



Innovate

Reconciliation Action Plan
2017 - 2019



RECONCILIATION
ACTION PLAN

INNOVATE

APM

Our Vision For Reconciliation

APM's vision for reconciliation is to work with and contribute to positive and lasting changes in the life circumstances of Aboriginal and Torres Strait Islander peoples.

Advanced Personnel Management (APM) aims to do this by:

- Enhancing our impact on employment, social and health outcomes of our Aboriginal and Torres Strait Islander clients, employees, businesses, their families and the communities in which we serve
- Continuing to develop mutually beneficial relationships with local Aboriginal and Torres Strait Islander communities, organisations and peoples
- Building on an organisational environment where staff can develop a strong understanding and appreciation of the histories, cultures and barriers facing Aboriginal and Torres Strait Islander people in Australia today
- Developing and implementing an Indigenous Participation Plan and Indigenous Employment Strategy
- Ensuring our sites and offices provide a welcoming and supportive environment for Aboriginal and Torres Strait Islander peoples.

Our Vision And Core Values

Integrity

Customer focus

Respect

Empathy

Achievement

Teamwork

Enthusiasm

As a global leader in human services, APM's vision is to improve the lives of 1 million people by 2020.

APM recognises that our people are our business and that building a culture of trust and respect where we live our values in every aspect of what we do at APM is key to our success. Our core values guide us and underpin everything we do, how we interact with each other at work, and the services we provide to our clients, employees, businesses, their families and the communities in which we serve.

These core values and attributes define APM, our culture and the expectations of all members of the team - no matter what their role:

Our business

APM is a leading Australian-owned international human services organisation delivering employment, injury management/vocational rehabilitation, assessment, allied health intervention and community care (aged care and disability care) services. APM's clients include disadvantaged job seekers, people with an injury, disability or health condition, and elderly people requiring assistance for independent living.

APM's head office is in Perth, WA and services are delivered from more than 380 locations across Australia, in New Zealand and the UK.

APM has a workforce of over 940 Australian employees from a diverse range of backgrounds, who are trained to work collaboratively with clients and their families in addressing a broad spectrum of social, physical, psychological, geographic, cultural and personal barriers, and assist in excess of 130,000 clients annually to achieve their work or independent living goals.

APM's team strives to continually support our clients to realise meaningful positive outcomes which in turn helps to contain the social and economic costs of injury, disability and health conditions to the community. Our service reach extends from all capital cities to some of the most remote locations in Australia, including Esperance, Mossman (north of Port Douglas, Queensland), Nhulunbuy (far north Northern Territory) and Yuendumu community (4 hours north of Alice Springs). APM currently employs 18 Aboriginal and Torres Strait Islander people.

Our Reconciliation Action Plan

In July 2010 APM committed to developing its first Reconciliation Action Plan (RAP). APM invited staff across the organisation to participate and form a RAP Working Group (RWG).

This was subsequently established with a membership of 18 staff. The group represented all service delivery divisions, staff from all levels of the organisation and included two Aboriginal and Torres Strait Islander staff members. We sought feedback from external stakeholders including South West Land Council, an Aboriginal Economic Development Officer from Mid West Development Commission, Kurongkurl Katitjin.

Centre for Indigenous Australian Education and Research at Edith Cowan University.

In May 2011 APM launched its first RAP, which was successful in achieving many of the targets, laying the foundation for APM's second RAP.

Achievement highlights of the first RAP included:

1. Aboriginal and Torres Strait Islander staff increased to 2% of APM employees. This was achieved through increasing manager awareness and a focus on utilising AEC and Aboriginal and Torres Strait Islander media for advertising opportunities.
2. Aboriginal and Torres Strait Islander cultural awareness training was provided to APM staff in a self-directed on-line learning format which enabled accessibility for all staff throughout Australia at a time convenient to each individual. The training was a mandatory component of our induction program.

APM's RWG re-formed in January 2014, following a review of the first RAP, and reflected on the achievements of the previous year and resulted in an update of the human resources program to record current Aboriginal and Torres Strait Islander people. The new RWG consisted of 12 members, representing all areas of our business and all levels, including front line staff, human resources, operational managers and training and quality managers, with two Aboriginal and Torres Strait Islander staff members.

The RWG was successful in achieving many of the RAP targets, which laid the foundation for APM's third RAP.

