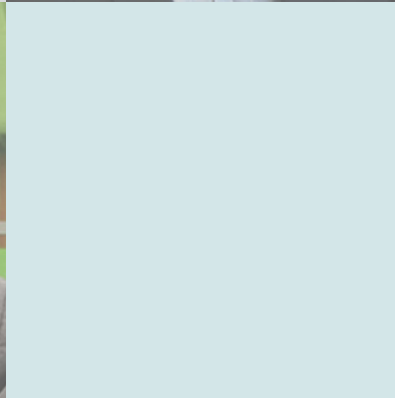
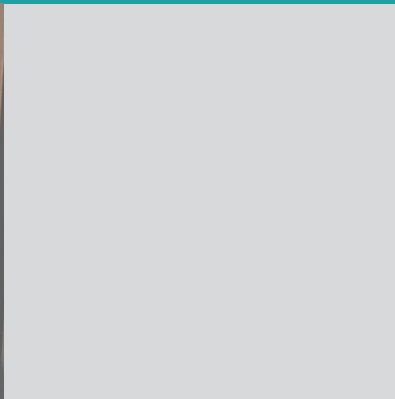


People Strategy

2021–24

Supporting our people



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Written enquiries may be sent to:

Manager, Editorial Services
PO Box 13112
Law Courts
Melbourne VIC 8010
Email: info@acma.gov.au

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Chair's foreword



The products and services delivered by Australia's communications and media sectors play a central role in our economy and society. As the government's regulator of these industries, the Australian Communications and Media Authority (ACMA) has an important role in ensuring our regulatory frameworks are fit for purpose, effective, responsive to changing market conditions and protect the interests of all Australians.

To support these very complex and dynamic sectors, we as an organisation need to seek out ways to improve our own efficiency and effectiveness. We need to continually innovate and adapt in order to achieve our purpose, which is to maximise the economic and social benefits of communications and media for Australia.

The COVID-19 pandemic and the Australian bushfire crisis have had a large impact on us all, including the businesses we regulate, leaving us unsure of what the new 'normal' may look like. The challenges we faced in 2020 have already made us more agile and responsive. In looking ahead, 2021 to 2024 will see a focus on economic and community recovery, and we will need to continue to support the communications and media sectors, and the consumers of their products and services, through that recovery. To maximise our impact in this rapidly evolving environment, we will need to redefine how we work and the environment in which we work in, and for this reason we have decided to develop our very first People Strategy.

Our People Strategy is the roadmap that will help us create a workforce and workplace to which we all want to contribute and belong. Our vision is to develop a talented, driven, innovative and committed workforce who are all working towards a common goal and we all have a part to play in achieving that aim.

The People Strategy has 4 key focus areas that provide a pathway to meet the challenges we face in attracting, developing and retaining the best people, and how we will identify and grow new and emerging skills and capabilities that our people will need into the future.

The People Strategy aligns with the government's response to the Independent Review of the Australian Public Service and builds on the work we have already done through our Capability Review Implementation Plan, further developing our skills in strategy, leadership, and delivery. The actions we have identified in the strategy will also embed a greater sense of diversity and inclusion and strengthen our existing culture and values.

I look forward to seeing the work laid out in the People Strategy come to life and encourage you all to join the conversation as we work our way through the plan. The ACMA is already a great place to work and I am focused on ensuring that we continue to build our capacity and capability and develop and support our people throughout their own careers.

A handwritten signature in black ink, appearing to read 'Nerida O'Loughlin'. The signature is stylized and fluid, with a long horizontal line extending to the right.

Nerida O'Loughlin
Chair



Our people strategy 2021–24

The People Strategy is our blueprint to support our people to deliver the ACMA's corporate objectives. It identifies what steps we will take to improve our employee's experience at work and outlines the improvements that are needed at each stage of the employee lifecycle. These include better workforce planning and recruitment, an enhanced capability development and performance framework, building a strong culture, retaining our talent, improving our succession planning and understanding our separations.

2020 will be heralded as a year of great uncertainty and rapid change. The effects of the COVID-19 pandemic and the Australian bushfires have seen the Australian Public Service (APS) focus on developing, implementing, delivering and regulating complex policies and measures under very difficult circumstances. We have had to quickly transition our workforce to be more flexible, innovative and agile in how we work. We expect to see more changes to our priorities and the way we operate well into the future. With this change comes the need for us to build our capabilities in key areas, so we can continue to deliver on our significant regulatory agenda.

