

Positive Workplace Culture Report

Te Pūrongo o Te Ahurea Mahi Ngākaupai

Building a Positive Workplace Culture
Te Waihanga Ahurea Mahi Ngākaupai

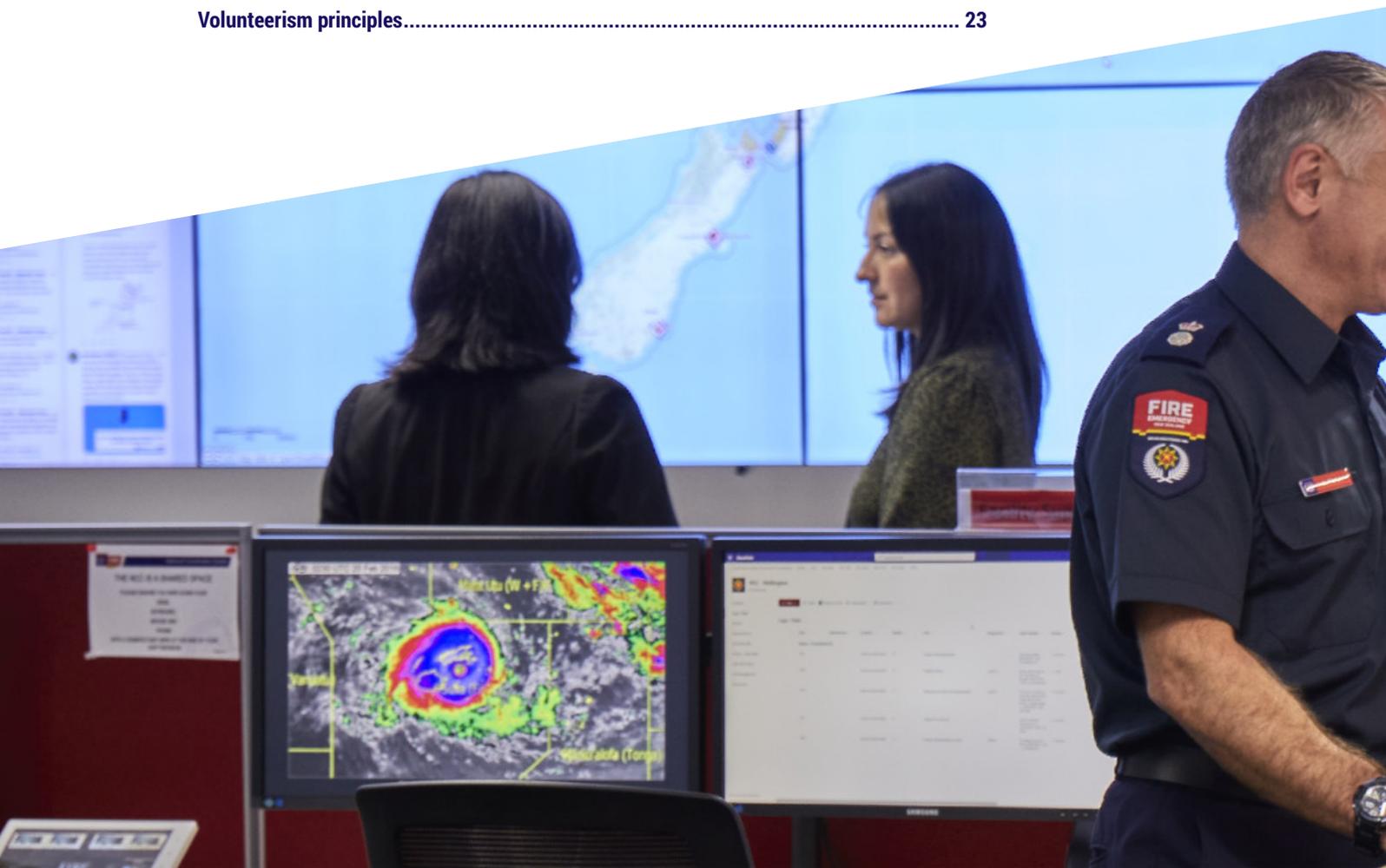


Six Month Progress Report
October 2021

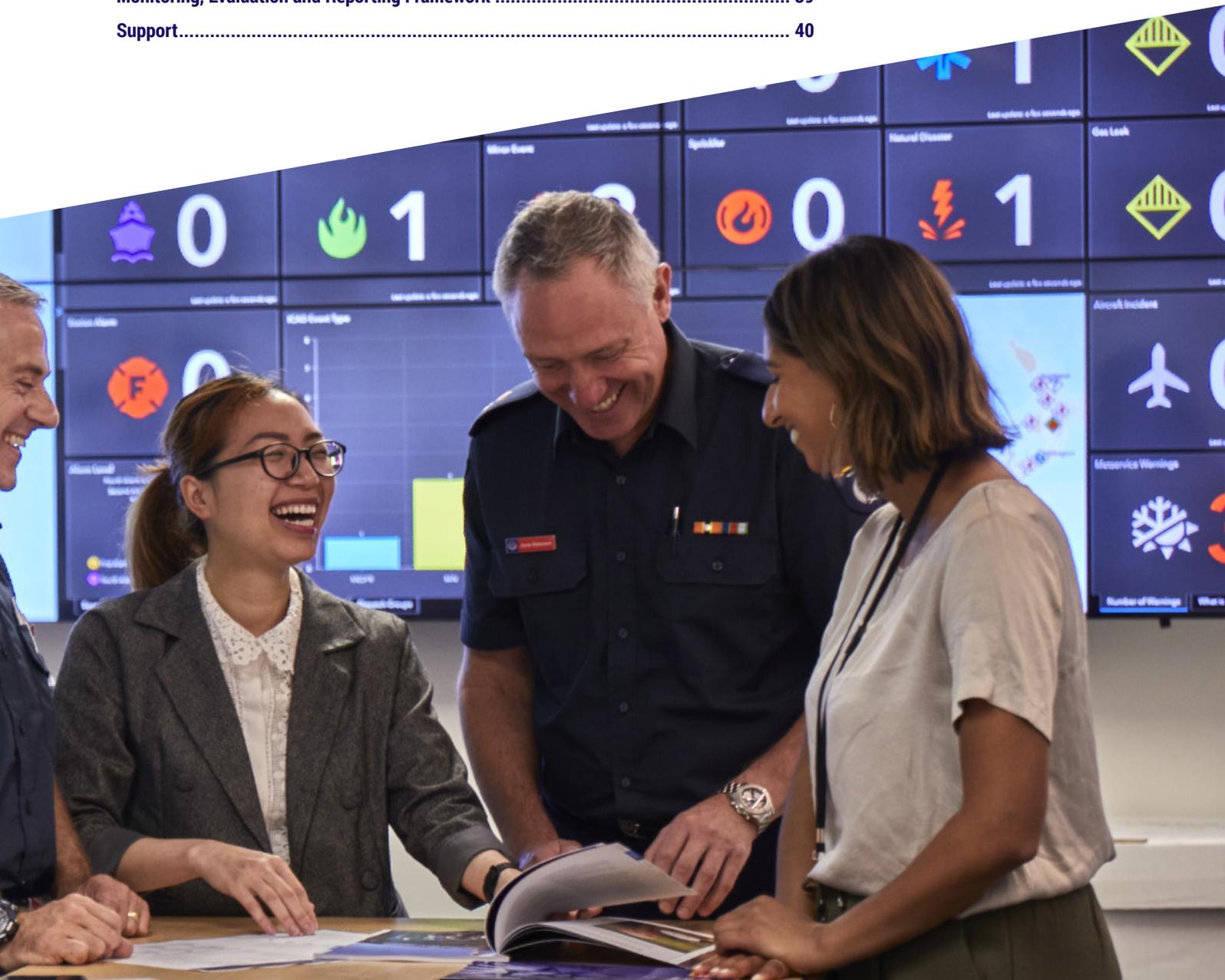
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Foreword

He Tīmatanga Kōrero



Bullying and harassment of any kind have no place at Fire and Emergency.

This is the fifth Progress Report for our Positive Workplace Culture action plan. The plan was developed to address the 33 recommendations from the independent review by retired Judge Coral Shaw into our workplace policies and procedures to address bullying and harassment.

Establishing a Behaviour and Conduct Office is a key part of our response to the review and its recommendations. I'm pleased to say that over the last six months, significant progress has been made on our transition from an interim BCO to our permanent one. Our Behaviour and Conduct Office is responsible for managing our complaints process and proactively setting standards. It acts as the central point for the education, training and guidance related to values-based behaviour. With this remit, the BCO is clearly an integral part of our Positive Workplace Culture Programme, and it was important we took the time and care to get its structure and responsibilities right. With this confirmed, we have now appointed a high-calibre team to bring our planning and vision for the permanent BCO to fruition. In October we welcomed our new BCO Director, along with six other permanent team members who will specialise in complaints management, investigations and resolutions. You can find out more about the team on pages 12 and 13. Ensuring we have the right people was critical and now, with this skilled team in place, we will make rapid progress towards standing up the full range of functions for which the Office will be responsible.

On 2 July we launched Hiwa-i-te-rangi, a three-year programme designed to bring to life our commitment to working with Māori as tangata whenua. Alongside the programme launch, we released He Tīmatanga Kōrero, an introductory guide to kaupapa Māori designed to improve our people's awareness and understanding of Māori culture, while providing foundational knowledge on our organisation's cultural identity. This has been embraced across Fire and Emergency and there is more information on the success of the guide on page 8.

