

# Graduate Project Plan

## Diversity and Inclusion: Actively growing an inclusive culture in the ACMA

JULY 2022

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# Executive summary

The 2022 Australian Communications and Media Authority (ACMA) Graduate Project (the project) will examine and assess the ACMA's approach to diversity and inclusion (D&I) initiatives. The project is a central component of the inter-agency Graduate Development Program (GDP), as organised by the Australian Public Service Commission (APSC). The project plan (this document) outlines key parts of the project, including the methods and processes behind research and decision-making. It defines the project's objectives, scope, deliverables, timelines, and governance procedures.

The [2020-21 APSC State of the Service Report](#) stated that D&I was traditionally seen as a 'tick box' exercise and measured through metrics and statistics rather than being embedded in an organisation's culture. However, to support our people and remain competitive, D&I must feed into the core of the ACMA values, organisational design, policy and strategy setting, workforce planning, staff development, and recruitment.

The project objective is to examine and assess the ACMA's approach to D&I. This includes scoping and defining initial terms of reference in the context of the ACMA as an organisation; comparing the agency's current approach to D&I against 'best practice' both in the wider APS and the private sector; considering the framework for and potential implementation of a D&I strategy; and considering the requirements of ACMA staff for them to feel valued and supported. Other considerations for the project include how the ACMA approach D&I in an ethical fashion that considers care requirements for employees, their privacy, confidentiality and other matters of sensitivity, especially in the process of information-gathering, reporting and evaluation.

Ultimately, the project will examine the ACMA's current approach to D&I, with the aim to establish a D&I maturity baseline and tailored recommendations that encompass 'best practice' in the APS and broader industry, and incorporates the ACMA's core values and objectives. This will draw upon a breadth of resources; D&I initiatives across other regulatory agencies and the private sector, including organisations in the telecommunications and media industries, the ACMA People Strategy 2021-2024 and the ACMA Gender Equality Strategy 2017-2020, the 2020-2021 APSC State of the Service Report, a variety of academic sources, as well as qualitative information gathering from employees within the ACMA.

This will enable the ACMA Project Team (the team) to make recommendations to the Executive Management Committee and support the design of a contemporary workplace strategy for the ACMA to implement.

# Background

The ACMA is committed to providing a supportive and respectful work environment that recognises, values and embraces the diversity of its employees and the Australian community it serves.

Global factors such as the pandemic and more recently, rising cost of living and extreme weather events have impacted each and every person in ways that are constantly reshaping what it means to be a part of the Australian community. As the ACMA endeavours to redefine how and where we work, the clarity of the organisation's identity becomes all the more important to help shape the workforce of the future and how that workforce delivers outcomes for the Australian community.

On 20 October 2021, at a virtual general staff meeting, the Chair presented feedback from staff received through the 2021 APSC 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 and focus on building an inclusive workplace culture.

At this meeting, the Chair committed to consulting with staff, business areas and leaders to collectively build a more inclusive workplace over the following 12 months and to inform the development of a Diversity and Inclusion plan through 2022. This project will contribute directly to the ongoing work being progressed by the People Strategy team.

The [2020-21 APSC State of the Service Report](#) stated that D&I was traditionally seen as a 'tick box' exercise and measured through metrics and statistics rather than being embedded in an organisation's culture. Australian Public Service (APS) D&I strategies include the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024, the APS Disability Employment Strategy 2020-25, and the APS Gender Equality Strategy 2021-26.

The most common diversity network groups across APS agencies are for Aboriginal and/or Torres Strait Islander employees, LGBTIQ+ employees, employees with a disability and networks focused on gender diversity. This list is not exhaustive however does demonstrate, at a very high level, a starting point for the ACMA to further demonstrate its value of and support for its people.

## Purpose

The purpose of the project is to examine and assess the ACMA's current approach to D&I initiatives, with a view to provide recommendations to the Executive Management Committee to support the design of a contemporary workplace strategy for the ACMA to implement.

We plan to support this analysis through answering the following questions:

- > What does 'diversity' and 'inclusion' mean for ACMA as an organisation?
- > What does D&I mean to ACMA staff and what D&I initiatives do ACMA staff want or need to feel valued and supported?
- > What does a D&I 'best practice' look like in the APS and the private sector, and how does the ACMA currently rate against this?
- > What would be needed in a D&I strategy and what would be required to make it truly part of the ACMA's culture rather than a tick-box exercise?

## Strategic aims

This project seeks to meet our purpose through keeping our strategic priorities in view. These priorities are:

- > to maintain high quality research to inform the creation of our recommendations;
- > to establish a framework for Diversity and Inclusion that combines best practice with the core objectives and requirements of the ACMA in line with agency's business aims as well as the values of its employees;
- > to ensure that the ACMA consults internally and collaborates externally to promote best practice and share lessons and findings; and
- > to conduct information-gathering and further promote reporting and monitoring in an ethical way that considers sensitivities and matters of privacy.