Highlights of our second RAP achievements include:

1. Developing an Aboriginal and Torres Strait Islander Portal on the APM intranet, providing all staff with access to cultural awareness training and best practise guides
2. Promoted and participated in cultural and reconciliation events including National Reconciliation Week and NAIDOC Week events

3. Inviting new members to the RWG to generate ideas and opportunities
4. Forming and maintaining partnerships with 20 Aboriginal and Torres Strait Islander organisations including A.R.T Employment PTY LTD, Aboriginal Co-Op, Armajun Aboriginal Health Services, Back On Track, Denilquin Local Aboriginal Lands Council, Thunghutti Local Aboriginal Land Council and Mungabareena Aboriginal Corporation. These partnerships supported our Indigenous job seekers in the process of securing and maintaining employment.
5. Contributing towards the education of an Aboriginal and Torres Strait Islander employee through a Certificate II in Business under a Traineeship which was completed in March 2016, she now continues as a valued member of our team.

Learnings and challenges during our second RAP included:

The Project Officers responsible for the implementation of the RAP worked part time, and had extended leave. APM has learned that the responsibility of the implementation of our RAP needs to be shared and driven by a passionate and influential champion.

APM's RAP Working Group for our third RAP has 15 members from our APM team, including 3 Indigenous employees, with representation from 2 Employment Consultants, 1 Community and Aged Care Assessor, 1 Rehabilitation Counsellor, 1 Disability Employment Services Business Manager, 1 National Quality Manager, 1 HR Operations Manager, 2 Jobactive Services Regional Managers, 1 Jobactive General Manager, 3 Project Officers, 1 General Manager Corporate Affairs and 1 Quality, Compliance and Training Manager.

Relationships

APM currently provides services to more than 4,500 Aboriginal and Torres Strait Islander people per year. We are committed to assisting our clients to achieve their personal and work related goals and recognise the benefit in staff having effective working relationships with Aboriginal and Torres Strait Islander people, communities and organisations to facilitate this purpose.

Focus area

Continue to build relationships with professional, social and cultural networks and share expertise and information

| Action | Deliverable | Timeline | Responsibility |
|--|---|-----------------------------|--|
| 1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting | • RWG oversee the development, endorsement and launch of APM's 3rd RAP | March 2017 | Project Officer |
| | • Ensure Aboriginal and Torres Strait Islander people are represented on the RWG. | April 2017 | |
| | • Establish/ Review Terms of Reference for the RWG | April, June, September 2017 | |
| | • Meet three times per year to monitor and report on RAP implementation | March, June September 2018 | |
| | • Seek endorsement of the RAP with Reconciliation Australia | March 2017 June 2017 | |
| 2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander people and other Australians | • Organise at least one internal event for NRW each year in each state | 27 May - 3 June, 2017, 2018 | Project Officer and Regional Managers |
| | • Register our NRW event via Reconciliation Australia's NRW website | | |
| | • Support an external NRW event | | |
| | • Ensure our Working Group participates in an external event to recognise and celebrate NRW | | |
| | • Extend an invitation to Aboriginal and Torres Strait Islander people to share their reconciliation experiences or stories at our APM events | | |
| 3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes | • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders | September 2017 | Project Officer, Business Unit and Regional Managers |
| | • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement | April 2018 | |
| 4. Build key relationships with organisations, including Spotless and Programmed, who are committed to employing Indigenous staff | • Maintain existing relationships | March 2017 | Project Officer, Employment Services |
| | • Develop new relationships which will increase the success of Indigenous employment | September 2017 | |
| 5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | • Implement and review a strategy to communicate our RAP to all internal and external stakeholders | September 2017 | Project Officer, Business Unit and Regional Managers |
| | • Promote reconciliation through ongoing active engagement with all stakeholders | November 2017 | |

APM's core values; Respect, Integrity, Customer focus, Achievement, Teamwork, Empathy and Enthusiasm provide the framework against which our individual, team and organisational behaviours are aligned and measured. We value and respect the uniqueness and defining qualities of each individual staff member, client and collaborating organisation. Understanding and respecting Aboriginal and Torres Strait Islander cultures, histories and heritage is vital to ensuring APM offers culturally appropriate services and support to Aboriginal and Torres Strait Islander clients and staff.