Looking ahead, our primary focus for the next six months will be on embedding the BCO and building awareness across the organisation of its functions and the support it will provide, particularly through education and proactive interventions. We will also finalise our policies and procedures to appropriately address unwanted behaviour. Thank you to everyone across the organisation for their mahi over the past six months, and for their ongoing commitment to ensuring Fire and Emergency is a place where everyone feels safe, welcome and included. As we approach three years since the independent review, I am pleased to see the strong, healthy, vibrant culture we are building together as a united team.



Rhys Jones, Chief Executive

Fire and Emergency New Zealand

Background

Tāhuhu Kōreo

For more than 150 years, fire service organisations have been at the heart of New Zealand communities. For generations we've been dedicated to protecting New Zealand from fire and its consequences.

In July 2017 Fire and Emergency New Zealand was established under legislation to bring together over 40 firefighting organisations and 14,000 people, all with different cultures and ways of doing things. As a new organisation and to better understand our culture, we made the choice to commission an independent review into our workplace policies, practices and procedures to address bullying and harassment at Fire and Emergency.

In January 2019 we publicly released the Independent Review of Fire and Emergency New Zealand's workplace policies, procedures and practices to address bullying and harassment, completed by retired Judge Coral Shaw, with the findings of the Review. It was confronting, and highlighted a clear need for change to remove unwanted behaviour from our organisation, with 33 specific recommendations. In April 2019 we released our action plan detailing how we would address all recommendations, including the establishment of a Behaviour and Conduct Office. This plan also made a commitment to publicly report on our progress every six months. At the same time, we released our values, which reflect what we believe is core to who we are and the organisation we aspire to be.

Our people are at the heart of everything we do. Growing

our people is one of our key strategic priorities as we build a unified Fire and Emergency. The Positive Workplace Culture programme is implementing a range of initiatives to embed organisational values and ensure our employment relations strategy and behaviour reflect our values and desired culture, a reflection of our commitment to this programme.

We signed up to protect our communities – we're also making sure we sign up for each other to make the changes needed to be the organisation New Zealand expects us to be.

Executive summary

Tuhinga Whakarāpopoto

Key achievements: May 2021 – October 2021 – Since our last six-month report, we've continued planning and implementing many of our initiatives.

Our action plan identified eight priority areas. These are the key achievements in each area:

Living our values

Our values reflect the organisation we're building. They form the basis of our behaviour-related policies, processes and support systems. Our values are being brought to life by several parts of the organisation with a range of activities.

Behaviour and Conduct Office

The interim Behaviour and Conduct Office has been providing oversight and coordination of complaints of bullying and harassment since March 2020. Organisation-wide consultation on the proposed scope and functions of a permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021. The decision to proceed with a permanent Behaviour and Conduct Office was shared with our people in April 2021. Transition and implementation planning has now been completed to formally establish the permanent office.

Bullying and harassment complaints process

Our bullying and harassment complaints process is administered by the Behaviour and Conduct Office. We engaged widely to ensure the future complaints process is timely, transparent, trusted and fair. We have established a complaints process in the BCO responsible for overseeing all complaints. We now have a dedicated project team to develop the long-term solution for managing complaints and engaging with our people, unions and associations.

Shared Code of Behaviour

Our shared Code of Behaviour, launched in August 2020, gives further meaning to our Fire and Emergency values by describing 'above-the-line' (acceptable) or 'below-the-line' (unacceptable) behaviour. It can be used as a quick reference to check behaviour against and is another tool we can use to stop unwanted behaviour. This reporting period, we started building the Code of Behaviour into our job descriptions, induction processes and training.

Support for our people

We have continued to listen to what we need to build the best support services possible for our organisation. We have held workshops and designed three online modules to further progress the assessment. In May this year, we held a working group digital hui to assist in scoping the culture champions network project.

Leadership

Our Leadership Development Framework is now signed off with early implementation planning under way. ELT have endorsed an implementation approach that starts with 'Lead Self', acknowledging we all have a role to play in leading ourselves and contributing to a positive workplace culture.

Policies and procedures

We are close to finalising our policy to address sexual harm, following wide consultation with our people and external subject matter experts, to ensure this is based on best practice. We are also close to finalising draft 'How do I' guides, which will support our policies to address bullying, harassment, victimisation and sexual harm. These will be published on our intranet and communicated widely to our people. We have reviewed our current Standards of conduct policy and Managing alleged misconduct procedures and worked with our HR and ER teams to revise our Managing alleged misconduct procedures.

Full programme and engagement plans

The Positive Workplace Culture team is implementing a range of initiatives to continue addressing the 33 review recommendations. We're continuing to collaborate with our people, including our unions, associations, Afi Pasefika, Pou Herenga Māori, Women in Fire and Emergency (WFENZ), Rainbow Network and the Respect and Inclusion Taskforce to scope, design and test initiatives that work for everyone. As feedback is received, we will change our approach to ensure our focus is always on what our people want and need.

Recommendations mapping

The Independent Review of Fire and Emergency New Zealand's workplace policies, procedures and practices to address bullying and harassment, released in January 2019, highlighted a clear need for change to remove unwanted behaviour from our organisation, with 33 specific recommendations. To ensure the recommendations are met within the three-year time frame of the programme, the initiatives we're implementing have been mapped against the 33 recommendations. We've highlighted these throughout this report and provided a status report showing our progress.

Te Kawa Mataaho Public Service Commission's Positive and Safe Workplaces model standards

In December 2019 Te Kawa Mataaho (formerly the State Services Commission) released its Positive and Safe Workplaces model standards – Agency Culture Change Framework. The framework introduced eight core elements of successful culture change Te Kawa Mataaho expects agencies to focus on to achieve long-term culture change across the public sector. Our Positive Workplace Culture Programme is aligned with the focus areas, which are highlighted throughout this report. The eight elements identified are:



Shared vision, values and beliefs



Policies, procedures and systems



Worker engagement, participation and voice



Workplace environment



Visible leadership



People processes



Communication, training and education



Evaluation



Respect and Inclusion Taskforce

The Respect and Inclusion Taskforce was established to provide guidance and support for implementing the Respect and Inclusion Strategy and the recommendations of the Positive Workplace Culture Review. The Taskforce comprises representatives from our unions and associations, each of our people-led networks, the People Branch and the Positive Workplace Culture Programme teams.

The intent of the Taskforce is to bring together a diverse group of individuals to provide a collaborative perspective on building a workplace where everyone is safe, welcome and included, with an immediate focus on implementing the Positive Workplace Culture Programme.

Taskforce members provide organisational knowledge and insights, test and champion key ideas, reinforce appropriate behaviours, and share and communicate the Taskforce purpose and our organisational goals regarding respect for and inclusion of others. The Taskforce plays a key role in holding our key influencers to account and sustaining the work in this space.

Recent activity

The Taskforce has transitioned from meeting in person to virtual meetings every 6–8 weeks. Topics discussed at the most recent Taskforce meeting included the new Sexual harm policy, and the establishment of new

people-led network Whiria te Tāngata, a network of like-minded people from across the organisation who aim to increase the visibility, inclusion and participation of people with diverse sexual orientation, gender identity and expression, and sex characteristics in Fire and Emergency.

Plans for the Taskforce

During a hui, planned for December 2021, we will kick off the co-design of our R&I Taskforce next phases. This will include ensuring all our networks are set up according to best practice and shared/agreed guidelines. There are also plans to support the Employee Led Networks (ELNs) with goal-setting, and the possibility of establishing a contestable fund across ELNs to assist with this. This will be designed and delivered by the ELNs for the ELNs, with guidance and support from Workplace, Culture and Change. The Respect and Inclusion Strategy will be reviewed in 2022.

The Action Plan

Te Mahere Tutuki Kaupapa

Living our values

How we behave and what we believe in

What we set out to achieve

- a strong set of values that resonates with our people and reflect the organisation we're building, supported by a programme that brings them to life. Our values symbolise how we will work together to build a unified organisation.

What we've done

- Developed and launched the values:



We do the right thing – **Kia tika**



We serve and support – **Manaakitanga**



We are better together – **Whanaungatanga**



We strive to improve – **Auahatanga**

- Included the values as part of our new position description template, transitioning to this new template as we recruit for new positions.
- Continued to develop a values-embedding plan, with the creation of a cross-functional working group to drive planning and delivery. This project is closely aligned with Hiwa-i-te-rangi (Māori Outcomes programme) and Leadership Development.
- Gathered ideas for embedding the values across the programme, including from the Respect and Inclusion Taskforce. Components of the plan will include incorporating Ngā Uara into our plans, policies, procedures, activities, communications, materials, resources and other aligned material.
- Embedded the values throughout the course materials and resources in the Respect and Inclusive Leadership programme, through values-based activities using the Code of Behaviour.
- Launched the shared Code of Behaviour, which is a key tool for embedding the values in our everyday behaviour.

- Integrated the values into regional 'celebrating success' events. These values are a key feature of Induction for all new National Headquarters personnel.
- Delivered training on the values and Code of Behaviour to our Finance and Business Operations branch and as part of the induction for the Service Delivery leaders based at National Headquarters.

What we'll do next

- Embed values into initiatives such as induction for new managers, performance plans and conversations and the Leadership Framework.
- Formalise our cross-organisational approach to embedding the values.
- Encourage all Fire and Emergency people to contribute to the initiative ("for the people, by the people") by:
 - seeking to capture, collate and review all existing values-based materials and collateral developed across the organisation
 - creating a platform seeking new ideas for embedding the values.
- Develop a communications and engagement plan to update the wider organisation on our plans and progress.
- Continue to use existing initiatives to embed the values.

