



Australian Government

Department of Climate Change, Energy,
the Environment and Water

Russell Response Plan

Quarterly Report – June 2023

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Russell Response Dashboard

As at 30 June 2023

Leadership commitment to a culture that enables the mission



Commitment

- ✓ **Statement of commitment** made by Secretary with frequent all staff updates driven by leadership team
- ✓ All senior executives engaged in reform including **undertaking leadership development**
- ❑ AAD leadership statement of commitment currently in development



Governance

- ✓ New **structure established with clear accountabilities** and Program Management Board established
- ✓ New branch established within AAD incorporating **leadership, culture, expeditioner recruitment, training and support** functions
- ✓ Respect and Equality Reform Council **established**



Accountability

- ❑ Design of leadership KPIs and 360 degree feedback **under development**
- ✓ **5 actions** complete
- ❑ 47 actions in progress
- ❑ 5 actions ongoing
- ❑ 6 actions not started

Ensuring everyone is safe and supported



Expectations

- ❑ Updating policies, procedures and comms to **increase transparency and build trust** in systems
- ❑ Draft psychosocial risk assessment under consultation and **new enterprise WHS Management System** in development
- ❑ **Working to improve reporting**, including options for external partners



Reporting

- ❑ More **flexible options to report unacceptable behaviour and workplace harm** in development
- ✓ **Temporary spaces established** at all stations to enable quiet conversations
- ❑ **Developing** solutions for spaces on shipping and Tas sites to enable quiet conversations



Supports

- ❑ Awareness session to be **delivered at Expeditioner Summit** in August
- ❑ Mentor program to **support expeditioners deploying 23/24 season** in development
- ✓ Active and regular commitment to dealing with complaints



Follow through

- ❑ Harmful Behaviour Report in development to **increase visibility of reporting and data** relating to harmful behaviours

Building awareness and practical skills



Awareness

- ❑ **Bullying, harassment and discrimination training** package in development
- ✓ Griffith University delivered **bystander, unconscious bias and refresher training** to 152 members of staff including all SES. More sessions to come



Leadership capability

- ✓ **Trauma informed training completed** by all AAD Senior Executives, EL2s and Station Leaders
- ✓ **Branch workshops conducted** on Russell Review outcomes, the Response Plan and to facilitate feedback
- ✓ **Executive coaching** in place for all SES



Contextual skills

- ❑ **Contextualised training for expeditioners** in final stages of development
- ❑ First Expeditioner Summit **occurring in August**

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



Inclusion

- ❑ Reviewing **E2E recruitment processes** for expeditioners
- ✓ **Safety, inclusion and respect have been included** in Antarctic Infrastructure Renewal projects

Measurement and continuous improvement



Measurement

- ❑ External partner engaged to develop and administer **pulse check surveys**
- ✓ **Psychological debriefs** for all returning winterers with option for summer expeditioners
- ❑ **Broaden debriefs to include** underrepresented groups



Improvement

- ❑ External partner engaged to **codesign KPIs and dashboards** with the Executive, and informed by the Reform Council
- ✓ **57% response rate** for APS staff census



Key achievements

Key achievements against the recommendations outlined in the Response Plan

1B

Culture and Equality Reform Council

The Cultural and Equality Reform Council will advise, guide and hold us to account for delivering our cultural reform.

The Council will be chaired by the Deputy Secretary and membership includes the Head of Division, all branch heads, as well as three independent members – culture consultant Leigh Russell, organisational and performance coach Sue Bird, and former APS deputy secretary and current IMAS board member, Mark Tucker as well as five staff.

The first meeting was held on 27 July 2023. The council will meet every 4-6 weeks.

2B

People function to support leaders in their cultural responsibilities

Our new People and Culture Branch is our new people operations function and includes a dedicated Russell Review Response section.

The Branch also brings together many of the functions that directly support our expeditioners: polar medicine, expeditioner capability and training and expeditioner services.

Aligning these people functions will help us ensure a more joined up approach to supporting our people, especially in Antarctica.

This supports cultural change by selecting the right people with the right qualities, delivering the right operational and behavioural training, supporting their physical and mental health and delivering on the Russell review recommendations

1D

Program Management Board

The Board was set up earlier this year and works towards the Russell review’s recommendation for re-setting the division’s accountability and decision-making arrangements. It is chaired by the Deputy Secretary, and membership includes all our divisional SES, the Chief Financial Officer and Chief People Officer.

It focuses on risk and strategic alignment, and provides accountability to key stakeholders. Working together across branches, valuing others’ contributions and requirements and demonstrating budget accountability are values of our new culture.

The Project Management Board meets monthly.

3A

Bystander training

Bystander training is available to all head office staff with MATE Bystander and refresher training scheduled in August. To date, all SES and 152 staff members have completed the training.

Bystander training empowers people to speak up to confront everyday sexism and sexual harassment.

The aim is to build awareness and empowerment so that there is simply no space for this kind of inappropriate behaviour.

2A

Pulse check surveys

Measuring our progress towards a better culture is critical in terms of delivering what we set out to achieve and holding ourselves to account along the way. We have engaged an external partner to develop a baseline cultural survey across the division, and quarterly ‘pulse check’ surveys. The first survey will be distributed in the coming weeks. The APS survey is complete and results will be available in Sept/October.

5D

Quiet rooms

Quiet rooms have been allocated at all Antarctic stations, for people to have private conversations. We know that having a private conversation on our Antarctic stations is very difficult. Our dedicated quiet spaces allow private conversations for any purpose, including connecting with family and friends, seeking support or simply something you’d rather others didn’t hear.

Key dates

July 2023

- 26 July – Program Management Board meeting
- 27 July – Culture and Equity Reform Council

August 2023

- 3-4 August – MATE Bystander and refresher training
- 21-24 August – 1st Expeditioner Summit

October 2023

- 2-6 October – 2nd Expeditioner Summit
- 16-20 October – 3rd Expeditioner Summit

Response Plan Actions

