

**Maari Ma Health Aboriginal Corporation**

# **WORKFORCE DEVELOPMENT PLAN**

**2009 - 2013**

# CONTENTS

## Contents

- 3 Introduction
- 4 Background
- 5 A picture of our workforce
- 9 Workforce development achievements 2009-2010
- 11 Primary Health Worker Trainee Program
- 13 Workforce planning strategies

## Introduction

I joined Maari Ma in September 2009 and was pleased to find the Board and management team committed to Aboriginal employment and development. I acknowledge the skills and diversity of qualified staff employed with Maari Ma, both Indigenous and non-Indigenous, who are committed to improving Aboriginal health and closing the gap; working to fulfil the vision of our Board described in the Strategic Plan 2008 -2013.

This Workforce Plan has been developed to consolidate and recognise the achievements and progress in Aboriginal employment and development, and to formalise our plans for the next few years, working towards a sustainable workforce.

We have established our ability to manage a significant training program with our current Trainee Primary Health Worker program. We acknowledge this is just the first step in developing a team of health professionals and one of the challenges is to ensure the future career development of the Trainees. We have proven we have the capability and capacity to replicate this program and continue to achieve in providing opportunities as well as securing our workforce.

As CEO, I am committed to:

- Increasing Aboriginal representation and participation in management
- Developing Aboriginal leadership in all areas of Maari Ma and community
- Securing a sustainable workforce
- The future careers of the Trainee Primary Health Workers

I thank the staff and our funding bodies for their support and look forward to continuing to achieve through the implementation of this Plan.

**Bob Davis**  
**Chief Executive Officer**



## Background

In December 2008 Maari Ma launched the Strategic Plan 2008-2013 (SP), a culmination of broad consultation, Board and staff workshops. The Strategic Plan set the direction for Maari Ma for five years, for health services and community programs, and in describing our vision and key result areas, the Plan also set direction for the development of our workforce aligned with its' strategies.

The Strategic Plan has a strong theme of workforce development with commitment shown by the Board, the Chief Executive Officer and staff. In addressing the growth of Maari Ma, it was reiterated that it is timely to plan an integrated, structured and formal approach to workforce development and planning. A workshop to engage staff was held in March 2009 to further inform this Workforce Development Plan.

This Workforce Development Plan focuses on the workforce requirements to deliver on the strategies, address capacity issues and work towards achieving the measures of the Strategic Plan, in so far as they relate to workforce planning, training and development.

In 2010 Maari Ma developed a Business Plan for 2010 – 2011 to focus the implementation of the Strategic Plan.

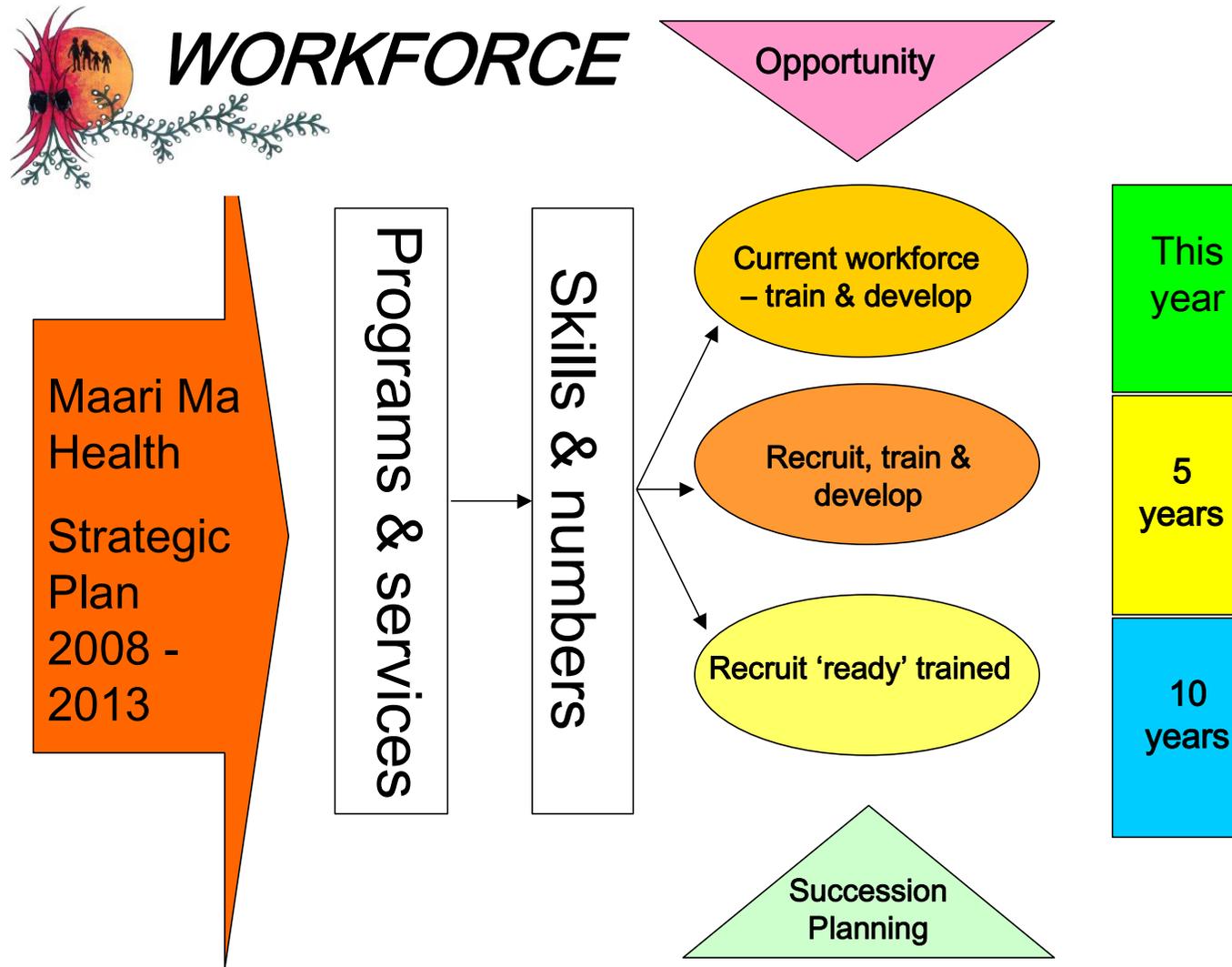
By necessity, this Workforce Plan has been a living document as Maari Ma has proactively worked towards implementation and achievement of the strategies.

