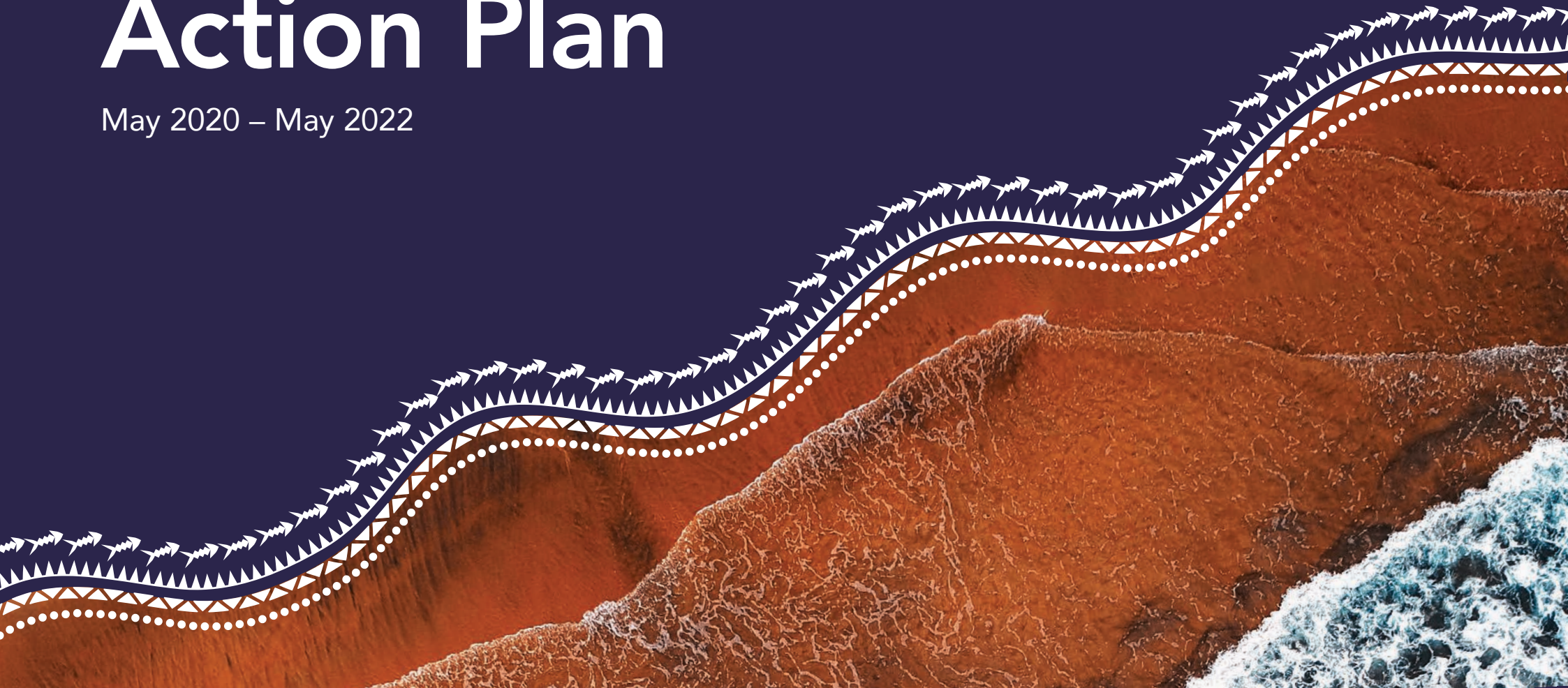


**MAX SOLUTIONS**  
Employment . Support . Community



# Reconciliation Action Plan

May 2020 – May 2022



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## Acknowledgement

MAX Solutions recognises the **Traditional Owners** of the land and pays respect to Elders past, present and emerging. Please note that following a process of consultation with Indigenous staff across MAX, the Indigenous Advisory Committee has endorsed the use of the term '**Indigenous**' being used to refer to Aboriginal and Torres Strait Islander peoples.





# Brand Story

Artwork Story by Riki Salam

## "Fire Country"

Wood spins, stones struck, a spark is lit, Country is illuminated. Clap sticks call, a deep low drone travels over land and sea, Ochre is ground, bodies painted, initiation rites, knowledge passes from one generation to the next. Leaders emerge guiding our way as we navigate across Land, Sea and Sky.

