
INNOVATE Reconciliation Action Plan

NATIONAL MUSEUM OF AUSTRALIA Reconciliation Action Plan for the Year July 2015 – June 2016

Our vision for reconciliation

The National Museum of Australia shares the stories of all Australians. Our vision for reconciliation is that we will work closely with communities to create opportunities for Aboriginal and Torres Strait Islander peoples to contribute to, and participate in, the Museum's programs. Through everything we do, our vision is to show respect to Aboriginal and Torres Strait Islander peoples, to value their culture and histories and to be inclusive and welcoming to all.

Our business

The National Museum of Australia was established by the *National Museum of Australia Act 1980* to collect, document, research and communicate the history of Australia. The Museum is a social history museum. We explore the land, nation and people of Australia. We focus on Aboriginal and Torres Strait Islander histories and cultures, histories of European settlement and our interaction with the environment.

Our core business is to promote an understanding of Australia's history and an awareness of future possibilities by:

- developing, preserving and exhibiting a significant collection
- taking a leadership role in research and scholarship
- engaging and providing access for audiences nationally and internationally
- delivering innovative programs.

The museum currently employs 242 staff.

We currently have 10 Aboriginal and Torres Strait Islander people on staff.

We have a national focus with displays and exhibitions held on our Acton site in Canberra. Additionally, we develop and tour travelling exhibitions to national and regional centres across Australia and internationally.

Our RAP

Our Reconciliation Action Plan (RAP) has been developed utilising the talents, enthusiasm, experience and skills of people across the organisation. Development of the draft RAP began under the stewardship of an Executive leader with input from a workshop involving staff from across the Museum. The first draft was circulated to those involved in the workshop, our Aboriginal and Torres Strait Islander support network MINmin, and senior management. A draft was presented to our Indigenous Reference Group that provided feedback and it was then circulated to Reconciliation Australia for comments and feedback. The Museum's Diversity Working Group reviewed the draft before circulating to Executive members, all senior managers for discussion with their staff, MINmin members and those involved in the initial workshop. A final draft was recirculated to the Museum's Indigenous Reference Group and Council for approval.

Our RAP has been developed to:

- contribute to the process of reconciliation in Australia;
- show our respect to Aboriginal and Torres Strait Islander peoples, their histories and their culture;
- increase opportunities for Aboriginal and Torres Strait Islander peoples;

- provide practical and sustainable initiatives that support two-way learning opportunities with Aboriginal and Torres Strait Islander peoples;
- enhance and foster improved relationships with Aboriginal and Torres Strait Islander communities across the nation.

The National Museum of Australia's RAP is championed by the Director and Senior Executive members of the organisation.

Our RAP Working Group has representation from across the three divisions of the Museum and includes Aboriginal and Torres Strait Islander people and non-indigenous people.

Our Reconciliation Action Plan

Focus area 1 <i>Developing an internal culture of support for Reconciliation</i>			
Action	Responsibility	Timeline	Measurable Targets
Establish a RAP Working Group to support the development and implementation of our RAP	Executive Management Group	June 2015	<p>A RAP Working Group is formed and operational to support the development, launch and implementation of our RAP, comprising Aboriginal and Torres Strait Islander peoples and other Australians.</p> <p>A member of the local Aboriginal and Torres Strait Islander community is invited as well as other stakeholder groups to participate on the RAP Working Group.</p> <p>RAP Working Group meets a minimum of four times a year.</p> <p>The current RAP covers the financial year 2015–16. The RAP Working Group will develop the next RAP in the first half of 2016.</p>
Museum appoints a RAP Champion to support the development and implementation of our RAP	Executive Management Group	June 2015	<p>The Museum’s Executive and Council endorse the appointment of the Director as RAP Champion.</p> <p>Other Reconciliation Champions or Ambassadors for the RAP are nominated.</p>

