



# 2018-19

## REFLECT RECONCILIATION ACTION PLAN



# OUR BUSINESS

Guidera O'Connor specialises in the design and construction of water treatment, reuse and pumping facilities. We provide in-house expertise to complete design, procurement, construction and commissioning in:

- Water and wastewater treatment
- Stormwater and wastewater reuse, including aquifer storage and recovery
- Membrane filtration and desalination
- Chemical dosing and disinfection facilities.

We understand that our people are our core asset and relationships with our business partners are vital.

The company was established in 2001 by Tony Guidera and an experienced group of water engineering professionals, and through the efforts of committed and capable people has developed a reputation for the timely delivery of high quality, innovative, value for money solutions. Guidera O'Connor places a high priority on maintaining ongoing collaborative relationships with clients, consultants, suppliers and subcontractors.

We recognise that what we do at Guidera O'Connor is important and meaningful work. In order to sustain our environment and secure a future for our kids it is recognised that we have a critical role in conserving the most precious resource of all...water! We strive for continuous incremental improvement. We seek excellence within ourselves and for our clients. We excel personally, professionally and collectively in a safe work environment.

We have a positive, energetic, talented and passionate team who work hard, communicate well, support each other and thrive on the challenges the water industry presents. We understand that our people are our core asset and relationships with our business partners are vital. We pride ourselves in knowing that we are capable of solving the most complex challenges in the water industry.

We have a national reach and work with selected subcontract partners to deliver water projects in urban and regional areas throughout the country. Our Head office is in Adelaide with additional offices in Perth and in Brisbane.

## We believe our company is best measured by:

- The specialist water experience of our people
- Our safety and environment record
- Our innovative design processes and solutions
- Our pro-active responsiveness
- Our focus on collaboration and local industry participation.



GO Tradesman  
Don Roesch

# OUR GUIDING PRINCIPLES

Guidera O'Connor has a set of Guiding Principles that dictate how we operate our business and how we conduct ourselves throughout any project:





## OUR TEAM

The company is directed by an experienced Board of four directors with expertise in business management, engineering, construction, business development and commercial law. Directors have a financial interest in the company and take an active interest in the day to day activities of the business, making fast and considered decisions when required to streamline the delivery of projects. The Managing Director and Construction Director have worked together in the water industry since 1997 and have overseen the extraordinary growth of the company since 2001.

The management team is made up of a talented group of operation, project and design managers with broad and extensive experience in water infrastructure, well supported by quality, safety and environment professionals. The vast experience of this team is further supported by a large pool of qualified engineers, drafters, supervisors and tradespeople all with the experience necessary to design, construct and commission water infrastructure. The technical team work solely on water projects and undertake ongoing training relating specifically to the water industry. They are a highly qualified group of professional and trained staff.

Underpinning the business is a dedicated and responsive support team who keep the projects running and maintain the smooth operation of the business. The Occupational Health & Safety, Rehabilitation, Environmental Management and Quality Assurance systems are incorporated into an Integrated Management System (IMS) that is accredited to ISO standards as well as the Australian Government Building and Construction OHS Accreditation Scheme.

GO Mechanical  
Apprentice  
Tye Starkey



Since commencing in 2001 Guidera O'Connor has retained a large pool of specialist knowledge thanks to extremely low levels of staff turnover. The experience that our personnel have in delivering water projects provides great benefit to our clients. We care about our work and we care about our people, and have recently become aware that we can do more to increase the employment and participation of Aboriginal and Torres Strait Islander peoples in our organisation.

We currently have 107 employees; 67 in SA, 36 in WA, 1 in Queensland and 3 in NSW. Three of our employees identify as Aboriginal, one tradesperson and two apprentices. We aim to promote awareness, engage more Aboriginal and Torres Strait Islander owned businesses as subcontractors and suppliers, and to employ more Aboriginal and Torres Strait Islander people in the business, and we believe that the RAP will guide us in doing this appropriately and effectively.

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# OUR RAP JOURNEY

Our organisation is developing a RAP in response to a number of catalysts. Firstly, the personal advocacy and genuine commitment of the Managing Director has played a significant role in ensuring that the senior leadership of the company are aware and fully support the participation of more Aboriginal and Torres Strait Islander employees and businesses in the delivery of projects. Tony Guidera's life-long personal relationship with a local Aboriginal man who has been employed as a tradesman with the company since 2007 has influenced this perspective.

Management staff have recently attended the WA Water Corporation Indigenous Tradeshow and the SA Office of Industry Advocate Indigenous Trade Show to create awareness around the need to align with government objectives around increasing the participation of Aboriginal and Torres Strait Islanders and the role that GO can play in increasing employment and business participation for Aboriginal and Torres Strait Islander peoples to positively impact on economic independence. Attendance at these events has allowed the company to connect with a number of Aboriginal and Torres Strait Islander owned businesses who have subsequently tendered for and completed work on Guidera O'Connor projects.

