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# ***One AIATSIS***

Guiding Principles, Shared Behaviours, Preferred  
Structure and Proposed Actions

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**AIATSIS**

AUSTRALIAN INSTITUTE OF  
ABORIGINAL AND TORRES STRAIT  
ISLANDER STUDIES

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# ***One AIATSIS***

## **Guiding Principles, Shared Behaviours, Preferred Structure and Proposed Actions**

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Dear Colleagues,

I am pleased to announce the One AIATSIS Guiding Principles, Shared Behaviours and Preferred Structure, and to release a list of proposed actions for staff comment. I would like to thank everybody for their patience and hard work, which has enabled us to come so far in such a short time.

### *The Guiding Principles and Shared Behaviours*

An important component of how we operate relates to our agency values. The One AIATSIS Guiding Principles and Shared Behaviours will help to build a positive working environment, supporting all our work, from Council down. Local level strategies for rolling out the Guiding Principles and Shared Behaviours will be developed in association with Moreton Consulting in November and December this year.

### *Business Improvement Initiatives and Cross-Program Initiatives*

Initial discussion papers regarding the three prioritised cross-program initiatives are on the intranet. These proposals will all be reviewed as resources available to support AIATSIS become clear. The full list of initiatives suggested by staff is available on the intranet. The EBM will review these lists as a feature of developing the Action Plan discussed below.

### *Preferred Structure*

The CPSU and a number of individual staff submitted comments on the draft preferred structure issued on 29 September 2011. As a result, the EBM have made some changes reflected in the diagram released today. A question and answer document will be released soon, in which EBM will respond to many of the comments and questions raised. Some responses will go directly to individual staff members.

### *Proposed Actions*

Staff have already submitted extensive feedback relating to organisational culture and the way we do things here. I realise that change is necessary to make AIATSIS the place we all want it to be. I would like to invite all staff to read through the One AIATSIS proposed actions and provide comment over the next two weeks on what might be missing, what could be changed and what should be prioritised. The proposed actions were developed by Moreton Consulting in response to staff concerns raised in workshops, emails to [one@aiatsis.gov.au](mailto:one@aiatsis.gov.au) and via the undiscussables.

An Action Plan will be developed by the EBM in December. It will include timelines and accountabilities and will require a careful analysis of staff comments and resourcing requirements.

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## ***One AIATSIS***

### Guiding Principles, Shared Behaviours, Preferred Structure and Proposed Actions

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#### *Undiscussables*

The proposed actions include a number of items which directly relate to undiscussables submitted by staff. I have further meetings scheduled with Kerry Pearse and Luke Taylor to develop more strategies to address the undiscussables. Kerry Pearse and Luke Taylor will be holding an informal session for interested staff in November to talk about the treatment of the undiscussables. A report will also be released in November which shows planned actions against each undiscussable topic.

Thank you again for your continued support. Please feel free to raise any questions you may have either directly with myself or Luke, or through the [one@aiatsis.gov.au](mailto:one@aiatsis.gov.au) email address.

*Luke Taylor for*

Russell Taylor, Principal



## **Our Guiding Principles**

Our Guiding Principles define the key characteristics of AIATSIS. They are enduring values which guide our decisions about how we organise ourselves and the way we work.

### **How the Guiding Principles will be used**

The Guiding Principles provide everyone working at AIATSIS with a common understanding about what we aspire to and contribute to building a positive workplace culture.

The principles inform both organisational and individual decision making as well as our planning, performance reporting, prioritisation of work activities, and the allocation and management of resources. They are an important part of our corporate structure and are central to the development of charters and induction activities.

Tools and checklists will help us refer to the Guiding Principles when making decisions and AIATSIS will provide ongoing training.

### **Our Guiding Principles and the APS Values**

Our Guiding Principles complement the APS Values.



AIATSIS is

### **Culturally competent**

**AIATSIS will:**

- Operate in ways that show respect and understanding for Aboriginal and Torres Strait Islander cultures, values, knowledge and practices.
- Lead by example in the development and implementation of standards for ethical research in Aboriginal and Torres Strait Islander studies and the management of cultural collections.
- Demonstrate cultural awareness and inclusivity.

### **Collaborative**

**AIATSIS will:**

- Work on joint priorities across programs to obtain the best possible outcomes for Aboriginal and Torres Strait Islander communities.
- Build partnerships and networks that strengthen the quality and impact of our activities.
- Build a strong governance framework that reflects a one-AIATSIS approach to planning and resource allocation.

### **Efficient**

**AIATSIS will:**

- Organise ourselves for maximum efficiency and effectiveness.
- Ensure that we are making the best use of our resources by continuously improving our work practices.
- Respond to all stakeholders promptly and deliver our agreed outcomes.

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# ***One AIATSIS***

## **Guiding Principles and Shared Behaviours**

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### **Strategic**

#### **AIATSIS will:**

- Implement annual and long-term strategies to ensure the organisation's sustainability.
- Encourage staff to understand how all AIATSIS programs contribute to achieving the organisation's goals.

