

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

Graduate Project Report

November 2022

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Contents

Contents	0
Executive Summary	1
Background	2
Project Management & Methodology	3
Results	6
Discussion	9
Recommendations for the ACMA/eSafety	13
Conclusion	15
References	16
Appendix A: Project working definitions	18
Appendix B: Stakeholder interest and influence map	19
Appendix C: Communications plan	20
Appendix D: Risk register	22
Appendix E: Major project breakdown	27
Appendix F: Project timeline Gantt chart	28
Appendix G: Project organisational hierarchy	29
Appendix H: All-staff survey and results	30
Appendix I: Research	38
Appendix J: Staff engagement with Diversity and Inclusion	41
Appendix K: Staff suggested initiatives	42
Appendix L: Stakeholder Interview Questions	45
Appendix M: ACMA/eSafety's risk analysis framework	46
Appendix N: Media clip credits	48

Executive Summary

The 2022 Australian Communications and Media Authority (ACMA) Graduate Project (the project),¹ has involved examining and assessing the ACMA/eSafety approach to diversity and inclusion (D&I). The project final report, accompanied by a media clip, form the central deliverables of the inter-agency Graduate Development Program (GDP), as organised by the Australian Public Service Commission (APSC).

The [APSC State of the Service Report 2020-21](#) stated that D&I was traditionally seen as a 'tick box' exercise, measured through metrics and statistics rather than embedded in an organisation's culture. Importantly, the report notes that harnessing diversity is a 'key element to agency success' and if 'supported by an inclusive work environment, [diversity] enables innovation, strong contestability and better outcomes'. This emphasises that to support our staff and remain competitive, D&I must feed into the core and social fabric of the ACMA/eSafety, as well as underpin its values, organisational design, policy and strategy setting, and workforce planning, recruitment and ongoing staff development.

This project final report provides an examination and assessment of the ACMA/eSafety's approach to D&I. The project team has developed these findings by conducting primary research, including via the Diversity and Inclusion Survey (the survey), distributed internally to all employees in the ACMA/eSafety and interviews with key stakeholders. In addition, the team has undertaken an extensive review of secondary material including D&I initiatives across other regulatory agencies, not-for-profit organisations and the private sector, including organisations in the telecommunications and media industries, and the wider APS. Evidence from the APS census and APSC Diversity and Inclusion report was also considered.

This report aims to establish a D&I maturity baseline and provide tailored recommendations that are supported by our research and findings, encompass D&I 'best practice' and incorporate the agency's core values and objectives.

We propose 3 themed key recommendations, which are supported by more specific recommendations:

1. To build the **capability** of the ACMA/eSafety to support a diverse and inclusive workplace.
2. To encourage the development of an agency-wide **growth mindset** toward D&I and openness to change.
3. To develop policies and processes of review to ensure the **sustainability** of D&I. This also includes ensuring agency **accountability** by introducing appropriate mechanisms in place to support and review D&I processes.

¹The ACMA/eSafety Graduates would like to acknowledge the assistance we received throughout this project. We would especially like to extend our appreciation to our Project Sponsor, [REDACTED], and our Project Advisor, [REDACTED], for their involvement and guidance. We also extend our appreciation to the Authority, the Executive Management Committee, those from the ACMA and eSafety who kindly offered their time and insights to the graduates in their interviews, and those who offered shrewd assistance in the formulation of our staff-wide survey. We would also like to acknowledge Brendan DePinto, a former 2022 graduate, for his work and assistance, as well as our respective rotation supervisors for their support while completing this project.

Background

The ACMA/eSafety are 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 COVID-19 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/eSafety continues to redefine how and where we work, it is critical that our organisation's changing identity continually reflects and supports not only its staff, but also recognises the impact of its engagement with external stakeholders. This includes the community the ACMA/eSafety serve, to ultimately enable the agency to provide better, more inclusive outcomes for an increasingly diverse society.

On 20 October 2021, at a general staff meeting, the Chair presented agency-wide feedback from 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 its focus on building a more inclusive workplace culture. At this meeting, the Chair made a commitment to consult 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 D&I plan through 2022. This commitment was reiterated in the Chair's all-staff meeting on 31 August 2022 and in the ACMA's [Corporate plan 2022-23](#). This project was created as part of this commitment to contribute directly to the ongoing work being progressed by the People Strategy team.

Purpose

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

We support this analysis through answering the following questions:

- > What does 'diversity' and 'inclusion' mean for the organisation? (See **Appendix A**)
- > What does D&I mean to staff and what D&I initiatives do 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 do the ACMA/eSafety 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 organisational culture rather than a tick-box exercise?

Strategic aims

This project meets 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 D&I that combines best practice with the core objectives and requirements of the ACMA/eSafety in line with the organisations' business aims as well as the values of its employees
- > to ensure that the ACMA/eSafety consult internally and collaborates externally to promote best practice and share lessons and findings (without compromising confidentiality)
- > to conduct information-gathering and further promote reporting and monitoring in an ethical way that considers sensitivities and matters of privacy.

Project Management & Methodology

Project management method

To effectively complete our project according to internal and external deadlines, we divided the project into several phases based on the type of work required, the expected time they would take to complete and their importance to the project. These stages were:

- > planning phase
- > research phase
- > analysis and consolidation phase
- > report writing and media clip production phase.

Frequent weekly meetings consisted of both a 'stand-up' and a major groupwork or discussion meeting. These were adapted to suit requirements of different phases. For example, the number of meetings each week increased during the planning and survey development phases, as well as during the report writing and media clip production phase.

Stakeholder engagement

A stakeholder map (see **Appendix B**) was created to identify stakeholders' level of interest in, and influence on, the project. Our engagement with the ACMA/eSafety staff was vital to the development and success of the project. Opportunities arose to further engage with staff through branch and divisional meetings as well as the circulation of our all-staff survey via The Hub and email. We managed these communications well, with project members seeking and following appropriate agency/APS protocols for this level of engagement across the agency. This involved meetings and correspondence with the Project Advisor and Sponsor, senior executive members from the ACMA/eSafety, and other staff members who offered valuable insights and assistance to our project.

Communications plan assessment

The Communications plan (see **Appendix C**) was a useful tool for time management and our engagement with the agency and stakeholders. As part of our planning, we provided the Project Advisor and Sponsor advance notice of key dates for review and clearance of final deliverables. While we struggled with timeframes in our submission of our Project Plan, we sought to rectify this for our final report through increased communication and coordination with our Project Advisor and Sponsor. A key learning throughout this process was ensuring that we allowed for adequate timeframes for review and clearance, to integrate feedback into our final product.

The Communications plan acted as a reminder of stakeholder priority, providing guidance on when to contact stakeholders, communication frequency, and key information on their role in our project. We maintained a flexible approach to the plan in response to evolving agency activities. For example:

- > The all-staff survey release was delayed to review feedback from key stakeholders within the Human Resources (HR) and the Research, Analysis and Data Section, and due to the distribution of other surveys such as the APS Census and Health and Wellbeing survey.
- > The influence of certain stakeholders changed as the project progressed. The Department of PM&C and ACMA/eSafety staff were both previously ranked as 'medium'. The influence of PM&C was demoted, in comparison to the staff insights gained from our survey.
- > The regularity of communication fluctuated with our Project Advisor and Sponsor and internally during phases where competing priorities arose, especially as we saw the analysis and report writing phases overlap.

Risk management and risk controls application

The risk register (see **Appendix D**) was created in the project planning phase, and appropriate controls were applied to mitigate foreseen risks. These risks were monitored throughout the project and discussed on an ad-hoc basis at weekly group meetings. Additionally, we benefited from two team coaching sessions (organised as part of the GDP) to review progress of the project, flag any potential issues and engage in conflict resolution and ways to improve productivity and efficiency.

Difficult risks that were effectively managed include:

- > **Overly broad or imprecise scope:** During the research phase, we spent considerable time and effort defining our project key terms, which form the first part of our findings. This helped to refine our approach when interacting with stakeholders and in the analysis of our results.
- > **Survey design:** We deliberated the mix and type of questions (i.e., qualitative/quantitative/free verse/multiple choice), issues around privacy for responders, the purpose of the survey, as well as other issues that related to the structural and thematic aspects of the survey.
- > **Project schedule and timeline is not clearly defined:** Fulfilling pre-determined deadlines required a precise scope, which also filtered down to ensuring tasks that constituted the project breakdown (see **Appendix E**) were purposeful and well-defined to avoid any lag associated with confusion about the nature of said tasks.
 - Research and drafting activities were broken down into smaller components (e.g., document review, correspondence with stakeholders, planning for primary research) that were mapped onto a week-by-week timeline and Gantt chart (see **Appendix F**), to allow us to delegate tasks effectively and review progress regularly.
 - To manage this risk, we had ongoing discussions about research progress. Potential improvements here would be to encourage team members to more proactively notify others of changes that would affect their capacity to complete tasks to deadlines.
- > **Asserting change:** To mitigate the risk that the recommendations or suggestions of a change in culture related to D&I could lead to wasted resources, time delays and ineffective recommendations, we collaborated frequently with key stakeholders to gauge the nature of the changes that would be appropriate for and prioritised by the organisation, identified key supporters interested in cultural change, and monitored enthusiasm throughout the project.
- > **Issue management:** We assessed issues – such as miscommunication between project team members – on a weekly basis, and appropriately escalated during our weekly reviews. We consulted appropriate stakeholders as needed.

Team management assessment

The project was undertaken by the team of ACMA/eSafety graduates and overseen by a Project Sponsor at the Senior Executive Service level and a Project Advisor at the Executive Level. The project team and hierarchy can be found at **Appendix G**. Team members came from a variety of academic backgrounds, bringing different experiences and skillsets. This diversity of viewpoints was mobilised as a strength during decision making, stakeholder engagement and survey design.

