

Aboriginal and Torres Strait Islander employment strategy and plan

December 2024 – December 2026



RACGP
Royal Australian College
of General Practitioners

Message from our CEO

The RACGP's commitment to improving employment outcomes and enhancing workplace experiences for Aboriginal and Torres Strait Islander people is central to our Innovate Reconciliation Action Plan (RAP). It aligns with our operating plan objective to be an employer of choice.

Our Aboriginal and Torres Strait Islander employment strategy and plan includes several key initiatives:

- enhancing our recruitment practices to address unconscious bias and be more inclusive, ensuring that we attract and welcome Aboriginal and Torres Strait Islander talent into our organisation. This is about creating a welcoming environment and building our reputation as an employer of choice.
- focusing on increasing the retention levels of Aboriginal and Torres Strait Islander employees. We will provide support and opportunities for career growth and development, ensuring our employees see the RACGP as a place where they can build long-term fulfilling careers.
- increasing the representation of Aboriginal and Torres Strait Islander employees across all levels of our

organisation. We have set ambitious targets: 2% by June 2025 and 3% by June 2026. This target reflects our commitment to diversity and inclusion and approaching population parity within the organisation.

- ensuring Aboriginal and Torres Strait Islander people genuinely participate in, drive and guide our strategy and plan. Their insights and perspectives are invaluable to creating an inclusive and culturally safe workplace.

These efforts will build a more diverse, equitable and inclusive RACGP where Aboriginal and Torres Strait Islander voices are represented and heard. By embracing the talents and perspectives of Aboriginal and Torres Strait Islander people, we will enrich our organisation and our service to members and our communities.

I'm fortunate to lead an organisation that is committed to meaningful outcomes and am excited about our genuine action to build a workplace where everyone feels valued, respected and where diversity is celebrated.

Georgina van de Water
Chief Executive Officer





Message from the Executive Sponsor

It is with great joy that I introduce our Aboriginal and Torres Strait Islander employment strategy and plan. Developed in alignment with our Reconciliation Action Plan (RAP) and alongside our Aboriginal and Torres Strait Islander cultural capability framework, this initiative reflects our commitment to reconciliation and to fostering a workplace that values and respects cultural diversity.

Our employment strategy and plan seeks to increase employment opportunities and support career development of all of our people including Aboriginal and Torres Strait Islander people. We recognise and celebrate the diverse skills, knowledge, and perspectives that foster a deep sense of belonging at the RACGP, and we are dedicated to creating a workplace environment where these contributions are acknowledged and valued.

Our goals include increasing the representation of Aboriginal and Torres Strait Islander employees in our total workforce to 2% by June 2025 and 3% by June 2026. By cultivating an inclusive recruitment process and focusing on meaningful career support, we are working to ensure that Aboriginal and Torres Strait Islander voices are included as an important part of our workplace culture and strategy and plan.

This employment strategy and plan, along with our cultural capability framework, represents our ongoing commitment to reconciliation and to building a workplace that respects and integrates the deep cultural knowledge of Australia's First Nations peoples. We are proud to play a role in supporting a workplace where all employees feel respected and empowered.