In the People Strategy, we have considered the actions from our Capability Review, the government's response to the Independent Review of the APS, our culture and values, and the objectives in our *Corporate plan 2020–21*.

The strategy is for everyone in the ACMA, at all levels and in every location. It reminds us that although we have different roles across various offices, we are committed to making the ACMA a positive place to work, with access to opportunities that help us all realise our potential and develop our careers.

While the People Strategy is focused on the ACMA, those staff who assist the eSafety Commissioner (the Commissioner) under the *Enhancing Online Safety Act 2015* (EOS Act) will also benefit from some of the actions in the Strategy.

The People Strategy is a working strategy that sets an agenda and work program that builds on and improves our experience at work, focuses on the development of new and emerging skills and capabilities, and positions us to be an employer of choice across the APS. The strategy is also designed to be flexible to allow us to adapt our priorities with any changes in our environment. We will regularly review and adjust the actions in the strategy if, and when, we need to.

The People Strategy has 4 key focus areas that will drive our work to deliver our priorities:

- > **Workforce planning and recruitment** – we will invest in our workforce to ensure we have the right people, with the right capabilities in the right roles.
- > **Capability and performance** – we will identify and grow our workforce capability to improve performance across the agency.
- > **Culture and retention** – we will support and enhance a workplace culture that reinforces the positive approach we have to the way people contribute, communicate and interact.
- > **Succession and separation** – we will learn from experience and support growth and flexibility to adapt for the future.



Context

Our People Strategy reflects and builds upon the objectives and goals of:

- > the ACMA's *Corporate plan 2020–21*
- > our culture and values
- > the ACMA Capability Review
- > the government's response to the Independent Review of the APS.

The ACMA corporate plan

The ACMA's *Corporate plan 2020–21* outlines our purpose, vision, mission, key priorities and strategies, and the capability-enabling activities that support them. The People Strategy sets the workforce direction and objectives to enable us to deliver on the objectives of the corporate plan.

The corporate plan articulates our focus on our people capability to ensure we have the right skills and capabilities for the future demands of the changing communications and media environments. The corporate plan commits to formalising a workforce plan, finalising a diversity and inclusion plan and reviewing performance management mechanisms. It also highlights the need for us to build our leadership capability at all levels.

Within the corporate plan, our critical capabilities are identified to assist us to develop and invest in succession planning. These capabilities include, but are not limited to:

- > engineering
- > regulatory futures analysis
- > digital skills and data literacy and analytics
- > risk management
- > ICT and digital services.

Our culture and values

An integral part of our corporate plan is our culture and values. Embedding our culture and values is a priority for the ACMA and complements the APS values of being impartial, committed to service, accountable, respectful and ethical.

Our ACMA-specific culture and values support us in achieving our strategic priorities now and into the future. They shape how we work with each other and our stakeholders and how we approach the opportunities and challenges in our environment.

These values underpin our role as an independent regulator, responsible for delivering for the community and industry by being informed by a deep knowledge of the sectors we regulate.

Our values position us as:

- > **Purposeful** – we contribute to a positive and professional workplace where we do our best work. We appreciate and support each other and take time to recognise, celebrate and communicate our accomplishments.
- > **Curious and questioning** – we value and invest in learning opportunities for professional development. We seek out information and learn from international research and the experiences of other jurisdictions.
- > **Collaborative** – we articulate and promote the work of the ACMA to maximise awareness of what we do. We seek out and value diverse perspectives and ideas. We are respectful and share knowledge generously.

The ACMA capability review

Conducted between October 2018 and March 2019, the ACMA Capability Review examined our leadership, strategy, and delivery capabilities. The recommendations and actions from the Review have formed the foundations of the People Strategy:

- > **Leadership** – embedding a stronger culture of leadership and accountability across the agency.
- > **Strategy** – a stronger alignment between our strategic direction and performance.
- > **Delivery** – improving our planning and streamlining our processes.

