



Australian Government

Department of Climate Change, Energy,  
the Environment and Water

# Russell Response Plan

Quarterly Report – September 2023

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# Russell Response Dashboard

As at 30 September 2023

## Leadership commitment to a culture that enables the mission



### Commitment

- ✓ Deputy Secretary recurring visits to Hobart to communicate face to face updates on the Response Plan and Reform Council meeting outcomes
- ✓ AAD leadership statement of commitment has been developed



### Governance

- ✓ Respect & Equality Reform Council has met three 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; seven meetings held
- ❑ Terms of reference have been drafted for the Divisional Management Committee; inaugural meeting scheduled in Dec



### Accountability

- ✓ Response plan accountably shared between the division and 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 developed and being implemented for people leaders and staff including program partner staff/students

## Ensuring everyone is safe and supported



### Expectations

- ✓ Reporting pathways awareness sessions held in Aug; further sessions planned for leaders and staff in Nov
- ❑ The department continues to progress policy documents and mechanisms around reporting harmful behaviours
- ❑ Work with stakeholders continues to progress in the development of a psychological safety risk register



### Reporting

- ✓ Temporary spaces established at all stations and on the ship to enable quiet conversations
- ❑ Developing permanent solutions for spaces on station, the vessel and at Tas sites to enable quiet conversations
- ❑ More flexible options to report unacceptable behaviour and workplace harm in development



### Supports

- ✓ Awareness session facilitated in Sept to help leaders understand the support channels within the People Division and People & Culture Branch for addressing people-related issues
- ❑ People Division reviewing resources to ensure capacity to address complaints in timely manner



### Follow through

- ❑ Bystander training scheduled for Dec for head office staff to increase awareness across the division in the bystander intervention framework
- ❑ Department working on an ALL SES due diligence training program which includes commitment to psychological safety.

## Building awareness and practical skills



### Awareness

- ❑ The FY23-24 culture-related training plan is being refined to stagger sessions in performance management, bystander, unconscious bias, bullying and harassment, addressing harmful behaviours and creating psychological safety



### Leadership capability

- ✓ 360-degree feedback process launched in Sept for SES leadership cohort
- ✓ Performance management process sessions held in Aug; further sessions planned for all people leaders in Nov



### 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. Summit content has been digitised for online delivery as required

## Working together to deliver results



### Collaboration

- ✓ Meeting held with AAP partner organisations to discuss cultural changes underway
- ✓ AAD led intersessional work on developing a CCAMLR Code of conduct
- ✓ Collaborative relationship with the department continues to develop to drive positive culture



### Inclusion

- ✓ A series of workshops has taken place to develop masterplans for stations that identifies and addresses issues of DEI, as well as principles related to habitability and wellbeing
- ✓ External partner engaged to review EZE recruitment process for expeditioners

## Measurement and continuous improvement



### Measurement

- ✓ A quarterly staff pulse survey has been developed, with the first one set to launch in October 23
- ❑ A review of the season debrief process has commenced and will inform improvement focuses



### Improvement

- ❑ People Indicators Dashboard in development to increase visibility of reporting and data relating to people matters and harmful behaviours



# Key achievements

## Key achievements against the recommendations outlined in the Response Plan

4C

### Expeditioner Summit

A great deal of work was undertaken across the division to prepare for our first Expeditioner Summit. Specialised expeditioner training, contextualised to the Antarctic experience, was delivered to almost 100 attendees at the inaugural expeditioner summit in August.

The summit is a new way of delivering mandatory, pre-departure training which captures some – but not all – of the training and orientation our expeditioners are expected to complete before heading south. Importantly, the summit reinforces our focus on culture, safety and respect, and bringing together groups of people to form a community.

Positive feedback was received and taken on board to ensure the second summit in October is equally as successful.

2A-3A

### Cultural Performance Expectations

Cultural Performance Expectations have been introduced and incorporated into performance agreements for all staff who participate in the AAD or AAP performance review process.

A series of qualitative and quantitative metrics serve as guideposts, helping align our behaviours and expectations with the psychologically safe and inclusive culture we are collectively working to foster. They create a feedback loop that allows staff to gauge how effectively they are contributing to cultural reform, and identify areas for improvement. The expectations have been developed with input from staff representatives through the Reform Council, and tailored for staff with people leader responsibilities.

5B

### Flexible Reporting Options

Progress being made to move to a more person-centric approach to response mechanisms. This includes through the development of more accessible reporting options such as mobile-compatible webforms, and delivery of reporting mechanisms awareness sessions to increase understanding in the reporting process.

2B

### Census Results

A total of 288 AAD staff responded to the 2023 APS Employee Census, a 71 per cent response rate. 29 per cent said they reported unacceptable behaviour, up by 10 percentage points since 2022; and four per cent said it was reported by someone else, up four percentage points since 2022.

Whilst we would like to see all instances of inappropriate behaviour reported, the increase in reporting outlined in AAD's Census results is also reflected in an increase in complaints made by staff to the Department's Professional Ethics and Standards Section. This is a positive step and suggests some AAD staff are feeling more comfortable in reporting inappropriate behaviour.

4A

### Leadership Capability

The Professional Ethics and Standards and People Support Sections have delivered workshops to people managers during August. The training was designed to enhance leaders' ability to recognise and respond to bullying, harassment, and discriminatory behaviour, including how to access departmental tools and support.

Future Performance Management and Behaviour workshops are planned, along with additional workshops on Psychological Safety and Trauma Informed Response.

3A

### SES 360-degree Feedback Process

In September, the 360-feedback process was launched for the AAD's SES. Facilitated by Artemis Partners, this assessment is based on the Leadership Circle Profile, a data-driven tool that helps leaders gain insights into how their leadership is perceived in the workplace, supporting their development. Insights have shaped the focus on development areas addressed through ongoing 1:1 coaching the SES is participating in.

## Key dates

### October 2023

- 2-6 October – 2<sup>nd</sup> Expeditioner Summit
- 19 October – 3<sup>rd</sup> Respect and Equality Reform Council meeting

### November 2023

- 9-10 November – Professional Ethics and Standards and People Support training in reporting process, reporting mechanisms available and the department's internal performance management processes.
- 14 November – three-year planning workshop

### December 2023

- 2-6 December –MATE Bystander training
- 5 December – 4<sup>th</sup> Respect and Equality Reform Council meeting
- Mid-December – Inaugural Divisional Management Committee Meeting

Response Plan Actions

