



**Reconciliation Action Plan**

July 2018 - July 2019



RECONCILIATION  
ACTION PLAN

REFLECT

**We acknowledge the Australian Aboriginal and Torres Strait Islander peoples of this nation as the traditional custodians of the lands on which our organisation is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. Maxima is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.**



# Our Business



We are a national not-for-profit organisation valued by individuals, organisations and communities for helping people develop their skills and potential to find jobs. We work extensively with individuals and communities to create and maintain meaningful employment opportunities through recruitment, training and ongoing employment support.

We have a strong focus on the recruitment and training of apprentices and trainees across a number of different industries throughout Australia. We have a dedicated Indigenous Employment Team who partner with organisations like QANTAS, Westpac, NAB, BUPA, ANZ, Australia Post, local councils and others to provide School Based and Full Time traineeship opportunities and ongoing coaching and mentoring for Aboriginal and Torres Strait Islander peoples across the country.

I had a lot of support from Maxima, and the fact that I was challenged by the training was actually a good thing for me.

**Kirralee Burner**

NAB trainee,  
Maxima Indigenous Employment Program.

We currently employ a total of 230 people across Australia, including 12 staff who identify as Aboriginal and/or Torres Strait Islander. We have multiple offices in South Australia, including our head office, as well as offices in Western Australia, New South Wales, Queensland, Tasmania and Victoria. In addition to this we also have staff located in the Northern Territory.

# Our Reconciliation Plan (RAP)



Maxima recognises that the social, political, economic, employment and education disadvantages experienced by Aboriginal and Torres Strait Islander peoples are resulted from a history of colonisation, dispossession and unjust legislation, policies and practices. Maxima also acknowledges that access to, and participation in, education, training and employment are fundamental to increasing the living standards of Aboriginal and Torres Strait Islander peoples and ultimately closing the 11-year life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Maxima recognises that Aboriginal and Torres Strait Islander peoples are a living link to the planet's longest continuing surviving culture and that many Australians do not understand, appreciate and value this link. Maxima are undertaking this RAP to address

these disadvantages and support our staff to better understand Aboriginal and Torres Strait Islander peoples, their cultures and histories.

Our formal reconciliation journey has been pre-empted by working closely with our local Aboriginal and Torres Strait Islander communities to increase education and employment opportunities through traineeships and apprenticeships. Over the last nine years we have expanded our efforts to offer traineeships throughout Australia and now work with young Aboriginal and Torres Strait Islander peoples throughout Australia to provide employment opportunities nationwide.

Our RAP has been developed by a cross section of people from the Maxima Senior Leadership Team, the Indigenous



**Tyrell Hocking**

successful Aus Post  
SBT graduate

Employment Team and our Aboriginal and Torres Strait Islander staff members. Our RWG includes Natasha Christie (Special Projects Manager), Adam Jennings (Indigenous Employment Operations Manager), Tina Pelucchi (Indigenous Employment Manager), Nadene Carr (Indigenous Employment Manager), Don Walker (Indigenous Employment Manager), David Nagy (General Manager – Group Training and Recruitment), Jake Wyatt (Graphic Designer), Lesley How (HR Manager), and Naomi Miranda (Risk and Quality Manager). It is being championed by Maxima CEO, David Cockram, with support from the Maxima Board, the Senior Leadership team and the Indigenous Employment team across the business. The Maxima Group and its employees are committed to pursuing goals of employment, education, training, community service and its other activities in the spirit of reconciliation.

In developing our RAP we will seek to involve Maxima staff at all levels to form a RWG ensuring ownership and participation in the creation of this document and our commitment to reconciliation. We will consult local Aboriginal and Torres Strait Islander groups and organisations that form part of our stakeholder group on RAP content and our overall commitment to reconciliation. The development of this RAP will assist Maxima in the pursuit of reconciliation through identified actions and time frames. We will seek to achieve those outcomes in a manner which is measurable, and seeks to create and foster respectful and useful ongoing community relationships.

This is a living document which all staff and relevant stakeholders will have access to.