Tony Guidera met with an SA-based Aboriginal owned company, Intract, and facilitated an opportunity for their Managing Director to deliver a presentation to the SA Water quarterly contractor forum, where he was able to promote his company's services to the wider water industry within South Australia.

We partnered with Birubi Pty Ltd, a local Aboriginal owned business, to jointly tender on a project for the Department of Defence in Woomera, and this relationship provided the link to the consultancy service of the Aboriginal owned David Liddiard Group that was needed to facilitate our Reconciliation Action Plan. The process has been informing and inspiring, and we understand the significance of having the RAP framework guide our organisation through implementing practical, appropriate and authentic actions that align with our core values and result in the development of personal and professional relationships with Aboriginal and Torres Strait Islander individuals and businesses that create mutual benefit.

Birubi has subsequently been engaged as a subcontractor to Guidera O'Connor for work on SA Water's waste water pump station rehabilitation program.

**Our RAP working group commenced the RAP journey in August 2018 meeting regularly to discuss and draft the content. Andrea Harms, CEO of the David Liddiard Group, was contracted to facilitate the process and created a learning environment that enabled us to fully understand the rationale, opportunities and the responsibilities of the RAP. Our RAP working group consists of:**

- Tony Guidera, Managing Director
- Don Roesch, Tradesman (Aboriginal)
- Gareth Tasker, WA Operations Manager
- Craig Barber, Contracts Manager
- Garry Davis, Health, Safety, Environment & Cultural Manager
- Mitchell Castell, Finance Manager

Since commencing our RAP we have engaged a local Aboriginal artist, Gabriel Stengle, to produce artwork for our RAP, and met with local Ngarrindjeri consultant, Clyde Rigney, to discuss how he can assist us through our RAP journey and potentially join our RAP working group.





## OUR ARTIST

Gabriel Stengle is a 30 year old Aboriginal Contemporary Artist. She is a proud Ngarrindjeri, Nurrunga and Kurna Woman from South Australia and one of six children who grew up in a sporting and artistic family. Gabriel sources inspiration from the dream time and stories told to her by her elders as a young girl. Her Nana Cecelia O'Loughlin and uncle Jacob Stengle are both accomplished, globally recognised artists who also inspire her work.

## OUR ARTWORK

'Water Dreaming' depicts the movement, treatment, use and life cycle of water. From the top the clouds and dots represent the rain that is captured in rivers and waterholes. The circles represent treatment plants and processes, while the large circle is a meeting place surrounded by people, where the water is used. It is then treated and flows to the ocean to start the cycle again, with the dots at the bottom representing evaporation.



# OUR PARTNERSHIPS

As a result of attending the Indigenous Trade Shows described above, we have commenced developing business relationships with a wide range of Aboriginal owned businesses throughout Western Australia, South Australia and Queensland. Many of these have been invited to tender for work on our projects and a number have already submitted tenders for our work. Negotiation of work on these projects is continuing.

## **Our engagements with Aboriginal companies to date include:**

- Engaged Birubi as a subcontractor to carry out civil works for the SA Water waste water pump station rehabilitation program.
- Partnered with Birubi to tender for the Woomera Water Supply project.
- Had both Birubi and Intract tender with us for the Port Lincoln WWTP Sludge Upgrade which we have subsequently won.
- Engaged Birubi as subcontractor to carry out civil works for the Port Pirie caustic soda dosing project.
- Attended the WA Water Corporation Aboriginal Supplier Tradeshow where we experienced the diversity of local Aboriginal suppliers emerging across WA. The tradeshow supported the growth of Aboriginal economic development across WA and provided a forum for local Aboriginal suppliers to engage directly with us as head contractors. Following the Tradeshow we engaged with a number of the Aboriginal companies present and commenced inviting them to tender for work on our Water Corporation projects.
- Attended the SA Water Aboriginal Business Forum, allowing us to identify and connect with local Aboriginal businesses that can provide services or sub-contracting opportunities for us on SA Water projects.
- Clyde Rigney of the David Liddiard Group provided a Cultural Awareness seminar to our South Australian team in November 2018
- Engaged Brendon Ah Chee of Programmed to source aboriginal trainees and apprentices to work on our projects in WA. The first of these trainees is now working with us through Programmed.
- Brendon Ah Chee of Programmed provided a Aboriginal and Torres Strait Islander Cultural awareness introduction to our team at the WA Project Managers conference in February 2019.
- Negotiated a deal with First Grade Recruitment in Brisbane to provide Aboriginal and Torres Strait Islander workers for the Mount Crosby WTP upgrade, for which we have been shortlisted.