Paula Holden
Chief People Officer



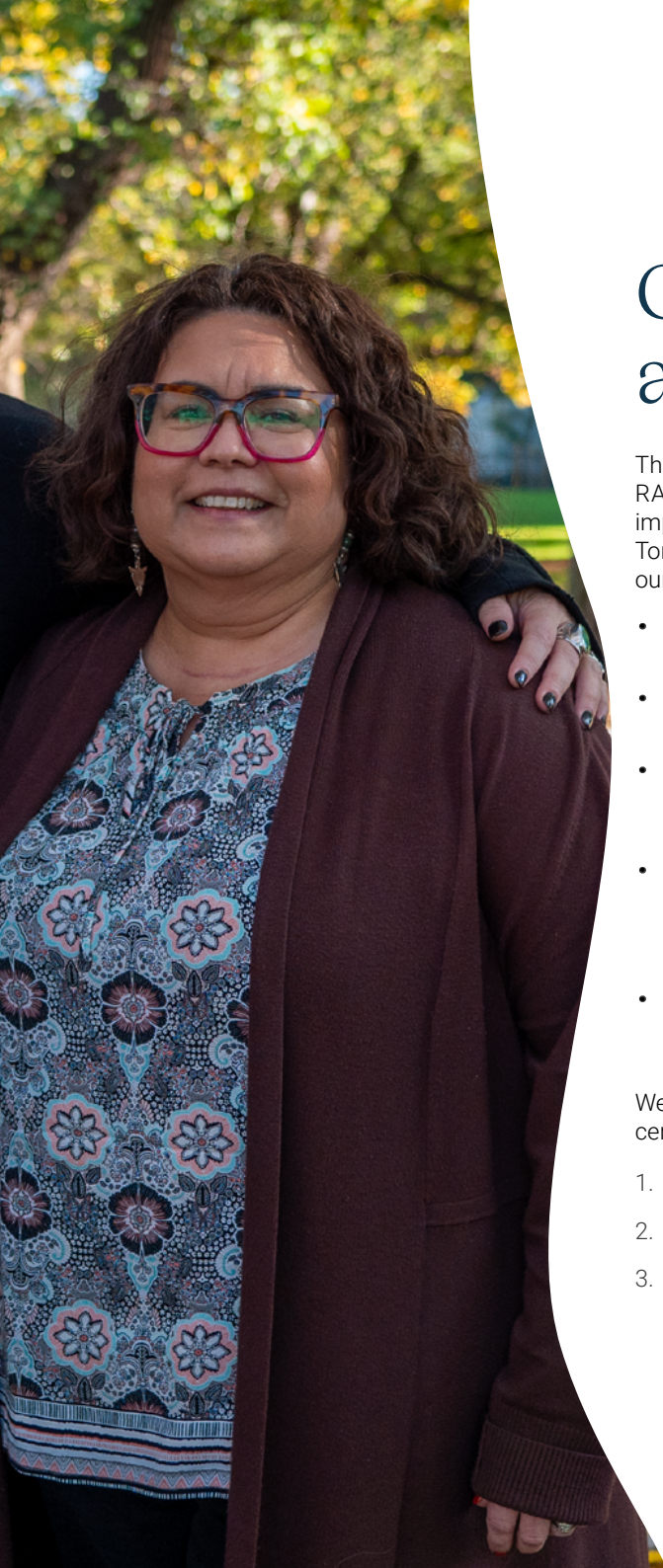
What we have achieved so far

The RACGP has previously implemented two Reconciliation Action Plans (RAPs); a Reflect RAP in 2014 and an Innovate RAP in 2020, and we've recently launched our third RAP in 2024, an Innovate RAP.

Since launching our Innovate RAP in 2020, the number and representation of Aboriginal and Torres Strait Islander employees across the organisation has steadily increased. We've grown from 0.75% of employees identifying as Aboriginal and/or Torres Strait Islander in 2020, to 1.55% of employees in 2023.

While this growth is positive, it's slow and we know that if we're going to achieve meaningful and substantial outcomes in this area and work towards population parity (3.8%), we must have a clear strategy and plan and targets and resources dedicated to improving employment outcomes and workplace experiences for Aboriginal and Torres Strait Islander employees. We must move beyond raising awareness, to substantive change and this employment strategy and plan is one key way to do so.





Our strategy and plan

The RACGP's commitment, in line with our Innovate RAP, is to improve employment outcomes and actively improve workplace experiences for Aboriginal and Torres Strait Islander people. This is aligned to our priority of being a great employer by:

- enhancing inclusive recruitment practices within the College
- increasing retention levels of Aboriginal and Torres Strait Islander employees
- increasing vocational skills and career development outcomes of Aboriginal and Torres Strait Islander employees
- increasing representation of Aboriginal and Torres Strait Islander employees across all levels of employment – 2% by June 2025 and 3% by June 2026
- demonstrating how First Nations people genuinely participate, drive and guide our strategy and plan

We will achieve these outcomes through three central actions outlined in this document:

1. identify and attract
2. develop and retain
3. establish



Actions

Identify and attract

We seek to attract Aboriginal and Torres Strait Islander candidates for positions across the College, and to recruit colleagues who'll find satisfying roles within our organisation. Implementing strategies that address the discrimination Aboriginal and Torres Strait Islander people may face in securing work is key to increasing positive employment outcomes.

To do this, we need to develop our capacity and capability to build key strategic relationships within communities, provide appropriate training, and incorporate inclusive selection practices that are free from bias.

