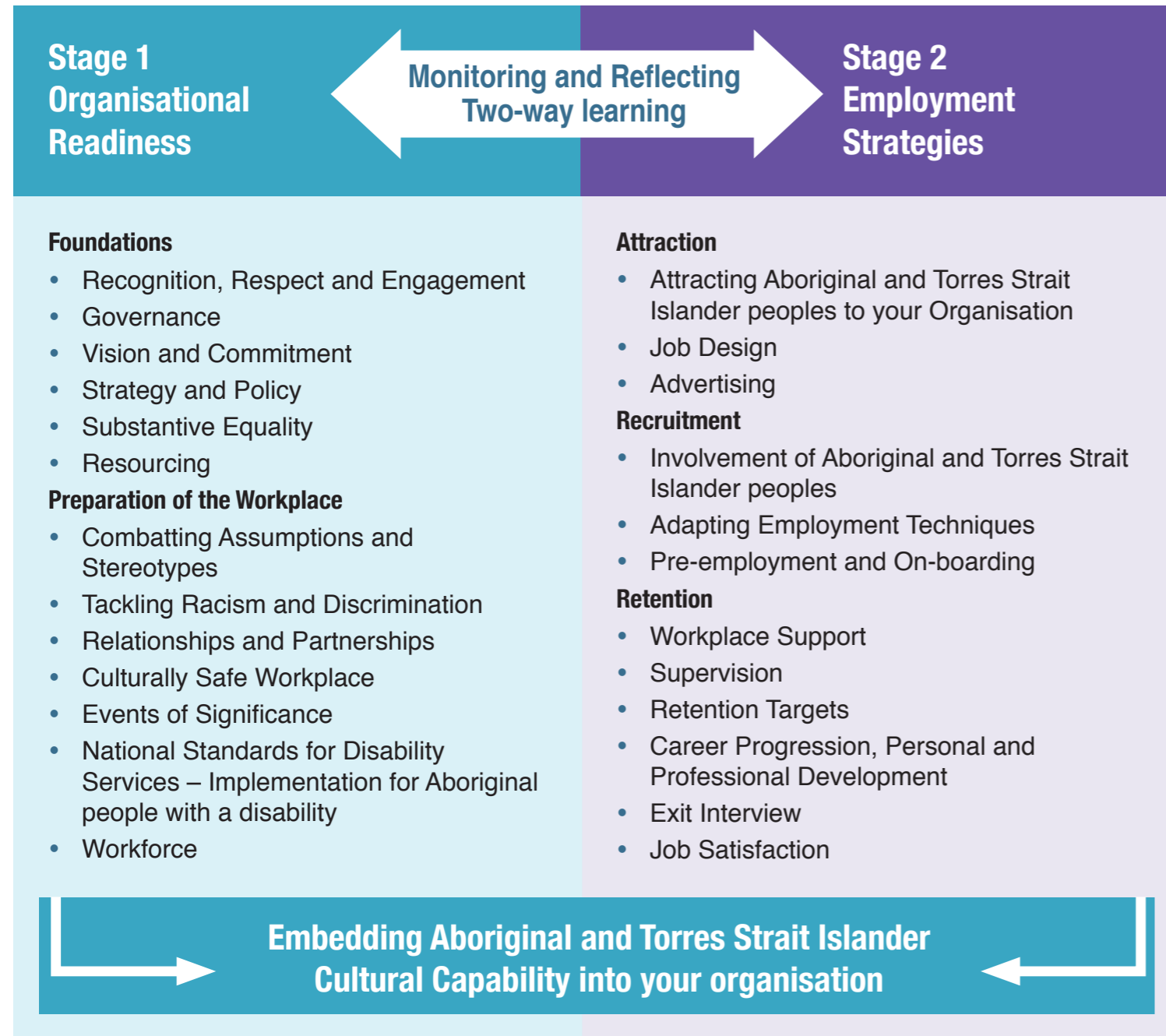


Organisational Self-Assessment and Continuous Improvement Tool

Objective

To create a Continuous Improvement Plan by undertaking an Organisational Self-Assessment that will assist organisations to identify their strengths, areas for improvement and actions required as related to Aboriginal and Torres Strait Islander employment.

