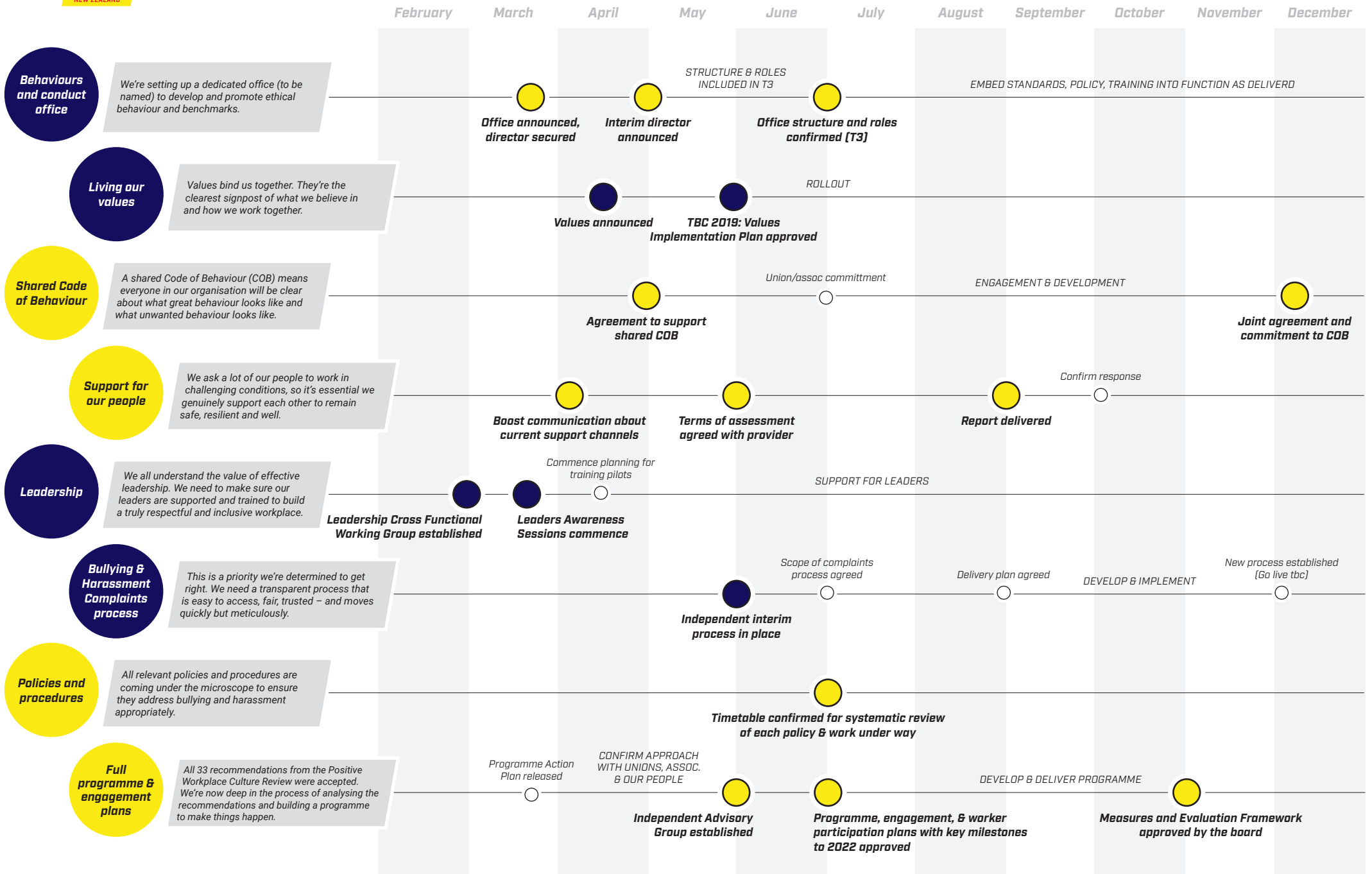


POSITIVE WORKPLACE ACTION PLAN 2019



Behaviours and conduct office

Why it's important

- The office will focus on bringing a positive workplace culture to life. It will develop and promote ethical workplace conduct, behaviour, and professional standards through strategic leadership and accountability.
- All the policies, processes, training and education we're putting in place to build a positive culture, will be embedded in the office.
- It will establish systems at all levels and across all positions to ensure we're all held accountable for our conduct and behaviour.

What we'll do next

- Establish the office and appoint a director to lead the development of the function.
- Align the development of the office and establishment of the roles within it with the operating model structure and roles processes and consultation.

We need your input

- Have your say on the structure and roles of the office during Tranche 3 consultation.

Living our values

Why it's important

- Our values lay the foundation for everything we do. They bind us together, articulating what we believe in and how we work together to keep each other and our communities safe.
- Values provide an organisation wide yardstick so we know what's expected of us.
- Our values will be incorporated into all aspects of how we connect with Fire and Emergency. We are each accountable.

What we'll do next

- Develop a plan for embedding our agreed values into everything we do.
- Confirm support for our values from unions and associations.
- Develop a plan for a soft launch and roll-out of our values as part of the operating model design and delivery.
- Embed our values in every position description for new roles from mid-April 2019 and through the organisational design tranches.

We need your input

- Talk about values in your crew or team. What does living the values mean to you? What do you expect to see from each other? How can you incorporate them day to day?
- Celebrate that as a unified organisation we have delivered these values together.

Shared Code of Behaviour

Why it's important

- Having a shared code for everyone means we all know what is expected of us individually and what we can expect of each other.
- Acceptance of and adherence to a shared code of behaviour is an essential foundation to eliminating bullying and harassment from the workplace.
- We will align with the standards of state service agencies.
- We all need to understand and agree to what we are held accountable for.

