



Indigenous Participation Strategy 2010–2012





“As Chair of Transfield Services Indigenous Advisory Board, I am satisfied that the development of the next generation of the Indigenous Participation Strategy builds on the success of the past and addresses the challenges the company has confronted along the way”

Mr Eddie Fry
Chairperson
Transfield Services Indigenous Advisory Board

Abbreviations

HR	Human Resources
IAB	Indigenous Advisory Board
IDM	Indigenous Development Manager
NAIDOC	National Aborigines and Islanders Day Observance Committee
NRW	National Reconciliation week
PDR	Personal Development Review
RA	Reconciliation Australia
RAP	Reconciliation Action Plan
RISC	Regional Indigenous Steering Committees
SLA	Service Level Agreement
TSA	Transfield Services Australia



Introduction

Transfield Services launched its first Indigenous Participation Strategy 2007-2009 in July 2007. The aim of the Strategy was to deliver meaningful cultural recognition, awareness, employment, education and training opportunities for Indigenous people and communities.

In May 2009, Australia's Deputy Prime Minister, The Hon. Julia Gillard, launched Transfield Services' Reconciliation Action Plan (RAP). The aim of the RAP is to better understand, respect and recognise the culture and heritage of Indigenous people and hold ourselves accountable to the commitments in which we have made.

In developing our Indigenous Participation Strategy 2010-2012, our aim is to build on the first Strategy and ensure future strategies are completely aligned with the accountabilities built into our RAP.

In ensuring we have a process of continuous improvement and at the recommendation of our Indigenous Advisory Board, the structure of the 2010-2012 Indigenous Participation Strategy is consistent with the structure and accountabilities of our RAP. We have moved from building Indigenous participation around five pillars (corporate governance, cultural competency, cultural recognition, relationships and employment and business development) to three key focus areas being:

- Relationships
- Respect
- Opportunities

The strategies and actions outlined in this plan have been informed by key internal and external stakeholders and include:

- Our Clients – to ensure Transfield Services remain aligned with the requirements and initiatives of current and future clients
- Senior Management – who provided significant input with representation from the Executive Team, Human Resources, Resources and Energy, Infrastructure, Power Transmission, Power Generation, Water, and Recruitment
- Indigenous People – from a number of regions and organisations



This document is a signpost to our destination – where we want to be in three years time, in terms of Transfield Services approach to engaging with Indigenous people, organisations and communities. Our RAP will continue to provide an account of our current location and provide the directions for reaching our destination.

Working with People and **Linking with Cultures**



Relationships

As part of our journey through the Reconciliation process, we see that having strong, sustainable and respectful relationships with Indigenous people and their communities is a step in the right direction to ‘closing the gap’ of disadvantages between Indigenous and non-Indigenous groups.

Aim

- To establish Transfield Services as a leader in supporting and building mutually respectful relationships with Indigenous people and communities.
- To establish collaborations with key stakeholders to ensure mutually beneficial outcomes for Indigenous communities, our Clients, our partners and Transfield Services.

Strategy	Actions
<p>1. Client Alignment Enhancing the sharing, supporting and leveraging of knowledge and experience with our Clients</p>	<ul style="list-style-type: none"> • Ensure that our Client is aware and has full understanding of our RAP • Ensure that at the time of commencement, new site managers have a copy of our RAP • Understand the cultural competency of our Clients organisation and their aims and objectives in relation to Indigenous participation and align our response as appropriate • Offer our Client the opportunity to participate in an Indigenous Forum • Offer our Client assistance in developing their own Indigenous Participation Strategy and the further opportunity to utilise the services of Social Compass • Ensure a full understanding of our Client’s cultural competency • TSA has a template that ranks our Client and maps the alignment between both organisations
<p>2. External Relationships Develop existing and new relationships (individual, organisational, government and community) that are healthy, robust, strategic and valuable to everyone</p>	<ul style="list-style-type: none"> • Identify all existing Indigenous relationships within our business and allocate key people to manage and support those relationships. • Identify and create a spreadsheet of all potential relationships for existing and future contracts • Continue to work closely with Government recruitment agencies and map those agencies that are aligned to our own priorities • Establish a database of Traditional Owners, networks and knowledge experts • Develop an exit strategy that includes a set of protocols for Business Development if tenders are unsuccessful
<p>3. Consider how TSA should respond to emerging contemporary or unexpected Indigenous issues</p>	<ul style="list-style-type: none"> • Hold a workshop with Corporate Affairs and the Indigenous Advisory Board to determine the nature of a response strategy – should one be required



Respect

As part of our journey through the reconciliation process it is important to Transfield Services that we recognise and respect local customary needs of Indigenous people and their communities as to the significance and importance of preserving Indigenous culture and customs.

Aim

- To build our employees' understanding and knowledge of Indigenous relations and culture.
- To create a company culture that respects and acknowledges Indigenous culture, heritage, values and beliefs.

