



RECONCILIATION  
ACTION PLAN

REFLECT

national  
**mas**



**Reflect Reconciliation Action Plan**

## Our business

Mas National is a leading provider of workforce participation programs, business mentoring and provider of administration services, with our surpluses reinvested to create future opportunities in our communities. Our vision is to be a leading provider of sustainable workforce solutions, by providing innovative, feasible and efficient employment and administrative service options.

Mas National has provided apprenticeship support services to employers and individuals across Australia since 1998. This includes assisting small businesses as an Apprenticeship Network Provider delivering the 'MAS Experience', workforce participation programs, apprenticeship administration, WorkSafe consulting services and business mentoring through one of MAS' subsidiary businesses, Business & Employment.

Founded in 1998, Melbourne Apprenticeship Services (Mas) was formed as a joint venture between Inner Northern Group Training and Western Region Group Training, and rebranded in 2002 to Mas National after acquiring an apprenticeship centre in South Australia.

In 2007, Inner Northern Group Training acquired Western Region Group Training's share of Mas National and Mas Administration Services, and became sole 'member'. Mas National Shared Services became the core of INGT Group Services (Finance, IT and HR).

Mas National currently engages 100 employees, including subcontractors, to deliver services to 41,000 employers across 36 offices nationally. There are currently three Aboriginal and/or Torres Strait Islander people employed at Mas National.

From July 2015, Mas National has delivered Career Counselling services to over 8000 job seekers, brokered over 40,000 persons into employment in a traineeship or apprenticeship

pathway, provided In-Training-Support mentoring to 6,000 trainees and apprentices, and supported 10,000 employers nationally.

As a nationally focused, not-for-profit organisation operating within a commercial environment, Mas National is committed to providing end to end workforce solutions to businesses and government bodies across Australia, and providing dignity and hope to all people through workforce participation programs, support, training and employment.

## Our RAP

Mas National is driven to promote active engagement in employment for everyone in the communities in which we work. Mas National has invested in the development of a Reconciliation Action Plan to build strong relationships and enhanced respect with Aboriginal and Torres Strait Islander peoples, organisations and communities, and to better ensure that Aboriginal and Torres Strait Islander children have the same life opportunities as other Australian children.

The development of a RAP will provide our organisation with the time, structure and opportunity to raise awareness and support for this initiative within MAS National. The development of a RAP will also assist us with establishing a robust governance model and build the business case for our future commitment towards cultural learning, securing employment for Aboriginal and Torres Strait Islander peoples, and lead to a more inclusive and culturally mature organisation.

MAS National is currently contracted by the Australian Government Department of Education and Training

to deliver Australian Apprenticeship Support Services in South Australia, Victoria and Tasmania. Incorporated in this contract is an Indigenous Procurement Policy (IPP) which is intended to achieve an increase in engagement with and purchasing from Aboriginal and Torres Strait Islander communities and enterprises. This approach is designed to achieve a framework to increase employment outcomes for Aboriginal and Torres Strait Islander peoples.

While this contract provides impetus to the development of a Reconciliation Action Plan, the CEO of Mas

National and Board have a clear appetite for the development of an inclusive approach to and meaningful engagement with Aboriginal and Torres Strait Islander peoples. We believe this will provide us with new opportunities and is consistent with our corporate values of;

- Teamwork & Partnerships
- Achievement
- Integrity & Honesty
- Innovation
- Respect & Inclusion
- Quality

## Emma Bamblett

### Clan: Wemba Wemba

Emma Bamblett was born and raised in Echuca on the Murray River. Since moving to Melbourne 16 years ago, Emma has found inspiration and motivation from the arts community in Melbourne and had a wonderful opportunity through events such as the Koorie Night Market to showcase her artwork. She has also had a lot of opportunity to express her artwork through the work she does in the Aboriginal child and family welfare sector. Emma has found purpose and meaning in her artwork which represents the stories and struggles for vulnerable children, youth and families.

Emma's preferred medium is acrylic on canvas. She loves to show the bright and vibrant colours through her artwork and hopes people see and feel what she is feeling when they look at her paintings.



### About the Artwork

This painting represents the Mas National Reconciliation Action Plan.