Identified roles

We'll identify and reserve certain positions for Aboriginal and Torres Strait Islander applicants within the RACGP. Specifically, we will:

- build our understanding of the types of roles we have that could be identified positions¹ – dedicated to Aboriginal and Torres Strait Islander peoples.

- build our understanding of the types of roles that could be targeted positions² – dedicated to identifying that Aboriginal and/or Torres Strait Islander identity and knowledge and understanding of Aboriginal and Torres Strait Islander peoples and communities is not an essential requirement of the role specifically, however in locations where large cohorts of Aboriginal and Torres Strait Islander communities are evident, would be advantageous.
- scope the opportunity to recruit identified/targeted positions to key parts of the College to facilitate change i.e., Advocacy, Policy and Research, Corporate Services, Education and Training, Member Experience, Office of the CEO and People and Capability.
- develop a business case for a new role, an Aboriginal and Torres Strait Islander Employee Workforce Advisor, to provide support and information to Aboriginal and Torres Strait Islander staff and service users, to support this strategy and plan.

Strategic partnerships

Our capacity to successfully achieve the goals of this strategy and plan will

be founded on, and informed by, the relationships we build with Aboriginal and Torres Strait Islander peoples and communities, and within Non-Governmental Organisations (NGO) i.e. National Aboriginal Community Controlled Health Organisation (NACCHO), Australian Indigenous Doctors' Association (AIDA), National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners (NAATSIHWP).

This includes developing strategic partnerships with established and respected Aboriginal and Torres Strait Islander employment providers. It's expected that partnerships with specialist Aboriginal and Torres Strait Islander employment providers will:

- support effective, sustained, and quality implementation of our employment strategy and plan.
- ensure the processes we follow and the actions we take are culturally sensitive and appropriate, and meet the needs of the community.
- provide us with essential advice and guidance for all elements of our strategy and plan.
- give credibility to our strategy and plan, and align these with the College's vision.

¹ Identified positions: a position that is to be filled only by a person with a particular attribute. For example, Aboriginality is a genuine occupational qualification criterion for the specific role.

² Targeted positions: a position which is filled using advertising and recruitment strategies that maximise applications from Aboriginal and Torres Strait Islander people. Aboriginality is not a genuine occupational qualification criterion for the specific role.





Our recruitment process

To meet our goals, we'll establish a recruitment process that eliminates bias and facilitates higher levels of participation by Aboriginal and Torres Strait Islander peoples.

Specifically, we will:

- seek the College's Aboriginal and Torres Strait Islander Steering Committee's input into the design and implementation of initiatives to support recruitment of Aboriginal and Torres Strait Islander employees.
- review employment practices at the College to ensure inclusivity and removal of employment barriers experienced by Aboriginal and Torres Strait Islander peoples.
- build relationships with Aboriginal and Torres Strait Islander candidates who apply for roles and establish a "talent" community of potential candidates.

Advertising

The College will actively promote positions through available community networks, local councils, and community-based organisations e.g. NAACHO newsletters

and Joint College Training Services (JCTS) as well as through recognised print and electronic media. We will also use culturally approved designs in recruitment advertising.

An Acknowledgement of Country will be visible and included on all advertisements, both internal and external. "The RACGP acknowledges the Traditional Custodians of the land and waterways in which we work and live. We recognise their continuing connection to land, water and culture, and pay our respects to Elders, past, present and emerging."

We'll use local, regional and national media streams to advertise and source employment opportunities, including:

- Koori Mail
- Job Services Australia
- Ethical Jobs Australia
- Indigenous Jobs Australia
- The Australian Job Search (not only for Aboriginal and Torres Strait Islander candidates, including Aboriginal and Torres Strait Islander youth, but also Culturally and Linguistically Diverse (CALD) candidates).



- Aboriginal and Torres Strait Islander media and associated networks.
- Job Fairs/Events targeted at Aboriginal and Torres Strait Islander peoples.
- Associated Job Active Agencies i.e., Aboriginal Employment Service (AES), Black Wattle, Murra Partners.
- Aboriginal community groups and forums.
- Tertiary Education providers and other institutions and services. e.g. CareerTrackers.

We will ensure all job advertisements include the statement, “We’re committed to diversity and social inclusion and encourage applications from people who identify as Aboriginal and/or Torres Strait Islander, people with disability and people from culturally diverse backgrounds”. We’ll drive our attraction strategy and plan through staff profiles and storytelling.