Roles and responsibilities

We reported to the Project Advisor and Sponsor, as per the Communications plan, to maintain the direction of the project. The Project Advisor and Sponsor provided critical review of content, input on project ideas and assessment of project deliverables.

To maintain project management responsibilities and critical decision-making, we implemented a fortnightly rotating Chair as a key decision maker to keep the project on track, by setting and compiling the meeting agenda, assigning action items to team members and ensuring progress. The Chair also acted as a first point of contact for the Project Sponsor, Advisor and HR.

Resourcing

We achieved effective delegation of responsibilities through a well-structured and task-oriented timeline, which allowed us to effectively allocate tasks to an individual or to small working groups. This

was a key aspect in managing team resourcing, balancing rotation responsibilities with intensive project workloads throughout the research, survey development and report writing sprints. While no additional materials or funding were allocated to this project, we sought approval from HR to use Vyond, a video-editing software, to assist with the production of the media clip and sought access to Microsoft Dynamics 365 Customer Voice software for design and distribution of our all-staff survey.

Information management

We managed communications, documentation and version control in a dedicated Microsoft Teams channel. We used Microsoft's Dynamics 365 Customer Voice survey platform for data collection and Microsoft Excel and Power BI for data analysis. Safety controls were put in place to protect the privacy of participants, such as limiting the sharing of raw data to only team members who were directly involved in analysis of data and refraining from publishing any over-specific information that could be used to identify any individual's answers as consistent with our privacy statement (see **Appendix H**).

Quality control

Throughout the project, open communication and delegation of responsibilities within the team was crucial, particularly as the team is spread across different locations. Open and flexible communication reduced the risk of conflict and potential issues arising from miscommunication.

Methodology

Desktop Review

In the planning and research phase, we conducted an extensive review of relevant literature (detailed in **Appendix I**) to inform the direction of additional research activity and our engagement with the agency. We analysed the organisation's public-facing corporate documents and internal capability documents, to situate our assessment of the ACMA/eSafety within the context of the Australian Government's deregulation agenda. We also researched D&I documents from the private and not-for-profit sectors for 'best-practice' strategies to inform our recommendations and aspirational goals for the ACMA/eSafety.

Stakeholder Interviews

The project team conducted one-on-one interviews with key stakeholders identified throughout the project planning phase. This provided the project team with the opportunity to obtain extensive qualitative data based on the experiences of staff at varying levels at the ACMA/eSafety, including the Chair of the ACMA, the eSafety Commissioner, Authority members, senior executives and individuals who provided useful strategic insights in relation to the project topic.

Survey

The project team designed a survey instrument to better understand how the staff perceives how the agency performs on the topic of D&I. The survey collected information across a range of categories, including:

- > the demographics of the respondent
- > to what extent they agree or disagree with a series of statements regarding the ACMA/eSafety's current approach to D&I
- > their experience at the agency
- > what the ACMA/eSafety could improve on regarding D&I
- > any new initiatives we could introduce for staff to ensure that all staff feel valued and supported (see **Appendix H** for the full survey).

The survey was circulated for three weeks, and 204 responses were received out of a total of 489 employees (approximately 42% of the agency).

Results

Stakeholder Interviews

The graduate team conducted a series of interviews from key members at the ACMA/eSafety. Our conversations identified the following key themes.

Reflections on the importance of D&I – key highlights

‘As a public sector organisation, we should value and be reflective of the society in which we operate.’

- > Drawing on diverse perspectives and experiences is an asset/value-add to the organisation.
- > As a public sector organisation, we should value and reflect the Australian community. We should also be at the forefront of addressing social inequality.
- > An organisation that values and embraces D&I assists all employees in making contributions, and to enjoy their time and see themselves progress in the organisation.
- > D&I is important for people to enable them to bring their ‘whole self’ to work. ‘It is important for us all to be accepted and valued as humans’.
- > D&I is important for staff retention and allows staff to do their best work – it encourages new ideas and conversations, and is conducive to effective problem-solving.
- > A diverse workforce also attracts new employees from all backgrounds to join the agency.

Reflections on the implementation of D&I policies and initiatives – key highlights

‘We need D&I policies to live and breathe rather than just exist.’

- > Following through on policy will ensure their effective implementation – policies should be incorporated into the culture of the organisation.
- > People can be both barriers and enablers - through ignorance and not caring about issues, but also by helping to push the envelope and raise issues, and their conscious choice to do the right thing.
- > There are significant systemic issues (structural workforce issues, socio-economic inequality, access to education etc.) that make it difficult to hire the people we would like to hire. Privileging individual traits can often cause fracturing.
- > Time, bureaucracy and lack of internal professional development are also potential barriers.
- > A lack of diversity among decision-makers can create a set of biases that are hard to be conscious of and hinder structural change.
- > Senior leaders tend to have greater control over the visibility of issues - change comes from the top. They set procedures, have strong influence over resource allocation, agenda-setting (meaningful change requires longevity in terms of commitment) and pushing staff to engage in professional development aimed at improving awareness of D&I.
- > However, as a small agency, we have the advantage of being able to move quickly and implement strategies more easily.
- > Increasing buy-in to D&I can come through immersive experiences and creating an environment in which people feel they are a part of.
- > The critical thing is about changing people’s perspectives toward learning and establishing a growth mindset and developing continuous learning. A growth mindset encourages people to approach educational tools and immersive activities with an openness to be challenged as well as a curiosity to learn new things.
- > We need to build a pipeline in education to hire people from all backgrounds who have the skills, passion and/or potential to learn the skills necessary to contribute to the agency.

Reflections on D&I at the ACMA/eSafety – key highlights

‘At a team-level, there is a sense of inclusion and staff is diverse, but how do we grow and maintain that focus as an agency?’

- > The organisation has a vague-and-implied approach to elements of D&I compared to other organisations that have taken an explicit-and-visible approach.
- > Employees from diverse backgrounds can sometimes feel that they hold a ‘tokenistic’ role in the agency, and it can be lonely being one of few people who represent a specific culture or background. This can also be unfair and an added burden for these employees as go-to people on a topical issue and cause cultural drain that adds to workload.
- > The agency would benefit from ongoing cultural competency training, education and recruiting practices to mitigate this issue.
- > One stakeholder responded, “I don’t think we do,” when asked about how the organisation and staff approach D&I as an issue.
- > “D&I is currently ad-hoc.” - Change has happened organically through past employees who champion the D&I agenda at various levels including through social club activities and individuals actively doing things in the workplace.
- > D&I is often driven by non-executive staff, but this should not be solely their responsibility.
- > While the agency has strong female representation, we need to be more progressive as an agency in other areas e.g., ethnic and racial diversity, disability, LGBTQIA+ inclusion.

Survey

Upon closing the survey, analysis of the results was conducted using Microsoft Excel and Power BI. The results have not been tested for statistical significance and cannot be used to make assertions about employees who did not respond to the survey. However, with a sample size of 204, the results are substantive enough to gauge the state of the agency.

Consistent with our privacy statement, (see **Appendix H**) we practiced a number of steps to protect sensitive information shared with us. To protect the identity of respondents, the survey data was divided into separate categories and the file containing all categories was not used in any publication. Answers that included “prefer not to say” were excluded from all analysis to respect the wishes of the respondent. Although results were collected for all categories, demographic categories with an insufficient cell size were not reported on. The following categories were excluded:

- > Do you identify as an Australian Aboriginal and/or Torres Strait Islander person? – All options.
- > How do you describe your gender identity? – All options that were not man or woman.

The following categories were used to investigate the effects of intersectionality without risking the privacy of the respondent:

- > How do you describe your gender identity? Man or woman.
- > Do you have carer responsibilities? Yes or no.
- > Do you identify with another ethnicity besides Australian? Yes or no.

Appendix H contains the total and average response for each question. A Power BI dashboard will be developed that examines the effect of intersectionality by comparing the demographic attributes collected against questions regarding experiences. The dashboard will be made available internally to relevant stakeholders at the ACMA/eSafety.

The survey also collected qualitative data from respondents to find out what D&I means to staff, what potential D&I initiatives they would like to see in the workplace, their interest in celebrating religious or cultural events and what the agency could do to make them feel better supported. The data from these questions were analysed using in-vivo coding to determine salient themes.

Based on our desktop research we developed a working definition of D&I (**Appendix A**). We provided this working definition in the survey and asked respondents to reflect on their own personal definitions of D&I with the question “What does diversity and inclusion mean to you?”.

Upon undertaking a qualitative analysis of the responses, we identified five main themes:

- > Acceptance, equality, and respect for people of all different backgrounds.
- > Ensuring all staff feel valued and a sense of belonging.
- > The importance of creating a welcoming work environment that embraces and celebrates personal differences, different perspectives, and lived experience.
- > Representation of people from diverse backgrounds across all levels and who are meaningfully involved in decision-making processes.
- > Zero tolerance of discrimination.

A word cloud was created to visualise these responses (see **Appendix J**).

In comparing the responses of the ACMA/eSafety staff to our working definitions, we found that the working definition largely captured the same definitions as those of the staff. The responses from this question indicated that staff at the ACMA/eSafety have a strong understanding of D&I and intersectionality. This indicates to us that the staff at the ACMA/eSafety are willing and ready to embrace a D&I plan as well as potential initiatives (see **Appendix J**).

Staff indicated a strong level of interest in a variety of potential D&I initiatives, with the most popular responses from the given initiative suggestions being: mentoring programs, all staff morning teas and the establishment of staff networks. Staff also suggested a range of alternative initiatives, actions and religious and cultural events that could be used to promote D&I in the workplace (see **Appendix K**).

Comparison of planned outcomes and achieved outcomes

A range of prospective outcomes had been identified in the early stages of the project. While we could not anticipate precise outcomes for all aspects of the project, we developed a sketch of outcomes we would like to see achieved. These prospective outcomes included:

- > Create evidence-based recommendations to develop future opportunities and improvements in D&I at the ACMA/eSafety.
- > Find opportunities for new pilot initiatives that will improve D&I at the ACMA/eSafety.
- > Establish the groundwork for developing a D&I strategy based on best practice.
- > Enable a workplace culture in which staff feel more welcomed, valued and supported.
- > Implement hiring and retention practices to be geared towards a workplace that reflects the industries the ACMA/eSafety regulate, and the communities they serve.