This tool consists of 25 elements across two stages.



An organisation can determine where they are in relation to five criteria, which appear below. Each criteria has a statement to define its meaning within the context of this self-assessment.

Unaware Pre-contemplation OR Not Thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing & Reviewing
Difference is not understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable

Instructions:

Robust conversations with employees may occur when you are completing the assessment. This can secure employee buy-in, raise consciousness, and get people thinking in a deep way around the ways they work. This self-assessment will take two to three hours to complete. Some of the practices listed may not be applicable or relevant to your organisation and in this case, just note that they are not applicable.

This tool is intended to support continuous improvement but does not include every single organisational practice. It is also not intended to replace existing measures to monitor best practice, including any specific organisational accreditation processes.

Key actions prior to the meeting:

1. Identify a facilitator for this process with experience and necessary knowledge. The facilitator will need to be familiar with the NDS Aboriginal and Torres Strait Islander Employment Guide and Toolkit.
2. Choose who will participate in this exercise including Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees, representing the different areas of your organisation such as human resources, service delivery teams, managers or team leaders, your executive team and Board members to bring a broader range of expertise, insight and perspective to the process. Check with Aboriginal and Torres Strait Islander employees to ensure they are comfortable undertaking this exercise before you start.
3. The facilitator of the meeting will provide copies of the document, alternative formats (if required), and any other relevant information. This will give everybody time to prepare and ask questions.

At the meeting:

1. From the five criteria presented within each element, circle the description that best represents the level at which your organisation is currently operating. It does not have to match the example exactly. If in doubt, choose the previous criteria. It may be useful to use this tool in conjunction with the NDS Aboriginal and Torres Strait Islander Employment Guide and Toolkit.
2. Once you complete the assessment, analyse the results to identify specific organisational strengths along with areas for targeted improvement and actions across the elements.
3. Add any identified actions to your organisation's Continuous Improvement Plan.
4. Consider linking in the identified actions with other organisational documentation such as an Operational/ Strategic Plan, Aboriginal and Torres Strait Islander Employment Strategy (AES) and Reconciliation Action Plan (RAP).

