

14 May 2020

Hon Phil Twyford
Minister of Transport

Dear Minister,

Ministerial Review into CAA's Organisational Culture

The Board welcomes and accepts the findings of the Ministerial Review of the CAA's organisational culture. In recognition of the significant change required to address the recommendations, we have moved with urgency to launch a fully resourced culture change programme. The Board and Leadership is committed to ensuring the programme is designed, implemented and monitored with the full involvement of staff, unions and industry and has begun several initial activities to support this.

A Review Response Group and a culture change programme manager have been appointed to lead and implement the programme. The Review Response Group has moved quickly to define projects, initiatives, and results expected of the change programme. A high-level plan describing the key workstreams of the programme is attached.

Following the release of the Ministerial Review, the high-level plan will be discussed with staff and unions for comment and input before it is finalised. A timeline for agreed activities will be completed once we have staff input. It is important to note in this regard that some culture change activities will rely on the roll out of the current Organisation Redesign process as this will be necessary to bring in appropriately skilled people to fill key vacancies in the Organisation Development Group and the Health, Safety and Wellbeing team.

Upon release of the Review, we will undertake the following:

- The Ministerial Review will be released to staff and unions prior to public release, along with a video from me stating my support for the Ministerial Review and its findings, and the Board's and Leadership's accountability for visible and meaningful change.
- After public release of the Ministerial Review, it will be made available to the aviation industry and former staff via CAA's web page as well as our social media platforms. A video from me will also accompany this release.

- A dedicated and confidential email address will be available for all staff, industry representatives, unions and former staff to send in their comments and ideas on the proposed programme. All emails will be acknowledged and actioned to ensure feedback and ideas are received from all involved throughout the culture change programme.
- Following the release of the Ministerial Review, we will be distributing a workplace survey to give us a baseline of staff sentiment so that we are able to effectively measure progress (or otherwise). We will be conducting regular pulse surveys throughout the culture change programme to ensure we are making the right progress. The Board will receive the survey results which will be a critical part of our measurement and evaluation framework.
- A support network will be in place for staff including access to EAP services. Managers will be briefed on the support available to ensure they are also able to support their staff.
- The Board will remain closely involved in all aspects of the culture change programme through a sub-committee, led by me. We will monitor and assess the effectiveness of the culture change programme against an evaluation and measurement framework.

We expect to receive the AVSEC QC investigation findings next month. We recognise that the Review has a significant amount of content that is related to AVSEC. A summary of the issues and themes will be collated and addressed in the culture change programme.

Finally, we will report to you, through our quarterly report process, on the progress of the culture change programme, and will provide a more detailed report every six months setting out progress made against each of the recommendations.

We acknowledge that changing the culture of our organisation will take time and will present challenges. The Board and Authority Leadership Team are committed to supporting and working with our staff, unions and industry to deliver long-lasting positive change that will make the CAA a safe and inclusive place to work.

Yours sincerely,



Janice Fredric
Chair