Dreaming tracks carved out long ago brings new ways, we belong to this land, Country speaks to us. Flames are fuelled by the wind of change, voices rise up, songs are sung – embers fly in the night sky, people gather, celebrations begin, this Country is renewed.

### The MAX Solutions RAP Artwork story

This artwork is about the passing on of knowledge to the next generation, the spark that is ignited into a flame. Learning from one another, talking two ways, understanding each other. Weaving together the hopes, dreams and aspirations of People from many different places all across Country. The spark that ignites flames of knowledge, renews Country, enriches Culture and empowers People.

'Fire Country' artwork by artist:  
Riki Salam – We Are 27 Creative



# Message from Managing Director

**I acknowledge the Traditional Owners of this land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.**

Reconciliation acknowledges the past and looks to a shared and hopeful future.

The gaps in outcomes for Indigenous Australians show us that we have a long way to go in ensuring that Indigenous Australians have the same opportunity as the broader population. The challenge and the difficulties are real. Only a sustained commitment across government, business and community can achieve this reconciliation.

We recognise the critical role that MAX Solutions has in working with Indigenous Australians, their communities and organisations, to ensure that reconciliation transcends what we do each and every day. We know about the enormous positives that come from employment for both individual health and wellbeing and also the impact that employment has on younger generations.

Over the last few years we have made significant steps on the journey of reconciliation including through the delivery of our first Indigenous School Based Trainees program, working

with Indigenous organisations and communities across the country, our continuing focus on the use of Indigenous suppliers and building on our already strong Indigenous staffing levels.

Our Reconciliation Action Plan (2020-2022) challenges us to again lift our performance in all areas. Through the help of Sean Gordon and Indigenous staff from across the country, we have developed a new Indigenous voice within our business. This new voice has driven the development of the RAP and will continue to have a leadership role in bringing an Indigenous perspective to our work, providing support to Indigenous staff across our business, and in ensuring we don't lose sight on the importance of the impact that we can have every day.

Our main focus remains to support every person accessing our services to be welcomed to our business, be heard and helped to access opportunity and gain the dignity and choice that employment brings.

Our commitment to reconciliation has never been stronger and I look forward to the next two years and what we can achieve.

**Deborah Homewood**  
Managing Director



**"Reconciliation acknowledges the past and looks to a shared and hopeful future."**



# Message from Chair of the Indigenous Advisory Committee

**I acknowledge the Traditional Owners of this land, and pay my respects to you, our communities and Elders, and those that have gone before us.**

I joined the MAX Solutions Advisory Board in early 2019. At that time, the organisation was looking to take its next big step forward in its approach to working with Indigenous people around the country. It is exciting to be part of an organisation that can reach so many people and that has been through a genuine process of engagement to put words into action.

The journey of reconciliation is a long one and it can only be successful where we all play our part. MAX's new RAP embodies the concept of reconciliation by ensuring that reconciliation, empowerment and recognition sits at the heart of how services are developed and delivered, how policies are put together and implemented, and how we build active and deep connections with Indigenous communities and customers, businesses and partners.

Over the course of the year, MAX has empowered its Indigenous staff to have a voice. This new voice has seen Indigenous leaders emerge from across the country to develop the RAP and oversee its development and

implementation. It has been heartening to see this group come together and build their confidence and connections with Indigenous staff across the country and I look forward to this continuing and growing over the life of the RAP.

The RAP has some significant challenges including continuing to support Indigenous leadership. Our new Reconciliation Action Plan (2020-2022) challenges us to again lift our performance in all areas. Together, Indigenous staff from across the country and I, developed a new Indigenous voice within our business. This new voice has driven the development of the RAP and will continue to have a leadership role in implementing the RAP and bringing an Indigenous perspective to our work, providing support to Indigenous staff across our business, and in ensuring we don't lose sight on the importance of the impact that we can have every day.

I look forward to seeing the impact of the RAP in the way that MAX delivers its services, engages with the community, and develops its Indigenous leadership over the next two years.

**Sean Gordon**  
Chair of the Indigenous  
Advisory Committee

"The journey of reconciliation is a long one and it can only be successful where we all play our part."





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# Our vision for reconciliation

To build a strong Indigenous voice into our decision making in order to reflect the regions where we work and make an impact towards Closing the Gap in Indigenous employment and wellbeing.

