



A REVIEW OF CULTURE AT AIRSERVICES AUSTRALIA

Action Progress Update – 30 June 2021

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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 and sustained All leaders evaluated against Leadership Standard.	<ul style="list-style-type: none"> A Leadership Talent review (against the Leadership Standard) was undertaken in June 2021
	— We will establish a Cultural Reform Board (CRB), chaired by the CEO, to oversee the implementation of commitments. Membership of the CRB will be gender balanced and inclusive of leaders from across the organisation who are champions of reform and/or are influential.	June 2020	Completed and sustained The CRB was established with 15 staff from across the organisation. The inaugural meeting was held on 15 July 2020.	<ul style="list-style-type: none"> The CRB have co-designed key cultural improvement initiatives, including an Inclusive Facilities Standard and refreshed organisational Purpose and Values.
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 and sustained Public commitments were made by the Board and CEO in statements that accompanied release of the Culture Review report. All Executive team members have produced video messages to staff with a personal commitment to cultural reform.	<ul style="list-style-type: none"> Executives are regularly communicating our progress and achievements toward our desired culture. <i>Workplace</i> staff engagement platform was launched to strengthen workforce engagement.

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A strong leadership commitment to a safe and inclusive workplace	<ul style="list-style-type: none"> 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	<p>Completed and sustained</p> <p>Facilitator has been engaged and briefing sessions for Executive and staff storytellers will commence from October 2020.</p>	Executive storytelling sessions have been conducted.
Implementation of <i>The Leadership Shadow</i> and development of personal leadership action plans	<ul style="list-style-type: none"> 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	<p>Completed and sustained</p> <p>The CEO and Executive have completed assessments and have personal leadership action plans in place. They will have a final workshop in early 2021.</p>	The CEO and Executives have continued to engage with leadership coaching throughout 2020-21.
	<ul style="list-style-type: none"> Our remaining leaders will implement <i>The Leadership Shadow</i> and personal leadership action plans. 	December 2020	<p>Completed and sustained</p> <p>360 degree feedback and action planning, utilising the leadership shadow methodology, is underway for 120 leaders.</p>	67% of all leaders have completed 360 degree feedback, coaching and leadership action plans.

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RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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	Completed and sustained Changes to recruitment and promotion processes and assessments have been implemented. Design of specific training modules for aspiring leaders has been finalised and implemented from October 2020.	The leadership behavioural standard continues to be applied to all recruitment and diversity attraction initiatives implemented.
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	Completed and sustained A performance management review has been completed. 360 degree feedback through Lifestyles Inventory (LSI) is underway for 120 leaders. A supporting training module has been redesigned and rolled out from October 2020.	67% of all leaders have completed 360 degree feedback, coaching and leadership action plans. The <i>Driving Work Performance</i> training program continues to be delivered and tracked.

ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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 and sustained The 'Drawing the Line' campaign was delivered over four weeks.	Ongoing communications regarding bullying, harassment, sexual harassment and discrimination continue to be distributed via staff engagement channels including the <i>Workplace</i> platform.
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	Completed and sustained Modules have been scheduled for delivery over 2020-21.	The <i>Fostering Respectful Team Environments</i> continues to be delivered and tracked.
	<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	Completed and sustained <i>Strengthening a Culture of Respect and Engagement (SCORE)</i> Program procured and implemented from October 2020.	The SCORE Program was delivered on a targeted needs basis.
	<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	Completed and sustained Training, induction and other guidance material updated and implemented.	Updated corporate induction curricula delivered to new starters since September 2020.

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Leadership capability, practical skills and support	<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 and sustained A new process, form and guidance material have been implemented.	New probation processes continue to be applied for all new starters.
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 and sustained Structured workshop discussions have been held, with the Code of Conduct Standard updated to reflect feedback received.	Code of Conduct refreshed and online learning e-modules released. Learning design complete. Materials development underway.
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	Completed and sustained Continuous feedback survey platform has been implemented, with the first survey (Safety Climate) released.	Continuous feedback survey implemented and Safe Place reporting is ongoing. People Partners and Safe Place Advisors are supporting leaders to manage behaviours and build culture.

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	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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	Completed and sustained The Safe Place team has been established and the transition of functions and accountabilities from other roles completed.	A Safe Place post-implementation review has been commissioned.
Introduce increased rigour in investigation and reporting obligations for managers	<ul style="list-style-type: none"> — We will ensure that all investigations for shift supervisors and above are conducted by an external independent investigator. 	Immediate (June 2020)	Completed and sustained The Code of Conduct Investigation Procedure has been updated.	The Code of Conduct Investigation Procedure continues to be applied.
	<ul style="list-style-type: none"> — 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 and sustained The Code of Conduct Standard has been updated, including reinforcing the obligation to the 'Drawing the Line'.	The Code of Conduct standard has been refreshed and continues to be applied.

ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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	<p>Completed and sustained</p> <p>A review has been completed and principles will be applied at all our current and future facilities.</p>	The Inclusive Facilities Program is underway, with Parent and Reflection rooms scheduled for completion in November 2021.
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	<p>Completed and sustained</p> <p>We have established employee networks for Indigenous Australians, women and LGBTIQ staff.</p>	The Employee Network action plans are on track. The Innovate Reconciliation Action Plan has also been endorsed by Reconciliation Australia.
	<ul style="list-style-type: none"> We will continue to improve flexible work and working from home practices. 	October 2020	<p>Completed and sustained</p> <p>A revised <i>Work from Home</i> procedure has been endorsed and implemented.</p>	A review of flexible work is currently in the planning phase.
	<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	<p>Completed and sustained</p> <p>Continuous feedback survey platform has been implemented, with the first survey (Safety Climate) released.</p>	A post-implementation review of the survey has been completed and recommendations actioned.

ACTION PILLAR 5: MONITORING AND EVALUATION

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	STATUS (as at December 2020)	PROGRESS (as at 30 June 2021)
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	Completed and sustained Continuous feedback survey platform has been implemented, with the first survey (Safety Climate) released.	A post-implementation review of the survey has been completed, with recommendations actioned.
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	Completed and sustained Key lead and lag performance metrics are now reported to Board and Executive.	Key lead and lag performance metrics continue to be reported to Board and Executive.
Additional	<ul style="list-style-type: none"> — We will commission an independent review of implementation and governance after two years. 	June 2022		