What we'll do next

- Confirm support from our unions and associations to a shared code of behaviour for everyone.
- Ask our people what behaviours are important to them.
- Develop the shared code, incorporating our values, behaviours, standards, and functions in the organisation, with input and review from our people, unions and associations.
- Explore our alignment with sector agencies and industrial brigades.

We need your input

- Tell us what behaviours you would like to see in the code.
- Review the draft code and tell us what you think.
- Tell us what help, support, and training you might need to understand and adhere to the code.

Support for our people

Why it's important

- Nothing is more important than our people. He waka eke noa (everybody in one canoe with no exception).
- All workplaces can be stressful, so it's important we look after each other and ourselves.
- The emotional toll that emergency response can take and the uncertainty while our organisation goes through change can lower our resilience.
- We need to make sure we all have the right support to thrive and be respectful and inclusive.

What we'll do next

- Make sure everyone knows where they can get support now.
- Assess our existing support channels to make sure they work as part of a cohesive network supporting everyone dealing with unwanted behaviour in the workplace.
- Include culturally appropriate support options (e.g. Whānau Ora).
- Understand how we can support our people to stand up when they see poor behaviours.
- Make sure we have the right support, from the right people, at the right time.
- Make sure there is support for our people experiencing change.

We need your input

- Let us know your thoughts on our existing support services. What works well and what could we do differently?
- Tell us what you have seen work well elsewhere.
- Support each other, check in on your team, ask "Are you ok?"

Leadership

Why it's important

- Our leaders are accountable for their role in developing a respectful and inclusive workplace.
- Effective leadership is critical to establish and maintain the right environment.
- A workplace culture where bullying and harassment is not tolerated must have commitment from our leaders at all levels.
- We need to ensure our leaders have the support, capabilities, and training they need to live the Leadership Qualities Behaviours and Expectations required of them.

What we'll do next

- Make sure our leaders know where they can find support and tools for managing issues in their teams while our policies and processes are designed and developed.
- Build awareness of what bullying and harassment is across our leadership teams while we develop a full training and education strategy.
- Establish a cross functional working group to develop a framework that supports leadership recruitment, development, training and education, and cultural competence.
- Continue our current leadership programmes and develop a network of leadership champions.

We need your input

- Commence planning for training pilots within the Respect and Inclusion work programme.
- Leaders let us know your thoughts on the support you need when managing issues in your teams.
- Let us know your thoughts on what skills and capabilities are important for leaders.

Bullying and Harassment Complaints process

Why it's important

- We must be able to address issues and complaints about bullying and harassment in a way that's timely, fair, and consistent.
- We need to ensure that our process is accessible, fair and trusted by our people, and supports cultural preferences (e.g. Tikanga Māori).
- Our process needs to enable early intervention to make sure we're dealing with things quickly and in the best way possible.

What we'll do next

- Identify what short term improvements can be made with assistance of independent expertise and establish an interim process.
- Establish a project team to develop a long term solution for an effective, fair, and transparent complaints process.
- Continue to work with unions, associations, employee networks, and personnel throughout development to ensure the process meets everyone's needs.
- Educate and coach people who are handling complaints and ensure everyone is clear of the role and responsibilities.

We need your input

- Tell us what is important to you in a complaints process.
- Let us know where existing processes can be improved so we can apply those learnings to the new process.
- What has worked well in other places?
- What help, support or training might you need?

Policies and procedures

Why it's important

- Our policies and procedures relating to bullying and harassment must provide sufficient detail for every single person to understand expectations and responsibilities.
- We need to ensure we provide comprehensive guidelines that meet the State Services Commission's Standards of Integrity and Conduct – being fair, impartial, responsible, and trustworthy.

What we'll do next

- Complete stocktake of current policies, procedures, and guidelines that address:
 - » Employment relationships
 - » Volunteer relationships
 - » Safety, Health, and Wellbeing
 - » Conduct – reporting and resolving issues and misconduct
 - » Managing bullying and harassment issues
 - » By-stander protocols
- Identify what policies and procedures need to be revised or discontinued, and what new policies and procedures are needed.
- Plan this work as part of the full programme plan.

We need your input

- Participate in reviewing policies and procedures as they are revised or developed.

Full programme and engagement plans

Why it's important

- As well as planning for the priorities above, we need to take time to agree how we're going to respond to all the recommendations in the report.
- We need to identify all the activities and deliverables required across policy, procedure, processes, training, education, and engagement.
- We need to understand what is involved in producing each distinct piece of work, who needs to be included, and how we engage with everyone in our organisation and stakeholders.
- We need to define the benefits we expect from this work, know what success looks like, and understand how we will measure that success.

What we'll do next

- Complete full analysis of the recommendations.
- Map where there is already work under way that will contribute to the outcomes we want to achieve (e.g. Values, Respect and Inclusion), and how we will collaborate
- Define all projects, initiatives, and deliverables required to implement our response to the recommendations.
- Identify and plan our success measures and evaluation framework.
- Identify the resources and services required to deliver the programme.
- Plan how we will productively and meaningfully engage with our people, and how we will work with our unions, associations, sector partners, and our communities.
- Establish an Independent Advisory Panel to provide assurance to the ELT as initiatives developed.

We need your input

- Tell us the key recommendations in the report you'd like us to address.
- Tell us your thoughts and ideas on how we can grow a positive workplace culture.
- Tell us the best ways to get your input and keep you informed.
- Support your colleagues, union or association to get involved.