Our achieved outcomes were as follows:

A final report, including:

- > Background outlining the indicators for an inclusive and diverse culture.
- > The establishment of a D&I maturity baseline to measure the ACMA/eSafety’s progress.
- > An examination into the ACMA/eSafety’s current culture and initiatives regarding D&I
- > A gap analysis in initiatives and strategies for D&I at the ACMA/eSafety.
- > Recommendations on areas of focus to strengthen the ACMA/eSafety’s culture of D&I.

A media clip to:

- > Celebrate ACMA/eSafety’s current diversity and promote the future D&I strategy.

Discussion

Finding a maturity baseline for the ACMA/eSafety

As we discovered in our desktop review, there are many individual courses of action that an organisation can take in improving D&I. These approaches can be highly granular and multifaceted, incorporating different goals, target groups and agendas, and there is no 'one size fits all' D&I plan - even for plans that target one demographic group. Therefore, in conceptualising a maturity baseline for the ACMA/eSafety, our approach should be both:

- > general enough in its assessment to accommodate diverse approaches for many different identities
- > sufficiently specific to individually assess different areas within a spectrum of identities.

To create a D&I maturity baseline that meets these conditions, we have adapted the Inclusion Maturity Framework from the Australia Human Resources Institute, as a basis for the ACMA/eSafety:

THE INCLUSION MATURITY FRAMEWORK

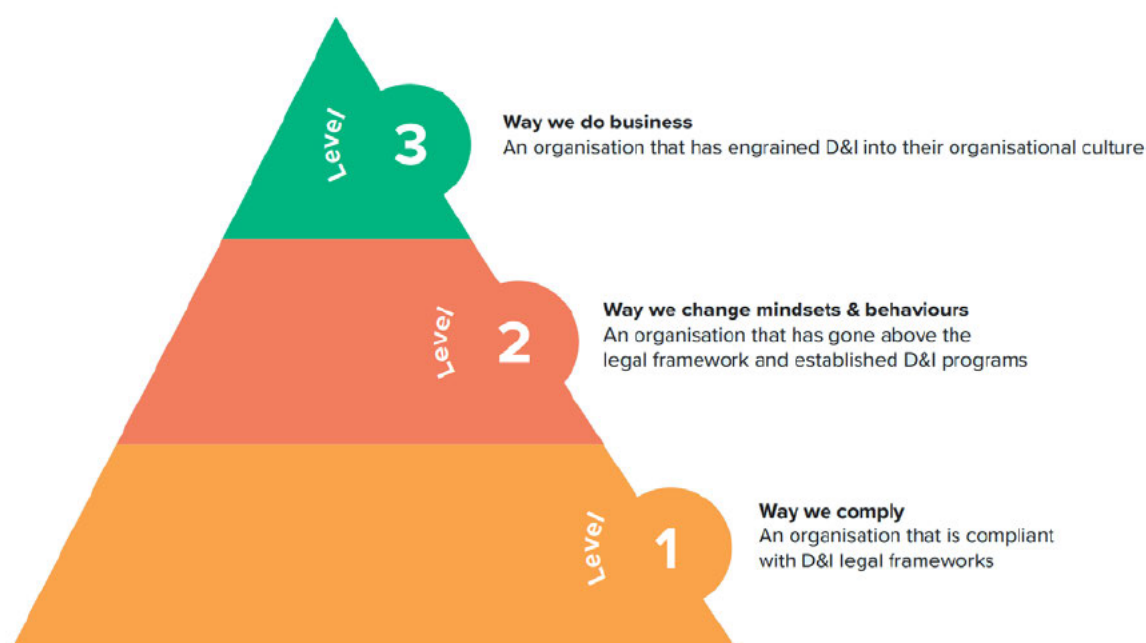


Figure 1: The inclusion maturity framework. Source: [Australian HR Institute, 'AHRI's Inclusion & Diversity maturity model'](#)

This framework however is limited as a single D&I assessment and does not incorporate the full scope of an individual's identity and address the concept of intersectionality, that is, the overlapping and independent systems of discrimination and marginalisation that an individual is exposed to. We have modified the model to better assess different identities individually within the framework to create a matrix. This is demonstrated in the example in Table 1.

Summary Information on Status	Level 1	Level 2	Level 3
Gender			✓
First nations people		✓	
Disability	✓		

Table 1: D&I maturity baseline matrix.

This matrix forms the maturity baseline from which D&I can be graded at the ACMA/eSafety. With an established baseline, this will allow the ACMA/eSafety to identify several areas to see improvement and begin to construct strategic initiatives that aim to increase the level of each identity factor.

Some issues that need to be addressed regarding the maturity baseline are:

- > Which identities should be included in the maturity baseline?
- > How can we address irreducible complexity with respect to identity and issues that are inherently intersectional?

Addressing the issue of which identities are included or excluded is central to structuring a strong D&I plan and an approach that is reflective, communicative and non-exhaustive should be adopted. The baseline should be regularly revised and monitored to ensure positive progress continues to be made.

Key findings

A brief assessment of the ACMA/eSafety along the D&I maturity baseline

The ACMA/eSafety has significant room for improvement. While there is a Reconciliation Action Plan in development, and recognition of NAIDOC Week and various days of significance (such as Wear It Purple day) at the agency, the ACMA/eSafety's current approach to D&I is limited. The Enterprise Agreement recognises the value of 'Diversity and dignity at work',² but has yet to action this and the ACMA Gender Equality Strategy 2017-2020 action plan exclusively focuses on gender equality.³

Based on this, with respect to the maturity baseline, the ACMA/eSafety may be graded as 'Level 2' in the areas of gender equality and First Nations peoples, but the initiatives are too limited to justify a 'Level 2' grade for other areas. In practically every other area, the ACMA/eSafety only meet the requirements to reach 'Level 1' across every intersection of identity on that basis that the ACMA/eSafety's D&I initiatives are limited and there is no general Diversity and Inclusion plan. Additional strategic initiatives are a critical component of progressing the maturity of the agency.

Creating strategic initiatives

Once a baseline is established and an area is identified for progress, a strategic plan should be set to improve that area. This strategic plan should at minimum cover the following elements:

- > **Goals:** Broadly speaking, what the objective of the plan is.
- > **Desired outcomes:** Identify KPIs, prospective results of the strategy.
- > **Strategic priorities:** Identify the necessary components that allow for the goal to be achieved.
- > **Key enablers:** Identify the necessary tools, assistance and support that enable the plan to succeed. These may be certain D&I initiatives, particular participants, or other resources.

As an example, the University of Melbourne's D&I strategic plan illustrates the necessary elements of a strategic plan and should assist with understanding how those components fit together.⁴ Through the creation of a strategic plan with these components, the output should aim to create momentum in advancing the organisation's D&I maturity levels.

Survey findings - Visible vs invisible disabilities

In our demographics section of the survey, respondents reported data on their disability status, neurodiversity and how much they believe their agency demonstrates a commitment to the needs of employees with disabilities. We found that individuals who are neurodiverse feel less commitment from leadership towards accessibility needs, compared to people who have a physical disability. We also found individuals who both identified as neurodiverse and had a physical disability reported a similar level of support to people with a physical disability, but not neuroatypical. Therefore, a key insight we have gained is that people with a visible accessibility issue tend to hold a higher opinion of

² [ACMA Enterprise Agreement 2020-2023.pdf](#)

³ [Workplace diversity and inclusion | ACMA](#)

⁴ [Diversity and inclusion strategy and policy \(unimelb.edu.au\)](#)

the agency's approach to accessibility than people with an invisible accessibility issue. Thus, this presents a potential blind spot for invisible accessibility needs.

Marginalisation at work

As part of creating a diverse and inclusive environment, marginalisation on the basis on identity must be kept to a minimum. The project survey found around 12% of respondents were marginalised at their respective agency. It also found that:

- > carer respondents are 10% more likely to have been marginalised
- > non-heterosexual respondents are 12% more likely to have been marginalised
- > respondents with a disability are 19% more likely to have been marginalised
- > neurodiverse individuals are 9% more likely to have been marginalised.

Respondents who were women, people of colour, identified with an ethnicity other than Australian felt a similar level of marginalisation as their respective counterparts (less than 5% difference), especially when compared to the four groups above. Reducing this marginalisation to a minimum should be a critical priority to the ACMA/eSafety to create an inclusive environment for all.

Preferred initiatives

Another component of our survey included a question which asked what initiatives respondents would be interested in from a list. By grouping respondents into demographic groups, we found some groups prefer some initiatives more than the remainder of respondents:

- > People of colour prefer D&I training relative to others (35% vs 23%), with less preference for other initiatives.
- > Neurodiverse people prefer initiatives to a greater extent than others especially D&I committees (38% vs 27%), staff networks (44% vs 34%) and diversity champions (34% vs 23%), slightly less likely to prefer mentoring.
- > People with disabilities have a stronger preference for mentoring (50% vs 35%) and staff networks (50% vs 34%).
- > Non-heterosexual individuals prefer initiatives to a greater extent than others especially D&I committees (39% vs 28%), D&I training programs (47% vs 33%), staff networks (50% vs 35%), Diversity champions (36% vs 25%) and outreach programs (28% vs 17%).
- > People with an ethnicity other than Australian prefer the given initiatives less than others (See **Appendix H**, question 18 for the full list of options).
- > Women at the ACMA/eSafety have a strong preference for D&I training (46% vs 23%) as well as a preference for a D&I committee (37% vs 22%), staff networks and diversity champions (20% vs 6%) as compared to men.
- > Carers at the ACMA/eSafety tend to prefer staff networks than others (38% vs 27%).

