



A REVIEW OF CULTURE AT
AIRSERVICES AUSTRALIA
BY ELIZABETH BRODERICK & CO:

AIRSERVICES RESPONSE

A MESSAGE FROM OUR CEO

In May 2020, the Airservices Executive team and I released the report *A Review of Culture at Airservices Australia*, following a broad and independent review of our workplace culture undertaken by Elizabeth Broderick & Co.

The report was prepared following extensive consultation with our people over the previous nine months, including the administration of an organisation-wide survey.

Several key themes emerged – including reports of bullying, sexual harassment, harassment, discrimination and other unacceptable behaviour – and reluctance to report these behaviours when experienced or observed.

Most significantly, the report underlined the need for courageous and inclusive leadership as a driving force for cultural reform in Airservices.

Prior to the publication of the report, we had already undertaken a number of key steps to address unacceptable behaviours in our workplace. Further changes are happening with others identified to drive sustainable cultural reform.

The Executive team and I welcome the publication of the report. We are strongly committed to fostering a culture that is diverse, inclusive and respectful. Starting with us, we will embed this throughout the organisation.

This response demonstrates the commitment the Executive team and I are making and the actions we are taking to build a workplace that is free of bullying, sexual harassment, harassment, discrimination and other negative behaviours.



Jason Harfield
Chief Executive Officer



ACTION PILLAR 1:

COURAGEOUS AND INCLUSIVE LEADERSHIP

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

PRINCIPLES

Our response to this action pillar is guided by the following principles:

- The CEO, Executive and Board are the custodians of organisational culture. Modelling positive change starts at the top and cultural change is only possible when leaders explicitly and implicitly reinforce it through their behaviour.
- Inclusive leadership capability is prioritised when recruiting and developing our leaders.

OUR ACTIONS TO DATE

- We have appointed a Chief People and Culture Officer to strengthen and support our Executive team.
- Our CEO and Executive are undertaking *The Leadership Shadow* to better understand the impact of their leadership behaviours on the culture of the organisation.
- We have established a Culture Program to drive longer-term cultural reform.

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Ownership of cultural reform and the establishment of the Cultural Reform Board	— Our leaders will be measured against our cultural reform progress in their annual performance metrics.	June 2020
	— We will establish a Cultural Reform Board, chaired by the CEO, to oversee the implementation of commitments. Membership of the Cultural Reform Board will be gender balanced and inclusive of leaders from across the organisation who are champions of reform and/or are influential.	June 2020
A strong leadership commitment to a safe and inclusive workplace	— Our CEO, Executive and Board will produce content and media (e.g. written statements, video) that demonstrates their commitment to the outcomes of the review and ongoing cultural reform.	June 2020
	— We will engage an independent facilitator trained in the ‘storytelling’ methodology to create a supportive environment where our senior leaders can hear the stories of our people first-hand.	July to September 2020
Implementation of <i>The Leadership Shadow</i> and development of personal leadership action plans	— Our CEO and Executive will implement <i>The Leadership Shadow</i> and will work with an independent specialist coach on a personal leadership action plan.	May to December 2020
	— Our remaining leaders will implement <i>The Leadership Shadow</i> and personal leadership action plans.	July to December 2020

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
<p>Open and transparent recruitment and promotion processes for leaders that prioritise effective people management and leadership skills</p>	<ul style="list-style-type: none"> — We will introduce additional requirements for recruitment and promotion into leadership roles, including: <ul style="list-style-type: none"> • Candidates must have demonstrated people management and leadership capability • Decision-making for all positions will be clear and documented • Recruitment panels for all leadership positions must seek expert advice on the assessment of people management and leadership attributes. — We will offer training and development in people management and leadership to those in our workforce who aspire to leadership positions. 	<p>September 2020</p>
<p>Review and amend Airservices' performance management practices</p>	<ul style="list-style-type: none"> — We will review our performance management practices and introduce additional support for employees and leaders to have constructive and empathetic two-way conversations and provide feedback. — We will introduce 360 degree feedback to increase leader awareness of the impact of leadership behaviours — We will track and report on participation in <i>Driving Work Performance</i> training for our leadership team. 	<p>December 2020</p>