## Prospective outcomes

A range of prospective outcomes have been identified in the early stages of the major project. While we cannot anticipate precise outcomes for all aspects of the project, we have a rough idea of which outcomes we would like to see achieved. We expect these outcomes to develop through the course of the project's execution - some of these outcomes will be achieved immediately post-project, while other outcomes will be long-term and require years of further development. These prospective outcomes include:

- > to create evidence-based recommendations to develop future opportunities and improvements in D&I at the ACMA;
- > to find opportunities for new pilot initiatives that will improve D&I at the ACMA;
- > to establish the groundwork for developing a D&I strategy based on best practice;
- > to enable a workplace culture in which staff feel more welcomed, valued and supported; and
- > hiring and retention practices to be geared towards a workplace that reflects the industries the ACMA regulates, and the communities the ACMA serves.

# Scope and deliverables

## Scope

Our project examines and assesses the ACMA's approach to D&I, including how the agency's current culture, policies and initiatives work to support D&I, providing recommendations to support the design of a robust, contemporary workplace strategy for the ACMA to implement and reflect D&I best practice.

Research will focus on reports such as:

- > People Strategy 2021-24 (ACMA 2021)
- > ACMA Gender Equality Strategy 2017-2020 (ACMA 2017)
- > State of the Service Report 2020-21 (APSC 2021)
- > Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024 (APSC 2020)
- > Australian Public Service Disability Employment Strategy 2020-25 (APSC 2020)
- > Australian Public Service Gender Equality Strategy 2021-26 (APSC 2021)
- > Various D&I strategies and action plans from other public and private sector entities.

Central to the approach to the scope will be the definitions of 'diversity' and 'inclusion' within the context of the agency. The team will initially utilise working definitions of these terms, which will be shaped by our exploration of how these values are reflected across the ACMA. This will be followed by broader consideration of D&I initiatives across other regulatory agencies and the private sector, including organisations in the telecommunications and media industries. Alongside this, the team will explore with staff via an internal survey, the types of initiatives they wish to see included and implemented, in order to feel valued and supported within the agency, to ultimately inform our recommendations in supporting the design of a framework based on D&I best-practice.

The potential for scope creep due to an improperly defined project scope has been acknowledged as a risk in the project risk register (refer to Risk management section on page 10). Further, agency expectations will be drawn from the People Strategy 2021-24 report, internal stakeholder engagement and agency practices, focusing on current initiatives, policies, and procedures.

## Working Definition of Diversity

Diversity is defined as: the visible and invisible differences that exist between people, such as gender, culture, race, ethnic origin, physical and mental ability, sexual orientation, age, economic class, language, religion, nationality, education, and family/marital status. It also refers to diverse ways of thinking and ways of working (Oxfam Australia 2018). We acknowledge that many people belong to more than one diverse group and therefore, will consider how intersectionality exposes people to overlapping and interdependent systems of discrimination and marginalisation (Victoria State Government 2018).

## Working Definition of Inclusion

Inclusion involves creating an agency culture and workplace environment that values people's differences, cultivates an ongoing sense of respect and belonging, and contributes to long-term organisational success (Amnesty International Australia 2021).

## Critical factors for execution

### Planning:

- > Deciding on the clear criteria for best-practice Diversity and Inclusion initiatives.
- > Detailed schedule with well-defined tasks and responsibilities.
- > Continuous review of schedule and progress to ensure deadlines are met and adjustments are made to the schedule, as necessary.

### Processes:

- > Ensuring all work has been proof-read by team members and reviewed by relevant line areas, the Project Advisor and Project Sponsor.
- > Keeping a record/agenda of all meetings, actions, and responsibilities by annotating meeting minutes.
- > Recording all potential ideas and information sources, assigned to the specific folders on Microsoft Teams.

### Communication:

- > Having regular scheduled team meetings (mini-scoping, intensive and finalisation/reflection sessions) and setting clear responsibilities and tasks for each team member.
- > Ensuring that stakeholders are engaged through the Communication Plan.
- > Keeping open communication with the team using clear communication channels.

## Resourcing

### Time:

- > Rotational work and responsibilities of the team members along with the necessary time commitment to work on the project.
- > The length of time available to complete the project scope before the completion date.

### Resources:

- > No budget has been allocated for the project.
- > Documents available through the ACMA Intranet.
- > Documents supplied by Project Advisor, Project Sponsor, and other stakeholders.
- > External resources (e.g., desktop research to source private and public sector D&I strategies and metrics).

## Deliverables

The project will be delivered through:

### A final report:

- > Background outlining the indicators for an inclusive and diverse culture.
- > Summary examining the ACMA's current culture and current initiatives regarding D&I.
- > Review to identify gaps in initiative and strategy for D&I at the ACMA.
- > Recommendations on areas of focus to strengthen the ACMA's culture of D&I.

### A media clip:

- > Highlighting findings of key results and recommendations from the project.
- > test



# Schedule and milestones

## Schedule breakdown

The project schedule has been modified into five achievable stages: Planning, Research, Reporting, Distribution and Reflection. Planning and research have been conducted since 30 May 2022.

## Time management and milestones

The project has been divided into several stages based on the type of work required. Some stages are being worked on concurrently. See Appendix A for a detailed breakdown of the stages, and Appendix B for the proposed project Gantt chart.