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Action	Responsibility	Timeline	Measurable Targets
Museum supports Aboriginal or Torres Strait Islander participation on the Museum's Council.	Director	June 2016	The Museum advocates for a continued presence of a minimum of one Aboriginal or Torres Strait Islander person on the Museum's Council.
The Museum publically launches its RAP document	Director, Head, Executive Support Unit	July 2015	Museum holds a special event to launch the RAP. A recent acquisition by Aboriginal and Torres Strait Islander artist is used as part of the design and delivery of the final RAP document. All three Australian flags are flown across all sites.
The Museum supports the implementation of the year-one RAP to establish internal support	Director, Head Executive Support Unit	June 2016	The Museum will assess progress against measurable targets at the end of 12 months. Establish a staff award to recognise staff who make a significant contribution to the implementation of the RAP.
Celebrate National Reconciliation Week annually	Head, Learning Services and Community Outreach	June 2016	Host one internal staff event for National Reconciliation Week. The Museum identifies opportunities each year to engage with the historic moments connected with National Reconciliation Week (eg the 1967 Referendum and Mabo decision) and to reach out to broader Australia through social media and other channels.

Focus area 1 <i>Developing an internal culture of support for Reconciliation</i>			
Action	Responsibility	Timeline	Measurable Targets
Ensure the RAP Working Group represents views from all areas of the Museum	Director, Senior Managers of all Business Units	June 2016	RAP Working Group will have at least six NMA Business Units (2 from each Division) represented and will include Aboriginal and Torres Strait Islander representation and non-Indigenous representation.
Develop and build internal relationships to raise awareness of NMA's commitment to reconciliation	Head, Human Resources Head, Web Team, Head, Communications and Marketing Team Chair, RAP Working Group Assistant Director, Audience, Programs and Partnerships Chair, RAP Working Group	June 2016	<p>Include RAP as part of induction for new starters.</p> <p>Develop a RAP page on the intranet, on the NMA website, and report on RAP activities in Annual report.</p> <p>Develop and implement a plan to raise awareness across the organisation about NMA's RAP commitment, including publishing the RAP.</p> <p>A presentation on NMA's RAP commitment is provided at an All Staff meeting to ensure staff have an understanding of how their area can contribute to the RAP.</p> <p>Continue and expand the MINmin and MINmin Lite partnership.</p>

Focus area 1 <i>Developing an internal culture of support for Reconciliation</i>			
Action	Responsibility	Timeline	Measurable Targets
Continue to operate an Indigenous Reference Group (IRG)	Director, Chair of NMA Council	June 2016	Maintain an active Indigenous Reference Group, with national representation. The IRG has the opportunity to contribute to strategic planning. Museum staff members have opportunities to engage with the IRG. The IRG meets a minimum of twice a year.
Support the internal Aboriginal and Torres Strait Islander staff network, MINmin	Executive, Senior Managers of all Business Units, Head, Human Resources	June 2016	Provide support and advice to MINmin members to assist their work across the Museum. Support MINmin members to organise community events.

Focus area 2 <i>External stakeholders: building relationships with visitors to the Museum.</i>			
Action	Responsibility	Timeline	Measurable Target
Provide education and public programs, including those that promote outreach, with an Aboriginal and Torres Strait Islander focus	Head, Learning Services and Community Outreach Head, Web Team, Head, Marketing & Communications	June 2016	Promote these programs through Museum publications (print and online) in addition to mainstream and Aboriginal and Torres Strait Islander media outlets. Acknowledge and promote significant anniversaries or events through social media and online.
Support, celebrate and represent Aboriginal and Torres Strait Islander events	Head, Marketing and Communications Executive Support Unit	June 2016	Identify key events that will be supported. Ensure that these are well advertised and supported across the Museum. Explore mechanisms whereby the Museum can measure and report on participation of Aboriginal and Torres Strait Islander people in Museum programs. Explore mechanisms whereby the Museum can measure and report on general audience participation in Aboriginal and Torres Strait Islander events.