Interviews and selection activities

The RACGP will assess current recruitment practices to identify and remove barriers experienced by Aboriginal and Torres Strait Islander job seekers.

We will:

- include Aboriginal and Torres Strait Islander representatives in selection processes, particularly for identified and targeted positions.
- ensure pre-employment checks are accessible and free of bias by using independent online platforms.
- design job descriptions and job advertisements for the positions we identify to ensure candidates feel confident and safe in applying for the job, and in the support they will receive from the College. This may include placing contact names and phone numbers on identified role advertisements, so candidates can contact us prior to applying. We’ll also allow additional advertising time.
- develop guidelines to support recruitment practices which will ensure we seek input from Aboriginal and Torres Strait Islander representatives for support with developing position descriptions and advertising templates.
- provide training to all Talent Acquisition team members on targeted recruitment strategies for Aboriginal and Torres Strait Islander people.

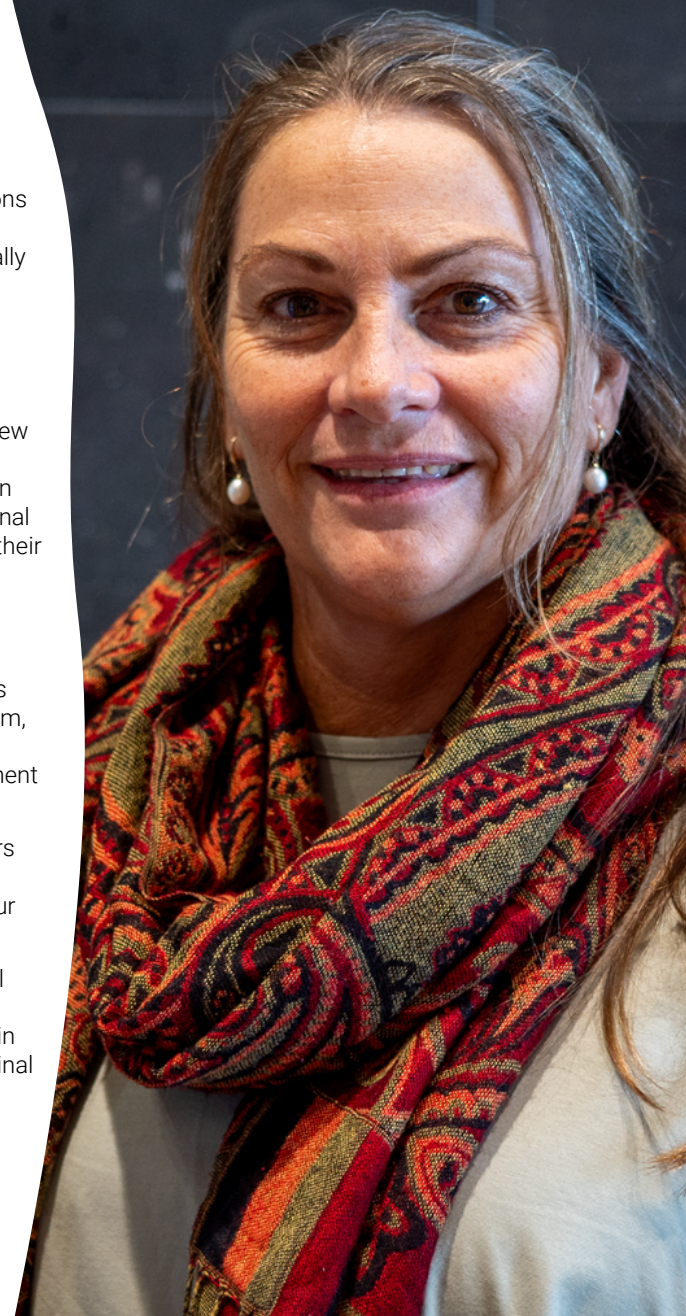
In addition, we’ll hold information sessions with Hiring Managers to increase their awareness and understanding in culturally appropriate practices.

Develop and retain

Our strategy and plan seeks to ensure new and current Aboriginal and Torres Strait Islander employees are well supported in their roles and have access to professional development opportunities to enhance their careers and growth.

We will do this by:

- building capability among our leaders through an RACGP mentoring program, and coaching skills through our Leadership Excellence and Development (LEAD) program.
- providing additional training to leaders who are mentoring Aboriginal and Torres Strait employees, as part of our RACGP mentoring program.
- providing opportunities for Aboriginal and Torres Strait Islander staff with leadership aspirations to participate in our LEAD program. Ensure all Aboriginal and Torres Strait Islander leaders are aware of the LEAD Program and can participate in the program.