Our capabilities

The review also identified a number of critical skills that will be needed to ensure that the ACMA can continue to deliver on its purpose, vision and mission. Many of these skills and capabilities are consistent with those in our corporate plan. They include:

- > digital literacy
- > data and analytics
- > client-centered design and delivery
- > strategic human resource management
- > contemporary regulatory theory and practice
- > leading edge innovation to develop digital services
- > leadership that is aligned and collaborative
- > communications
- > policy design and implementation

The APS review

The 2019 Independent Review of the APS recommended that APS agencies transform the way they work and support their workforce to be agile.

We are preparing for the changes that were recommended by the review and supported in the government's response. This includes capability assessments and development of Senior Executive Service officers, executive level staff leadership and talent programs, organisational design and work-level standards analysis, and a deeper examination of our spans of control.

To support the government's response to the review, we know there will need to be a focus on a capability uplift of our employees – collectively and individually. Major impacts of the review on the ACMA will occur over time, with the most obvious one being the requirement for us to be more integrated and connected into the broader public service transformation agenda.

In supporting the recommendations of the review, the government established areas of focus targeted at greater accountability and capability for APS leaders and has already announced 3 APS professional streams and their leads in human resources, digital and data.

The aim of the HR Professional Stream will be to bring together, invest in and build an expert HR workforce that is valued for its professional expertise and will deliver on outcomes. The aim of the Digital Professional Stream will be to drive a cohesive and engaged digital profession by building digital expertise and delivering for the government and community. The aim of the Data Professional Stream is to strengthen the data capability across the APS to generate deeper insights, inform evidence-based decisions and enable more effective service delivery. We are committed to and have members of these professional streams within our agency and encourage this professional collaboration as more streams are stood up.

Our consultation approach

We developed this People Strategy through an agency-wide review of current business priorities, people initiatives, and external influences and consulted with the Executive Management Committee on key priorities for the ACMA.

We compared the results from our Capability Review, APS employee census data and pulse surveys and sought advice on leading and best practice across the public and private sectors.

We also sought feedback through an open feedback process with our people across the ACMA and OeSC to ensure the People Strategy was purposeful and relevant.



Our people vision

Our vision is to develop a talented, driven, innovative and committed workforce who are all working towards a common goal, and to make the ACMA a great place to work by focusing on building our capacity and capability and supporting our people throughout their career.

To do this we will:



establish a stronger alignment between our strategic direction and our performance



improve our workforce planning and streamline our people processes



embed a strong culture of leadership and accountability

Through the People Strategy we will see:

- > improvements in key areas of the APS census, including engagement
- > delivery of people initiatives aligned to the needs of the agency
- > leadership development opportunities offered to all employees
- > an increase in the use of multidisciplinary teams across the agency
- > improvements in retention
- > a decrease in recruitment time to fill.



Who we are



We employ **460** people in the ACMA



Demographics

44 is the **average age** of an employee

1% identify as **Aboriginal or Torres Strait Islander**

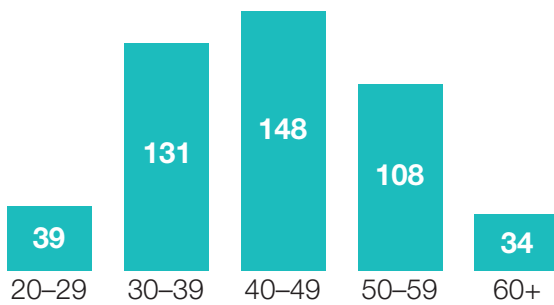
1% of employees are **under 25**

21% identify as being **born outside Australia**

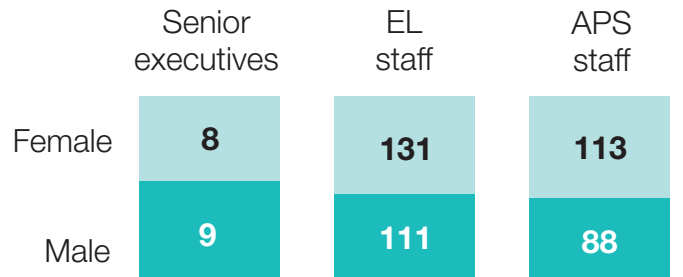
7% are **over 60**

2% identify as **having an ongoing disability**

Employees by age:



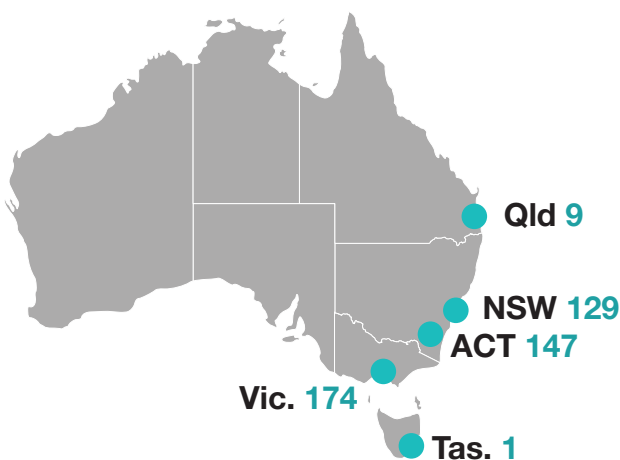
Gender profile:



Indeterminate employees: **0**



Location



Graduates

6 in 2019

7 in 2020



Attitudes

74% of employees are proud to work at the ACMA

91% of staff are happy to go the 'extra mile' at work when required

91% of staff believe that one of the responsibilities of their job is to continually look for new ways to improve the way we work

APS State of the Service Employee Census 2019

As at 30 June 2020.



Our people strategy – in detail

In developing the People Strategy, we have identified 4 key areas of focus for the ACMA for the next 3 years.



Workforce planning and recruitment

Attracting talented employees is a key part in delivering on the agency's corporate plan. Workforce planning assists us in attracting these people by understanding our business using data analytics, forecasting and planning for our future workforce. Workforce planning looks at our capability gaps, identifies the capabilities we need for the future and helps our succession planning for future leaders and critical roles.

Recruitment translates workforce planning into reality. The process begins when a potential candidate first becomes interested in a vacancy and connects with our agency through the APS job portal, social media, job fairs and our entry-level programs. Our recruitment phase considers engagement with future employees, recruitment, and on-boarding – essentially, how we position ourselves to our future workforce.

Over the next 3 years, we will recruit to focus on leadership, not just technical capability, communicate the behaviours we want in the ACMA and ensure our employment conditions support our employees.

We will focus on this key priority from 2021 through our workforce plan, and specific plans supporting recruitment, inclusion, and capability. We will also focus on this area by improving our human resource practices and processes.

What we will do		ACMA Capability Review items	APS Review	ACMA corporate plan
1	We will develop a workforce plan, aligned to the ACMA business planning cycle that addresses workforce risks and assists in succession planning.	4.5, 7.7		
2	We will review the ACMA's span of control to inform senior leaders' decisions on their structures. This will inform decision-making on classification levels and potential structural change.	3.5	✓	✓
3	We will establish an easy-to-use process to assist with job design and role profile development to help managers plan for the right number of people, in the right locations, to deliver on the required priorities. This job design will be consistent with APS work level standards and job family requirements.	3.5		
4	We will use and supply, to leaders and decision-makers, workforce information and analysis to assist in evidence-based decisions on changes needed in their workforce establishment.	4.5, 5.1, 7.1, 7.7		
5	We will work with divisions to identify their workforce capabilities that will underpin the skills they may need in the future.	5.11	✓	✓
6	We will improve the candidate experience through clearer advertising and improving the timeliness of our recruitment and onboarding processes.	6.7		
7	We will design and deliver selection panel training that will provide panelists with the skills to manage recruitment processes and improve their ability to select high quality candidates.	7.7	✓	✓
8	We will enhance technology for assessment processes to improve our processes and selection decisions, resulting in a reduction in time to fill.	3.1	✓	✓
9	We will review the agency's approach to mobility and use of expressions of interest processes to improve our succession planning and capability development.	3.6	✓	

Capability and performance

The people who work for the ACMA are at the centre of what we do. We are highly skilled with strong technical capabilities, particularly across the regulation of radiocommunications, telecommunications, broadcasting, gambling, and spectrum management. We have a positive reputation among our stakeholders and industry, and we continue to deliver high levels of service across all areas.

We recognise the work we do is relevant to some of Australia’s most rapidly evolving industries. With continual changes to our operating environment, we must develop a broader skill set and engage in new ways of working to ensure we are best positioned to deliver our functions as a modern, contemporary regulator. To reflect this, we need to ensure that we identify the capabilities that we require in our workforce, and recruit and develop our people in line with these capabilities.