Model standards



Recommendations mapping

3 22 23

Behaviour and Conduct Office

Setting the standard and staying accountable

We are transitioning to a permanent Behaviour and Conduct Office (BCO) to promote an understanding of appropriate and inappropriate behaviours while providing a clear set of standards that we hold each other accountable for. The Office has an education focus and takes a supportive approach.

What we set out to achieve

- Establish a dedicated BCO to receive and manage bullying and harassment complaints.
- Engage with our people to understand the best ways to educate, support and learn, so our values and standards are more than words on a page and are put into action in the way we treat each other.
- Continue to develop and promote respectful and inclusive behaviour.

What we've done

- Engaged with our people (career, volunteer, urban, rural and non-operational people at all levels) to ask what they need to prevent, address or deal with unwanted behaviour. We also tested whether the scope and structure of the BCO will be fit for purpose, based on the organisation's needs. This will inform the policies, processes, training, support and guidance that are developed or refined within the BCO.
- Established a formal process to receive and coordinate all bullying and harassment complaints.
- Received expert advice to ensure the BCO processes are accessible and appropriate for the needs of survivors of sexual harm.
- Continually improved this process by checking in with

our people and piloting new ideas to make it the best it can be.

- Engaged with a range of people and groups about the support and options available to address specific needs.
- Resolved issues in ways that are timely, transparent, trusted and fair.
- Developed, designed and tested options that may evolve into new processes to further improve the way we help our people.
- Continued to design, develop, and test new processes for resolving complaints.
- Improved our processes for helping people to raise a complaint or seek information or advice about their options.
- Refined our system for receiving and recording complaints.
- Developed a draft outline of the functions of the BCO, with input and review from our people, including through an online survey.
- Held a facilitated processes workshop, run by the Chair of Restorative Justice, Victoria University of Wellington, for the BCO team.
- Consulted with our organisation on the proposed scope and functions of the permanent BCO and announced decisions to our people.
- Consulted with our People Branch, Service Delivery Leadership Team and Regional Leadership Teams on the structure of the permanent BCO and announced decisions.
- Completed a Proactive Interventions pilot to provide

facilitated conversations and workshops to support the resolution of issues within teams, brigades and stations.

- Developed a training and education framework to promote and embed resources which support a positive workplace culture.
- Stood up a permanent and fully functioning BCO (see page 12).
- Appointed seven new permanent staff (see case study).

What we'll do next

- Develop the BCO into a self-contained team that is accountable for proactively setting standards, as well as providing education, data and intelligence to prevent unwanted behaviour. The BCO will also manage complaints to address unwanted behaviour and work with individuals to restore positive working relationships following a complaint.
- Inform and educate our people about the role of the BCO, the support it can provide and how to access that assistance when it is needed.

Model standards



Recommendations mapping

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Meet your Behaviour and Conduct Office Team

We've appointed seven permanent staff members for our Behaviour and Conduct Office.



Dr Jason Price – Director

Born and raised in Kent, United Kingdom, Jason emigrated to New Zealand in 2010. He comes to Fire and Emergency with a wealth of experience, focused

mainly on improving the quality and performance of customer facing services and complaint management, based on high professional standards.

"I've held consultancy and operational senior leadership roles with public and private sector organisations in the UK and New Zealand. That's given me quite a broad range of experience delivering strategy programmes, front-line service changes and the technology systems that support them. I've worked in local government, social care, financial services and policing to name a few sectors," Jason explained.

Highlights of Jason's career have particularly been around having the ability to make a real difference in front-line service improvement for some of the more vulnerable members of the community.

"As Corporate Customer Relations Manager at Birmingham City Council (about the size of Auckland), I was responsible for the corporate contact centre, including complaints management. Bringing new service areas in Emergency Adults and Children's social care, Benefits and Housing into the contact centre allowed us to make substantial improvements in the way these services were delivered to those most in need." Jason said.

He is eager to jump into his new role in the Behaviour and Conduct Office.

"Fire and Emergency has made a big commitment to tackling bullying, harassment and inappropriate interpersonal behaviour by establishing the BCO, and this role is a unique opportunity to make a real contribution to public service," says Jason.

"Who wouldn't want to work with an outstanding team of people, and provide help, guidance and support to New Zealand's most trusted professionals?"

"This role is definitely all about people. I'm looking forward to meeting and hearing from people across Fire and Emergency, many of whom have already taken the time to give feedback and ask questions during the BCO consultation process," Jason says.

His colleagues in the new BCO team bring a tremendous combination of operational firefighter experience, global complaints management best practice, independent investigation experience, and 'on the ground' knowledge of restoring and building productive working relationships.

"That's a real strength for Fire and Emergency, and it's always rewarding to enable talented people to play their part in helping others solve problems. The BCO team is here to ensure everyone can work to the best of their ability in a safe and respectful culture, by providing help, advice, independence and fairness in our support to everyone who works in Fire and Emergency," says Jason.

Outside work, Jason and his fiancée Kelly enjoy being kept on their toes by their two dogs, Puzzle and Bella at their Akatarawa lifestyle block.

"We also do a bit of beekeeping and chainsaw carving and we have a curious fascination with stacking firewood around the place into Norwegian Rounds as woodpile art."

Other key positions in the team



Michael Balmer
Complaints Manager



Georgia Barnett
Complaints Advisor



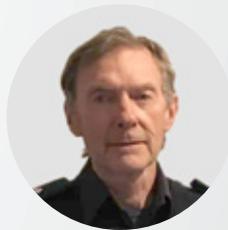
Rose Ayers
Principal Investigations Specialist



Josh Thomas
Principal Resolution Specialist



Marcus Boshier
Senior Practitioner Resolution



Collin Littlewood
Senior Practitioner Resolution

Bullying and harassment complaints process

Addressing issues in a timely, transparent, trusted and fair manner

What we set out to achieve

- Establish a project team to develop an effective, fair and transparent complaints process.
- Work with unions, associations, employee networks and personnel throughout the solution development to ensure the process meets everyone's needs and meets best practice complaints management.

What we've done

- Established a process for people raising a bullying and harassment complaint, or those who wish to seek information from someone impartial to the incident or issue. This process was initially coordinated through Humankind, an external provider who worked with Fire and Emergency while we developed a permanent bullying and harassment complaints process. Since then we have brought the function in-house and established a formal process in the BCO that is responsible for overseeing all bullying and harassment complaints.
- Established a small, dedicated Complaints Management Team.
- Established a dedicated project team to develop the long-term solution for managing complaints. This process has included engaging with our people, unions and associations on the design of the complaints process.
- Continued to engage with our people on the scope and design of the complaints system.

- Provided clarity on the complaints process. This ensures all our personnel are aware that services are available to anyone who wants to raise a complaint of bullying and/or harassment by Fire and Emergency people. They can also seek information about the options and processes for resolving complaints.
- Developed high-level business requirements for our case management system.
- Consulted on the high-level complaints process for the future permanent Behaviour and Conduct Office.
- Held a Dealing with disclosures of sexual harm workshop, run by RespectEd Aotearoa, for staff in Human Resources, Safety, Health and Wellbeing and the Behaviour and Conduct Office.

What we'll do next

- Procure a vendor to develop our case management system.
- Develop and implement our new case management system.
- Implement our permanent complaints process.

Model standards



Recommendations mapping



Shared Code of Behaviour

Clear expectations of ourselves and each other

What we set out to achieve

- Develop a shared Code of Behaviour as a quick reference to check our own behaviour against, so that we can create a more inclusive, respectful, safe workplace.
- Ensure it is understood that our Code of Behaviour applies to everyone. We all have a responsibility to check our own behaviours against the Code and hold each other to account.

What we've done

- Consulted with our unions and associations on a draft Shared Code of Behaviour for everyone.
- Consulted with our people to develop a final Code of Behaviour that everyone is aligned with.
- Revised our Code of Behaviour using the consultation feedback from our people, unions and associations.
- Received endorsement from our Respect and Inclusion Taskforce and Policies and Procedures subgroup on the revised Code.
- Launched the Code of Behaviour on 13 August 2020, together with a set of Frequently Asked Questions and a video for all our people.
- Developed and started implementing a plan to embed the Code in our activities across the organisation.
- Released a guide for leaders, and a 'conversation starter guide' to support our leaders when they share the Code of Behaviour with their teams.
- Engaged regularly with leadership teams on implementing the Code of Behaviour.
- Started building the Code of Behaviour into our job descriptions, induction processes and training.

What we'll do next

- Continue aligning our implementation initiatives to ensure the Code of Behaviour is embedded in activities across the organisation.
- Continue working with our leadership teams and Learning and Development groups to help our people become aware of the resources and training available.
- Continue using existing initiatives to embed the Code of Behaviour where we can.

Code of Behaviour | Tikanga Whanonga

This is used as a quick reference to check our behaviour against.

[DOWNLOAD THE CODE](#)

Model standards



Recommendations mapping



Support for our people

People first, to be our best

Supporting our people isn't restricted to the wellbeing needs of a person affected by bullying or harassment. It also includes the different types of support our people may need for complaints/disputes processes, provision of legal advice, and access to peer support and advocacy services.

What we set out to achieve

- Ensure we genuinely support each other to remain safe, resilient and well.
- Perform a stocktake of all our support channels, to ensure we're delivering effective support to our people at every level when they experience bullying, harassment, victimisation, or other unwanted and inappropriate behaviours.