Other survey data

While we have compiled our survey to give us insights regarding D&I here, there are additional surveys that cover a wider scope, particularly in comparison of demographic information.

APSC employee census demographic information

The APSC conducts an annual survey of employee organisations. The information from this survey serves a useful purpose in helping us determine how the ACMA/eSafety looks in comparison to the public service. It highlights the ACMA/eSafety has a higher number of men employed (+6%) as well as a greater people holding carer responsibilities (+9%) as compared with the APS – otherwise a relatively similar level of demographic profile is found with the APS average.

APSC Diversity and Inclusion report

The APSC have also released a paper on D&I in the APS as a whole.⁵ This document released in September 2022 can be used as a companion piece to this project and allows us to form another point of comparison with the APS. Particularly in terms of the perceptions of leadership on diversity which is a key area of focus for us.

When comparing our survey results with the APSC's figures, the question of whether their agency "supports and actively promotes an inclusive workplace culture", compared to a similar question in our survey,⁶ found several areas where there the ACMA/eSafety is lacking:

"Leadership at my agency is committed to fostering an inclusive workplace" % who agree or strongly agree.		
Identity	ACMA/eSafety gap (2022)	APS gap (2021)
Gender	3.21% (Men 65.96%, women 62.75%)	-1% (Women 80%, men 79%)
LGBTQI+	15.23% (LGBTQI+ 52.77%, non-LGBTQI+ 68%)	3% (LGBTQI+ 76%, non-LGBTQI+ 79%)
Disability	12.69% (Disability 54.17% vs non-Disability 66.86%)	9% (Disability 70% vs non-Disability 79%)

Table 2. Comparison of inclusive workplace perception gaps at the ACMA and the APS.

This comparison is limited with respect to some qualities. Our survey has a lower response rate, does not include significant figures for First Nations people like the APS survey did, has slightly different definitions for some of these categories. But these should be broadly indicative of the relative performance of the ACMA/eSafety compared to the APS.

⁵ APSC 2022 [Diversity and inclusion report 2022](#), APSC, accessed: 24 October 2022

⁶ The question reads "Leadership at my agency is committed to fostering an inclusive workplace."

Recommendations for the ACMA/eSafety

From these findings, we have formulated recommendations to improve D&I at the ACMA/eSafety. The development of these recommendations primarily stem from the data we have collected through our all-staff survey, review of other D&I strategies as well as our stakeholder interviews. However, the project team are also cognisant of the important role the ACMA and the eSafety's key values and purpose should be when recommending organisation-wide change. Further, we also recognised the important role that the ACMA/eSafety has in representing the wider APS and that, as such, its D&I plan should reflect the values of the wider Australian public sector.

When considering these recommendations, we note some key principles that informed our approach. Firstly, we encourage leadership to take a human-centered approach to implementing initiatives. Initiatives should be made based in a way that are tailored to the staff's needs and put them at the centre of the design process. The specific initiatives recommended in this report should be developed in consultation with key stakeholders and target audiences.

We also emphasise that an intersectional approach toward D&I is fundamental because it recognises the presence of overlapping identities and that all people have unique experiences and insights to offer. D&I should not be a practice that promotes exclusion or prioritisation of any one group, but rather considers and embraces all individuals and their unique backgrounds. It is important to approach D&I from a perspective that celebrates unity, encourages safe and respectful practices between members of different communities and values curiosity and learning.

Our recommendations revolve around key pillars of focus for the agency. These are: **building capability**, developing a **growth mindset**, and creating **sustainable practices** along with being held **accountable** for the regular review of policies. Whilst we provide specific recommendations, our intention is to establish these overarching areas of focus that are adaptable and service the agency on its D&I parameters as it progresses through each stage of the maturity baseline and beyond. These pillars should be present in the short-, medium- and long-term goals that form the Diversity and Inclusion Strategy.

1. Build the **capability** of the ACMA/eSafety to support a diverse and inclusive workplace.
 - a. Formulate a contemporary D&I strategy and integrate it into the organisation's culture.
 - b. Adopt the maturity baseline as stated in the discussion to recognise and chart progress.
 - c. Develop strategic initiatives based on priority areas identified in the maturity baseline.
 - d. Adopt grassroots approach towards enabling the creation and longevity of staff networks.
 - e. Consider employing/engaging with external D&I experts.
 - f. Establish a working group to implement our proposed recommendations.
2. Encourage the development of an agency-wide **growth mindset** toward D&I and openness to change.
 - a. Establish avenues for support and ongoing learning, including mentoring, learning days, ongoing training (for staff and leadership) etc.
 - b. Recognise the interest that staff have in D&I initiatives and research how best to incorporate them.
 - c. Encourage leadership to recognise their position in the agency as role models, to participate, take ownership, actively show support for and implement initiatives and undertake ongoing training (e.g., cultural competency).

3. Develop policies and processes of review to ensure the **sustainability** of D&I. This also includes ensuring agency **accountability** by introducing appropriate mechanisms in place to support and review D&I processes.
 - a. Prioritise funding for D&I initiatives in the ACMA/eSafety budget.
 - b. Review and redraft D&I strategic plans and documents every year to ensure reflective and communicative policy.
 - c. Set measurable, well-defined targets to ensure successful implementation of the D&I strategy, including closing the large gap in the agree/strongly agree response rate between different identities both within the ACMA/eSafety and between the ACMA/eSafety and the APS (e.g., “Leadership at my agency is committed to fostering an inclusive workplace” should have a have a smaller gap in the agree response rate).
 - d. Implement accountability measures with deadlines and accountable sections/teams.
 - e. Adopt a drip-feed approach to training, staff on-boarding, workforce planning, recruitment and ongoing development.
 - f. Take steps to ensure that the ACMA/eSafety’s recruitment practices are transparent, equitable and unbiased and consider affirmative measures including recruitment quotas and/or pathways to hire a diverse workforce that reflects the wider Australian community, and work towards increasing diversity within leadership.

Conclusion

Diversity and inclusion form an integral part of an organisation. A body that supports, respects and encourages employees to bring their whole self and indeed, their best self to work is an organisation that will succeed. Both the ACMA and eSafety are organisations whose purpose is to service the needs of the Australian community. Our remits are wide-spanning and influential and affect all Australians.

Our research and findings show how D&I strategies are becoming pervasive across both the APS and beyond, in the private and not-for-profit sectors. In general, the adoption of D&I practices contribute to positive business outcomes and is essential to the establishment of a respectful, supportive and well-functioning workplace.

However, what is also clear is that no D&I strategy is the same. Effective D&I plans should be tailored to the organisation according to the needs and wants of its employees and the strategic aims of the organisation. This requirement has informed our recommendations, which seek to introduce a three-pronged approach to D&I that aims to build the capability of the organisation, positively shape the attitudes toward D&I throughout the organisation and establish a framework of accountability.

The establishment of this project is a positive first step in the inauguration of a Diversity and Inclusion Strategy, especially as it parallels the development of a Reconciliation Action Plan. The project team were committed to delivering high-quality recommendations that would benefit the agency. We hope that our research, findings and recommendations will assist in the development of an actionable Diversity and Inclusion Strategy and that the implementation of the strategy will ultimately lead to a basis for a sustainable D&I plan for the future.

Team reflection

The project team were tasked with delivering a D&I plan that required a recognition of the individual needs and wants of the organisation's employees whilst also trying to ensure that these needs aligned effectively with the corporate goals and strategic aims of the organisation. The tension between the personal and the professional also filtered down to the discussions we had internally. That is, by virtue of its definition, a 'diversity and inclusion' plan affects everyone and indeed, everyone has a different attitude as to what an effective 'diversity and inclusion' plan should contain.

Throughout the project, especially in our discussions around setting the framework for defining D&I and the development of the survey, the group had to manage the personal passions and interests of its respective members. We instituted a democratic structure throughout our project and always sought consensus on decisions before they were made. However, this was not always an easy task. Sometimes, individuals vocalised strong beliefs about certain matters and as a team, we were open and sensitive enough to recognise when the interests of the minority should trump the interests of the majority, especially when these interests stemmed from lived experience or expertise.

Thus, a key lesson that we learnt about group work is that the individual should not become an insubstantial part of the whole. Rather, a successful group project recognises that 'success' relies on all ideas, perspectives and values being heard and respected. Only by doing so can a project truly reflect the skills and expertise of the members that contributed to its development.

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Appendix A: Project working definitions

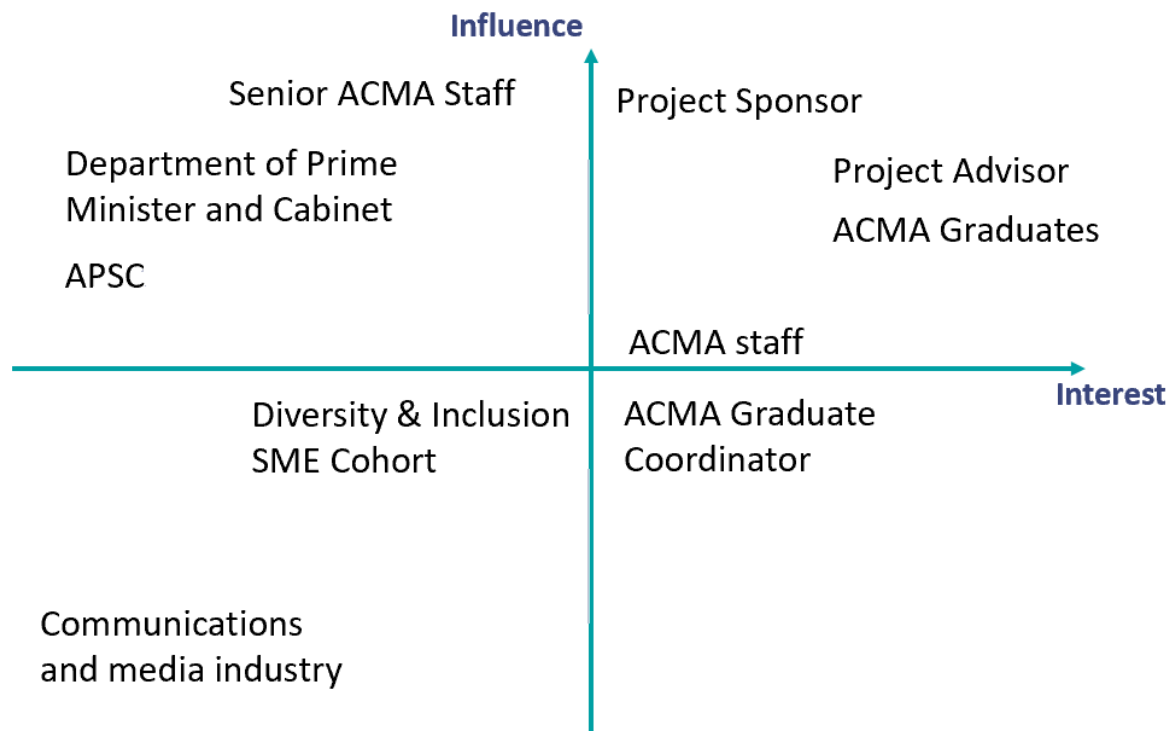
Diversity

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).

