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Australian Government
Civil Aviation Safety Authority

CASA PROCEDURES MANUAL

CASA People and Culture Sub-Committee Charter

February 2025

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Acknowledgement of Country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and their continuing connection to land, water and community, and pays respect to Elders past, present and emerging.

Inside front cover artwork: James Baban.

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Contents

References	4
Acronyms	4
Revision history	5
1 Introduction	6
2 Role	6
3 Authority	6
4 Membership	6
5 Functions	8
5.1 People and Workforce Strategies	8
5.2 Work Health and Safety	8
5.3 Risk	9
6 Reporting	9
7 Administrative arrangements	9
7.1 Planning	9
7.2 Quorum	9
7.3 Secretariat	9
8 Conflicts of interest	10
9 Induction	10
10 Assessment arrangements	10
11 Review of charter	10

References

Acronyms

The acronyms and abbreviations used in this manual are listed in the table below.

Table 1. Acronyms

Acronym and abbreviation	Description
CASA	Civil Aviation Safety Authority
CEO	Chief Executive Officer
The Act	<i>Civil Aviation Act 1988</i>
DAS	Director of Aviation Safety
PCSC	People and Culture Sub Committee

Revision history

Revisions to this manual are recorded below in order of most recent first.

Table 2. Revision history

Version number	Date	Parts and sections	Details
3.0	17 February 2025	4. Membership 11. Review of Charter	Wording added to standardise language used within the National Health and Safety Committee Terms of Reference Change the charter review schedule to biennial
2.1	March 2024	Template Update	Updated template
2.0	29 February 2023	5. Functions 6. Reporting	Change to meeting frequency and update in reporting requirements. Updated to new template.
1.2	6 December 2022	All	Reviewed by PCSC
1.1	1 March 2022	All	Approved by CASA Board
1.0	15 February 2022	All	Draft

1 Introduction

The Board of the Civil Aviation Safety Authority (CASA) has established a Sub-Committee - People and Culture.

2 Role

The People and Culture Sub-Committee (PCSC) is established by the Board to provide independent advice on people and culture matters to assist the Board to discharge its relevant responsibilities under the *Civil Aviation Act 1988* (the Act) and other associated legislation. This will include:

- monitoring the alignment of CASA's culture and workforce strategies to ensure the outcomes are values driven, strategically aligned, within risk appetite and consistent with community expectations
- monitoring implementation of management's response to issues raised by staff in the APS Census and other staff-related surveys, and
- monitoring key metrics, dashboards and source information to support an assessment of the overall effectiveness and adequacy of people and workforce strategies, policies and practices relating to the management of CASA's people and culture.

The Board may choose to confer other functions on the PCSC, but the nature and extent of those functions, and the way they are to be performed, are matters for the Board.

The PCSC is not responsible for the executive management of these functions. The PCSC will engage with management in a constructive and professional manner in discharging its responsibilities and formulating its advice to the Board.

3 Authority

The PCSC functions in an oversight and review role. It has no executive powers, supervisory functions or decision-making authority in relation to the operations of CASA except those expressly delegated to it by the Board.

The Board authorises the PCSC, within its responsibilities, to:

- a. obtain any information or papers it requires from any CASA employee or external party (subject to any legal obligation to protect information)
- b. discuss any matters with external parties (subject to confidentiality considerations)
- c. request the attendance of any employee and member of the Board at PCSC meetings, and
- d. obtain legal or other professional advice at CASA's expense, as considered necessary to meet its responsibilities.

4 Membership

The PCSC will consist of up to two non-executive CASA Board members, two independent external members and the Director of Aviation Safety.

PCSC members will be appointed by the Board for an initial period of up to 12 months after which they will be eligible for extension or re-appointment for a further period as agreed by the Board and subject to a review of their performance.

Members can be invited to join the PCSC (as determined by the Chair of the PCSC) as the need arises to help fulfil the duties and obligations of the PCSC. These appointments shall be made by the Board on the recommendation of the Chair of the PCSC.

Membership of the PCSC will be reviewed every 12 months by the Board with the aim of ensuring an appropriate balance between continuity of membership, the contribution of fresh perspectives and a suitable mix of qualifications, knowledge, skills and experience.

The Board will appoint the Chair of the PCSC who may be either a non-executive member of the Board or an independent external member. The Chair of the PCSC cannot be the Chair of the Board or the CEO/DAS.

Members may be removed from the Sub-Committee at any time by the Board.

The PCSC is authorised to appoint a Deputy Chair who will act as Chair in the absence of the Chair.

Board members are welcome to attend any PCSC meeting as observers however they should advise the PCSC Chair of their intention to attend a meeting.

Observers have no fiduciary duties or voting rights but may be invited to comment at a PCSC meeting. Observers may be excluded from portions of the meeting. Board members observing a meeting will not be excluded from any PCSC deliberations. All observers are required to maintain confidentiality of any discussions, and associated documents, relating to the meeting.

The CEO/DAS will appoint a management representative to assist the PCSC in its deliberations by providing information about aspects of CASA's corporate and operational affairs. The management representative will be a member of the senior executive team and will attend all PCSC meetings. The management representative is not a member of, and has no voting rights or other affirmative participatory prerogatives in relation to, the PCSC's deliberations.

Skills and Behaviours

The key principles underpinning the CASA Code of Conduct also apply to the PCSC. These principles include:

- a. a duty of care to observe standards of professionalism, equity and justice when dealing with others
- b. an obligation to protect CASA's integrity and reputation, and to demonstrate due care in the responsible management of CASA's resources, and
- c. an obligation to act appropriately when a conflict arises between one's self-interest and their duty to CASA and the Australian Government.

