

Our Cultural Transformation Quarterly Progress Update

As at 31 March 2024

Executive summary

The first quarter of the calendar year for 2024 saw a more structured approach to the delivery of our culture transformation work. Guided by our refocused People and Culture Change Program, activities across each of the five key areas of cultural change work progressed. These five pillars of change work include :-

- Developing courageous and inclusive leadership
- Preventing bullying and sexual harassment
- A compassionate and human-centred response to encourage the reporting of incidents
- Creating workplace environments that are inclusive, diverse and respectful
- Monitoring and evaluation including oversight of cultural reform.

Continuing the work that commenced in the last quarter of 2023, there has been a dedicated focus on training, upskilling and supporting our people leaders across the organisation through our cultural change. The rollout and embedding of principles within the Psychological Safety training to help leaders create and maintain workplace environments based on trust and open communication continues to be the immediate priority with 200 leaders completing the training by March 2024.

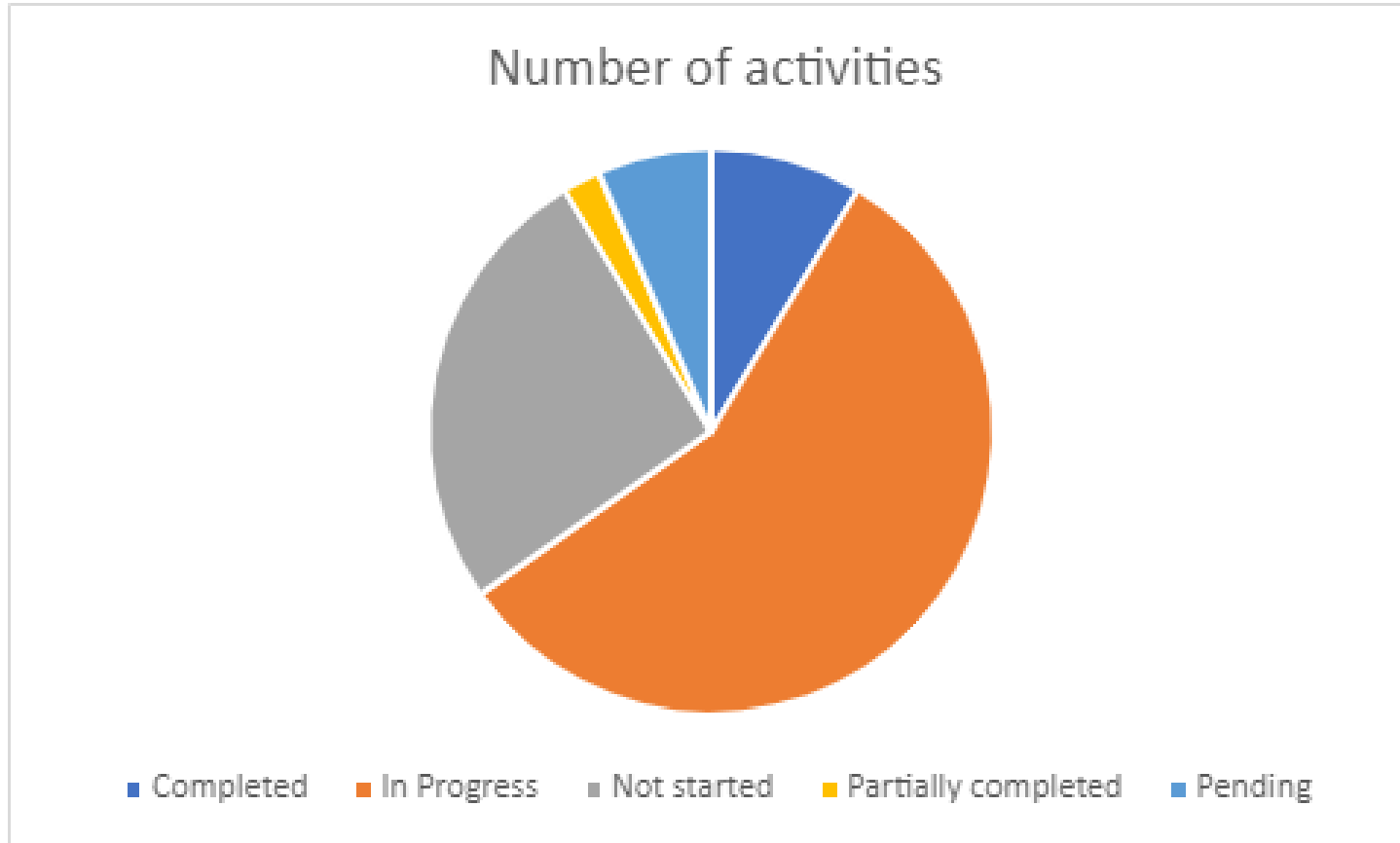
Almost 400 people across 33 sessions have completed Bystander Training – Creating Respectful Workplaces. The implementation design for the first phase of the broader roll-out of the Leadership Shadow program is underway while the Propel Leadership Program for our enabling services is on track for a March to June rollout.