### Stage 1: Planning

- > Determining the scope and detailed research.
- > Gaining an understanding of the ACMA and its current culture and policies to support diversity and inclusion.
- > **Milestone:**
  - > **Preliminary draft for project plan (30 June 2022).**
  - > **External Senior Executive Service (SES) project plan presentation (5 July 2022).**
  - > **Project plan finalised (22 July 2022).**

### Stage 2: Research

- > Researching the scope in detail within the ACMA by scheduling meetings with relevant stakeholders and conducting extensive research.
- > Refining the scope in accordance with research findings.
- > Finalising a definition for diversity and inclusion for the ACMA.
- > Final refining of the project through feedback from the Project Advisor and Project Sponsor.
- > **Milestone:**
  - > **Research completed (23 September 2022).**

### Stage 3: Reporting

- > Consolidating all research, feedback, and findings to form a final report and recommendations.
- > Assembling required information and materials to accompany final presentation.
- > **Milestone:**
  - > **Preliminary draft for recommendations (14 October 2022).**

### Stage 4: Distribution

- > **Milestone:**
  - > **Media clip (12 October 2022).**
  - > **Presentation of final report to the ACMA and APSC (7 November 2022).**

### Stage 5: Reflection

- > **Milestone:**
  - > **Team final reflection (14 November 2022).**

# Human resource management

## Team organisation

The project will be undertaken by the team and overseen by a Project Sponsor at the Senior Executive Service level and a Project Advisor at the Executive Level.

Team members come from a variety of academic backgrounds and have different experiences and skillsets. The team is placed across different sections throughout the ACMA and eSafety. This diversity allows for a strongly combined team which can lean on different members as placement workloads change. Please refer to Appendix C for the project organisation hierarchy.

## Roles and responsibilities

The key responsibilities of the team include undertaking technical work to ensure project deliverables are met, reporting to the Project Advisor and Project Sponsor, and maintaining the direction of the project.

The Project Sponsor and Project Advisor are responsible for the provision of subject matter advice, access to stakeholders, planning assistance, and feedback throughout the project's lifecycle. They will ensure that the team understands the relationship between the project's objectives and the strategic priorities of the agency, as well as the sensitivities and risks surrounding the project and its execution. While the remit of the Project Sponsor and the Project Advisor in relation to the project is largely the same, the Project Sponsor will oversee the project at a higher level, while the Project Advisor will adopt a more involved approach.

## Management of resources

The team is responsible for managing the direction of the project and coordinating engagement across all areas of the team. To date, this has included setting up regular touchpoints with the Project Advisor and scheduling meetings and providing regular email updates to the Project Sponsor.

No additional materials or funding have been allocated for the completion of this project. If additional materials are deemed essential as the project progresses, the team will establish appropriate protocols to ensure the resources are monitored and managed effectively.

# Stakeholder identification and engagement plan

The team has created a stakeholder map which identifies stakeholders' level of interest in, and influence on, the project. Drawing from this map, the team will communicate with key stakeholders, and utilise models, including the stakeholder engagement pyramid detailed in the [Project Planning Intensive Course Guide](#), to develop tailored stakeholder communication strategies. A summary of the key stakeholders, their level of influence and the proposed communication strategies is detailed in Table 1.

Refer to Appendix D for the Stakeholder Interview Questions, Appendix E for the stakeholder interest and influence map and Appendix F for a complete communications plan. As an ongoing process, the team will evaluate the stakeholder engagement process to measure outcomes and ensure success in future communications.

**Table 1: Sample Communication plan**

Stakeholder	Influence	Project contribution	Communications strategies	Frequency
ACMA Graduates	High	Core resources to undertake research and reporting for project.	Regular formal and informal communications and touchpoints throughout the delivery of the project.	Daily
Project Sponsor	High	Provision of strategic information and guidance as required.	Keep informed on the progress of the project via direct methods.	Monthly
Project Advisor	High	Provision of procedural guidance and overall advisory role in the engagement.	Support with scheduled catchups and communication.	Fortnightly

# Quality management

## Information management

As APS employees, we follow the requirements of the *Archives Act 1983* and the *Public Governance, Performance and Accountability Act 2013*. These legislative instruments will direct the team to manage information as both an asset and a resource.

Accurate information management is required under legislation. The team will keep accurate records throughout the project by:

- > using protective markings proportional to items value, importance, and sensitivity<sup>1</sup>
- > assessing all information for impact if the information was to be compromised
- > ensuring all documents are stored and filed appropriately on Microsoft Teams or other internally accessible platforms
- > having consistency across data capture activities in different functions such as monitoring progress and quality control
- > maintaining accurate records of project materials to ensure accountability for tasks and responsibilities on the dedicated Microsoft Teams site
- > using Outlook and Microsoft Teams to maintain clear communication between team members and relevant stakeholders.

The availability of information is dependent on the platform on which it is hosted, for example, Microsoft Office 365. The team retains little control over the availability of the software and has acknowledged this as a risk as part of the project risk analysis.

## Quality control

This project is guided by a comprehensive major project work breakdown structure, timeline and schedule that aims to ensure a timely delivery of the project. Furthermore, open communication and delegation of clear responsibilities within the team will remain crucial. As the team is based across different locations, clear and concise communication across different platforms and channels is important to overcome any potential issues that may arise from miscommunication. These approaches reduce the risk of conflicts or issues and expedite the completion of the project.

