

COMMON GROUND

Air Force's Aboriginal and Torres Strait Islander Diversity and Inclusion Action Plan 2019-2028

Delivering First Class People for a Fifth Generation Air Force

If we want to break away from the colonial past, and begin anew, then we have to walk together – hand in hand and side by side - as a truly reconciled nation.
Gatjil Djerrkura OAM, 2004

The Royal Australian Air Force will become a 5th Generation Air Force. Military Forces are designed to win the battle and prevail in war. Embracing diversity is a powerful effect that provides battlespace advantage when utilised through inclusion. A diverse workforce provides diversity of thought, perspective and experience. A diverse workforce drives agility, innovation and creative solutions. An inclusive workforce supports and empowers all, regardless of background, to contribute to their full potential.

Common Ground 2019 -2028 is our Air Force Aboriginal and Torres Strait Islander Diversity and Inclusion Action Plan. It is guided by the Air Force Strategy 2019-2028 and the *Our Place Our Skies* Indigenous Strategy 2019-2028. *Common Ground* is the roadmap that assists Air Force to achieve our *Closing the Gap* targets and commitments under the Defence Reconciliation Action Plan 2019 – 2022 (D-RAP).

Common Ground provides Action Plans for each of the five *Our Place Our Skies* strategic vectors: **Cultural Guidance, Community Engagement, Recruitment, Retention and Cultural Awareness**. The Action Plans clearly articulate the objectives and key activities to achieve our strategic intent, with a direct link to the D-RAP. Additionally, each Action Plan is supported by a “how to” guide and for certain national events, agreed funding.

To achieve *Common Ground* our guiding principles are:

1. **Capability** – People capability, to build and sustain organisational capability for a 5th Generation Air Force
2. **Contribution** – Supporting Aboriginal and Torres Strait Islander communities and members in self-determination towards *Closing the Gap*
3. **Compliance** - We are committed to Government and Defence Targets.

Through *Common Ground*, Air Force will improve diversity and inclusion for Aboriginal and Torres Strait Islander Peoples. Of significance, this Plan:

- Reflects our key activities, initiatives and programs to increase the Indigenous participation rate to at least 5% by 2025.
- Is for use by all Air Force Commanders, Supervisors and personnel to contribute to and achieve Air Force's Indigenous strategy.
- Aligns to the D-RAP 2019-2022 deliverables and will be reported against annually to ensure we achieve our strategic intent and commitments.

Mel Hupfeld AO DSC

Air Marshal

Chief of Air Force

VECTOR 1: CULTURAL GUIDANCE

Air Force has established the Senior Indigenous Leadership Circle (SILC) as its principal Indigenous cultural advisory body. Its primary role is to provide Air Force with sound and meaningful cultural advice and guidance. The SILC is made up of the Air Force Elder, members of the Indigenous Liaison Officer Network and Air Force personnel from remote, regional and urban Indigenous communities who maintain strong cultural relationships with community. As well as providing advice to Air Force, the SILC supports the Defence Indigenous Cultural Advisory Group (ICAG) and Aboriginal and Torres Strait Islander personnel and communities in self-determination.

Air Force has also established Indigenous Liaison Officer (ILO) positions across Bases and within AFHQ. The ILO Network comprises Air Force Aboriginal or Torres Strait Islanders who possess a deep understanding of Culture/s specific to the region they are posted to. ILOs provide readily accessible cultural advice to Commanders and units and are the key link between Air Force and local Aboriginal and Torres Strait Islander communities. ILOs support Commanders with ensuring Air Force compliance with Our Place, Our Skies – Air Force’s Aboriginal and Torres Strait Islander Strategy and the current Defence Reconciliation Action Plan (D-RAP).

Air Force will consider cultural guidance when planning, developing and delivering raise, train and sustain functions to ensure that efforts and actions result in best capability outcomes and respect for Country and Community. Our Governance model ensures that Aboriginal and Torres Strait Islanders are enabled and empowered to make decisions, and that we understand and respond to the diverse needs of communities.

Link to the Defence Reconciliation Action Plan 2019-2022:

- Action 1 – Building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities

Principles

- The SILC is the principle cultural advisory body for Air Force on all Aboriginal and Torres Strait Islander matters, and provides support and guidance to the Indigenous Cultural Advisory Group (ICAG) to ensure Air Force is able to participate and collaborate fully within a One Defence approach.
- The SILC assists Air Force by providing cultural guidance and recommendations on People, Places, Policies, Programs, and Processes.
- The SILC consults and engages with Indigenous communities on-behalf of the Air Force to ensure Air Force is achieving its objectives under the D-RAP.
- The ILO network provides members to the SILC as well as providing support to local Commanders, supervisors and Air Force members on Indigenous matters.
- The Air Force ILO Network will assist Defence in the shaping of future ILO frameworks across Defence.