ACTION PILLAR 2:

PREVENTING BULLYING AND SEXUAL HARASSMENT

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PRINCIPLES

Our response to this action pillar is guided by the following principles:

- We have zero tolerance for bullying, sexual harassment, harassment or discrimination.
- Our people are aware of appropriate and inappropriate behaviour and are empowered to report inappropriate behaviour.
- We take early and preventative action to address inappropriate behaviour.

OUR ACTIONS TO DATE

- We have introduced a stand-alone Bullying, Harassment and Discrimination Policy that incorporates the prevention of sexual harassment.
- We have a Code of Conduct Standard which provides clear information on the Code of Conduct Policy.
- We have introduced *Fostering Respectful Team Environments*, *Unconscious Bias* and *Leading Inclusive Teams* training courses.

ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Targeted communication campaign on bullying and sexual harassment	<ul style="list-style-type: none"> — We will launch a communications strategy that focuses on: <ul style="list-style-type: none"> • Drawing a line in the sand on unacceptable behaviour • The nature and impacts of bullying, sexual harassment, harassment and discrimination • Supporting staff who have been affected by the experience of bullying, harassment, sexual harassment or discrimination in our workplace • Empowering our people to access support and use reporting channels if unacceptable behaviour occurs • Leaving no doubt that perpetrators will be held to account. 	June 2020
Leadership capability, practical skills and support	— We will track and report on leader participation in <i>Fostering Respectful Team Environments</i> training.	Ongoing
	— We will establish a program that supports work groups to effectively navigate social encounters; respond to inappropriate language, attitudes and behaviours; promote positive encounters; and integrate civility into our workplace.	October 2020
	— We will review training, induction and other relevant materials to ensure that all our people are upskilled to call out and respond to inappropriate behaviour.	September 2020
	— We will introduce an additional requirement during our probation process that all new employees demonstrate appropriate workplace behaviour.	July 2020

ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Ongoing engagement on people-related policies	<ul style="list-style-type: none"> — We will have a series of structured discussions with employees and their representative bodies to: <ul style="list-style-type: none"> • Discuss the nature and impacts of bullying, sexual harassment, harassment and discrimination in our organisation • Ensure that our Code of Conduct Standard and other people-related policies have clear and up-to-date information on what constitutes unacceptable behaviour in our workplace, the responsibilities of leaders and the options available for support, advice and to make a complaint. 	July 2020
Leader accountability and emerging behavioural issues	<ul style="list-style-type: none"> — We will establish and track a set of indicators for identifying and taking early action on individuals and work environments where there may be emerging behavioural issues. — We will provide support and coaching to leaders in these work areas and hold them to account for the culture they create. 	October 2020



ACTION PILLAR 3:

**A COMPASSIONATE AND
HUMAN-CENTRED RESPONSE TO
BULLYING, EXCLUSION, AND
SEXUAL HARASSMENT
TO ENHANCE THE REPORTING OF
INCIDENTS**

ACTION PILLAR 3: A COMPASSIONATE AND HUMAN-CENTRED RESPONSE TO BULLYING, EXCLUSION AND SEXUAL HARASSMENT TO IMPROVE THE REPORTING OF INCIDENTS

PRINCIPLES

Our response to this action pillar is guided by the following principles:

- We act quickly and decisively to eliminate unacceptable behaviour in our workplace and our people are confident that if they report bullying or harassment, it will be managed promptly, appropriately, and with sensitivity.
- We foster an environment where it is safe to speak up and where our people are supported and advised prior to making a report.

OUR IMMEDIATE ACTIONS

- We have undertaken the design work on *Airservices Safe Place*: an independent unit designed to provide our people with a compassionate and human centred response to bullying, sexual harassment, harassment and exclusion in the workplace.