What are we trying to achieve? *The right number of people with the right skills in the right place at the right time.* Figure 1 shows the strategy map for workforce development and planning.

In planning workforce development, we are mindful of capacity and constraints that will influence priorities as we balance primary health and chronic disease services, community development programs, Indigenous leadership and corporate foundations. While we plan and deliver development programs, we must also maintain services and programs and work within our capacity to supervise, support and engage trainees and staff with meaningful learning opportunities and productive work. We must also be able to afford to implement this Plan.

A core commitment of this Plan is the implementation of an integrated and structured approach to developing our Aboriginal staff with a focus on enhancing Aboriginal leadership within the Corporation (SP p1 Forward).

Figure 1: Workforce planning strategy map



## A picture of our workforce

### Employee numbers

Maari Ma has grown from 78 employees in 2008 to 92 as at 30 June 2010. This number includes full time, part time and casual employees.

In terms of full time equivalent (FTE), Maari Ma has grown from 52 FTE positions in 2008 to 65 in 2010.

In June 2009, we recorded only one nursing vacancy which slightly impacted on the percentage of Aboriginal and non-Aboriginal employees, from 55% in 2008 to 52% in 2009. With the recruitment of the PHW Trainee cohort in August 2009, the percentage in June 2010 was 58% as shown in Figure 2.