### **Professional**

#### **AIATSIS will:**

- Deliver quality services and results which are consistent with best-practice standards in our respective fields of expertise.
- Meet the highest ethical standards.
- Support career pathways and professional development for staff.
- Ensure good planning, good project management and evaluation, and good governance.



## **Our Shared Behaviours**

Our agreed Shared Behaviours shape the way we work at AIATSIS. They support the One AIATSIS Guiding Principles and the APS Values and Code of Conduct. We hold ourselves and each other accountable, to strengthen both our own success and that of AIATSIS.

### **How the Shared Behaviours will be used**

Everyone working at AIATSIS will demonstrate the Shared Behaviours, and leaders and supervisors will be committed to leading by example.

The Shared Behaviours give us a common understanding of what is expected of us. They will be incorporated into the work of the organisation with ongoing education for staff. Our performance management system will incorporate these behaviours.

We will recruit people who demonstrate a commitment to the Shared Behaviours and newcomers will be provided with training.

Teams within AIATSIS will be encouraged to identify practical ways to cultivate the behaviours. Staff participation in exchanges, planning and projects across the organisation will help support our common understandings. Informal meetings and discussions will be encouraged.



### **We demonstrate**

#### **Respect**

##### **We are:**

- culturally aware and competent
- inclusive
- open-minded
- flexible.

We value everyone's knowledge, skills and experience.

#### **Co-operation**

##### **We are:**

- collaborative
- supportive
- participative.

We work together, with one accord.

#### **Effective Leadership**

##### **We are:**

- credible
- genuine
- realistic
- communicative.

We lead by example.





### **Good Communication**

**We are:**

- transparent
- positive
- interested in each other's points of view
- timely in passing on information.

We explain contexts and share information with others.

### **Responsibility**

**We are:**

- accountable
- committed
- effective
- focused.

We are answerable to others.