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# Message from RA

Reconciliation Australia is delighted to welcome MAX Solutions to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, MAX Solutions joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides

MAX Solutions with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, MAX Solutions will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish MAX Solutions well as it explores and establishes its own unique approach to reconciliation. We encourage MAX Solutions to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

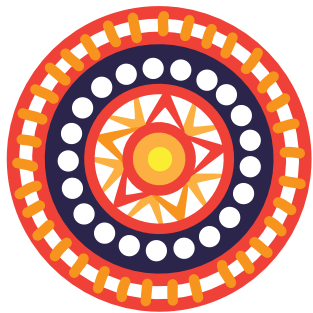
On behalf of Reconciliation Australia, I commend MAX Solutions on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”







## Our Business

**MAX is the largest employment services provider in Australia and has operated since 2002.**

Each day, we are working with over 100,000 customers and 10,000 Indigenous Australians around the country to help them to achieve their employment or training goals.

Our core business is helping customers to develop the skills they need to find sustainable employment, no matter their background or circumstance. We build capacity and empower people to make life choices to improve their lives. We achieve this through the provision of employment, training and health support services through Australian Government funded programs.

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With over 1,600 employees, including 70 Indigenous staff, over more than 250 locations, including outreach locations in every state and territory, we work with numerous Indigenous communities, organisations and individuals to support people to improve their skills, prepare for, move into and stay in employment. Our approach to building a more culturally capable service is to work with the Indigenous communities we serve, their leaders and organisations, to provide a welcoming and safe environment where people are empowered to move into work.

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## Our philosophy

MAX Solutions helps match people to jobs and jobs to people. Our philosophy is “every person, every chance.” We provide a range of services to people whose disability, injury, illness or health condition is a barrier to finding, returning to, or staying in work.

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## Our allied health services

We know from experience the importance of looking after both the mind and the body when it comes to helping customers improve their wellbeing. MAX has a team of highly qualified and experienced allied health professionals located in over 60 regions across Australia:

- › Psychologists
  - › Rehabilitation counsellors
  - › Speech pathologists
  - › Occupational therapists
  - › Social workers
  - › Exercise physiologists
- 

## Who we help

- › People looking for suitable and sustainable work who have the barrier of disability, injury or illness
- › Employers looking for appropriately skilled, motivated employees
- › School students who need help transitioning from school to work
- › People with a mental health condition that makes it difficult to find or stay in work
- › Workers at risk of losing their job because of illness, injury or disability
- › Ex-offenders or those soon to be released from prison





# Our RAP

**Our Reconciliation Action Plan 2020-2022 (RAP) outlines our vision for reconciliation and the role that we can play over the next two years to build a stronger role for Indigenous Australians in the nature of the services we deliver and find opportunities to promote and support reconciliation.**

MAX's Indigenous staffing levels are well above the national average. We have also strengthened our use of Indigenous businesses through our membership of Supply Nation. Over the past two years, we have procured from over 60 Indigenous businesses, partner with Indigenous organisations to deliver services, and support numerous Indigenous charitable organisations through our MAX Foundation.

Our new RAP lifts the challenge and recognises the continuing opportunity to do more.

To make big changes, you need strong leaders, and MAX Solutions has recently welcomed Mr Sean Gordon, a proud Wangkumarra and Barkindji man to our Advisory Board. Mr Gordon has also been chairing our Indigenous Advisory Committee, comprising senior Indigenous leaders from across the MAX business and leading the development of the RAP itself. A strong focus for the committee has been empowerment and ensuring a strong Indigenous voice in the design and delivery of our programs.

Within the company, our aim is to ensure our people are culturally competent, our Indigenous employees feel culturally safe, that we are working with and supporting Indigenous business and doing all we can to lift the rates of Indigenous employment.

During 2019, we looked at how we were progressing with a range of measures across our organisation. We realised that we had made significant progress but that we had a long way to go, particularly in building a strong Indigenous voice in our business both for our staff and customers. Over 2019, we have formally partnered with numerous Indigenous organisations in the delivery of our programs across Australia. We also partnered with an Indigenous organisation to pilot new ideas and to bring additional support to our customers, with this pilot leading to five new partnerships with Indigenous organisations so far.

