

From: s 47F
To: s 22
Cc: s 22
Subject: Re: SRC005236: Rise Coaching Follow Up Questions [SEC=OFFICIAL:Sensitive]
Date: Tuesday, 14 January 2025 12:01:20 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

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Thank you s 22, I look forward to receiving an update from you then.

Have a lovely week.

Kind regards

s 47F

s 47F
Managing Director and Founder
Rise Coaching Canberra Pty Ltd
E: s 47F
M: s 47F
www.risecoachingcanberra.com.au

Rise
COACHING
CANBERRA

From: s 22
Date: Tuesday, 14 January 2025 at 10:41 am
To: s 47F
Cc: s 22
Subject: RE: SRC005236: Rise Coaching Follow Up Questions [SEC=OFFICIAL:Sensitive]

Dear s 47F,

Thanks very much for the below detail – it's really helpful.

I expect to be in touch early to mid next week with an update.

Kind regards,
s 22

S 22 (she/her)
Director | Strategic Priorities
Enabling and Regulation Group
S 47F

From: S 47F
Sent: Thursday, 9 January 2025 11:15 AM
To: S 22
Cc: S 22
Subject: Re: SRC005236: Rise Coaching Follow Up Questions [SEC=OFFICIAL:Sensitive]

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Hi S 22,

Happy New Year and I hope that you are settling well into the new work year.

Thank you for your email posing a couple of questions pertaining to the ATM response (SRC005236) submitted by Rise Coaching Canberra Pty Ltd. Please find the answers to your questions below for consideration.

1. What methodology will be used to identify the level of maturity in the APS context, and will you provide recommendations on how to strengthen our maturity?

Building on the delivery methodology detailed from page 27 in the ATM response, the following methodology will be specifically used to determine the level of maturity in the APS context:

- Desktop research, gathering of evidence and consultation with your team to provide for a comprehensive understanding of the operating nature of the multi-tiered AEC workforce (this will help to determine where the biggest risks may be in the absence of policy or where further maturity is required to ensure compliance with relevant legal frameworks). Consideration of AEC workforce engagement across all tiers will also be undertaken (which will be relevant to the how different employment frameworks and provisions apply and interact, depending on the nature of this engagement).
- Analysis of the application of all APS employment frameworks to the AEC workforce.
- Comprehensive review of all existing AEC employment policies identified in the doctrine review- we will assess the maturity of these existing policies against the obligations set out in the applicable APS employment legislative frameworks. We will also consider these existing policies alongside best practice guidelines and guidance published by relevant regulators and statutory bodies (including but not limited to the Fair Work Ombudsman, the Fair Work Commission, Safe Work Australia, the Australian Human Rights Commission, Comcare, and the APSC). Essentially this process is examining the existing AEC Workplace Relations policies and assessing their compliance with the relevant legislative frameworks (for example, the agency may have a particular policy on a topic but it may only be compliant with 3 of the 5 provisions of the relevant legal obligation due to recent reform, or we may identify that due to emerging risks relevant to the

operation of the AEC workforce the policy may benefit from being updated to capture these risks to ensure continued compliance).

- A stocktake and analysis will then be undertaken on the key obligations set out across the employment legislative frameworks to identify where there may be an absence of key policy which poses a risk to AEC. We will also analyse the information gathered pertaining to the nature of the operating environment of the AEC and the multi-tiered workforce against all relevant employment legislative frameworks to determine the level of risk where further maturity efforts may be required and to identify where the development of further artefacts may be considered to ensure compliance, reduce risk and position AEC as a model Commonwealth employer. This process essentially looks at the gaps- that is, the absence of policies relating to key workplace relations/employment obligations which result in risk to the AEC.
- Following this comprehensive analysis we will make a number of recommendations on how the AEC may mature with consideration to compliance and best practice with APS employment legislative frameworks. Recommendations will be ranked by priority/the level of risk posed.

2. What do you see as the difference between the interim and final reports? Our focus is to promptly identify non-compliance, and then our expectation as part of this procurement is that any non-compliance will be remediated quickly by way of drafting absent artefacts or updating existing policies/procedures. E.g. In lieu of two separate reports, our preference would be that where non-compliance is identified, you will provide detailed and prioritised recommendations based on level of risk and contribute to remediation by drafting the revisions to existing artefacts, and/or in the absence of an existing artefact, in consultation with the relevant AEC subject matter expert, draft an artefact for AEC consideration and approvals.