Focus area 3 *Aboriginal and Torres Strait Islander stakeholders: building relationships with Aboriginal and Torres Strait Islander people, communities and organisations.*

Action	Responsibility	Timeline	Measurable Target
Engage local and wider Aboriginal and Torres Strait Islander community	MINmin Chair, RAP Working Group	June 2016	The Museum hosts two community events organised by MINmin and the RAP Working Group, to provide opportunities for access and engagement between the Museum and the local and regional Aboriginal and Torres Strait Islander communities.
	MINmin Chair, RAP Working Group		Strengthen ongoing community relationships by hosting events and providing a free meeting place for local Aboriginal and Torres Strait Islander community groups, facilitated by MINmin.
	Head, Visitor Services		Provide in-kind support to community-based organisations by providing venue hire discounts.
	Head, Aboriginal and Torres Strait Islander Program		<i>Goree Magazine</i> is launched online, and provides a conduit for information in and out of the Museum. A feedback mechanism is developed and communicated.
	Head Marketing and Communication		Increase and consolidate NMA's social media presence. Record and report on the number of followers and hits to the NMA website.
	Assistant Directors, Head, Marketing and Communication		Investigate new relationships with organisations in Canberra that engage with Aboriginal and Torres Strait Islander culture, such as the Australian National Botanic Gardens, local heritage organisations etc.

Focus area 3 *Aboriginal and Torres Strait Islander stakeholders: building relationships with Aboriginal and Torres Strait Islander people, communities and organisations.*

Action	Responsibility	Timeline	Measurable Target
Recognise and maximise partnership opportunities	Head, Executive Support Unit and Senior Managers	June 2016	Compile a list of all current external partnerships and map connections to internal business areas.
	Head, Exhibitions Projects and Interpretation		Evaluate Aboriginal and Torres Strait Islander projects such as 'Encounters' and how the learnings from projects can be incorporated into other business areas.
	Director		Continue partnership with Elevate RAP Partner AIATSIS and develop opportunities for collaboration through the Memorandum of Understanding.
	Head, Learning Services and Community Outreach, Senior Aboriginal and Torres Strait Islander Policy Advisor, and Head, Research Centre		Explore partnerships with higher education institutions including formalising the relationship with ANU and hosting a series of community-based forums.
	Chair, Council		Continue to build a relationship with international organisations and museums to facilitate access to Aboriginal and Torres Strait Islander cultural artefacts held in overseas collections.
	Head, Executive Support Unit		Encourage Council members to explore opportunities for partnerships with NMA within their organisations RAPs.
			Scope opportunities for collaboration with other organisations to promote cultural awareness e.g. DFAT graduates annually.

Focus area 3 *Aboriginal and Torres Strait Islander stakeholders: building relationships with Aboriginal and Torres Strait Islander people, communities and organisations.*

Action	Responsibility	Timeline	Measurable Target
Examine opportunities for linking with regional and remote communities through technology	Head, Learning Services and Community Outreach Senior Managers of all Business Units	June 2016	Continue to look for opportunities to invest in and extend outreach through new interactive technologies and applications to engage stakeholders, eg Robot, <i>Goree</i> online, in support of increasing NMA's social media presence. Ensure external content features references and connections to Aboriginal and Torres Strait Islander peoples, histories and cultures.

Focus area 4 <i>Ensure that the National Museum of Australia reflects our national identity</i>			
Action	Responsibility	Timeline	Measurable Target
Make use of Museum's Aboriginal and Torres Strait Islander collections and expertise in exhibitions, education and public programs	Assistant Director, Collections, Content and Exhibitions Head, Marketing and Communications Head, Learning Services and Community Outreach	June 2016	<p>Deliver a range of exhibitions, products and programs using Aboriginal and Torres Strait Islander collections and other content.</p> <p>Gallery of First Australians Stage 1 redevelopment commences.</p> <p>Prepare scoped plan for complete re-development of Gallery of First Australians within life of current Strategic Plan.</p> <p>Advertise Gallery of First Australians permanent gallery more broadly, and examine opportunities for cross promotion. Encounters project advertised and Aboriginal and Torres Strait Islander community participation recorded.</p> <p>Promote <i>Narragunnawali: reconciliation in schools and early learning</i> program to school groups that attend NMA sessions.</p>