**Our aim is to continually increase Aboriginal employment and development.**

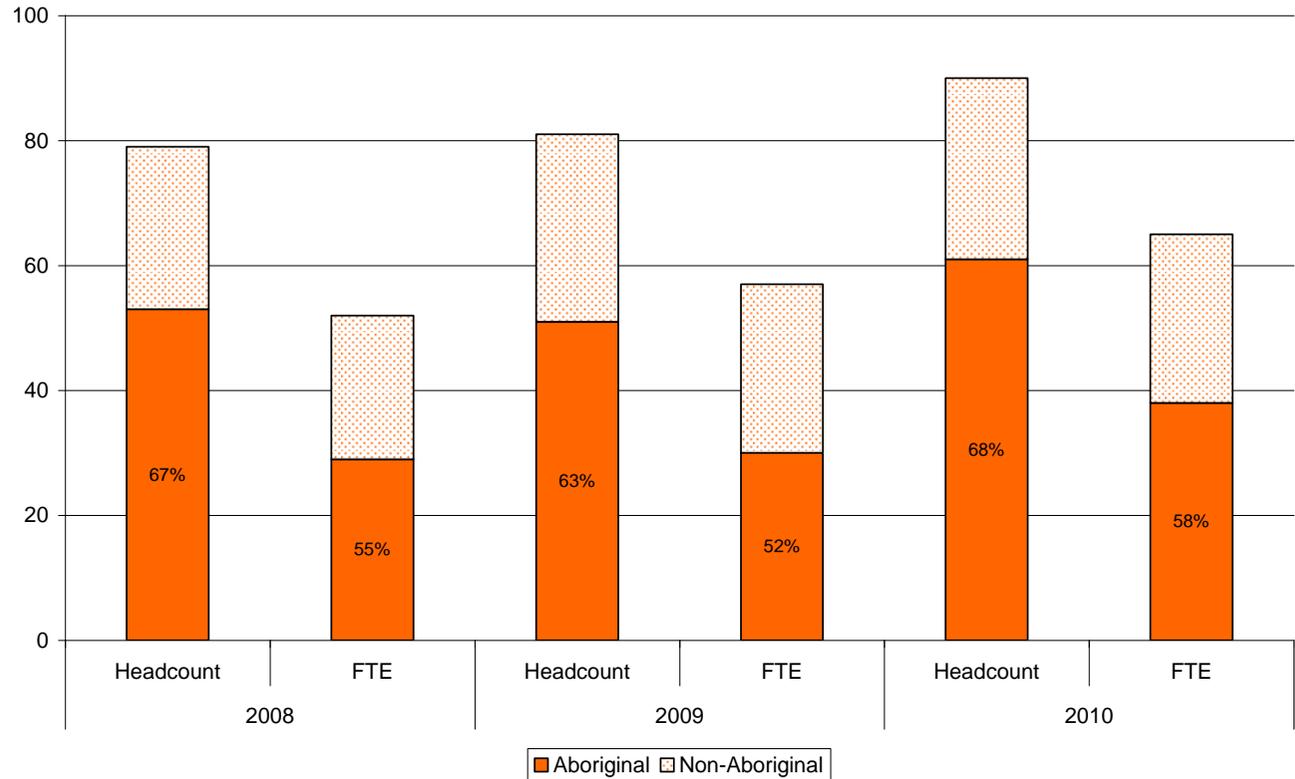


Figure 2: Employees by headcount and FTE 2008 - 2010

## Age distribution

### Age distribution of Aboriginal employees

90% of Aboriginal employees are currently under 49 years of age.  
58% of Aboriginal employees are under 39 years of age.

This bodes well for Maari Ma's future with capacity to achieve a sustainable and stable workforce given the relative young Aboriginal employee profile.

With appropriate and continuing workforce development, there is time to achieve effective return on investment with trained Aboriginal employees delivering enhanced services and programs and demonstrating leadership within Maari Ma and our communities.

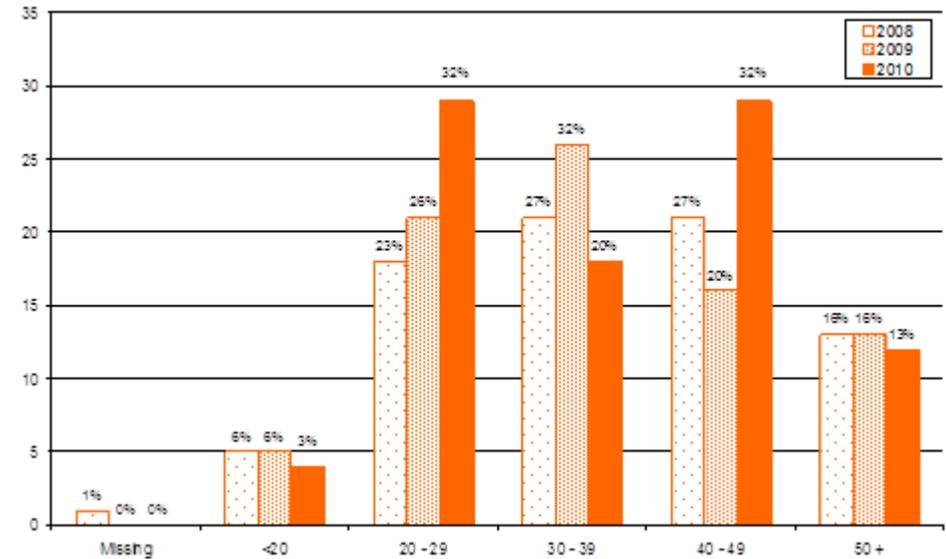


Figure 4: Age distribution of all employees

### Age distribution of all employees

The overall workforce is consistent with the distribution of Aboriginal and non-Aboriginal employees, however there is slightly increased risk with the 50 years and over group where the non-Aboriginal employees in qualified and management positions are over represented.