What we've done

- Held a two-day national culture hui in Wellington, involving around 60 of our people across the country.
- Listened to what's needed to build the best support services possible and the type of culture we aspire to be part of, and to identify what we can do to make it happen.
- Analysed the responses from the national culture hui to understand the best way to meet our people's needs and build it into our support services. We began our visits to the Regions to share the findings from the hui, engaging with teams and listening to further feedback.



- Chose to include the different types of support our people may need for complaints or disputes processes, legal, peer support and advocacy.
- Held three full-day workshops, with 20 participants each, in Te Ihu in March 2020, building on the findings of the national hui.
- Designed three online modules to further progress the assessment of our support channels.
- Appointed a dedicated project lead for the development of the culture champion network.
- Held a working group digital hui in May to assist in scoping the culture champions network project.
- Received approval from our Positive Workplace Culture Executive Leadership panel on the approach for the culture champions network, allowing the development of a business case.
- Reviewed and updated our website to ensure that links to specialist support services for people affected by sexual harm are available and visible.

- Delivered three online modules covering wellbeing and support channels, a proposed culture champions network, and a demonstration of the Police wellness hub.
- Worked with an external agency to analyse feedback from our people and develop a set of recommendations to improve our support channels.
- Reviewed and updated the content on our external Positive Workplace Culture website to ensure information on support channels and the permanent Behaviour and Conduct Office is easy to navigate and access.

What we'll do next

- Continue engaging with our Safety, Health and Wellbeing team to shape how we improve our support services.

Model standards



Recommendations mapping



Leadership

Strong leaders making it happen

What we set out to achieve

- Review our leadership framework and tools to make them more relevant and effective.
- Ensure our leaders are supported and trained to build a respectful and inclusive workplace.
- Support our leaders to live and champion a culture where bullying and harassment are not tolerated.

What we've done

- Held workshops with more than 310 people as part of our awareness-raising for leaders around bullying and harassment. These sessions have been facilitated by an external provider. The workshops have been held across the country with a wide range of leaders including regional leaders, Tier 3 managers, ComCen managers, operations managers and the National Urban Search and Rescue management team.
- Held change support workshops for people leaders, with a focus on above-and below-the-line behaviour as well as resilience and wellness. These have been held throughout the country and 80 staff who have completed the workshop are now workshop delivery and support leads across the organisation.
- Developed two workshops, four videos and e-learning courses to support them.
- Launched a video campaign with an accompanying guide for leading positive culture change, which have been included in the two workshops.

- Piloted the Respect and Inclusion workshops in two regions, analysed feedback from over 600 participants, and developed 20 recommendations to make the workshops even more effective.
- Evaluated the piloted workshops then developed a shorter, combined Respect and Inclusion workshop called 'Respect' and a longer workshop called 'Inclusive Leadership'. The workshops clarify what inclusive leadership is and develop coaching skills to assist leaders in having courageous conversations with team members. They also share ways to support teams in creating a Team Plan and guiding respectful and inclusive behaviour within teams and the whole organisation.
- Partnered with the New Zealand Professional Firefighters Union and specialist safety, health and wellbeing provider Working Wise, to deliver a pilot 'Crew conversations' initiative to all crews at five career or composite stations across the country, then completed an evaluation.
- Delivered the new revised Inclusive Leadership workshop to our Executive Leadership Team in July 2020.
- Delivered training on the values and Code of Behaviour to our Finance and Business Operations branch and as part of the induction for the Service Delivery leaders based at National Headquarters.
- Held a two-day Respect and Inclusive Leadership hui for our trainers and people leaders, where they participated in the Respect workshop and modules from our Inclusive Leadership workshop.

- Revised our approach to learning and development in conjunction with the Leadership Development team.
- Our Leadership Development Framework is now signed off, with early implementation planning under way. ELT have endorsed an implementation approach that starts with ‘Lead Self’, acknowledging we all have a role to play in leading ourselves and contributing to a positive workplace culture.
- Established new permanent roles in each Region that support the development of our volunteer leaders, Senior Advisor Volunteer Leadership Development. These roles will support the implementation of the Leadership Development Framework and early emphasis on ‘Lead Self’.
- Delivered Code of Behaviour sessions as part of our Incident and Leadership Development Course with cohorts of our officers as they strengthen their people and incident leadership skills and ability to shape culture.
- Delivered Respect and Inclusion workshops with 44 of our leaders at National Headquarters. These workshops clarify what inclusive leadership is and develop coaching skills to assist leaders in having courageous conversations with team members. They also share ways to support teams in creating a team plan, guiding respectful and inclusive behaviour within teams and the whole organisation.

What we’ll do next

- Create a detailed implementation plan for the Leadership Development Framework, with ‘Lead Self’ as an early priority
- Evaluate and align existing leadership development programmes to the new Leadership Development Framework and underpinning behaviours of ‘Lead Self’, including promoting a respectful and inclusive culture.

Model Standards



Recommendations Mapping





Afi Pasefika – From Ferns to fires

On 24 June, 26 firefighters graduated after 12 weeks of training. One of the new recruits was Ella Fotu, who had represented New Zealand, playing basketball with the Tall Ferns in 2019 and 2020.

When her plans to play professional basketball in Australia were cut short by the pandemic, Ella had to think about what other careers might be suitable for her. When two firefighter friends suggested she become one herself, Ella decided to look into it.

“Being a firefighter ticked a lot of boxes for me. It’s a physical job, using teamwork, helping others and being a positive role model, especially for Pacific girls,” Ella said.



“Firefighters don’t just respond to fires. We also respond to medical events, motor vehicle accidents, hazardous substance emergencies, weather events, urban search and rescues and more.”

Three months of training gave Ella more than just the tools she needed to be an effective firefighter. She also made some lifelong friends, followed by many more among her team at Devonport Fire Station.

“I’ve got a great crew who are really helpful with everything. I’m still learning a lot. My first ever CPR was a successful one, so that was a positive outcome,” Ella said.

“I think firefighting is great for Pacific women. We are naturally strong and caring people, along with many other attributes, which I think works well with the job. I encourage all those that are thinking about applying. There is also a lot of support in the organisation for Pacific women if they want it.”

Policies and procedures

The right guidelines for the right job

What we set out to achieve

- Review and revise relevant policies and procedures to ensure they appropriately address unwanted behaviour.
- Create new policies and procedures where needed, with engagement from our people, and unions and associations.
- Provide our people with support and training so they understand what's expected of them.

What we've done

- Determined the need for a policy to address bullying, harassment and victimisation based on the independent review recommendations.
- Confirmed support from our unions and associations and approval from our Positive Workplace Culture Executive Leadership panel to develop a robust policy.
- Developed a draft policy to address bullying, harassment and victimisation in collaboration with our Respect and Inclusion Taskforce, subject matter experts and our Policies and Procedures subgroup, with full union and association representation.
- Revised our policy to address bullying, harassment and victimisation using the consultation feedback from our people, unions and associations.
- Received endorsement from our Respect and Inclusion Taskforce and Policies and Procedures subgroup on the revised policy, and approval from our Positive Workplace Culture Executive Leadership panel to launch the policy.
- Launched the Policy to address bullying, harassment and victimisation on 7 August 2020.
- Developed an implementation plan to embed the policy in our activities across the organisation.

- Developed a draft Policy to address sexual harm with external experts to ensure this policy is based on best practice.
- Developed draft 'How do I' guides to support our policies to address bullying, harassment and victimisation, and sexual harm.
- Reviewed our current Standards of Conduct policy and Managing alleged misconduct procedures.
- Held workshops with our people to seek their input on our new Standards of Conduct policy.
- Worked with our HR and ER teams to revise our Managing alleged misconduct procedures.

What we'll do next

- Complete our internal reviews of draft policies and seek feedback from our people and unions and associations.
- Revise our Policy to address bullying, harassment and victimisation to align with new BCO complaints processes
- Identify what other policies and procedures need to be revised or discontinued, and what new policies and procedures are needed.

Model standards



Recommendations mapping



Full programme and engagement plans

He waka eke noa – everybody in one canoe with no exception

What we set out to achieve

- Identify all the activities and deliverables required across policy, procedure, processes, training, education and engagement.
- Implement initiatives addressing the 33 review recommendations.

What we've done

- Developed an extensive three-year work plan to map all the work under way across the organisation addressing the recommendations from the review and ultimately contributing to creating a positive workplace culture. The three-year plan identified opportunities to collaborate and the resources required to carry out each stream of work.
- Developed a communications and engagement strategy to define how we'll carry out communications and engagement with our people and the principles we'll follow.
- Completed full analysis of the recommendations and mapped out the work already under way that will contribute to the desired outcomes.
- Scoped, planned and designed the majority of our projects and initiatives.
- Developed an evaluation framework to enable us to monitor and measure our success.
- Identified the resources and services we need to deliver the programme's projects and initiatives.
- Planned how we'll productively and meaningfully engage our people across the various projects and initiatives, and how we'll work with our unions, associations, sector partners and communities.

- Collaborated with our people, including our unions, associations, Afi Pasefika, Pou Herenga Māori, WFENZ, Rainbow Network and the Respect and Inclusion Taskforce with scoping, designing and testing initiatives that work for everyone. As we received feedback, we changed our approach, ensuring our focus is always on what our people want and need.
- Aligned our projects and initiatives to Te Kawa Mataaho Public Service Commission's model standards.