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).

Appendix B: Stakeholder interest and influence map



Appendix C: 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 D: 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 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 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 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 prudence	Medium	13 August 2022

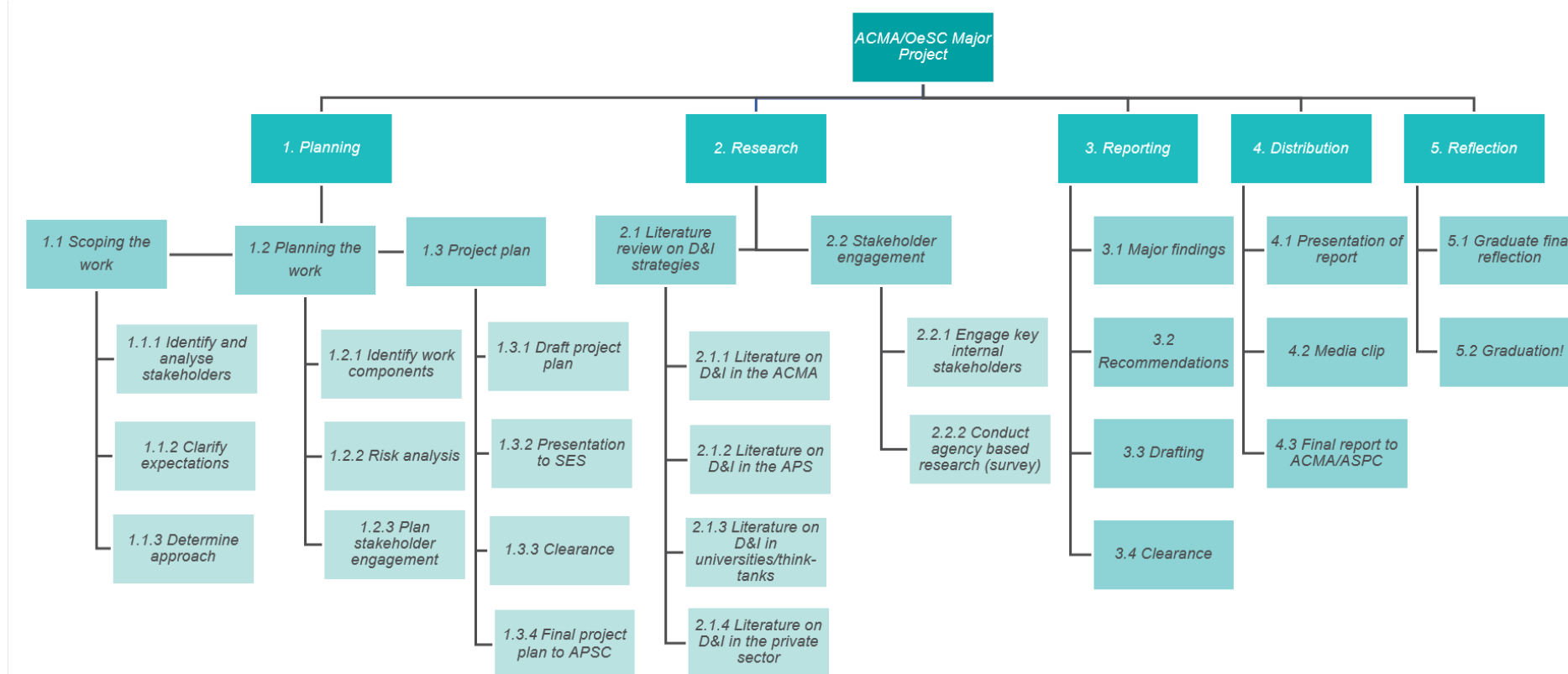
	inclusion may cause both incorrect end product, but also wasted time during researching period.	criteria of excellence.	ACMA culture and recommendations).	Group agreement against definitions (Milestone) Final agreement from Project Advisor &/or Project Sponsor								
Project integration risk	The project 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 i 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

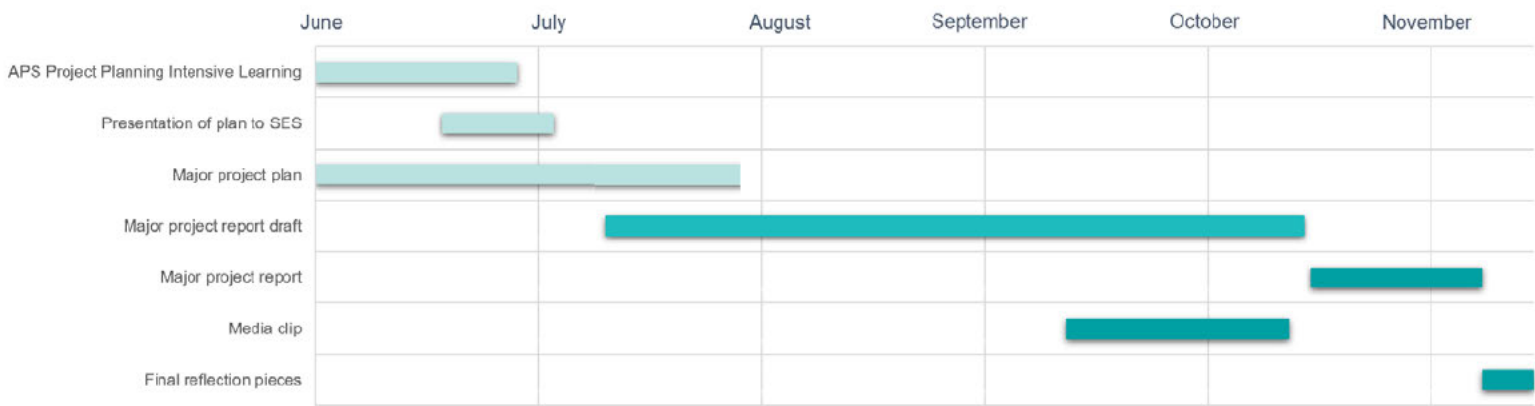
	disclosure or release.									Clear communication with stakeholders to manage expectations and promote participation.		
Project schedule and timeline is not clearly defined.	Project schedule is improperly defined leading to timing overruns.	Inadequate planning and monitoring.	Key milestones and deliverables 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 E: Major project breakdown

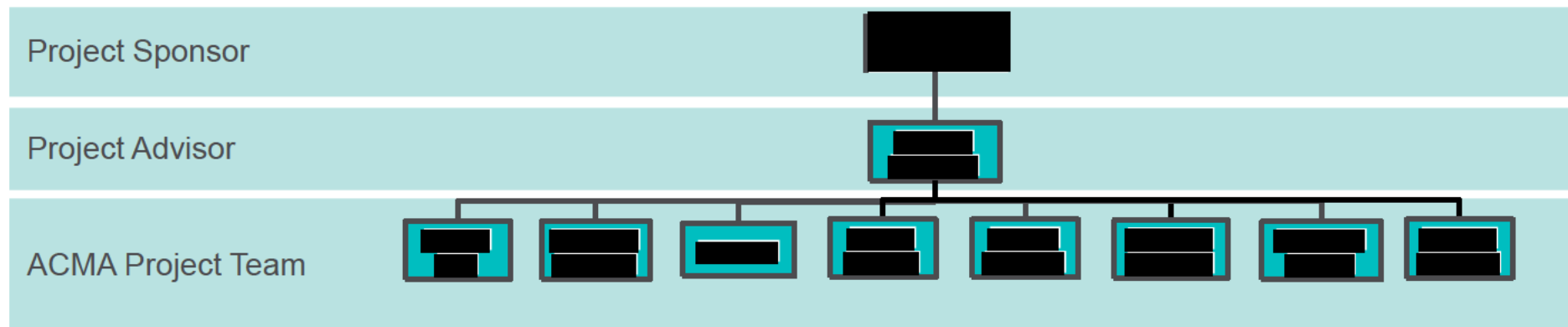


Appendix F: Project timeline Gantt chart



- Key**
- Planning
 - Research
 - Reporting and distribution

Appendix G: Project organisational hierarchy



Appendix H: All-staff survey and results

Graduates 2022 Diversity and Inclusion at the ACMA and eSafety survey - What does Diversity and Inclusion mean to you?