Focus area 4 <i>Ensure that the National Museum of Australia reflects our national identity</i>			
Action	Responsibility	Timeline	Measurable Target
Make staff aware of responsibilities, protocols and practices for exhibitions, programs and events pertaining to Aboriginal and Torres Strait Islander cultural material and heritage	Head, Web Team	July 2015	<p>Include links to the following documents on RAP webpage:</p> <ul style="list-style-type: none"> • <i>Aboriginal and Torres Strait Islander human remains policy</i> (POL-C-011); • <i>Aboriginal and Torres Strait Islander secret/sacred and private material policy</i> (POL-C-034); • <i>Return of cultural objects policy</i> (POL-C-037), • <i>Cultural Diversity Policy</i> (POL-C-027); • Museum Australia principles and guidelines (<i>Continuous Cultures, Ongoing Responsibilities</i>); • the <i>UN Declaration on the Rights of Indigenous Peoples Article on Cultural Heritage</i> (Article 31); • Indigenous Australian Art Charter of Principles for Publicly Funded Collecting Institutions.
	Senior Aboriginal and Torres Strait Islander Policy Advisor to Director	June 2016	At least one staff seminar annually on Aboriginal and Torres Strait Islander responsibilities and protocols.
	Assistant Director, Collections, Content and Exhibitions	July 2015	Finalise and implement the Museum’s Indigenous Cultural Rights and Engagement Policy and Procedures.
			June 2016

Focus area 4 <i>Ensure that the National Museum of Australia reflects our national identity</i>			
Action	Responsibility	Timeline	Measurable Target
Keep staff informed of new Museum content relating to Aboriginal and Torres Strait Islander peoples	Director, Head, Aboriginal and Torres Strait Islander Program Head, Aboriginal and Torres Strait Islander Program Director	Quarterly	Staff informed at all staff meetings, via intranet and at senior managers meetings. Brief Front of House staff including visitor services, education, public programs and other relevant staff regarding changes in exhibitions, displays and programs. New Aboriginal and Torres Strait Islander Program content announced on NMA website, RAP page and on <i>Goree</i> email network. Aboriginal and Torres Strait Islander staff to be briefed on new content/developments by Aboriginal and Torres Strait Islander Program staff. Recommend staff attend at least one presentation on Aboriginal and Torres Strait Islander history and culture.
Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events	Head, Learning Services and Community Outreach, Senior Managers of all Business Units	July 2015	Host a NAIDOC Week public program event. Business Unit Managers support Aboriginal and Torres Strait Islander staff to attend NAIDOC events.
Provide opportunities for all Museum staff to engage with Aboriginal and Torres Strait Islander culture during NAIDOC Week	Chair, RAP Working Group	July 2015	Host a NAIDOC Week event with the aim of maximising attendance by Museum staff.

Focus area 4 <i>Ensure that the National Museum of Australia reflects our national identity</i>			
Action	Responsibility	Timeline	Measurable Target
Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies	Head, Executive Support Unit and Senior Aboriginal and Torres Strait Islander Policy Advisor to Director	July 2015	<p>Develop, implement and communicate a protocol document for NMA on Welcome to Country and Acknowledgement of Country to achieve:</p> <ul style="list-style-type: none"> • Significant Museum public events are routinely opened with a Welcome to Country from a Traditional Owner; • Acknowledgement of Country is used at all NMA external events; • Standardised Acknowledgement of Country for NMA staff to use at internal and external events, including suggested wording and structure; • Provide Acknowledgement of Country information for use by organisations hiring the Museum's venues. <p>Recommend an Acknowledgement of Country at the entry of the Museum or in a prominent location.</p> <p>Consider adding Acknowledgment of Country to NMA recruitment information.</p> <p>Ensure that cultural protocols are incorporated into business as usual.</p> <p>Raise staff awareness of the purpose and use of protocols, through provision of information on intranet and at All Staff meetings.</p>

Focus area 4 <i>Ensure that the National Museum of Australia reflects our national identity</i>			
Action	Responsibility	Timeline	Measurable Target
Empower audiences internationally to engage with Aboriginal and Torres Strait Islander culture	Director	June 2016	Continue to facilitate Aboriginal and Torres Strait Islander culture, history and exhibitions internationally.
	Head, Executive Support Unit	July 2015	At least one Aboriginal and Torres Strait Islander banner exhibition available on request to all Australian diplomatic missions.
	Head, Exhibitions Projects and Interpretation	June 2016	Progress made on delivery of one major exhibition of Aboriginal and Torres Strait Islander culture to an overseas cultural institution.