The blue and purple sections with the fine lines throughout represent respect. The lined areas are throughout the painting to highlight respect for Country, Aboriginal people and Traditional Owners.

The blue footprints throughout the painting represent Mas National's journey through learning, building knowledge and working together respectfully with the Aboriginal and Torres Strait Islander community. The footprints are different sizes and going in different directions to represent the diverse and rich country areas.

The purple lines connecting with the green circles represent the mentoring program. They are joining and

growing to show opportunities within the community when entering an apprenticeship or traineeship.

The grey areas with the red curved symbols represent apprenticeships.

The curved boomerang/shield shapes represent traineeships.

The figures throughout the painting represents the Mas National staff working together with the Aboriginal and Torres Strait Islander Community.

The clap sticks represent the cultural programs across Australia designed for connection, increasing knowledge, celebrations and reflection of Aboriginal Culture.

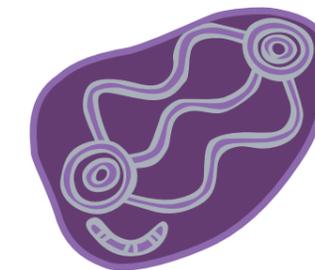
The purple areas with the circles connecting with curved lines represent the ongoing partnerships with Community, key stakeholders, Elders and the Mas National workforce.

The blue hills throughout the centre of the painting highlights the importance of land and country. Across Australia there are up to 500 language groups, and the blue hill formations represent the diverse Aboriginal culture and different clans / mob across the country.

## Our Journey

Over 20 years of delivering traineeship and apprenticeship support services, Mas National has engaged local Aboriginal and Torres Strait Islander communities to assist community members to engage in training and employment opportunities. Mas National has worked with Registered Training Organisations (RTO), Group Training Organisations (GTO) and industry groups to promote state and local government programs that encourage Aboriginal and Torres Strait Islander peoples' participation in the Vocational Education and Training system.

In more recent years, Mas National has invested in cultural awareness training for all staff members nationally, and have further developed stakeholder engagement with organisations that support Aboriginal and Torres Strait Islander communities.



## Our Champions & Reconciliation Working Group

The RAP will be driven by the Mas National CEO. This role will champion for the cause and ensure the deliverables identified in the plan below are achieved. The Mas RAP Working Group will be led by the Mas National CEO and includes employees who will be responsible for the development and implementation of the RAP, representing the diversity of our organisation.

The current RAP working group includes:

- Poul Bottern (IntoWork Group CEO)
- John Glass (Mas National CEO)
- Kim Taylor (Mas State Manager - TAS)
- Renee Smart (Tenders and New Programs Manager)
- Kirstie Pike (National Accounts Manager) *Identifies as Aboriginal*

## Our partnerships/current activities



In Tasmania, Mas National engages with specialist organisations that provide support services to Aboriginal and Torres Strait Islander Australians including Circular Head Aboriginal Corporation – Anna Kay; Steps Group – Andrew Duddy; Brumby Hill Aboriginal Corporation – Graeme Heald and AFL SportsReady to ensure that our strategies are effective in attracting local Aboriginal and Torres Strait Islander talent.

Mas' subsidiary business, Business & Employment, has held a working relationship with The Circular Head Aboriginal Corporation (CHAC) for over 10 years and continues in collaboration to supply the community with an array of staff training opportunities and client apprenticeship driven strategies and outcomes.

We are currently assisting a range of participants that are engaged in the Jobs, Land, and Economy Programme - Brumby Hill North West and West Project, and a number of these participants have been successful in becoming a part of the Australian Apprenticeship program.

Mas National continues to work with Graeme Heald on their Vocational Training & Education Centres (VTEC) program which will extend to Launceston for the first time and include the North West and West Coast. Graeme is keen to co-locate in Launceston and currently utilises our Devonport office for interviews and meetings. We also provide Gateway Support for the VTEC participants to enhance apprenticeship outcomes for Aboriginal and Torres Strait Islander people.

Mas National has built and maintained a relationship with the Ngopamuldi Aboriginal Corporation in South Australia for over 12 years.

