



RECONCILIATION  
ACTION PLAN

**STRETCH**



# Stretch

Reconciliation Action Plan  
2020 – 2023

## Cover artwork by Ms Uhl

This artwork was purchased by APM as the bold, colourful and unique representation of the Western Australia landscape reflects the passion and energy of everyone in our organisation.

Ms Uhl was a renowned artist and respected elder in her community who carved an outstanding career while living with disability.

Ms Uhl lived her life in Fitzroy Crossing in the West Kimberley area of Western Australia.

Through her abstract paintings, Ms Uhl represented her love for her home, her country and her community. Her works often have a focus on trees and their healing and food qualities.

Amazingly many of Ms Uhl's pieces are inspired by stories about her ancestors' home in the Kimberley, including the Turtujarti trees in this painting, because Ms Uhl, who used a wheelchair, was unable to visit them herself.



Turtujarti ©Lisa Uhl/Licence by Copyright Agency

## Our vision for reconciliation

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 people.
- 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 peoples in Australia today.
- Review APM's 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.

APM's vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to live in this land with respect, equal opportunity and employment. APM will lead as an inclusive and culturally respectful organisation, working with and contributing to positive and lasting changes in the life circumstances of Aboriginal and Torres Strait Islander peoples.

## Our core values

APM has assisted more than 1 million Australians with an injury, illness or disability since 1994.

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 (Advanced Personnel Management) is a leading Australian-owned international human services organisation delivering employment, injury management/vocational rehabilitation, assessment, allied health intervention and community 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 480 locations across Australia.

In Australia, APM has a workforce of over 1,940 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 200,000 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, Torres Strait Islands, and remote communities such as Yuendumu (4 hours north of Alice Springs). APM currently employs 60 Aboriginal and Torres Strait Islander peoples.

## Glossary of Terms and Service descriptions

Throughout the RAP we refer to our service program names and role positions which include:

**Employment Services (ES)** Employment Services help our clients to become job ready and once employed, remain in employment. We assist employers to find the right employees at no cost to their business and support job seekers in their search for work. This service is delivered through jobactive (JA), Disability Employment Services (DES), ParentsNext, Youth Employment.

**WorkCare** We work with employers and their staff to minimise the personal and business impact of injuries and illness through prevention, education, rehabilitation and training.

**Assessment Services** As a registered member of Australia's National Panel of Assessors (NPA) APM help people with disability overcome barriers that may affect their ability to stay in employment.

We deliver home assessments across the country as a provider of the Australian Government's My Aged Care program.

**Communities** As part of the NDIS Partners in the Community program, APM delivers Local Area Coordination Services in Darwin (NT), Maryborough, Queensland, and several regions in Western Australia.

Our Local Area Coordinators (LACs) help people with disability, NDIS participants, families and carers to identify and access community and mainstream support services.

**MCI** We work with clients to build their capabilities and team capacity through a range of learning mediums, including face to face, digital, micro-learning and virtual.

**Assure Programs** We provide Employee Assistance Programs throughout Australia and organisational development services including wellbeing coaching and management support.

**APM's RAP Coordinator** RAP Coordinator is a part time role created to assist all service programs and corporate services work together to actualise our shared vision for reconciliation.

APM is committed to actively supporting all five dimensions of reconciliation, establishing a RAP provided the framework to step us through the process of continually improving our relationships with and support of Aboriginal and Torres Strait Islander peoples.

## Our Reconciliation Action Plan (RAP)

In July 2010 APM commenced developing its first RAP by consulting staff and community. It was launched in May 2011 and was successful in achieving many of the targets including:

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 compulsory self-directed on-line learning format as part of induction which enabled accessibility for all staff throughout Australia at a time convenient to each individual.