**The age distribution data informs succession planning strategies and priorities.**

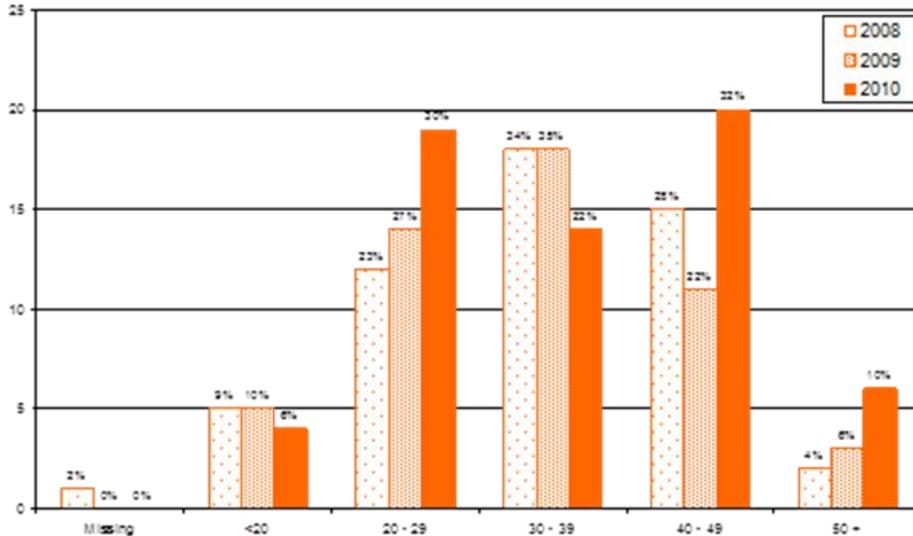


Figure 3: Age distribution of Aboriginal employees 2008 – 2010

## Tenure

Median length of service (tenure) is a measure identified in the Strategic Plan (p7)

Figure 5 shows median tenure for the past three years.

Median is the point at which 50% of employee tenure is above and below that point.

It is significant to note that in 2008/09 three Aboriginal employees achieved ten years of service with Maari Ma and in 2010, one Aboriginal and one Non-Aboriginal employee achieved ten years of service.

Tenure is impacted by turnover of casual employees who generally assist in community programs. However, the trend of median tenure ranging between 2.5 and 1.8 years is of concern and strategies have been included to explore and improve retention.

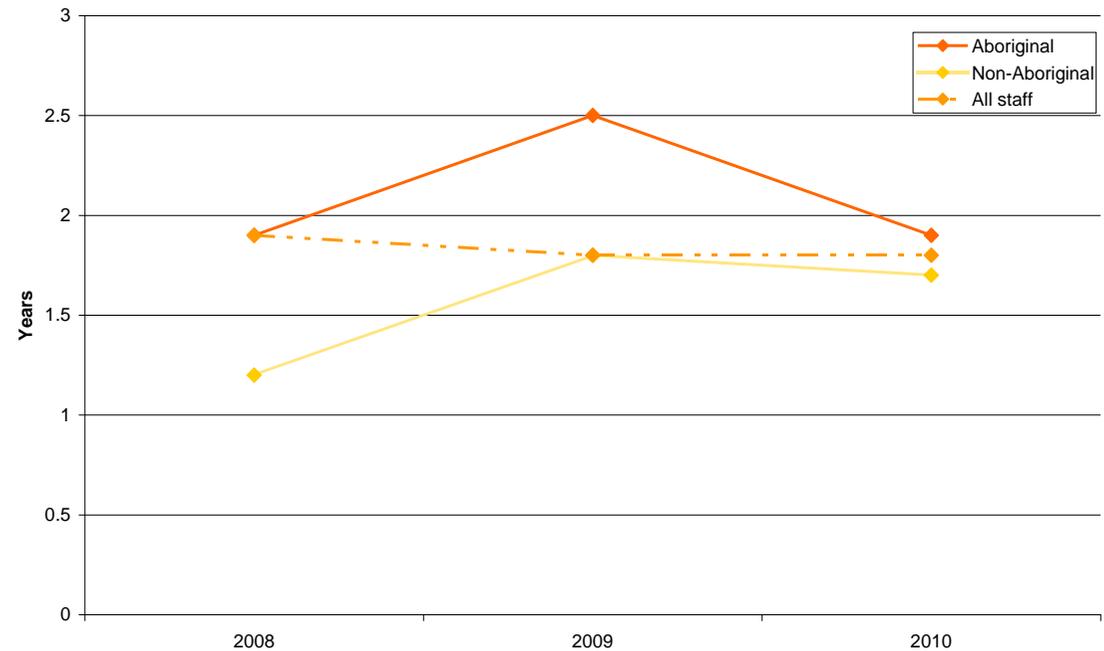


Figure 5: Median tenure

## Workforce development achievements 2009-2010

In 2009-2010, 62% of our Indigenous staff completed or were currently studying to achieve a formal qualification and 38% of non-Indigenous staff completed or were currently studying formal qualifications. This is evidence of Maari Ma's commitment to development and enabling organisation ethos. These statistics do not include short workshops, conferences and on-the-job training which are additional.