Work to help inform our people on harmful behaviours in the workplace also gained momentum with design options for a sexual harassment and bullying prevention campaign being finalised. This work coincides with the further development and review of our sexual harassment, bullying and code of conduct policies.

There is a significant body of work underway to support our 'people first' approach to our cultural transformation. A major new digital health and wellbeing initiative – wellbeinghub was launched in March along with our refreshed People Survey, which is key to being able to track and monitor sentiment with data over time. A new Innovate Reconciliation Action Plan has been drafted and has been submitted to Reconciliation Australia for endorsement.

Pages 3 – 7 showcase the activity highlights from across the five key cultural change pillars. Pages 9 – 16 highlight in more detail the progress that has been made to date on the broader body of culture transformation work.

Progress of cultural change work to date



Activity status	Number of activities
Completed	4
In Progress	26
Not started	12
Partially completed	1
Pending	3
Total	46

Cultural reform: focus areas

Pillar 1

Courageous and inclusive leadership

What are we doing to address this priority?



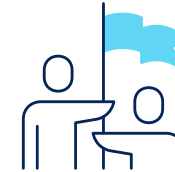
Bystander Training – Creating Respectful Workplaces

At total of 33 Bystander courses have been delivered up to March 2024. Over 395 people including leaders of all levels across the organisation have taken the course.



Psychological Safety in the Workplace

As of March 2024, 200 leaders had completed the 'psychological safety in the workplace' training. The goal is to have all people leaders complete the course in 2024.



Leadership Shadow

The implementation design process is underway for a pilot program to be rolled out to senior leaders in Chief Technology Enablement Office.



Propel Leadership Program

The Executive Leadership Team and direct reports completed the Propel Leadership Program in February 2024. Propel has now reached over 600 leaders across the organisation.

Cultural reform: immediate focus areas

Pillar 2

Preventing bullying and sexual harassment

What are we doing to address this priority?



Multimedia campaign to prevent sexual harassment and bullying

Work on a tailored multimedia campaign to educate and raise awareness of bullying and sexual harassment at Airservices continues.

Campaign tagline, design options, budget and project delivery timeline were finalised in March 2024. Campaign aligns with our Bystander, Psychological Safety courses and Propel Leadership Program.

The timeframe for campaign delivery has been extended to June 2024, to better align with current organisational activities and focus areas between March to June.



Our Leadership standard is being reviewed to incorporate the expectation of the organisation's zero tolerance to harmful behaviours.



Plans are underway to develop a stand-alone sexual harassment policy and review our current bullying, harassment and Code of Conduct policies.



Face-to-face Bystander training is being offered to everyone across the organisation. Over 395 people across different areas have participated.

Cultural reform: immediate focus areas

Pillar 3

A compassionate and human centred response to enhance the reporting of incidents

What are we doing to address this priority?