Our local business consultant has regular meetings with the Aboriginal and/or Torres Strait Islander Community Elders and government agencies to identify funding and support available to meet the identified needs of the organisation and their community.

The Ngopamuldi Aboriginal Corporation was first established in 2004. The corporation was established in response to a need to develop and implement a process to increase the capacity of Aboriginal and Torres Strait Islander people to participate in the management of natural resources throughout South Australia.

The Ngarringieri nation experiences high levels of unemployment and limited job options. Consequently, Mas National works closely with Ngopamuldi Aboriginal Corporation, who operate two programs; Raukkan Farm and Rivereen Recovery Project, to support the community to engage in training and employment.

In conjunction with the Council and the Raukkan Farm (which is now a commercial enterprise) young Aboriginal and Torres Strait Islander boys/men from the school and community continue to successfully complete traineeships in Land Conservation Training.

NAC have developed and delivered a number of natural resource management projects throughout a number of regions. Some of the projects undertaken include:

- Burial site re-vegetation projects
- Conservation and Land Management Training
- Wetland re-vegetation and monitoring
- Facilitation of Cross Cultural awareness days
- Facilitation of Cultural Affirmation camps

Over the years, the community has had trainees employed in land conservation (from Certificate II to Diploma level) with very high completion rates.

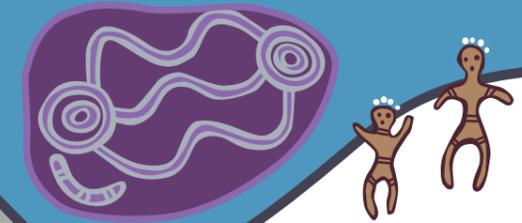
Mas National staff continue to work with the community and schools to find students who are disengaged and assist them to work alongside their Uncles and Aunts, who have either successfully completed or are still engaged in further learning.

This community program has transformed the community where learning is now expected and encouraged. Young Aboriginal and Torres Strait Islander students know they need to reach a minimum level of schooling to be considered for jobs on the land.

In 2018, the corporation officially signed a 20 year contract with the largest distributor of cut flowers in Australia. They will supply 200,000 units each year of wild flowers from their nursery. They have 10 people employed, 4 current trainees, and retained those trainees that have previously completed.

Kevin Kropinyeri, manager, says "We have had a 12 year relationship with Mas, starting with school based apprentices, many who are at risk of leaving school we have kept many engaged and continuing with their schooling. Last year we had a graduation which celebrated from Certificate II to Diploma students, it has been an amazing program with the students loving how relevant and skill based the training is. This year we are very proud of our female participants, they have been some of the best employees we have ever had".

**"I have really enjoyed the course, I wasn't keen on school but this is so different, I just love it and I'm looking forward to finishing and going on to the next level!"**  
**Meshayla Shaw**



Ngopamuldi Aboriginal Corporation currently have 6 Aboriginal males completing a Certificate III in Civil Construction with Carey Training, an 100% owned Aboriginal Registered Training Organisation, working on the Rivereen Recovery Project. This project focuses on using adaptive management and engineering solutions

to restore more natural water flows to critical ecosystems along the River Murray between Wellington and the border of South Australia and Victoria.

Engagement with local stakeholders, including landholders and Aboriginal Nations and a recognition that information must support decision-making underpins the project.

Monitoring wetland flora, fauna and water quality will contribute to achieving the best possible environmental scientifically based solutions. Using this information, we will improve management of these environments as needed.

**"The training and work has been great, we have learnt so many skills and the tickets we have done, like skid steer have been amazing, we are all looking forward to completing our certificate and are working hard with Carey Training to get through."**

**Rodney Reid** – Project participant

**"This has been a wonderful opportunity for our team to gain Nationally Accredited Training, each of the boys will come out with a variety of additional tickets that will assist them with future career choices".**

**Arthur Walker** – Project Manager

Ngarrindjeri, or Camp Coorong, have also developed a robust relationship with Mas National.

Over the years our team have worked with the community to provide a Certificate III in Land Conservation Program for Aboriginal and Torres Strait Islander peoples.

In more recent times Mas National have helped Aboriginal and Torres Strait Islander school-based students to stay engaged at school with the

plan of completing Year 12. Students who complete the Certificate II are encouraged to go on to a traineeship at the Certificate III level.