# Our RWG team



**David Cockram**  
*Maxima CEO*



**Natasha Christie**  
*Special Projects  
Manager*



**Adam Jennings**  
*Indigenous  
Employment  
Operations  
Manager*



**Nadene Carr**  
*Indigenous  
Employment  
Manager*



**Tina Pelucchi**  
*Indigenous  
Employment  
Manager*



**Don Walker**  
*Indigenous  
Employment  
Manager*



**David Nagy**  
*General Manager –  
Group Training and  
Recruitment*



**Jake Wyatt**  
*Graphic Designer*



**Lesley How**  
*HR Manager*



**Naomi Miranda**  
*Risk and Quality  
Manager*



# Relationships

**Natasha Dargan**  
Successful Qantas  
Sydney SBT graduate

# Relationships

Building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community



Action	Deliverable	Timeline	Responsibility
<b>1</b> Establish a RAP Working Group (RWG) Action	<ul style="list-style-type: none"> <li>Maintain and review a RWG that is operational to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation                             <ul style="list-style-type: none"> <li>Special Projects Manager, Operations Manager – Indigenous Employment Programs, Indigenous Employment Managers, General Manager – Group Training and Recruitment, Graphic Designer, HR Manager, Risk and Quality Manager</li> </ul> </li> </ul>	Review by 26-08-2018	HR Manager
<b>2</b> Build internal and external relationships	<ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local areas or sphere of influence that we could approach to connect with on our reconciliation journey                             <ul style="list-style-type: none"> <li>Identify existing community contacts</li> <li>Identify potential community contacts</li> <li>Investigate options to track and share Aboriginal and Torres Strait Islander contacts</li> </ul> </li> </ul>	Complete by 26-09-2018	Operations Manager – Indigenous Employment Programs & Special Projects Manager
	<ul style="list-style-type: none"> <li>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey                             <ul style="list-style-type: none"> <li>Identify corporate contacts that can offer support and guidance</li> </ul> </li> </ul>	26-09-2018	Indigenous Employment Managers
<b>3</b> Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> <li>Encourage our staff to attend a NRW event                             <ul style="list-style-type: none"> <li>Hold a Maxima event</li> <li>Education/information session: what is NRW?</li> <li>Provide information to staff on local NRW events</li> <li>May 26 = National Sorry Day</li> </ul> </li> </ul>	27-05-2018 to 3-06-2018	HR Manager & General Manager – Group Training and Recruitment
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff                             <ul style="list-style-type: none"> <li>Download from NRW</li> <li>Post in staff rooms</li> <li>Include in weekly newsletter</li> </ul> </li> </ul>	11-05-2018	HR Manager & Graphic Designer

# Relationships

Building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Ensure our RWG participates in an external event to recognise and celebrate NRW                             <ul style="list-style-type: none"> <li>RWG members to nominate an event to attend, promote this in newsletter beforehand and ask other staff to join</li> </ul> </li> </ul>	27-05-2018	HR Manager
<b>4</b> Raise internal awareness of our RAP	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments                             <ul style="list-style-type: none"> <li>Provide RWG updates to the newsletter &amp; for intranet</li> <li>Investigate a method to record 'clicks' on content to track effectiveness and engagement with material</li> <li>Investigate multimedia options</li> <li>Communication plan</li> <li>Newsletter, intranet, ops management meeting</li> </ul> </li> </ul>	26-04-2018	Marketing Manager & Graphic Designer
	<ul style="list-style-type: none"> <li>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP</li> </ul>	26-06-2018	HR Manager
	<ul style="list-style-type: none"> <li>Raise internal and external awareness of our RAP                             <ul style="list-style-type: none"> <li>Link on website</li> <li>Hardcopy publication for clients</li> </ul> </li> </ul>	26-04-2018	Marketing Manager



# Respect

**VTEC**

Sandra Bahlij from our  
VTEC team with Uncle  
Mickey O'Brien

# Respect

Fostering and embedding respect for the world's longest surviving cultures and communities.



Action	Deliverable	Timeline	Responsibility
<b>5 Investigate Aboriginal and Torres Strait Islander cultural learning and development</b>	<ul style="list-style-type: none"> <li>Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation                             <ul style="list-style-type: none"> <li>What we're doing and why</li> <li>Incorporate ANZ online cultural awareness training into staff orientation</li> </ul> </li> </ul>	26-09-2018	HR Manager
	<ul style="list-style-type: none"> <li>Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</li> <li>Trainees go through host training</li> <li>Complete RAP Impact Measurement Questionnaire at the commencement of the RAP to provide benchmark information for future RAP Impact Measurement Questionnaires</li> </ul>	26-09-2018	HR Manager & Risk and Quality Manager
	<ul style="list-style-type: none"> <li>Conduct a review of cultural awareness training needs within our organisation</li> </ul>	26-09-2018	HR Manager
	<ul style="list-style-type: none"> <li>Investigate cultural immersion programs                             <ul style="list-style-type: none"> <li>Investigate short cultural immersion programs that could be used by host employers</li> </ul> </li> <li>Compile a list of Culture Centres across our operational areas to refer staff &amp; hosts to for further information</li> </ul>	25-01-2019	Operations Manager – Indigenous Employment Programs
	<ul style="list-style-type: none"> <li>Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff</li> <li>Promote through newsletter</li> </ul>	26-03-2018	Marketing Manager & Graphic Designer

# Respect

Fostering and embedding respect for the world's longest surviving cultures and communities.



