



**MEDIBANK INDIGENOUS
EMPLOYMENT STRATEGY 2014**

OUR VISION FOR EMPLOYMENT EQUITY

Medibank stands “For Better Health”. It is our belief that every person has the right to good health. We have an opportunity to help improve the health and wellbeing of Aboriginal and Torres Strait Islander people.

Medibank values an inclusive and diverse workforce and is committed to working towards a society where there is equity in employment opportunities with our Indigenous population. This includes Aboriginal and Torres Strait Islander people in Australia and Tangata Whenua people in New Zealand.

INDIGENOUS EMPLOYMENT STRATEGY

The Medibank Indigenous Employment Strategy (IES) is a whole-of-organisation document that connects with the broader Medibank business plan and Medibank’s 2014-2016 Reconciliation Action Plan.

The strategy aligns with our recruitment phases: define, attract, select, engage and develop.

It is another step in strengthening Medibank’s aims towards advancing our commitment to helping to Close the Gap.

Greater employment equity between Indigenous and non-Indigenous Australians, strong employee appreciation of Indigenous history and culture and better career pathways for Indigenous employees within the organisation are three core goals of our IES.

All 14 actions contained in the strategy will be implemented over the next 24 months.

IES Goals

Medibank acknowledges the Aboriginal and Torres Strait Islander people in Australia, and the Tangata Whenua people in New Zealand as the original custodians of their respective lands.

Medibank acknowledges that Indigenous Australians and Tangata Whenua people will gradually form a larger percentage of our workforce, our customer base and our business partners. Medibank’s commitment to the IES will be demonstrated through a range of new initiatives and new stakeholder relationships, as well as continued education and engagement of Medibank employees.

FY 2014-2016 Actions

- Develop partnerships that support the education and employment of Indigenous people into the business
- Offer employees a range of opportunities and experiences to learn about Indigenous culture and heritage so as to help foster greater appreciation and involvement in Indigenous issues throughout the organisation
- Refine Medibank’s recruitment and induction processes and procedures to improve our approach to Indigenous employment and screening
- Establish Indigenous employment targets annually to commence FY16 in accordance with Medibank’s 2014-2016 Reconciliation Action Plan
- Establish reporting on Indigenous employment outcomes to commence FY15
- Conduct an annual review of the ‘Indigenous Employment Strategy’

Terms Used To Describe Indigenous People

The term ‘Indigenous’ has been used throughout this document with the intention to be inclusive when referring to Aboriginal and Torres Strait Islander people in Australia and Tangata Whenua people in New Zealand.



POLICY CONTEXT

This strategy has been developed in line with the Medibank's 2014-2016 Reconciliation Action Plan, but expanded to include Tangata Whenua people in New Zealand and complement Medibank's Diversity and Inclusion Policy.

Medibank Reconciliation Action Plan Vision

Medibank is committed to working towards a society where there is equity in health and wellbeing outcomes for Aboriginal and Torres Strait Islander people. Medibank believes this can be achieved in partnership with Aboriginal and Torres Strait Islander people and through a whole of community effort.

Medibank's Diversity and Inclusion Policy

This policy aims to support a Medibank which embraces all that makes us different and recognises the benefits that these differences make. Medibank recognises diversity as one of our most important resources because we believe that diversity in our workforce helps us:

- Foster a culture that reflects our values of Customer Focus, Accountability, Integrity and Respect and is open to all
- Improve innovation, creativity and inspire critical thinking
- Create a dynamic environment that leads to higher performance, wellbeing and greater employee engagement and satisfaction
- Improve the connection between our people and the community we serve

Oversight of our IES

The responsibility for the implementation of the identified strategy actions is shared between the Executive Management Team, Managers and People & Culture.

The members of the Engagement and Sourcing Team will be responsible for overseeing the development and implementation of the strategy and making recommendations. The team will also monitor and evaluate the effectiveness of the actions to ensure they are achieving the desired goals across the various business units.

The strategy will be reviewed bi-annually, with an annual reporting cycle in line with the financial year calendar.

