

An Abuse Prevention
through Culture Change

Implementing the Framework

How to Guide



Once you have decided that you are serious about preventing abuse by tackling the deep cultural drivers, then you need to start by understanding your organisation.

The Kooyoora Abuse Prevention through Cultural Change Framework provides the roadmap for organisations to assess their internal dynamics, identify their unique cultural risks and obstacles and work towards changing the cultures that may

inadvertently lead to abuse. Cultural change is about replacing cultural risks and obstacles with new patterns and behaviours that facilitate more robust safeguarding. It is about implementing proactive strategies and a systemic longer-term approach to cultural transformation that supports regulatory compliance.

This document is a guide to how to implement the Framework at your organisation.



Create a vision for an effective organisational safeguarding culture

A clearly articulated vision is critical to fostering an organisational culture that understands, respects and integrates safeguarding. There are many reasons for creating safe organisations, but you need to clearly articulate YOUR organisation's vision.

It is important to share the vision with your staff, clients, congregants and any other participants, so that they can start to engage in the journey and understand the importance of participating through completion of the feedback.

Engage stakeholders

Stakeholder involvement is a powerful predictor of the success of cultural change. Stakeholder involvement in defining, initiating, and monitoring the development (or strengthening) of an effective safeguarding culture helps to create interest, motivation, and buy-in.

Decisions need to be made about which stakeholders to involve. Staff, volunteers, the governing body, clients, or congregants can all offer valuable perspectives on how to foster an effective safeguarding culture.

Designate Change Champions/ Ambassadors

As you engage stakeholders in the change process, seek to identify change champions/ambassadors. Select people from within your organisation that show enthusiasm for undertaking this journey and that can positively influence participation.

Include them in the planning process as well as the development of communications so that they can support the messaging and promote participation in the feedback.

Prepare initial and ongoing communications

Develop introductory communication that prepares staff, clients, and other participants to provide feedback, highlighting that the aim of the feedback is to improve psychological safety.

The communication should aim to promote and highlight the opportunity to have their say about the organisation's culture and to directly influence positive organisational change.

It is important to communicate frequently. Initially, provide prompts for people to provide feedback once the self-assessment tool has been distributed. Then, provide updates on response numbers as well as reminders of the benefits of completing the feedback.

Attached are some suggested promotional materials that can be adapted for your use.

(Attachment 1: Communication and Messaging)

Disseminate the Self-Assessment Tool

The Self-Assessment Tool is a comprehensive feedback form to evaluate the internal culture dynamics and perceived safety climate within an organisation.

There are two options for implementing the Self-Assessment Tool:

1. Option 1 (Microsoft Users):

- Access the Self-Assessment Tool within your Microsoft account.
- [CLICK HERE](#) to access the tool.
- Create a copy of the template by clicking “Duplicate” in the top right-hand corner above the document.
- Click on the title **Organisational Culture Self-Assessment Feedback Form – Standard (Copy)** and replace the word “Copy” with the name of your organisation
- Click on “Collect Responses”
- Click “Copy Link” to generate a link to the tool for dissemination across the organisation.

*For further information and to access a step by step instruction video you can go to Kooyoora’s YouTube channel by accessing the website at www.kooyoora.org.au

2. Option 2 (Other Platforms):

- If you don’t have access to Microsoft, you can use your preferred feedback platform (e.g., Google Forms, Feedback Monkey).
- Download the Self-Assessment Tool PDF. (**Attachment 2: Self-Assessment Tool PDF**)
- Recreate the feedback questions on your chosen platform.

Once set up, email a link to the Self-Assessment Tool to all prospective participants with information about the self-assessment, including the reason for seeking feedback and how the information will be used. We recommend setting a deadline for completion. Aim to keep tool open for at least two to three weeks.

Analysing Feedback Results

After closing the Self-Assessment Tool, you need to collate and analyse the feedback results to better understand your organisation’s culture and what aspects of your organisation’s culture you need to target to improve safety.

Collating results – Microsoft Users

Collating is the process of gathering and organising available data, in preparation for analysis.

Microsoft Users have the option to use Microsoft Forms which will collate the data into a report for ease of analysis.

Once collated you may need to clean the data. Data cleaning involves removing or modifying data that is incomplete, irrelevant, duplicated, or improperly formatted.

