



Sarina Russo Group Innovate Reconciliation Action Plan

July 2018 - July 2020



(Left to right) Areatha Jones, Cassandra Page and Ayesha Skeen are on path to careers in the health industry after successfully gaining a traineeship with ATSICHS.

♥ OUR VISION FOR RECONCILIATION

The Sarina Russo Group's (SRG) Employment Strategy is to employ a diverse workforce reflective of the community and to provide quality tailored education, training and employment programs and services to benefit our students, candidates and employers. Our Reconciliation Action Plan will drive our organisational capability and capacity, both through meeting Indigenous Employment targets and ensuring every team member acts in a culturally inclusive manner.

SRG's Indigenous Employment Strategy demonstrates our commitment through:

- ✓ Proactive attraction and recruitment of Indigenous employees
- ✓ Implementation of structures for Indigenous servicing leading to the provision of quality services and programs
- ✓ Implementation of Indigenous Cross Cultural and awareness training programs for all employees; and
- ✓ Development of a structured support network for the mentoring and professional development of Indigenous employees.

We further work towards targets across our Australian Apprenticeship and employment services contracts ensuring we maximise both employment and career development opportunities for Indigenous Australians.

ABOUT THE ARTWORK: Indigenous artist Goompi Ugerabah was commissioned to paint his artistic interpretation of Sarina Russo and the Sarina Russo Group journey as part of the Sarina Russo Group's Reconciliation Action Plan. A central theme of the artwork is to find the diamond within each of us. The artwork hangs proudly at our Australian Head Office in Brisbane. Each Sarina Russo Job Access office has a print of the painting and an explanation of the painting's theme on prominent display.

OUR BUSINESS

Since 1979, SRG has launched and enhanced the careers of tens of thousands of people through the power of education, training, employment and job creation.

Synonymous with the phrases *'How to Get that Job'* and *'See You at the Top'*, the company empowers people with the energy, the motivation and the self-confidence to get that job, keep that job and thrive in that job.

Employing over 990 people in Australia across 166 sites, SRG includes:

Sarina Russo Job Access (SRJA)

The largest Australian-owned private sector jobactive provider - 93 sites in QLD, VIC and NSW

- jobactive – Placed over **69,000** candidates into work since 1 July 2016
- Disability Employment Services – Supported over **8,000** people with a disability and mental health problems into work since 2006
- New Enterprise Incentive Scheme – launched **9,000** new businesses – **80%** were still in business after **3 years**.
- Harvest Labour Services – **3,100** agricultural labour placements since 2011.

*As at January 2018

Sarina Russo Apprenticeships

Service over **35,000** apprentices / trainees and their employers in Victoria, New South Wales and the Australian Capital Territory.

VOICE – Psychologists & Allied Health Professionals
Providing added interventions and training programs for people struggling to get back into the workforce

Sarina Russo Institute

Educates over **10,000** Australian and International students each year in University Pathways, vocational education and English language courses.

James Cook University Brisbane (JCUB)

Educates over **8,000** students from **88 countries** in diploma, undergraduate and postgraduate degree programs

Joblinx

Is a specialised recruitment agency offering exclusive student services to provide work experience, internships, part-time and full-time employment opportunities.

Sarina Russo White House

Commercial cleaning and maintenance business.

HOW MANY ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES DOES YOUR ORGANISATION CURRENTLY EMPLOY?

SRG will pro-actively strive to attain **4% Indigenous Employment** in our workforce. Currently **3.7%** of the workforce identify as Aboriginal or Torres Strait Islander. This has been achieved through talent identification to match workplace needs. SRG understands employing Indigenous Australians benefits individuals, the community and our business. Sarina Russo Job Access' specialised Indigenous Coordinators provide a pathway for Indigenous Australians to gain employment, develop new skills and enrich and diversify the Australian workplace.



Wade Sawmill sales manager Tim Wade, Sarina Russo team leader Tari Eggmolesse & Leigh Adams who has been placed in a casual labouring position.

The Hon. Linda Burrey MP, Sarina Russo with host Nathan Appo at the 'Our Languages Matter' NAIDOC breakfast hosted by QTIC.



OUR RAP

Why is your organisation developing a RAP?

The SRG has significant experience working with Aboriginal and Torres Strait Islander communities across Australia and developing a RAP allows SRG to recognise our current achievements and to set structured targets to take us to the next level.

Who champions your RAP internally?

SRG's Executive Team lead by our Reconciliation Action Champion, Steve Wyborn, have charged our People, Learning and Culture Unit to provide the resources and support for our Indigenous Coordinators to educate our employees in a culturally sensitive manner so our Indigenous students and candidates can 'Get that Job', 'Keep that Job' and 'Thrive in that Job'.

Indigenous Services Coordinators provide the following services:

- Develop and maintain community and business networks to implement effective employment strategies
- Identify and promote sustainable employment and training opportunities for Indigenous job seekers
- Develop best practice procedures to service Indigenous job seekers
- Provide support and training to consultants for effective case management of Indigenous job seekers to ensure positive outcomes.