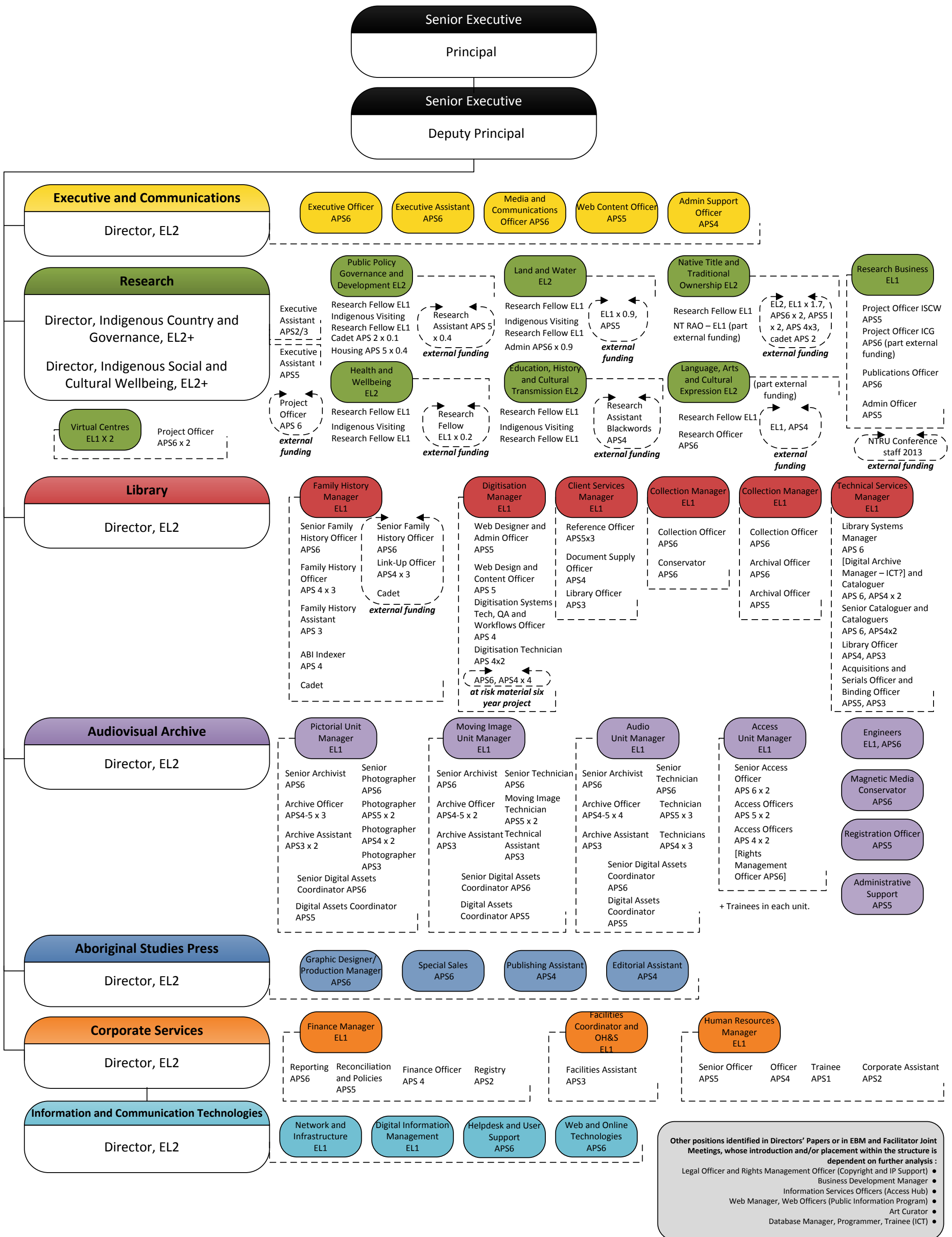
### **Fairness**

**We are:**

- honest
- principled
- objective.

We behave with integrity.

# One AIATSIS Preferred Structure



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# ***One AIATSIS* Proposed actions and action plan framework**

## **Open for comment, 27 October – 10 November 2011**

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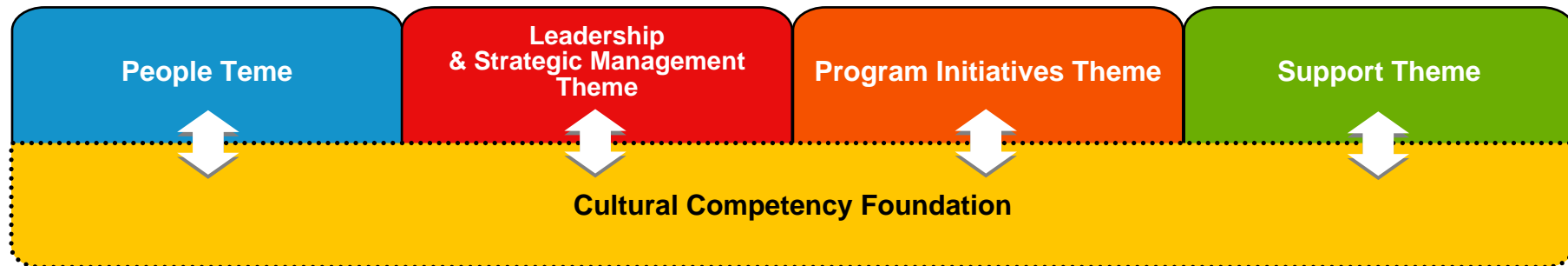


### **1. PURPOSE**

This document lists a number of suggested tasks for inclusion in the 3 Year *One AIATSIS* Action Plan. It has been prepared by Moreton Consulting for the consideration of AIATSIS staff based on feedback received throughout the *One AIATSIS* consultation process. Prior to its release, the EBM asked the Facilitators' Network to provide them with advice in relation to the proposed actions and as a result a number have been selected for immediate implementation. These are highlighted in yellow in the summary list below. All of the proposed actions are open for evaluation between 27 October and 10 November 2011. Staff are encouraged to identify priorities, as well as any necessary changes, additions or deletions. Please send suggestions to [one@aiatsis.gov.au](mailto:one@aiatsis.gov.au). The final Action Plan will be released in December and will include accountabilities, resources and timelines.

### **2. PLAN STRUCTURE**

The *One AIATSIS* Action Plan be structured so that it is consistent with the framework used to analyse and present the Undiscussables and Issues Register; and the Business Improvement and Cross Program Initiatives as shown:



# One AIATSIS Proposed actions and action plan framework

## Open for comment, 27 October – 10 November 2011



### 3. SUMMARY OF POSSIBLE ACTIONS

People Theme		
Ref	Action	Dependencies & Relationships
P1	<b>Workforce Planning Strategy</b>	Critical to L&D Strategy
P2	<b>Learning and Development Strategy</b>	Workforce Planning Strategy & Cultural Competency Framework
P3	<b>Ongoing cultural competency training</b> for all existing and new staff.	Cultural Competency Framework
P4	<b>Project management training for all staff</b>	Adopt and Roll Out Project Management
P5	<b>Reward and Recognition Program</b>	Cultural Competency Framework, Guiding Principles and Shared Behaviours
P6	<b>Working Together Program for all staff</b>	Cultural Competency Framework, Guiding Principles and Shared Behaviours
P7	<b>Extend One AIATSIS Facilitators</b> and clarify ongoing role	
P8	<b>Improve Corporate Induction</b> and develop an AIATSIS Orientation Program	Continue to update as other actions completed e.g. Cultural Competency Framework
P9	<b>Refresh the Performance Feedback System</b> and provide comprehensive training	Cultural Competency Framework, Shared Behaviours and Guiding Principles
P10	Run an ongoing internal <b>Mentoring Program</b>	Cultural Competency Framework, L&D Strategy
P11	Strengthen and support <b>the Social Club</b>	