## Project review processes

- > **Weekly reflection sessions:** Weekly reflection sessions present the team with an opportunity to reflect on the project's progress, express what is working well, and to identify areas for improvement.
- > **Accepting and approving project deliverables:** Project deliverables will firstly be approved by the team. A draft copy will then be provided to the Project Advisor and Project Sponsor for their review and comment. Where relevant, and after necessary changes have been made, project tasks will be forwarded to the Authority and the APSC.
- > **Escalation processes:** If issues need to be escalated throughout the project, the team will firstly workshop the issue as a team. If resolution cannot be reached, the issue will be escalated to the appropriate line area, and where relevant, to the Project Advisor.

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<sup>1</sup> Protective Security Policy Framework (AGD 2021).

# Risk management

Key risks related to the project tasks have been identified in Table 2. Refer to Appendix G for the detailed project risk register. These risks have been evaluated against the ACMA's risk analysis matrix, attached at Appendix H. Further risks will potentially arise as the project progresses. The risk table will be monitored throughout the project and modifications will be made where relevant to ensure currency of risks as the project progresses.

**Table 2: Sample risk register**

Risk	Event	Source of risk	Consequence	Pre-treatment assessment				Post-treatment assessment	
				Existing risk controls in place	Current risk	Risk appetite	Additional controls (if needed)	Risk level with additional treatments	Review date
Shift in government priority	The newly appointed government could shift their priority towards diversity and inclusion in the APS.	The government releases official directions that the APS must review their D&I policies.	A higher level of scrutiny would be placed upon the major project. Proposed initiatives with minimal impact may not be received as well as more significant counterparts.	Monitoring of political/economic state and preparing for any changes.	Medium	Neutral	Recommendations to be made that focus on improving business processes that are immune to changes in government (where possible).	Low	02/09/22
Lack of project management best practice	A lack of project management best practice could lead to interpersonal conflict, project delays, and significant performance problems.	A lack of preparation, agreement and understanding between members of the project group.	Wasted resources and an overall poor end-product (Assessment of ACMA's D&I policies and recommendations).	Completion and understanding of best practice in project management (APSCGDP intensive courses)  Group cohesion and high rapport.  Group agreement on availabilities/regular check-ins, etc.	High	Averse	Oversight and coaching via APSC coach and APS Project Advisor may assist in promoting project management best practice.  Nominate group member to oversee project management practices.	Significant	13/08/22