We have learned that genuine partnerships with Indigenous organisations bring specialised skills and experience that provides greater support to our customers. We have learned that when we purchase from an Indigenous business, we are supporting the creation of jobs for Indigenous people. We have learned that when people are empowered, genuine reconciliation can happen. We continue to build on these strong foundations and contribute to a more positive future for all Australians.

In mid-2019, the RAP Working Group was formed and comprised two main bodies. The first, our Indigenous Advisory Committee (IAC), was chaired by our Indigenous Advisory Board member, Mr Sean Gordon. Sean has extensive experience as an Indigenous leader across government, business and community sectors and joined MAX earlier in the year to support our focus on improving outcomes for Indigenous customers.

Membership of the Indigenous Advisory Committee was limited to Indigenous staff within MAX. In total, 26 Indigenous staff joined the IAC process which had a leadership role in the development of the RAP.

The second group, the Technical Working Group, comprised business area leaders from across MAX with this group comprising those that would be responsible for implementing RAP deliverables across the country. This group developed the detailed implementation plans for the RAP as well as considering the advice and feedback of the IAC.

The RAP WG has now reformed into one group comprising leaders from the IAC and the Technical Working Group. The IAC structure continues as a forum for ensuring a strong Indigenous voice within the MAX family and to also provide support to Indigenous staff across the country.

The RAP WG is chaired by MAX's Chief Operating Officer, Mr Darren Hooper, with the Working Group also reporting to the Executive each quarter on progress of the RAP. All members of the Indigenous Advisory Committee's Leadership Group are also members of the RAP WG ensuring a strong Indigenous voice throughout the governance of the RAP.

**The RAP Champion is MAX's Chief Operating Officer, Darren Hooper.**

# The RAP Working Group comprises:



**Darren Hooper -**  
Chief Operating Officer  
Chair of RAP WG



**Sean Gordon -**  
Member of MAX  
Solutions  
Advisory Board  
(Indigenous)  
Chair IAC and  
Member of RAP WG



**Michael Wigham -**  
National Partnerships  
Manager – WA Employment  
Business Centres (Indigenous)  
Member of IAC and RAP WG



**Eddie Mills -**  
Indigenous  
Programs Coordinator  
(Indigenous)  
Secretariat of IAC  
and RAP WG



**Peter Southam -**  
Operations Manager  
Human Resources  
Member of RAP WG



**Karissa Van Wamelen -**  
Business Manager,  
Maroochydore  
and Noosaville (Indigenous)  
Member of IAC and RAP WG



**Andrew Davitt -**  
National Manager  
Indigenous Outcomes  
Member of RAP WG



**John Parsons -**  
General Manager  
Marketing  
and Communications  
Member of RAP WG



**Lance Edwards -**  
Indigenous Coordinator  
and Mentor (Indigenous)  
Member of IAC and RAP WG



**Simone Dutton -**  
Manager Learning  
and Development  
Partnering  
Member of RAP WG



**Karen Gawley -**  
General Manager WA/NT  
Member of RAP WG



**Steven Steel -**  
General Manager  
NSW/ACT  
Member of RAP WG



**David Avery -**  
General Manager  
Support Services  
Member of RAP WG



**Leilani Osborne -**  
Finance Manager  
Member of RAP WG



# Relationships

To work in partnership with individuals, communities and businesses, to build active and deep connections that ensure a strong Aboriginal and Torres Strait Islander voice in the shape of the services we deliver.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jun 2020	National Manager Indigenous Outcomes
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jul 2020	National Manager Indigenous Outcomes
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020 and 2021	General Manager Marketing and Communications
	RAP Working Group members to participate in an external NRW event.	27 May to 3 Jun 2020 and 2021	National Manager Indigenous Outcomes
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2020 and 2021	National Manager Indigenous Outcomes
	Organise at least one NRW event each year.	May 2020 and 2021	National Manager Indigenous Outcomes
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2020 and 2021	National Manager Indigenous Outcomes

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Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	Quarterly over 2020 and 2021	HR Project Manager
	Communicate our commitment to reconciliation publicly.	Quarterly over 2020 and 2021	General Manager Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Quarterly over 2020 and 2021	National Manager Indigenous Outcomes
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Jun 2020 and then quarterly	National Manager Indigenous Outcomes
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jul 2020	HR Project Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Jul 2020	HR Project Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jul 2020	HR Project Manager
	Educate senior leaders on the effects of racism.	Jun 2020 and Jun 2021	Manager Learning and Development Partnering



## Respect

To be culturally respectful and build strong connections that genuinely benefit Aboriginal and Torres Strait Islander people.