# One AIATSIS Proposed actions and action plan framework

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Leadership and Strategic Management Theme		
Ref	Action	Dependencies & Relationships
L1	Develop a <b>Council Charter</b>	Guiding Principles & Shared Behaviours
L2	Develop an <b>EBM Charter</b>	Guiding Principles & Shared Behaviours
L3	Develop an <b>Indigenous Caucus Charter</b>	Guiding Principles & Shared Behaviours
L4	Build a shared understanding across all staff of <b>AIATSIS' role and identity – run workshop to kick off</b>	
L5	<b>Make clear decisions about organisational priorities - once 2012/13 budget is known.</b>	Budget, Guiding Principles, Collections Management Strategic Plan and Research Strategic Plan
L6	<b>Develop and run a One AIATSIS Managing Together program</b>	Cultural Competency Framework, Guiding Principles & Shared Behaviours - then run concurrent with Working Together Program
L7	<b>Improve and streamline management reporting</b>	
L8	<b>Review administrative and management information arrangements</b>	
L9	Review <b>operational policy and procedures</b> and standardise documentation	
L10	Adopt and roll out a <b>project management</b> approach	Then Project Management Training for all staff
L11	Introduce <b>external benchmarking and the costing of internal services</b>	
L12	Proactively seek <b>alternative sources of funding</b>	

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# **One AIATSIS Proposed actions and action plan framework**

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<b>Program Initiatives Theme</b>		
<b>Ref</b>	<b>Action</b>	<b>Dependencies &amp; Relationships</b>
PI1	<b>Review all Program Guidelines against the Guiding Principles</b>	Guiding Principles
PI2	<b>Develop a Collections Management Strategic Plan</b>	
PI3	<b>Review the Indigenous Research Fellows Program</b>	
PI4	<b>Review the Cross Program and Business Improvement initiatives</b> related to increasing links between Research and the Collections	
PI5	Ensure a <b>One AIATSIS approach to all community visits</b>	

# One AIATSIS Proposed actions and action plan framework

## Open for comment, 27 October – 10 November 2011



Support Theme		
Ref	Action	Dependencies & Relationships
S1	<b>Review recruitment processes</b> and develop and <b>roll out common workforce level standards</b>	Immediate then revise following Cultural Competency Framework
S2	Identify ways to <b>make the AIATSIS foyer more welcoming</b> for visitors	
S3	Develop a <b>coordinated web strategy</b> and review and refresh the AIATSIS web sites.	Links to Public Information Program
S4	Develop an <b>Internal Communications Strategy</b> as an urgent priority	
S5	Improve the <b>functionality of the Intranet</b>	
S6	<b>Change the format and approach of the Principal's Morning Tea</b>	
S7	Hold an ongoing series of <b>informal cross program issue focused</b>	
S8	<b>Audit event management activities</b> and increase centralized support	
S9	<b>Urgently review the implementation of Timekeeper</b> and identify and respond to staff concerns	

# **One AIATSIS Proposed actions and action plan framework**

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<b>Cultural Competency Foundation</b>		
<b>Ref</b>	<b>Action</b>	<b>Dependencies and Relationships</b>
<b>C1</b>	<b>Develop a Cultural Competency Framework</b>	<b>Critical to a number of actions</b>
C2	<b>Run Cultural Competency Training</b> for AIATSIS	Cultural Competency Framework
C3	<b>Increase the recruitment and retention of Indigenous staff</b>	Cultural Competency Framework, Cultural Competency Training, Workforce Planning, Learning & Development Strategy
C4	<b>Provide traineeships and cadetships</b> for Indigenous staff	Workforce Planning and Learning and Development Strategy
C5	<b>Provide mentoring and support for Indigenous staff</b>	Immediate and then revise once L&D Strategy in place
C6	<b>Recruit culturally competent non Indigenous staff</b>	Cultural Competency Framework and Training, Workforce Planning, Learning and Development Strategy, Performance Feedback System refresh
C7	<b>Continue to develop a culturally safe and diverse workplace</b> for all staff	Guiding Principles and Shared Behaviours & Cultural Competency training