*The team is responsible for all risks above.*

# References

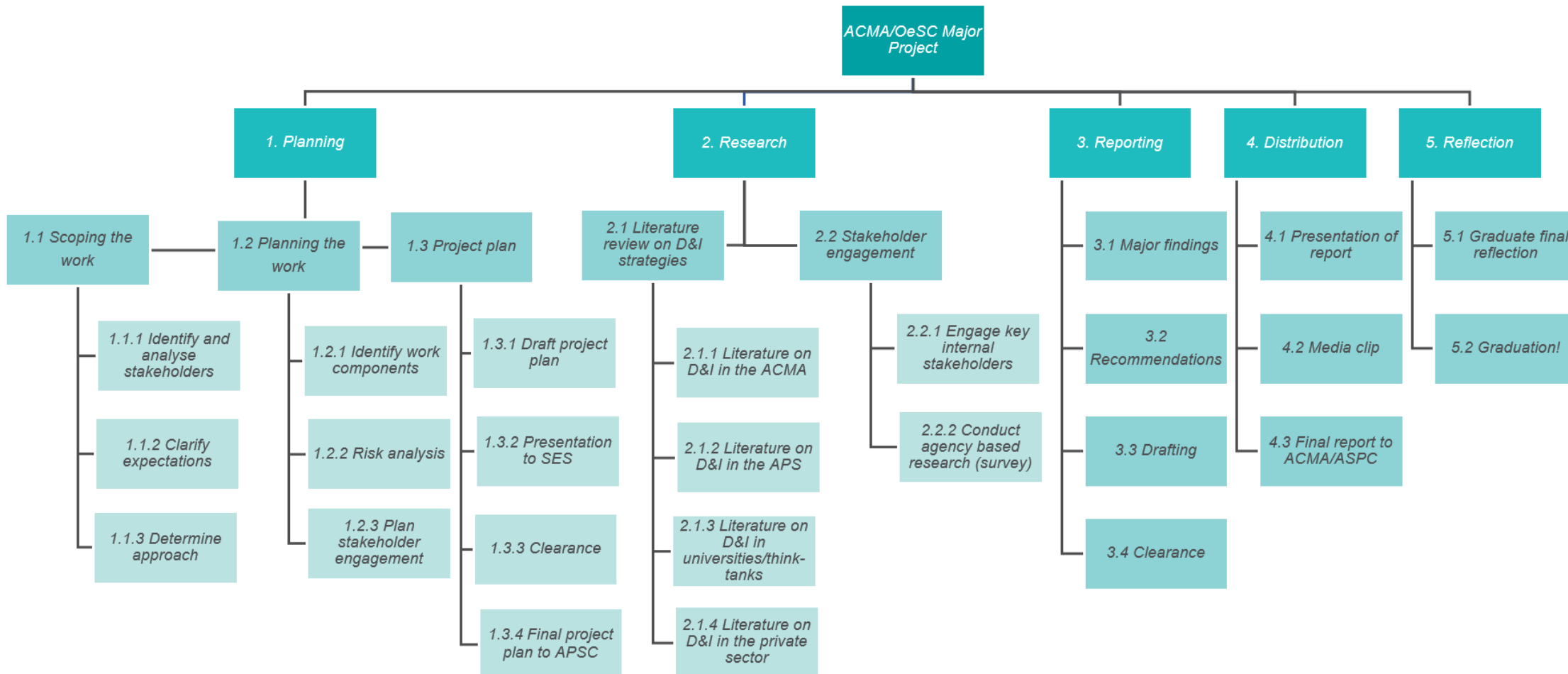
## General

- > ACMA (Australian Communications and Media Authority) (2017) [ACMA Gender Equality Strategy 2017-2020](#), ACMA, accessed 2 June 2022.
- > ACMA (Australian Communications and Media Authority) (2021) [People Strategy 2021-24](#), ACMA, accessed 10 June 2022.
- > Amnesty International Australia (2021) [Diversity, Inclusion and Wellbeing Action Plan 2021](#), Amnesty International Australia, accessed 8 June 2022.
- > APSC (Australian Public Service Commission) (2020) [Australian Public Service Disability Employment Strategy 2020-25](#), APSC, accessed 7 June 2022.
- > APSC (Australian Public Service Commission) (2020) [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#), APSC, accessed 7 June 2022.
- > APSC (Australian Public Service Commission) (2021) [Australian Public Service Gender Equality Strategy 2021-26](#), APSC, accessed 7 June 2022.
- > APSC (Australian Public Service Commission) (2021) [State of the Service Report 2020-21](#), APSC, accessed 7 June 2022.
- > Oxfam Australia (2018) [PC205 - Diversity Policy](#), Oxfam Australia, accessed 8 June 2022.
- > Victoria State Government (2018) [Everybody Matters: Inclusion and Equity Statement](#), Victoria State Government, accessed 5 July 2022.

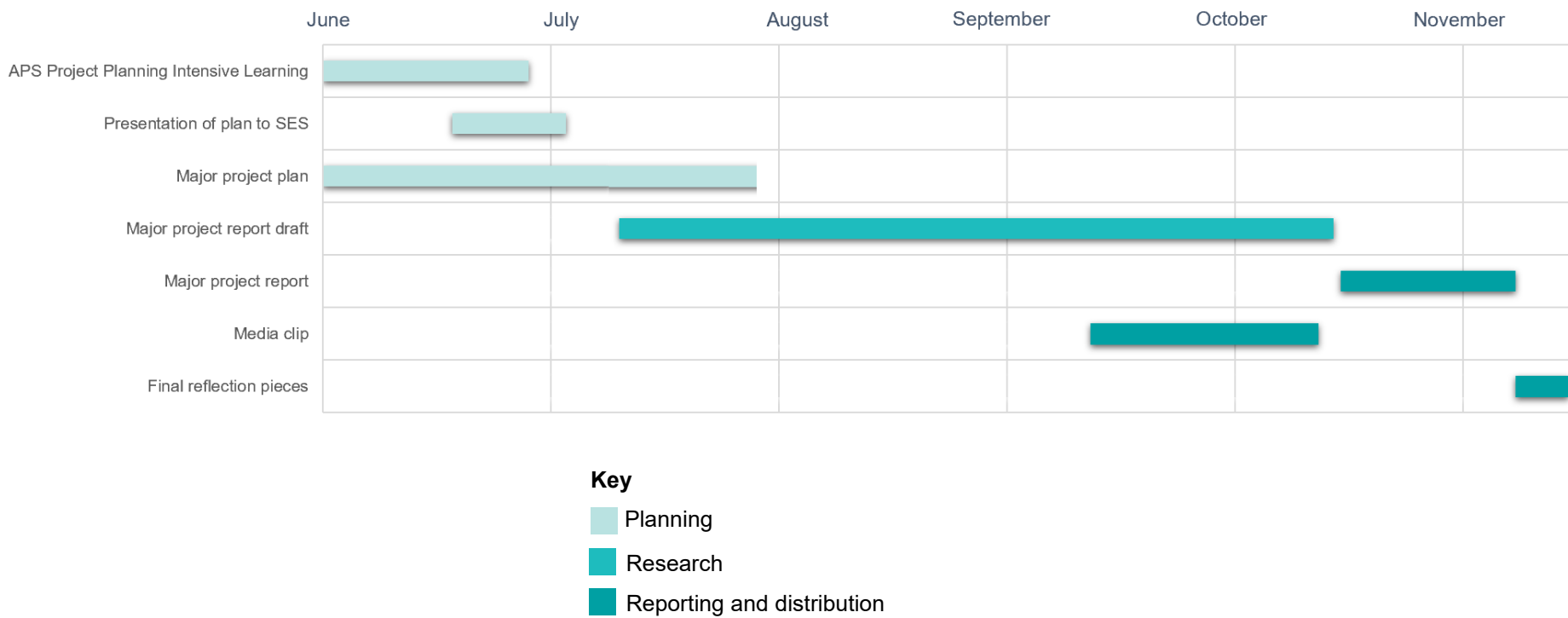
## Legislation

- > Archives Act 1983.
- > Public Governance, Performance and Accountability Act 2013.
- > Public Service Act 1999.
- > Australian Human Rights Commission Act 1986.
- > Fair Work Act 2009 and National Employment Standards (NES).
- > Workplace Gender Equality Act 2012.