Stage 1 - Organisational Readiness



	Unaware Pre-contemplation OR Not thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing and Reviewing
	Difference is not understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable
STAGE 1:	FOUNDATIONS				
Recognition, Respect and Engagement	We are not sure what this has to do with Aboriginal and Torres Strait Islander employment.	We think this might be important for us to think about in order to better support Aboriginal and Torres Strait Islander employment.	We have started to think about what this might mean for Aboriginal and Torres Strait Islander peoples and why it might be important in terms of employment and supporting Aboriginal and Torres Strait Islander employees in the workplace.	We understand that recognition and respect are critical and we have integrated them into our governance, policy and practice as we recognise how it links with improving Aboriginal and Torres Strait Islander employment and being an employer of choice for Aboriginal and Torres Strait Islander peoples.	We actively demonstrate recognition and respect and work in partnership with Aboriginal and Torres Strait Islander peoples so that this is reflected in everything that we do. We regularly revisit how we remain responsive in this area and see the direct link it has with improving Aboriginal and Torres Strait Islander employment within our organisation.
Governance	We are not sure why having an Aboriginal and Torres Strait Islander on the Board is a matter for us to consider or how governance can impact this area.	We are aware that other similar organisations have Aboriginal and Torres Strait Islander representation on their Board and higher level feedback mechanisms and that there is some thinking that this approach at a governance level can improve Aboriginal and Torres Strait Islander employment outcomes.	We have made a decision to pro-actively seek the right Aboriginal and Torres Strait Islander representation and embed feedback mechanisms for our Board as we now understand that this approach from a governance perspective needs to drive the organisation's vision and strategy, which includes a proactive approach to Aboriginal and Torres Strait Islander employment.	Our Board has Aboriginal and Torres Strait Islander representation and as a result of this has seen positive improvements in operational aspects, including employment as the leadership of the organisation is far more culturally aware and we are building on our responsiveness in this area.	Our Board composition is diverse; cultural and corporate governance are integrated. We strive for continuous improvement in this area as we see the direct linkages it has with improvements in our Aboriginal and Torres Strait Islander workforce, and outcomes for Aboriginal and Torres Strait Islander peoples with disability. We know that we need to continually monitor our progress in this area as people come and go from the organisation across all levels.
Vision and Commitment	We don't have a vision or commitment in relation to Aboriginal and Torres Strait Islander employment.	We think a vision in relation to Aboriginal and Torres Strait Islander employment might be useful.	We are starting to develop our vision and commitment in relation to Aboriginal and Torres Strait Islander employment.	We have a clear vision and commitment around Aboriginal and Torres Strait Islander employment.	Our organisation has a strong vision and commitment around Aboriginal and Torres Strait Islander employment and is fully committed to increasing meaningful employment opportunities across levels for Aboriginal and Torres Strait Islander peoples.
Strategy and Policy (Reconciliation Action Plan (RAP) and Aboriginal and Torres Strait Islander Employment Strategy (AES))	We don't have any specific statements of diversity or specific policies or strategies addressing cultural capability, a RAP, etc. and this is not on our leadership team's agenda.	Our leadership team is looking into the development of specific policies and/or strategies to address cultural capability, including the exploration of a RAP.	Our strategic intent reflects a commitment to working with the Aboriginal and Torres Strait Islander community and employing Aboriginal and Torres Strait Islander employees and we are reviewing our policies in this area, including the development of a RAP (may already have one in place as well).	Our strategic intent reflects a commitment to working with the Aboriginal and Torres Strait Islander community and we are working on an AES, have a RAP in place and are actively seeking to embed our organisations vision in this area.	Our strategic approach reflects a commitment to working with the Aboriginal and Torres Strait Islander community. We have an AES, clear targets, and a reporting framework and we are progressing through the RAP levels. We actively monitor our performance in this area to drive continuous improvement.
Substantive Equality	We treat everyone the same and believe that equality is the same as equity when it comes to employment matters.	We understand that things are not equal for everyone, however we're not really sure what this means in practice and how it relates to Aboriginal and Torres Strait Islander employment.	We are committed to looking into what equity is and what the concept of substantive equality is; we want to be able to meet the needs of Aboriginal and Torres Strait Islander peoples with disability and understand this may mean changing some of our employment practices.	We understand substantive equality and we are updating policies and practices to build a more equitable organisation, accounting for difference as a strength and making sure we meet the needs of all Aboriginal and Torres Strait Islander employees by doing things differently in order to provide the same opportunities.	We not only understand that in order to treat people equally you need to treat them differently, but we strive for our practices to reflect this. We continuously reflect on this in order to improve how we work and deliver services, keeping substantive equality 'front of mind' in all that we do.
Resourcing (staffing and financial)	We don't have resources allocated to Aboriginal and Torres Strait Islander employment.	We are considering the need to allocate resources to improve our performance in relation to Aboriginal and Torres Strait Islander employment.	We have integrated resources and approaches to improve our performance in relation to Aboriginal and Torres Strait Islander employment in line with our vision.	We have a specific resource allocated to improve our performance in relation to Aboriginal and Torres Strait Islander employment.	We have a position or function that focusses on Aboriginal and Torres Strait Islander employment in our organisation and it has improved our performance in this area.

