



# Russell Response Year in Review 2023

As at 31 December 2023

## Leadership commitment to a culture that enables the mission



### Commitment

- ✓ **Statements of commitment** made by Secretary and AAD Executive with frequent all-staff updates driven by leadership team
- ✓ All senior executives engaged in reform including **undertaking leadership development**
- ✓ **Deputy Secretary recurring visits** to Hobart to communicate face to face updates on the Response Plan and Reform Council meeting outcomes
- ✓ **EL2 cohort engaged** in monthly SES leadership meetings



### Governance

- ✓ New branch established within AAD incorporating **leadership, culture, expeditioner recruitment, training and support** functions
- ✓ **Respect & Equality Reform Council has met four times**, with the staff representative function proving to be an important conduit for bringing key perspectives to the forum
- ✓ **Program Management Board has been established** to ensure clear accountabilities; 8 meetings held to date
- ❑ **Divisional Management Committee** inaugural meeting in January 24
- ❑ **3 year plan** in development



### Accountability

- ✓ **Response plan accountability shared** across department's branch heads
- ✓ **SES are engaged in reform** including **reporting to the Reform Council** on their actions to **ensure a safe and respectful work environment**
- ✓ **Cultural performance expectations** have been implemented for people leaders and staff including program partner staff/students
- ✓ **360-degree feedback** process completed for SES leadership cohort

## Ensuring everyone is safe and supported



### Expectations

- ✓ **Inappropriate behaviour - reporting pathways awareness sessions** held in August and November 23
- ❑ Continued evolution of **psychosocial risk assessments** to thoroughly identify, manage and document psychosocial risks.
- ❑ The department continues to **progress policy documents and mechanisms around reporting harmful behaviours**



### Reporting

- ✓ **Temporary quiet spaces** established at **all stations** and on the **ship** to enable **private conversations**
- ✓ **Dedicated quiet spaces for private conversations** has been established at **Kingston**
- ✓ Department has **reviewed its reporting process** and embedded a **person-centered approach**, focused on empowering the affected person with knowledge, engagement and more frequent connection with the **Professional and Ethical Standards team**
- ❑ **Develop permanent solutions** for quiet spaces **on station and the vessel** to enable private conversations
- ❑ Evaluate privacy risks associated with offering an e-form as part of a suite of **more flexible options to report unacceptable behaviour and workplace harm**



### Supports

- ✓ **Awareness session** facilitated in September 23 to help leaders understand the support channels within the People Division and People & Culture Branch for addressing people-related issues
- ❑ Launch **mentor program in March 24** to support **expeditioners** deploying in 23/24 season



### Follow through

- ✓ **Bystander training** sessions held to increase awareness across the division in the Bystander Intervention Framework and unconscious bias. Training has now been delivered to **401 attendees** in total - 167 AAD Hobart staff, 227 expeditioners and 7 Parks staff
- ✓ **58 reports** of inappropriate behaviour were reported to the Professional and Ethical Standards team between 1 July and 31 December 2023.

#### Key

- ✓ Completed
- ❑ In progress



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## Building awareness and practical skills



### Awareness

- ✓ **Bullying, harassment and discrimination training** package developed and delivered to **295 leaders and staff** in August and November 23
- ❑ Roll out a **culture-related training plan** with staggered sessions in performance management, bystander awareness, unconscious bias, bullying and harassment, addressing harmful behaviours and creating psychological safety



### Leadership capability

- ✓ **Trauma-informed training completed** by all AAD Senior Executives, EL2s and Station Leaders
- ✓ **Branch workshops conducted** to build staff awareness of the Russell Review outcomes, the Response Plan and to facilitate feedback and engagement
- ✓ **Executive coaching in collaborative leadership** in place for all SES
- ✓ **Performance management training sessions** held in August 23 and November 23
- ❑ Deliver **Mid-cycle performance review** training in February 24 that will build psychological safety by helping leaders coach their staff to see mistakes as learning opportunities