# Appendix A: Major project breakdown

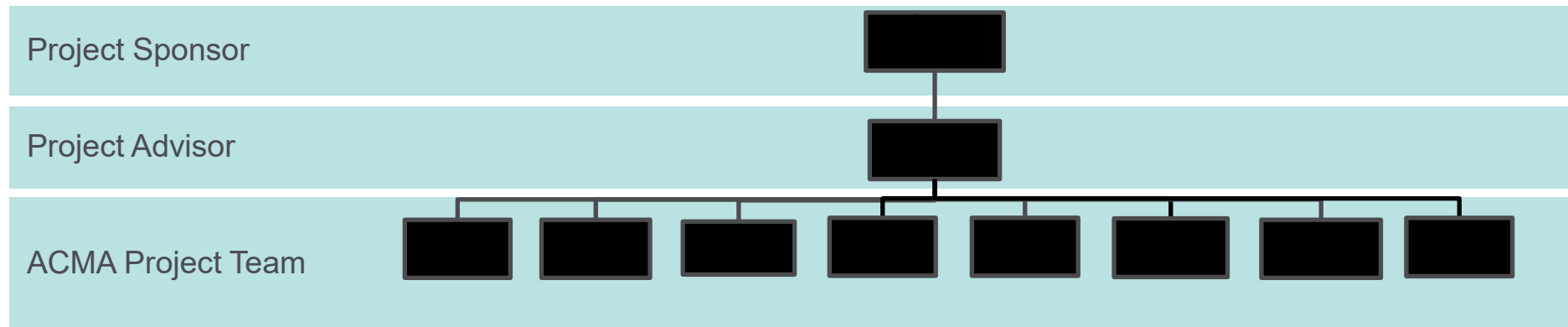


# Appendix B: Project timeline Gantt chart





## Appendix C: Project organisation hierarchy



# Appendix D: Stakeholder Interview Questions

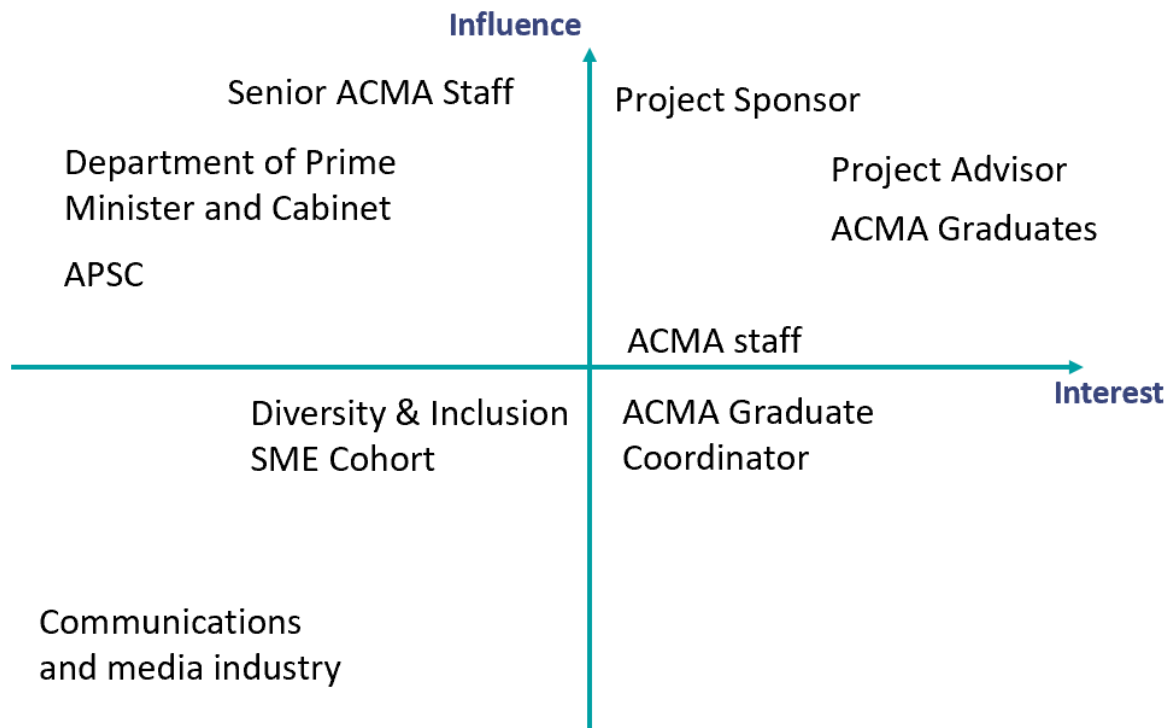
The Stakeholder engagement process will capture both quantitative and qualitative information. A set of generic questions were developed to gather data from stakeholders in a standardized manner. Follow-up questions will be decided by the interviewer to allow them to explore the unique perspective of each stakeholder on the topic of diversity and inclusion. The interview questions and process will be reviewed on an ongoing basis to ensure the information captured is useful to the project.

The following generic questions will be provided in advance of each interview to help clarify thinking:

## **Diversity and Inclusion:**

- Why do you think diversity and inclusion (D&I) is important to the ACMA?
- How do you feel the organisation and its staff approach D&I as an issue?
- What do you think are the barriers to implementing effective D&I strategy within the ACMA?
- What/who do you see as key enablers to achieving strategic priorities?
- Where do you think we are lacking or lagging behind other agencies and other sectors?
- What is your vision for this project? What specific organisational outcomes would you like to see from a D&I plan and what will success look like?