Stage 1 - Organisational Readiness



	Unaware Pre-contemplation OR Not thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing and Reviewing
	Difference is not understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable
STAGE 1:	PREPARATION OF THE WORKPLACE				
Combatting Assumptions and Stereotypes (Unconscious Bias)	We're not sure why as an organisation we would need to know what our employees' assumptions around Aboriginal and Torres Strait Islander peoples are; how does that impact the work that we do, including our Aboriginal and Torres Strait Islander workforce?	We are beginning to understand that we might have a role as an organisation to address some of the assumptions and stereotypes that our employees have about Aboriginal and Torres Strait Islander peoples.	We are aware that assumptions and stereotypes form an unconscious bias amongst some of our employees and that we need to address this as it relates to Aboriginal and Torres Strait Islander peoples as we understand it can have a negative impact on all aspects of our organisation including Aboriginal and Torres Strait Islander employment and service outcomes.	As part of our mandatory cultural awareness training we address the area of unconscious bias so that we can address it and become a far more culturally aware organisation. We take our role in supporting employees to combat and address any negative biases toward Aboriginal and Torres Strait Islander peoples very seriously and do not tolerate it. We provide opportunities for our non-Aboriginal and Torres Strait Islander peoples and Aboriginal and Torres Strait Islander employees to learn from each other.	We know that taking proactive steps to address negative unconscious bias amongst our workforce is critical if we are to be an employer of choice for Aboriginal and Torres Strait Islander peoples and provide good outcomes through our service delivery. We constantly revisit this area and understand diversity in the workplace cannot be achieved if we don't address unconscious bias and the stereotypes that come with this and have the potential to negatively impact our organisation.
Tackling Racism and Discrimination	What people think outside of work is not the business of our organisation.	We understand that racist attitudes linked with unconscious bias can impact on our ability to employ Aboriginal and Torres Strait Islander peoples, deliver services and engage with the Aboriginal and Torres Strait Islander community.	We are actively looking at strategies to address all forms of racism - from individually held beliefs and unconscious bias to systemic forms of racism and discrimination across our organisation.	We acknowledge that many Aboriginal and Torres Strait Islander peoples are impacted by and through racism and discrimination. We address this across our organisation as we understand it impacts not only on Aboriginal and Torres Strait Islander employment, but the way we deliver services and the way we engage and interact with the community more broadly.	We actively monitor our policies and practices for systemic racism and do not tolerate it in any form within the workplace. We embed substantive equality across all areas of our organisation, work to address unconscious bias and positively discriminate where we are able to (like S50d positions.) We conduct annual climate surveys to monitor our performance in this area.
Relationships and Partnerships	We don't engage with the Aboriginal and Torres Strait Islander community or have any advisory groups and are unaware of local language groups, Elders and significant Traditional Owners in the community as we don't see what this has to do with Aboriginal and Torres Strait Islander employment.	We are thinking about building our relationship with the Aboriginal and Torres Strait Islander community to improve our local network. This includes establishing an Aboriginal and Torres Strait Islander advisory group as we think this would be beneficial in supporting improved Aboriginal and Torres Strait Islander employment outcomes.	We have a developing relationship with the Aboriginal and Torres Strait Islander community which may include local language groups, Elders and Traditional Owners, an Aboriginal and Torres Strait Islander advisory group. We may be working on an AES and/or a RAP with the community as a key partner in this work.	We have an established relationship with the Aboriginal and Torres Strait Islander community including local language groups, Elders and Traditional Owners, an AES and/or RAP in place with clear targets. Our Aboriginal and Torres Strait Islander advisory group is very active and influential, including positively driving and impacting Aboriginal and Torres Strait Islander employment outcomes.	We have an established relationship with the Aboriginal and Torres Strait Islander community, progressing well with employment and culturally responsive work practices. Our relationship with the community is a key strength of our organisation and are now seeking to develop potential partnerships with Aboriginal Community Controlled Organisations (ACCOs). We track and report on our progress in this area to the Board and other stakeholders (internal and external).
Culturally Safe Workplace (Cultural Protocols and Culturally Familiar Space)	What are cultural protocols and what is a culturally safe workplace?	We know that different cultures have protocols and we think there may be things we can do to make our workplace 'feel' a bit more culturally accessible but we're not sure what the next steps are. We will follow up and check this with our Aboriginal and Torres Strait Islander advisory group.	We know that cultural protocols exist and we are talking to our Aboriginal and Torres Strait Islander employees and networks and looking into how we might reflect these in the workplace. We are going to look into what some of the things that we could do to make our workspace more culturally welcoming could be; maybe art, flags, etc?	Cultural protocols are embedded in our policies and reflected through our practice. They are important to how we do our work with Aboriginal and Torres Strait Islander peoples with disability. Our employees and Aboriginal and Torres Strait Islander advisory network tell us our organisation is culturally safe. We have also identified resources to purchase some Aboriginal and Torres Strait Islander artwork from local artists, flags and mats to make our workplace more culturally welcoming.	Cultural protocols are really important and we have them to guide us in how we work. We constantly reflect on them and ask our Aboriginal and Torres Strait Islander peoples with disability and employees for feedback to continuously improve our work in the Aboriginal and Torres Strait Islander community. We have purchased items to make our workspace more culturally welcoming and we have asked our Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander peoples with disability what else we can do to make the space more welcoming and comfortable.