# One AIATSIS Proposed actions and action plan framework

## Open for comment, 27 October – 10 November 2011



### 4. POSSIBLE ACTIONS – CONTEXT AND REFERENCE INFORMATION

People			
Ref	Action	One AIATSIS References	Dependencies
P1	<b>Workforce Planning Strategy</b> – which identifies: critical positions; future competencies and skills required; trainee; graduate and cadetship opportunities; and succession planning initiatives. The Workforce Planning Strategy should include a focus on initiatives targeted at Indigenous staff; mature aged workers and young staff. It should be a major input into a future focused Learning and Development Strategy.	<ul style="list-style-type: none"> <li>• Cross Program &amp; Business Improvement Initiatives - 11 suggestions.</li> <li>• Indigenous Caucus Workshop - re succession planning and trainees</li> <li>• Currently an Internal Audit recommendation and on the work program - Audit Reference 11/43</li> </ul>	Critical to Learning &D Strategy
P2	<b>Learning and Development Strategy</b> –which includes: training priorities linked to future competencies & skills outlined in the Workforce Planning Strategy; a technical stream; “train to retain” initiatives; staff exchange initiatives – internally including “micro exchange” and with other agencies, including possible international exchanges; initiatives aimed at specifically supporting Indigenous staff to support career progression and a whole of agency approach to training and supporting Indigenous researchers. A component related to the Guiding Principles and Shared Behaviours to be included.	<ul style="list-style-type: none"> <li>• New Cross Program and Business Improvement Initiatives - 16 suggestions.</li> <li>• Indigenous Caucus Workshop</li> <li>• Whole of AIATSIS approach to training Indigenous Researchers - 31 people prioritised this Business Improvement Initiative</li> </ul>	Workforce Planning Strategy

# One AIATSIS Proposed actions and action plan framework

## Open for comment, 27 October – 10 November 2011



People			
Ref	Action	One AIATSIS References	Dependencies
P3	<b>Ongoing cultural competency, safety &amp; awareness training for all existing and new staff.</b> This should be picked up in the Cultural Competency Framework and the Learning and Development Strategy. Accredited training to be run for all staff and then regularly for new staff. This training should be mandatory and build on the existing cultural competency of AIATSIS employees (Selection Criteria One). It should be AIATSIS specific and help people develop a deeper cultural competency understanding and practice relevant to their work and workplace relationships within AIATSIS and between AIATSIS and Indigenous communities and stakeholders. Completing and passing the course could be factored into the individual performance management system.	<ul style="list-style-type: none"> <li>To support the Cultural Competency Guiding Principles</li> <li>3 new CP &amp; BII suggestions</li> <li>Action from Indigenous Caucus Workshop</li> <li>Suggestion from Facilitators People Support Workshop</li> </ul>	Cultural Competency Framework
P4	<b>Project management training for all staff</b> – to enable project management approach to be used for cross program and other specific. To be incorporated in L&D Strategy but commenced immediately	<ul style="list-style-type: none"> <li>32 people prioritised BII ‘Introduce a project management &amp; planning approach’</li> <li>EBM Governance Workshop commitment</li> </ul>	Adopt and Roll Out Project Management

# One AIATSIS Proposed actions and action plan framework

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People			
Ref	Action	One AIATSIS References	Dependencies
P5	<b>Reward and Recognition Program</b> – to encourage innovation as well as recognise effective team work and implementation of the Guiding Principles and Shared Behaviours. Also to recognise quiet achievers and teams who consistently delivery of ongoing business. To include a Principal’s award for excellence.	<ul style="list-style-type: none"> <li>• New cross program initiative</li> <li>• Principal commitment – EBM workshop</li> </ul>	Cultural Competency Framework
P6	<b>Working Together Program for all staff</b> – to include team working skills; conflict resolution and communication skills incl in relation to cultural competency; skills needed to work in cross program teams; approaches to valuing diversity and difference. Program design to be informed by Guiding Principles and Shared Behaviours.	<ul style="list-style-type: none"> <li>• To support the implementation of the Shared Behaviours</li> <li>• To address behaviour related Undiscussables</li> <li>• To address cultural competency issues raised by Indigenous Caucus</li> </ul>	Cultural Competency Framework
P7	<b>The One AIATSIS Facilitators Network</b> – continue the network to help build a positive culture, open up multiple communication lines, provide early warning about morale and organisational issues; oversee and provide staff input into the implementation of the One AIATSIS Action Plan	<ul style="list-style-type: none"> <li>• Facilitators People Support Workshop suggestion</li> <li>• Benefit of cross program collaboration and understanding – key feedback from all consultation workshops</li> <li>• Undiscussables – Organisational Culture &amp; Internal Communications Topics</li> </ul>	

# One AIATSIS Proposed actions and action plan framework

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People			
Ref	Action	One AIATSIS References	Dependencies
P8	<b>Improve Corporate Induction and develop an AIATSIS Orientation Program.</b> For all staff & then ongoing for new staff, with a buddy program, and additional strategies for new Indigenous staff. Include Guiding Principles & Shared Behaviours. Keep/refresh monthly program sessions.	<ul style="list-style-type: none"> <li>• 28 people prioritised this BII</li> <li>• Business Improvement &amp; Cross Program Initiatives - 6</li> <li>• Guiding Principles s and Shared Behaviours suggestions</li> <li>• Identified as priority by IC and FW</li> <li>• Undiscussables – Induction Topic</li> </ul>	Continue to update as other actions completed e.g. Cultural Competency Framework
P9	<b>Refresh the Performance Feedback Scheme</b> and include Shared Behaviours to embed behaviour through a learning & development component not subject to appraisal ratings. Investigate inclusion of 360 degree or upwards feedback. Ensure consistent application of performance ratings during appraisals and provide all staff with training on any system changes, including practical, action based training on giving and receiving feedback	<ul style="list-style-type: none"> <li>• Often suggested as ways to implement Guiding Principles and Shared Behaviours in the consultation workshops</li> <li>• Addresses Undiscussables – Behaviour and Management Topics</li> </ul>	Cultural Competency Framework, Shared Behaviours and Guiding Principles