The purpose of the interim report was to serve as the deliverable or vehicle that would house the recommendations in order to provide important context, rationale and consideration for implementation for each recommendation. We are of course, open to dropping the interim report if that is the preference of the AEC but would like to understand the AEC's preference for how it would like to receive and consider the recommendations following the preliminary assessment? It is an important consideration that the vehicle for the recommendations is fit for purpose and provides the right detail for AEC to consider and make a decision regarding whether to accept and implement the recommendations. Given that the ATM (A.A.2 (e) references the delivery of 'a final report', our interpretation of this clause was that there was an expectation of an interim or preliminary report that would need to be delivered ahead of a 'final' report. We are of course very happy to discuss interpretation of this clause/requirement and the AEC expectations for deliverables for this procurement.

The 'interim report' was to contain the findings of the preliminary assessment only- the purpose of this assessment being to rapidly identify immediate risks, non-compliance and recommendations relevant to the delivery of the next Federal Election. The final report will build on the interim report and will contain a comprehensive suite of recommendations that don't just pertain to addressing immediate risk and non-compliance (which will be picked up the in interim report) but would contain recommendations that carry a lower risk to the agency but they may still wish to consider with regard to continued organisational maturity and positioning the agency as a future-thinking model employer.

We note that the statement of requirement is seeking a provider to assess agency maturity and compliance with APS employment legislative frameworks and A.A.2 (e) states a final report is to be delivered with timing to be agreed with the supplier following the preliminary assessment. The requirement does not stipulate that the provider will assist in remediating non-compliance by drafting revisions to existing policy artefacts, and/or draft artefacts (in the absence of existing artefacts) for AEC consideration and approval. While Rise Coaching Canberra Pty Ltd is very well placed to undertake such work with consideration to our expertise, we must note for full transparency as part of this procurement process, that we have deemed that form of deliverable as 'out of scope' in the ATM response we submitted as it was not captured in the statement of requirement. We are very happy to have further discussions with you in relation to this matter and the deliverable.

This assessment will be comprehensive and consider a large suite of relevant legislation (including relevant Regulations and Code of Practice)-for example, we will need to consider all acts which govern APS employment including the Fair Work Act, the Work Health and Safety Act, Public Service Act, PGPA Act, Sex Discrimination Act, Racial Discrimination Act, Age discrimination Act, Disability Discrimination Act and Privacy Act (as well as any other relevant frameworks). Given that this is quite a significant in size, we want to ensure sufficient time for not only the development of artefacts should we be required to undertake this work- but also to allow the AEC to fulfill the requirement stipulated in your Enterprise Agreement for genuine and effective consultation. I note the AEC Enterprise Agreement also notes that consultation is required in relation to changes to or the introduction of policies or guidelines relevant to workplace matters (unless they are minor or procedural). As such, we would appreciate further understanding the supplier role in this process and timeframes for delivering new artefacts- especially with consideration to consultation and timeframes for the upcoming federal event. I recall you mentioning in your response to our questions about the ATM that the workforce was now in 'event mode' and we would question what impact that has on the agency's ability to effectively consult on new policy during this time and how this needs to be considered in timeframes and sequencing?

Please feel free to reach out to me if you have further questions, and we are absolutely more than happy to arrange a time to meet and discuss our response as required.

Kind regards

s 47F

s 47F

Managing Director and Founder
Rise Coaching Canberra Pty Ltd

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M: s 47F

www.risecoachingcanberra.com.au

From: s 22
Date: Wednesday, 8 January 2025 at 5:26 pm
To: s 47F
Cc: s 22
Subject: SRC005236: Rise Coaching Follow Up Questions
[SEC=OFFICIAL:Sensitive]

Dear s 47F

Thank you for submitting your response to our request for quote. We have two follow up questions for your consideration, please:

What methodology will be used to identify the level of maturity in the APS context, and will you provide recommendations on how to strengthen our maturity?

What do you see as the difference between the interim and final reports? Our focus is to promptly identify non-compliance, and then our expectation as part of this procurement is that any non-compliance will be remediated quickly by way of drafting absent artefacts or updating existing policies/procedures. E.g. In lieu of two separate reports, our preference would be that where non-compliance is identified, you will provide detailed and prioritised recommendations based on level of risk and contribute to remediation by drafting the revisions to existing artefacts, and/or in the absence of an existing artefact, in consultation with the relevant AEC subject matter expert, draft an artefact for AEC consideration and approvals.

Please let me know if a discussion would be helpful.

Kind regards,
s 22

s 22 (she/her)
Director | Strategic Priorities
Enabling and Regulation Group
s 47F

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