

Submission to

EXECUTIVE MANAGEMENT COMMITTEE

Meeting date: 18 October 2022

Agenda number: Item 01

Contact officer: [REDACTED] Graduate - Spectrum Licencing Policy Section

Cleared by: [REDACTED] Human Resources and Communications Branch

2022 GRADUATE MAJOR PROJECT - DIVERSITY & INCLUSION

Purpose

1. This paper aims to update the EMC on the 2022 graduate project and the methodology used to research and produce the final report.
2. The graduates will inform the EMC on the final report and provide some preliminary findings.

Background

3. Each year the ACMA graduate cohort undertake a major project for the Australian Government Graduate Program. This year, the goal of the project is to establish a maturity baseline for Diversity & Inclusion (D&I) with a view to inform the ACMA's future areas of focus and program of work in this space.
4. The ACMA is committed to providing a supportive and respectful work environment that recognises, includes, values, and embraces a workforce from diverse backgrounds that is reflective of the Australian community we serve.
5. As the ACMA, and the Australian community more broadly, are coming out of events such as the COVID 19 pandemic, weather, and economic changes, which has resulted in employees redefining how and where they work which will mean the ACMA's identity will become more important and will attract and retain the workforce of the future.
6. In October 2021, the Chair presented feedback received through the 2021 APS Staff Census, specifically, around the topic of staff wellbeing and inclusion. The feedback raised the need for the ACMA to address how its people connect and identify with the organisation with a focus on building an inclusive workplace culture.
7. The Chair committed to consulting with staff, business areas and ACMA Executive to collectively build a more inclusive workplace over the following 12 months to inform the development of a Diversity and Inclusion plan in 2022.
8. This project will contribute directly to the ongoing work being progressed by the Human Resources and Communications Branch with respect to the ongoing action planning to address the results of the APS Staff Census.

Discussion of issues

9. The Graduate Major Project - Final Report outlines:
 - a. the business drivers for an inclusive and diverse culture.
 - b. A summary of desktop research in relation to D & I
 - c. An examination of the ACMA's current D&I culture.
 - d. existing D&I initiatives within the ACMA.
 - e. a gap analysis of D&I at the ACMA; and
 - f. recommendations on areas of focus to strengthen the ACMA's culture of D&I.
10. Additionally, the project will also produce the following artefacts:
 - a. A presentation of the project plan to SES sponsors.
 - b. A summary of the data collected as part of the survey responses to the Diversity and Inclusion at the ACMA/eSafety Survey conducted in September 2022 (Attachment A).
 - c. Media clip presenting the work of the project.

Current Status

11. Overall, the project is progressing well with the final report, outlined above, currently in development.
12. Prior to delivery of the final report, the graduates will present to the EMC a summary of the project to date and seek feedback to help shape the final product.

Sensitivities

13. When discussing the differences between people, their culture and lived experiences, there is an inherent psychological welfare risk. Particularly, but not limited to, conversations about marginalisation and discrimination in the workplace. This risk has been incorporated into the risk register and it is recommended that the risk is noted.
14. The survey was used as the primary method of engagement between staff and the research team. Given the sensitivities of the subject matter, precautions were taken in designing the survey including:
 - a. Allowing full anonymity of survey respondents.
 - b. The opportunity to opt out of each survey question.
 - c. A privacy statement which outlines the steps the graduates will take to protect the privacy of the survey.
 - d. Seeking input and guidance from the Executive Manager, Human Resources and Communication.
15. The data collected from the survey contains sensitive information that could potentially identify a respondent. To mitigate this, the controls in place were to:
 - a. restrict access to the full dataset to authorised people only.
 - b. ensure only high-level information is presented, such as trend data.
 - c. aggregate smaller samples to present information with a large sample size, or in a way that an answer cannot be traced back to an individual.

Resources

16. Graduates have balanced their rotation work schedules with their graduate project work during work hours. A project plan was assessed and cleared by the Project Sponsor and Project Advisor (Attachment B).

Consultation

17. As part of the project, the graduates have consulted with several internal stakeholders which include staff who have a particular stake in D&I to inform the direction and results of the project.
18. The graduates have performed several interviews of people positioned to consider D&I issues including where we are lacking, what initiatives we could pursue and what barriers and enablers exist for creating effective D&I outcomes.
19. The graduates have also released a staff survey to help gather information about how different kinds of people experience different qualities of work. The results of the survey will specifically help in the creation of quantitative metrics and insights to inform new D&I initiatives.
20. The findings from these qualitative and quantitative approaches will inform our final recommendations. These recommendations will inform the 2023 Diversity and Inclusion strategic plan and future initiatives.

Recommendations

21. The EMC to note the information set out in this paper and presentation and provide comment to support the delivery of the final report.
22. That the ACMA endorse the methods and approach indicated by the graduates in developing the final report.

Attachments

- A. Diversity and inclusion survey preliminary results**
- B. Project plan**