Analysing (or making sense of) the results

Below are suggested topics and corresponding questions you can reflect on when making sense of the combined results from the Self-Assessment Tool:

1. Key findings (Overall alignment with the Psychological Safety Principles)	To what extent is your organisation demonstrating the organisational values, norms, attitudes, actions and indicators identified for each psychological safety principle?
2. Alignment and convergence with expectations	How do these results align with or differ from what you expected? Are there any surprising or unexpected findings?
3. Areas of strength	What aspects of our organisational culture are viewed positively (cultural strengths)? Which policies or practices are working well?
4. Priority areas for improvement	Which aspects of our organisational culture are viewed negatively (cultural risks)? What are the most concerning issues highlighted in the results? Are there specific areas (e.g., departments, teams) where these issues are more prevalent?
5. Observable patterns or themes	Are there recurring themes or common threads in the combined responses?
6. Employees perceptions of responses to sexual abuse/harassment incidents/claims	Do employees feel safe and supported in reporting incidents? Is there trust and perceived fairness in the process of handling reports/complaints? What are the most common perceived barriers to reporting incidents? What are the most common perceived facilitators for reporting incidents?
7. Commonalities and differences in perceptions	Are there differences in perceptions and experiences across demographics, departments, locations, or levels within the organisation? Do certain groups (e.g., gender) have different experiences or perceptions?
8. Insights from open-ended responses	What additional insights can be gained from qualitative responses? Are there any personal experiences or suggestions that provide deeper understanding?
9. Implications for our policies and training	Do the results suggest gaps or deficiencies in our current policies or training programs? Are there areas where policies need to be updated or training needs to be enhanced? Do the results highlight specific suggestions for strengthening our safeguarding efforts?

Develop and implement the Cultural Safety Quality Improvement Plan

The Cultural Safety Quality Improvement Plan template has been developed to support you in developing an action plan based on what you have learned through analysing your self-assessment results. Using the Improvement Plan will help you think about the cultural issues you wish to address, the strategies you wish to implement to address these issues, the measures that will assist you to monitor progress and evaluate the success of the strategies. (**Attachment 3: Cultural Safety Quality Improvement Plan Template**)

The template provides some sample strategies to assist you in developing your plan. It is important, however that your plan is tailored specifically to your organisation's identified risks and challenges.

Use the Improvement Plan template to outline:

- 1. Actions and Strategies and Initiatives** for improving and enhancing organisational safety culture based on the results from the Self-Assessment Tool and identified priorities. *You may wish to consider actions for managing power dynamics, safe and open communication, accountability and transparency measures, reporting mechanisms, inclusive support measures, awareness raising strategies and programs, additional training, development for recognising and reporting abuse or harassment, diversity and inclusion training, respectful communications.*
- 2. Roles and Responsibilities** for budget allocation, leadership roles, departmental responsibilities, employee involvement.
- 3. Timelines and Milestones** including a schedule for when different aspects of the plan will be implemented, including key milestones to track progress.
- 4. Measures of progress or success and monitoring and evaluation activities** for ongoing review and improvement. Establish safe mechanisms for ongoing feedback, allowing employees to continuously share their thoughts and areas needing more attention. How and when the effectiveness of the implemented changes will be reviewed.

Ensure that your plan is not too onerous. A long and complex plan with too many strategies will be difficult to implement and is highly unlikely to succeed. A good plan will set some organisational challenges, will be ambitious in its commitment to change but will be deliverable.

Once the plan is complete, identify discussion points and key themes for generating conversations, and highlighting priority areas across the organisation. Also, mitigate potential barriers to change.

Suggested action	Guiding questions
Communicate findings and our response	How will we share these results with the organisation? How can we facilitate discussion sessions of feedback from findings in a safe and open environment? What communication strategies will ensure transparency and build trust?
Mitigate potential barriers to improvement/change	What challenges or resistance might we face in making changes? How can we address potential obstacles?

Remember that continuous improvement is essential for fostering a positive safety culture within your organization. Regularly revisit the plan and take action based on the insights gained.



Conduct an Annual Self-Assessment Process

You should consider repeating the self-assessment process annually as part of the evaluation process. Through repeating the self-assessment process every year, you can collect data that provides trends over time and a measurement of the success of your strategies in achieving cultural change.

Repeating the process will not require you to create an entirely new Improvement Plan, however, you may want to modify your Plan if the strategies are not achieving the desired changes or if cultural priorities change.



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