We will identify and grow employee capability and improve performance by assessing and developing capabilities, having robust performance management practices, strong leadership skills and employees who understand the importance of maintaining and building their professional development. We will support our people through on-the-job learning opportunities as part of our approach to development across the agency.

This will be our focus through our capability and inclusion plans, improvements to our human processes, and our workforce plan.

What we will do		ACMA Capability Review items	APS Review	ACMA corporate plan
1	We will deliver a leadership development program to improve leadership capabilities in the ACMA at all levels.	3.8, 3.9	✓	
2	We will create a framework that enables multidisciplinary teams with agile capability to form. This will improve our collaboration and readiness to respond and pivot to internal and external changes.	2.4, 2.9, 8.9	✓	
3	We will review the ACMA’s capability by establishing a learning framework where we have the right business, leadership and technical capabilities to enable us to assess performance continually.	3.11, 8.1	✓	
4	We will create a better link between capability and performance through a revised approach to performance management. This will include training on setting clear expectations and having effective performance discussions (giving and receiving feedback).	3.4, 3.7, 3.9, 8.4		
5	We will review the ACMA’s coaching and mentoring programs to provide leaders with support and tools on developing the capabilities of their employees.	1.3, 3.5		
6	We will review the agency’s approach to secondments to increase awareness and understanding across the agency of the work of the wider APS, and our capability.	3.6	✓	
7	We will streamline the way we use multidisciplinary teams to grow the capability of employees at all levels.	2.5	✓	
8	We will deliver proactive and regular communications on matters relating to organisational change and reform by redesigning our intranet and focusing on detailed and effective communication plans.		✓	
9	We will continue to focus on improving our digital, data and analytics capability to facilitate continuous improvement and effective data-driven decision-making for a more proficient digital workforce.			✓
10	We will encourage participation in APS professional streams and communities of practice.		✓	

Culture and retention

Stronger connectivity and collaboration will be key for the ACMA as we continue to operate in an environment that is always changing. Our culture and values help to shape how we connect and collaborate in the ACMA, externally and with stakeholders. It is through these connections that we demonstrate a clear understanding of the issues and challenges we face, and how we seek out diverse perspectives and ideas.

Our culture influences our engagement and retention – that is, the measure of the emotional connection and commitment employees have that influences their desire to stay.

Through the 2019 APS employee census, we can see that we are engaged, and that we strongly believe in the purpose of our agency. We will continue to place a high emphasis on the behaviours that reflect our culture and values to inspire and motivate our people.

We will seek to improve our culture and values by building awareness and understanding of diversity and inclusion, by celebrating our successes and by prioritising a health and wellbeing agenda. We will be known for nurturing a progressive, inclusive, safe and healthy working environment. We will nurture a culture that fosters agility and adaptability, helping us to navigate through our substantial reform and change agendas.

Our capability, wellbeing and inclusion plans will support our focus on this key area.

What we will do		ACMA Capability Review items	APS Review	ACMA corporate plan
1	We will continue to develop the way we engage in appropriate levels of risk in the development of our people programs to support the government's focus on innovation.	9.3		
2	We will build on the success of our Culture and Values Network to continue the growth of a workplace that models the desired behaviours of the agency and the APS.	2.1		
3	We will improve the way our human resource area interacts with business and employees to support improved management practices.	4.5, 8.5	✓	
4	We will build a workforce that reflects the communities we serve and provides lived experience that can help shape our business.		✓	✓
5	We will create a healthy and safe workplace culture through developing capability, promoting prevention and early intervention strategies and relevant diversity initiatives.		✓	✓
6	We will grow an inclusive leadership culture by building awareness and understanding of inclusion and diversity by mitigating bias, modelling with right behaviours, and fostering diversity of thought. This will be provided through training and secondment opportunities (for example, Jawun).	3.9	✓	✓
7	We will review our rewards and recognition program to ensure we are creating an environment that encourages high performance and recognises and celebrates success.		✓	✓
8	We will prioritise health, safety and wellbeing to establish a safe culture.		✓	✓
9	We will have senior leaders who communicate tangible approaches to achieve the ACMA's business objectives.	4.3		

Succession and separation

Succession planning is how we will identify and develop new leaders or specific and critical roles when our existing talent leaves our agency. Our succession planning process will support our workforce planning by establishing a pipeline of talented employees to fill future vacancies. It will allow us to ensure we have strategic viability and ongoing business sustainability by developing our future leadership needs, providing business continuity, and retaining agency knowledge.