Focus area 5 *Develop internal and external stakeholders' knowledge and understanding of Aboriginal and Torres Strait Islander peoples cultures, histories, perspectives and contributions*

Action	Responsibility	Timeline	Measurable Target
Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved	Head, Human Resources Head, Exhibitions Projects and Interpretation Publishing Manager	June 2016	Provide training opportunities for cultural competency and professional development programs for all staff, and ensure that all staff are informed about relevant training or development opportunities. Investigate how to embed participation and completion of cultural awareness training into individual performance agreements. Investigate co-mentoring options for other Australians by Aboriginal and Torres Strait Islander staff. Display a warning graphic on exhibitions for Aboriginal and Torres Strait Islander peoples (deceased persons). Ensure editorial guidelines for referencing of Aboriginal and Torres Strait Islander peoples in Museum content are followed.
Empower others to build cultural knowledge	Head Finance, and All Senior Managers, RAP Working Group	June 2016	Encourage all of NMA's stakeholders to develop and share a RAP by including the document in service-provider briefing documents and information sessions.

Focus area 6 <i>Promote education and employment pathways</i>			
Action	Responsibility	Timeline	Measurable Target
Set up work experience opportunities for Aboriginal and Torres Strait Islander students (high school and tertiary)	Head, Human Resources	June 2016	Identify opportunities for work experience for Aboriginal and Torres Strait Islander students.
Investigate opportunities for secondments or internships	Senior Managers of all Business Units	June 2016	Consider options for secondments between Museum staff and Aboriginal and Torres Strait Islander organisations.
Investigate opportunities within the NMA to support and increase Aboriginal and Torres Strait Islander employment outcomes	Director, Head, Human Resources And all Senior Managers of Business Units	June 2016	Support development opportunities and increased level of Aboriginal and Torres Strait Islander employment: <ul style="list-style-type: none"> • Maintain a level of Aboriginal and Torres Strait Islander employment which is above the Australian Public Service target; • Consider including a statement about reconciliation and diversity within recruitment strategies and as a part of Aboriginal and Torres Strait Islander positions; • Scope Aboriginal and Torres Strait Islander volunteering/mentorship opportunities as a pathway to employment; • Review job descriptions in light of Aboriginal and Torres Strait Islander cultural understanding; • Consider Aboriginal and Torres Strait Islander representation on recruitment panels; • Review available employment pathways for Aboriginal and Torres Strait Islander staff in line with current Australian Public Service

Focus area 6 <i>Promote education and employment pathways</i>			
Action	Responsibility	Timeline	Measurable Target
			<p>employment parameters;</p> <ul style="list-style-type: none"> • Support non-Indigenous staff and managers with training to increase their understanding of the issues impacting Aboriginal and Torres Strait Islander recruitment and retention; • Scope adding a video onto the NMA recruitment page advertising specific Aboriginal and Torres Strait Islander employment with NMA; • Review existing Aboriginal and Torres Strait Islander Employment Strategy/models from other government departments to consider developing a NMA Strategy; • Look at unique opportunities for NMA jobs in order to attract Aboriginal and Torres Strait Islander applicants.

TRACKING PROGRESS AND REPORTING			
Action	Responsibility	Timeline	Measurable Target
Report achievements, challenges and learnings	Head, Executive Support Unit	June 2016	<p>Annual reporting on implementation and outcomes of the RAP to be presented to the Council and Indigenous Reference Group.</p> <p>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</p> <p>RAP progress is to be reported in the RAP Impact Measurement Questionnaire In the NMA Annual Report</p> <p>RAP Report available on NMA website, RAP page and Reconciliation Australia website</p>

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