### Indigenous staff achievements

Diploma in Business (Governance) – one manager  
Associate Certificate of Applied Management – two managers  
Certificate IV Training & Assessment - two  
Graduate Certificate in Health (Diabetes Education) - one Primary Health Worker  
Certificate III in Dental Assisting - two Trainee Dental Assistants  
Certificate IV Oral Health Promotion - one of the newly qualified Dental Assistants  
Indigenous Leadership Program through FaHCSIA - two  
Certificate III in Business - one

### Non-Indigenous staff achievements

Graduate Certificate in Child & Family Health - one Registered Nurse  
Graduate Certificate in Health (Diabetes Education) - one Registered Nurse  
Graduate Certificate in Remote Health Practice – one  
Post Graduate Certificate in Health Promotion - one  
Certificate IV in Oral Health Promotion – one  
Certificate III in Sterilisation Services - one  
Certificate IV in Fitness – one  
Certificate IV Training & Assessment - eleven

**Learning culture**

Maari Ma has fostered a learning environment with staff trained to support trainees, deliver training on-the-job and incorporate learning experiences in day to day work for all teams and disciplines. With thirteen staff completing the Certificate IV Training and Assessment, in addition to staff previously qualified, there is a solid foundation for workplace learning.

**Indigenous Remote Service Delivery**

In late 2010, we joined the Indigenous Remote Service Delivery (IRSD) program with two existing worker traineeships (Broken Hill) and one new traineeship (Wilcannia) in administrative services. This program will deliver business skills and qualifications through block release studies and workplace supervision and support.

**Youth Program Trainee**

FaHCSIA has provided funding support for the Wings Program in Wilcannia including a Trainee Youth Coordinator, an employment and development opportunity for a local Aboriginal person. An appropriate training program is being sourced and will proceed in 2011.

**Governance Training Position**

One training position in governance was created in 2010 to gain on the job experience working with the CEO and Board and to obtain diploma qualifications in governance.

**Acknowledgement**

In 2009, the Department of Employment, Education and Workforce Relations (DEEWR) approved funding to support the cohort of Trainee Primary Health Workers, a Finance Trainee and the development of this Workforce Plan. Maari Ma acknowledges DEEWR with appreciation for its support.

## Trainee Primary Health Worker Program

In 2009, we embarked on our most ambitious training program with a group of eleven Trainee Primary Health Workers (TPHWs) recruited to complete a two year traineeship incorporating Certificate IV Aboriginal and Torres Strait Islander Primary Health Care (Practice) and workplace skill development.

This certificate is the nationally recognised standard for Primary Health Workers (PHWs) and was delivered by the Western Institute of TAFE in Broken Hill. This was a first for both TAFE and for Broken Hill with teachers travelling from Dubbo for study blocks and weekly telephone or videoconference study sessions. A strong sense of 'partnership' and mutual commitment enabled Maari Ma and TAFE to achieve delivery of this program.

Five TPHWs were located in Broken Hill, three in Wilcannia and one each in Menindee and Ivanhoe. The eleventh TPHW was employed by Greater Western Area Health Service and was located at Dareton Primary Health.

A Workforce Training Coordinator (WTC) was also recruited as a mentor for the TPHWs, to coordinate the travel and accommodation and to liaise between TAFE, workplace managers and the TPHWs.

In February 2011, we celebrated the TPHWs all completing the requirements for their Certificate IV qualification. They will now spend the remaining period of their Traineeship applying their learning in the workplace and advancing their skills.



Back: Belinda King, Nichole Hughes, Kelly Anne McKay, Renae Roach (WTC)  
Centre: Stevie Kemp, Dimity Kelly, Shannon Hinton, Codi King, Chris O'Donnell  
Front: Doug Jones, Katy Jasper, Tiffany Cattermole

## **Trainee Primary Health Worker Program – future challenges**

The challenges for Maari Ma are to now:

### **1. Transition the TPHWs to fulltime PHW positions**

The TPHW group are a diverse range of ages and life experiences and have demonstrated skill and commitment to health in the communities of the Maari Ma region and to their studies. They have added value and increased our capacity to deliver services and programs. Planning is in progress to ensure continuity of employment for the group.

### **2. Source funding to support continuing development towards degree or specialised practice for ten PHWs**

Maari Ma acknowledges this is the beginning of career pathways for the TPHWs and aims to provide opportunity to continue development in specialised areas of practice and / or degree level qualifications, for example nursing. It will require a minimum of eight years from traineeship to degree while working and studying within our communities. It is recognised that to complete studies at this level, significant support and reduced work time is essential and that an appropriate balance of funding for services and training is required.

### **3. Plan and implement 2011 TPHW cohort**

Maari Ma has proven our capacity and capability to provide quality training and development opportunities. Such a commitment to training cannot be met from within existing resources while maintaining services. The full cost of the Trainee program has been experienced with the first cohort and will inform future funding applications. An appropriate model of funding is required to enable employment and traineeship opportunities with the long term aim to achieve a sustainable health workforce.