This year, the graduates are researching how to improve Diversity and Inclusion at the ACMA and eSafety. We want to ensure the ACMA and eSafety provide a supportive and respectful work environment that recognises, values and embraces the diversity of its employees and the Australian community it serves. We want to hear your thoughts on Diversity and Inclusion: what's working well, what we could improve on, and what new initiatives we could introduce in the future. We also want to hear about you and your experiences to help understand how different individuals experience work and work culture differently. Please complete the Diversity and Inclusion Graduate Survey to help us build an inclusive workplace culture. We advise completing this survey on a desktop computer for the best user experience. This survey will take around 15 minutes to complete

Privacy statement

We've been mindful to allow you to choose how much sensitive information you're willing to share. If at any point you wish to not share sensitive information you can respond with 'prefer not to say', or if you prefer to opt out of the survey entirely then please feel free to exit the survey. Completion of the survey is voluntary and anonymous. The purpose of the survey is to assist the 2022 graduates in their research on how to improve Diversity and Inclusion (D&I) at the ACMA and eSafety. The information you provide will be used to gain an understanding of the current state of D&I and will assist us in providing recommendations on how to build a diverse and inclusive workplace for the future. Survey responses will not be used for any other purpose or otherwise disclosed unless we have obtained your consent, or the ACMA is otherwise authorised or required by or under law to do so. We will treat your responses with the utmost sensitivity and precaution. When we present our results, we will do so in a way that does not allow the reader to identify the identity of any individual respondents. We will not combine demographic responses in a way that allows readers to identify a small group of potential respondents. Some questions have a free text field. As this survey is intended to be anonymous, please do not provide any personal (identifying) information in the free text field. However, if you consider that the provision of personal information in response to a survey question is necessary or may be helpful, you may provide that information by sending an email to: [REDACTED] or by phoning [REDACTED]. The ACMA's privacy policy, which is available at [REDACTED], contains details about how you may access personal information about you that is held by the ACMA, and seek correction of such information. It also explains how you may complain about a breach of the Privacy Act and how the ACMA will deal with such a complaint. Please contact us if you would like to know more about how we are handling your responses with care.

Defining Diversity and Inclusion

1. What does Diversity and Inclusion mean to you? *This could be a word, or a phrase, or even a paragraph.* [free text box]

About you

This demographic data will help us understand perspectives and needs from different points of view. When we present our results, we will do so in a way that does not allow the reader to identify the identity of any individual respondents. We will not combine demographic responses in a way that allows readers to identify a small group of potential respondents.

2. Do you work in eSafety or the ACMA? [multiple choice]
3. Which division do you belong to? [multiple choice]
4. Which office are you primarily based in? [multiple choice]
5. Which of the following best describes your APS level in the organisation? [multiple choice]
6. What is your age? [multiple choice]
7. Do you identify with another ethnicity besides Australian? [multiple choice]
8. Would you like to share your ethnicity? [free text box]
9. Do you identify as a person of colour? [multiple choice]
10. Do you identify as an Australian Aboriginal and/or Torres Strait Islander person? [multiple choice]
11. Do you speak a second language (or more) at home? [multiple choice]
12. Would you like to share which language(s)? [free text box]
13. What country were you born in? [multiple choice with free text box option]
14. How do you describe your gender identity? *Please select all categories that you identify with. If you would prefer to self describe, please do so in the 'other' free text option.* [multiple choice with free text box option]
15. Do you identify your sexuality as something other than heterosexual? (e.g. gay, lesbian, bisexual, asexual, questioning) [multiple choice]
16. Do you have carer responsibilities? [multiple choice]
17. Do you identify as a person with a physical disability or are you a person with accessibility needs? The below are *some examples* of physical disabilities and conditions that may require accessibility needs. This list is not exhaustive and if you have, or believe you have, a disability or accessibility need that goes beyond this list, please click yes.- Loss of sight (not corrected by glasses or contact lenses)- Loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used- Speech difficulties- Shortness of breath or breathing difficulties causing restriction- Chronic or recurrent pain or discomfort causing restriction- Blackouts, fits, or loss of consciousness- Difficulty learning or understanding- Incomplete use of arms or fingers- Difficulty gripping or holding things- Incomplete use of feet or legs- Nervous or emotional condition causing restriction- Restriction in physical activities or in doing physical activities or in doing physical work- Disfigurement or deformity- Mental illness or condition requiring help or supervision- Long-term effects of head injury, stroke or other brain damage causing restriction- Receiving treatment or medication for any other long-term condition or ailments and still restricted- Any other long-term conditions resulting in a restriction [multiple choice]
18. Are your accessibility needs easily visible to others? [multiple choice]
19. Do you identify as neurodiverse, or have you been diagnosed with a mental/psychological condition, disorder or learning difficulty? *Some examples of what might be considered neurodiverse include:-* Anxiety- Bipolar affective disorder- Depression- Eating disorder- Obsessive Compulsive Disorder- Paranoia- PTSD (Post-traumatic stress disorder)- Psychosis- Schizophrenia- Autism/Asperger Syndrome- ADHD- Dyslexia- Dyspraxia-Tourette syndrome [multiple choice]

What is your opinion of the overall Diversity and Inclusion culture at your agency?

20. To what extent do you agree or disagree with the following statements? [Likert scale, options: strongly agree, agree, neither agree nor disagree, strongly disagree, don't know, prefer not to say]

- i. Leadership at my agency values people whose backgrounds, beliefs and experiences are diverse
- ii. As an employee, I feel my agency's employees respect others whose backgrounds, beliefs and experiences are different from their own
- iii. As an employee, I feel part of a workplace culture that allows staff to feel like they belong, are welcome and included
- iv. Leadership at my agency is committed to improving the diversity of its workforce
- v. Leadership at my agency is committed to fostering an inclusive workplace
- vi. I understand the procedures for reporting incidents of discrimination or bias in the workplace
- vii. I believe my agency will take appropriate action in response to incidents of discrimination or bias

Career development:

21. To what extent do you agree or disagree with the following statements? [Likert scale, options: strongly agree, agree, neither agree nor disagree, strongly disagree, don't know, prefer not to say]

- i. I believe that employees like me are encouraged to apply for higher positions
- ii. I believe that employees like me are treated fairly in internal promotion processes

Belonging and support

22. To what extent do you agree or disagree with the following statements? [Likert scale, options: strongly agree, agree, neither agree nor disagree, strongly disagree, don't know, prefer not to say]

- i. I feel a sense of belonging at my agency
- ii. I feel supported in my role
- iii. When I speak up, my opinion is valued
- iv. I feel comfortable being myself at work
- v. I have felt marginalised at my agency because of my identity
- vi. The initiatives at my agency have led me to become more understanding of differences among my co-workers

Safety and marginalisation:

23. To what extent do you agree or disagree with the following statements? [Likert scale, options: strongly agree, agree, neither agree nor disagree, strongly disagree, don't know, prefer not to say]

- i. My co-workers don't make jokes about other peoples' differences
- ii. Employees of different ages are valued equally by my agency
- iii. Employees of all cultures and backgrounds are valued at my agency
- iv. People of my ethnicity are easily visible to me
- v. I feel comfortable expressing my gender identity at work
- vi. I feel comfortable expressing my sexual orientation at work
- vii. My agency demonstrates a commitment to the needs of employees with disabilities
- viii. Based on my accessibility needs, I feel supported at my agency

24. Have you ever felt discriminated against at your agency? [multiple choice]

25. If yes, on what basis? (*select all that apply*) [multiple choice]

- i. age

- ii. carer status
- iii. disability
- iv. ethnicity
- v. gender identity
- vi. race
- vii. religion
- viii. sexual orientation
- ix. unsure
- x. prefer not to say
- xi. other [free text box]

Diversity and Inclusion initiatives

We'd like to hear your thoughts on what initiatives we can introduce to promote Diversity and Inclusion. Please note, all responses for this section are optional.

26. Is there anything that would make you feel more supported at work? [free text box]

27. Are you involved with any current initiatives at your agency? (*select all that apply*) [multiple choice]

- i. Culture and Values Network
- ii. Celebrating days of significance (e.g. Harmony Day, Wear it Purple Day, NAIDOC Week)
- iii. Social Club
- iv. Reconciliation Action Plan taskforce
- v. eSafety Culture Club
- vi. None of the above
- vii. Other [free text box]

28. Would you be interested in any of the following Diversity and Inclusion initiatives? (*select all that apply*) [multiple choice]

- i. Diversity champions: Diversity Champions are leaders who take responsibility for instilling a diverse and inclusive workplace culture
- ii. Staff networks: Networks could provide professional and social connections for staff as well as providing support, learning and development, and advocacy for different groups in your agency. Some examples of staff networks can be for groups such as Gender Equality, Disability and Allies, Indigenous Staff, Cultural and Linguistically Diverse staff, Pride and Allies, Mental Health and Wellbeing
- iii. Diversity and Inclusion Committee: A diversity and inclusion committee is a taskforce of diverse staff members who are responsible for helping bring about the cultural, and possibly ethical, changes necessary for your agency
- iv. Diversity and inclusion training programs
- v. All staff morning teas
- vi. Outreach programs
- vii. Mentoring
- viii. ACMA exchange presentations with community representatives
- ix. None of the above
- x. Other [free text box]

29. What religious or cultural events would you like to see celebrated at your agency? [free text box]

Final thoughts

30. Is there anything else that you would like us to know? [free text box]

Survey results

Total responses for all questions = 204

Location and division	Number of responses	As a % of total responses
Q1. Do you work in eSafety or the ACMA?		
ACMA	148	72.5%
eSafety	49	24.0%
Prefer not to say	7	3.4%
Q3. Which division do you belong to?		
Communications Infrastructure Division	39	19.1%
Content and Consumer Division	51	25.0%
Corporate and Research Division	45	22.1%
eSafety	50	24.5%
Legal Services Division	3	1.5%
Prefer not to say	10	4.9%
(blank)	6	2.9%
Q2. Which office are you primarily based in?		
Canberra	45	22.1%
Melbourne	70	34.3%
Other	4	2.0%
Prefer not to say	12	5.9%
Sydney	71	34.8%
(blank)	2	1.0%
Q5. Which of the following best describes your APS level in the organisation?		
APS1-6	73	35.8%
Contractor	8	3.9%
EL1-2	92	45.1%
other	1	0.5%
Prefer not to say	23	11.3%
SES or above	7	3.4%
Q6. What is your age?		
30 to 50	124	60.8%
51+	43	21.1%
Prefer not to say	15	7.4%
Under 30	22	10.8%