To ensure positive education and employment outcomes SRG's Indigenous Coordinators:

- Build on Indigenous partnerships with Elders, Indigenous services, Indigenous stakeholders and Vocational Training Employment Centres;
- Motivate and inspire Indigenous candidates to overcome barriers and/or cultural norms to gain long term employment outcomes;
- Assist educate and coach SRG employees on best practices to service Indigenous clients and also liaise with external customers;
- Business development for Indigenous employment opportunities such as pre-employment preparation and traineeships;
- Lead and promote Indigenous employment;
- Review performance reports and identify any short falls to achieve Indigenous targets
- Develop local strategies in partnership with Managers to achieve targets
- Promote Indigenous employment opportunities and job match suitable clients
- Develop pre-employment programs with employers and training providers
- Liaise with other Indigenous coordinators on best practice for Indigenous servicing
- Offer post placement mentoring including liaison with employers, families & community services to keep candidates employed.

Who internally and externally is involved in your RAP Working Group?

- ✓ **Executive Team** – Steve Wyborn (*Chief Operations Officer*) / Maria Berlese (*National Human Resources Manager*) / Brenden Brien (*Head of Communications and Content*)
- ✓ **People, Learning and Culture Unit** – Samantha Kable-Atkins (*HR Manager - Employee Relations*)
- ✓ **Indigenous Services Team** – outlined below

Our working group is represented by both internal and external community representatives. Our key internal representatives comprise of:

1. Anthony Corrie - *Indigenous Services Manager - Queensland*
2. Benjamin Leslie - *Indigenous Services Manager - New South Wales*
3. Daliah Parker - *Indigenous Services Coordinator - Victoria*

Our invited external representatives will change from time to time.

SRG's External Advisory Group

SRJA will appoint an Aboriginal and Torres Strait Islander Advisory Group consisting of both our internal employees and representatives from key customers for example Accor Group, Woolworths, Chandler Macleod who have a well demonstrated experience in both Indigenous Culture and the application of a Reconciliation Action Plan.

MEET OUR INDIGENOUS LEADERS: *(back row)* Anthony Corrie, Ben Leslie, *(front row)* Daliah Parker, Darryl Petfield & Tari Eggmolesse.



RELATIONSHIPS

SRG is a people business. The services we deliver, the value we add to our students, candidates, apprentices and employers is all underpinned by a committed team. The team empathises, connects, motivates and inspires our candidates. SRG believes we can achieve greatness for all communities by understanding every person's story and finding the 'Diamond' within.

SRG is determined to have a positive influence in Aboriginal and Torres Strait Islander communities through the power of employment. We do this through the recognition of Aboriginal and Torres Strait Islander peoples' rich contribution and connection to the history, heritage and culture of Australia.

SRG will continue to listen and learn to create stronger connections and more powerful education and employment opportunities for all Australians



Dressed in his new Toyota uniform, Anthony is congratulated on his new job by Maryborough employment consultant Zac.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> Oversee the development, endorsement and launch of the RAP Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. Meet at least twice per year to monitor and report on RAP implementation. Establish Terms of Reference for the RWG. Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence. Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance. 	July 2018	Indigenous Coordinators and Managers People, Learning and Culture Chief Operating Officer

<p>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</p>	<ul style="list-style-type: none"> Organise at least one internal event for NRW each year. Register all NRW events via Reconciliation Australia's NRW website. Support an external NRW event. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. Extend an invitation to Aboriginal and Torres Strait peoples to share their reconciliation experiences or stories. Encourage employees to participate in external events to recognise and celebrate NRW. Host NRW events across the areas in which we operate. Download Reconciliation Australia's NRW resources and circulate to employees. Promote the benefits of NRW through SRG's traditional and online communication platforms. 	<p>July 2018</p>	<p>National Public Affairs Manager Chief Operating Officer</p>
<p>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	<p>July 2018</p>	<p>Chief Operating Officer</p>
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal (Sarina Russo Update) and external stakeholders (Traditional and Online Communication Platforms). Promote reconciliation through ongoing active engagement with all stakeholders. 	<p>September 2018</p>	<p>Group Chief Executive-Officer SRJA Chief Executive Officer Chief Operating Officer National Public Affairs Manager People, Learning and Culture</p>
<p>5. SRG is committed to promoting Reconciliation to employers, employees, jobseekers and the broader community through our contracted services with the Australian, State and Local Governments</p>	<ul style="list-style-type: none"> Explore opportunities to support and promote Reconciliation through our jobactive, NEIS, Disability Employment Services and Australia Apprenticeship Support Network contracts 	<p>November 2018</p>	<p>Group Chief Executive-Officer SRJA Chief Executive Officer Chief Operating Officer State Managers</p>

RESPECT

SRG acknowledges the Aboriginal and Torres Strait Islander people as the traditional owners of the land. We pay our respect to the elders past, present and emerging of this nation, and the elders on the land in which SRG conduct our core business.

