

CASS Culture project update

Dr Michelle Storey
CSIRO Astronomy and Space Science
ATUC Open Meeting
1 November, 2017

Outline

- CSIRO policy changes since the 2013 organisation-wide review
- CASS Culture project
 - focus on bullying and harassment
 - process
 - outcomes
- Feedback and questions

Definition of Bullying

Repeated, unreasonable behaviour directed towards a worker or a group of workers, that creates a risk to health and safety. 'Unreasonable behaviour' is behaviour that a reasonable person, having regard for the circumstances, would see as victimising, humiliating, undermining or threatening.

Definition of Harassment

- Harassment is distinct from bullying as it is linked to anti-discrimination laws and focusses on gender, race, ethnic background, religion, sexual orientation or disability.
- Behaviour is harassing if the person experiencing the behaviour feels harassed, and can be a single incident.

CSIRO Policy, revised following external review

- If someone working at CSIRO experiences or witnesses what they suspect may be bullying or harassment they should report it to a manager
- Managers are required to follow up
- Reporting and follow-up are mandatory
- An initial fact gathering exercise is conducted for consideration. This information is recorded in a confidential file.
- Resolution can involve:
 - facilitated conversations
 - mediation
 - formal proceedings under Misconduct Procedure.

CSIRO Policy cont.d

- CSIRO management takes responsibility for investigations
- Independent investigators are used when appropriate
- In cases that involve allegation of bullying or harassment, even if the person reporting the incident requests for it not to be actioned, CSIRO must still assess the matter and may still have the matter formally investigated
- Staff members and others who make a report honestly and with a reasonable belief that a breach exists should not be disadvantaged or discriminated against in any way
- When cases are proven, sanctions can include dismissal, other disciplinary action, or mediation
- Several documents outline the policies and procedures, and staff training is also mandatory.

CASS Initiatives

- CASS Diversity Committee formed 2014
 - scope includes working to eliminate bullying and harassment
- CASS Diversity website established
- Bronze Pleiades Award in 2014
- **Diversity Officers profile raised**
- **Meeting Code of Conduct introduced**
- Strong engagement in ASA IDEA Chapter.

CASS Culture project

- Purpose: to recommend to the CASS Director actions to promote a more positive work culture within CASS by working to eliminate bullying and harassment
- Established December 2016
- Team comprising Sarah Brough (ASA IDEA Chapter), Lisa Harvey-Smith (CASS), Sarah Pearce (CASS), Ryan Shannon (CASS Diversity Committee Chair), Andrew Wright (CASS HR), Michelle Storey (Project Lead)
- Process:
 - consultation within CASS, CSIRO and external astronomy community (admin, students, postdocs, scientists and managers)
 - team considered results of consultation and decided on recommended actions
 - report provided June 2017.

Main issues identified

- Concern in community (including within CASS) about levels of bullying and harassment in CASS and perceived lack of transparency
- Lack of understanding amongst staff of CSIRO policies and procedures, including mandatory reporting and the implications of that policy
- Stress in the workplace.

Principal Recommendations

- CSIRO produce annually a transparent report on bullying and harassment statistics (done and ongoing)

CSIRO Astronomy & Space Science Culture Review: Case History 2007-2016

This Review was commissioned by the Director in 2017 in response to concerns by staff and members of the Astronomy community about CASS culture and inappropriate behaviour. The material is intended to provide transparency to staff and stakeholders and includes information on matters reported between 2011 and 2016. Categories and timeframes have been merged to maintain the privacy and confidentiality of the individuals involved.

Categories	2007 -2011	2012 -2016*
Category 1 Inappropriate language, insensitive comments, raised tone (single incident)	-	10
Category 2 Repeated behaviour (cat 1)	-	1
Category 3 **Bullying behaviour, unwelcome sexual behaviour/comments		2
Category 4 **Repeated behaviour (cat 3), unwelcome sexual contact		
Category 5 **Serious misconduct, sexual assault		2

Complainant and Respondent Profile

Respondent Gender	Complainant Gender	
	Female	Male
Male	7	4
Female	5	0

Outcome of Issues

- 9 of the 11 cases in Categories 1 & 2 where upheld or proven and a sanction applied. The remaining 2 were not proven

- 2 of 4 cases in Category 3, 4 & 5 were upheld or proven and a sanction applied. The remaining 2 were not proven

*Implementation of Pearce recommendations at end of 2013

** All cases in 3,4,5 have been investigated by an independent investigator

1

Principal Recommendations cont.d

- Director to ensure adequate information flow on serious cases to those with a duty of care (ongoing)
- Changes to management structure of Astrophysics and Operations Groups (done)
 - provide staff with additional management support to that provided by direct research supervisor
- Senior managers lead by example and call out inappropriate behaviour whenever they see it (done and ongoing)
 - It is unacceptable to “walk on by”

Principal Recommendations cont.d

- Ensure training is up to date (ongoing), Workplace Relations and Policy team to address CASS Diversity Committee (done), group discussions of scenarios to ensure rules are understood (ongoing)
- Seek clarification from CSIRO HR on obligations and requirements on staff, especially regarding reporting and confidentiality (done)
- Ensure adequate information is provided to students and their university supervisors so that students are informed and empowered to act (done)
- Buddy system, encouraging use of ASA mentoring programs (ongoing)
- Guidelines on managing potential for Conflicts of Interest from personal relationships (ongoing)
- Panel discussion on effective communication (done).

Principal Recommendations cont.d

- Clarify and update ATNF and CASS vision, communicate clearly to staff (done)
- Ensure staff are adequately rewarded for extraordinary effort (done and ongoing)
- Ensure staff needs at remote sites are met (done and ongoing)
- Provide stress reduction, mental health awareness and support courses (ongoing).

Where to from here?

- How does CASS measure and communicate improvements?
 - Regular Minuted progress meetings on implementation
 - Culture surveys, Pleiades Awards
 - Feedback occasions
 - Analysis of Cases Tables
 - ?

Dr Michelle Storey

michelle.storey@csiro.au