Race and identity	Number of responses	% of total responses
Q7. Do you identify with another ethnicity besides Australian?		
No	123	60.3%
Prefer not to say	12	5.9%
Yes	69	33.8%
Q8. Do you identify as a person of colour?		
No	158	77.5%
Prefer not to say	13	6.4%
Yes	33	16.2%
Q9. Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?		
No	191	93.6%
Prefer not to say	11	5.4%
Yes – Aboriginal	2	1.0%
Q10. Do you speak a second language (or more) at home? If so, which language(s)?		
No	157	77.0%
Prefer not to say	7	3.4%
Yes	40	19.6%
Q11. Which country were you born in?		
Australia	159	77.9%
Bangladesh	1	0.5%
Bosnia and Herzegovina	1	0.5%
China	1	0.5%
Croatia	1	0.5%
England	1	0.5%
Fiji	1	0.5%
Hong Kong	1	0.5%
India	3	1.5%
Kuwait	1	0.5%
Malaysia	2	1.0%
Mexico	1	0.5%
New Zealand	2	1.0%
Other	1	0.5%
Prefer not to say	22	10.8%
South Africa	1	0.5%
Sri Lanka	2	1.0%
UK	3	1.5%

Gender and sexual identity; carer responsibilities.	Number of responses	% of total responses
Q20. How do you describe your gender identity? Select all categories that you identify with:		
Do not identify;	1	0.5%
Gender diverse;	1	0.5%
Man;	94	46.1%
Prefer not to say;	6	2.9%
Woman;	101	49.5%
Woman;Gender diverse;	1	0.5%
Q21. Is your sexuality something other than heterosexual? (For example: gay/lesbian/bisexual etc.)		
No	151	74.0%
Prefer not to say	17	8.3%
Yes	36	17.6%
Q22. Do you have carer responsibilities?		
No	98	48.0%
Prefer not to say	6	2.9%
Yes	100	49.0%

Disability and neurodiversity	Number of responses	% of total responses
Q23. Do you identify as a person with a physical disability or are you a person with accessibility needs?		
No	175	85.8%
Prefer not to say	4	2.0%
Unsure	1	0.5%
Yes	24	11.8%
Q23A. Are your accessibility needs easily visible to others?		
No	19	9.3%
Unsure	4	2.0%
Yes	1	0.5%
(blank)	180	88.2%
Q24. Do you identify as neurodiverse, or have you been diagnosed with a mental/psychological condition, disorder or learning difficulty?		
No	143	70.1%
Prefer not to say	7	3.4%
Unsure	4	2.0%
Yes	50	24.5%

Q13. What is your opinion of the overall Diversity and Inclusion Culture at the ACMA/eSafety? Do you agree with the following statements?

Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know	Prefer not to say
1. Leadership at my agency values people whose backgrounds, beliefs and experiences are diverse	33	95	35	17	7	17	0
2. As an employee, I feel my agency's employees respect others whose backgrounds, beliefs and experiences are different from their own	43	120	24	9	3	5	0
3. As an employee, I feel part of a workplace culture that allows staff to feel like they belong, are welcome and included	41	118	28	12	4	1	0
4. Leadership at my agency is committed to improving the diversity of its workforce	34	54	64	21	12	18	1
5. Leadership at my agency is committed to fostering an inclusive workplace	40	92	10	13	6	10	2
6. I understand the procedures for reporting incidents of discrimination or bias in the workplace	46	88	25	23	10	9	3
7. I believe my agency will take appropriate action in response to incidents of discrimination or bias	38	81	37	17	6	23	2

Q14. Do you agree with the following statements?

Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know	Prefer not to say
8. I believe that employees like me are encouraged to apply for higher positions	20	92	48	19	10	15	0
9. I believe that employees like me are treated fairly in internal promotion processes	25	91	41	10	14	23	0

Are you involved with any current initiatives at your agency?	Number of responses
Celebrating days of significance (e.g. Harmony Day, Wear it Purple Day, NAIDOC Week);	65
eSafety Culture Club	12
Reconciliation Action plan taskforce	12
Better Practice Project Taskforce;	3
Social Club	34
National Consultative Forum;	1
None of the above	87
blank	24

Q15. Quality of Life/Personal Experiences

Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know	Prefer not to say
I feel a sense of belonging at the ACMA	22	126	31	21	1	1	2
I feel supported in my role.	44	124	22	12	0	0	2
When I speak up, my opinion is valued	39	123	26	11	1	3	1
I feel comfortable being myself at work	43	109	30	19	1	1	1
I have felt marginalised at my agency because of my identity	4	19	20	92	67	1	1
The initiatives at the ACMA/eSafety have led me to become more understanding of differences among my co-workers.	3	57	83	39	5	16	1

Q16. Safety and marginalisation.

Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know	Prefer not to say
My co-workers don't make jokes about other peoples' differences.	57	100	23	16	4	4	0
Employees of different ages are valued equally by the ACMA/eSafety.	37	103	22	28	7	6	1
Employees of all cultures and backgrounds are valued at the ACMA/eSafety.	40	117	24	13	3	6	1
People of my ethnicity are easily visible to me.	67	83	30	15	5	3	1
I feel comfortable expressing my gender identity at work.	56	104	32	5	3	2	2
I feel comfortable expressing my sexual orientation at work.	40	96	45	7	9	3	4
The ACMA/eSafety demonstrates a commitment to meeting the needs of employees with disabilities.	14	52	60	23	5	46	3
Based on my accessibility needs, I feel supported at the ACMA/eSafety	37	92	55	4	1	11	2

Q17. Have you ever felt discriminated against at your agency?	Number of responses
No	158
Prefer not to say	7
Unsure	13
Yes	26

Q18. Would you be interested in any of the following Diversity and Inclusion initiatives? (select all that apply)	Number of responses
All staff morning teas	75
Diversity and inclusion committees	59
Diversity and inclusion training programs	69
Diversity champions	52
Exchange presentations with community representatives	66
Mentoring	76
Outreach programs	35
Staff networks	74

Appendix I: Research

Desktop Review

The ACMA and eSafety

Currently, there is no established plan or workplace strategy in place to ensure D&I needs are met at the ACMA. While a Reconciliation Action Plan is in development, it will not be completed until 2023. Additionally, the ACMA's present engagement in initiatives such as NAIDOC Week and Pride Month, indicate the agency's current 'tick-box' approach to D&I. The [Corporate plan 2022-23](#) recently stated the agency's 'aim to foster and maintain an inclusive and accepting culture at the ACMA (p.12). This report forms part of this intention and opportunity to construct a meaningful D&I strategy that reflects the ACMA's staff, values and purpose to become embedded in its organisational culture.

APS-wide Documents

'State of the Service Report 2020-21'

- > Diversity is a key element to agency success, especially when it comes to tackling problems of increasing complexity and on a global scale. When supported by an inclusive work culture, diversity enables innovation, strong contestability and better outcomes.
- > A culture of inclusion is critical to achieve the benefits of diversity – it allows people to feel valued and supported, minimising the need to hide or downplay aspects of their identity.
- > Moving beyond a "tick-box" exercise, efforts have been taken to implement D&I values into everyday work, activities and office practices.
- > Most common D&I initiative: advocated networks (Aboriginal and/or Torres Strait Islander (43 agencies), LGBTIQ+ (36 agencies), Disability (33 agencies) and Gender (33 agencies) networks)

'Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024'

- > Number of self-identified Aboriginal and/or Torres Strait Islander employees has increased – from 2.2% to 2.9% - though proportionally at lower classification levels (trainee to APS 4). There is significant, ongoing under-representation of Indigeneity in middle management (APS 5 & 6), executive level and senior executive leadership roles.
- > **Barriers:**
 - > Complexity of recruitment processes, minimal support and opportunity for Indigenous employees, lacklustre understanding of Indigenous cultures and cultural pressures
 - > Approaches are still taken as "tick-box" exercises, with minimal signs of systemic change
- > **Enablers:**
 - > Indigenous Employee Networks (including inter-agency networks for sharing knowledge and resources) with Champions from senior levels, engagement from executive levels
 - > Face-to-face cultural competency training with engagement from managers, inter-agency networks partnership with external organisations, support from HR.
- > For D&I, a prioritisation of efforts is required by all Commonwealth agencies to:
 - > Increase the cultural integrity of Commonwealth public sector workplaces
 - > Decrease separation rates of Aboriginal and Torres Strait Island employees
 - > Provide tailored, appropriate support for Indigenous employees for career advancement
 - > Improve inclusive initiatives to ensure Indigenous employee recruitment and retention.