SRG understands the importance of Aboriginal & Torres Strait Islander people history, culture and connection to the land. Building trust, respectful relationships with Aboriginal and Torres Strait Islander people is the key to achieving positive outcomes for SRG's businesses and the people we support.

SRG will continue to learn and build stronger and meaningful relationships with Aboriginal & Torres Strait Islander people to help and empower Aboriginal and Torres Strait Islander people particularly in the areas of education, training and employment.



Smoking ceremony prior to the first National Rugby League's (NRL) School To Work Indigenous Schools Career Expo.

Action	Deliverable	Timeline	Responsibility
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness employee training to define cultural learning and consider how cultural learning can be provided predominately on face-to-face workshops through cultural immersion or via online learning tools. Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership employees to participate in cultural training. Identify cultural learning requirements specific to our employees' training needs. Promote the Reconciliation Australia's Share Our Pride online tool to all employees. Investigate local cultural experiences and immersion opportunities. 	September 2018	People, Learning and Culture Chief Operating Officer

<p>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</p>	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document to all employees for Welcome to Country and Acknowledgement of Traditional Owners and Elders. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Invite a Traditional Owner to provide a Welcome to Country at significant events, including all employee Award Events. • Include an Acknowledgement of Traditional Owners and Elders at the commencement of all important internal and external meetings. • Encourage employees to include an Acknowledgement of Country at the commencement of all meetings. • Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Traditional Owners and Elders of the community we represent. At launch of our RAP and ongoing at Management meetings. • Display an Acknowledgement of Traditional Owners and Elders plaque in offices along with Indigenous and Torres Strait Islanders flags. All Sarina Russo emails have an acknowledgement of traditional owners. 	<p>July 2018</p> <p>July 2018</p> <p>July 2018</p> <p>July 2018</p> <p>July 2018</p> <p>July 2018</p>	<p>National Public Affairs Manager</p>
<p>3. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and communities by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> • HR policies/procedures ensure employees can participate in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week. • Provide opportunities for all employees to participate in NAIDOC Week activities and other Aboriginal and Torres Strait Islander key dates during the year such as Mabo Day, Coming of the Light, Sorry Day, Reconciliation Week and National Apology Day*. • Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event. • Support an external NAIDOC Week community event. • Contact our local NAIDOC Week Committee to discover events in our community. • Ensure Managers understand SRG's commitment to celebrating NAIDOC is a priority. <p>* Invite employees to participate in NAIDOC and other significant days of celebration to the community via the use of the entitlements under the Sarina Russo Enterprise Agreement for Professional Development Leave (paid leave entitlement) or Aboriginal and Torres Strait Islander Ceremonial Leave (unpaid).</p>	<p>July 2018</p> <p>May - June 2018</p>	<p>People Learning & Culture</p> <p>Operations team Chief Operating Officer</p>

4. Include other unique actions related to your core business and vision for reconciliation.

- Encourage team members to identify their Indigenous or non-Indigenous status in our employee record system.
- Encourage the youth representing the Aboriginal and Torres Strait Islander people to participate in reverse mentoring discussions with the employees of SRG.
- Design and distribute to employees that volunteer information of a particular area, region or people to be included on name tags.

December 2018

Chief Operating Officer
People, Learning and Culture



OPPORTUNITIES

SRG will continue to implement best practice workforce strategies to ensure SRG is a culturally appropriate workplace for Aboriginal and Torres Strait Islander people to prosper and empower our candidates through recruitment, retention, and professional development and community engagement opportunities.

SRG will continue to look at internal and external job creation opportunities through traineeships, education and employment for Aboriginal and Torres Strait Islander people



Five Indigenous candidates completed a Cert II in Civil Construction with Diggerman on the Sunshine Coast

Action	Deliverable	Timeline	Responsibility
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander employee to inform future employment opportunities. Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development. Advertise vacancies in Aboriginal and Torres Strait Islander media. 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. Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development. Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships, internships and School-based Apprenticeships). 	July 2018	People, Learning and Culture

2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation

- Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.
- Develop and communicate to employee a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services i.e. 'Geared Up Culcha' supplied over 300 branded Indigenous shirts using Goompi Ugerabah as the basis for the design.
- Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.
- Investigate Supply Nation membership.
- Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.
- Investigate opportunities to partner with your local Indigenous Chamber of Commerce.

July 2018

November 2018

November 2018

Director of Finance and Assets Management



Dressed for success as Caitlyn, Semira, Eingda & Tiberih for their SecureCorp job interviews.



Khrysilla Backo has an impressive swag of awards, having collected a Continuous Improvement Award & Sarina Russo Indigenous Person of the Year award



Rhys & Selena strengthen their career prospects at the Empire Hotel, Gympie.



Nathan & Edward worked with Jane Allen & mastered the core skills to gain work with Rail Futures Queensland

GOVERNANCE, TRACKING PROGRESS & 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. Develop and implement systems and capability needed to track, measure and report on RAP activities. 	September 2019	Chief Operating Officer
2. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. 	October 2019	Chief Operating Officer
3. Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	January 2020	Chief Operating Officer

CONTACT DETAILS

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