APM's RAP Working Group (RWG) re-formed in January 2014, following a review of the first RAP, they reflected on the achievements of the previous year and resulted in an update of the human resources program to invite Aboriginal and Torres Strait Islander peoples to confidentially share their cultural heritage, enabling the RAP Coordinator to measure progress in our goal for employing a minimum 3% Aboriginal and Torres Strait Islander staff and provide opportunities to engage with fellow APMers through working groups to continuously improve our policies, procedures and workplace culture. Highlights of our second RAP achievements included:

1. Developed an Aboriginal and Torres Strait Islander portal on the APM intranet with cultural awareness information, and links to relevant websites such as Reconciliation Australia and Local Aboriginal Land Councils.
2. Promoted and participated in cultural and reconciliation events including National Reconciliation Week and NAIDOC Week events, hosting 11 NRW events each year.
3. Invited new members to the RWG to generate ideas and opportunities.
4. Formed and maintained partnerships with 20 Aboriginal and Torres Strait Islander organisations.
5. Contributed towards the training 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:

1. 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 had 15 members from our APM team, representing all business units and a mix of managers and client-facing staff. Highlights of our third RAP achievements included:

1. Gradually increased the number of Aboriginal and Torres Strait Islander staff within the Australian APM team until we consistently exceeded our target of 3% in the second half of the RAP.
2. Commencement of the Yarning Circle, peer support for our Aboriginal and Torres Strait Islander staff
3. Extensive consultation, collaboration and service modification occurred to improve the RAS- Home Support Assessments in Far North Queensland to improve the service cultural relevance and service effectiveness
4. Included our online cultural awareness training into our upgraded training platform, enabling better monitoring. All staff required to complete the online Aboriginal and Torres Strait Islander cultural awareness training as part of their induction. In addition to this, managers invited local Elders and representatives from Aboriginal and Torres Strait Islander service providers to present at team professional development days.
5. Sponsored National Reconciliation Week flags and Celebrate WA.
6. Increased procurement with Aboriginal and Torres Strait Islander organisations by 20 times the previous RAP through engaging a national provider for APM's stationery supplies.

Learnings and challenges during our third RAP included:

1. How do we better share experiences of our staff who connect well with their local community, e.g. their approach to networking with organisations who supported their Aboriginal and Torres Strait Islander clients and enhancing their cultural competence by engaging local speakers at staff meetings and professional development days.
2. Ensuring our Aboriginal and Torres Strait Islander staff have a number of options for support at APM and opportunity to connect with their peers.
3. How do we improve coordination of hosting events and attending external events for culturally significant days.

As part of the review of our third RAP, a call was put out to our APM team to invite staff to participate in the next RAP. The fourth RWG was formed in February 2019 with 22 Members and includes; 6 Aboriginal employees, and other staff representing; 8 Disability Employment Services (Employment Consultants, Senior Engagement Officer, Claims Manager, National Partnerships Manager, Internal Communications Manager, 4 jobactive (Employment Consultants, Business Manager, Employer Account Manager and Regional Manager), 1 Local Area Coordination (Quality & Business Support), 1 WorkCare (Branch Manager), 1 Assessment Services (General Manager), 7 Corporate (Project Officer, Administration, Content Manager, General Manager Markets & Innovation, Human Resource Operations Manager and Talent Acquisition Manager). Our Group CEO, Michael Anghie continues to champion our RAP.



