



IRSO 2023

Looking after our people

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Agenda

- Establishing the Health and Wellbeing Working Group – Toni Moate
- An Australian Perspective – Toni Moate
- An American Perspective – Rose Dufour
- CSIRO Initiative – Sam Hinton



Establishing the Health and Wellbeing Working Group

Toni Moate





An Australian Perspective

Toni Moate





Imperatives for Reform

- 2022 Australian Human Rights Commission found that 1 in 3 participants had been sexually harassed at work in the past 5 years
- Australian Workplace Barometer reported that 8.6% of Australian workers had experienced workplace bullying
- Deloitte study found that in 2018, workplace sexual harassment alone cost the Australian economy \$3.5 billion, including \$2.6 billion in lost productive.
- Australian Human Rights Commission estimates that bullying costs Australian employers up to \$36 billion per year.

<https://www.dcceew.gov.au/about/publications/russell-review>



Australian Legislative Reform

- **2022 passing of the ‘Respect@Work’ Bill**
 - Employees positive duty to prevent sexual harassment
 - Bound by Australia’s anti-discrimination and work health and safety laws to ensure right to physical and psychological safety
- **Signs of a hostile work environment:**
 - Open display of obscene materials, including pornography
 - General sexual banter
 - Sexual jokes and innuendo
 - A highly, sexualised, ‘sexually permeated’ environment



Reasonable and Proportionate Measures

- Implementing policies and procedures to prevent, report and respond to discrimination and ensuring their efficacy
- Collecting and monitoring data on discrimination and sexual harassment in the organisation
- Providing adequate support to workers and staff regarding discrimination, sexual harassment, and related issues
- Giving accurate and regular training and education to all workers regarding these issues



Australian Antarctic Division

Nash Report ¹

“participants observed that women experience a range of harassment, including uninvited physical contact or gestures, unwelcome requests for sex, sexual comments, jokes or innuendo, intrusive questions, displays of offensive or pornographic material and sex-based insults or taunts and unwanted invitations”

... Led to Russell Review ²

¹ <https://www.dccew.gov.au/sites/default/files/documents/summary-nash-review.pdf>

² <https://www.dccew.gov.au/about/publications/russell-review>



At a glance – survey findings

Psychological Safety



43% of survey respondents do not think raising problems and challenging issues at the AAD is safe.



48% agree that people treat each other with respect at the AAD.



70% do not think there is trust between the leadership team and staff.



44% agreed that they felt they belonged at the AAD.



52% agreed that when they speak up, their opinion is valued.



At a glance – survey findings

Bullying



34%

A donut chart showing 34% of the circle filled with a light blue color, representing the percentage of participants who experienced workplace bullying.

34% of participants experienced workplace bullying, with 47% indicating they had witnessed it. This includes 43% of survey respondents who identified as women and 25% who identified as men.



41%

A donut chart showing 41% of the circle filled with a light blue color, representing the percentage of participants who experienced bullying in the past 12 months.

41% of participants experienced bullying in the past 12 months, with 30% experiencing bullying 1-5 years ago.



25%

A donut chart showing 25% of the circle filled with a light blue color, representing the percentage of perpetrators of bullying who are managers.

25% of perpetrators of bullying are managers, a manager from another branch (5%), colleagues ranked higher (22%), colleagues on the same level (14%)



70%

A donut chart showing 70% of the circle filled with a light blue color, representing the percentage of participants who did not make a formal report.

70% of participants did not make a formal report. Of those that did report the bullying, 12% reported to the Integrity Department, 15% to HR, 31% to a direct Manager, 8% to a manager of another branch, and 8% to the Executive. 27% said they reported to someone other than these listed options.



25%

A donut chart showing 25% of the circle filled with a light blue color, representing the percentage of those who did not report bullying and said they didn't have confidence in the reporting system.

25% of those that did not report bullying said they didn't have confidence in the reporting system at the AAD, 25% were worried about repercussions, and 18% felt it was easier to keep quiet.