What's next

- Continue to review and revise our three-year work plan to map the work under way across the organisation.
- Continue to review our overarching communications and engagement strategy, developing individual project plans to ensure we reach our people at the right times through the right channels.
- Revise our projects and initiatives where needed, in line with the considerations identified in the Phase 1 independent evaluation report.

Model standards



Recommendations mapping



Volunteerism principles

Help and support for our volunteers.

Volunteers are a significant part of our workforce. Recognising their unique needs and supporting them in their roles is a critical part of creating a workplace culture where everyone thrives

Public release of the second Volunteerism six-monthly report in July 2021

We released our second progress report against the Volunteerism Strategy in July 2021. This report sets out our organisation's progress against the Fire and Emergency Volunteerism Strategy (2019–2029) between December 2020 and May 2021. In addition to providing information about the things we have started and delivered, and ongoing activity, it:

- summarises the logic that guides our investment decisions to implement the strategy
- reports on the initiatives that are under way to embed volunteerism practices into our decision-making processes and to attract, develop and support volunteers to make volunteering easier
- signals future work that will help our organisation achieve its business goals and better outcomes for volunteers.

Outcome areas link closely to positive workplace culture objectives, for example:

- improving leadership and management and organisational commitment to volunteers
- volunteer support and development and volunteer recognition.

The Volunteerism report is available on our website.

Further understanding volunteer experience

In 2019, we commenced a three-year longitudinal study to understand how volunteers' early year experiences impact on their wellbeing, intention to stay and satisfaction in their volunteer role. To date, more than 850 volunteers have participated in the study and the final report is due in November 2021.

Volunteer reward and recognition

A review of the volunteer reward and recognition initiatives was initiated to ensure that our activities are effectively recognising volunteers for their work. We surveyed 1500+ volunteers to understand their thoughts on our current programme, what's succeeding and how we could improve.

Employer recognition signage

We finished rolling out the installation of 400+ Employer recognition signs at volunteer stations and on volunteer fire appliances to showcase employers who support our volunteers.

Volunteer Leadership Development

Five new Senior Advisor Volunteer Leadership Development roles have been formed across the Regions. The focus is to develop leadership skills and capability for both existing and emerging brigade leaders. They will provide tools, training opportunities and the support to enable brigades to thrive.



Hiwa-i-te-rangi : Improving our knowledge of Māori culture

Hiwa-i-te-rangi formally launched on 2 July 2021.

The purpose of the programme was to encourage our people to improve their knowledge of Māori culture. To support this *tono* (ask) the programme released *He Tīmatanga Kōrero*, a 50-page introductory guide to kaupapa Māori for Fire and Emergency New Zealand.

The content in *He Tīmatanga Kōrero* gives our people foundational knowledge about the following topics:

- Our organisation's cultural identity
- Te tiriti o Waitangi | The Treaty of Waitangi
- Tikanga and kawa
- Engaging with iwi and Māori

After reading the guide, our people were asked to sit an online module, which consisted of a knowledge check of 20 questions related to content within *He Tīmatanga Kōrero*. Those who pass the module are presented with a 'Te Tohu' pin to wear as a way for them to show their progression in their cultural education.

National Manager Kaupapa Māori Piki Thomas said it is important to have a collaborative approach.

"The success of Hiwa-i-te-rangi relies on everyone getting in the waka and improving their knowledge of Māori culture. Te Tohu is a way we can make this real for our people by giving them a symbol to talk about and encourage others to further their own knowledge."

Within the first three months of launching *He Tīmatanga Kōrero*, over 870 of our people from around the country had read it, passed the knowledge check and become eligible to wear 'Te Tohu'.

"The uptake and positive response has been overwhelming, as we didn't know how many people would get involved in the first few weeks," said Caitlin Mackay, Senior Communications Advisor Kaupapa Māori.

"This is an excellent resource for starting down the pathway of broadening our understanding of what will become part of our everyday culture within Fire and Emergency," said Ross Fothergill, Te Ūpoko Training Coordinator.

Elizabeth Church, National Manager Workplace Culture and Change, found it extremely worthwhile. *"Pai rawa e hoa mā. The pukapuka (book) is ātaahua (beautiful) and so useful. This was one of the most rewarding hours I have spent in my four years with Fire and Emergency New Zealand. I have learnt so much. Thank you!"*

Hiwa-i-te-rangi

Māori Outcomes Programme

Ko te pae tawhiti, whāia kia tata. Ko te pae tata, whakamaua kia tina.

Pursue distant goals until they are within your reach. Once in reach, hold and treasure them.

Hiwa-i-te-rangi is named after the ninth star of the Matariki constellation and symbolises our growth and aspirations. It is a three-year programme that has been developed with the purpose of improving the way we serve and connect with Māori in our communities.

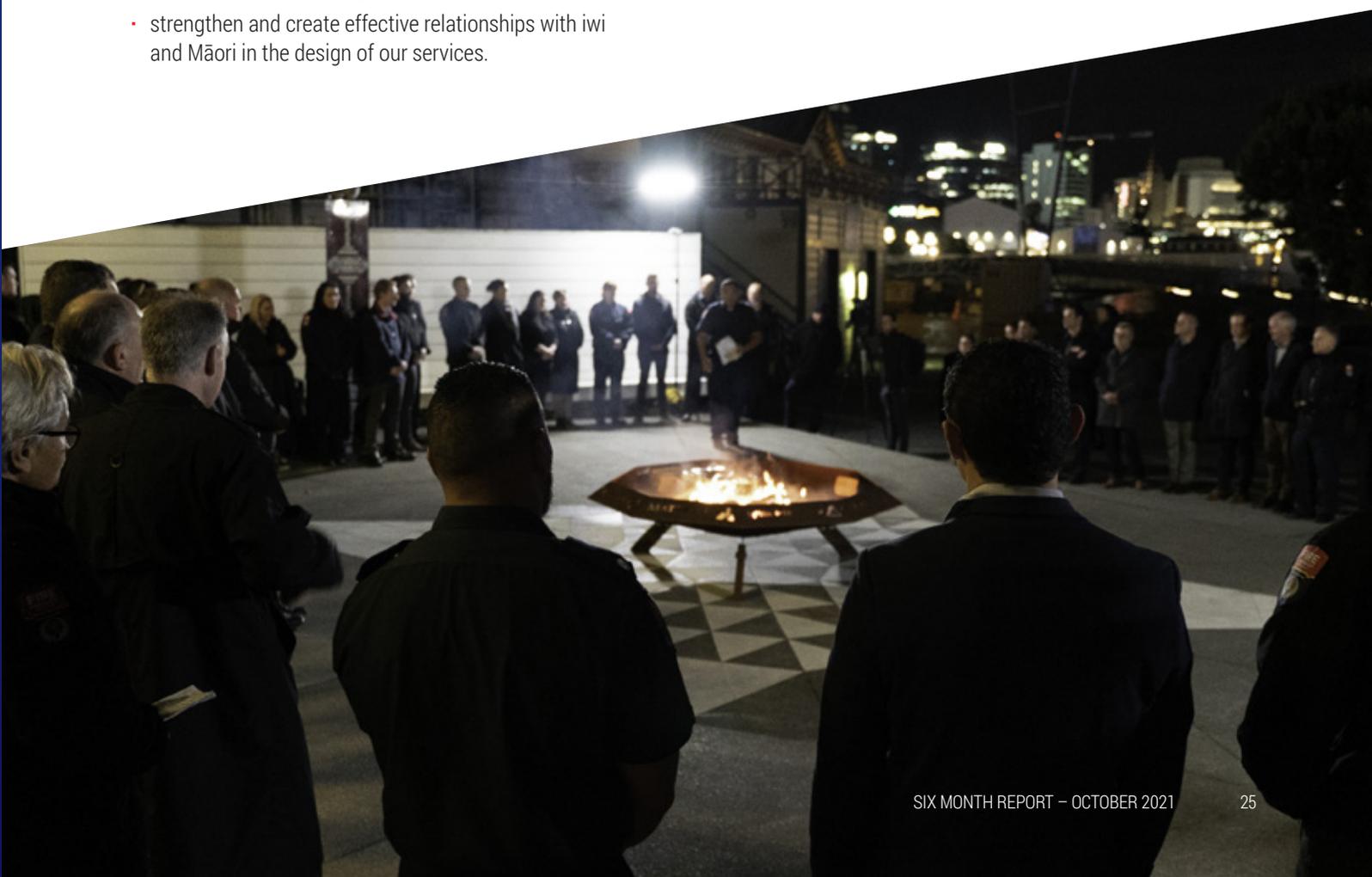
To achieve this, the programme is researching, testing, and piloting initiatives to help our people:

- become more culturally capable by increasing their awareness and knowledge of Māori culture
- strengthen and create effective relationships with iwi and Māori in the design of our services.

On 2 July, in time with Matariki – Māori New Year, Hiwa-i-te-rangi was officially launched to the organisation. The launch event brought together over 100 of our people from around the country, including our partner agencies who joined us in signing the commitment to working with Māori as tangata whenua.

The launch coincided with the release of He Tīmatanga Kōrero, an introductory guide to kaupapa Māori for Fire and Emergency. We are encouraging our people to read the introductory guide, complete an online knowledge check and be awarded Te Tohu.

The next focus for the programme is to test the cultural competency framework with our national programme advisory team and then groups within each Region.



Safety, health and wellbeing

Over the past six months, the Safety, Health and Wellbeing team has completed several key pieces of work. These include work on the continuous improvement of the Fire and Emergency health and safety management system (HSMS) – a key aspect of the team's annual plan to ultimately ensure Fire and Emergency is meeting its obligations under the Health and Safety at Work Act 2015.

