

SAFE PLACE POST IMPLEMENTATION REVIEW

Action Plan 2021-22

ABOUT THE REVIEW

In July 2021, Airservices commissioned Callida Consulting to undertake a post implementation review (PIR/Review) of the 'Safe Place' unit, established in 2020 in response to the release of the '*Review of Culture at Airservices Australia*' report completed by Elizabeth Broderick & Co.

The '*Review of Culture at Airservices Australia*' report followed a broad and independent review of our workplace culture and set out a 'Framework for Action' including the recommendation to establish a discrete unit – a 'Safe Place' for reporting incidents of bullying and sexual harassment.

The Safe Place unit was subsequently established and since then has provided our people with a safe place to report incidents and receive support.

In line with best practice and our commitment to ongoing improvement, a PIR was commissioned to review Safe Place approximately 12 months after its operation had commenced, to ensure the unit is operating in line with the original intent outlined in the '*Review of Culture at Airservices Australia*' report.

In completing the PIR, Callida Consulting undertook extensive stakeholder consultation, held benchmarking discussions with an organisation operating a more mature Safe Place unit and completed key document reviews, including the '*Review of the Parliamentary Workplace: Responding to Serious Incidents*' (*the Foster report*).

The PIR noted the demonstrable effort made to implement the recommendations made in the '*Review of Culture at Airservices Australia*' report and to establish Safe Place; and highlighted the clear appreciation across the organisation regarding the need for a human-centred function to facilitate effective responses to bullying, exclusion and sexual harassment and to enhance the reporting of incidents.

The PIR also identified opportunities for further improvement and made 14 recommendations to facilitate greater coordination, a more strategic approach with increased clarity of purpose and an improved governance framework to both fully realise the intended outcome of Safe Place and to ensure integrity throughout all processes.

We welcome the 14 recommendations resulting from the PIR, all of which will be actioned and addressed over the coming months, in line with our ongoing commitment to building a workplace that is free of bullying, sexual harassment and discrimination.

RECOMMENDATIONS AND OUR AGREED ACTIONS

#	Callida Recommendation	Agreed Action	Action to be completed by
1	Airservices consider addressing current perceptions associated with the independence of Safe Place and increase the organisational profile by having the unit report directly to the CEO, which also provides for a single point of oversight for all responses.	The Safe Place function will be repointed under the Office of the CEO and report directly to the CEO.	October 2021
2	All future internal and external recruitment activity associated with any role in the Safe Place unit, should mandate the requirement for both management and staff to have specialist skills and qualifications associated with bullying, sexual harassment and trauma and victim-led complaints management. Existing staff within the unit should also undertake training to inform the design and application of human-centred responses.	Required skills and capabilities of roles within Safe Place will be defined and documented. This will be used for future recruitment activities.	January 2022
		Specialised capability upskilling will be undertaken for the Safe Place team. This will include trauma-informed investigations for the investigations team and legislation / case law training for the support advisors.	March 2022
3	Airservices should develop additional formal training for advocates focused on how to champion and strengthen the understanding of and appreciation for Safe Place across the organisation.	Safe Place champions will be identified for the organisation, with structured training provided and a community of practice established.	May 2022
4	Airservices should develop guidance on the framework and processes associated with the management of historic issues and ensure relevant content about the management of historic issues is included in any training activities and general communications associated with Safe Place.	Safe Place will review its processes for management of historic cases. Historic issues will be de-identified and included as case studies in the structured training to facilitate ongoing awareness and dialogue.	April 2022
5	A charter should be developed to ensure clarity of understanding of the outcomes and operations of Safe Place.	A Safe Place charter will be developed, published and communicated to our people to ensure awareness and clarity of services provided.	January 2022
6	Airservices should document prescriptive guidance on the end-to-end support required for complainants who elect to have their matter investigated, including the critical processes to transition from informal to formal response.	Safe Place processes will be reviewed end-to-end and updated accordingly.	March 2022
7	Airservices should define and document a reporting framework for the activities and outcomes of Safe Place, this should accommodate reporting to both internal and external stakeholders.	A robust Safe Place reporting strategy for internal and external stakeholders will be developed and implemented in contemplation of the confidentiality and sensitivity of the data.	March 2022

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8	Airservices should, with the contribution of business areas, co-create an education and awareness program with a focus on capability uplift so that managers can appropriately respond to bullying and sexual harassment disclosures made by a member of their team.	An education and awareness program focussed on Safe Place will be developed and delivered to the leadership cohort.	October 2021
9	Airservices should progress the preliminary activities to integrate flexibility into the relevant rostering system by assigning responsibility through a formal implementation plan.	Safe Place will collaborate with the Workforce Planning Team, Legal, Industrial Relations and relevant leaders to define and implement flexibility principles for the rostering of operational team members.	January 2022
10	Airservices should document prescriptive guidance on the end-to-end investigation process and supporting governance elements such as policy and ongoing training which captures the critical process of transitioning to formal investigation in a manner which is human-centred and trauma informed.	Safe Place processes will be reviewed end-to-end and updated accordingly.	March 2022
11	Airservices should define a threshold for cases to be referred to an external service provider and develop, document and implement an explicit external independent arrangement for investigations which meet the defined threshold.	The threshold for Safe Place cases that will be referred to an external service provider will be clearly defined, in contemplation of the initial recommendations and consultation with Legal and the Executive Team. Develop and document processes/procedures for management of Safe Place investigations undertaken by external service providers.	May 2022 April 2022
12	Airservices should implement an assurance framework to monitor governance and operation in accordance with policy and to provide insight on both the practical and perceived independence of the unit.	Develop and implement a Safe Place assurance plan to assure the design and application of Safe Place processes.	January 2022
13	Airservices should develop user-friendly and accessible guidance to ensure all Airservices staff have clear expectations when engaging Safe Place, with key messages reinforced through a communications strategy and ongoing training program.	Develop and implement a Safe Place Communications Strategy and Plan to promote the Safe Place function and reinforce key messages. This will include a communication strategy for both operational and corporate employees, leaders and individual contributors.	March 2022
14	Airservices should consider working with the AFP to establish a collaborative working group of agencies with a safe place function for the purpose of sharing perspective, approaches and lessons. A working group comprising representatives from across sectors and industry where possible may offer greater diversity, maturity-levels and therefore quality of insights.	Safe Place will establish collaborative working groups with other agencies with a safe place function for the purpose of sharing perspectives, approaches and lessons learnt.	March 2022