Strategy	Actions
<p>1. Cultural Awareness Training Build understanding and knowledge of Indigenous relations and culture at the individual and business unit level</p>	<ul style="list-style-type: none"> • Ensure over the period of this Strategic Plan, Senior Management have undertaken Cultural Awareness Training • Set achievable targets for employees to undergo: <ul style="list-style-type: none"> - Online training - On-country training - National training • Create a matrix that displays which employees are suitable and need to undertake more than one category of Cultural Awareness Training • Create a spreadsheet that monitors and records the completion of Cultural Awareness Training • Ensure Cultural Awareness Training is included in site training plans • Cultural Awareness Training is included as a development item in the PDR process • Develop a Cultural Awareness Toolbox on Transnet
<p>2. Cultural Heritage Management Ensure we meet Transfield Services responsibility and support our Clients in achieving their responsibilities.</p>	<ul style="list-style-type: none"> • Create a set of Cultural Heritage Management protocols • Create a framework or guidelines in relation to a Cultural Heritage Management Plan
<p>3. Cultural Recognition Continued support for cultural events, celebrations and awards</p>	<ul style="list-style-type: none"> • Create and display a calendar which lists the Indigenous events that TSA will recognise • RISC to take responsibility and accountability for regional and local NAIDOC celebrations
<p>4. Developing a measurement tool for cultural competency</p>	<ul style="list-style-type: none"> • Investigate and report on the business case for developing the measurement tool



Opportunities

Transfield Services is committed to ‘closing the gap’ by providing long-term, sustainable employment, training, education and business opportunities for Indigenous people and their communities.

Aim

- To increase the involvement of Indigenous people in the success and growth of Transfield Services business.

Strategy	Actions
<p>1. Recruitment Systems streamlined and devolved to local communities, while supported through a national approach</p>	<ul style="list-style-type: none"> • Improve recruitment processes to ensure they are culturally sensitive – recognising the current shortfall identified by external service providers • Keep records of the number of Indigenous people interviewed • Review all recruitment processes to ensure they are supportive and understanding of Indigenous recruitment • Review all HR processes to ensure they support and are understanding of Indigenous recruitment • Vocational training programs to improve the career path for future Indigenous employees • Develop a HR checklist/template which includes cultural activities and obligations as a candidate progresses from interview to employment
<p>2. Employment Continue to be ambitious in the targets set for employment of Indigenous people</p>	<ul style="list-style-type: none"> • Ensure education, employment, training and retention targets are set annually • Diligently work towards set employment targets and clearly record our understanding and the reasons why targets are not being met • Create an improvement plan that includes where targets and actions can be met next time
<p>3. Retention Processes and procedures that represent the lifecycle of employment</p>	<ul style="list-style-type: none"> • Complete the Indigenous mentoring process (inclusive of a mentorship audit measured by traditional indicators) • Conduct interviews with a target number of Indigenous employees and identify the challenges they are facing within TSA. • Research the opportunities within Pastoral Care and define where this option begins and ends for TSA
<p>4. Business enterprises Continue to identify and support Indigenous business enterprises</p>	<ul style="list-style-type: none"> • Investigate becoming a signatory to the Australian Indigenous Minority Council • Source external opportunities that support the development of an Indigenous Business enterprise. <ul style="list-style-type: none"> - Establish an enterprise - Grow an existing enterprise
<p>5. Community support Where appropriate identify opportunities where economic development will enhance community well-being (e.g. education, health)</p>	<ul style="list-style-type: none"> • Review Community Assessments to assist in identifying opportunities for economical development in addition to our employment targets
<p>6. Embed the Indigenous Participation Strategy into all regional operations</p>	<ul style="list-style-type: none"> • HR, in consultation with Business Units, to develop and Education, Employment, Training and Retention Plan • Ensure that RISC groups are held responsible and made accountable for both wins and losses • Investigate the option of using an external evaluation to measure the success of the RISC group

Our Indigenous Story – Australia



'working with people and linking with cultures'

Our Indigenous image tells the story of Transfield Services from an Indigenous perspective and how through our Indigenous Participation Strategy we are **'working with people and linking with cultures'**, which is the title of our Indigenous story.

Transfield Services acknowledges Indigenous people as the traditional owners and caretakers of their land. This image represents the importance of the 'Mother Land' to Indigenous people by making it the central focus. The inner circles portray the Mother Country, Australia, the giver of all life and provider of the land on which we work. It also represents where Transfield Services started its journey and the growth we have had.

The white dots represent the journey lines of both our company and our people within Australia and globally with each section representing the six continents of the world and our commitment to work with all people and link with all cultures.

At Transfield Services we recognise that Indigenous people are not a generic group but are made up of many different groups with their own unique languages and customs. The colours used in our image such as ochre red (the earth), ochre yellow (the sun), sea blue (the ocean), green (the lands), black (the night sky) and white (unity) is the representation of Aboriginal and Torres Strait Islander cultures as well as the variety of people throughout the world.

The image is boarded by a representation of the Aboriginal flag on the top and bottom and the Torres Strait Islander flag on the left and right. Our story was developed by our Indigenous Development Manager, Jason Lewin, who is an Aboriginal and Torres Strait Islander man from Cairns, North Queensland. He is both proud and passionate about his culture and this has been expressed through his development of our Indigenous story. Cian McCue, an Aboriginal University student from Darwin, working with our Corporate Design Team in Melbourne whilst completing his degree in Interactive Media, also contributed to the development of our Indigenous story. Jason summarises the essence of our story using his own words:

"Ngulpa Warra Mabigul, Ketha Monue Murri"

meaning

"We are different people, yet same in spirit"



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