### Contextual skills

- ✓ **Specialised expeditioner training**, contextualised to the Antarctic experience, was delivered to over 200 attendees across two expeditioner summits held in August and October 23. Summit content has been digitised for online delivery as required. Further summits planned for January 24 and February 24

## Working together to deliver results



### Collaboration

- ✓ Strong partnerships formed and genuine collaboration between AAD and the department **to drive positive culture**
- ✓ Council of Managers of National Antarctic Programs (COMNAP) members **endorsed new Equity, Diversity and Inclusion working group** focused on respect and safety
- ✓ Regular meetings scheduled with **AAP partner organisations** to discuss cultural changes underway
- ✓ **AAD led intersessional work** on developing a **CCAMLR Code of conduct**
- ✓ **Monthly meeting rhythm** between **SES and AAD EL2s** established
- ❑ Finalise **visual identity guide**



### Inclusion

- ✓ **Safety, inclusion and respect have been included** in Antarctic Infrastructure Renewal projects
- ✓ A series of workshops has taken place to develop **masterplans for stations that identify and address issues of DEI**, as well as principles related to habitability and wellbeing
- ❑ Implement recommendations made by external partner to enhance the **end-to-end expeditioner recruitment process** inc. best practice recruitment training sessions
- ❑ **Review Station leadership model trial** at Casey to determine the effectiveness of the support officer role as an alternative avenue for staff to raise any concerns while on expedition

## Measurement and continuous improvement



### Measurement

- ✓ The first **staff pulse survey** was launched in October 23 with a response rate of 58%
- ✓ **Psychological debriefs** for all returning winterers with option for summer expeditioners
- ❑ **Broaden debrief process to include focus groups of underrepresented expeditioners**
- ❑ Launch **pulse survey** February 2024



### Improvement

- ✓ **57% response rate for APS staff census**
- ❑ Further refine **People Indicators Dashboard** to increase visibility of reporting and data relating to people matters and harmful behaviours.

#### Key

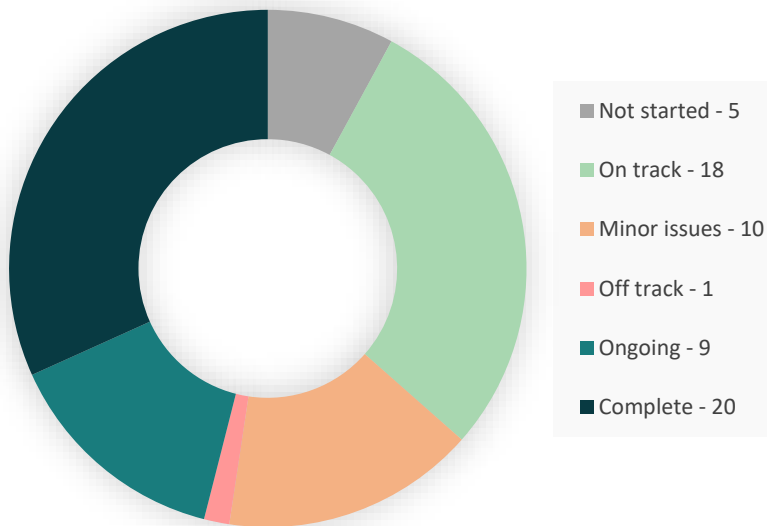
- ✓ Completed
- ❑ In progress



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## Response Plan Actions



### Notes

Items with minor issues or that are off track continue to make good progress, considering the initial timelines were ambitious

### Minor issues

There are 10 actions which remain incomplete beyond their due date but are anticipated to be completed by the next reporting cycle.

### Off track

One action is unlikely to be completed by its due date of June 2025 due to a shortfall of resourcing in the responsible branch and a need to prioritise work to maintain essential services on station.

## Key dates

### January 2024

- 16 January – Inaugural Divisional Management Committee Meeting

### February 2024

- 5-7 February – Cultural Performance Expectations mid cycle performance training
- 8 February – Second Quarterly Pulse Survey
- 16 February – Fifth Reform Council Meeting