

Positive Workplace Culture Report

Building a Positive Workplace Culture



Twelve Month Progress Report
April 2020

Contents

Ngā Ihirangi

Foreword.....	4
Background.....	5
Executive summary	8

Action plan – tracking progress on our eight priority areas

Living our values	11
Behaviour and conduct office	12
Bullying and harassment complaint process.....	13
Shared Code of Behaviour	15
Support for our people	16
Leadership	19
Policies and procedures	20
Full programme and engagement plans.....	21



Positive workplace culture across the organisation

Māori outcomes. 24

Volunteerism principles 24

Safety, health and wellbeing. 27

Afi Pasefika 28

Women’s development 29

Our journey

Roadmap across the organisation 32

Measuring success

Monitoring, Evaluation and Reporting Framework 34



Foreword

He Tīmatanga Kōrero



We are building an organisation where everyone feels safe, welcome and included.

As I write this New Zealand as a nation is responding to the COVID-19 global pandemic. In these unprecedented times, it's never been more important for us to remain calm, professional and most importantly kind as we continue to support each other and the communities we serve.

Despite the circumstances, our focus on creating a positive workplace culture has not changed. Our second six-month report paints a very positive picture of the progress we're making towards creating an organisation that is free from bullying and harassment, and where everyone feels safe, welcome and included.

Changing the culture of an organisation the size and complexity of ours won't be a quick, easy process, but it will make us stronger and allow us to focus on what we do best – keeping New Zealanders safe.

I am proud of the shifts I am seeing in how people interact with each other across all parts of our organisation. Particularly during a period of change as we create a modern fire and emergency service for New Zealand.

This report highlights our focus on providing our people with the support they need. For example, we've commenced setting up a Behaviour and Conduct Office as the central point for support and guidance for values-based behaviour. Since March it has taken over managing our interim complaints process from an external provider.

We engaged with more than 600 people in a range of roles from Te Hiku and Ngā Tai ki te Puku regions to pilot

our Respect and Inclusion workshops. Their feedback is helping to shape the format of workshops planned across the country from mid-2020. We've consulted with our people, unions and associations on a Shared Code of Behaviour and policy against bullying, harassment and victimisation. And we've invited our people to share their insights and experiences at national and regional culture hui, to help us identify and create the type of culture we want for our organisation.

We're not alone in our intent to create a positive workplace culture; it is a challenge being actively met head-on across the public sector.

In December 2019 the State Services Commission (SSC) released its Positive and Safe Workplaces Model Standards – Agency Culture Change Framework. In it, the SSC introduces eight core elements that it expects agencies to focus on to achieve long-term cultural change across the public sector. I'm pleased to report our Positive Workplace Culture programme aligns well with SSC's focus areas, which are now highlighted throughout this report.

Enjoy reading about the progress we're making. I will update you further in October 2020.

A handwritten signature in black ink, appearing to read 'Rhys Jones'.

Rhys Jones, Chief Executive
Fire and Emergency

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 nationwide. As a new organisation, we used the opportunity to focus on our broader workplace culture. To do this, we commissioned an independent report into our workplace policies, practices and procedures to address bullying and harassment at Fire and Emergency.

In January 2019 we publicly released the Positive Workplace Culture Report. 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, along with our commitment to publicly report on our progress every six months.

Our people are at the heart of everything we do – they're our connection with the communities we serve around New Zealand.

Growing our people is one of our key strategic priorities – as we continue building a unified Fire and Emergency New Zealand, we've undergone a review of our organisational structure and approach to rank.

One of the decisions we made and announced in 2020 was the establishment of a new role in the People Branch: National Manager, Workplace Culture and Change. The role leads the plan 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.

**“Our people are
at the heart of
everything we do.”**

–Rhys Jones, Chief Executive





**He waka eke noa –
Everyone in one canoe
with no exception**

Executive Summary

Tuhinga Whakarāpopoto

Key achievements: November 2019 – April 2020 – Since our last six-month report, we've begun to implement some of our initiatives. We're continuing to develop and set out our full programme plans, and we've made good progress.

The action plan identified eight priority areas. Key achievements in each area:

Living our values

We've developed and launched a strong set of values that reflect the organisation we're building. They form the basis of our behaviour related policies, processes and support systems, and have been integrated into new position descriptions as we recruit.

Behaviour and Conduct Office

The Behaviour and Conduct Office has now been established. It's the central point for education, training and guidance relating to values-based behaviour. An interim director has been appointed and is supported by a small team providing complaints experience, monitoring and reporting and project expertise.