## Workforce planning strategies

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
<b>Key Result Area 1) Striving for best practice in everything we do</b>			
1.1	Consolidate Chronic Disease Strategy and continuous quality improvement of health service delivery	<p><b>AGPAL accreditation</b> In 2010 Maari Ma achieved renewal of AGPAL accreditation for our general practice. Accreditation has been maintained since July 2007.</p> <p>Key workforce elements achieved were: Enhanced training register Audit of PHCS staff personnel records Implementation of immunisation policy and procedure</p>	<p>Continue training and awareness of quality program <b>Measure:</b> All PHCS staff aware of AGPAL requirements</p> <p>Develop reporting parameters and schedule for training register <b>Measures:</b> Reports provided to management team Reports inform training plan</p> <p>Maintain standard of employee records <b>Measure:</b> Subsequent audit demonstrates standard met / improved</p> <p>Continue implementation and expand employee immunisation program across the organisation <b>Measure:</b> All employees have appropriate screening and immunisation</p>
		<p><b>QIC</b> In 2010 Maari Ma has joined the QIC organisational accreditation program to focus quality efforts across the organisation.</p>	<p>Provide training in QIC techniques, processes and standards <b>Measure: Training provided</b> Identify actions required to meet standards and develop action plan for workforce related matters <b>Measure:</b> Workforce QIC action plan documented and in progress</p>
		<p><b>Chronic Disease Curriculum</b> The Chronic Disease Working Party identified the core units for an appropriate 'Chronic Disease Curriculum' and proposed tendering the formal development and sourcing of the units of study.</p>	<p>Tender, source and implement the chronic disease curriculum Develop training calendar to deliver the curriculum <b>Measures:</b> Tender specification written and called Curriculum and training calendar approved and implemented</p>

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
		<p><b>Trainee Primary Health Worker Program (TPHW)</b> (See story page 11) Ten TPHWs commenced in August 2009, have achieved Certificate IV qualifications and are working in the experience period to complete their Traineeships.</p>	<p>Support TPHWs to complete traineeships in 2011 Plan for the transition of the TPHWs into the workforce Source funding for the second stage of their professional development and health careers <b>Measures:</b> TPHWs appointed to position as PHWs Career paths planned, supported and funded</p> <p>Plan a second TPHW program to ensure sustainability of health workforce Source funding Source training provider <b>Measures:</b> Structured TPHW program developed, approved and recruited Funding identified and secured Training provider contracted</p>
1.2	Maintain engagement of staff, technical experts, community and clients, including investment in renewing technical expertise; Have a full complement of staff	<p><b>Staff engagement</b> A workforce planning workshop was held in March 2009 with the primary objective of employees being engaged and informing development of workforce strategies.</p> <p><i>'All of staff'</i> gatherings have been held in December 2009 and 2010. This is a forum for staff to share their achievements and challenges in addition to Maari Ma promoting strategic objectives.</p>	<p>Source and implement workplace climate survey on an annual basis Evaluate feedback and identify opportunities to enhance workplace climate. <b>Measures:</b> Survey conducted, baseline established Strategies identified to support &amp; enhance workplace climate Survey repeated and evaluated</p>

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
		<p><b>Staff Profile</b> In 2009 a formal staff profile was collated and approved aligned with funding agreements. The profile has been maintained and updated with changes to funding, programs and service requirements.</p>	<p>Continue to maintain profile. Revise and formalise policy and process for creating and recruiting to approved positions Ensure staff are trained and competent to participate in selection processes as convenors, job specialists and indigenous leaders <b>Measures:</b> Staff profile current and utilised for budget and recruitment planning Recruitment is timely and designed to encourage and recruit best possible applicants</p>
		<p><b>Employee Assistance Program (EAP)</b> Confidential counselling services have been available to staff through an agreement with a local general practice.</p>	<p>Formalise and promote availability and purpose of EAP Source a range of service providers to enable choice <b>Measure:</b> EAP contracts and policy in place</p>
1.3	Ensure cultural competence of non-Aboriginal staff	<p><b>Cultural awareness and safety</b> Cultural awareness is planned for all new staff integrated with orientation program</p> <p>The UDRH present a “Cross cultural perspectives in Aboriginal health” workshop which has traditionally been integrated in orientation for all employees.</p> <p>Aboriginal staff work closely with non-Aboriginal staff in a model of two-ways learning with the Aboriginal staff guiding and supporting non-Indigenous staff in the ways of working with Aboriginal peoples while the non-Indigenous staff support the Indigenous staff in their clinical practice.</p>	<p>Evaluate awareness training and explore options to achieve a level of cultural safety and competence to continually improve access for community.</p> <p>Formalise roles and commitment to developing cultural competence.</p> <p><b>Measures:</b> All non-Indigenous staff demonstrate cultural awareness and competence. Indigenous staff are empowered in cultural leadership.</p>