Vector 1: Cultural Guidance Action Plan

Objectives	Key Actions	Accountable	Contributors	Timings	Funding Source	Performance Measure
1. Maintain the SILC as the principal cultural advisory body for Air Force.	1.1. The SILC provides cultural guidance and recommendations on People, Places, Policies, Programs, and Processes to Air Force & ICAG. 1.2. The SILC guides Air Force Indigenous Strategy and Action Plans. 1.3 The SILC provides guidance and recommendations on the Air Force Indigenous Elder and Air Force Indigenous Cultural Advisors.	PERSBR-AF SILC	DOBC-AF ILO network ICAG D-RAP WG	Ongoing with quarterly meetings	DOBC-AF	Air Force respects and appreciates the views of Indigenous members
2. Maintain the ILO Network as the principle advisory network across Bases and AFHQ.	2.1 ILOs provide cultural guidance to local Commanders and units. 2.2 ILOs are closely connected with the SILO, SILC and local Indigenous communities. 2.3 The SILC and SILO support ILOs with advice and cultural guidance. 2.4 The ILO Program of work is supported by Commanders including appropriate resourcing and public affairs effects. 2.5 ILOs collaborate with other Defence ILOs.	AFHQ COS Branch HQAC ILO Network	PERSBR-AF SILC SILO	Ongoing	AFHQ COS Branch HQAC	Retention and succession of Indigenous personnel
3. Air Force will maintain representatives on the Defence Indigenous Cultural Advisory Group (ICAG).	3.1 SILC members or endorsed personnel represent Air Force at ICAG. 3.2 The SILC advises ICAG on culturally significant matters affecting Indigenous communities or personnel to shape Defence Indigenous outcomes at the Enterprise level. 3.3 ICAG outcomes and guidance will be shared on the Defence Indigenous Affairs website	PERSBR-AF SILC	DOBC-AF ILO Network	Ongoing	DOBC-AF	Strategic cultural consultation achieved
4. Air Force will maintain representatives on the D-RAP Working Group.	4.1 SILC endorsed personnel represent Air Force at the D-RAP WG. 4.2 Air Force reports to the D-RAP WG on progress of D-RAP deliverables. 4.3 Air Force provides reporting support to DIA for Reconciliation Australia.	PERSBR-AF SILC	DOBC-AF ILO Network DIA	Ongoing	DOBC-AF	D-RAP Targets delivered
5. Air Force will support and value the Air Force Indigenous Community.	5.1 Air Force acknowledges and respects the cultural awareness and connections of the Air Force Indigenous Community and seeks their input. 5.2 Cultural guidance decisions and outcomes are communicated to the Air Force Indigenous community. 5.3 The Air Force Indigenous community are supported to participate in D-RAP and Action Plan programs.	PERSBR-AF Commanders	DOBC-AF AFIC	Ongoing	Commanders	Air Force respects and appreciates the views of Indigenous members
6. Cultural guidance is readily accessible	6.1 Air Force empowers and supports the SILC, ILOs and the Air Force Indigenous Community to provide cultural guidance. 6.2 Air Force maintains intranet-based information to provide cultural advice, protocols, resources and guidance. 6.3 Cultural guidance is shared widely. 6.4 The SILC is supported by a Secretariat, with guidance communicated via the DOBC website.	SLT PERSBR-AF SILC ILO Network Air Force Indigenous Community	DOBC-AF Commanders DIA ICAG	Ongoing	Commanders DOBC-AF	Engagement and Awareness