Focus area

To create a workplace and deliver services that respect and value the histories, cultures, perspectives and contributions of Aboriginal and Torres Strait Islander people.

| Action | Deliverable | Timeline | Responsibility |
|---|---|-------------------------------|---|
| 1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements | • Continue cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) | August 2017, 2018, | Project Officer, Trainers, Business Unit Managers and Regional Managers |
| | • Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to tailor cultural awareness training to local regions | June 2017 | |
| | • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training | August 2017 | |
| | • Identify cultural learning requirements specific to our staff's training need | August 2017 | |
| | • Promote the Reconciliation Australia Share Our Pride online tool to all staff | March 2017 | |
| | • Investigate local cultural experiences and immersion opportunities | March 2017 | |
| 2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning | • Invite a Traditional Owner to provide a Welcome to Country at least one significant event per year including Employment Services annual conference | July 2017, 2018, | Project Officer |
| | • Include Acknowledgement of Country at the commencement of important external and internal meetings | August 2017 | |
| | • Review APM's cultural protocol document for Welcome to Country and Acknowledgement of Country | March 2017 | |
| | • Develop a list of key contacts for providing a Welcome to Country | July | |
| 3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week | • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week | First week of July 2017, 2018 | Project Officer and HR Operations Manager |
| | • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week | | |
| | • Celebrate NAIDOC Week activities at APM | | |
| 4. Recognise cultural days of significance for Aboriginal and Torres Strait Islander peoples and celebrate these in the workplace | • Distribute a calendar and participate in Aboriginal and Torres Strait Islander events and celebrations including National Sorry Day, NRW and NAIDOC week | March 2017, 2018 | Project Officer |
| 5. Improve the cultural security and cultural appropriateness of APM Home Support Assessments in Indigenous community settings by skilling up local Indigenous assessors | • Consult with National Aboriginal and Torres Strait Islander Health Worker Association and local Aboriginal and Torres Strait Islander Elders for guidance in culturally appropriate approaches in their area | September 2016 to June 2017 | RGeneral Manager – Regional Assessment Services |
| | • Identify and make links with other local communities and services | March 2017 | |
| | • Coordinate with Department of Health to improve culturally appropriate services | June 2017 | |
| 6. Build key relationships with community services providing specialised services for Indigenous clients | • Develop Service Level Agreements with Indigenous community services in areas where we have high proportion of Indigenous clients (job seekers) | March 2017, 2018 | Regional Managers DES & JA |