Bullying and Harassment Complaints Process

Our interim bullying and harassment complaints process is now being administered by the Behaviour and Conduct Office. We're continuing to engage widely to ensure the final complaints process is timely, transparent, trusted and fair. In March, we started going out to all regions seeking feedback on the proposed final complaints process, with an aim to implement it within the 2020/2021 financial year.

Shared Code of Behaviour

Our Shared Code of Behaviour will provide clear guidelines on expected standards of behaviour. We've consulted with our unions, associations and personnel on what this needs to look like. Now, we're working with our unions and associations to understand how the Shared Code of Behaviour can be formally incorporated into their constitutions or rules.

Support for our People

We held a national hui to understand what we need to build the best support services possible, the type of culture we aspire to be part of and identify what we can do to make it happen. This year, we plan to extend this to all of our regions to engage with a wider range of people and listen to further feedback.

Leadership

Following our Bullying and Harassment Awareness Workshops, we've launched a video campaign and accompanying workshops on Respect and Inclusion. The videos have reached thousands of our personnel, viewing both individually and with their crews or teams. These videos have also been shown in many forums, including November's UFBA conference to over 700 volunteer brigade representatives and new employee induction sessions.

We delivered pilot Respect and Inclusion Workshops to over 600 participants in two regions and are shaping the national rollout based on 20 recommendations received from participants. Recognising the role our trainers play in modelling respectful behaviour, we plan to organise a hui for all trainers to work with them to ensure they have the tools to promote a positive culture, incorporating the principles of respect and inclusion into their own professional practice.

Policies and Procedures

We've 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 Sub-Group. We've consulted with our people, unions and associations on the draft policy and will be developing a set of How-to guides that support the policy. We received over 400 pieces of individual feedback throughout consultation and are now working to identify what policies and procedures need to be revised or discontinued, and what new policies and procedures are needed.

Full Programme and Engagement Plans

The Positive Workplace Culture team is implementing a range of initiatives to address the 33 review recommendations. This has been a busy period scoping and planning initiatives focused on developing a positive culture and promoting respectful and inclusive behaviours.

We've collaborated with our people, including our unions, associations, Afi Pasefika, Pou Herenga Māori, Women

in Fire and Emergency (WFENZ) and the Respect and Inclusion Taskforce on scoping, designing and testing initiatives that work for everyone. We've developed an evaluation framework to enable us to monitor and measure our success.



State Services Commission's Positive and Safe Workplaces Model Standards

In December 2019 the State Services Commission (SSC) released its Positive and Safe Workplaces Model Standards – Agency Culture Change Framework. In it, the SSC introduces eight core elements of successful culture change that it expects agencies to focus on to achieve long-term culture change across the public sector. Our Positive Workplace Culture programme is aligned with SSC's focus areas, which are now highlighted throughout this report. The eight elements identified:



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



Case study

Ian Katoa: A new graduate gives back

Every year we welcome an impressive group of new recruits into the whānau. Ian Katoa is one of our newest graduates and was awarded the Most Valuable Team Player at his graduation in Rotorua in December 2019 – but it wasn't an easy road getting there.

His early years growing up in Ōtara, in his own words, 'weren't the greatest'. Out on the streets and getting into trouble, he eventually joined the Ōtara Youth Programme and things changed.

"My whole life turned around. We were lucky to have some great mentors in that group who took us on board and helped us see the bigger picture. It made me want to help my community and it's a big part of why I wanted to be a firefighter," said Ian.

Although it very nearly didn't happen. His first career choice was to be a police officer, but when his little brother beat him to it, he changed his focus to firefighting.

"I honestly think it was meant to be. I help run the Youth Programme now and I saw an opportunity to be a bridge between the youth in my community and Fire and Emergency. I know it takes more than one person to make a change, but it's an important start. Already two of the young guys in our group are keen to be recruits."

Born in New Zealand, Ian spent almost 10 years in Tonga, immersing himself in the culture and learning the values of respect for self and each other, values he lives every day and takes into his work.

"There have been a few ups and downs along the way, but it's all helped me to be in a career I love, helping the community in Howick as well as the people of Ōtara – there's so much promise there and at last I'm in a position to really give back," said Ian.

It's not only his community he's giving back to. Ian was the only one of 30 to graduate from the first Auckland boot camp. He greatly appreciated the help he had from firefighters to get him through, so he's back at the boot camp volunteering himself, sharing his skills and growing experience with the next intake looking to start the ball rolling in a firefighting career.

The Action Plan

Te Mahere Tutuki Kaupapa

Living our values

How we behave and what we believe in

Values bind us together. They're the clearest signpost of what we believe in and how we can shape our future by the way we behave. As a new organisation, we've developed strong, meaningful values that acknowledge the demanding work we tackle, and the absolute need for us to all work together, support each other and serve our communities.