Stage 1 - Organisational Readiness



	Unaware Pre-contemplation OR Not thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing and Reviewing
	Difference is not understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable
STAGE 1:	PREPARATION OF THE WORKPLACE				
Events of Significance	We don't know when events of significance are for Aboriginal and Torres Strait Islander peoples, or what they are.	We are aware there are days of significance for Aboriginal and Torres Strait Islander peoples but are not sure when they are and we don't always recognise them.	We have days of significance for Aboriginal and Torres Strait Islander peoples on our calendar and sometimes recognise them.	We always recognise days of significance for Aboriginal and Torres Strait Islander peoples and see them as a great opportunity to join with the community.	We recognise events of significance for Aboriginal and Torres Strait Islander peoples in a meaningful way for all employees. Events are led by Aboriginal Torres Strait Islander employees.
Service Model/s incorporate the National Standards for Disability Services – Implementation for Aboriginal people with a disability	We have difficulty getting good outcomes for Aboriginal and Torres Strait Islander peoples with disability but don't see what our service model/s approaches have to do with this. We are unaware of the Standards as they relate to Aboriginal and Torres Strait Islander peoples.	We don't get good outcomes for Aboriginal and Torres Strait Islander peoples with disability and wonder whether our 'standard' service model/s have something to do with this? We have come across the Standards and will look at them.	We think we need to change the way we work with Aboriginal and Torres Strait Islander peoples with disability to get better outcomes, including reviewing our service model/s to be more culturally responsive. Maybe our Aboriginal and Torres Strait Islander advisory group could help us with this. The Standards are really helping us to reflect and consider how we work in this area.	We have worked with our Aboriginal and Torres Strait Islander advisory group and employees to make our service model/s more culturally informed. This is helping us get better outcomes for Aboriginal and Torres Strait Islander peoples with disability and positively impacting our Aboriginal and Torres Strait Islander workforce. The Standards are helping us improve how we work with Aboriginal and Torres Strait Islander people with a disability.	We deliver and regularly review our culturally informed service model/s, regularly assessing against the Standards to ensure our organisation continues to remain on track in this area. Outcomes for Aboriginal and Torres Strait Islander peoples with disability are continuing to improve and Aboriginal and Torres Strait Islander employees report they feel much better working in this way. Our retention of Aboriginal and Torres Strait Islander employees also continues to improve and we think it is a result of our organisation supporting culturally secure work practices.
Workforce (Composition, Development, Monitoring and Reporting)	We don't monitor Aboriginal and Torres Strait Islander employment, have a low, or non-existent Aboriginal and Torres Strait Islander workforce and don't see the point in offering local cultural awareness training for employees.	We have some Aboriginal and Torres Strait Islander employees and have started to look at our workforce composition, monitor our Aboriginal and Torres Strait Islander employment, and offer generic local cultural awareness for employees if they want to do it.	We have demonstrated our commitment to Aboriginal and Torres Strait Islander employment, have a growing Aboriginal and Torres Strait Islander workforce, continue to monitor Aboriginal and Torres Strait Islander employment in this area and offer both generic and locally adapted cultural awareness training to all employees.	We continue to grow our Aboriginal and Torres Strait Islander workforce, have monitoring systems in place and report regularly on Aboriginal and Torres Strait Islander employment. Generic and locally adapted local cultural awareness training is mandatory for all employees and we offer regular opportunities for cultural immersion as guided by our Aboriginal and Torres Strait Islander advisory group.	We continue to grow our Aboriginal and Torres Strait Islander workforce across all levels of the organisation. We have monitoring systems in place so that we can report and monitor Aboriginal and Torres Strait Islander employment and retention. All employees have cultural competency training as a standard and it is regularly reviewed as part of their supervision plans. All employees feel safe to ask for help when they are unsure of cultural protocols around any area that impacts their work.