Tracking our progress

Medibank will provide an update on its progress in delivering the IES actions by July 2015 to the Executive Management Team and key stakeholders.

DEFINE

KPI 1: Complete the self nomination campaign to establish our current % of Indigenous employees across Medibank

KPI 2: Establish % target of Indigenous employee representation for FY16 (dependant on KPI 1) in accordance with the actions outlined in Medibank's 2014-2016 Reconciliation Action Plan

Task	Action	Details	Timeline
1	Register Medibank's IES under The Australian Government's Indigenous Opportunities Policy (IOP)	1. Register our plan with the Australian Government's Department of Employment under the "My Plan" online tool	FY 14/15
2	Research requirements for a review of Human Resource policies	2. Research and review requirements for HR policies and implement changes where appropriate to ensure current policies meet the needs of the broader Indigenous workforce	FY 15/16
3	Establish partnership with Indigenous employment service providers	3. Partner with Indigenous employment service providers to assist with defining internship opportunities 4. Contact the local Indigenous Employment Centre and Community Development Employment Projects	FY 14/15
4	Identify and access Indigenous employment support programs	5. Research both Federal and State governments across Australia and New Zealand including financial incentives to support Indigenous recruitment	FY 14/15

ATTRACT

KPI 1: Establish Medibank as an employer of choice for Indigenous employees

KPI 2: Increase the number of Indigenous employees in ongoing positions across identified roles at Medibank

Task	Action	Details	Timeline
1	Promote employment opportunities at Medibank to Indigenous and Tangata Whenua people by partnering with organisations that host existing programs for employment and mentoring	1. Work with Reconciliation Australia to develop working relationships with Indigenous media, networks and community organisations to promote vacancies	FY 15/16
2	Review employer branding look and feel	2. Incorporate Indigenous imagery for relevant advertisements	FY 14/15

SELECT

KPI 1: Develop mechanisms that address the barriers to employment of Indigenous people

Task	Action	Details	Timeline
1	Promote Medibank RAP and IES during recruitment	1. Introduce the RAP and IES through recruitment activities	FY 14/15
2	Develop guidelines for recruiting Indigenous employees	2. Develop and make available an easy-to-use IES Guidelines Document to provide support for Managers/Team Leaders through the recruitment process	FY 14/15

ENGAGE

KPI 1: Ensure Indigenous employees are provided with opportunities to meet and interact regularly through a range of networks

KPI 2: Respond and act on feedback from Indigenous employees through employee surveys

KPI 3: Develop an internal communications strategy to promote the IES among employees and key stakeholders

Task	Action	Details	Timeline
1	Review and evaluate employee surveys	1. Review the questions to ensure they are culturally inclusive. Provide responses that identify and address potential work environment barriers	FY 14/15
2	Introduce a Indigenous cultural awareness program	2. Ensure employee induction program has content about the Medibank's commitment to Indigenous health and wellbeing which supports our belief that every person has the right to good health.	FY 14/15
3	Establish Indigenous Employee Network and incorporate messages and awareness using communication channels	3. Build an Indigenous Employee Network across the Medibank business to enable Indigenous employees to connect on a regular basis for development and networking.	FY 15/16
4	Launch IES information on the Intranets at Medibank	4. Consolidate all support programs and policies aligned to IES for Indigenous employees and Managers/Team Leaders 5. Publicise achievements and career progression of Indigenous employees 6. Promote greater awareness and understanding amongst all employees	FY 15/16

DEVELOP

KPI 1: Identify opportunities for Indigenous employees to participate in job rotation avenues

KPI 2: Develop Indigenous employees in management positions by enrolling them in leadership professional development courses

Task	Action	Details	Timeline
1	Develop career development workshops, including leadership opportunities	1. Culturally tailored modules within the Manage and Managing with Purpose (leadership development programs) 2. Identify secondment and job share opportunities within various business units for work placements	FY 15
2	Enable Indigenous employees to develop their own career strategies, goals and objectives	3. Incorporate current Performance Management program – Plan for Success with culturally sensitive KPIs	FY 15