At a glance – survey findings

Sexual harassment





AAD Response

1. Leadership commitment to a culture that enables the mission

Commitment

- a. Leadership acknowledgement of issues and ongoing commitment to change
- b. Leadership commitment to safe, respectful, diverse and inclusive workplaces

Governance

- c. Reformed AAD leadership structure and Executive Committee arrangements
- d. A dedicated People Operations function equipped to support leaders and teams
- e. A new Respect and Equality Reform Council to guide and oversee the change

Accountability

- f. Leadership accountability through reporting, 360-degree feedback and appraisal



2. Ensuring everyone is safe and supported

Expectations

- a. Reinforcing the obligation to prevent unacceptable behaviour and workplace harm
- b. Expanding risk management to include workplace harm and psychological safety
- c. Creating a safe reporting culture, ensuring support and no adverse consequences

Reporting

- d. More flexible options to report unacceptable behaviour and workplace harm
- e. Facilities to support “Independent Safe Space”

Supports

- f. Additional resources in Hobart to provide advice, support and incident response
- g. Diverse, experienced mentors available to support expeditioners in Antarctica

Follow through

- h. Accountability and consequences for both harmful behaviour **and** inaction

3. Building awareness and practical skills

Awareness

- a. Raising awareness of the nature and impacts of bullying, harassment and discrimination
- b. Training for all staff in unconscious bias and bystander obligations

Leadership capability

- c. Training for all leaders to address unacceptable behaviour and provide support
- d. Coaching for all people leaders to reinforce inclusive and collaborative leadership

Contextual skills

- e. Specialised training for expeditioners tailored to the Antarctic context



4. Working together to deliver results

Collaboration

- a. A more supportive relationship between AAD and DCCEEW
- b. Working with our contractors and partners to help prevent workplace harm
- c. International collaboration to prevent workplace harm in Antarctica

Inclusion

- d. Breaking down barriers to progression based on gender or background
- e. Antarctic workplace facilities and equipment designed for safety, inclusion and respect
- f. New expectations for on-station leadership and alternative avenues for support

5. Ongoing measurement and improvement

Measurement

- a. Team pulse checks and surveys to track collective performance and progress
- b. Standardised psychological assessments and debriefings for all expeditioners
- c. Measuring diverse group representation in leadership and leadership pipeline

Continuous improvement

- d. KPIs and dashboards to monitor workplace harm, reporting and action taken
- e. Ongoing evaluation of implementation, year-1 audit and year-2 independent review



CSIRO

Focus group report: Diversity and inclusion in remote and field work

1. Assess how current diversity and inclusion policies are working, and
2. To identify ways that CSIRO can improve the way these policies are implemented in remote and field work environments



CSIRO – Preliminary Recommendations

1. Playbook

- Assess the viability of a playbook template for remote/field work coordinators to complete and keep updated
- Information contained in the playbook should include:
 - Accommodation arrangements
 - Worker facilities (toilet, kitchen, leisure space) including photographs
 - Meals and dietary options
 - Route to/from work site
 - Communication facilities (phone, WIFI, wired system etc.)
 - Who, how and where to access additional required information
 - How to access medical and personal items

2. Enhancing physical health of people working in remote/field environments

- Examine the issue of fatigue in the field/at sea
- Continue seeking feedback from employees on gaps in information / facilities to support diverse physical and mental health needs



3. Enhancing wellbeing and mental health of people working in remote/field environments

- Develop/refine clear processes to articulate and encourage/enforce acceptable / non acceptable behaviour to all stakeholders, particularly non-CSIRO staff
- Ensure there is consistent and explicit acknowledgement of the discomfort and interpersonal challenges that will arise from working closely with others over long periods, in isolated environments, in high pressure situations
- Encourage pro-active connection with team members who will be working together remotely, prior to journeys
- Provide diversity skills and cultural competence training to learn to work with diverse styles, levels of experience, needs and preferences.
- Consider pre trip mental health assessments to determine if participants may require additional support.
- Teach people how to constructively navigate tensions/conflict, and take responsibility for their own behaviour
- Equip leaders with regular opportunities to build their competence and confidence in creating psycho-social environments and managing concerns when they arise
- Develop processes that enable leaders to get feedback on their general management effectiveness, and ability to deal with concerns as they arise

Thank you