Vector 1: Guide to achieving our Cultural goals

Cultural Guidance	How to:	Key Contacts for Advice
<p>Indigenous Advisory Groups</p> <p>The Indigenous Cultural Advisory Group (ICAG) considers significant Indigenous issues applicable to the Defence workforce.</p> <ul style="list-style-type: none"> ICAG is the primary reporting body to Defence Senior Leaders on issues, policies and initiatives impacting Aboriginal and Torres Strait Islander personnel. ICAG oversees the implementation of the Defence Reconciliation Action Plan (D-RAP), and governs the D-RAP Working Group to ensure Defence meets its commitments prescribed within the D-RAP. 	<ul style="list-style-type: none"> Air Force has 2 nominated ICAG representatives who attend meetings each Quarter. If the matter needs strategic whole-of-Enterprise consideration across Defence Groups, and Services present the matter to Air Force ICAG members. Decisions, and outcomes from ICAG will be published on the Defence RAP website. 	<p>Contact Air Force ICAG Members via Email at: Senior Indigenous Leadership Circle</p> <p>Any information or queries in relation to the ICAG, Defence Reconciliation Action Plan, and Defence Indigenous Affairs please contact: indigenous.affairs@defence.gov.au</p> <p>For updates on ICAG decisions visit:</p> <p>http://drnet.defence.gov.au/People/Diversity/Indigenous-Affairs/Pages/Indigenous-Affairs.aspx</p>
<p>Air Force Senior Indigenous Leadership Circle:</p> <ul style="list-style-type: none"> The SILC comprises up to 10-15 Aboriginal and Torres Strait Islanders from various ranks. The SILC provides cultural guidance for Defence and Air Force on Indigenous Personnel, Strategies, Policies, Programs, and Processes. 	<ul style="list-style-type: none"> Present matters to the Senior Indigenous Leadership Circle for advice in writing. The SILC will review matters, and provide guidance for the organisation with a culturally sensitive or appropriate lens within 5 working days. Air Force leaders are encouraged to seek assistance from a SILC endorsed representative (an Indigenous Liaison Officer) 	<p>Senior Indigenous Leadership Circle Contact</p> <p>The list of the SILC Members, and further information on the SILC can be found at: http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/</p> <p>Or Email: RAAFSILC@defence.gov.au</p>

Air Force Indigenous Liaison Officers will:

- Take the lead in relationship-building with local Aboriginal and Torres Strait Islander communities.
- Take the lead for activities and initiatives designed to engender positive relations with local Aboriginal and Torres Strait Islander communities.
- Provide leadership and guidance to personnel fulfilling Indigenous liaison roles in a Reserve or secondary duty role.
- Provide guidance on Unit initiatives seeking to promote Indigenous community relations.
- Provide support to the command chain, and advice on the management of Aboriginal and Torres Strait Islander personnel, including advising on what is culturally appropriate in the circumstances.
- In collaboration with the SILC where appropriate, provide cultural advice to the chain of command on Aboriginal and Torres Strait Islander issues.

- Contact your Indigenous Liaison Officer at your base or location in the first instance if you need advice.
- The ILO Network can seek further advice, and guidance from the SILC where it is strategic, or operational.

Indigenous Liaison Officer Network Contact

The list of Indigenous Liaison Officers and further information on the network can be found at:

<http://drnet/raaf/AirForce/HQAC/A1/ILO/Pages/Indigenous-Liaison-Officer-Network-.aspx>

Or Email: indigenouliaisonofficernetwork@drn.mil.au

VECTOR 2: COMMUNITY ENGAGEMENT

Air Force respects Aboriginal and Torres Strait Islander communities and self-determination.

Culturally sensitive community engagement is pivotal to building strong relationships between Air Force and Indigenous communities. Strong community engagement based upon trust and respect will improve employment outcomes for Aboriginal and Torres Strait Islanders and increase Indigenous participation in Air Force.

Our community engagement is delivered through continuous dialogue and consultation with Aboriginal and Torres Strait Islander communities nationally. We design our programs for and with community to ensure that we are empowering communities and are delivering culturally appropriate and safe initiatives that are supported by First Australians. We will also work with the other Groups and Services to improve the Defence interface with community.

Links to the Defence Reconciliation Action Plan 2019-2022:

- Action 1 - Building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities
- Action 2 - Increasing Aboriginal and Torres Strait Islander participation through employment and socio economic development through increased procurement opportunities

Principles:

- Air Force engages with Aboriginal and Torres Strait Islander communities through consultation and community partnerships
- We ensure engagement with Aboriginal and Torres Strait Islander communities is culturally sensitive and respectful by utilising the Indigenous Liaison Officer Network
- Air Force personnel can play a role in participating and engaging in community programs including Indigenous Youth Program camps, the Kummundoo program, and Jawun.
- Our community programs support families, youth development and health and wellbeing needs
- We will expand our community engagement to ensure Air Force has wider engagement and representation at National and Cultural Events across Australia