The separation phase is critical in the employee lifecycle as it seeks to understand why an employee leaves the ACMA. In this phase, we endeavour to measure and track separation, collect data and use it to address gaps in engagement. These insights are also used for succession planning and to build our workforce plan.

We will focus on this key area through our capability plan and workforce plan.

What we will do		ACMA Capability Review items	APS Review	ACMA corporate plan
1	We will use our workforce data to understand our workforce in terms of tenure and age profile to assist us in building our succession and capability.		✓	
2	We will partner with the APSC on its graduate pathways and programs.		✓	
3	We will develop our EL2, EL1 and APS6 cohorts through targeted in-house conferences, and development and recognition strategies to address our succession risks.	3.9		
4	We will make succession planning a priority by identifying and supporting our emerging leaders.	3.5, 3.11		
5	We will review and enhance our entry-level programs to align to our workforce planning needs.	4.5, 7.1, 7.7		
6	We will improve our exit survey to capture more information from employees as they leave the agency.	7.1		
7	We will continue to actively expose more junior staff to opportunities such as attendance at Authority and committee meetings.	1.3		
8	We will collaborate with other government agencies to develop future leaders through shared programs and initiatives.		✓	
9	We will encourage a learning culture through mobility and job shadowing.		✓	
10	We will use data to grow our understanding of why employees leave and where they go next, to understand how this may impact succession.		✓	



Implementation guidelines

The People Strategy is to be supported by implementation guidelines to ensure that we deliver the outcomes and associated activities outlined in the strategy. It will require a dedicated and sustained approach to implement each of the initiatives.

Across the ACMA, we will all be responsible for implementing the People Strategy by:

Identifying and developing

- > Identifying and developing activities and initiatives in partnership with employees and the executive.
- > Changes or improvements will be made using evidence-based decision-making to ensure we implement the right activities for the ACMA.

Implementing and embedding

- > Senior management will support and encourage employees to engage with new initiatives and activities.
- > Two-way communication will be used when implementing any of the activities or initiatives.

Evaluating and refining

- > The implementation will be evaluated for success/change/impact.
- > The activities will be refined and adjusted based on this evaluation.

Role of the Executive Management Committee

The Executive Management Committee will monitor progress of the People Strategy and champion its outcomes.

They will:

- > prioritise the activities and resources (cost, time, and people)
- > monitor the progress of the People Strategy's implementation bi-annually
- > support an annual review of the implementation plan and establish goals and activities for the following year.

Role of our leaders

To support this work, we require strong leaders, underpinned by a strong collective leadership base. Our leaders will shape the ACMA and lead it through change.

Our leaders will create a great employee experience by adopting flexible, fit-for-purpose and effective leadership. Our leaders will:

- > build a workplace culture that brings us together around shared values and purpose, creating a strong sense of trust that will help support the drivers for change
- > support the workforce to be agile and flexible to grow capability and create an environment that is innovative, agile and able to respond to emerging priorities.

Our leaders will be critical to driving and implementing our People Strategy by engaging their teams in change and acting in a connected and collaborative way.



Metrics

The People Strategy will track progress against externally reported data for the APS State of the Service Series and will include the:

- > APS Employment Database (APSED)
- > APS employee census
- > APS agency survey.

Using these metrics will assist in demonstrating consistent improvements and allow us to benchmark against other government agencies using constant reporting and metrics.

We will also use the following performance indicators:

Area	Metric
Workforce planning	Staff numbers Tenure Separation data Job families ASL
Work health and safety	Numbers of claims for workers compensation
Employee attendance	Total days available per employee Personal leave days per employee
Inclusion	Percentage of target group members represented in workforce Percentage of target group job applicants to total applicants
Recruitment	Vacancies filled within target time Internal recruitment rates

External benchmarking

The ACMA will undertake benchmarking exercises to compare key workforce indicators with other statutory agencies, and those other agencies that the APS has grouped into categories or 'functional clusters' to allow comparisons to be made.