> </ul>
2. Celebrate National Reconciliation Week Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other CIT staff and students.	Chair, Aboriginal and Torres Strait Islander Events Committee	27 May – 3 June annually	<ul style="list-style-type: none"> <li>Organise a minimum of two internal National Reconciliation Week (NRW) events each year.</li> <li>Register our NRW events via Reconciliation Australia's NRW website.</li> <li>All staff are encouraged to participate in at least one external event during National Reconciliation Week.</li> <li>Support National Reconciliation Week by:               <ul style="list-style-type: none"> <li>– promoting activities in staff newsletters</li> <li>– advertising key events.</li> </ul> </li> </ul>
3. Promote and celebrate Aboriginal and Torres Strait Islander individual or group achievements.	Executive Director, People and Organisational Governance	Review annually in August	<ul style="list-style-type: none"> <li>Continue to promote, implement and embed the CIT Aboriginal and Torres Strait Islander Ambassadors Program.</li> <li>Promote and celebrate Aboriginal and Torres Strait Islander staff through the CIT Staff Achievement Awards.</li> </ul>

## RELATIONSHIPS

Action	Responsibility	Timeline	Target
4. Embed the Ambassador Program in CIT's business.	Senior Manager, Audit and Review	Review annually in August	<ul style="list-style-type: none"> <li>• Opportunities for students to become ambassadors are advertised annually.</li> <li>• The program is refined as a result of review and evaluation.</li> <li>• An annual event recognises and celebrates the program achievements.</li> </ul>
5. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Director, CIT Yurauna Centre	February annually	<ul style="list-style-type: none"> <li>• Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Meet with the three local Aboriginal and Torres Strait Islander organisations/ representative bodies to develop guiding principles for future engagement.</li> <li>• Demonstrate our commitment to existing two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence.</li> </ul>
6. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Executive Director, People and Organisational Governance	May annually	<ul style="list-style-type: none"> <li>• Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>• Our senior leaders are engaged in the delivery of RAP outcomes.</li> <li>• Each division to include one RAP initiative within their business plan that is appraised as part of the executive's performance management plans.</li> <li>• Host one event, conference, summit or workshop in the life of the RAP, to further promote RAP initiatives.</li> </ul>

# RESPECT

CIT is committed to effecting meaningful change in the lives of Aboriginal and Torres Strait Islander peoples through an appreciation and sensitivity for their cultures, histories and present day contributions to Australia through the provision of educational opportunity.

## FOCUS AREA

We will empower and encourage Aboriginal and Torres Strait Islander peoples and community members to engage with our organisation and participate in training to achieve individual and personal goals.

Action	Responsibility	Timeline	Target
1. Employees are provided opportunity to engage in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.	Director, CIT Yurauna Centre	Review annually in August	<ul style="list-style-type: none"> <li>• Continue to develop, maintain and promote Cultural Awareness Training, as well as cultural competency courses, provided by CIT.</li> <li>• Promote Aboriginal and Torres Strait Islander cultural safety.</li> <li>• Capability of teachers with individuals and diverse groups is strengthened as a result of Cultural Awareness Training.</li> <li>• Hold four Cultural Awareness Training sessions per year.</li> <li>• All RAP Working Group members undertake cultural learning activities.</li> <li>• All executives undertake cultural learning activities.</li> <li>• All CIT staff to be trained on cultural awareness within three years.</li> <li>• Conduct a cultural immersion experience with one group of staff per year.</li> </ul>
2. Embed Aboriginal and Torres Strait Islander cultural awareness within colleges and divisions.	Executive and Directors  Chair, Aboriginal and Torres Strait Islander Events Organising Committee	Review annually in August and report six monthly in February and August	<ul style="list-style-type: none"> <li>• Key aspects of cultural awareness included in CIT online induction and in annual diversity refresher training.</li> <li>• Executives and senior managers to attend flag raising ceremonies.</li> <li>• Embed cultural awareness into each college and division business plan.</li> <li>• Inclusion of training and attendance at an event in performance management plans for senior managers.</li> <li>• Key aspects of cultural awareness are included in the CIT induction process and annual diversity training.</li> <li>• Embed cultural awareness into relevant promotional activities.</li> <li>• Hold a workshop or seminar with a key Aboriginal or Torres Strait Islander community guest speaker.</li> </ul>