- piloting an internship program that is supported and opens potential pathways to permanent positions within the College.
- providing opportunities for Aboriginal and Torres Strait Islander staff to be represented on working groups and steering committees.
- conducting appropriate and sensitive exit interviews to provide insight on the reasons for leaving. Any concerning data and trends to be reviewed and addressed as appropriate by the Executive Team.
- reviewing opportunities, including through workload allocation for staff, to formally recognise Aboriginal and Torres Strait Islander employees who carry a cultural load as part of their role.

Our onboarding process

We will provide an onboarding process for new Aboriginal and Torres Strait Islander employees that considers the issues and barriers that may confront Aboriginal and Torres Strait Islander people moving into employment or new workplaces.

The process will address onboarding from the perspective of the challenges that face the new employee and the perspective of our existing workforce who may be unaware of the barriers that Aboriginal and Torres Strait

Islander employees may face. New employees will be informed about the College's support services and connected with Aboriginal and Torres Strait Islander Employee Workforce Advisor, the Aboriginal Torres Strait Islander Health Faculty and relevant working groups. Where possible, we will also establish mentor / budding relationships to support new employees.

Our strategy and plan will demonstrate that the RACGP's onboarding processes are effective and inclusive, and will be monitored and reviewed as part of continuous improvement processes.

Networking, coaching and mentoring

We will explore opportunities to provide Aboriginal and Torres Strait Islander employees with access to coaching and mentoring opportunities, as appropriate to their roles. This will include:

- establishing an RACGP Aboriginal and Torres Strait Islander Employee Network to facilitate peer-to-peer relationships, support and connection.
- determining where access to an external mentor is appropriate to facilitate this.
- investigating opportunities to design and implement a dedicated mentoring/ coaching program to be delivered across the College.

Career development

We will:

- ensure that Aboriginal and Torres Strait Islander employees have access to The Core Academy and Professional Development opportunities to support career growth and realisation of potential.
- identify and seek to remove any barriers to growth and career development for Aboriginal and Torres Strait Islander employees.
- ensure that our succession planning process is inclusive.
- provide additional support and coaching to create pathways for career development for Aboriginal and Torres Strait Islander employees.
- consult with the College's Aboriginal and Torres Strait Islander Steering Committee to develop a nuanced approach to our performance development and review process (Professional Health Checks) for Aboriginal and Torres Strait Islander employees.

Establish an Aboriginal and Torres Strait Islander internship program.

The College will seek to identify internship opportunities within the RACGP for Aboriginal and Torres Strait Islander peoples and create the environment to support this.

We will:

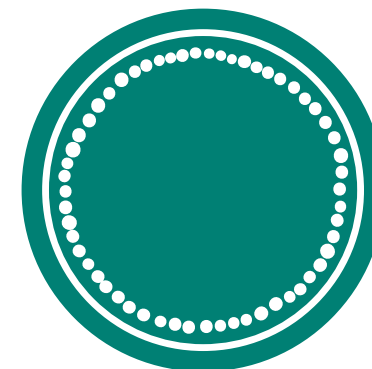
- provide people leaders with the opportunity to undertake a dedicated Aboriginal and Torres Strait Islander cultural awareness / education program to further support their role in managing interns.
- ensure the Aboriginal and Torres Strait Islander Employee Workforce Advisor and Senior Reconciliation Action Plan Advisor play an active role in supporting interns, as well as offering support to their leaders throughout the term of their internship, linking in other support services as required.
- work closely with Job Active agencies and educational institutions to identify suitable applicants who are currently completing relevant qualifications.
- engage with government agencies i.e., State Training Services, to access support programs such as "The Way Ahead" mentoring program.

- where relevant provide higher education/ tertiary education support to interns yet to commence or complete relevant qualifications.
- inform individuals of vacancies that arise within the College, creating a pathway and transitioning them into permanent roles wherever possible and appropriate.