What we set out to achieve

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

What we've achieved so far

- 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.
- Assessed options and strategies to bring them to life.

What's next

- Develop a more detailed plan for embedding opportunities to live our values, focused on making the most of existing programmes and initiatives.

What does this mean for me?

- Discuss our values with your crew or team. What does it mean to you to live the values? What do you expect to see from each other? How can you live them day to day?
- Keep an eye out for the new initiatives we're working on and put up your hand to be involved.

How does this align with the Model Standards?



Behaviour and Conduct Office

Setting the standards and staying accountable

What we set out to achieve

- To establish a dedicated Behaviour and Conduct Office to receive and manage bullying and harassment complaints.
- To 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.
- To continue to develop and promote respectful and inclusive behaviour.

What we've achieved so far

- The Behaviour and Conduct Office has been established and is receiving and coordinating all bullying and harassment complaints previously managed by Humankind.
- We'll continually improve this process, checking in with our people and piloting new ideas to make it the best it can be.
- The Behaviour and Conduct team is speaking with people looking for information about the support and options available for their specific needs.
- We're working to resolve issues in ways that are timely, transparent, trusted and fair.
- We're developing and designing options that may evolve into new processes to further improve the way we help our people.

What's next

- Engage with our people through the regional culture hui. This is a series of workshops throughout the country where people will get a chance to test and develop options that could form part of the Behaviour and Conduct office.
- Considering how the Behaviour and Conduct Office will work long-term within our organisational structure.
- Once the proposed final shape has been determined, we'll go back to our people.

What does this mean for me?

- You can quickly and confidentially contact the Behaviour and Conduct Office to make a complaint about bullying and harassment.
- You can contact the Behaviour and Conduct Office to make any type of enquiry about workplace behaviour.
- You could have the chance to contribute to the development of the Behaviour and Conduct Office through the regional culture hui.
- You'll be consulted about the options on the Behaviour and Conduct office becoming an enduring function in our organisation.

How does this align with the Model Standards?



Bullying and harassment complaint process

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

What we set out to achieve

- To establish a project team to develop an effective, fair and transparent complaints process.
- To work with unions, associations, employee networks and personnel throughout the solution development to ensure the process meets everyone's needs.

What we've achieved so far:

- We have established an interim complaints process and are coordinating all bullying and harassment complaints.
- The interim complaints process is available to anyone who wants to raise a complaint of bullying and/or harassment by Fire and Emergency people, or to seek information about the options and process for resolving complaints.

What's next

- We will continue to look at ways that the process can be improved.
- We're engaging with people across all our regions to ask them how a permanent bullying and harassment complaint process can best serve their needs.
- Explore and develop a permanent complaints process to then test with our people, including unions and associations.
- Set up a reporting and monitoring system for receiving, triaging and managing complaints.

What does this mean for me?

- If you're invited to participate in an engagement session, please come along. Your input is vital to ensure we get it right.
- If you have any questions about the interim complaints process, want to raise a complaint of bullying or harassment by Fire and Emergency people, or want to seek information about the options and process for resolving complaints, please contact the Behaviour and Conduct Office.

How does this align with the Model Standards?





Case study

Leading by example

Shayne Kennedy has been a volunteer firefighter for 22 years. Now the Chief Fire Officer in Manly, Auckland, he's seen directly how behaviour in the brigade can affect morale.

"To move forward you've got to look backwards," he said. "My behaviours in the past weren't always fantastic and it's important to evolve and change."

The January 2019 publication of the independent report into our workplace policies, procedures and practices was confronting and highlighted a clear need for change to remove unwanted behaviour from our organisation. Its release was our line in the sand to reshape the way we act as a unified organisation.

Since then, we've launched the Positive Workplace Programme, committing to change for the better. Shayne's brigade took it on themselves to review the report and reflect on how they work together.

"Our issues weren't systemic bullying so much as lots of little things that not everyone notices – small biases that can lead you to places you shouldn't be going," Shayne said. "Since the launch of the programme we've taken a chance to self-reflect.

"Nobody's going to get everything right 100% of the time, but it's important to get people talking about it and thinking about their behaviours and how it comes across.

"Even in cases where someone is working with the best intentions, their conduct can go against brigade policies and standards – it's up to me as a leader to have

those face-to-face conversations and explain that their behaviour isn't within the expectations of the brigade. Having conversations and reinforcing expectations is paramount to keeping a healthy and happy brigade."

Shayne recently spoke about this at a panel discussion at November's UFBA conference in Christchurch. Other panel members included Brent Mikaera, Interim Director of the Behaviour and Conduct Office, Helen Bull, Chief Fire Officer of the Riverton and Colac Bay brigades, and Debs Stilgoe-Brooker, the Deputy Controller and Safety, Health and Wellbeing Coordinator of the Willowby and Ashburton brigades. Aaron Waterreus, Area Manager East Waikato and Senior Advisor to the Positive Workplace Culture Programme, facilitated.

