

## Submission to

## EXECUTIVE MANAGEMENT COMMITTEE

Meeting date: 24 October 2023

Agenda  
number: < leave blank >

Contact officer: [REDACTED] Human Resources and Communications  
Branch

Cleared by: [REDACTED] Corporate and Research Division

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### DIVERSITY & INCLUSION STRATEGY 2024

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### RECOMMENDATION

That the EMC:

- A) APPROVE THE DIVERSITY & INCLUSION STRATEGY 2024 FOR FURTHER CONSULTATION**
- B) NOTE THE RESPONSES AGAINST THE RECOMMENDATIONS FROM THE 2022 GRADUATE MAJOR PROJECT.**

### Purpose

1. This paper aims to seek EMC approval of the draft Diversity & Inclusion Strategy 2024 (the Strategy) ahead of staff consultation and to note the incorporation of the 2022 Graduate Major Project recommendations into the Strategy.

### Background

2. The ACMA currently delivers a range of initiatives to develop diversity and inclusion within the agency. To date has not established a planned approach to these.
3. The Australian Public Service Commission (APSC) State of the Service Report 2020-21 identified that diversity and inclusion was traditionally seen as a 'tick box' exercise, rather than initiatives embedded in an organisation's culture. The report also notes 'diversity is a key element to agency success' and if 'supported by an inclusive work environment, diversity enables innovation, strong contestability and better outcomes'.
4. Section 18 of the *Public Service Act 1999* requires agency heads to establish workplace diversity programs to give effect to the APS Employment Principles; ensuring workplaces are free from discrimination, foster diverse workplaces and recognise the diversity of the Australian community.
5. The 2022 Graduate Major Project (the graduate project) examined and assessed the ACMA and eSafety's current workplace culture in relation to diversity and inclusion and provided recommendations to the EMC on 18 October 2022.
6. The Project identified three key themes, including several recommendations for consideration:

- a. To build the capability of the ACMA and eSafety to support a diverse and inclusive workplace.
- b. To encourage the development of an agency wide growth mindset towards diversity and inclusion and openness to change.
- c. To develop policies and processes of review to ensure the sustainability of diversity and inclusion. This includes ensuring agency accountability by introducing appropriate mechanisms to support and review diversity and inclusion processes.

## Discussion of issues

7. The Strategy (**Attachment A**) has been drafted to combine existing initiatives with new actions to continue moving the ACMA and eSafety towards a more diverse and inclusive agency. The Strategy aims to identify actions that will make a direct difference to the ACMA and eSafety and are within our control (in line with the above observations from the *State of the Service* report); such as diversity within recruitment or recognising days of significance.
8. The recommendations from the graduate project were considered as part of the drafting process. The recommendations made in the graduate project report, and the action taken against each one, are detailed at **Attachment B**.
9. The Project recommended the adoption of the maturity baseline outlined in the Inclusion Maturity Framework to recognise and chart progress and develop strategic initiatives. The maturity baseline was used to guide the development of actions to ensure these were designed in the context of the agency. Aligning the Strategy to the maturity baseline would not have added significant value as it has the potential to force the focus towards particular diversity factors which could be detrimental for employees identifying with other diversity factors. This can detract from creating an environment where everyone contributes to diversity by celebrating individual differences.

## Resources

10. Actions identified in the Strategy can be resourced through existing budgets, including the budget managed by the Human Resources and Communications Branch for diversity days of significance. Specific recruitment actions will require divisions to utilise existing ASL positions relevant to affirmative measures roles.

## Consultation

11. Drafting of the Strategy relied on the extensive consultation undertaken by the graduate team last year. This included a series of stakeholder interviews and surveys of ACMA and eSafety staff to gain a broader understanding of diversity and inclusion initiatives and issues across the workforce and determine where improvements could be implemented.
12. The draft Strategy was shared with the eSafety Chief Operating Officer, [REDACTED] for comment prior to the EMC meeting. Her feedback has been incorporated into the draft.
13. Once the draft Strategy has been approved by EMC, staff consultation will occur through both The Hub, eSafety intranet and the National Consultative Forum.

**Attachments**

**A. Diversity & Inclusion Strategy 2024**

**B. Graduate Recommendations for the Diversity & Inclusion Strategy**

**OFFICIAL**