Vector 2: Community Engagement Action Plan

Objectives	Key Activities	Accountable	Contributor	Timings	Funding Source	Performance Measure
1. Increase participation of Indigenous youth in Air Force attraction programs	<p>1.1. Increase the number of Indigenous Youth Camps delivered across Air Force to 12 per annum.</p> <p>1.2. Scale the camps to include up to 20 candidates of 15 – 25 years of age.</p>	PERSBR-AF DWEF ILO Network	DOBC-AF HQAC Commanders DFR	Annually	DOBC-AF	Uplift in participation by 20%
2. Build and maintain strong relationships with Indigenous community organisations through regular consultation and engagement	<p>2.1. Engage regularly with state based Land councils, Aboriginal and Torres Strait Islander peak bodies for advice, and inputs on cultural and or community needs.</p> <p>2.2. Regular consultation with Traditional Owners and custodians on community matters, protocols, and needs.</p> <p>2.3. Work with communities to develop Indigenous Land, Environment and Heritage plans</p> <p>2.4. Work with the community to deliver culturally appropriate repatriation initiatives.</p>	ILO Network SILC Commanders	DOBC-AF DIA	Annually	Commanders	Strong relationships and better outcomes
3. Maintain the Regional Compliance Officers	<p>3.1 Maintain and support the Regional Compliance Officers program at (Woomera) and roles.</p> <p>3.2 Continue to drive positive community engagement outcomes via the program.</p>	AF Test Ranges SQN, ILO Network	SILC	Annually	HQAC	A diverse workforce with increased employment of Aboriginal and Torres Strait Islander people
4. Support Indigenous youth education, development and leadership	4.1 Partner with the Australian Indigenous Mentoring Program to support Indigenous High school students.	Air Command SILO ILO Network DWEF	DOBC	Launch in 2020	DOBC-AF	Mentoring for up to 500 youth each year
5. Deliver a Tri Service Indigenous STEM Program for Youth	<p>5.1 Develop a Tri Service, Defence Indigenous Youth and STEM Development program (15 – 25 year olds).</p> <p>5.2 Deliver up to 5 programs per annum.</p>	DOBC, AFHQ, Army, Navy, DFR, Defence Industry, DWEF	DST, DIA, ILOs, Air Force Cadets	Launch in 2020. Annual	AFHQ DOBC	Training for up to 100 youth each year

5. Maintain our relationship with the National Aboriginal Community Controlled Health Organisation (NACCHO)	6.1 Enter into a new five year MoU with NACCHO to provide benefits to Indigenous communities. 6.2 Expand the scope of the MoU while retaining the dental treatment program.	PERSBR-AF, Air Command	CSG Health Reserves Branch ILO Network NACCHO	Annually	DOBC-AF	Improved Community Relationships
6.Promote community engagement programs for Air Force member participation and show Air Force commitment.	Participate in National and local Reconciliation Week (NRW) and NAIDOC Week events. Hold NAIDOC and Reconciliation Week events at Air Force bases and units.	ILO Network Commanders	DOBC-AF	Annually	Commanders	Increase participation of AF by 30%
7.Aboriginal and Torres Strait Islander communities are involved in Air Force Centenary activities	8.1 Invite Indigenous representation and community engagement in Air Force Centenary events. 8.2 ILO Network to work with communities to deliver Indigenous cultural displays.	Air Force 2021 ILO Network	SILC	2021	Air Force 2021	Increased cultural awareness and community engagement
8.Defence Estate and Infrastructure projects include cultural consultation	9.1 Assist E&IG and DIA with development of a Dual Naming Plan for Air Force Bases 9.2 Consult with Traditional owners, and communities to ensure that environmental, land and community issues are considered 9.3 Support consultations with Traditional Owners for the commissioning of Dual names, in traditional languages, for all Air Force bases.	PERSBR-AF ILO Network Commanders	DOBC-AF SILC	Annually	E&IG DIA	Cultural Appreciation and improved community relationships
9.Assist DIA convene a National Indigenous Conferences as a mechanism for consultation on Indigenous matters affecting Defence.	10.1 Support DIA in convening the Defence Aboriginal and Torres Strait Islander Network conference. 10.2 Support participation of Indigenous personnel and those involved in Indigenous Affairs.	PERSBR-AF Commanders ILO Network	DOBC-AF SILC	Every second year	DIA	Increase attendance by 20%
10.Support Indigenous Businesses through the Indigenous Procurement Policy	11.1 Award at least 3% of Defence's eligible contracts to Indigenous enterprises to meet the portfolio target set out in the Indigenous Procurement Policy.	Commanders	ILO Network SILC	Annually	Commanders	Increase procurement spend by 3%

11. Increase Air Force brand awareness and strategic partnerships	12.1 Partner with key Indigenous organisations to deliver recruitment and attraction outcomes. 12.2 Partner with key Indigenous organisations on national cultural and community events.	PERSBR-AF ILO Network DFR	DOBC-AF SRT-I	Quarterly	PERSBR-AF	Increase participation by 20%
--	---	---------------------------------	------------------	------------------	-----------	--------------------------------------