Everyone on the panel had their own story about witnessing or experiencing unwanted behaviour. Whether it was making sexist or racist remarks on the truck or speaking inappropriately to colleagues during training, a common theme was the need to speak up and call out below-the-line behaviour.

"In my position as a leader, I need to be the one who stands up to call things out and say 'hey – that's not ok.' You can't just sit back and not say anything – negative behaviour needs to be addressed to be changed."

Shared Code of Behaviour

Clear expectations of ourselves and each other

What we set out to achieve

- To develop one explicit, binding code so we all understand the behaviour standards that will help make this an inclusive, respectful, safe place to work.
- A Shared Code of Behaviour ensures everyone in our organisation will be clear about what great behaviour and unwanted behaviour look like.

What we've achieved so far

- We've consulted with our unions and associations on a draft, Shared Code of Behaviour for everyone.
- We've consulted with our people to develop a final code of behaviour everyone is aligned with.

Why it's important

- Having a shared code for everyone means we all know what's 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.
- We all need to understand and agree to what we're held accountable for.

What's next

- Analyse the feedback from consultation on the Shared Code of Behaviour and confirm the final version.
- Work with our unions and associations to understand how the Shared Code of Behaviour can be incorporated or adopted into their constitutions or rules.
- Incorporate the Shared Code of Behaviour into our recruitment, training and employment documents.
- Develop training and education so everyone understands what the Shared Code of Behaviour is and how it can be used to enable a positive workplace culture.

What does this mean for me?

- Once finalised, there will be a Shared Code of Behaviour which will apply to everyone in our organisation.
- You can use the Shared Code of Behaviour as a guide to ensure your decisions are true, good and useful, and that you and your team are living values-based behaviours.

How does this align with the Model Standards?



Support for our people

People first, to be our best

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.

What we've achieved so far

- We held a two-day national culture hui in Wellington, inviting around 60 of our people across the country.
- We listened to what's needed in building the best support services possible, the type of culture we aspire to be part of and identify what we can do to make it happen.
- We 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've begun our visits to the regions to share the findings from the hui, engaging with teams and listening to further feedback.
- Instead of restricting support to the wellbeing of a person affected by bullying or harassment, we chose to include the different types of support our people may need for complaints or disputes processes, legal, peer support and advocacy.

Why it's important

- We need to make sure we all have the right support to thrive at Fire and Emergency.
- We're creating a respectful and inclusive environment for all of us; He waka eke noa (everybody in one canoe with no exception).
- It's an important opportunity to say what matters to you and your teams, so we can build a safe and respectful organisation that supports everyone.

What's next

- We'll be running regional events to consult with our people across all five regions.
- We're using this feedback to shape how we improve our support services.
- We're developing an implementation plan to activate key initiatives and enhance our support services.

What does this mean for me?

- Connect with us via our workshops, regional engagement sessions and dedicated email.
- Let us know your thoughts on our existing support services. What works well? What could we do differently? Support each other, check in on your team, ask "Are you ok?"

How does this align with the Model Standards?





Case study

I Am Hope Tour: Speaking up for positive mental health

Last year we teamed up with Mike King and I Am Hope to tour fire stations around New Zealand, talking about how to help each other deal with very real mental health issues.

Mike Dawes is the I Am Hope Tour Leader, CEO of Key to Life Charitable Trust and a volunteer firefighter in Carterton. He says the tour was a fantastic opportunity for brigades and their communities to hear and share stories around mental health, and the power we all have to help.

"It's so important to understand mental health struggles are normal, and seeking help and support is absolutely okay. We all deal with stress and tragedy in different ways, and as firefighters we see and experience more than most – and we can't just be staunch about it. We must get better at talking about the tough call outs we attend and the very real effects they have on us – we need to be there for each other," said Mike.

Karl Lapwood, Volunteer Chief Fire Officer in Ngaruawahia, is fully supportive. Over 250 attended the local I Am Hope presentation in his hometown and one of the key learnings for him was understanding you're not alone.

"Everyone is touched by this. As firefighters we want to be successful at what we do, but when we deal with medical fatalities and suicides, we're at a loss and can be hard on ourselves without realising it. Understanding that 'inner critic' and feeling okay about reaching out for help is so important," said Karl.

Mark Tinworth, North Island Area Manager, Eastern Waikato, travelled with the I Am Hope team as Fire and

Emergency's North Island host. He says it was a privilege to be with the I Am Hope team and see their commitment to helping those around them, while sometimes battling their own challenges.