Safe Place transition and review

In March 2024 Safe Place transitioned into the Culture and Diversity function to consolidate and support the body of work in progress as part of our culture reform.

The move supports plans to review Safe Place as we further strengthen and refine Safe Place's capabilities in line with the recommendations of our most recent cultural progress review. An external expert advisor has been appointed to conduct review of Safe Place.

Additionally, Safe Place is currently working alongside governance and reporting to develop mechanisms by which to evaluate effectiveness of its Support and Advice functions. Under consideration is the appointment of an expert in Social Research to help develop evaluation tools.

While review activity is underway, Safe Place will continue to offer its critical and confidential services to our people.

Cultural reform: immediate focus areas

Pillar 4

Dignity, inclusion and safety at work. Creating workplace environments that are inclusive, diverse and respectful.

What are we doing to address this priority?



Investing in our peoples' health and wellbeing

- Our new wellbeinghub, developed in partnership with SpringDay, was launched to the organisation in March 2024. The wellbeinghub platform consolidates all our health and wellbeing information in a single online location. It is a content rich online resource that is also home to our Peer Assistance Network volunteer profiles.
- Investment in Mental Health First Aid training continues. We currently have 266 Mental Health First Aid trained people in our organisation and our goal is to have 20% (approx. 650 people) of the organisation Mental Health First Aid trained by 2026.
- To date we have run 8 webinars as part of our 16-part Wellbeing Webinar Series.



Bystander Training - Creating Respectful Workplaces

This training is currently available for all our people via SuccessFactors. A total of 395 people have completed this course, which is delivered face to face.

Bystander helps to foster respectful workplaces and encourages self-reflection of our individual contributions to the work environment. Course content touches on topics such as diversity, inclusion, respect, and the broader concept of being an ethical bystander.



We have partnered with the UTS Jumbunna Institute to help us engage with our Indigenous peoples through a survey and Yarning Circles with both currently underway.



The draft of our new Reconciliation Action Plan is entering the final stages of completion. The draft document has been submitted to Reconciliation Australia during April 2024 for endorsement.

Cultural reform: immediate focus areas

Pillar 5

Monitoring and evaluation including oversight of cultural reform

What are we doing to address this priority?



Refreshed People Survey launched

An enhanced People Survey was conducted in February 2024. The survey and the survey cycle was updated in line with feedback from our people and recommendations from the 2023 Elizabeth Broderick & Co culture progress review.

A total of 1813 people took part in the survey. Participation rates have improved on the last survey however there has been a decline in all but one of the measures in the survey.

Our people engagement has dropped from 65 to 59.



Oversight of cultural reform

Our People and Culture Change Program oversees the implementation and execution of all cultural reform recommendations to ensure there is consistent and effective planning, monitoring and evaluation of activity.

A cultural reform section has been established on the Transformation Hub and communications plans created to facilitate regular and consistent relaying of information.



We are committed to reporting openly and transparently on progress through regular internal reporting, including to the Board and via quarterly progress reports that are published internally and externally.



External advertising has begun for our new, independent Cultural Reform Board Chair.

