

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS/STATUS
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 All leaders evaluated against Leadership Standard.
	— 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 Board established with 15 staff from across Airservices. First meeting held on 15 July 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	Completed Public commitment by the Board and CEO in statement that accompanied report release. Every Executive team member has produced a video message to all staff with a personal commitment to cultural reform.



Notable progress and initiative on track



Preliminary action and initiative on track

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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</p> <p>Facilitator has been engaged and briefing sessions for Executive and staff storytellers will commence from October 2020.</p>
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</p> <p>The CEO and Executive have completed assessments and personal leadership action plans. They will have a final workshop in early 2021.</p>
	<ul style="list-style-type: none"> Our remaining leaders will implement <i>The Leadership Shadow</i> and personal leadership action plans. 	December 2020	<p>Notable progress and initiative on track</p> <p>To be rolled out once leaders are appointed.</p>



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RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS/STATUS
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	<p>Completed</p> <p>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.</p>
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	<p>Notable progress and initiative on track</p> <p>Performance management review underway. 360 degree feedback through Lifestyles Inventory will be implemented once leaders are appointed. Training module has been redesigned and rolled out from October 2020.</p>



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ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS/STATUS
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 'Drawing the Line' campaign delivered over four weeks.
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 Modules scheduled for FY20/21
	<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 <i>Strengthening a Culture of Respect and Engagement</i> program procured and implemented from 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	Completed Training, induction and other guidance material updated and implemented.



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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 New process, form and guidance material implemented.
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 Structured workshop discussions held and Code of Conduct Standard updated to reflect feedback received.
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 Continuous feedback survey platform has been implemented, and the first survey (Safety Climate) has been released.



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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/STATUS
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 Safe Place team has commenced and transition of functions and accountabilities from other roles have now been transitioned.
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	Completed Code of Conduct Investigation Procedure updated.
	<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 Code of Conduct Standard updated and obligation reinforced in the 'Drawing the Line' campaign.



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ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS/STATUS
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 The review is completed and principles will be applied at all current and future Airservices facilities.
	— We will establish an employee network program that allows people to act as champions and allies and promote an inclusive workplace experience.	December 2020	Completed We have established employee networks for Indigenous Australians, women and LGBTIQ staff.
Embed dignity, safety and inclusion	— We will continue to improve flexible work and working from home practices.	October 2020	Completed A revised <i>Work from Home</i> procedure has been endorsed by the Executive and implemented
	— 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	Completed 'Continuous feedback' technology platform has been implemented. The first survey (Safety Climate) was released in October.



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ACTION PILLAR 5: MONITORING AND EVALUATION

RECOMMENDATION	HOW WE WILL BRING THIS TO LIFE	COMPLETION BY	PROGRESS/STATUS
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 'Continuous feedback' technology platform has been implemented. The first survey (Safety Climate) was released in October.
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 Key metrics are now reported to Board and Executive as a standing item through CPCO.
Additional	<ul style="list-style-type: none"> — We will commission an independent review of implementation and governance after two years. 	June 2022	



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