# One AIATSIS Proposed actions and action plan framework

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People			
Ref	Action	One AIATSIS References	Dependencies
P10	<b>Run an ongoing internal Mentoring Program</b> open to all staff as a way of: encouraging cross program relationships; intentionally developing cross cultural relationships to support increased cultural competency and safety; knowledge and skills transfer; and providing professional development and on the job learning opportunities. Provide mentors and mentorees with training and some ongoing program support. The program could include different streams including reverse mentoring and Indigenous staff.	<ul style="list-style-type: none"> <li>• Facilitators People Support Workshop</li> <li>• Indigenous Caucus Workshop</li> <li>• Also supports succession planning</li> </ul>	Cultural Competency Framework, L&D Strategy
P11	<b>Strengthen and support the Social Club</b> and create opportunities for personal contact across AIATSIS, such as informal morning teas hosted by different programs, to foster cross program understanding and improve morale	<ul style="list-style-type: none"> <li>• Cross Program Initiatives - Social</li> </ul>	1

# One AIATSIS Proposed actions and action plan framework

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Leadership and Strategic Management			
Ref	Action	One AIATSIS References	Dependencies
L1	Develop a <b>Council Charter</b> - which is informed by the Guiding Principles and Shared Behaviours, to make the Council's role clear and strengthen line of sight to AIATSIS administration and staff	<ul style="list-style-type: none"> <li>AIATSIS Council Meeting – 10 August 2011</li> <li>Guiding Principles suggestion</li> </ul>	Guiding Principles & Shared Behaviours
L2	Develop an <b>EBM Charter</b> which is informed by the Guiding Principles and Shared Behaviours, to make the EBM's role clear particularly in relation to whole of organisation leadership accountabilities and strengthen line of sight to both Council and staff	<ul style="list-style-type: none"> <li>EBM workshop 30 June 2011</li> <li>Shared Behaviours Suggestion</li> <li>Undiscussables – Decision Making; Executive &amp; Leadership Topics</li> </ul>	Guiding Principles & Shared Behaviours
L3	Develop an <b>Indigenous Caucus Charter</b>	<ul style="list-style-type: none"> <li>Indigenous Caucus</li> </ul>	
L4	Build a <b>shared understanding across all staff of AIATSIS' role and identity</b> . Explore current perceptions of staff and develop common language and key messages. Start by running a workshop on the "identity crisis" by end November.	<ul style="list-style-type: none"> <li>Undiscussables – Identify and Core Business Topics</li> </ul>	
L5	Make clear decisions about organisational priorities and lead a process to ensure that staff identify ongoing business, work that needs to change and/or be stopped once the 2012/13 operating budget is known. Make this transparent and clearly communicated so that all staff understand AIATSIS' key priorities and what this means for their work. The Collections Management Strategic Plan (PI5) and the Research Strategic Plan will also inform this process.	<ul style="list-style-type: none"> <li>Undiscussables – Decision Making and Transparency &amp; Planning.</li> </ul>	Budget, Guiding Principles, Collections Management and Research Strategic Plans

# One AIATSIS Proposed actions and action plan framework

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Leadership and Strategic Management			
Ref	Action	One AIATSIS References	Dependencies
L6	<b>Develop and run a One AIATSIS Managing Together program</b> for everyone with staff supervision responsibilities – from EBM to Team Leaders. Include leadership and management role and skills; how to lead cross program work; communication and interpersonal skills – driven by Shared Behaviours and with a focus on cultural competency and style diversity, conflict resolution skills and training about harassment and bullying	<ul style="list-style-type: none"> <li>• Undiscussables – Management Practice Topic</li> <li>• Shared Behaviours – discussion on unacceptable behaviour</li> <li>• Indigenous Caucus – cultural competency</li> </ul>	Cultural Competency Framework, Guiding Principles & Shared Behaviours - then run with Working Together Program
L7	<b>Improve and streamline management reporting</b> - review current requirements; remove duplication and create one stop shop where possible incl via database or web based reporting; clarify roles and responsibilities, timing and reporting periods; increase flow of information to Council from staff- e.g. EBM reports to relevant Council portfolio reps	<ul style="list-style-type: none"> <li>• Facilitators People Support Workshop</li> <li>• Multiple related new BIs</li> <li>• Undiscussables – Reporting Topic</li> </ul>	
L8	<b>Review administrative and management information</b> arrangements – including records management repository and access arrangements; use of TRIM and the client database. Develop a consistent approach across AIATSIS that increases efficiency	<ul style="list-style-type: none"> <li>• New Business Improvement Initiative suggestions</li> <li>• Facilitator People Support Workshop</li> </ul>	