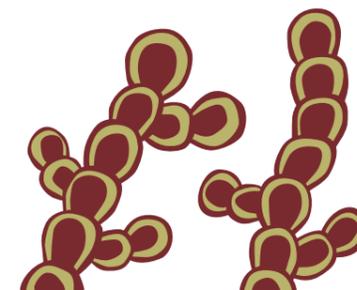
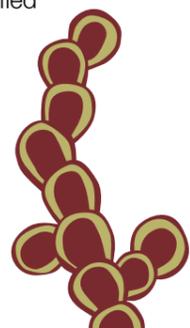
Our staff regularly meet with the manager, Uncle Buddy, to look at their training and business needs. We have identified many existing workers needed to up skilled with the diversification of their business.

Four students are now doing a Certificate III in Arboriculture and

another 5 undertaking a Certificate IV in Land Conservation, with the long term plan for all students to compete a Diploma in Land Conservation.

Georgina Trevorrow completed her Certificate III and is now undertaking a Certificate IV. After completing her Certificate III, Georgina took up a position as a ranger and says

**"My traineeship gave me the skills and knowledge to work in a job I love".**



## Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish a RAP Working Group	<ul style="list-style-type: none"> <li>Form a RAP Working Group that is operational to support the development of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation.</li> </ul>	07/2019	CEO
	<ul style="list-style-type: none"> <li>MAS will ensure that Aboriginal and Torres Strait Islander people are given the opportunity and encouraged to join the RWG</li> </ul>	07/2019	General Manager
2. Identify existing relationships with Aboriginal and Torres Strait Islander communities which our businesses have in the regions in which we operate (optional)	<ul style="list-style-type: none"> <li>Document existing partnerships with Aboriginal and Torres Strait Islander peoples and organisations working with MAS.</li> </ul>	07/2019	National Business Development Manager
	<ul style="list-style-type: none"> <li>Raise internal awareness of current partnerships with Aboriginal and Torres Strait Islander peoples and organisations working with MAS.</li> </ul>	07/2019	WRG led by RAP working group Leader
	<ul style="list-style-type: none"> <li>Celebrate these working partnerships through the inclusion and promotion of Aboriginal and Torres Strait Islander peoples and organisations in events and marketing activity.</li> </ul>	On-going to be reviewed quarterly. 11/2019, 03/2020 & 07/2020	National Business Development Manager
	<ul style="list-style-type: none"> <li>Engage existing partnerships with Aboriginal and Torres Strait Islander peoples and organisations to assist in the development of a future plan of engagement, to strengthen these partnerships.</li> </ul>	On-going to be reviewed quarterly. 11/2019, 03/2020 & 07/2020	National Business Development Manager
3. Build internal and external relationships	<ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation</li> </ul>	07/2019	National Business Development Manager
	<ul style="list-style-type: none"> <li>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.</li> </ul>	07/2019	National Business Development Manager
4. Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> <li>Encourage our staff to attend a NRW event. Internal awareness campaign to be launched on implementation of the Reflect RAP in July 2019. Awareness and promotion of NRW event to be undertaken in the 2 months lead up, to ensure maximum engagement and participation.</li> </ul>	07/2019 & 04/2020	General Manager
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, on implementation of the RAP</li> </ul>	04/2020	RWG lead by RAP working group Leader
	<ul style="list-style-type: none"> <li>Ensure our Working Group participates in an external event to recognise and celebrate NRW.</li> </ul>	06/2020	General Manager
5. Raise internal awareness of our RAP	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.</li> </ul>	12/2019	CEO and General Manager
	<ul style="list-style-type: none"> <li>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> </ul>	12/2019	CEO and General Manager