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Encourage all staff to use <a href="http://www.shareourpride.org.au">www.shareourpride.org.au</a> to learn about Aboriginal and Torres Strait Islander peoples, cultures, histories and how to develop respectful relationships</li> </ul>	24-4-2019	Indigenous Employment Managers & Operations Manager – Indigenous Employment Programs
<b>6 Participate in and celebrate NAIDOC Week</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities                             <ul style="list-style-type: none"> <li>Hold a Maxima event</li> <li>Education/information session what is NAIDOC week</li> <li>3 set activities, decided by committee, in consultation with advisory group and external stakeholders</li> </ul> </li> </ul>	01-07-2018	Indigenous Employment Managers
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting community events in our local area                             <ul style="list-style-type: none"> <li>RWG members to provide info on local area activities</li> <li>Source additional info from NAIDOC website</li> <li>Marketing to include in newsletter and intranet</li> </ul> </li> </ul>	01-06-2018	Indigenous Employment Managers
	<ul style="list-style-type: none"> <li>Ensure our RAP Working Group participates in an external NAIDOC Week event                             <ul style="list-style-type: none"> <li>RWG members to nominate an event to attend, promote this in newsletter beforehand and ask other staff to join</li> </ul> </li> </ul>	01-06-2018	All RWG members

# Respect

Fostering and embedding respect for the world's longest surviving cultures and communities.



Action	Deliverable	Timeline	Responsibility
<b>7</b> <b>Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</b>	<ul style="list-style-type: none"> <li>Explore who the Traditional Owners are of the lands and waters in our local area                             <ul style="list-style-type: none"> <li>National map with further info from staff and stakeholders</li> <li>Adapt to highlight our areas of operation and detail the Traditional Owners of the lands and waters</li> <li>Include this in our next RAP and information sessions for NRW and NAIDOC week</li> </ul> </li> </ul>	30-4-2018	Graphic Designer & Indigenous Employment Managers
	<ul style="list-style-type: none"> <li>Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence</li> </ul>	28-03-2018	Indigenous Employment Managers
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)                             <ul style="list-style-type: none"> <li>Acknowledgement on email signature, plaques at offices – Sydney, Hindmarsh, etc, provide 'how-to' guide for staff to ensure appropriate acknowledgement at Roadshows, Conferences, Board Meetings and other significant meetings</li> <li>Ensure marketing material and brand bible is reflective of diversity</li> <li>Ensure Aboriginal and Torres Strait Islander artwork is authentic - commissioned artwork to use for branding</li> <li>Incorporate Aboriginal and Torres Strait Islander artwork into Maxima's corporate polos</li> <li>Ask ANZ for access to their online Cultural Awareness Training</li> </ul> </li> </ul>	28-05-2018	Marketing Manager, Graphic Designer & Indigenous Employment Managers
<b>8</b> <b>Celebrate and recognise other Aboriginal and Torres Strait Islander dates of significance</b>	<ul style="list-style-type: none"> <li>Identify dates of significance to local areas where Maxima offices are located</li> </ul>	28-05-2018	Indigenous Employment Managers



# Opportunities

**Skye Patterson**  
successful Qantas  
Ground Services  
Equipment SBT  
graduate

# Opportunities

Develop opportunities to improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities.



Action	Deliverable	Timeline	Responsibility
<b>9</b> Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation</li> </ul>	25-04-2018	HR Manager
	<ul style="list-style-type: none"> <li>Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities                             <ul style="list-style-type: none"> <li>Review retention and succession planning activities to ensure inclusivity of Aboriginal and Torres Strait Islander peoples</li> <li>Investigate development options for Aboriginal and Torres Strait Islander peoples</li> </ul> </li> </ul>	30-05-2018	HR Manager
<b>10</b> Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> <li>Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses with the help of Supply Nation                             <ul style="list-style-type: none"> <li>Office equipment</li> <li>Stationery</li> <li>Marketing materials</li> <li>Existing suppliers</li> </ul> </li> </ul>	25-07-19	General Manager – Corporate Services & Finance
	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses</li> </ul>	25-07-19	General Manager – Corporate Services & Finance
	<ul style="list-style-type: none"> <li>Support and promote reconciliation at a local level                             <ul style="list-style-type: none"> <li>Become a member of Reconciliation SA</li> <li>Actively participate in the General Meetings and Campaigns</li> </ul> </li> </ul>	26-04-2018	General Manager - Group Training & Recruitment

# Opportunities

Develop opportunities to improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities.