"The more we bring people together and the more supportive we are, the better chance we have of protecting the wellbeing of our people. A simple, genuine conversation goes a long way, even if you don't know someone well, you can still connect and offer help," he said.

"Our communities look to us to solve problems and we do that really well, but we don't always look after ourselves and those closest. The I Am Hope Tour has been a positive step towards removing the stigma around mental health and removing the barriers that stop people getting the help they deserve. The key message is to keep on looking out for yourself and your mates, and if you need help, reach out."

Fire and Emergency has external, independent, confidential counselling and support services available for all personnel and immediate families, at no cost. Nothing is more important than the wellbeing of our people and we'll continue to do all we can to provide practical, regular, accessible help in any way we can.

Case study

Taking Stock: National Workplace Culture Hui

As part of the Positive Workplace Culture Programme, a two-day Workplace Culture Hui was held on 12 and 13 November at Westpac Stadium in Wellington.

The hui, facilitated by an external provider *Psych for Leaders*, brought Fire and Emergency personnel together to talk about building the support services we need, focusing on the type of culture we're aiming for and identifying what we need to make it happen.

We had 60 people at the hui, with each region sending 10 people to represent our diverse makeup. We also had representation from the Respect and Inclusion Task Force, unions and associations, and teams from NHQ.

Events like this are an important way to have conversations about how we can best serve our people and identify areas where we can do better. Chief Executive, Rhys Jones was the first speaker and explained the origins of the Positive Workplace Culture Programme, his long-term vision for culture and took stock of where we're at now.

There was an opportunity to ask questions before the participants were divided into groups. For the rest of the day groups worked through a series of activities, discussing the independent review, exploring ideas for what a positive workplace culture could look like and sharing thoughts with the hui.

The second day featured a panel discussion around the view of positive culture from other organisations, followed by a case study presented by representatives from Safer People and NZ Police.

Groups had the opportunity to submit feedback on specific initiatives, support needs and what the future of a positive workplace culture at Fire and Emergency looks like.

Feedback received from participants has been reviewed and used to inform plans for regional hui to take place in the future.



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 is not tolerated.

What we've achieved so far

- We held bullying and harassment awareness workshops with over 300 people in NHQ and regional leadership teams.
- We developed two workshops, four videos and e-learning courses to support them.
- We launched a video campaign with an accompanying guide for leading positive culture change, which have been included into the two workshops.
- The first workshop, Respect, is focused on creating a respectful workplace free of bullying and harassment. It helps our people understand the causes, consequences and prevention of bullying and harassment. It focuses on the importance of recognising the impact of our own behaviours and influencing the behaviour of others.
- The second workshop, Inclusion, is focused on creating an inclusive workplace. This workshop equips our people with strategies to challenge our unconscious bias when it isn't helpful. It helps identify environmental triggers that can cause people to stereotype, exclude others and make poor decisions.
- We piloted these workshops in two regions, analysed feedback from over 600 participants and developed 20 recommendations to make the workshops even more effective.

What's next

- We're fine tuning the workshops based on pilot feedback and plan for a national rollout later in 2020.
- Recognising the role our trainers play in modelling respectful behaviour, we will be running a hui for all trainers to work with them to ensure they have the tools to promote a positive culture, incorporating the principles of respect and inclusion into their own professional practice.
- Feedback from the pilots told us our leaders must model respectful behaviour and support our people to be upstanders. We're working with the Learning and Development team on creating resources to help our leaders develop their leadership skills.

What does this mean for me?

- If you or your brigade would benefit from this work, we encourage you to catch up on the videos and reach out to the Positive Workplace Culture team or your manager to express interest in participating in the Respect Workshops.

How does this align with the Model Standards?



Policies and procedures

The right guidelines for the right job

What we set out to achieve

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

What we've achieved so far

- We've 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 Sub-Group, with full union and association representation.
- We've consulted with our people, unions and associations on the draft policy.

Why this is important

- Our policies and procedures to address bullying and harassment must be fit-for-purpose so everyone understands expectations and responsibilities.
- We need to provide comprehensive guidelines that meet the State Services Commission's Standards of Integrity and Conduct – being fair, impartial, responsible, and trustworthy.

What's next

- Produce a revised version based on the consultation feedback.
- Develop a set of how-to guides that support the policy, so we all know what to do if we're affected by bullying and harassment or are supporting someone affected.
- Complete stocktake of current policies, procedures and guidelines to ensure alignment and consistency.
- Identify what policies and procedures need to be revised or discontinued, and what new policies and procedures are needed.
- Develop an implementation plan so everyone's aware of the resources and training available.

What does this mean for me?