ACTION PILLAR 3: A COMPASSIONATE AND HUMAN-CENTRED RESPONSE TO BULLYING, EXCLUSION AND SEXUAL HARASSMENT TO IMPROVE THE REPORTING OF INCIDENTS

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Develop and implement a 'safe place' for reporting incidents of bullying and sexual harassment	<ul style="list-style-type: none"> — We will implement <i>Airservices Safe Place</i> to ensure that: <ul style="list-style-type: none"> • Our people feel comfortable to report inappropriate conduct and seek support • Comprehensive support mechanisms are in place • The circumstances in which Airservices will act in response to informal or formal complaints are clearly set out • All investigations are handled sensitively, effectively and expeditiously and that swift action is taken when unacceptable behaviour is identified • Application of rostering systems offers increased flexibility for people who have made a complaint against a person who works in close proximity to them • The CEO, Executive and Board receive regular reports on progress, trends and gaps. 	October 2020
Introduce increased rigour in investigation and reporting obligations for managers	— We will ensure that all investigations for shift supervisors and above are conducted by an external independent investigator.	Immediate
	— We will reinforce the obligation for managers to report alleged incidents of bullying, sexual harassment, harassment and discrimination, even where the incident does not progress to a complaint or formal process.	July 2020



ACTION PILLAR 4:

DIGNITY, INCLUSION AND SAFETY AT WORK

ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

PRINCIPLES

Our response to this action pillar is guided by the following principles:

- We recognise that our people have different experiences depending on their background and personal circumstances and we ensure a supported and inclusive experience for everyone.
- We recognise, celebrate and support diversity within our workforce.
- We listen to and learn from each other.

ACTIONS TO DATE

- We have reviewed our flexible work and working from home practices and will continue to improve them.
- We have implemented a Weekly Wellbeing Check to gather data on our people's experience of work and shape the right support.

ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Ensure all Airservices workplaces have appropriate facilities for all employee groups	<ul style="list-style-type: none"> — We will conduct a review of all Airservices workplaces to assess the appropriateness of facilities for our people, having consideration for comfort and inclusion based on gender, sexuality, religion, accessibility and nursing parents. 	July 2020
Embed dignity, safety and inclusion	<ul style="list-style-type: none"> — We will establish an employee network program that allows people to act as champions and allies and promote an inclusive workplace experience. 	December 2020
	<ul style="list-style-type: none"> — We will continue to improve flexible work and working from home practices. 	October 2020
	<ul style="list-style-type: none"> — We will move from annual employee opinion surveys to a 'continuous feedback' model so we can identify emerging issues and areas of opportunity in our workforce. 	October 2020



ACTION PILLAR 5:

MONITORING AND EVALUATION

ACTION PILLAR 5: MONITORING AND EVALUATION

PRINCIPLES

Our response to this action pillar is guided by the following principles:

- Our actions have impact and are sustained through good governance.
- Progress of cultural reforms are monitored and areas of ongoing concern are addressed.

ACTION PILLAR 5: MONITORING AND EVALUATION

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY
Monitor and review areas of progress at least every two years	<ul style="list-style-type: none"> — We will build an employee feedback mechanism that provides regular data related to inclusion and psychological safety, as well as a more thorough biennial examination of bullying and harassment. 	October 2020
Track key indicators of progress and report quarterly at the Executive and Board level	<ul style="list-style-type: none"> — We will include key indicators of progress in quarterly reporting at the Executive and Board level, including: <ul style="list-style-type: none"> • Uptake of flexible work • Experience of psychological safety • Reporting to <i>Airservices Safe Place</i> • Length of time to resolve cases • Representation of women in leadership • Representation of key diversity groups. 	October 2020
Additional	<ul style="list-style-type: none"> — We will commission an independent review of implementation and governance after two years. 	June 2022