Vector 2: Guide to achieving Community Engagement

COMMUNITY ENGAGEMENT	How to:	Key Contacts for Advice
Indigenous Youth Program The Air Force IYP camps are delivered in collaboration with Defence Work Experience Programs, the Indigenous Liaison Officer Network and Defence Force Recruiting.	Air Force Bases hold up to 12 IYPs throughout the year in key base locations. Defence Work Experience, and the ILO Network support the IYP camps each year. Air Force members can participate in IYPs to support the camps.	For IYP Camps and further information visit: Website: http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/ Email: airforce.diversity&inclusion@defence.gov.au For information on Defence Work Experience Programs visit: http://drnet.defence.gov.au/JCG/ryd/Youthengagementandworkexperience/Pages/work-experience.aspx
Jawun Program Participation	Air Force Members can participate in the Jawun Program annually by nomination.	Defence Indigenous Affairs Application Contact Email: indigenous.affairs@defence.gov.au
Air Force Kummundoo Program	The program is currently administered by DOBC-AF. To participate or support, please make contact.	Air Force Kummundoo Program Email: airforce.diversity&inclusion@defence.gov.au Website: http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/
National Indigenous Partnerships and Community Events	Air Force will partner with Indigenous organisations to increase brand awareness and strategic partnerships A National event calendar will be available. Seek further information from the ILO Network.	For further information email: airforce.diversity&inclusion@defence.gov.au For further information visit: http://drnet.defence.gov.au/People/Diversity/Indigenous-Affairs/Pages/Indigenous-Affairs.aspx
Australian Indigenous Mentoring Experience	Air Force is scoping a partnership with the Australian Indigenous Mentoring Experience. Air Force members will be able to participate in Volunteer Mentoring with Indigenous School children. Air Force members can also attend AIME events in partnering locations.	For further information about AIME Volunteering contact: airforce.diversity&inclusion@defence.gov.au For further information the AIME Partnership visit: http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/

VECTOR 3: RECRUITMENT

Air Force strives to be an Employer of choice for Aboriginal and Torres Strait Islanders.

The Air Force will scale existing recruitment initiatives and implement a series of new initiatives to increase participation of Aboriginal and Torres Strait Islanders to meet the Indigenous Employment Target of 5% by 2025.

As part of our commitment to Closing the Gap, we will ensure that Aboriginal and Torres Strait Islanders are provided with opportunities to succeed across the span of Air Force roles. Air Force recruitment initiatives are designed to support the learning, education and employment needs of Aboriginal and Torres Strait Islander candidates at every stage of the employment process.

Links to the Defence Reconciliation Action Plan Target 2019-2022:

- D-RAP Action 3 - Increasing Aboriginal and Torres Strait Islander participation through employment and procurement opportunities
 - Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development
 - Increase awareness of our Indigenous programs and initiatives
 - Explore partnerships to engage Indigenous youth and promote employment pathways

Principles:

- Recruitment programs will be tailored to support recruitment of candidates in local communities and at a time of their choosing
- Recruitment processes will be culturally sensitive, particularly for background eligibility
- We will collaborate with Defence Force Recruiting to deliver culturally appropriate advertising in languages for communities
- We will provide additional resources to support Indigenous recruiting
- Education and Training support will be enhanced to help Close the Gap on education requirements for employment, unlocking more career opportunities