# Appendix E: Stakeholder interest and influence map



# Appendix F: Communications plan

Stakeholder	Influence	Project contribution	Communications strategies	Frequency
ACMA Graduates	High	Core resources to undertake research and reporting for project.	Regular formal and informal communications and touchpoints throughout the delivery of the project.	Daily
Project Sponsor	High	Provision of strategic information and guidance as required.	Keep informed on the progress of the project via direct methods.	Monthly
Project Advisor	High	Provision of procedural guidance and overall advisory role in the engagement.	Support with scheduled catchups and communication.	Fortnightly
General Manager, Content & Consumer Division	Low	Subject matter expert to be engaged if/when required for specific resources.	Initial contact via email followed by meetings (if necessary).	As required
General Manager, Corporate & Research Division				
Research & Analysis Section, Data and Regulation Branch, Corporate & Research Division				
People Strategy Section, People Communications & Governance Branch, Corporate & Research Division				
Women's Programs Section, Education, Prevention & Inclusion Branch, Office of the eSafety Commissioner				
Australian Public Service Commission				

Stakeholder	Influence	Project contribution	Communications strategies	Frequency
Department of the Prime Minister & Cabinet	Medium	Set federal government strategies and policies which will form the framework for project direction.	Obtain information regarding federal government objectives as they are released.	As required
Australian Public Service Commission	Medium	Implement federal government strategies and policies which will form the framework for project direction.	Obtain information regarding APSC instructions as they are released.	As required
Chair	High	Agency representatives for project and must be agreeable to findings and recommendations.	Facilitate contact through project sponsor where appropriate.	As required
Private organisations in the Communications and Media industry	Low	To be monitored throughout engagement to gauge industry response to diversity and inclusion.	Monitoring of outcomes, initiatives and industry attitude to diversity and inclusion throughout project.	As required
ACMA staff	Medium	Project directly affects this stakeholder, as such stakeholder would be deeply interested and wish to be involved.  Responsible for implementation of recommendations.	Encourage stakeholder interaction whenever possible to gain insights toward the project.  Two-way communication to gauge reception towards project.  All-staff survey.	As required
ACMA Graduate Coordinator	Low	Responsible for ensuring agency graduates meet requirements of GDP.	Regular informal communication to ensure that the project deliverables are on track.	Twice per month

# Appendix G: Risk register

Risk	Event	Source of risk	Consequence	Pre-treatment assessment							Post-treatment assessment	
				Existing risk controls in place	Control assessment	Likelihood Rating	Consequence Rating	Current risk	Risk appetite	Additional controls (if needed)	Risk level with additional treatments	Review date
Shift in government priority	The newly appointed government could shift their priority towards diversity and inclusion in the APS.	The government releases official directions that the APS must review their D&I policies.	A higher level of scrutiny would be placed upon the major project. Proposed initiatives with minimal impact may not be received as well as more significant counterparts.	Monitoring of political/economic state and preparing for any changes.	Medium	Possible	Minimal	Medium	Neutral	Recommendations to be made that focus on improving business processes that are immune to changes in government (where possible).	Low	2 September 2022
Lack of project management best practice	A lack of project management best practice could lead to interpersonal conflict, project delays, and significant performance problems.	A lack of preparation, agreement and understanding between members of the project group.	Wasted resources and an overall poor end-product (Assessment of ACMA's D&I policies and recommendations).  Group cohesion and high rapport.  Group agreement on	Completion and understanding of best practice in project management (APSCGDP intensive courses)  Group cohesion and high rapport.  Group agreement on	Medium	Likely	Major	High	Averse	Oversight and coaching via APSC coach and APS Project Advisor may assist in promoting project management best practice.  Nominate group member to oversee project	Significant	13 August 2022

				availabilities/regular check-ins, etc.						management practices.		
Employee buy-in/asserting change in change-averse environment	The ACMA may not be prepared for the shift in culture regarding diversity and inclusion. Could lead to a delay or reduced effectiveness of proposed recommendations.	A lack of stakeholder interaction or preparing the ACMA for a shift in D&I culture.	Wasted resources, time delays, and a change-averse environment leads to ineffective recommendations put forth.  Exposure of change-averse environment generates negative perceptions of the ACMA's culture.	Opening dialogue with key stakeholders ASAP in preparation for ACMA culture shift.  Collaboration with ACMA in all-staff survey to determine change-appetite and improve stakeholder relationship.	Medium	Possible	Catastrophic	High	Controlled	Collaboration with Internal Comms team in ACMA-wide articles about D&I, as required.  Identify key supporters interested in a cultural change.  Monitor enthusiasm throughout the project to maintain awareness of ACMA enthusiasm.	Medium	2 September 2022