Stage 2 - Employment Strategies



	Unaware Pre-contemplation OR Not thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing and Reviewing
	Difference is not respected, understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable
STAGE 2:	ATTRACTION				
Attracting Aboriginal and Torres Strait Islander people to your organisation	There is no need to review advertisement methods to attract Aboriginal and Torres Strait Islander applicants.	We may need to review the way we seek to attract Aboriginal and Torres Strait Islander applicants.	We are identifying positions in the organisation where it would be advantageous to attract Aboriginal and Torres Strait Islander applicants.	We use Section 50(d) of the Equal Employment Opportunity (EEO) Act or other internal processes to target Aboriginal and Torres Strait Islander applicants.	We have decided to use Section 50(d) and Section 51 of the West Australian Equal Employment Opportunity (EEO) Act or other internal processes to target Aboriginal and Torres Strait Islander applicants.
Job Design (Use of S50(d) of the EEO Act, etc.)	We design all our jobs the same and don't differentiate their content, or social/personal requirements why would we need to?	We think there may be some merit in looking at the content, as well as the social and personal requirements of our jobs in order to make them more responsive to meeting the needs of Aboriginal and Torres Strait Islander peoples.	We have started to look at the design of our jobs – their content, tasks required, duties and responsibilities, as well as specific characteristics that relate to Aboriginal and Torres Strait Islander employees for example using S50 (d) of the EEO Act, etc.	We have reviewed and updated the design of our jobs so that their content, tasks required, duties and responsibilities, as well as specific characteristics that relate to Aboriginal and Torres Strait Islander peoples are reflected.	We regularly review the design of our jobs and clearly differentiate their content, social and personal requirements to meet the needs of Aboriginal and Torres Strait Islander people. We now have some jobs that S50(d) where Aboriginality is a genuine job requirement as permitted under the EEO Act.
Advertising	All our advertisement methods are the same. What's wrong with that?	We've noticed that it may be beneficial that some of our advertisements are written, accessed and published in different ways for different target groups; We have decided to look into this further.	We think we should have some of our advertisements adapted to be more accessible for Aboriginal and Torres Strait Islander peoples we will start the process to have this done.	We have worked with Aboriginal and Torres Strait Islander employees, community members and Aboriginal and Torres Strait Islander peoples to ask them what works for them in terms of our advertisement methods we have started to change some of our documents.	In order to meet the needs of Aboriginal and Torres Strait Islander peoples, we regularly consult with Aboriginal and Torres Strait Islander peoples to ensure our advertisement methods are culturally appropriate. We always seek feedback to identify areas of improvement.
	RECRUITMENT				
Involvement of Aboriginal and Torres Strait Islander peoples	None of our employment processes involve Aboriginal and Torres Strait Islander peoples or consider any cultural factors.	It may be useful to involve Aboriginal and Torres Strait Islander peoples or consider cultural factors in our employment processes.	We are reviewing our employment processes to incorporate Aboriginal and Torres Strait Islander representation in recruitment practices (such as interview processes).	Our employment processes incorporate Aboriginal and Torres Strait Islander representation in recruitment practices.	Our employment processes incorporate Aboriginal and Torres Strait Islander representation across all areas from job design through to recruitment practices. Any other advice is accepted.
Advertisement of jobs	All jobs are advertised in the same way.	Maybe we should advertise jobs to attract Aboriginal and Torres Strait Islander employees in a different way.	We have started to look at using targeted employment measures like Section 50 (d) of the EEO Act, local radio etc.	We have a mix of mainstream and Section 50 (d) positions and our recruitment practices have changed to attract more Aboriginal and Torres Strait Islander employees.	We use both Section 50 (d) and Section 51. Our job descriptions are oriented at attracting Aboriginal and Torres Strait Islander employees and our recruitment practices are culturally informed.
Adapting Employment Techniques	Our employment techniques are the same for all employees and we don't see why they would need to be adapted.	We understand that it might be beneficial to adapt our employment techniques to get the best outcomes for Aboriginal and Torres Strait Islander peoples.	We are reviewing our employment techniques such as our interview and screening processes.	In order to ensure that all applicants are screened in and not out, we have adapted our employment techniques to respond to the needs and circumstances of Aboriginal and Torres Strait Islander peoples.	We have different employment techniques to suit the applicants and we regularly review our techniques to ensure they are culturally informed.
Pre-employment and On Boarding	Our on-boarding process is the same for all employees. Candidates are not supported with administrative elements.	We are aware that our pre-employment and on-boarding processes may need to change to meet the needs of Aboriginal and Torres Strait Islander employees.	Our on-boarding process is being reviewed to meet the needs of Aboriginal and Torres Strait Islander employees.	Our on-boarding process has been modified and now meets the needs of Aboriginal and Torres Strait Islander candidates and employees from their first contact with the organisation.	We have well-embedded culturally responsive practices in relation to pre-employment and on-boarding processes and continuously strive for continuous improvement in this area.