# Relationships

APM currently provides services to more than 14,300 Aboriginal and Torres Strait Islander peoples per year. APM assists clients from 78 Local Government Areas with higher than the national average population of Aboriginal and Torres Strait Islander peoples. 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 peoples, 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. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.</li> <li>Each of our 325 sites to develop relationships with their local Aboriginal and Torres Strait Islander communities, to advise on localised approaches when delivering on RAP commitments.</li> </ul>	March: 2020, 2021, 2022	Employment Service (ES) General Manager (GM) - Engagement is accountable and ES Business Managers will deliver the action and the Communities National Community Capacity Building (CCB) Manager is accountable with the local CCB consultants delivering the action.
	<ul style="list-style-type: none"> <li>Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	February 2020	RAP Coordinator
	<ul style="list-style-type: none"> <li>Establish and maintain 3 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including Matera Foundation and First Sun Employment.</li> </ul>	Review July: 2020, 2021, 2022	Employment Services General Manager - Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.</li> </ul>	April: 2020, 2021, 2022	RAP Coordinator and Communications Manager
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in 2 external NRW events.</li> </ul>	27 May - 3 June: 2020, 2021, 2022	RAP Working Group
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in 8 external events to recognise and celebrate NRW.</li> </ul>	27 May - 3 June: 2020, 2021, 2022	RAP Coordinator with RAP Working Group and Communications Manager
	<ul style="list-style-type: none"> <li>Organise 20 internal NRW events, including at least one Head-office NRW event, each year</li> </ul>	27 May - 3 June: 2020, 2021, 2022	Employment Service (ES) General Manager (GM) - Engagement is accountable and ES Business Managers will deliver the action and the Communities National Community Capacity Building (CCB) Manager is accountable with the local CCB consultants delivering the action.
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website and APM's Event Space app to promote to other staff.</li> </ul>	May: 2020, 2021, 2022	RAP Coordinator, GM Engagement and National CCB Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Implement strategies to engage all staff to drive reconciliation outcomes; including promotion of staff engagement with Aboriginal and Torres Strait Islander community activities and events celebrating Aboriginal and Torres Strait Islander cultures and heritage. Share articles in our internal communications app after each event which describe the benefit of the activity and opportunity to build relationships. Encourage all staff to participate by identifying in the articles the benefit to their clients and the wider community when staff are involved in community activities.</li> </ul>	Review July: 2020, 2021, 2022	RAP Coordinator with RWG and Communications Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	27 May - 3 June: 2020, 2021, 2022	RAP Coordinator with Communications manager
	<ul style="list-style-type: none"> <li>Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including providing education to organisations employing our clients on how they can best support them, for example flexible leave arrangements to attend cultural events.</li> </ul>	July: 2020, 2021, 2022	Employment Service (ES) General Manager (GM) - Engagement is accountable and ES Business Managers will deliver the action and the Communities National Community Capacity Building (CCB) Manager is accountable with the local CCB consultants delivering the action.
	<ul style="list-style-type: none"> <li>Collaborate with 2 RAP and other like-minded organisations to implement ways to advance reconciliation.</li> </ul>	Review August: 2020, 2021 2022	RAP Coordinator with RWG
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.</li> </ul>	June: 2020, 2021, 2022	HR Manager
	<ul style="list-style-type: none"> <li>Continuously improve HR policies and procedures concerned with anti-discrimination.</li> </ul>	June: 2020, 2021, 2022	HR Manager
	<ul style="list-style-type: none"> <li>Implement and communicate an anti-discrimination policy for our organisation.</li> </ul>	June: 2020	HR Manager
	<ul style="list-style-type: none"> <li>Provide ongoing education opportunities for senior leaders and managers on the effects of racism.</li> </ul>	September: 2020, 2021, 2022	Global People & Culture Leader with RAP Coordinator
	<ul style="list-style-type: none"> <li>Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.</li> </ul>	July: 2020, 2021, 2022	CEOs and General Managers
5. Promote inter-agency collaboration for community building.	<ul style="list-style-type: none"> <li>Facilitate an inter-agency collaboration project with an Aboriginal and/or Torres Strait Islander peak body and other relevant organisations.</li> </ul>	July: 2020	National Community Capacity Building (CCB) Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander communities in Perth to identify any barriers to receiving culturally appropriate services for Mental Health conditions.</li> </ul>	July: 2021	National CCB Manager
	<ul style="list-style-type: none"> <li>Develop strategies for improving Mental Health services for Aboriginal and Torres Strait Islander peoples.</li> </ul>	July: 2022	National CCB Manager



# Respect

APM's core values; Integrity, Customer focus, Respect, Empathy, Achievement, Teamwork, and Enthusiasm (ICREATE) 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 peoples.