## RESPECT

Action	Responsibility	Timeline	Target
3. Investigate opportunities to increase Aboriginal and Torres Strait Islander cultural awareness within CIT programs.	Director, Education Services HOD, Program Services Director, Yurauna College Directors	Review annually in August	<ul style="list-style-type: none"> <li>Identify three new opportunities to embed cultural awareness within CIT annually.</li> </ul>
4. Aboriginal and Torres Strait Islander cultural protocols Employees are encouraged to use the established CIT protocols including Acknowledgement of Country and Welcome to Country.	Communication Manager, CIT Communication	Review annually in August	<ul style="list-style-type: none"> <li>Acknowledgement of Country is provided at all CIT events.</li> <li>Acknowledgement of Country is provided at all key CIT committees and the CIT Board.</li> <li>As a Canberra based institution, a Ngunnawal Elder is invited to provide a Welcome to Country address at significant CIT events including graduation.</li> <li>The protocol encourages CIT senior leaders to personally reply to a Welcome to Country.</li> <li>Update, as required, the promotional material on the use of the written Acknowledgement of Country, including emails, signage, CIT letterhead, subject guides and any other documents and publicise widely.</li> <li>Create and display an Acknowledgment of Country plaque at each campus.</li> </ul>
5. Ensure Aboriginal and Torres Strait Islander matters are represented on the agendas of key committees as appropriate.	All Executives and Senior Managers	Review February annually	<ul style="list-style-type: none"> <li>The Chair ensures that Aboriginal and Torres Strait Islander matters are represented on the agendas of key committees as appropriate.</li> <li>CIT Yurauna Centre Director or nominee is a member of key committees – Executive Management Committee, People Committee, and CIT Academic Council.</li> </ul>

## RESPECT

Action	Responsibility	Timeline	Target
6. Celebrate NAIDOC Week CIT supports Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.	Chief Executive Officer  Chair, Aboriginal and Torres Strait Islander Events Committee	July and October annually	<ul style="list-style-type: none"> <li>• NAIDOC week is celebrated on campus in October each year as students are on holidays in July. All events are noted in the CIT staff planner and CITSA student diary.</li> <li>• CIT staff and students are encouraged to participate in events in the local community through promotion of activities in the staff newsletter and student communication mechanisms.</li> <li>• Promote CIT events to NAIDOC Committees.</li> <li>• Aboriginal and Torres Strait Islander employees are supported to attend local community and NAIDOC events.</li> <li>• Review Human Resource policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>• Support all staff to participate in NAIDOC Week events in the local community.</li> </ul>
7. Display and promote Aboriginal and Torres Strait Islander art across CIT campuses, including at CIT Solutions.	All Executives and Senior Staff	Review annually in August	<ul style="list-style-type: none"> <li>• Art is regularly displayed throughout all campuses including the CIT Executive meeting room.</li> </ul>
8. Promote and implement the Aboriginal and Torres Strait Islander Library and Information Resource Network (ATSILIRN) Protocols to guide the provision of Aboriginal and Torres Strait Islander services.	Institute Librarian	Review annually in August	<ul style="list-style-type: none"> <li>• ATSILIRN protocols promoted.</li> <li>• ATSILIRN action plan progress reviewed annually.</li> </ul>
9. Implement strategies to address inherent racism and change the culture across CIT.	Manager, Recruitment and Workplace Culture	July 2017	<ul style="list-style-type: none"> <li>• Awareness strategy is in place.</li> <li>• Facilitate a 'racism it stops with me' student leaders forum at CIT during the lifetime of the RAP.</li> <li>• All positions advertised have a statement regarding discrimination and a supporting policy connected to the CIT Enterprise Agreement.</li> </ul>

# OPPORTUNITIES

CIT is proud of our reputation for building partnerships and developing innovative opportunities for Aboriginal and Torres Strait Islander peoples and communities. We want Aboriginal and Torres Strait Islander peoples to continue to feel welcome and celebrated across the CIT community. To maximise the transformative power of education, we will continue to grow our Aboriginal and Torres Strait Islander workforce to ensure we empower Aboriginal and Torres Strait Islander peoples to achieve individual and collective aspirations.

## FOCUS AREA

We will develop new and effective partnerships and approaches whilst ensuring opportunities for current Indigenous staff through professional development and career progression.

