



Office of the Chief Executive
GPO Box 367, Canberra ACT 2601
25 Constitution Avenue, Canberra ACT 2600

www.airservicesaustralia.com

ABN 59 698 720 886

Senator Susan McDonald
Chair
Rural and Regional Affairs and Transport Legislation Committee
Parliament House
CANBERRA ACT 2600

Dear Senator McDonald

Elizabeth Broderick & Co Review of Culture at Airservices Australia

In advance of the Senate Committee hearing scheduled for 28 August 2020, I would like to provide a progress update on Airservices Australia's Action Plan against the Elizabeth Broderick & Co.'s (EB&Co) Framework for Action.

Our response to the report that I provided to the Committee on 29 May 2020 identifies the actions we are taking to build a workplace that is free from bullying, sexual harassment, harassment, discrimination and other negative behaviours. Airservices' Action Plan was endorsed by EB&Co as meeting the intentions of their Framework for Action and we have committed to be transparent about our progress and are publishing regular updates on our website.

Attached is the most recent published progress update. We have met all of our commitments to date, with 9 actions complete and the remainder on track for completion as planned.

I would like to draw the Committee's attention to several key actions to date, that are already making a difference as we build a more positive workplace culture. These include:

- The establishment of a Culture Reform Board, made up of a diverse cross-section of 15 employees to oversee and guide the implementation of our culture commitments. The Culture Reform Board meets monthly with two meetings having already taken place.
- Every member of Airservices' Executive team has produced a short video for all staff demonstrating their personal commitment to the outcomes of the review and ongoing cultural reform.
- We have engaged with employee representatives and our network of 'culture champions' to implement enhancements to our Code of Conduct to meet the recommendations of the EB&C report and align with the recommendations of *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces*.
- We have delivered a communication campaign, "Drawing the Line" to educate, empower and support our staff in relation to bullying, harassment, sexual harassment or discrimination in our workplace. The clear message is empowering our people to access support and use reporting channels if unacceptable behaviour occurs and leaving no doubt that perpetrators will be held to account.
- Airservices' Safe Place program is close to launching, which will ensure that comprehensive support mechanisms are in place so that our people feel comfortable to report inappropriate behaviour and know where to seek support. We have recently concluded recruitment of eight new staff members for this program, which will be managed by our Chief People and Culture Officer Ms Lucinda Gemmell.

Airservices has zero tolerance for any kind of bullying or harassment and is fully committed to providing a diverse and inclusive workplace for all of our employees. I look forward to providing further information to the Committee on the positive steps we have been taking to strengthen our culture across the organisation.

Yours sincerely

Jason Harfield
Chief Executive Officer

20 August 2020




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

PROGRESS UPDATE

as at 31 July 2020

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
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	Completed
	— 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	Completed
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	Completed
	— 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.	September 2020	




ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
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.	December 2020	●
	— Our remaining leaders will implement <i>The Leadership Shadow</i> and personal leadership action plans.	December 2020	●
Open and transparent recruitment and promotion processes for leaders that prioritise effective people management and leadership skills	<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. 	September 2020	●






ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
Review and amend Airservices' performance management practices	<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. 	December 2020	




ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT


RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
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	Completed
Leadership capability, practical skills and support	<ul style="list-style-type: none"> — We will track and report on leader participation in <i>Fostering Respectful Team Environments</i> training. 	Ongoing	
	<ul style="list-style-type: none"> — 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	
	<ul style="list-style-type: none"> — 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	
	<ul style="list-style-type: none"> — We will introduce an additional requirement during our probation process that all new employees demonstrate appropriate workplace behaviour. 	July 2020	Completed



ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT




RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PPROGRESS
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	Completed
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 IMPROVE THE REPORTING OF INCIDENTS

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
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	Completed
	— 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	Completed





ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
Ensure all Airservices workplaces have appropriate facilities for all employee groups	— 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	Completed
	— We will establish an employee network program that allows people to act as champions and allies and promote an inclusive workplace experience.	December 2020	
Embed dignity, safety and inclusion	— We will continue to improve flexible work and working from home practices.	October 2020	
	— 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

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS
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	