



# Internal Working Groups

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## TERMS OF REFERENCE – All Working Groups

These terms of reference are provided to set the scope and expectations of the working groups and to provide clarity for staff. They are not intended to be prescriptive rules; rather a framework for productive activity.

### Purpose & Scope

1. Participation in working groups is intended to:
  - consolidate staff members fields of interest and skill,
  - build greater team capability and collaboration,
  - provide staff with professional development opportunities, and
  - provide a mechanism for the organisation to advance key priorities in an inclusive and consultative framework.
2. Each working group is to identify key actions and priorities that support the advancement of the core organisation functions. Suggested areas of focus are provided for each working group, which may be a requirement of the group to undertake, however each group are also encouraged to take an expansive approach to their work and recommend alternative activities to pursue where appropriate.
3. The intention is for the working groups to be action- and achievement-oriented, with minimal administrative burden:
  - Each working group will design their own meeting schedule, led by a group “convenor”. It is expected that a minimum fortnightly meeting cycle will be maintained to ensure the group remains productive, but not to significantly encroach on existing workloads.
  - Meetings only need to be documented to keep actions on track and where necessary to update the full staff. Other minuting or notation is not required, unless each group prefers to do so to monitor their own progress.
  - Working group members will also progress activity outside the meetings, and provide updates as an ongoing agenda item at the regular team meeting for feedback and collaboration with other staff.

4. Recommendations made by a working group should incorporate a top-level rationale, any budget considerations and a proposed action plan. The group may also be responsible for the delivery of the actions once approved, to be determined on a case-by-case basis.
5. The working groups may be consulted to support the identification or drafting of policy however the organisation's governance structure requires any policy amendment or introduction to be undertaken at board level, through the executive.
6. It is not expected that participants in working groups be subject-matter experts in that field.

## Working Group Membership

To ensure the most effective use of staff time and efficient allocation of the organisation's resources:

1. Staff should expect to participate in at least one working group, but shall not be requested to participate in more than two.
2. Each working group shall comprise no more than four staff members.
3. Staff may nominate which working groups they would like to participate in, but may also be nominated/assigned to a working group, responding to an alignment between the purpose of the group and the staff members key responsibilities.
4. Each working group shall nominate a "convenor" who shall coordinate the meeting schedules and report on the group's activity. This role may be rotated on an as-needs basis.

## Duration and review

1. The working groups operate on an ongoing basis.
2. Membership of each working group will be reviewed annually, or as needed.
  - a. Should a staff member depart the organisation, the vacant position on the working group may not necessarily need to be filled by the new person assuming the role. Vacancies shall be reviewed as necessary and on a case-by-case basis.
3. These terms of reference and the working groups themselves will be reviewed after the first six months of their introduction. From thereafter, they will be reviewed on an as needs basis, but no less than once per year.

## ENVIRONMENTAL SUSTAINABILITY WORKING GROUP

The primary focus of this working group is to support PAC Australia's own environmental sustainability efforts.

Suggested focus areas:

1. Devise mitigation strategies across all PAC Australia activities e.g. core operations, events, programs and
  - i. Suggest operational improvements
  - ii. Identify base-line expectations of PAC Australia suppliers, providers, etc e.g. required waste-management protocols of venues/catering companies.
  - iii. Align any offset programs across events and programs
2. Support the Procedure Development Working Group, reviewing existing and new procedures to align with sustainability efforts across procurement, etc.
3. Support the development of an organisation sustainability plan with realistic and implementable targets and timelines (but also including stretch goals).
4. Recommend training or professional development opportunities to solidify an ongoing whole-of-organisation understanding of sustainability priorities and principles.
5. Identify resources and support staff in implementing related activities across their fields of work.

## MEMBERSHIP AND DEVELOPMENT WORKING GROUP

This working group focusses on attracting and retaining PAC Australia members, within the objectives of the organisation (i.e. not just attracting members for short term income goals).

Suggested areas of focus:

1. Devise strategies and ideas that encourage new membership, and strengthen membership retention:
  - a. Value adds - external benefits for existing PAC members
  - b. Programs and ideas for membership professional development
  - c. Resources that support members e.g. contract templates
  - d. Improved members portal or other online platforms
2. Devise strategies that support PAC Australia growth, while maintaining focus on membership:
  - a. Funding opportunities e.g. beyond government project funding rounds
  - b. Philanthropic support campaigns

## DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEI&A)

The primary focus of this working group is to support inclusion in all its forms across PAC Australia programs.

Suggested areas of focus:

1. Identify priority communities that are not currently broadly participating in PAC Australia programs, and what exclusionary practices or barriers currently exist.
2. Devise strategies that encourage broader participation in PAC Australia programs
  - Identify barriers to inclusion and suggestions for overcoming them (see above).
  - Consider the full pipeline of participation and how PAC Australia can influence improvements (e.g. a more diverse line up of participation in APAX does not necessarily indicate outcomes for those communities – how do we influence better outcomes?)
3. Recommend training or professional development opportunities to solidify an ongoing whole-of-organisation understanding of DEI&A principles.
4. Support the development of an organisation Diversity Action Plan with realistic and implementable targets and timelines (but also including stretch goals).
5. Support team members embedding improved access principles in their outputs.

## PROCEDURE DEVELOPMENT WORKING GROUP

This working group has a straightforward remit – to develop and document procedures across all departments, to create a strong foundation for the organisation’s day to day operations and support working conditions for all staff.

There are a range of procedures that have already been identified to be documented. The group will also be tasked with maintaining and updating these resources, and identifying where new procedures are needed, including efficiencies that could be created.

All staff remain accountable for following approved procedures and reporting when procedures require review or amendment. Procedures that are considered high-risk or out of scope of the working group may be elevated to the executive.

1. Document identified procedures (to be supplied), drafted in a prescribed format, and working with affected staff to ensure they are operationally realistic, and reflect the needs of the organisation.
2. Map other procedures not yet identified, and document accordingly.
3. Submit drafted procedures for approval.
4. Develop an ongoing, centralised location for staff to access procedures based on department (e.g. staff handbook in OneNote?).
5. Support staff to locate and interpret procedures as required.