Deepening the impact of cultural reform across our key areas

Broader activity update

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Leadership development</p>	<p>Measure the effectiveness of leadership development initiatives beyond completion numbers, by evaluating the impact of interventions on cultural reform goals.</p> <p>Strengthen messaging around the case for change by clearly articulating why cultural change is necessary, what are the benefits, what success looks like, priority areas, and key indicators of progress.</p>	<p>Commenced data insights project which will identify direct and indirect measures of engagement. Pilot for Aspiring Leaders underway to introduce a new measure to test pre and post course knowledge of training topics including psychological safety.</p> <p>Regular updates are made to internal communications platforms such as Workplace, Horizons and the Transformation Hub where the change project teams are involved.</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Championing cultural reform</p>	<p>Establish accountability measures by clearly defining goals and metrics related to cultural reform and diversity and inclusion initiatives. Track and report progress to assess and recognise leadership actions in support of cultural change.</p> <p>Include in performance reviews a criterion for leaders to demonstrate how they create respectful, safe and inclusive environments.</p>	<p>This work is underway- we are consulting with key stakeholders and expect to have a first draft by June 2024.</p> <p>Leader demonstration of behaviours to support an inclusive and safe environment has been integrated into the recent SLT-1 talent assessment approach. We also plan to include a specific KPI in Leaders' 24/25 Performance Agreements.</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Enhancing the role of the Cultural Reform Board in driving enduring change</p>	<p>Establish a clear governance structure for the Cultural Reform Board (CRB) through a revised Charter, which outlines roles, responsibilities, and decision-making processes.</p> <p>Appoint an independent external expert in cultural reform to the CRB as Chair. The Chair should support, guide, and lead the CRB and establish strong lines of communication and collaboration with the CEO, Board, and Executive team, providing valuable feedback and insights on the cultural reform efforts.</p> <p>Provide clear updates and progress reports to all of Airservices on the CRB's activities, initiatives, and their impact on the cultural reform journey.</p>	<p>External review of CRB to commence April 2024.</p> <p>Shortlisting of potential candidates has commenced with successful candidate commencing in the role by June 2024.</p> <p>Communications plan to be developed following appointment of CRB Chair and completion of external review.</p>

Action pillar 1: Courageous and inclusive leadership

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Create more open and transparent recruitment and promotion processes</p>	<p>Conduct an independent audit (since 2020 to present time) to gain an unbiased assessment of past recruitment and promotion practices.</p> <p>Train all hiring managers on unconscious bias and implement standardised screening and selection processes to mitigate bias.</p> <p>Assess diversity at various stages of the recruiting process, from application submission to final selection which allows the identification of any drop-offs or disparities. Take corrective actions to ensure equitable representation throughout the process.</p> <p>Collect feedback from candidates about their recruitment experience.</p>	<p>Consultation is underway to determine scope and scale of audit to be undertaken. Independent auditor to be sourced and appointed to commence audit July 2024.</p> <p>We are developing a training program for Unconscious Bias that's directly related to recruitment. We are planning to mandate diverse interview panels and create external sources to supplement interview panels. We reviewed and promote recruitment interview guide.</p> <p>Revised diversity questions agreed for integration into SAP system and diversity statement embedded into every external job advertisement. Going live April 2024.</p> <p>Recruitment feedback has been included in the requirements for our new system design.</p>

Action pillar 2: Preventing bullying and sexual harassment

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Prevention of harmful behaviours</p>	<p>Champion a multimedia campaign that highlights the importance of diversity and inclusion in preventing bullying and harassment, as well as showcasing how a respectful workplace benefits everyone.</p> <p>Develop a stand-alone Sexual Harassment Policy and update and refine procedures</p> <p>Track trends and patterns in relation to reporting rates of unacceptable behaviours</p> <p>Embed zero tolerance for harmful behaviour into leader KPIs (Leaders should demonstrate how they have actioned zero harm approaches in their teams).</p> <p>Provide ongoing training and education to all our peoples about sexual harassment, bullying, discriminatory behaviours and respectful and inclusive workplaces. As well as the impact of this harmful conduct.</p>	<p>Campaign tagline and design options being finalised with external agency to align with key audience requirements and target budget.</p> <p>We are undertaking a review of current bullying, harassment and related policies. As part of this we are developing an inter-related stand-alone sexual harassment policy.</p> <p>Data on unacceptable behaviour is currently being specified - tracking of instances of unacceptable behaviour will be incorporated into regular Board and Performance Oversight reports.</p> <p>Our Leadership Standard is being reviewed and will incorporate measures of success and zero tolerance as one KPI in Leaders' 24/25 Performance Agreements.</p> <p>Sexual harassment, bullying, harassment and Code of Conduct review due to be completed September 2024. Training to be developed and delivered following policy reviews and implementation.</p>