**Key Result Area 2) Develop Aboriginal leadership**

2.1	Commit resources and planning up-front to the development of Aboriginal staff, including succession planning to increase Aboriginal leadership within all levels of Maari Ma	<p>Maari Ma consistently invests in training, development and conferences.</p> <p>Workforce development achievements are listed and described on pages 9-10</p> <p>Expenditure in 2008/09 was \$179K representing 3.8% of salaries and in 2009/10 was \$157K and 3.1% of salaries.</p> <p>This does not include all of the travel and accommodation costs associated with training and development, therefore, the investment and % of salaries is actually greater .</p>	<p>Establish staff development budget to provide for chronic disease curriculum, corporate capacity building, traineeships, Indigenous leadership</p> <p><b>Measure</b> Recurring budget established (SP p5)</p>
		<p>Work with Aboriginal staff to explore career ideals and pathways aligned with Maari Ma strategic objectives and service demands; incorporate in Performance Review &amp; Development Plans (PR&amp;DPs)</p> <p><b>Measure</b> # Employees with PR&amp;DPs #Aboriginal staff with PR&amp;DPs # Aboriginal staff completing training</p>	
		<p>Identify key positions and skills and develop succession plans</p> <p><b>Measure</b> # Aboriginal staff being appointed to greater range of positions (SP p 5) # Key positions identified and succession plans developed</p>	
		<p>The position of Workforce Training Coordinator (WTC) was created to support and facilitate the Trainee Primary Health Worker program, provide mentoring support for all Trainees and to support human resource activities generally. This position was created as a training position to obtain qualifications in human resources.</p> <p>Explore options for funding and future role of WTC position.</p> <p><b>Measure</b> Future requirements identified and funded</p>	
		<p>Maari Ma has supported six employees to attend the Indigenous Leadership Program provided by FaHCSIA in 2009/10 with two further staff nominated and awaiting places.</p> <p>Foster leadership at all levels in all fields by sponsoring Aboriginal staff to complete the Indigenous leadership Program (FaHCSIA)</p> <p>Identify key leaders and source advanced leadership programs</p> <p><b>Measure</b> # Aboriginal staff with ILP in their PR&amp;DP # Aboriginal staff completing the ILP # Aboriginal staff completing advanced leadership programs # Aboriginal staff demonstrating leadership in their field / within Maari Ma</p>	

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
		Nine staff attended mentoring training workshops at the UDRH to increase confidence and awareness of mentoring in the workplace.	Establish formal mentoring program and policy <b>Measure</b> Formal policy in place with mentors available # staff participating in mentoring program
2.2	Attract local Aboriginal young people to careers in health and community development	Maari Ma staff have presented interactive displays at schools' careers expos each year and have supported the student academies with UDRH.	Continue to participate in schools' careers functions <b>Measure</b> Engagement with schools # of expos (SP p5)
		Clinical staff have participated in youth programs particularly around oral health and nutrition. This not only integrates health and social programs working together, it provides information about health and health 'jobs' to young people.	Access young people through youth programs to provide role models in health and community development careers <b>Measure</b> # Activities with S&C Programs (SP p5)
<b>Key Result Area 3) Consolidate Maari Ma's social and community programs as a core part of our business</b>			
3.1	Develop appropriate management structures and program plans for the range of our social and community programs, including in the youth, children and social and emotional well-being areas	Social & Community Programs (S&CPs) has been an evolving area with changes to funding arrangements and focus, particularly Wilcannia youth programs. Training programs are currently being sourced for Wings staff in Wilcannia.	Review, implement and monitor position descriptions and PR&DPs for staff working in the programs aligned with the program plans and funding requirements.  Identify community development training requirements across the organisation  <b>Measures</b> Position descriptions reviewed and PR&DPs in place aligned with program plans  Community development training requirements identified and included in training calendar

**Key Result Area 4) Address the implications of increasing growth and maturing of our organisation**

4.1	Adapt and reform our organisational structures and skills mix in a planned way to maintain an integrated, balanced and sustainable organisation	<p>The organisation structure was reviewed in 2010 and approved by the Board. The revised structure and amendments have been communicated to all staff.</p>	<p>Develop performance agreements for key senior managers</p> <p><b>Measure</b> Effective performance agreements in place</p>
		<p>In recognising the level of investment (reference page 16), it is also recognised that a structured and formal procedure supports training decisions and planning.</p> <p>The balance between maintaining service provision and investing in training is a continuing challenge.</p>	<p>Develop priority training calendars on an annual basis to facilitate planning</p> <p>Develop study policy defining priorities for training and development investment aligned with Corporate and chronic disease training calendars</p> <p><b>Measure</b> Approved training calendar published within Maari Ma Policy in place and approved</p>
		<p>Maari Ma has recognised staff completing additional qualifications and service awards at annual 'all of staff' meetings and in internal newsletters.</p> <p>In 2010, a series of Indigenous staff profiles were published in YGM, Maari Ma's staff newsletter, to share stories, roles and personal goals.</p>	<p>Celebrate our achievements to recognise staff contribution to Maari Ma's success</p> <p>Present service awards at formal functions and in YGM</p> <p>Nominate programs in Aboriginal Health and other award programs</p> <p><b>Measures</b> Increased median length of service for employees (SP p7) (reference page 8) # presentations and published events</p>
		<p>All new employees are introduced through an orientation process to both the organisation and to their particular work environment and roles.</p> <p>Current feedback suggests it is timely to review and update our orientation process.</p>	<p>Convene a working party to review and evaluate and subsequently enhance the orientation process</p> <p><b>Measure</b> Evaluations show new staff are job ready (SP p7)</p>