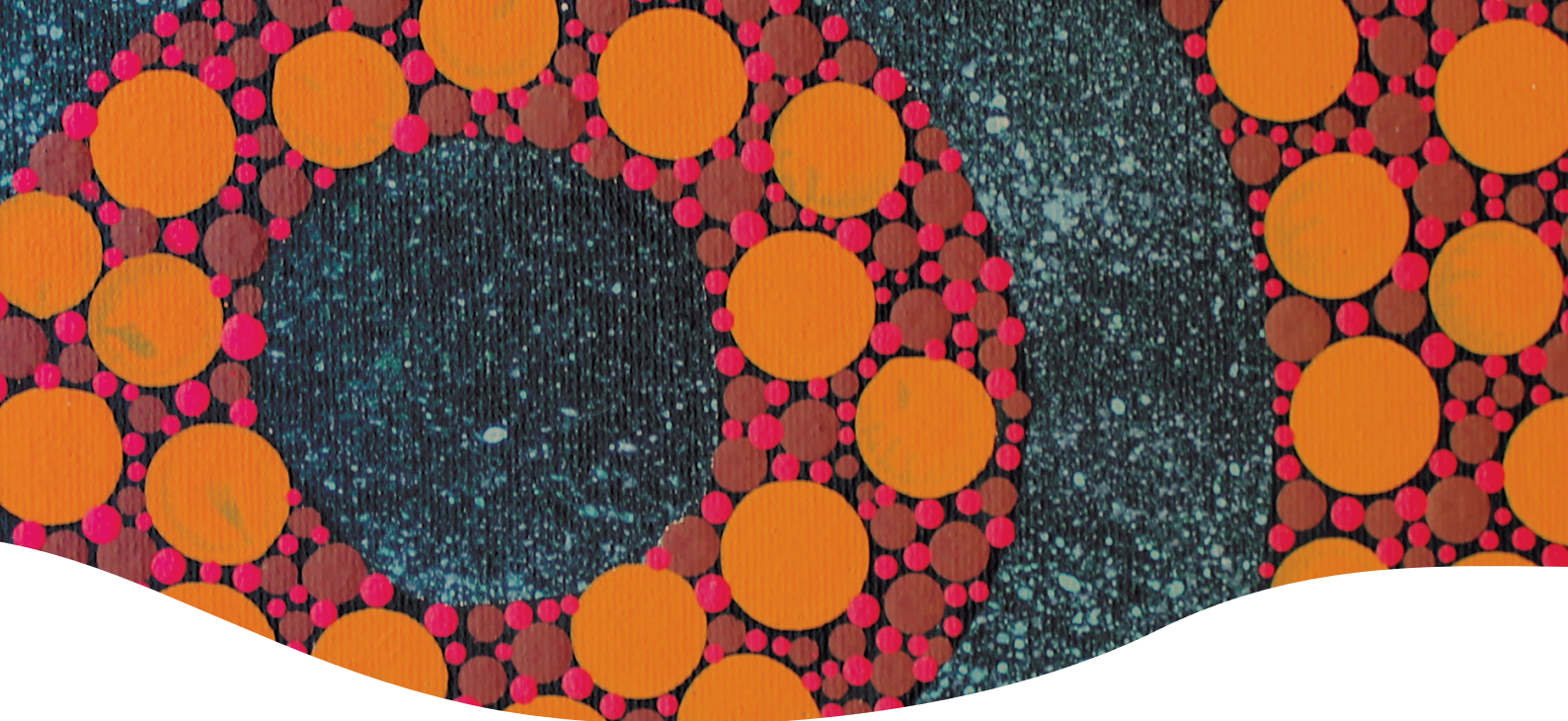
Opportunities

APM strongly believe creating opportunities for Aboriginal and Torres Strait Islander people, particularly employment opportunities, is in the best interest of our clients, staff and communities and therefore our business. APM values the unique skills, experience and knowledge Aboriginal and Torres Strait Islander people contribute to our organisation and as an employment services and vocational rehabilitation provider, we believe in a "work first" approach.

Focus area

To increase opportunities for Aboriginal and Torres Strait Islander employment and professional development.

| Action | Deliverable | Timeline | Responsibility | | |
|---|--|---|--|------------|---|
| 1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | • Review APM's Aboriginal and Torres Strait Islander Employment and retention strategy | August 2017 | HR Operations Manager | | |
| | • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development | March 2017 | | | |
| | • Advertise all vacancies in Aboriginal and Torres Strait Islander media | March 2017 | | | |
| | • Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.' | March 2017 | | | |
| | • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities | April 2017 | | | |
| | • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace | April 2017 | | | |
| | • Investigate an Aboriginal and Torres Strait Islander professional mentoring network | June 2017 | | | |
| | • Achieve employment of 3% Aboriginal and Torres Strait Islander staff in Australia | August 2018 | | | |
| | 2. Investigate opportunities for an Aboriginal and Torres Strait Islander traineeship position within APM | • Investigate positions suitable for a traineeship, including administration, call centre and employment consultant | | March 2017 | Project Officer |
| | | • Collaborate with a service provider to implement the traineeship | | March 2017 | Project Officer & HR Operations Manager |
| • Seek board support to establish the role | | March 2017 | HR Operations Manager | | |
| 3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation | • Review APM's Procurement Policy to identify opportunities and strategies to increase procurement from Aboriginal and Torres Strait Islander Enterprises to supply our organisation with goods and services | December 2017 July 2018 | Project Officer, Business Unit and Regional Managers | | |
| | • Develop and communicate to staff a list of Aboriginal and Torres Strait Islander enterprises that can be used to procure goods and services | July 2018 | | | |
| | • Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business | August 2018 | | | |



Tracking Progress And Reporting

| Action | Deliverable | Timeline | Responsibility |
|--|---|--------------------------------------|---|
| 1. Report RAP achievements, challenges and learnings to Reconciliation Australia | <ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually Investigate participating in the RAP Barometer | September 2017, 2018 May 2018 | Project Officer |
| 2. Report RAP achievements, challenges and learnings internally and externally | <ul style="list-style-type: none"> Publically report our RAP achievements, challenges and learnings | September 2017, 2018, | Project Officer |
| 3. Review, refresh and update RAP | <ul style="list-style-type: none"> In partnership with Reconciliation Australia, develop a new RAP based on learnings, challenges and achievements Send draft RAP to Reconciliation Australia for formal feedback and endorsement | September 2018 December 2018 | Project Officer and HR Operations Manager |



Artist: Kirsty Nathan
Heritage: Pitta-Pitta Peoples (Buila Region, QLD); Luritja and Arrente Peoples (Alice Springs, NT)
 Kirsty Nathan, 38, an artist and Youth Worker in Mount Isa, created two paintings for APM's head office in Perth ahead of Reconciliation Week.
 The stars and space in her art represent the circle of reconciliation that is never ending while the stars represent the next generation of people who need to come together.

Her painting of the Brolgas was a totem for her mother, a member of the Pitta-Pitta People. The two birds symbolise reconciliation as they move together like one.
 Kirsty has been selling indigenous art since she was 14 years old and recently set up her own company Red Clover Custom Arts.
 The artwork was purchased by APM in 2017 and can be viewed in the APM head office in Perth.



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