We have also:

- reviewed the Safety, health and wellbeing manual
- implemented the Safety, Health and Wellbeing Governance Reporting Framework
- evaluated the Safe@Work reporting system
- following COVID-19 restrictions in 2020, recommenced delivery of Psychological Wellbeing Workshops, and employed a second facilitator.

Implementation of the amended Level 2 investigation process is now complete. The implementation included presentation/training on the process to Regional leadership teams, assessors and key stakeholders, updating of the documented process within the Safety, health and wellbeing manual, and Safe@Work system changes. A review of this process will be completed every two years, or earlier in the event of significant change.

The Safety, Health and Wellbeing team has continued to support the Service Delivery Coordination Centre and Crisis Management Team to ensure Fire and Emergency has adequate policy, processes and procedures for response to the COVID-19 pandemic. Wellbeing support is available to help personnel adapt and cope with alert level changes, COVID-19 fatigue, or any other concerns they may have.

Afi Pasefika

It has been a positive six months for the Afi Pasefika firefighters' network.

National Training Centre

We have given three presentations to all recruits courses at the National Training Centre (NTC) and these were well received. Afi Pasefika presentations will now be a permanent feature of these courses, alongside presentations from Pou Takawaenga Māori.

Afi Pasefika is grateful to the NTC for their support, and for accommodating our request to be involved in the recruitment programme.

Supporting recruiting and training

Afi Pasefika continues to support recruiting and training, with a number of our members participating in recruitment testing days. We have three senior firefighters completing their Instructors course so they can become instructors and presenters at Regional and National Training Centres. Afi Pasefika member Nicky Lafferty has just completed a trainer secondment to Te Hiku Regional Training Centre, based at Mt Wellington Training Centre.

Women's development

WFENZ and Service Delivery worked together to provide a series of wellbeing and skills workshops around the country, to provide development and networking opportunities for female personnel. Each event was slightly different as they were designed and organised by the Regional Women's Advisory Committees (RWAN) to cater for local needs – the events were open to everyone in the organisation to attend

The primary focus of the events was:

- connecting and networking
- career development, leadership guest speakers
- psychological wellbeing – early prevention and how to recognise burnout
- skills training – command and control, practical skills
- interagency networking.

Overall, 17 skills and wellbeing workshops were held around the country, with a wide range of topics covered and people from our partner organisations attending.

Some of topics at the events included:

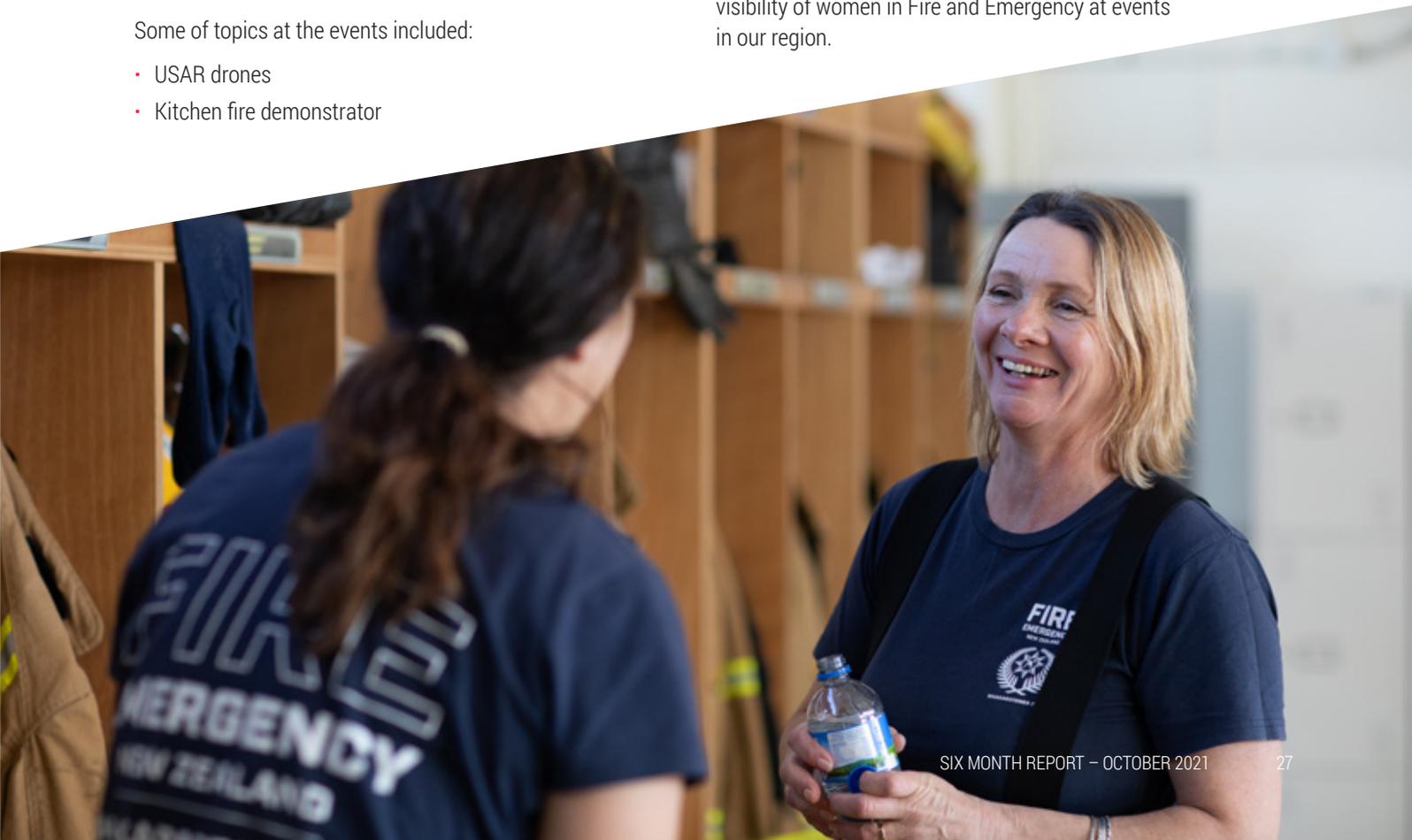
- USAR drones
- Kitchen fire demonstrator

- Home sprinklers
- Portable pumps
- the Te Hiku Te Roopu group leading karakia and teaching waiata
- Yoga sessions
- Local response unit familiarisation
- Behaviour and Conduct Office
- Role of rural coordination.

A huge thanks goes out to everyone who attended and helped with the organisation and delivery of these events.

The focus for Women's Development in the next six months will be to:

- strengthen the network – connect and engage with women across each Region as well as the new District Leaders and their teams
- enhance recruitment activities by increasing the visibility of women in Fire and Emergency at events in our region.



Whiria te Tāngata | Rainbow Network

Whiria te Tāngata, Fire and Emergency's Rainbow Network, is a network for all our people – anyone identifying as LGBTQI+ or an ally.

We aim to increase the visibility, inclusion and participation of people with diverse sexual orientation, gender identity and expression and sex characteristics within Fire and Emergency.

The past six months have kept our team busy. Work is under way with Te Ao Marama (Fire and Emergency's research team) to develop a plan for reaching out to our staff to ask what our Fire and Emergency Rainbow communities and allies want from the network. This will inform the future face of Whiria te Tāngata.

What we've done:

- An internal portal webpage for Whiria te Tāngata has been launched, and lays out the purpose and aspirations of the network. It provides LGBTQI+ related resources, updates on events, and how to connect with the network.
- Applications for governance portfolios were considered, and portfolio holders were selected. This governance group is meeting and planning the next steps for network growth.
- A team took part in the 'Sweat with pride' fundraising event, raising funds to help improve mental and physical health in Aotearoa's Rainbow community. Team members were from across the country and the organisation. A great effort was put in by everyone!
- A private Facebook group is now available for people to join.
- Informal online 'pop-ins' are being run during lockdown.





Case study – Proactive Interventions

The Behaviour and Conduct Office’s Proactive Interventions pilot was launched in 2020 and ran until the end of June this year.

Its purpose was to examine what interventions the BCO could provide to proactively assist in improving values-based behaviour in brigades and teams within Fire and Emergency. The interventions that were adopted were facilitated discussions (restorative-style interventions) and respect workshops. There are other potential initiatives that are yet to be developed.

Respect workshops are designed to create a shared understanding amongst our people of what respectful and inclusive behaviour is. They are interactive sessions where members of the team can reflect on their behaviour and how it affects others.

Facilitated discussions are based on restorative practice principles. The process focuses on what has happened, what harm has been caused, and what needs to be done to put it right.

The interventions in action

One of our brigades was experiencing some personality clashes and disagreements amongst its members.

The first step of the intervention was a survey conducted amongst the personnel to ascertain the culture and climate of the brigade. Each participant was contacted by the facilitator to gain their perspective and allow them to ask any questions about the process.

The BCO then conducted a facilitated discussion with the brigade’s leadership team. This provided a safe space for the group to have an honest discussion about the impact recent conflicts had on each member of the group. It also provided them with the skills to be able to have such discussions in the future, including the ability to have ‘courageous conversations’.

The session was quite confronting, but acknowledged as beneficial by participants.

One brigade member commented, *“I’ve learned a lot from this workshop – some of which has carried over into my family life”*.

Following the intervention, Area Management was requested to:

- assist with the development of an effective brigade management/leadership group
- assist with coaching/mentoring and leadership development.