- Connect with us via our workshops, regional engagement sessions and dedicated email.
- Tell us what you think of the policy – is it easy to understand and use?
- Tell us what support, training and help you need to use the policy effectively.

How does this align with the Model Standards?



Full programme and engagement plan

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

Our three-year work programme is well underway. Some initiatives are at the planning stage, some have started, some under consultation, and some complete.

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. This has been a busy period of scoping and planning, focused on promoting respectful and inclusive behaviours.

What we've achieved so far

- Completed full analysis of the recommendations and mapped out the work already under way that will contribute to the outcomes we want to achieve.
- Scoped, planned and designed most 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 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 the Model Standards.

What's next

- We'll continue to review and revise our three-year work plan to map the work underway across the organisation.

What does this mean for me?

- Keep an eye on our progress through the Positive Workplace Culture webpage.
- Let us know how we're doing.
- Keep the conversation going in your crew or team – what can you do to live our values?

How does this align with the Model Standards?





Positive workplace culture across the organisation

Ngā Mahi Huhua



Māori outcomes

Kaupapa Māori

By committing to work with tangata whenua we contribute to a safer environment not only for Māori, and all New Zealand communities.

Fire and Emergency recognises:

- Iwi and Māori as community leaders with an important role to play in preventing fires and other emergencies, building community resilience, and informing emergency response.
- Iwi as our partners in risk reduction as significant and growing land and forest owners.
- That Māori are disproportionately affected by unwanted fires, and that needs to change.

We're developing a strategy to help us achieve this.

Fire and Emergency's Māori Liaison team leads our engagement with Māori communities at national, regional and local events. We also support our people to learn te reo, understand tikanga with Marae visits, pōwhiri and working at Te Matatini and Waitangi each year.

Fire and Emergency is proud to play a part in the Waitangi commemorations each year, and to recognise the status of Māori as tangata whenua and key stakeholders in the work we do.

Kerry Gregory, our first Māori National Commander, of Ngāti Maru descent, had the honour of delivering a karakia at this year's dawn ceremony on behalf of Fire and Emergency. He stood alongside other New Zealand leaders and dignitaries to share our commitment to embracing diversity and protecting life, property and the environment – for Māori and for all New Zealand communities.

Once the sun came up our focus turned to the family festival and engaging with families about how they can reduce the risk of unwanted fires and stay safe. Our very popular kids' combat challenge and demonstration stands ensured families had a fun and memorable day.

More and more of our volunteers are returning to help with fire prevention and recruitment promotions and the hard work is making a difference – through school and community education programmes there has been a noticeable reduction in fire deaths in Northland in the last few years.

Volunteerism principles

Help and support for our volunteers

Fire and Emergency's Volunteerism Strategy will help us better sustain and support our valued volunteers.

The strategy acknowledges the role of our volunteers and our commitment to them. It explains why a strong volunteering culture and an effective model for volunteerism are critical for delivering the best services and creating stronger, more resilient communities.

We're committed to fulfilling the following principles, which will guide the decisions and actions of everyone here and to which we'll all be held accountable.

To enable and sustain volunteerism, we will:

- Appreciate that volunteering is always a matter of choice.
- Make it easier to be a volunteer.
- Identify, share and grow what works for volunteers.
- Recognise volunteers, their employers and families, as well as their contributions.

To respect and involve volunteers, we will:

- Involve volunteer perspectives in decision-making.
- Demonstrate openness, transparency and fairness.
- Operate with mutual trust and respect.

To serve and strengthen communities, we will:

- Be responsive to local needs.
- Be inclusive and embrace difference.
- Build an environment that enables volunteerism to thrive.

We're currently implementing our volunteerism strategy as well as monitoring the evaluation framework.



Case study

Waitangi Day: listening, talking and connecting

Since he was a toddler, Wayne Martin, Deputy Principal Rural Fire Officer, has been making the journey to Waitangi.

"Our family would make the trip every year and when I was 13, I was chosen as a waka kaihoe (paddler) for the 150th anniversary of the signing of the treaty. It's really helped shaped my life," said Wayne.

For the past 14 years Wayne's been involved in organising the fire service attendance at Waitangi Day. From the early days as a small brigade stall to today, he's seen our growing contribution and the positive effect it's having.

"We now work closely with the marae and Waitangi Trust to ensure visitors and stall holders will be fire safe and well looked after. Last year was an important year with Chief Executive Rhys Jones being invited to present the karakia at the dawn ceremony. It's been exciting and humbling to see our connection and mana grow over the years."

Wayne says more and more of our volunteers return to help with the fire prevention and recruitment promotions.

Some have been attending for over 10 years and all the hard work is making a difference. There's been a noticeable reduction in fire deaths over the past few years in Northland, through school and community education programmes – with many of the connections starting at Waitangi.