Action	Deliverable	Timeline	Responsibility
<b>6.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	January 2020	Global People & Culture Leader
	<ul style="list-style-type: none"> <li>Conduct a review of the effectiveness of our foundation cultural awareness training and program specific cultural awareness training</li> </ul>	February 2020	Global People & Culture Leader
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.</li> </ul>	April 2020	RAP Coordinator
	<ul style="list-style-type: none"> <li>Implement and communicate an updated cultural learning strategy for our staff.</li> </ul>	May 2020	RAP Coordinator with GM Training & Development
	<ul style="list-style-type: none"> <li>100% of staff undertake formal and structured on-line cultural learning.</li> </ul>	July: 2020, 2021, 2022	RAP Coordinator with GM Training & Development
	<ul style="list-style-type: none"> <li>1,050 client-facing staff participate in face-to-face training in the 77 regions with above average Aboriginal and Torres Strait Islander clients, supporting 8,000 clients. The training will commence with 450 staff in the first year assisting 5,500 clients, 240 in the second year assisting 1,300 clients and 360 in the third year assisting 1,250 clients.</li> </ul>	November: 2020, 2021, 2022	GM Training & Development with Regional Managers
	<ul style="list-style-type: none"> <li>All 23 People and Culture team participate in face to face workshop cultural training.</li> </ul>	July 2020	Global People & Culture Leader
	<ul style="list-style-type: none"> <li>All 9 Executive team participate in face to face workshop cultural training.</li> </ul>	June 2021	Global People & Culture Leader
<ul style="list-style-type: none"> <li>Invite the Yarning Circle, APM's Aboriginal and Torres Strait Islander peer support network, to contribute to APM's cultural awareness training.</li> </ul>	October 2021	RAP Coordinator with Yarning Circle Champions	

Action	Deliverable	Timeline	Responsibility
<b>7.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2020	RAP Coordinator with RWG
	<ul style="list-style-type: none"> <li>Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2020	RAP Coordinator with regional managers of each business unit
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 2 significant events each year, including Communities Managers' Annual Conference and APM Annual Leadership Conference.</li> </ul>	July: 2020, 2021, 2022	CEO Health & Communities and CEO Employment Services
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	July 2020	All Managers
	<ul style="list-style-type: none"> <li>Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.</li> </ul>	July 2020	All Managers
	<ul style="list-style-type: none"> <li>Display Acknowledgment of Country plaques in all our 325 offices.</li> </ul>	July 2020	RAP Coordinator with Managers
<b>8.</b> Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in 2 external NAIDOC Week events.</li> </ul>	First week in July: 2020, 2021, 2022	RWG HR Manager
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June: 2020, 2021, 2022	RAP Coordinator with Managers
	<ul style="list-style-type: none"> <li>Support all staff to participate in 8 NAIDOC Week events in our local area.</li> </ul>	First week in July: 2020, 2021, 2022	RAP Coordinator with Managers
	<ul style="list-style-type: none"> <li>In consultation with Aboriginal and Torres Strait Islander stakeholders, support 1 external NAIDOC Week event each year.</li> </ul>	July: 2020, 2021, 2022	RAP Coordinator with Managers





# Opportunities

APM strongly believe creating opportunities for Aboriginal and Torres Strait Islander peoples, 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 peoples 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
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2020	RAP Coordinator and HR Manager
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2020	HR Manager and Talent Acquisition Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2020	Talent Acquisition Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2020	HR Manager and Talent Acquisition Manager
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions through goal setting and planning with their managers including relevant professional development. HR Manager to provide guidance to Regional Managers in this process to ensure consistency.	July 2021	HR Manager with Regional and State Managers
	Employ a minimum 3% Aboriginal and Torres Strait Islander staff within APM Australia.	July: 2020, 2021, 2022	HR Manager and General Managers