Implementing ineffective D&I recommendations that act as 'tick box' initiatives.	The implementation of ineffective D&I recommendations is a result of poor end-product and a disconnect from the expectations of the ACMA.	A lack of precise scope, inadequate communication with stakeholders and effects of personal cognitive bias towards D&I initiatives.	Disrepute of the employer from the employees.  Performance and productivity suffer from implementation of ineffective initiatives.  Sensitivity issues may arise.	Developing a working group culture that is driven to high-impact and positive recommendations toward diversity and inclusion in the ACMA.  Developing a clear scope and exercising best practice with stakeholder communication to identify the wants and needs of the ACMA.  Appetite for explicit recommendations from authority members.	Medium	Possible	Major	Significant	Controlled	The major project team will implement mitigation strategies for cognitive biases.	Medium	13 August 2022
Sensitivity and security issues	Elements of the all-staff ACMA survey and interaction with stakeholders may include sensitivity and security issues that offend people or delegitimize the major project.	Incorrect data gathering methods or questions that expose or offend individuals in stakeholder interactions or the ACMA all-staff survey.	Disrepute of the employer from the employees.  Waste of resources.	Developing clear outlines for questioning that are pre-read for sensitivity concerns.  Adhere to best digital practice with correct data gathering methods that maintain security and confidentiality for the ACMA.	Medium	Unlikely	Major	Significant	Averse	Discussion of sensitivities before engaging with stakeholders or information gathering.  Collaboration with internal comms team who handle internal survey design.	Low	2 September 2022
Overly broad or imprecise scope	Incorrect understanding or assumptions of diversity and	Incorrect definition of culture and	Wasted resources and poor final product (Assessment of	Strong scoping and planning	Strong	Almost certain	Major	High	Averse	Periodic review of scope prudency	Medium	13 August 2022



	inclusion may cause both incorrect end product, but also wasted time during researching period.	criteria of excellence.	ACMA culture and recommendations).	Group agreement against definitions (Milestone)  Final agreement from Project Advisor &/or Project Sponsor								
Project integration risk	The project is subject to potential performance problems, may not be sufficient to carry out the required project tasks.	Any random technology failure leading to integration issue towards the project datelines/tasks.	Delays in the project integration will directly impact the project schedule.	Explore alternate implementation approaches. Incorporate cost and schedule contingencies into the project baseline.	Medium	Possible	Moderate	Medium	Controlled	Review of integration requirements and raise potential issues in discussion.	Medium	13 August 2022

Risk	Event	Source of risk	Consequence	Pre-treatment assessment								Post-treatment assessment
				Existing risk controls in place	Control assessment	Likelihood rating	Consequence rating	Current risk	Risk appetite	Additional controls (if needed)	Risk level with additional treatments	Review date
Stakeholders not forthcoming with information	Information relevant to the project may be held by specific stakeholders that may not be willing to authorise its	External sources of information.	Research phase of project lacks information depth and/or quality.	Agreement among senior stakeholders to participate in project.	Medium	Possible	Minimal	Low	Controlled	Research component of project to include breadth of information from various sources to avoid single point of failure from one source of information.	Low	13 August 2022

	disclosure or release.									Clear communication with stakeholders to manage expectations and promote participation.		
Project schedule and timeline is not clearly defined.	Project schedule is improperly defined leading to timing overruns.	Inadequate planning and monitoring.	Key milestones and deliverables will not be achieved.	Communication from graduate coordinators of timelines and expectations around schedule.  Educational resources that provide information on defining project schedule.	Strong	Likely	Major	High	Engaged	Regular team touchpoints to understand plan and progress on tasks.  Upcoming due dates that may prove difficult to meet to be raised and discussed.  Team to debrief post submission of key deliverables and discuss any improvements moving forward.	Significant	13 August 2022
Unable to access Microsoft Teams/Office 365	Inability to access the relevant files and materials due to unforeseen circumstances.	Inadequate control over programs/technologies used.	Key milestones, deliverables, project plan will not be achieved.  Potential delay to inform material information to relevant stakeholders.	Multiple members with shared access to files.  IT support available to solve tech issues.	Strong	Unlikely	Moderate	Medium	Engaged	Explore alternative platforms that are easily accessible to the team and stakeholders Implement key measures to be ready for the unexpected. E.g., Working offline on the project and debrief on any changes made.	Low	13 August 2022

*The team is the owner of all risks above.*

# Appendix H: ACMA's risk analysis framework

## Risk analysis matrix

ACMA's risk analysis matrix					
Consequence	Likelihood				
	Rare (R)	Unlikely (U)	Possible (P)	Likely (L)	Almost Certain (A)
Catastrophic (C)	Significant	Significant	High	High	High
Major (Ma)	Medium	Significant	Significant	High	High
Moderate (Mo)	Low	Medium	Medium	Significant	High
Minimal (Mi)	Low	Low	Medium	Medium	Significant
Insignificant (I)	Low	Low	Low	Medium	Medium

## Risk rating

High	Significant Risk – Immediate treatment required.
Significant	Significant Risk – Treatment required as high priority.
Medium	Accepted Risk – Manage by specific monitoring or response procedures, with management
Low	Rejected Risk – Manage and monitor by routine internal procedures

## Control assessment

Strong	Robust, documented controls with evidence of their effectiveness
Medium	Established, documented controls
Weak	Untested controls or inadequate to consequence of risk

## Risk appetite

Averse	Safety, security and wellbeing, legal and statutory obligations, fraud, or negligence
Controlled	Interactions with stakeholders, public compliance with rules and regulations
Engaged	Improving program delivery, D&I appetite, and operational efficiency
Neutral	Outside of our control such as political or economic changes to be monitored and prepared for