"With Waitangi Day falling at the beginning of the school year, we have good kōrero with teachers wanting to know about resources they can access and the programmes on offer – and it goes even wider than that. We have great one-on-ones with people from all walks of life and backgrounds. It's the one time of year we come together as a country and take the time to talk and listen and hear different points of view. I'm really proud of our involvement in that."

Case study

Respect & Inclusion: National Rollout for Respect Workshops

As part of our focus on building a workplace where our people feel welcome, safe and valued, we ran 48 Respect & Inclusion workshops in 2019 as a pilot programme. The response has been hugely positive and we're now working towards a national rollout.

We wanted a broad representation of our people at the pilot workshops, so we involved a mix of urban, rural, career and volunteer firefighters, as well as operational and non-operational personnel. They gave us invaluable feedback with 20 recommendations we're now working on, to build the most effective workshops we can.

The main change is to merge the two workshops (Respect and Inclusion) into one three-hour Respect workshop to focus the material and make it easier for people to attend.

We heard the most powerful aspects of the workshops were the peer discussions, so we're ensuring we have more time for those deep conversations and connections that really make a difference.

Many attendees said the right leadership was critical in showing the way to genuine respect and inclusion, so we're also developing more effective ways to support, encourage and train leaders to live and lead the behaviours needed to help everyone feel safe and included.

A common piece of feedback from attendees was that they took the learnings back home as well as to the workplace – the material is applicable to daily life.

Miranda Welch, Learning and Development Contractor, said running the pilot programme was vital to ensure the content, approach and detail were doing exactly what they needed to do.

"We've been asked to return to those areas where some staff missed out, because they believe everyone in their crew needs the skills and understanding we shared in the workshops. When I hear that, I know we're on the right path," said Miranda.

The national rollout for the Respect Workshops is planned for the new financial year.



Safety, health and wellbeing

In July 2017 we co-signed an agreement of shared commitment to safety, health and wellbeing with our unions and associations. This agreement has been updated and was re-signed by current union and association leaders in March 2020.

We're working together towards our commitment to a workplace where everyone goes home safe and well, every time. Key achievements across safety, health and wellbeing:

- Implemented and rolled out the Safe@Work reporting and investigation system accessible to all personnel.
- Expanded access to EAP and Vitae services to all our people and their immediate family members.
- Provided free flu vaccinations to volunteers, with over 1,000 volunteers using a voucher to receive their vaccination.
- Delivered over 100 Psychological Wellbeing Workshops to more than 1,400 attendees.
- Implemented our Safety, Health and Wellbeing Strategy, forming the basis for annual planning and prioritisation of initiatives.
- Developed wellbeing information and support for families, ready for piloting.

Ongoing work:

- Enhancing our health checks programme for our people, continuing the Health Standards project development. This is being co-designed with unions, associations and internal networks.
- Safer management of the contractors we engage and who work alongside our people.
- Embedding psychological wellbeing training, information and support into every aspect of life and development at Fire and Emergency, from recruitment through to preparation for retirement.

Afi Pasefika

The Afi Pasefika firefighters' network started in 2003, after recognising the importance of reaching our Pasefika community across New Zealand. There are now over 80 Afi Pasefika members in Fire and Emergency, including Communication Centres, NHQ and regional support personnel. There are three main groups in Auckland, Wellington and Christchurch, with a smaller number of Pasefika firefighters throughout provincial New Zealand.

A National Afi Pasefika Framework and Strategy is being developed, focussing on three core objectives:

1. Provide advice and support to Pasefika communities.
2. Promote Fire and Emergency (firefighting) as a career option for Pasefika people.
3. Offer a supportive network to all Pasefika Firefighters in Fire and Emergency.

The Pasefika culture is one of being respectful and caring for each other. We support the Positive Workplace Culture Programme in Fire and Emergency and are actively involved in promoting this initiative in all our workplaces.

In 2020 a national fono is planned for all current leaders in Afi Pasefika and representatives from each main centre. We'll hear from those on the frontline closely connected with our communities, our personnel and our culture. It'll be a chance to engage with the regions and areas from a Pasefika perspective and to explore the effectiveness of Positive Workplace Culture initiatives for Pasefika firefighters and staff. The fono will formalise Afi Pasefika's National Framework and Strategy to support the Regions and Areas.