Stage 2 - Employment Strategies



	Unaware Pre-contemplation OR Not thinking about it	Aware Contemplation OR Thinking about it	Committed Preparation OR Starting	Capable Action OR Doing	Responsive Maintenance OR Doing and Reviewing
	Difference is not respected, understood and may be feared	Difference is understood; not feared; not acted upon; but respected	Difference is understood, respected and acted upon	Difference is respected and acted upon across functions and equity is a focus	Cultural difference drives continuous improvement and services are equitable
STAGE 2:	RETENTION				
Workplace Support (Mentoring, EAP, coaching, buddy system etc.)	We have not thought about the need to offer workplace support.	We have considered offering workplace support but are still exploring what this could mean.	We have recently introduced workplace support in some form and will continue to explore ways we can support our Aboriginal and Torres Strait Islander workforce.	We have found by offering workplace support that our employees are feeling more supported and that it is having a positive impact on workplace culture and retention.	Employees are fully engaged in workplace support that is offered. All support systems are well embedded in our policies and practices and we strive for continuous improvement.
Supervision *Refer to Guide for cultural competency assessments and tools available and recommended	We don't see a need to have differentiated supervision practices for Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees.	We think it might be beneficial to differentiate supervision practices for Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees.	We are committed to ensuring our supervision policies and practices are culturally responsive and adapted to support Aboriginal and Torres Strait Islander employees we have committed to using recognised cultural competency assessment tools.	We are able to provide culturally responsive supervision and support to Aboriginal and Torres Strait Islander employees using recognised cultural competency assessments, tools and training.	All aspects of supervision are regularly reviewed in order to remain culturally responsive and supportive for Aboriginal and Torres Strait Islander employees.
Retention Targets	We have not looked at specific retention strategies for different cultures in our workplace.	We have started to discuss retention strategies to improve the retention rate of Aboriginal and Torres Strait Islander employees.	We have developed some retention strategies and discussed targets for the retention of Aboriginal and Torres Strait Islander employees.	Our retention strategies are improving the retention rate of Aboriginal and Torres Strait Islander employees.	Our retention strategies for Aboriginal and Torres Strait Islander employees are working and we are meeting our retention targets.
Career Progression, Personal and Professional Development and opportunities for growth	All employees are treated equally and we don't give special preference to anyone.	We are starting to think that it would be a good thing to offer targeted personal and professional development to Aboriginal and Torres Strait Islander employees.	We can see that there is great benefit in offering targeted personal and professional development to our Aboriginal and Torres Strait Islander employees to support their career progression and aspirations.	Our professional development policies and supervision systems support targeted personal and professional development and career progression for Aboriginal and Torres Strait Islander employees.	Our proactive approach to personal and professional development for Aboriginal and Torres Strait Islander employees to support their career progression is achieving great outcomes in terms of representation across the workforce and employees earning promotions based on their improved performance.
Exit Interview	We don't conduct exit interviews unless an employee requests one.	We think an exit interview might help us find out why Aboriginal and Torres Strait Islander employees are leaving.	We have started to systematically seek to conduct an exit interview for Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees.	We actively seek exit interviews with Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees.	We use the information from exit interviews with Aboriginal and Torres Strait Islander employees to improve our employment processes.
Job Satisfaction	We don't see why job satisfaction should be looked at differently for Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees.	We have started to recognise that job satisfaction may be different for Aboriginal and Torres Strait Islander peoples.	We have taken a different approach to measuring job satisfaction for our Aboriginal and Torres Strait Islander employees.	We are able to measure job satisfaction differently for Aboriginal and Torres Strait Islander employees.	We have systems in place to effectively measure job satisfaction for Aboriginal and Torres Strait Islander employees. We actively seek feedback from our Aboriginal and Torres Strait Islander employees to ensure cultural needs are taken into consideration when looking at job satisfaction. Our Aboriginal and Torres Strait Islander employees feel valued, recognised and are able to contribute to the organisation in a meaningful way.