Action pillar 3: A compassionate and human-centred response to enhance the reporting of incidents

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Continuous refinement of Safe Place</p>	<p>Build trust and confidence in Safe Place, engage an independent expert advisor to assist Safe Place strengthen its profile, function, and communication.</p> <p>Commit to utilising external investigators for cases for senior leaders and where there are potential conflicts of interest or bias for a further two years.</p> <p>Introduce a mechanism, such as a questionnaire for complainants, respondents, and managers to provide feedback to Safe Place on its processes, the support offered, the nature of the investigation (if appropriate) and the information provided including throughout a complaint. Safe Place should report to the CEO on any actions taken regarding the feedback.</p> <p>Safe Place should periodically provide the CEO and the People and Remuneration Committee with details on the number of requests for flexible options by complainants and respondents since the initiative began; the number of requests that were agreed to by managers; the length of time flexible options was utilised; and any feedback on the effectiveness of the options.</p>	<p>Work to refine and strengthen Safe Place’s purpose and activities. This includes a review of Safe Place’s service portfolio. An external expert advisor has been appointed to conduct the review of Safe Place.</p> <p>Referral to external supplier currently occurs following internal preliminary assessment. External investigators are engaged for conflict of interest and sensitive complaints irrespective of seniority. Investigation process guidelines reflect this.</p> <p>Safe Place is currently working alongside governance and reporting to develop mechanisms to evaluate effectiveness of its Support and Advice functions. Under consideration is the engagement of an expert in social research to develop evaluation tools</p> <p>This activity has not yet started – work is planned to commence in July 2024.</p>

Action pillar 4: Dignity, inclusion and safety at work

Key area to accelerate cultural reform	Recommendations	Progress as of March 2024
<p>Ensuring dignity, inclusion and safety in our workplaces</p>	<p>Pause current rollout plans of inclusive changing facilities. Prioritise an effective consultation process with users of facilities, considering their diverse needs and local workforce requirements.</p> <p>As a priority, separate male, female and a changing / bathroom facility that is inclusive for people of diverse genders be established across all worksites.</p>	<p>Appointed a workplace design specialist and consultation is taking place regarding design of facilities.</p> <p>Waiting for outcome of consultation to plan changes to facilities.</p>

Action pillar 5: Monitoring and evaluation

Key areas to accelerate cultural reform progress	Recommendations	Progress as of March 2024
<p>Oversight of cultural reform</p>	<p>Establish a discrete leadership and management point to oversee the implementation and operationalisation of cultural reform recommendations</p> <p>Foster clear, straightforward and effective communication throughout the organisation when delivering information related to culture reform, diversity, and inclusion. Avoid corporate jargon, including when sharing staff survey results, using evidence and data to illustrate the impact of existing approaches and investments</p> <p>Continue to facilitate independent reviews of progress to expedite and support cultural reform. This includes independent reviews of key initiatives every 6-12 months to ensure they are having the desired effect.</p>	<p>Continue oversight of our cultural reform work via our People & Culture Change Program.</p> <p>A cultural reform section has been established on the Transformation Hub and communications plans created to ensure regular and informative relaying of information.</p> <p>Sourced independent provider to conduct a review on Safe Place and the Cultural Reform Board.</p>
<p>Strengthening our people engagement and insights</p>	<p>Co-design culture surveys with staff input. Provide timely and transparent communication to our peoples regarding survey outcomes and actions taken. Demonstrate how survey feedback influences decision-making, policy changes, and improvements in the work environment.</p> <p>Transition from quarterly to half-yearly cultural pulse checks to balance regular feedback. Maximise participation and avoid survey fatigue.</p>	<p>Consultation around the desired survey state was conducted with our people networks, Cultural Reform Board, People Partners and Operational Leaders.</p> <p>A refreshed People Survey with a new survey cycle and communication objectives launched February 2024.</p>