Recent activity:

- Afi Pasefika members attended the Pacific Futures Conference in Oct 2019, hosted by New Zealand Institute of International Affairs to promote Fire and Emergency's work amongst Pacific communities and build on networking with other Government Agencies.
- Afi Pasefika Auckland held its annual fono in November 2019. The agenda included a presentation from the Positive Workplace Culture team and discussions on Positive Workplace Culture. We also discussed how Afi Pasefika members can promote the videos and positive workplace culture amongst firefighters on station.
- Afi Pasefika members participated in the Respect and Inclusion Workshops, as well as the scoping and design of our Culture Champion Network in December 2019.
- Afi Pasefika's visit to Samoa in 2018 resulted in a very positive engagement with the Samoa Fire and Emergency Services Authority (SFESA). Together with SFESA and Melbourne Fire Brigade, we created a programme for Afi Pasefika Trainers to instruct SFESA firefighters on breathing apparatus sets donated by Fire and Emergency. Programme delivery is planned for 2020.

Afi Pasefika have been supporting the National Recruitment team to encourage more women and ethnic groups to become firefighters. One of the initiatives by National Recruitment is the creation of early morning boot camps to help applicants with physical fitness. We've been involved as instructors in the Auckland boot camps, particularly mentoring three Pasefika applicants. The current paid firefighters' recruits course has eight candidates who have identified themselves as Pacific people or affiliated with Pasefika people.



Women's development

Women in Fire and Emergency (WFENZ) is a network that provides advocacy, development and networking opportunities by bringing women together to share ideas and experiences. Our goal is to support, connect, retain and develop women across Fire and Emergency. We want all women to feel safe, connected and included and we advocate for an inclusive and diverse workforce. WFENZ is endorsed by leadership and our unions and associations.

Currently women represent very small numbers of our operational personnel and those numbers get even smaller as they move into leadership roles. Closing this gap is a major goal of Women's Development.

Key achievements:

- Established our National Women's Advisory Network (NWAC) and Regional Women's Advisory Network (RWAN) in each of the five regions.
- Delivered Respect and Inclusion workshops at our NWAC meetings.
- Delivered bullying and harassment workshops at NWAC and regional forums.
- Women from our network contributed at the two-day National Culture Hui as well as the Support Stocktake.
- Collaborated with the Respect and Inclusion Taskforce for the Respect and Inclusion video campaign.
- Promoted a positive and respectful workplace within our network, via our social media platform and forums.
- In February, we delivered a "Crew Conversations" pilot in collaboration with the NZPFU, a series of facilitated discussions about on-station behaviour.
- To mark International Women's Day in March, we participated in interactive events alongside other first responders across New Zealand to showcase the roles women play in Fire and Emergency and to drive recruitment.





Our journey to creating a positive workplace culture

Here are a few key milestones that have contributed to creating a positive workplace culture. For more information on these milestones, visit [positiveworkplace.co.nz](#)



Our Values
Ngā Uara



We do the right thing
Kia tika



We serve and support
Manaakitanga



We are better together
Whanaungatanga



Milestones

July 2017

- Safety, health and wellbeing commitment made between Fire and Emergency NZ 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

January 2019

- Independent positive workplace culture review findings released

April 2019

- Positive workplace culture action plan launched

October 2019

- Six-month progress report released

November 2019

- Support channels stocktake national culture hui
- I Am Hope tour
- Culture Champions Network hui
- Afi Pasefika Auckland fono
- Psychological wellbeing workshops

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

March 2020

- Behaviour and Conduct Office coordinating interim complaints process
- Regional culture hui took place in:
 - Te Ihu
 - Te Kei
- International Women's Day
- Wellington Pride Parade

April 2020

- 12-month progress report released

Ongoing

- Regional culture hui
- Working towards the final state of our complaints process
- Delivery of respect training workshops across all regions
- Final approval and implementation of our Shared Code of Behaviour and policy against bullying, harassment and victimisation

Measuring success

Monitoring, Evaluation and Reporting Framework Ngā Whakaputanga ā-Pūrongo

As part of our Monitoring, Evaluation and Reporting Framework, we've developed measures to help us 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, will provide a way to monitor performance and support continuous improvement of key initiatives, identifying barriers and enablers to implementation.

We've engaged an independent provider to lead the evaluation.

The evaluation will occur in two phases. The first phase in 2020 will look at the programme framework and the implementation processes to ensure we're on the right track to deliver initiatives addressing the recommendations of the report. It will also identify

any improvements that can be made. This will provide assurance the framework is sound and identify any recommendations for improvement.

The second phase will start in May 2022 and will explore the impact the programme initiatives are having on the culture of Fire and Emergency and our people.

The key focuses of the evaluation are to:

- Ensure an investment's benefits and costs are analysed, are worthwhile and add value.
- Demonstrate investment success.
- Ensure benefits are realistic, achievable, and ultimately realised.
- Drive the continuous improvement of the programme.
- Support timely and accurate progress reporting.
- Communicate the outcomes of the programme.
- Inform future decision-making.



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