Establish

So that we can understand our progress, and prioritise recruitment activities in key parts of the College, we will establish a baseline by:

- conducting a Staff Diversity and Inclusion Census identifying the current number of Aboriginal and Torres Strait Islander peoples employed within the RACGP.
- documenting existing 'identified' positions across the organisation.
- regularly reporting on the engagement and experience of Aboriginal and Torres Strait Islander people through our annual engagement and pulse check surveys.
- as part of the RACGP Aboriginal and Torres Strait Islander cultural capability framework, survey employees who identify as Aboriginal and/ or Torres Strait Islander, to understand their experiences of cultural safety in the workplace.



Our guiding principles

As we implement the employment strategy and plan, we will learn from and embrace the twelve guiding principles outlined in the Aboriginal and Torres Strait Islander Cultural and Health Training Framework.

This framework embeds Aboriginal and Torres Strait Islander values and cultures into RACGP's training and education program and has been developed by Aboriginal and Torres Strait Islander leaders across the College.

While the scope and objectives of the employment strategy and plan and the cultural and health training framework differ, the guiding principles are aligned. As we implement the employment strategy and plan, we will demonstrate how the principles are reflected in each action. These principles are:

- Decolonisation
- Sovereignty
- Self-determination
- Indigenisation
- Cultural safety
- Leadership
- Equity
- Strengths-based
- Racism, discrimination and privilege

- Trauma informed
- Value and ways of knowing, being and doing
- Indigenous data sovereignty

To learn more about the Aboriginal and Torres Strait Islander Cultural and Health Training Framework and its twelve guiding principles, click [here](#).



Ownership, governance and measures of success

Our Talent Acquisition team within the People and Capability business unit has ownership of our Aboriginal and Torres Strait Islander employment strategy and plan, and our Chief People Officer is the Executive Sponsor. Progress against our strategy and plan will be reported annually to the People, Culture, Remuneration and Nominations Committee.

Measures of success of the strategy and plan will include:

- timely achievement of all initiatives
- increased representation of Aboriginal and Torres Strait Islander employees across all levels of employment – 2% by June 2025 and 3% by June 2026
- increased levels of cultural safety – measured and evaluated by surveying employees who identify as Aboriginal and/or Torres Strait Islander to understand their experiences of cultural safety in the workplace
- RACGP engagement survey – Inclusion factors
- diversity and inclusion specific survey (Diversity Council of Australia)





Appendix 1 – Summary of consolidated initiatives

Attract	
Develop strategic partnerships with established and respected Aboriginal and Torres Strait Islander employment providers	Ongoing
Aboriginal and Torres Strait Islander Steering Committee to provide input into the design and development of the Aboriginal and Torres Strait Islander employment strategy and plan	Completed July 2024
Include an Acknowledgement of Country on all advertisements	Completed July 2024
Use local, regional and national media streams to advertise and source employment opportunities e.g., Koori Mail, Aboriginal community groups and forums	Ongoing
Include a statement encouraging Aboriginal and Torres Strait Islander people to apply for roles	Completed July 2024
Include Aboriginal and Torres Strait Islander representatives on selection panels for identified and targeted positions	Ongoing
Where appropriate, include contact details (phone numbers and contact names) on identified and targeted positions, so candidates can get in touch prior to applying for roles	Ongoing
Develop and retain	
Develop a mentor or peer support initiative to support Aboriginal and Torres Strait Islander employees	March 2025
Pilot an internship program	August 2025
Connect all new Aboriginal and Torres Strait Islander employees with the Aboriginal and Torres Strait Islander Employee Workforce Advisor from commencement of their employment to support their induction/onboarding	March 2025
Where possible, ensure Aboriginal and Torres Strait Islander staff are represented on RACGP working groups and steering committees	Ongoing
Conduct appropriate and sensitive exit interviews	March 2025
Review opportunities, including through workload allocation, to formally recognise Aboriginal and Torres Strait Islander staff who carry a cultural load as part of their role	September 2024
Establish	
Establish a baseline around current numbers of Aboriginal and Torres Strait Islander peoples and how we can build on this	Completed June 2024
Work with the Chiefs of each business unit to understand the types of roles that could be identified and targeted positions in the College	Work in progress

Consultation

The RACGP values the contribution of all who participated in the consultation process and development of this framework. We wish to acknowledge the efforts of those who meaningfully collaborated on creating the Aboriginal and Torres Strait Islander employment strategy and plan.

Aboriginal and Torres Strait Islander Steering Committee members (as at 3 August 2023 when the employment strategy and plan was presented for feedback)

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Censor,
RACGP Aboriginal and
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