Action	Deliverable	Timeline	Responsibility
10. Improve cultural appropriateness of APM's services	Continue working in partnership with Torres Strait Islander communities, the Department of Health and other Aged Care Assessment Service providers to deliver a tailored culturally appropriate assessment service which enables greater numbers of Torres Strait Islander peoples to access services.	Reviewed July 2020, 2021, 2022	General Manager Assessment Services
	Review client handbooks and information sheets for culturally inclusive language.	October 2020	General Manager Engagement
	Review options to tailor handbooks for Aboriginal and Torres Strait Islander clients with artwork on the cover.	October 2020	Head of Brand Marketing & Communication
	Create and make available, to all 252 full time offices, a package of options for Aboriginal and Torres Strait Islander artwork to provide a culturally safe environment for staff and clients.	October 2020	Head of Brand Marketing & Communication
	Incorporate learnings from online training, workshops and speakers at team professional development training into approach for everyday service delivery. Continuous improvement is embedded within APM's business operations through post-training surveys identifying learnings and recommendations to change service delivery practice, which are reviewed regularly, and changes made and communicated to all relevant staff and clients. New learnings and subsequent service delivery improvements are also promoted through articles in our internal communications app	Process reviewed March: 2020, 2021, 2022	General Manager Learning & Development
	Aboriginal and Torres Strait Islander staff, clients, and community members are advised of options and encouraged to provide feedback regarding the cultural appropriateness of APM services through; staff and client surveys, emailing their local consultant, the manager or via APM website. Update surveys to include a specific question regarding the cultural safety of APM's offices and service.	Reviewed May: 2020, 2021, 2022	General Manager Engagement
11. Improve employment opportunities for Aboriginal and Torres Strait Islander peoples through promotion of culturally safe employment services.	Review and update services in response to feedback from Aboriginal and Torres Strait Islander staff, clients, and community members.	Reviewed July 2020, 2021, 2022	General Manager Engagement
	Promote Aboriginal and Torres Strait Islander employment as the focus for Pop-up Shopping Centre stalls and other expos when near a day significant to Aboriginal and Torres Strait Islander peoples, e.g. National Closing the Gap Day, NRW and NAIDOC Week.	March, May & July 2020, 2021, 2022	General Manager Engagement
	Host stalls at 20 community events each year including career expos and disability awareness events, promoting culturally safe services	Plan reviewed January 2020, 2021, 2022	General Manager Engagement and National Community Capacity Building Manager
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Provide information to referring organisations to advise Aboriginal and Torres Strait Islander peoples regarding culturally safe services.	November 2021	General Manager Engagement
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2020	RAP Coordinator and Procurement Manager
	Investigate Supply Nation membership.	February 2020	RAP Coordinator and Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2020, 2021, 2022	RAP Coordinator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	March 2020	RAP Coordinator
	Maintain 2 commercial relationships with Aboriginal and/or Torres Strait Islander businesses, including Kulbaradi and Shared Hope Training.	April 2020	RAP Coordinator and Procurement Manager
	Maintain operating procurement at 1% from Aboriginal and Torres Strait Islander Businesses.	July: 2020, 2021, 2022	RAP Coordinator and Procurement Manager
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	May 2020, 2021, 2022	RAP Coordinator
Attend Supply Nation Trade Show to identify organisations with relevant products or services and establish a connection for further development	May 2020, 2021, 2022	RAP Coordinator	



# Governance

Action	Deliverable	Timeline	Responsibility
<b>13.</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May: 2020, 2021, 2022	RAP Coordinator
	• RWG members represent and consult all Australian states and territories to acknowledge localised approaches to RAP implementation.	January 2020	RAP Coordinator
	• Invite the Aboriginal and Torres Strait Islander RWG members to form an advisory sub-committee of the RWG.	January 2020	RAP Coordinator
	• Apply a Terms of Reference for the RWG.	January 2020	RAP Coordinator
	• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November: 2020, 2021, 2022	RAP Coordinator and RWG
<b>14.</b> Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	January 2020	RAP Coordinator
	• Embed key RAP actions in performance expectations of senior management and all staff.	February 2020	CEOs
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	February 2020	RAP Coordinator
	• Maintain an internal RAP Champion from senior management.	January 2020	Group CEO
	• Implement an Executive Steering committee to approve initiatives and report quarterly to the full executive group on RAP implementation	February 2020	Executive
<b>15.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September: 2020, 2021, 2022	RAP Coordinator
	• Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October: 2020, 2021, 2022, 2023	RAP Coordinator
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	30 September: 2020, 2021, 2022	RAP Coordinator
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May: 2020, 2022	RAP Coordinator
<b>16.</b> Build cultural competence at an individual and team level throughout APM.	• Include diversity questions in an all staff engagement survey, providing a baseline for targets set for cultural competency.	July 2021	Global People & Culture Leader
<b>17.</b> Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2022	RAP Coordinator







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# Contact

**Louise McGrath**

**Position: RAP Coordinator**

**Phone: 1800 276 276**

**Email: [louise.mcgrath@apm.net.au](mailto:louise.mcgrath@apm.net.au)**

**[www.apm.net.au](http://www.apm.net.au)**

Advanced Personnel Management