Vector 3: Recruitment Action Plan

Objectives	Actions	Accountable	Contributor	Timings	Funding Source	Measures
1. Increase Indigenous applications for Air Force service across the spectrum of the Total Workforce System and across a range of employment roles.	1.1 Achieve 5% Indigenous participation by 2025 1.2 Increase dedicated Indigenous positions 1.3 Deliver an Indigenous Air Force integrated advertising campaign in collaboration with DFR. 1.4 Partner with Higher Indigenous Education Centres at universities to promote Air Force careers, and education pathways. 1.5 Partner with Indigenous Industry bodies, and associations to promote FT and Reserve Careers and Training opportunities. 1.6 Collaborate with DST, APS, Defence Industry, and ASD to offer career exchange, and secondment programs. 1.7 Conduct dedicated Indigenous Recruitment Weeks through DFRCs	PERSBR-AF DFR	RLO-AF DOBC-AF DWP-AF DP-AF UTW ILO Network DGRES-AF SRT-I	Annually	DFR PERSBR-AF	Indigenous applications increased by 20%
2. Review the recruitment, retention and separation of Aboriginal and Torres Strait Islander peoples with the Australian Human Rights Commission	2.1 Collaborate, participate and support the AHRC Indigenous Project. 2.2 Use Project findings to drive improved outcomes for Indigenous participation in Air Force.	PERSBR-AF	DOBC-AF RLO-AF HQAC	Quarterly	DIA AFHQ	Improved recruitment and retention
3. Increase participation in Indigenous Training pathways & deliver Flexible Recruitment Pathways	3.1 Encourage and maintain placements on the Indigenous Pre-Recruit Program 3.2 Offer 12 UGRAD Placements per year 3.3 Offer 12 TAFE placements per year to support closing the Education gap 3.4 Offer High School scholarships 3.5 Offer an Air Force Undergraduate, and Post Graduate Scholarship	PERSBR-AF DFR	RLO-AF DOBC-AF ILO Network Navy Army	Annually	DOBC	5% increase in participation
4. Increase Air Force SRT-I positions in DFR	4.1 Establish 11 SRT-I positions within DFR centres and an SRT-I Officer in HQDFR	PERSBR-AF	RLO-AF DWP-AF	Annually	PERSBR-AF	5% participation by 2025
5. Develop an Air Force Indigenous recruitment package for DFR	5.1 Develop infographics and materials for Recruitment pathways for DEO, and Enlisted roles. 5.2 Deliver case studies and visual aids 5.3 Hold Air Force Indigenous recruitment forums at DFRCs	PERSBR-AF	RLO-AF SILC ILO Network	Annually	DFR	5% participation by 2025
6. Increase participation via the Recruit to Area Program	6.1 Promote RTA as a pathway 6.2 Employ and train candidates across a range of locations 6.3 Survey candidates	PERSBR-AF DFR	RLO-AF SRT-I ILO Network	Annually	DFR	5% participation by 2025
7. Increase participation via the Recruit When Ready Program	7.1 Deliver RWR Roadshow at up to 5 DFRCs nationally 7.2 Increase candidate applications 7.3 Survey candidates	PERSBR-AF DFR	RLO-AF SRT-I ILO Network	Quarterly	DFR	5% participation by 2025
8 DFR Staff are culturally aware	8.1 Deliver Cultural Awareness Training to DFRCs in 16 locations 8.2 Provide cultural immersion opportunities to DFR Staff	PERSBR-AF DFR	SILC DOBC-AF ILO Network	Annually	DFR DOBC-AF	Increase Participation by 20%

Vector 3: Guide to achieving increased participation

Indigenous Recruitment and Air Force	How to:	Key Contacts for Advice
Indigenous Recruitment	To find out further information about Indigenous Careers visit DFR website. Contact the Air Force Recruitment Liaison Officer, or the Specialist Recruitment Team Indigenous.	Specialist Recruitment Team – Indigenous Indigenous Liaison Officer Network For Further Information please contact: RLO Office: raaf.rlo@defence.gov.au Visit: www.dfr.com.au
Indigenous Training Programs	Indigenous Pre-recruitment Program is a pre-entry program to support Indigenous candidates and is offered to Air Force entrants.	For Further Information please contact RLO Office: raaf.rlo@defence.gov.au Visit: www.dfr.com.au
Indigenous Education Funding	UGRAD Scheme offers sponsorship for 12 Indigenous entrants per year to complete a degree, and to obtain a role. TAFE Education Scholarships High School Education Scholarships – Len Waters Scholarships Air Force sponsors Aboriginal and Torres Strait Islander school children in schools, providing equipment and support to complete secondary schooling.	For Further Information please contact RLO Office: raaf.rlo@defence.gov.au
Recruit to Area	Recruit To Area (RTA). Aboriginal and Torres Strait Islander candidates are able to undertake their first trained force posting in a location that affords access to family and support networks. Air Force will determine the suitability of this option based on the ability of the candidate to be employed in their preferred posting locality.	For Further Information please contact RLO Office: raaf.rlo@defence.gov.au
Recruit When ready	Recruit When Ready (RWR). RWR allows candidates to be enlisted/appointed and undertake engaging work placement until their training commences. Air Force will ensure that candidates have a positive employment experience, including on the job experience while they are waiting for the commencement of their IMT and/or Initial Employment Training (IET) course. Candidates will have a role mentor and an Indigenous mentor to ensure they are supported in the critical early stage of their career.	For Further Information please contact RLO Office: raaf.rlo@defence.gov.au

VECTOR 4: RETENTION

Air Force strives to be an Employer of choice for Aboriginal and Torres Strait Islanders.