# One AIATSIS Proposed actions and action plan framework

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Leadership and Strategic Management			
Ref	Action	One AIATSIS References	Dependencies
L9	<b>Improve operational policy and procedures</b> – introduce a consistent approach across program areas and make all operational policy and procedures readily accessible via Intranet. Revise, streamline if possible and make accessible the Principal’s Instructions and apply consistent clearance and communication protocols so staff are aware of changes in policies	<ul style="list-style-type: none"> <li>Facilitators People Support Workshop</li> <li>Administrative suggestions in New Business Improvement Initiatives</li> </ul>	
L10	<b>Roll out a project management approach</b> for all cross program initiatives and appropriate ongoing work, tailored to be relevant to AIATSIS and with the relevant templates and supporting material.	<ul style="list-style-type: none"> <li>EBM Workshop 30 June 2011</li> <li>Business Improvement Initiatives – Management and Planning suggestions</li> </ul>	Then Project Management Training for all staff
L11	<b>Introduce external benchmarking and the costing of internal services</b> for all program and corporate areas as part of the business planning process and for the reviews of specific functions	<ul style="list-style-type: none"> <li>Business Improvement Initiatives</li> </ul>	
L12	<b>Proactively seek alternative sources of funding</b> to supplement AIATSIS’ operating budget, including by establishing a business development / funding position and reviewing and actioning relevant Funding related Cross Program and Business Improvement Initiatives	<ul style="list-style-type: none"> <li>Cross Program Initiatives – Funding</li> <li>Business Improvement Initiatives - Funding</li> </ul>	



# One AIATSIS Proposed actions and action plan framework

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Program Initiatives			
Ref	Action	One AIATSIS References	Dependencies
PI1	Review all Program Guidelines against the Guiding Principles to ensure that there is, or strengthen alignment between the Guiding Principles and AIATSIS programs.	<ul style="list-style-type: none"> <li>Guiding Principles implementation suggestions</li> </ul>	Guiding Principles
PI2	Develop a <b>Collections Management Strategic Plan</b> which covers AVA and Library. Brief Council on emerging key issues in December 2011 and submit a fully developed Plan for Council's consideration in March 2012. Use this process to make decisions related to prioritisation of activities, resource deployment and quality standards.	<ul style="list-style-type: none"> <li>Joint Meeting 12/13 September</li> <li>Picks up a number of issues related to Collections and the need to prioritise core business – BII and CPI</li> <li>Undiscussables – Collections Topic</li> </ul>	
PI3	Review the Indigenous Research Fellows Program and develop clear operating policies and procedures including investigate the possibility of restructuring the program against relevant strategic themes and naming Fellowships after highly regarded Indigenous leaders in these fields.	<ul style="list-style-type: none"> <li>Facilitators People Support Workshop</li> <li>Business Improvement Initiatives Suggestions x 2</li> </ul>	
PI4	Review the Cross Program and Business Improvement initiatives related to increasing links between Research and the Collections and determine priorities for action	<ul style="list-style-type: none"> <li>Business Improvement &amp; Cross Program Initiatives</li> </ul>	
PI5	Ensure a One AIATSIS approach to all community visits – by identifying the range of community visits undertaken across AIATSIS and agreeing coordination and visit protocols	<ul style="list-style-type: none"> <li>48 people prioritised this Cross Program Initiative</li> </ul>	

# One AIATSIS Proposed actions and action plan framework

## Open for comment, 27 October – 10 November 2011



Support			
Ref	Action	One AIATSIS References	Dependencies
S1	<b>Review recruitment practices</b> - focus on ensuring consistency and on issues associated with the establishment of new positions; the application of Criteria One; and the communication of selection process outcomes. Revise recruitment practices and selection criteria to incorporate the Shared Behaviours and Guiding Principles. Post review provide regular training on recruitment processes and merit based selection; being on selection panels and culturally competent selection approaches. Strengthen the Indigenous Caucus' role in nominating Indigenous staff to Selection Panels. Develop common work level standards and core position descriptions, taking the need for specialist skills into account	<ul style="list-style-type: none"> <li>• Undiscussables – Recruitment Topic</li> <li>• Indigenous Caucus Workshop</li> <li>• Facilitators People Support Workshop</li> <li>• Guiding Principles and Shared Behaviours – suggestions for implementation</li> </ul>	Immediate then revise following Cultural Competency Framework
S2	Identify ways to <b>make the AIATSIS foyer more welcoming</b> for visitors including strengthening role of Receptionist; regularly rotating exhibitions in the foyer; having a Welcome to Country at the entrance.	<ul style="list-style-type: none"> <li>• Indigenous Caucus</li> <li>• Business Improvement Initiatives</li> <li>• Facilitators People Support Workshop</li> </ul>	
S3	<b>Develop a coordinated web strategy</b> and review and refresh the AIATSIS web sites to support the breadth of related program activities	<ul style="list-style-type: none"> <li>• Business Improvement Initiatives – Public Programs</li> <li>• Facilitators People Support Workshop</li> </ul>	Links to Public Information Program