‘Australian Public Service Disability Employment Strategy 2020-25’

- > The Strategy aims to empower agencies and people, create more accessible and inclusive work cultures and environments, highlight the inherent abilities of people with a variety of disabilities, both visible and invisible, and attract, recruit and retain more people with disabilities
- > Over the past 20 years, employment of people with disabilities has dropped from 6.8% at its peak. Within the APS, current representation is at **4.2%**, with **60.3% identifying as female** and **39.5% identifying as male**. Though higher than some other disenfranchised groups, current workplace culture and adjustments are not as inclusive for employees with disabilities.
 - > Many people that have an invisible disability do not report them to HR due to being treated differently, for privacy reasons or perceptions around disabilities in general.
- > **Barriers:**
 - > Lack of inclusive recruitment has been one of the overarching barriers for people with disabilities, with flexible practices being required for ensuring that the merit-based selection is robust and inclusive and to provide applicants with confidence and support.
 - > There are increased barriers for those with a disability who are women, culturally and linguistically diverse (CALD), Indigenous and/or identify as LGBTQI+
 - > Poor workplace design, and systemic barriers to the use of assistive technology
 - > Attitudes, mindset and culture about employees with a disability – this is not something that will be changed in the short-term, but engagement by APS leaders play a critical role in creating and maintaining positive workplaces free from stigma and discrimination.
- > **Enablers:**
 - > Employees and disability employee networks and champions are key allies for change. Leadership, at all levels and in every agency are required to ensure employees with visible and invisible disabilities are represented and included.
 - > Providing systems, tools and access to carry out their work allows for better accessibility for employees with disabilities, like working from home and flexible work hours.
 - > Adopting schemes like RecruitAbility, involving employees with disability and experts on organisational planning, digital and IT policy, change management and job design

‘Australian Public Service Gender Equality Strategy 2021-26’

- > The APS is a leader in gender outcomes, and has achieved gender parity at the SES level and reduced the pay gap annually to 6.6% compared to 13.4% in the broader economy
- > However, there are still **major challenges** that need to be addressed around:
 - > **Leadership:** Managers are not always equipped to implement gender equality policy
 - > **Flexible Work:** This is still not the norm in many agencies
 - > **Harassment and Bullying:** Creating safe workspaces
 - > **Parental Leave:** Men and supporting partners still cannot access parental leave
 - > **Gender Stereotypes:** These reinforce attitudes about (flexible) work, job roles and caring responsibilities that create barriers to change
 - > **Gender Pay Gap:** We need to continue to drive gender pay parity
- > D&I strategies are insufficient and at the minimum standard. The need to change mindsets and behaviours and ingrain D&I in the APS’ approach to business is required by **enablers** such as:
 - > (Senior) leaders supporting gender equality, compliance with targeted plans, champions and employee-led networks, gender equality-minded induction and recruitment materials
 - > Safe, respectful and supportive workplaces that empower people from all genders, backgrounds and cultures with support from managers.
 - > Strategies that shift gender stereotypes raise awareness of gender pay parity, flexible ways of working, and active engagement by senior staff in public engagements.

Private Sector

- > Organisations such as EY, KPMG, Optus and Telstra have already moved to a “next stage” of D&I strategy, with **greater focus on accessibility inclusion, neurodiversity and flexible working** – issues that have gained more visibility before and during the pandemic - to supplement ongoing strategies and initiatives around gender, cultural diversity, family and caring, and mental wellbeing rather than seeing these as top priorities – these were in pre-2021 plans.
- > values of belonging, creating where people can be themselves and create more value for the organisation, while representing the community and serving them better.
- > **Within the private sector, common initiatives and strategies include:**
 - > Creating internal gender diversity, women’s, pride or Indigenous social networks to allow employees, communities and allies to connect
 - > Roles (diversity champions, D&I managers, reconciliation leaders, steering teams etc.)
 - > Recruitment process integrating candidate needs around accessibility, ATSI status etc.
 - > Training recruitment teams, but more importantly, senior leadership - Change starts at the partner/management level – workshops on cultural awareness, unconscious bias, and how to lead inclusively
 - > Partnerships with universities, organisations and NFPs that help facilitate organisational progress towards global standards for accessibility, connect employers with candidates through talent pipelines and partnerships, or provide mentoring opportunities to under-represented people in the community with managers/partners
 - > Achieving status/recognition with organisations such as the Australian Network on Disability or gender-related organisations.
- > Three-year plans are common, with key pillar priorities, various commitments and with short-, medium- and long-term goals or visions on what success would look like, with various teams or levels of management responsible or accountable to each other.
 - > Focus could be divided between employees, community and clients/customers

Not-for-Profits (NFPs)

- > NFPs such as Amnesty International Australia, Oxfam Australia, and Victoria Legal Aid have had D&I strategies in place for some time and have moved on to focus more on issues such as **representation, wellbeing and supporting their employees’ mental health**.
- > Majority of the organisations have a five-year plan, operating with an actionable diversity policy focussing on gender equality, people with disabilities, CALD and Indigenous employees.
 - > Like the private sector, the definitions for diversity and inclusion are similar and use some of the same phrasing.
 - > Majority of the NFPs D&I plans were extensive, with both small and large-scale deliverables, focus objectives and projected times to evaluate and improve strategies
 - > As with the APS workforce strategies, there is a strong placement of importance on senior leaders and executive embracing D&I in the workplace - a trickle-down approach
 - > Active promotion of the plans has made employees more aware of how their organisation is planning to operate and shown that D&I is important to them
 - > Policies commonly identify the responsibilities of employees and managers, and the appropriate conduct through which they approach D&I in the workplace.
- > The D&I strategies also featured initiatives related to recruitment and retention, gender parity in the workforce, the projected elimination of the gender pay gap, flexible work arrangements, carer’s leave for women and men, representation of LGBTQI+, Indigenous, CALD and disability, cultural competency training and the reduction of harassment of any kind in the workplace.

Appendix K: Staff suggested initiatives

Suggested initiatives/actions (thematic analysis)
Improving accessibility: <ul style="list-style-type: none"> > Allowing staff to work from home more often > Increased flexibility with work hours > Improving work culture and acceptance around remote working > Opportunities for remote working (outside of capital cities) > Accessible workplace facilities, including accessible kitchen facilities, accessible doors and more disability parking close to the workplace > More flexibility for staff with carer responsibilities > Allowing staff to swap public holidays for days that align with their beliefs/cultures > Supporting Muslim colleagues to participate in Ramadan through flexible hours to accommodate fasting requirements > Normalising staff taking time off as a preventative mental or physical health measure > Avoid office working arrangements that significantly disadvantage individuals who are neurodivergent or physically disabled
Increased awareness about different minority groups: <ul style="list-style-type: none"> > Better LGBTQIA+ training and awareness > Disability awareness > Mental health awareness > Neurodiversity awareness > Awareness of people with caring responsibilities
Leadership: <ul style="list-style-type: none"> > Support from senior leaders in embracing diversity in the team > Senior leaders to be good role models for D&I > More diverse senior leadership > Learning and development programs for leaders
Increased presence of D&I at the agency: <ul style="list-style-type: none"> > Learning opportunities > More discussion about D&I > Giving a voice to diverse groups/people > Public commitment from agency to D&I > Employing a D&I advisor > Lunch time talks with external guests
Recruitment: <ul style="list-style-type: none"> > Inclusive/non-biased recruitment processes to hire more diverse staff > Offer training to ACMA selection panels to help recognise unconscious bias > Introducing quotas for target minority groups > Address gender imbalance at a division level > Recruiting, retaining, promoting and supporting a genuinely diverse workforce > Identifying potential barriers to having a diverse > Actively recruiting people from Indigenous backgrounds and people with disabilities
Social events: <ul style="list-style-type: none"> > Inclusive events for people who are more introverted/with social anxiety > Having "End of Year" celebrations not "Christmas" > More regular in-person events > Fewer events centered around alcohol > Define a process for starting clubs/networks for general interests

Suggested initiatives/actions (thematic analysis)

Business practices:

- > Implementing a D&I strategy
- > Consult with other APS regulators to learn from others regarding D&I
- > Re-defining what success is and what it looks like using indigenous models.
- > Recognition of output over presenteeism
- > All web content should be appropriate for diverse audiences
- > Being proactive by having accessible options for technology readily available for staff rather than being reactive when staff require them

Anti-discrimination awareness:

- > No tolerance for poor behaviour, discrimination, or invasive questions
- > Addressing work culture that is exclusive/facilitates bullying

Indigenous inclusion and recognition:

- > Acknowledgement of country in all meetings
- > More Indigenous employees/initiatives/in leadership positions

Mentorship:

- > Mentor/mentee programs for diverse APS staff to educate management
- > Longer-term buddy programs

Staff perspectives on days of celebration (religious and/or cultural events) thematic analysis

Celebrating all religious and cultural events, including:

- > Christmas
- > Diwali
- > Easter
- > Eid al-Adha
- > Eid Mubrack
- > Hanukkah
- > Lent
- > Lunar New Year
- > Rosh Hashanah
- > Yom Kippur
- > Celebrating, or at least acknowledgement of, any events that apply to the staff employed by the agency at that time

Not celebrating religious and/or cultural events:

- > No religious events, only cultural
- > Celebrate none to avoid excluding any, avoid making the events 'feel somewhat staged', avoid undue pressure/onus on minorities to organise the events
- > satisfied with the events currently celebrated

Celebrating days of significance, including:

- > Harmony Day (aka the International Day for the Elimination of Racial Discrimination)
- > Holocaust Remembrance
- > International Day of People with a disability and other events that celebrate disability
- > International Women's Day celebrated with a focus on the UN theme
- > Oktoberfest
- > Mardi Gras
- > NAIDOC week
- > Sorry Day

Staff perspectives on days of celebration (religious and/or cultural events) thematic analysis

- > Trans day of visibility
- > World AIDS day
- > World Pride
- > World Refugee Day

Non-specific events:

- > Opportunities to cook and share food together
- > Cultural lunch feasts/morning teas (pot-luck)

Appendix L: 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 organisation?
- How do you feel the organisation and its staff approach D&I as an issue?
- What do you think are the barriers and enablers to implementing effective D&I strategy within the ACMA/eSafety?
- 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 M: ACMA/eSafety's risk analysis framework

Risk analysis matrix

ACMA/eSafety'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

Appendix N: Media clip credits

Media Clip Statement of Purpose

The media clip has been developed for all ACMA and eSafety staff to celebrate the agency's diversity. It is used to provide a high-level summary of the demographics found in the graduate's survey and to introduce some of the D&I initiatives that staff want to see implemented. The clip has been designed for internal viewing and to be used to promote the ACMA's future D&I strategy but may also be shared externally with relevant parties.

Media Clip Credits

The animations were created using [Vyond Studios](#) - 2022 GoAnimate, Inc.

The music used in the media clip is royalty-free 'Steady Climber' from Vyond Studios

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