Action	Responsibility	Timeline	Target
1. Aboriginal and Torres Strait Islander employment Attract and retain Aboriginal and Torres Strait Islander employees within CIT.	Executive Director, People and Organisational Governance	Review annually in August	<ul style="list-style-type: none"> <li>• Measure the proportion of identified Aboriginal or Torres Strait Islander peoples on the casual teacher/temporary employment registers in comparison to the proportion that are recruited.</li> <li>• Participate in the ACT Government Inclusion Employment Pathways Program.</li> <li>• Continue to increase Aboriginal and Torres Strait Islander employment from 20 in line with the ACT Public Service Respect, Equity and Diversity Framework.</li> <li>• Implement, review and update the Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development.</li> <li>• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</li> </ul>
2. Aboriginal and Torres Strait Islander supplier diversity eg increase opportunities for Aboriginal and Torres Strait Islander business.	Director, CIT Yurauna Centre	Review annually in August	<ul style="list-style-type: none"> <li>• Develop a partnership with Indigenous Business Australia.</li> <li>• Encourage CIT staff when procuring business to ensure they consider Aboriginal and Torres Strait Islander business in line with the Indigenous Procurement Policy when it is finalised.</li> <li>• Develop at least one commercial relationship with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>
3. Build employment opportunities in external organisations through cultural education.	Director, CIT Yurauna Centre	Review annually in August	<ul style="list-style-type: none"> <li>• Run at least three Aboriginal and Torres Strait Islander cultural awareness/competency/proficiency programs for external organisations.</li> </ul>

## OPPORTUNITIES

Action	Responsibility	Timeline	Target
4. Expand and enhance data collection of CIT's Aboriginal and Torres Strait Islander student population.	Director, Corporate Services	Review annually in August	<ul style="list-style-type: none"> <li>Review data collection methods and purpose for the Aboriginal and Torres Strait Islander student population to improve relevance and accuracy of data collected, and include as part of a CIT Student Activity Report.</li> <li>Annual review and reporting to RAP Committee.</li> </ul>
5. Support Aboriginal and Torres Strait Islander charitable projects.	Chair, Aboriginal and Torres Strait Islander Events Committee	Review annually in August	<ul style="list-style-type: none"> <li>Identify one Aboriginal and/or Torres Strait Islander charitable organisation to support each year.</li> <li>Develop an action plan detailing the support to be provided to chosen charities.</li> </ul>
6. Building opportunities, including employment training, and professional development, within colleges and divisions.	Executive Director, People and Organisational Governance	December annually	<ul style="list-style-type: none"> <li>Colleges and divisions to include one RAP initiative within their business plan that is appraised as part of the executive's performance management plans.</li> <li>At least one opportunity annually for an Indigenous employee to use a temporary transfer or secondment to develop a stronger understanding of CIT business and promote cross cultural awareness.</li> <li>At least one opportunity annually for a non-Indigenous employee to use a temporary transfer or secondment to CIT Yurauna Centre to develop a stronger understanding of CIT Yurauna Centre's business and promote cross cultural awareness.</li> </ul>
7. Create networking and knowledge sharing opportunities.	Executive Director, People and Organisational Governance	July 2018	<ul style="list-style-type: none"> <li>Host one conference, summit or workshop to further promote RAP initiatives over the life of the RAP.</li> </ul>
8. Increase in Aboriginal and Torres Strait Islander engagement through employment.	Manager, Recruitment and Workplace Culture	Review annually in August	<ul style="list-style-type: none"> <li>Include a statement in all recruitment documentation encouraging Aboriginal and Torres Strait Islander peoples to consider applying for positions at CIT.</li> </ul>

# TRACKING PROGRESS AND REPORTING

Action	Responsibility	Timeline	Target
1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	Executive Director, People and Organisational Governance	September annually	<ul style="list-style-type: none"> <li>• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> <li>• Investigate participation in the RAP Barometer.</li> <li>• Develop and implement systems and capability needs to track, measure and report on RAP activities.</li> </ul>
2. Report RAP achievements, challenges and learnings internally and externally.	Executive Director, People and Organisational Governance	December annually	<ul style="list-style-type: none"> <li>• Publicly report our RAP achievements, challenges and learnings.</li> </ul>
3. Review, refresh and update RAP.	Executive Director, People and Organisational Governance	May 2018	<ul style="list-style-type: none"> <li>• Review and develop a new RAP, based on learnings, challenges and achievements.</li> <li>• Send draft RAP to Reconciliation Australia for formal feedback and endorsement.</li> </ul>

## Contact details

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Canberra Institute  
of Technology

“Reconciliation requires changes of heart and spirit,  
as well as social and economic change.  
It requires symbolic as well as practical action.”

The Right Honourable Malcolm Fraser  
Former Prime Minister 1975–1983  
National Sorry Day  
Great Hall of Parliament, Canberra, 2003

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