Brigade leadership agreed to:

- provide respectful communication and address issues at an early stage
- reduce below-the-line behaviours (leading by example) and compassionately call out these behaviours in others when they appear
- ensure the leadership team was more united.

Following a subsequent Respect Workshop held two months later, the team agreed to develop a Brigade Charter, which is to be introduced soon.

A Brigade Charter is a set of agreed principles around how a team will work together in a supportive and productive way. The charter is specific to that brigade, and links back (either directly or indirectly) to the Fire and Emergency values.

Impact of the interventions

Two months after the Respect Workshop was conducted, the Chief Fire Officer noted significant improvements within the brigade. There is increased engagement and collaboration and he is happy with the overall experience and the outcomes it has achieved for his team. He hopes other brigades can benefit from these interventions.

Milestones

July 2017

- Safety, health and Wellbeing commitment made between Fire and Emergency and unions and associations.

June 2018

- Respect and Inclusion Strategy approved.
- Working with Māori as tangata whenua commitment made.

July 2018

- Independent positive workplace culture review commissioned.

November 2018

- Respect and Inclusion Taskforce set up.

April 2019

- Positive Workplace Culture Action Plan launched.

October 2019

- First six-month progress report released.



December 2019

- Organisation-wide consultations commenced:
 - Shared Code of Behaviour
 - Policy to address bullying, harassment and victimisation
 - Dispute Resolution Scheme.

January 2020

- Organisation-wide consultations closed:
 - Shared Code of Behaviour
 - Policy to address bullying, harassment and victimisation.

February 2020

- People Branch structure finalised, incorporating collective leadership accountabilities for leaders.
- 'Crew conversations' pilot commenced in collaboration with NZPFU.
- Organisation-wide consultation closed:
 - Dispute Resolution Scheme.

April 2020

- Second six-month progress report released.
- Opportunities to embed our Values across the organisation identified by Respect and Inclusion Taskforce.

July 2020

- 'Crew conversations' pilot completed in collaboration with NZPFU.
- Inclusive Leadership workshop delivered to Executive Leadership Team.

August 2020

- Policy to address bullying, harassment and victimisation released.
- Shared Code of Behaviour launched.

September 2020

- Behaviour and Conduct Office functions and scope drafted.
- Support information on external and internal webpages for those affected by sexual harm reviewed and updated.

October 2020

- Third six-month progress report released.

December 2020

- Organisation-wide consultation commenced on the proposed scope and functions of the permanent Behaviour and Conduct Office.

January 2021

- Organisation-wide consultation on the proposed scope and functions of the permanent Behaviour and Conduct Office closed.

February 2021

- Draft Policy to address sexual harm reviewed by internal and external subject matter experts.

April 2021

- Consultation decisions on the permanent Behaviour and Conduct Office announced.

July 2021

- Official launch of Hiwa-i-te-rangi.

August 2021

- Inaugural permanent BCO team member started work .

September 2021

- Six further appointments made for BCO permanent staff.

October 2021

- BCO Director and five additional staff began their roles.



Measuring success

Te Ine Angitu

Recommendations mapping status report

This table shows the current status of each of the 33 recommendations from the *Positive Workplace Culture Report*, along with an overview of the status rating.



Key

 On track
  At risk
  Complete

Ref	Recommendation	Status	Overview
1	Active steps be taken by NZPFU and FENZ to address past industrial issues to ensure that FENZ provides a safe environment that is free of bullying and harassment.		Fire and Emergency New Zealand and all its associated unions and associations signed up to a Safety, Health and Wellbeing Commitment on 3 July 2017.
2	The UFBA's representation and advocacy functions are re-evaluated by UFBA and FENZ to align with the proposed new processes for managing bullying and harassment cases.		This recommendation will be addressed following implementation of the recommendations outlined below.
3	FENZ and the unions and associations formalise their intention and commitment to eliminating bullying and harassment from FENZ, and commit to adopting the new FENZ values and code of behaviour into their constitutions or rules once these have been finalised.		Our Shared Code of Behaviour was launched in August 2020. The Code of Behaviour was developed in conjunction with our people and unions and associations. It is not currently endorsed by the NZPFU, however we are engaging with them further to progress this.
4	FENZ acknowledges and systematically addresses the barriers to reporting bullying and harassment.		We are establishing a permanent Behaviour and Conduct Office, which, since March 2020, has in the interim been providing oversight and coordination of complaints about bullying and harassment. A dedicated project team has been established to develop a long-term solution for managing complaints, with a focus on the complainant and to help address the barriers to reporting. We have also undertaken online engagement with our people on reporting bullying and harassment via the support channels stocktake.
5	FENZ procedures are extended to ensure that the content and scope of their coverage are comprehensive and in line with state sector and WorkSafe guidelines and best practice.		All policies and procedures as they are developed are peer reviewed to ensure alignment with state sector and WorkSafe guidelines and best practice.
6	FENZ creates an integrated framework for addressing bullying and harassment as a significant health and safety risk in FENZ.		A review of Fire and Emergency's critical risks has been completed. Implementation of the review is under way, focusing on a phased process to consider each risk and establish and embed critical risk controls.
7	FENZ develops tools to identify, eliminate or minimise the risks to mental health and wellbeing caused by bullying and harassment.		To engage and seek feedback from our people on the adequacy of the support channels we offer, three online modules covering wellbeing and support channels and a proposed culture champions network have been completed. The results have been analysed and a set of recommendations has been developed. A review of Fire and Emergency's critical risks has been completed.
8	Prior to implementing any controls and processes, FENZ will ensure effective worker participation and engagement processes are undertaken.		Worker participation and engagement processes take place regularly through several established groups including our Respect and Inclusion Taskforce, Respect and Inclusion Taskforce subgroups and Internal Specialist Working Groups, as well as broader consultation where required along with regular public reporting on progress.

Key

 On track
  At risk
  Complete

Ref	Recommendation	Status	Overview
9	The work undertaken to address bullying and harassment is subject to regular monitoring and review of the effectiveness of the actions and controls, including at a governance level and with the engagement of all unions and associations.		Monitoring and review of the work undertaken to address bullying and harassment is taking place via the following channels: monthly reporting by the Interim Director, Behaviour and Conduct Office to the Positive Workplace Culture governance group, Phase 1 review by an independent evaluation provider, development of the benefits management framework, publication of the Positive Workplace Culture six-month progress reports, annual people survey and exit survey.
10	The FENZ Standards of Conduct are amended to ensure that they provide enough information to all FENZ personnel and managers to enable them to be fully informed and to act in line with both the Standards and with the associated procedures and guidelines.		Engagement workshops are under way to seek feedback from stakeholder groups on the draft concept designs for the revised Standards of Conduct policy and Managing alleged misconduct procedures.
11	The 'How do I' guides are reviewed for effectiveness to ensure they meet the needs of all FENZ personnel.		Five 'How do I' guides to support the Policy to address bullying, harassment and victimisation have been drafted and revised using feedback from internal teams and groups. Further guides will be developed as part of the development of other policies and procedures.
12	Once the review has been completed and a more coherent system of bullying and harassment policies and procedures is put in place, the template forms are amended to reflect the suggested processes and FENZ values, to ensure consistency in approach and consistency in the message received from FENZ management.		Policies and procedures template forms will be reviewed and revised alongside the development and revision of the; Policy to address sexual harm, Standards of Conduct policy, Managing alleged misconduct procedures, Behaviour and Conduct Office complaints process.
13	If the 'How do I' guides remain in use, they need to be updated to ensure they are comprehensive to enable the reader to be fully informed about the options open to them, and that any relevant information is readily accessible when the relevant 'How do I' guide is consulted.		Five 'How do I' guides now reduced to three – contractor who worked on them has now left and there is no clear publication plan.
14	A common set of procedures and practices for receiving and managing complaints of bullying and harassment is formulated and implemented without delay.		The interim complaints process was established in April 2019 and initially coordinated through an external provider, Humankind. Since March 2020 this process has been coordinated internally by the Behaviour and Conduct Office. A dedicated project team is developing a long-term solution for managing complaints. Organisation-wide consultation on the proposed scope and functions of the permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021. The decision to proceed with a permanent Behaviour and Conduct Office was announced in April 2021.

Ref	Recommendation	Status	Overview
15	The practices and procedures for receiving and managing complaints of bullying and harassment include deadlines by which both targets and accused are regularly advised of the progress of the complaint and the outcome of any investigation.		Work is progressing on improving current processes and developing service level agreements for the complaints process, which include time frames and deadlines that are appropriate.
16	All persons who are charged with receiving and resolving complaints of bullying and harassment receive adequate education and training in the definition and awareness of the dynamics that drive and support this behaviour.		Initial awareness-raising sessions were held in 2019. Specialist training on complaint management and the restorative process for complaints related to bullying and sexual harm was provided to practitioners in March 2021. Further training will also be provided as part of implementing the permanent Behaviour and Conduct Office and associated policies and procedures. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
17	All persons who have responsibility for receiving and resolving complaints of bullying and harassment receive adequate education or training in the delivery of the new procedures and practices.		Training will be provided as part of implementing the permanent Behaviour and Conduct Office. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
18	FENZ provides adequate resources and support to collect and manage all data relating to bullying and harassment.		Data is collected from multiple sources including the annual people survey and the exit survey, which include specific questions relating to bullying and harassment, the Behaviour and Conduct Office telephone line and email and Human Resources team members. A register has been implemented for the interim complaints process. A complaints management solution is being developed in conjunction with Fire and Emergency's ICT team.
19	FENZ develops and implements a system of capturing and recording all issues, complaints, grievances and/or disputes regarding bullying and harassment.		A register has been implemented for the interim complaints process. A complaints management solution is being developed in conjunction with Fire and Emergency's ICT team.
20	FENZ develops and implements a process for systematically conducting exit interviews wherever possible for personnel leaving the organisation.		With the new People branch structure now in place, the exit interview and survey process project work is a priority. A new survey provider has been engaged to provide consistency with data collected from the annual people surveys. Exit surveys issued to leavers offer the opportunity for an exit interview to be arranged. Training and education will be developed for those conducting exit interviews.

