

## Review of Airservices Australia Organisational Culture

### Terms of Reference

The Chief Executive Officer of Airservices Australia has engaged Elizabeth Broderick & Co. (EB&Co) to examine and make recommendations on issues relating to organisational culture including inclusion, bullying, harassment, sexual harassment and psychological safety (the Review).

The recommendations of the Review will be based on strong empirical evidence to ensure any changes result in an organisation that is more inclusive, diverse, respectful and safe for all staff.

### Approach

The Review will use both qualitative and quantitative research methods to gather data. It will build on existing strengths, knowledge and learning within Airservices in addressing key challenges. The Review will also identify effective approaches and areas where there is a need for strengthening. The insights gained from this examination will underpin the findings and recommendations made by EB&Co to Airservices.

The methodology adopted will meet the highest standards of integrity and confidentiality. The Review will:

- Examine Airservices existing policies, processes, reforms and relevant information/data, and promising practices in similar national and international organisations/industries;
- Conduct qualitative research through targeted focus groups, in-depth individual interviews, and confidential submissions; and
- Conduct quantitative research through a survey of staff perceptions of Airservices culture, the prevalence of sexual harassment and bullying, and experiences with the organisational responses to reports of these behaviours.

The Review is a broad examination of organisational culture and EB&Co will not investigate individual complaints or review any decisions regarding complaints or investigations.

### Key Stakeholders

Throughout the Review, EB&Co will engage with:

- Current employees – through focus groups, interviews, survey and submissions;
- Unions – through briefings and interviews; and
- The Chief Executive Officer and Executive team – through interviews and progress briefings.

### Deliverables

By 31 May 2020 EB&Co will deliver:

- A report of the Review, including insights from the qualitative and quantitative research, examination of policies and processes, and recommendations for change; and
- A facilitated roundtable with senior leadership of Airservices to share insights, build ownership of the recommendations and seek commitments to action.

Jason Harfield  
Chief Executive Officer

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