Elements	Timeline to progress from current criteria to next criteria	Evidence of Practice	Identified gap/area for improvement	Action(s) to address identified gaps	Responsibility
Recognition, Respect and Engagement	Current status:				
	Desired status:				
	Timeline:				
Governance	Current status:				
	Desired status:				
	Timeline:				
Vision and Commitment	Current status:				
	Desired status:				
	Timeline:				
Strategy and Policy (RAP and AES)	Current status:				
	Desired status:				
	Timeline:				
Substantive Equality	Current status:				
	Desired status:				
	Timeline:				
Resourcing (staffing and financial)	Current status:				
	Desired status:				
	Timeline:				
Combat Assumptions and Stereotypes (Unconscious Bias)	Current status:				
	Desired status:				
	Timeline:				

Continuous Improvement Plan - Stage 1 Organisational Readiness

Elements	Timeline to progress from current criteria to next criteria	Evidence of Practice (if applicable)	Identified gap/area for improvement	Action(s) to address identified gaps	Responsibility
Tackling Racism and Discrimination	Current status:				
	Desired status:				
	Timeline:				
Relationships and Partnerships	Current status:				
	Desired status:				
	Timeline:				
Culturally Safe Workplace (Cultural Protocols and Culturally Familiar Space)	Current status:				
	Desired status:				
	Timeline:				
Events of Significance	Current status:				
	Desired status:				
	Timeline:				
Services Model/s incorporate the National Standards for Disability Services – Implementation for Aboriginal people with a disability	Current status:				
	Desired status:				
	Timeline:				
Workforce (Composition, Development, Monitoring and Reporting)	Current status:				
	Desired status:				
	Timeline:				

Continuous Improvement Plan - Stage 2 Employment Strategies

Elements	Timeline to progress from current criteria to next criteria	Evidence of Practice (if applicable)	Identified gap/area for improvement	Action(s) to address identified gaps	Responsibility
Attracting Aboriginal and Torres Strait Islander peoples to your organisation	Current status:				
	Desired status:				
	Timeline:				
Job Design (based on Aboriginal and Torres Strait Islander peoples with disability and candidate needs)	Current status:				
	Desired status:				
	Timeline:				
Advertising (Culturally Accessible Publication)	Current status:				
	Desired status:				
	Timeline:				
Involvement of Aboriginal and Torres Strait Islander peoples	Current status:				
	Desired status:				
	Timeline:				
Adapting employment techniques	Current status:				
	Desired status:				
	Timeline:				
Pre-employment techniques	Current status:				
	Desired status:				
	Timeline:				

Continuous Improvement Plan - Stage 2 Employment Strategies

Elements	Timeline to progress from current criteria to next criteria	Evidence of Practice (if applicable)	Identified gap/area for improvement	Action(s) to address identified gaps	Responsibility
Pre-employment and On-boarding	Current status:				
	Desired status:				
	Timeline:				
Workplace Support	Current status:				
	Desired status:				
	Timeline:				
Supervision	Current status:				
	Desired status:				
	Timeline:				
Retention Targets	Current status:				
	Desired status:				
	Timeline:				
Career Progression and Professional Development	Current status:				
	Desired status:				
	Timeline:				
Exit Interview	Current status:				
	Desired status:				
	Timeline:				
Job Satisfaction	Current status:				
	Desired status:				
	Timeline:				