Key

 On track
  At risk
  Complete

Ref	Recommendation	Status	Overview
21	Roles of the Human Resources team, the Employment Relations Team and the Health, Safety and Wellbeing team in managing issues and complaints of bullying and harassment are reviewed and rationalised in the light of the other recommendations this report.		Joint consultation on the People branch Region functions and the permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021. The decision to proceed with a permanent Behaviour and Conduct Office was announced in April 2021.
22	The positive initiatives to improve the FENZ workplace culture that have commenced continue to be resourced and advanced.		The Respect and Inclusion Taskforce and Respect and Inclusion Taskforce subgroups meet regularly to contribute to the initiatives relating to developing a positive workplace culture both within and outside of the work programme.
23	FENZ commits all necessary resources and effort into completing and implementing the Values project without delay.		With the new People branch structure in place, the values project work is a priority. A high-level cross-organisational approach to embedding the values has been approved, which included the terms of reference for a cross-organisational working group. Opportunities for embedding the values have been identified for assessment by the working group. In addition, values have been included in a wide range of regional activities including annual 'celebrating success' events.
24	A single code of behaviour, which applies to all FENZ personnel, is formulated and implemented after full engagement with workers and unions and associations.		Our Shared Code of Behaviour was launched in August 2020 and is publicly available via the Positive Workplace website. The Code of Behaviour was developed in conjunction with our people, unions and associations.
25	The code of behaviour should define appropriate and inappropriate behaviours and specifically address bullying and harassment. It should support and include the common values referred to above.		Our Shared Code of Behaviour is anchored in the Fire and Emergency values. Behaviours are characterised as either 'above-the-line' (acceptable) or 'below-the-line' (unacceptable), with examples provided for each.
26	The code of behaviour is included in job descriptions; recruitment documents; training materials; employment agreements, individual or collective; and is included in the FENZ performance framework as an individual accountability.		<p>Progress on this recommendation has been impacted due to delays associated with the establishment of the new People branch structure and project prioritisation; however this work is back on track.</p> <p>Implementation of the Code of Behaviour into job descriptions, induction processes and training will be undertaken as part of the broader implementation of the permanent Behaviour and Conduct Office. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.</p>

Ref	Recommendation	Status	Overview
27	FENZ ensures that its performance management system includes adherence to values and a code of behaviour as one of the performance indicators.		Progress on this recommendation has been impacted due to delays associated with the establishment of the People branch structure and project prioritisation; however this work is back on track. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
28	The performance requirements of the system for dealing with bullying and harassment is formulated and implemented after full engagement with workers and unions and associations.		Organisation-wide consultation on the proposed scope and functions of the permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021. The decision to proceed with a permanent Behaviour and Conduct Office was announced in April 2021.
29	FENZ creates a cross-functional team to develop a strategy for the formulation and delivery of comprehensive FENZ-wide training and education modules on bullying and harassment.		Work is under way on a cross-organisational approach to deliver training and education modules across Fire and Emergency New Zealand. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
30	Once the strategy is approved, it is implemented without delay.		Work is under way on a cross-organisational approach to deliver training and education modules across Fire and Emergency New Zealand.
31	Once a more coherent system of bullying and harassment policies and procedures is put in place, new training is undertaken and learning resources put in place to facilitate the transition to the new policies, and to ensure that staff understand any changes that have been made and what is expected of them as FENZ personnel.		Two key functions of the permanent Behaviour and Conduct Office are setting standards and educating and engaging. The functions are aimed at raising awareness and understanding and building capability. Training will be delivered in a phased way over the next 14 months using existing training modules and new modules created as part of the Respect and Inclusion Leadership programme, as well as training developed as part of establishing the proposed functions of the permanent Behaviour and Conduct Office.
32	FENZ develops and implements a complaints process for issues of bullying and harassment. The process should be monitored regularly, and reviewed and evaluated after 24 months of operations.		The interim complaints process was established in April 2019 and initially coordinated through an external provider, Humankind. The process has been coordinated internally since March 2020. There are plans to review and evaluate the permanent Behaviour and Conduct Office, initially after 18 months of operations.
33	It is recommended that all the recommendations in this report that are accepted and implemented by FENZ are regularly monitored and evaluated over a period of 36 months.		The 33 recommendations were publicly accepted in January 2019. Progress against the recommendations is monitored via multiple channels. An independent evaluation provider has been appointed and is leading an evaluation across two phases. The Phase 1 report has been finalised and provides considerations for improving implementation and engagement with our people. The Phase 2 evaluation will be conducted in 2022.



Monitoring, Evaluation and Reporting Framework

Ngā Whakaputanga ā-Pūrongo

As part of our Monitoring, Evaluation and Reporting Framework, we've developed measures to help evaluate our progress, ensuring the initiatives we're investing in are addressing the review recommendations.

These measures, alongside the diversity and inclusion metrics, annual people surveys, exit surveys, pulse surveys and gathered project metrics, provide a way to monitor performance and support continuous improvement of key initiatives, identifying barriers and enablers to implementation.

An independent provider is leading the evaluation across two phases:

- Phase 1 took place in 2020 as a process evaluation. The evaluation report provides considerations for improving implementation and engagement for Positive Workplace Culture Programme initiatives and positive workplace culture drivers that sit outside the Programme.
- Phase 2 is scheduled for 2022 and is an outcomes evaluation to identify outcomes that have been achieved after three years.

The two-phase independent evaluation, along with constant monitoring, are intended to:

- drive continuous improvement
- support timely and accurate progress reporting
- communicate programme outcomes
- inform future decision-making.

Benefits Realisation Plan

As part of managing and measuring the benefits of the Positive Workplace Culture Programme to Fire and Emergency, we've developed a benefits realisation plan. It outlines:

- how benefits will be quantified and measured, including baselines, time frames and metrics for measurement
- the governance model for ownership of benefits (roles and responsibilities)
- how benefits realisation will be achieved
- what systems and processes are used to track progress.

The key objectives of the programme are to:

- build a workplace where everyone feels supported, safe, respected and included regardless of gender, ethnicity, age, sexual orientation and religious beliefs (objective).
 - people are happy to come to work because they feel valued, respected and safe (outcome)
 - wellbeing (mental and physical) (benefit)
 - retention (benefit)
- provide support, education tools and resources to prevent and eliminate unwanted behaviour (objective)
 - people are clear about the expected behaviour and standards and understand the consequences of not meeting them (outcome)
 - unwanted behaviour reduced (benefit).

Support

Ētahi Kōwhiringa Āwhina

Bullying and harassment have no place at Fire and Emergency

If you've experienced unwanted behaviour, reaching out to someone can be difficult and stressful. We take these matters seriously and encourage you to seek advice, get support or raise a complaint.

How to seek advice or raise a complaint

If you're feeling unsafe or have experienced unwanted behaviour at Fire and Emergency, the Behaviour and Conduct Office (BCO) team are here to support you. There are several ways to contact the BCO for confidential information and advice about options, reporting, and support.

- Phone 0800 470 951 (available Monday to Friday, 9am–5pm).
- Email bco@fireandemergency.nz
- Complete the Complaints and enquiry form on the Portal or at fireandemergency.nz and email it to bco@fireandemergency.nz

How to seek support

- Vitae Services on 0508 664 981, www.vitae.co.nz
- **Contact Safe to Talk helpline** for free confidential contact with trained specialists in sexual harm on 0800 044 334 (open to everyone).
- **Talk to someone you trust** – this could be your manager, a peer support person, a union representative, a Regional Women's Advisory Network representative, a human resources advisor or a safety, health and wellbeing advisor in your region.
- **Contact your Regional Safety Health and Wellbeing Coordinator or Welfare Officer** – search 'Safety Health and Wellbeing Team' on the Portal.

- **Contact a Peer Supporter** – search 'Peer Support' on the Portal.
- **Contact your Regional Women's Advisory Network** – search 'Regional Women's Advisory Network' on the Portal.
- **United Fire Brigades' Association (UFBA)** members can call 0508 832 269 or email membersupport@ufba.org.nz
- **NZ Professional Firefighters Union (NZPFU)** members can call 04 568 4583 or email wellington@nzpfu.org.nz
- **Public Service Association (PSA)** members can make contact on 0508 367 772.
- **Fire and Emergency Commanders Association NZ (FECA)** members can visit fireemergencycommanders.org.nz/contact-us/
- **Rural Professionals Associations (RPA)** members can contact Rob Hands (Chair) on 027 224 7912 or email rob.hands@fireandemergency.nz
- **The New Zealand Firefighters Welfare Society** – visit firefighters.org.nz

Support for people affected by sexual harm

If you're looking for help to do with sexual harm, the Government's Safe to Talk helpline offers free confidential contact with trained specialists.

- Visit safetotalk.nz
- Contact Safe to Talk on 0800 044 334.
- Available at any time, day or night, seven days a week.





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