Members of the PCSC are expected to understand and observe the requirements of the Act and other relevant legislation. In keeping with these legal obligations, Members are also expected to:

- a. use reasonable endeavours to act in the interests of CASA
- b. contribute the time needed to study and understand the issues addressed in the papers provided
- c. apply sound analytical skills, objectivity and good judgement
- d. express opinions constructively and respectfully, and
- e. pursue independent lines of enquiry as required.

All attendees, members, and guests of PCSC meetings will conduct themselves in accordance with good meeting etiquette, mutual respect and civility and abide by CASA's Values and Code of Conduct. Robust discussion and the exchange of ideas is encouraged, but not at the detriment of ensuring a professional and safe space for all.

Remuneration

Board members are not currently remunerated for their role on the PCSC. Independent members may be remunerated at market rates.

5 Functions

The Board has defined the responsibilities of the PCSC to include reviewing the appropriateness of CASA's:

- a. people and workforce strategies
- b. management actions to address issues arising from the results of the APS Census and any other staff related surveys, and
- c. performance metrics applying to people and culture matters.

5.1 People and Workforce Strategies

To assist the Board, the PCSC will:

- a. satisfy itself that the workforce and people strategies:
 - are aligned with its purpose and values
 - create staff alignment and engagement
 - enable the achievement of the Corporate Plan and underpinning strategies, and
 - reinforce conduct which is lawful, ethical and responsible.
- b. consider and challenge the ongoing measures being adopted by CASA to ensure that an appropriate culture, underpinned by CASA's values, prevails and advise the Board of any systemic cultural issues
- c. consider CASA's industrial arrangements, within the Government's framework, to enable the achievement of CASA's workforce strategies and business priorities
- d. support management in the development of appropriate and meaningful benchmarking and key performance indicators for monitoring CASA's overall culture and consider the adequacy of management's response to trends and features indicated by the key performance metrics and provide advice to the Board on trends
- e. review people, culture and conduct related policies on an annual basis to ensure their currency and relevance to the purpose, values and strategic objectives of CASA, and that the policies are operating effectively
- f. monitor CASA's approach to the employee value proposition as being an employer of choice noting the link to strategic priorities
- g. monitor CASA's implementation of its talent and workforce planning to position CASA to meet staffing requirements and diversity and inclusion goals, and
- h. oversee the development of an effective succession framework for the CEO.

5.2 Work Health and Safety

The PCSC will:

- a. monitor key metrics including injury rates, hazards, return to work, and provide advice to the Board on trends relating to CASA's WHS culture
- b. monitor, oversee and challenge actions including the development of any CASA policies and strategies that have a WHS implication, being taken to support the wellbeing of CASA executive and staff and refer any material issues to attention of the Board, and
- c. monitor significant WHS occurrences involving injury, death or illness and assess the cultural drivers of such conduct.

5.3 Risk

Provide advice to the Board that CASA's people-related risks and the systems and procedures for assessing and reporting the achievement of CASA's people-related risk controls and mitigations are appropriate.

6 Reporting

The Chair of the PCSC will provide a verbal report to the Board on the outcomes of meetings and raise any matters that the PCSC considers should be brought to the attention of the Board.

The PCSC will provide the Board with copies of all meeting minutes once approved by the members.

The PCSC will provide an annual 'year in review' report to the August Board meeting. The report may include:

- a. a summary of the work the PCSC performed in discharging its responsibilities during the preceding 12 months.
- b. a summary of CASA's progress in addressing findings made in the APS Census, and the targets set out in CASA's Census Action Plan
- c. a summary of CASA's progress in developing and implementing a Strategic Workforce Plan
- d. an overall assessment of CASA's progress in implementing the People and Culture Strategy and Action Plan.

7 Administrative arrangements

The PCSC will meet at least four (4) times per year, usually two weeks prior to a Board meeting. Additional meetings may be held at the discretion of the Chair or the request of the Board.

All PCSC members are expected to attend each meeting, in person or via tele- or video conference.

7.1 Planning

The PCSC will confirm a forward meeting schedule which includes the dates, location, and proposed agenda items for each meeting for the forthcoming year.

7.2 Quorum

A quorum will consist of a majority of PCSC members and must include the presence of either the Chair or Deputy Chair. The quorum must be in attendance at all times during the meeting in whatever form is agreed by the Chair e.g. in person, videoconference, teleconference etc.

7.3 Secretariat

Secretariat arrangements will be the same as for the Board. The secretariat will ensure that:

- a. the agenda for each meeting is approved by the Chair
- b. the agenda and supporting papers are circulated at least one week before the meeting, and
- c. the minutes of the meetings are prepared and maintained.

Minutes must be reviewed by the Chair and circulated as soon as is practicable following each the meeting to each member and PCSC observers, as appropriate.

8 Conflicts of interest

At the beginning of each PCSC meeting, members are required to declare any material personal interests that may exist in relation to specific matters on the meeting agenda.

PCSC members may also advise the Board Secretary and other PCSC members of any relevant changes out of session.

9 Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their PCSC responsibilities. A familiarisation briefing will be provided prior to commencement.

10 Assessment arrangements

The Chair of the PCSC will initiate a self-assessment of the performance of the PCSC at least annually. The review will involve input from the Board, each PCSC member, relevant senior managers, and any other relevant stakeholders as determined by the PCSC.

11 Review of charter

The PCSC will review this charter on a biennial basis, with the option to update outside of this timeframe, if required.

Any substantive changes to the charter will be recommended to the Board by the PCSC and formally approved by the Board.