We are building an inclusive and culturally safe work environment where Aboriginal and Torres Strait Islanders can thrive and are provided appropriate opportunity for development and advancement. Our employment conditions encourage and support ongoing engagement of Aboriginal and Torres Strait Islanders

Links to the Defence Reconciliation Action Plan Target 2019-2022:

- D-RAP Action 3 - Increasing Aboriginal and Torres Strait Islander participation through employment and procurement opportunities
 - Increase awareness of our Indigenous programs and initiatives
 - Support Aboriginal and Torres Strait Islander personnel through Defence policy
 - Participate in and contribute to Commonwealth Indigenous Affairs

Principles:

- Retention initiatives will be culturally sensitive and flexible to suit Indigenous member's needs.
- Aboriginal and Torres Strait Islander personnel will be afforded equity in opportunities for professional development and career advancement
- Community approval will be sought to hold cultural events, activities and performances
- Aboriginal and Torres Strait Islander personnel will not be placed in culturally inappropriate situations

Vector 4: Retention Action Plan

Objectives	Actions	Accountable	Contributor	Timings	Funding Source	Measures
1. Aboriginal and Torres Strait Islanders are provided opportunities to share their culture	1.1 Deliver a two-way cross generational/cultural mentoring program for members and Senior Leaders.	SILO Commanders	ILO Network	Ongoing		Succession, and training outcomes
2. Employment conditions encourage and support continued engagement of Aboriginal and Torres Strait Islanders in Air Force	2.0 Develop an Air Force Indigenous Personnel Policy Handbook 2.1 Collaborate with DPG on re-shaping and revising Defence policies for Aboriginal and Torres Strait Islander ADF members. 2.3 Provide health and wellbeing options for Indigenous personnel that consider cultural needs	PERSBR-AF DPG JHC	DOBC-AF PERSPOL-AF DAFH SILC SILO ILO Network	Annual Quarterly	JHC DPG DOBC-AF	Improved Employee satisfaction and Indigenous Retention
3. Deliver new retention initiatives	3.1 Develop the Return to Country Program – a personal development training program, growing capacity and enriching Indigenous members via community based learning.	SILC, ILO DOBC,	SILC, ILOS	January 2020	DOBC	Increased Training and succession of Indigenous personnel
4. Aboriginal and Torres Strait Islanders are provided equity in career development and training opportunities	4.1 Develop Career Management guidance for AF Indigenous Members 4.2 Provide mentoring and coaching opportunities 4.3 Offer 2 Post Graduate Civil Schooling Scholarships annually 4.4 Provide Talent Development and Management for Aboriginal and Torres Strait Islander personnel	PERSBR-AF AFTG Commanders	DP-AF DOBC-AF	Annually	DGPERS	Increased Training and succession of Indigenous personnel

Vector 4: Guide to improving retention outcomes

INDIGENOUS RETENTION	How to:	Key Contacts for Advice
<p>Return To Country Allows Aboriginal and Torres Strait Islander members to return to their communities for a period of time to use the skills and experience they have gained in Air Force in order to contribute to Community development or to return to their Community for significant cultural activities such as their coming of age ceremony.</p>	<p>Indigenous members will have the flexibility to Return home for a period of time.</p> <p>Air Force supports members to Return to Country for personal development, or to working in your community.</p> <p>Input is welcome from Indigenous personnel, and once up and running, applicants will be able to apply.</p>	<p>Find out more: Air Force Diversity and Inclusion airforce.diversity&inclusion@defence.gov.au http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/</p>
<p>Air Force Indigenous Policy and Guidelines Handbook</p>	<p>For assistance access the Air Force Indigenous Policy Handbook which is a guide to Personnel Policies for Indigenous members.</p> <p>The handbook will be available in Air Force Personnel Standing Instructions</p>	<p>Find out more: Air Force Diversity and Inclusion airforce.diversity&inclusion@defence.gov.au DGPERSPOL-AF</p>
<p>Coaching and Talent Management</p>	<p>Indigenous Talent Management AF Coaching Training</p>	<p>Find out more: PERSBR-AF - Talent Development & Management</p>
<p>Flexible Education and Training</p>	<p>Personnel can apply to the Defence Assistance Study Scheme Personnel can also apply for support including TAFE Certificates via DOBC ADFA Post Graduate Scheme will offer 2 Indigenous Postgraduate Scholarships each year.</p>	<p>Find out more: Defence Assistance Study Scheme</p>

VECTOR 5: CULTURAL AWARENESS

Air Force understands the capability benefits of a diverse and inclusive workforce. Cultural awareness is pivotal to achieving a 5th Generation Air Force where all personnel, including Aboriginal and Torres Strait Islanders, are respected and valued. Cultural awareness training and education will be delivered and accessible to the whole workforce at various career stages, including initial training.