## Respect



Action	Deliverable	Timeline	Responsibility
6. Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> <li>Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.</li> </ul>	10/2019	General Manager
	<ul style="list-style-type: none"> <li>Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement.</li> </ul>	09/2019	Organisational Development Manager
	<ul style="list-style-type: none"> <li>Conduct a review of cultural awareness training needs within our organisation.</li> </ul>	09/2019	Organisational Development Manager
7. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> <li>Review and improve on-boarding processes, and promote cultural awareness training in induction of new staff.</li> </ul>	09/2019	Organisational Development Manager
	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islanders and communities. Awareness and information to be circulated 2 months in advance of NAIDOC week to ensure maximum engagement.</li> </ul>	05/2020	General Manager and Organisational Development Manager
8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting community events in our local area.</li> </ul>	07/2020	Organisational Development Manager
	<ul style="list-style-type: none"> <li>Ensure our Working Group participates in an external NAIDOC Week event.</li> </ul>	07/2020	General Manager
8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> <li>Explore who the Traditional Owners are of the lands and waters in our local area.</li> </ul>	07/2019	Organisational Development Manager
	<ul style="list-style-type: none"> <li>Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.</li> </ul>	10/2019	Organisational Development Manager
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).</li> </ul>	10/2019	Organisational Development Manager

# Opportunities

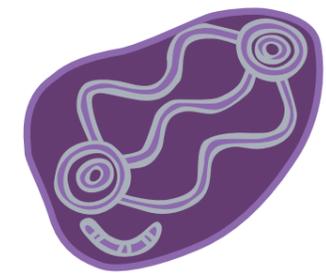
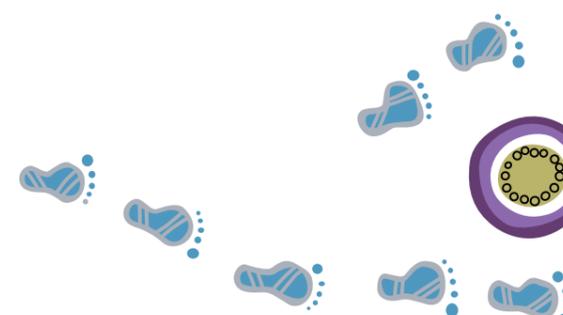


Action	Deliverable	Timeline	Responsibility
9. Investigate Aboriginal and Torres Strait Islander employment	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	09/2019	Executive Manager People & Performance
	• Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.	09/2019	Organisational Development Manager
	• Review and improve process on recruitment to include cultural supportive language and imagery that actively encouraged Aboriginal and Torres Strait Islander peoples to apply for vacancies.	10/2019	Organisational Development Manager
	• Identify areas where we can improve employment outcomes for Aboriginal and Torres Strait Islander peoples within the communities in which we work, by working with industry and the community to promote the skills and knowledge of Aboriginal and Torres Strait Islander job seekers.	On-going to be reviewed quarterly.	National Business Development Manager
	• Identify areas where we can improve training outcomes for Aboriginal and Torres Strait Islander peoples within the communities in which we work, which supports transition into employment, by working with industry, Registered Training Organisations and funding bodies to contribute to the skills development of Aboriginal and Torres Strait Islander job seekers.	11/2019, 03/2020 & 07/2020	National Business Development Manager
10. Investigate Aboriginal and Torres Strait Islander supplier diversity	• Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	09/2019	General Manager
	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	09/2019	National Business Development Manager General Manager
	• MAS to research Supply Nation membership and the benefits of their business matching to support supply diversification.	09/2019	Procurement Officer
	• Investigate and source Aboriginal and Torres Strait Islander owned businesses, that could support MAS' procurement of goods and services	10/2019	Procurement Officer

# Tracking and Progress



Action	Deliverable	Timeline	Responsibility
11. Build support for the RAP	• Define resource needs for RAP development and implementation.	07/2019	General Manager
	• Define systems and capability needs to track, measure and report on RAP activities.	07/2019	Organisational Development Manager
	• RWG to collect data for the RAP Impact Measurement Questionnaire	01/2020	Organisational Development Manager
	• RWG to Complete the annual RAP Impact Measurement Questionnaire	04/2020	RWG lead by RAP Working group leader
	• RWG to seek internal approval by CEO to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	04/2020	General Manager
12. Review and Refresh RAP	• Review and refresh RAP in collaboration with Reconciliation Australia based on learnings, challenges and achievements, to develop our new RAP	09/2019	RAP working group Leader
	• Submit draft RAP to Reconciliation Australia for formal review and endorsement.	09/2019	RAP working group Leader





**John Glass**

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