MAX is committed to a harmonious approach to reconciliation, and part of this is respecting and understanding Indigenous people's pride for cultures and histories.

We are dedicated to empowering Indigenous people to share their knowledge and educate our employees, and for our employees to seek and be given opportunity to obtain the knowledge. We believe that this reconciled unit will generate sustainable employment through support, knowledge and respect. By having a better understanding of Indigenous cultures this will enable us to better serve our Indigenous customers seeking employment.

Action	Deliverable	Timeline	Responsibility
<b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Jun 2020	National Manager Indigenous Programs
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Jun 2020	National Manager Indigenous Programs
	Develop, implement and communicate a cultural learning strategy for our staff.	Jun 2020	National Manager Indigenous Programs
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Sep 2020	Manager Learning and Development Partnering
<b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2020, Jan 2021, Jul 2021	General Manager Marketing and Communications
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jul 2020	National Manager Indigenous Programs

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Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jul 2020, Jan 2021, Jul 2021	General Manager Marketing and Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jul 2020, Jan 2021, Jul 2021	General Manager Marketing and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant cultural events including NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2020 and 2021	National Manager Indigenous Programs
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2020	HR Project Manager
	Promote and encourage participation in external NAIDOC events to all staff.	May 2020 and 2021	General Manager Marketing and Communications



## Opportunities

MAX is uniquely positioned to advance opportunities for Indigenous Australians and to help close the gap in employment disadvantage by increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and by supporting Indigenous businesses.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2020 and 2021	HR Project Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep 2020	HR Project Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Oct 2020	HR Project Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2020	HR Project Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jul 2020	HR Project Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Jul 2020, Jan 2021, Jul 2021	HR Project Manager
	Facilitate the Indigenous School Based Trainees Program.	May 2020, Feb 2022	National Manager Indigenous Programs

# Opportunities

We are committed to increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and to generate procurement opportunities.

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Implement, review and communicate an Aboriginal and Torres Strait Islander procurement strategy.	Oct 2020 and 2021	National Manager Indigenous Programs
	Review Supply Nation membership.	Sep 2020 and 2021	National Manager Indigenous Programs
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jul 2020	National Manager Indigenous Programs
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2020	National Manager Indigenous Programs
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	Oct 2020 and 2021	National Manager Indigenous Programs
10. Improve Employment Outcomes for Aboriginal and Torres Strait Islander People accessing MAX programs.	Review all major programs to improve accessibility and outcomes for Aboriginal and Torres Strait Islander Customers.	Sep 2020	National Manager Indigenous Programs



## Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	Aug 2020, Mar 2021, Aug 2021, Mar 2022	National Manager Indigenous Programs
	Apply and review the terms of reference for the RAP Working Group.	Oct 2020 and 2021	National Manager Indigenous Programs
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly commencing in Jul 2020	National Manager Indigenous Programs
	Continue the Indigenous Advisory Committee and review terms of reference.	Jul 2020 and 2021	National Manager Indigenous Programs
12. Provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation.	Jul 2020 and 2021	National Manager Indigenous Programs
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jan 2020, Apr 2020, Jul 2020, Oct 2020, Jan 2021, Apr 2021, Jul 2021, Oct 2021	National Manager Indigenous Programs
	Maintain and review appropriate systems to track, measure and report on RAP commitments.	Apr 2020, Oct 2020, Apr 2021, Oct 2021	National Manager Indigenous Programs
	Maintain an internal RAP Champion from senior management.	Oct 2020 and 2021	Managing Director

## Governance

Action	Deliverable	Timeline	Responsibility
<b>13.</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 Sep 2020 and 2021	National Manager Indigenous Programs
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly commencing in Aug 2020	National Manager Indigenous Programs
	Publicly report our RAP achievements, challenges and learnings, annually.	Oct 2020, Oct 2021	National Manager Indigenous Programs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2021	National Manager Indigenous Programs
<b>14.</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Aug 2021	National Manager Indigenous Programs



# MAX SOLUTIONS

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## Contact details:

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RECONCILIATION  
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