Links to the Defence Reconciliation Action Plan 2019-2022:

- D-RAP Action 1 - Building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities
 - Build relationships through celebrating National Reconciliation Week
 - Promote positive race relations
- D-RAP Action 2 – Cultivating a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures, histories and contemporary issues across defence
 - Engage in national days of significance
 - Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week
 - Increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, achievements and rights through cultural learning.
 - Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Principles:

- A diverse and inclusive workforce benefits capability
- Cultural awareness promotes respect and understanding for others

Vector 5: Cultural Awareness Action Plan

Objectives	Actions	Accountable	Contributor	Timings	Funding Source	Measures
1. Air Force personnel are culturally aware and respectful through provision of cultural education, appreciation and immersion programs	1.1 PERSBR-AF and AFTG will develop an Indigenous Cultural Education Framework. 1.2 Indigenous Cultural Education is delivered across Air Force. 1.3 Air Force assists to deliver Indigenous Cultural Education to joint Defence organisations. 1.4 Local cultural immersion programs are provided across Air Force bases via the ILO Network.	AFTG PERSBR-AF Commanders ILO Network	DOBC-AF DIA SILC	Ongoing	PERSBR-AF HQAC Commanders	100% participation by 2028
2. Cultural Protocols and Customs are incorporated in Air Force events where appropriate	2.1 The Aboriginal and Torres Strait Flags are prominently displayed at Air Force bases. 2.2 The RAAF Customs Handbook is updated to include Indigenous customs. 2.3 Key cultural protocols such as Welcome to Country and Acknowledgement of country are incorporated as appropriate.	History & Heritage Branch - AF Commanders	DOBC-AF SILC ILO Network	Ongoing	Commanders	Cultural awareness and appreciation
3. Air Force appreciates and respects Indigenous Cultural Heritage and Sacred Sites	3.1 Air Force is to consult with local communities and land councils during task planning. 3.2 Air Force activities are to include environmental surveys including a risk analysis.	Commanders	SILC DOBC-AF SILO ILO Network	Ongoing	Commanders	Enhanced community relationships
4. Air Force personnel demonstrate respect and understanding of Indigenous issues through participation in National and significant Indigenous events	4.1 Air Force personnel participate in significant Indigenous events such as NAIDOC and National Reconciliation Weeks. 4.2 Air Force Indigenous personnel represent AF at major Defence events	Commanders Air Force personnel	SILC DOBC-AF SILO ILO Network	Ongoing	Commanders	Increase by 20%
5. Air Force personnel are aware and actively engaged in Air Force's commitments under the D-RAP.	5.1 The D-RAP is promoted across Air Force 5.2 Air Force personnel are encouraged to participate in D-RAP activities	Commanders Air Force personnel	DOBC, DIA	Ongoing	-	Increased awareness
6. Air Force promotes cultural awareness through support to the Australian Federation Guard	6.1 Air Force to consider having Indigenous personnel posted to the Australian Federal Guard.	PERSBR-AF, Federation Guard	DP-AF SILC, DIA	Ongoing	-	Increase Participation by 5% by 2025

Vector 5: Guide to Aboriginal and Torres Strait Islander Cultural Awareness

CULTURAL AWARENESS	How to:	Key Contacts for Advice
<p>CULTURAL AWARENESS</p> <p>Cultural Education overview</p> <ul style="list-style-type: none"> • Unit Inductions – Indigenous Cultural Overview • Welcome to Country & Acknowledgements in your area 	<p>Cultural Education will be delivered via unit inductions. You can contact an Indigenous Liaison Officer at your base for further information.</p> <p>Contact your Indigenous Liaison Officer at your unit or location to get involved in community engagement, events, or partnerships</p>	<p>Indigenous Liaison Officer Network Email: indigenouliasonofficernetwork@drn.mil.au</p> <p>Further information on the network can be found at: http://drnet/raaf/AirForce/HQAC/A1/ILO/Pages/Indigenous-Liaison-Officer-Network-.aspx</p> <p>For Welcome to Country and Acknowledgements visit: http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/</p>
<p>Air Force Cultural Education Program and Immersion Program</p>	<p>Air Force will deliver Cultural Education via Online training, workshops, and Masterclasses from 2020.</p> <p>Contact your ILO in your location to participate in cultural Immersion activities local to your Air Force base.</p>	<p>Contact Air Force Diversity and Inclusion for Cultural Education programming: airforce.diversity&inclusion@defence.gov.au</p> <p>http://drnet/raaf/AirForce/DOBC/IndigenousEngagement/</p> <p>Contact your ILO for Cultural Immersion activities: indigenouliasonofficernetwork@drn.mil.au</p>
<p>RAAF Customs Handbook – Indigenous Protocols</p>	<p>Read the RAAF Customs Handbook for further information on Air Force Indigenous Protocols and customs.</p>	<p>For further information visit: https://objective/id:AB18607603</p>