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
4.2	Document and develop planning approaches from our experience in successful development models	<p>Maari Ma started collecting workforce data in 2008 with a snapshot of data referenced on pages 6-8 of this Plan; A picture of our workforce.</p> <p>This plan has been a working document as Maari Ma has continued to grow and has focussed on the implementation of the trainee primary health worker program (page 11).</p> <p>Workforce planning historically has mainly been reactive but with the advent of the TPHW program, there is more opportunity to plan specialised growth and development aligned with service plans.</p>	<p>Finalise documentation of the Workforce Plan, promote the Plan and report on progress towards measures</p> <p>Analyse service plans and workforce trends to inform and plan for staff profile and strategic recruitment and development.</p> <p><b>Measures</b>  Plan endorsed and 'published'  Report on measures annually  Profile reviewed against service and program plans annually and endorsed</p>
<b>Key Result Area 5) Developing and maintaining partnerships and mainstream engagement</b>			
5.1	Continue to pursue core Maari Ma strategy of engagement with mainstream health services	<p>The Management Agreement with NSW Health has continued from an early partnership with Far West Area Health Service, to Greater Western Area Health Service and recently the establishment of the Far West Local Health Network. This has enabled Maari Ma employees to work side by side with NSW Health employees in teams providing primary health services.</p> <p>Maari Ma has supported NSW Health employees to develop skills and qualifications in primary health, particularly diabetes education. Maari Ma employees regularly access training activities available through the health service.</p>	<p>Continue to foster teamwork and development across the region.</p> <p><b>Measures</b>  # development activities involving mainstream and Maari Ma employees</p>
5.2	Work with Centre for Remote Health partners	<p>Maari Ma is a pillar member of the Centre for Remote Health (CfRH) where the organisations share common challenges in workforce retention and development in far west NSW.</p> <p>Maari Ma supports the medical student extended placement program and nursing student placements with the objective of providing a quality experience that will encourage a return to remote health upon qualification.</p>	<p>Continue participation in student placement programs in partnership with UDRH.  Identify opportunities for shared development activities</p> <p><b>Measure</b>  Positive student evaluations confirm we meet our objective  # recruits who have student experience in our programs</p>

The Strategic Plan says:		Achievements and progress 2008 - 2010	Strategies 2011 – 2013
5.3	Continue to pursue strategic and professional relationships with all funders and other stakeholders	DEEWR has contributed significantly to the achievements and development of this Plan through funding support for Indigenous employment programs (reference pages 10-12). Two funding agreements are current and progressing.	Finalise reporting to DEEWR for development of this Workforce Plan Continue reporting on the TPHW Program until <b>conclusion</b> Work with DEEWR to identify future opportunities for Indigenous employment and development programs  <b>Measures</b> Completion of requirements of two current funding agreements. New program planned and negotiated
		Maari Ma established an effective partnership with the Western Institute of TAFE for the delivery of the Certificate IV for the TPHW group in Broken Hill (reference page 11). Both parties have expressed a desire to undertake future training projects to continue the partnership.	Work with TAFE to identify future training options aligned with Maari Ma services  <b>Measure</b> Programs identified and contracted.
		Funding was received in 2010 to establish the Community Support Service (CSS) to facilitate provision of information on services and access to computers. This has entailed a broadened scope of work for the administrative team with opportunity to become more involved with the community and also researching information about mainstream and other service providers.	Review skills sets required and plan development  <b>Measure</b> Administrative team capably fulfil requirements of CSS
		Maari Ma is the lead agency in the Early Years project focussing on child health and development in the region working in partnership with other agencies including Department of Education, Mission Australia and Centacare.  Training was provided in 2009 raising awareness of 'keeping them safe' policies and strategies.	Ensure staff attend mandatory Child protection, identifying and responding to risk of harm session Facilitate training in 'Keeping them safe' Identify common training needs and plan to share resources <b>Measures</b> All staff complete child protection training 'Keeping them safe' training is available Common training needs identified and planned.

Maari Ma Health Aboriginal Corporation  
PO Box 339  
BROKEN HILL NSW 2880

443 Argent Street  
BROKEN HILL NSW 2880

Telephone 08 8082 9888

For further enquiries regarding this Workforce Plan, please contact Glenis Barnes, Human Resource Manager  
Telephone 03 5027 4066 email [glenis.barnes@maarima.com.au](mailto:glenis.barnes@maarima.com.au)