Action	Deliverable	Timeline	Responsibility
<b>11</b> <b>Develop opportunities to drive outcomes in education and employment</b>	<ul style="list-style-type: none"> <li>Investigate opportunities to increase pro bono activities in VTEC</li> </ul>	28-05-2019	Special Projects Manager
	<ul style="list-style-type: none"> <li>Investigate creation of a scholarship for Aboriginal and Torres Strait Islander trainees/ apprentices                             <ul style="list-style-type: none"> <li>Investigate offering a higher level qualification to the Indigenous Trainee of the year (through a scholarship)</li> <li>Investigate offering a leadership qualification to the Indigenous Trainee of the year (through a scholarship)</li> </ul> </li> </ul>	24-04-2019	General Manager – Group Training and Recruitment



# Governance & Tracking Progress

## 2018 Maxima Graduation

Maxima CEO David Cockram presenting Kiralee Burner with her Indigenous Trainee of the Year Nomination

Graduation  
& Awards  
Ceremony

Finalist

**Kiralee Burner**

Ochre Dawn, Indigenous  
Trainee of the Year

# Governance and Tracking Progress



Action	Deliverable	Timeline	Responsibility
<b>12</b> <b>Build support for the RAP</b>	<ul style="list-style-type: none"> <li>Define resources needs for RAP development and implementation                             <ul style="list-style-type: none"> <li>RWG</li> <li>Budget for events, scholarships, marketing</li> </ul> </li> </ul>	28-08-2018	General Manager - Group Training and Recruitment
	<ul style="list-style-type: none"> <li>Define systems and capability needs to track, measure and report on RAP activities                             <ul style="list-style-type: none"> <li>Completion of deliverables</li> <li>Results from the RAP Impact Measurement Questionnaire</li> <li>Feedback from staff</li> </ul> </li> </ul>	28-08-2018	Risk and Quality Manager
	<ul style="list-style-type: none"> <li>Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia</li> </ul>	30-03-2019	Risk and Quality Manager
<b>13</b> <b>Review and Refresh RAP</b>	<ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements</li> </ul>	03-03-2019	HR Manager
	<ul style="list-style-type: none"> <li>Submit draft RAP to Reconciliation Australia for review</li> </ul>	17-03-2019	HR Manager
	<ul style="list-style-type: none"> <li>Submit draft RAP to Reconciliation Australia for formal endorsement</li> </ul>	08-04-2019	HR Manager

# RAP Artwork



Walking Together - Creating Pathways - Our Journey  
**Artist: Mel Agius**

Mel is an Adjahdura (commonly known as Narungga) and Ngadjuri woman from South Australia.

Mel grew up all over South Australia & Adelaide metro areas but Yorke Peninsula will always be home to her and Point Pearce is her community.

Mel's life has taken her to many different communities - from the west coast up to APY Lands and more recently the Northern Territory.

Her art represents stories that have been passed down from her family, generation to generation. She also reflects her own personal experiences and spiritual journey in her artwork.



This symbol represents recognition of our ancestors walking our journey with us.



This symbol represents choosing pathways to education, training and employment but always staying strong in our culture.



Our culture, our ancestors our connections to country will always be the centre of who we are, where we are from and guides our future path.

Maxima offer a commitment of opportunities to different employment pathways for Aboriginal and Torres Strait Islander people and a commitment to raise awareness and education of our history, our culture, our people.

This symbol represents bringing these two together. A pathway between two worlds in which we as Aboriginal and Torres Strait Islander people live, to work together in providing opportunities of education, cultural awareness and recognition, training and employment.



This symbol represents Maxima and their journey in reconciliation working closely with Aboriginal and Torres Strait Islander people.



**Contact Details**

Adam Jennings

Indigenous Employment Operations Manager

Phone: (08) 8340 7766

Email: [adam.jennings@maxima.com.au](mailto:adam.jennings@maxima.com.au)