## **We have commenced increasing our Aboriginal workforce and have already exceeded our target of 3% by employing:**

- Don Roesch, a mechanical tradesman in SA who has now worked for the company for more than 11 years
- Tye Starkey, who commenced his mechanical apprenticeship in SA in 2018
- Graham Hampton, trainee concrete repair specialist in SA
- Two trades assistants through Programmed in WA

**We have undertaken an internal survey of all staff to gauge their understanding and awareness of Aboriginal & Torres Strait Islander issues and Reconciliation Action Plans. The results of this survey have been assessed and taken into account when developing this draft RAP.**

On a previous project we had to install pipework and a filter in the River Torrens, on Kaurna land. We engaged with the local Kaurna community and arranged for them to do a smoking ceremony at the site before we started work and remain present while we worked in the River.





# OUR ACTIONS



## Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish a RAP Working Group	Form a RAP Working Group that will support the implementation of our RAP, comprising Aboriginal and Torres Strait Islander people representatives from within our organisation and external and key decision-making staff from across our organisation.	Meetings quarterly from Feb 2019, May, August, December 2019	Managing Director
2 Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area at each of our office locations that we could approach to connect with on our reconciliation journey.	March 2019	Contracts Manager
	Develop a list of organisations with a RAP in our industry area that we could approach to connect with on our reconciliation journey and share strategies.	March 2019	Contracts Manager
	Develop partnerships with Aboriginal and Torres Strait Islander organisations to create mutually beneficial opportunities for business and cultural awareness.	March 2019	Contracts Manager
3 Participate in and celebrate National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2019	HSE & Cultural Manager
	Encourage our staff to attend a NRW event.	27 May – 3 June	HSE & Cultural Manager
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	27 May – 3 June	HSE & Cultural Manager
4 Raise internal awareness of our RAP	Develop and implement a plan to engage key personnel across all departments in our organisation to take on their responsibilities with our RAP commitments.	March 2019	Finance Manager
5 Raise external awareness of our RAP	Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations to create mutually beneficial opportunities for business and cultural awareness.	Oct 2019	Managing Director
	Raise external awareness of our RAP with our clients and industry colleagues such as presenting at the SA Water forum on our RAP experience and successes and at our Christmas function where they are invited guests.	Dec 2018 and July 2019	Managing Director

# OUR ACTIONS



## Respect

Action	Deliverable	Timeline	Responsibility
6 Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	May 2019	WA Operations Manager
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements as an annual activity.	Feb 2019	WA Operations Manager
	Conduct a review of cultural awareness training needs within our organisation.	July 2019	WA Operations Manager
7 Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	June 2019	HSE & Cultural Manager
	Introduce our staff to NAIDOC Week by promoting community events in our local area.	June 2019	HSE & Cultural Manager
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2019	HSE & Cultural Manager
8 Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners are of the lands and waters in our local area in each of our office locations.	April 2019	East Coast Operations Manager
	Develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.	April 2019	East Coast Operations Manager
	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).	April 2019	East Coast Operations Manager
9 Demonstrating respect through our work	Observing the protocols, seek out the potential for a smoking ceremony for selected sites where we undertake significant project activity	Oct 2019	SA Operations Manager





## Opportunities

Action	Deliverable	Timeline	Responsibility
10 Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2019	HR Manager
	Identify current Aboriginal and Torres Strait Islander staff in our organisation and invite them to participate in our planning for future employment and development opportunities.	March 2019	HR Manager
	Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships) and make recommendations to management.	Aug 2019	HR Manager
11 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.	May 2019	Contracts Manager
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2019	Contracts Manager
	Explore ideas around strategies for encouraging subcontractors to employ Aboriginal and Torres Strait Islander workers.	Sept 2019	Managing Director
12 Partnering in business	Explore the possibility of developing a JV with an Aboriginal or Torres Strait Islander owned industry aligned business.	Oct 2019	Managing Director



## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
13 Build support for the RAP	Define resource needs for RAP development and implementation.	June 2019	Finance Manager
	Define systems and capability needs to track, measure and report on RAP activities.	July 2019	Finance Manager
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	Sept 2019	Contracts Manager
	Report on RAP outcomes to management and staff.	Sept 2019	Managing Director
14 Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Sept 2019	Managing Director
	Submit draft RAP to Reconciliation Australia for review	Oct 2019	Managing Director
	Submit draft RAP to Reconciliation Australia for formal endorsement.	Nov 2019	Managing Director





We aim to promote awareness, engage more Aboriginal and Torres Strait Islander owned businesses as subcontractors and suppliers, and to employ more Aboriginal and Torres Strait Islander people in the business.

#### Contact

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Please include your job title, phone and email for public enquiries about our RAP.