# One AIATSIS Proposed actions and action plan framework

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Support			
Ref	Action	One AIATSIS References	Dependencies
S4	<b>Develop an Internal Communications Strategy as an urgent priority</b> – survey staff on their internal communication preferences; include multi-channel internal communication actions in the plan and clarify roles and responsibilities.	<ul style="list-style-type: none"> <li>• Undiscussables – Internal Communications Topic</li> <li>• Facilitators People Support Workshop</li> </ul>	
S5	Improve the <b>functionality of the Intranet</b> for use as a key internal communications repository.	<ul style="list-style-type: none"> <li>• Facilitators People Support Workshop</li> <li>• Business Improvement Initiatives</li> <li>• Undiscussables – internal communications</li> </ul>	Links to Internal communications Strategy
S6	<b>Change the format and approach of the Principal’s Morning Tea</b> to enable information sharing and discussion without information overload	<ul style="list-style-type: none"> <li>• Undiscussables – Internal Communications Topic</li> <li>• Facilitators People Support Workshop</li> </ul>	
S7	Hold a series of <b>informal cross program issue focused meetings</b> to encourage staff to continue to build stronger links and build on the opportunities provided through One AIATSIS workshops. These could be convened on a monthly basis with responsibility rotating across program areas	<ul style="list-style-type: none"> <li>• Cross Program Initiatives – Communication</li> <li>• Consistent feedback about the value the One AIATSIS workshops provided for cross program communication</li> </ul>	
S8	<b>Audit event management activities</b> across all Program areas and determine the best way to increase centralized support and implement coordination and planning protocols	<ul style="list-style-type: none"> <li>• Business improvement Initiatives - Public Programs</li> <li>• Cross Program Initiatives</li> <li>• Undiscussables – Internal Communications Topic</li> </ul>	
S9	<b>Urgently review the implementation of Timekeeper</b> and identify and respond to staff concerns.	<ul style="list-style-type: none"> <li>• Facilitators People Support Workshop</li> </ul>	

# One AIATSIS Proposed actions and action plan framework

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Cultural Competency			
Ref	Action	One AIATSIS References	Dependencies
C1	<b>Develop a Cultural Competency Framework</b> which addresses AIATSIS as a workplace and AIATSIS programs and policy.	<ul style="list-style-type: none"> <li>Guiding Principles – Cultural Competency</li> <li>Indigenous Caucus Workshop</li> </ul>	Critical to a number of actions
	Most of the following actions are reflected in the previous streams of the Action Plan. They will also be incorporated into the Cultural Competency Framework.		
C2	<b>Run accredited Cultural Competency, Safety and Appreciation Training</b> for AIATSIS staff – and make the training regularly available for new staff	<ul style="list-style-type: none"> <li>Undiscussables – Cultural Competency Topic</li> <li>Guiding Principles – New Suggestions</li> <li>Indigenous Caucus Workshop</li> </ul>	Cultural Competency Framework
C3	<b>Increase the recruitment and retention of Indigenous staff</b> , including to permanent positions; through the application of Criteria One; developing Indigenous retention strategies; providing mentoring, tailored induction and orientation and training; and identifying employment pathways to AIATSIS	<ul style="list-style-type: none"> <li>Indigenous Caucus Workshop</li> <li>Facilitators People Support Workshop</li> </ul>	Cultural Competency Framework, Cultural Competency Training, Workforce Planning, L&D Strategy
C4	<b>Provide traineeships and cadetships</b> for Indigenous staff	<ul style="list-style-type: none"> <li>Indigenous Caucus Workshop</li> </ul>	Workforce Planning and Learning and Development Strategy

# One AIATSIS Proposed actions and action plan framework

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Cultural Competency			
Ref	Action	One AIATSIS References	Dependencies
C5	<b>Provide mentoring and support for Indigenous staff</b> interested in career progression	<ul style="list-style-type: none"> <li>Indigenous Caucus Workshop</li> <li>Facilitators People Support Workshop</li> </ul>	Immediate and then revise once L&D Strategy in place
C6	<b>Recruit culturally competent non Indigenous staff</b> through the proper application of Selection Criteria One	<ul style="list-style-type: none"> <li>Indigenous Caucus Workshop</li> </ul>	Cultural Competency Framework and Training, Workforce Planning, Learning and Development Strategy, Performance Feedback System refresh
C7	<b>Continue to develop a culturally safe and diverse workplace</b> which values the perspectives and knowledge of Indigenous staff through the delivery of cultural competency training and the implementation of the Guiding Principles and Shared Behaviours	<ul style="list-style-type: none"> <li>Indigenous Caucus Workshop</li> </ul>	Guiding Principles and Shared Behaviours