

# Positive Workplace Culture Report

Building a Positive Workplace Culture



Six Month Progress Report  
October 2020

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

# Foreword

## He Tīmatanga Kōrero



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

The focus of the last six months has been on continuing to develop the right processes for dealing with bullying and harassment and developing a strong new culture where this behaviour doesn't happen in the first place.

In August we released our **Code of Behaviour** to give further meaning to our values by describing above the line (acceptable) and below the line (unacceptable) behaviour. Our Policy to address bullying, harassment and victimisation supports this by making it clear that unacceptable or unwelcome behaviour will not be tolerated, and provides all our people with the information they need to understand bullying, harassment and victimisation, how to prevent it, and how to report and resolve concerns.

At the same time, we also responded to media around sexual harassment allegations at Fire and Emergency. Our historical and present processes for managing sexual harassment became the focus of the media stories and interviews. The media coverage, and subsequent feedback, highlighted to us that we could do more to make people aware of our process to raise a bullying and harassment complaint. As a result, we have improved our processes, tools and training.

I want to reassure people that we have a clear and confidential complaints process. The Behaviour and Conduct Office (BCO) is our internal mechanism for providing support and resolving complaints about unwanted behaviour. All personnel and the public can get advice, support or raise a complaint via the BCO.

We are currently identifying the different pathways available to personnel who are not satisfied with the decision made on their complaint or the process followed by the BCO, although paid staff, ultimately, have access to employment law mechanisms like the Employment Relations Authority.

We are in the process of establishing a disputes resolution process for the public or volunteers if they believe their complaint has not been reasonably resolved.

While we still have a long way to go, I am pleased with the progress the Positive Workplace Culture Programme is making. We'll soon be consulting with our people on the structure and design of the Behaviour and Conduct Office and I hope that a focus on prevention and education will help us build a strong culture where unwanted behaviour is stopped before it starts.

I look forward to updating you on our progress in our next report.

A handwritten signature in white ink, appearing to be 'Rhys Jones', written over a dark blue background.

**Rhys Jones, Chief Executive**  
Fire and Emergency

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## 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 *Positive Workplace Culture Report* 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.

Restrictions arising from COVID-19, including New Zealand's lockdown from mid-March to May 2020 and subsequent travel restrictions meant parts of the programme were affected. Where possible the approach was modified to include online engagement, however the training aspects of the programme was delayed.

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.

**“We signed up to protect  
our communities – we’re  
also making sure we  
sign up for each other...”**

–Rhys Jones, Chief Executive

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# Executive Summary

## Tuhinga Whakarāpopoto

**Key achievements: April 2020 – October 2020** – 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 **Code of Behaviour** was launched in August (see below). We've continued to develop a values-embedding plan, with the creation of a cross-functional working group to drive planning and delivery. We're identifying best practice approaches that have been developed across the organisation and received ideas and feedback from the Respect and Inclusion Taskforce. The values have been embedded in the new Respect and Inclusive Leadership programme.

### Behaviour and Conduct Office

The Behaviour and Conduct Office has been providing oversight and coordination of complaints of bullying and harassment since March 2020. A draft outline of the permanent functions of the Behaviour and Conduct Office has been developed with input and review from our people. A draft proposed structure for the Behaviour and Conduct Office will be formally consulted on in the coming months.

### Bullying and Harassment Complaints Process

Our bullying and harassment complaints process is 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. We've provided clarity on the complaints process to ensure all our personnel are aware that the services are available to anyone who wants to raise a complaint of bullying or harassment by Fire and Emergency people, or to seek information about the options and process for resolving complaints.

### Shared Code of Behaviour

We launched our Shared Code of Behaviour on 13 August 2020 following consultation with our unions, associations and personnel. Our Code of Behaviour 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.

### Support for our People

To understand what we need to build the best support services possible, we held three full day workshops, with 20 participants each, in Te Ihu in March 2020. A further 14 workshops were planned, however these couldn't take place due to COVID-19 restrictions. To enable us to gain insight and feedback from our people we developed three online modules, covering wellbeing and support channels, the proposed culture champions network and a demonstration of a wellness hub used by NZ Police, and released them in October.

### Leadership

Following recommendations from the evaluation of the Respect and Inclusion workshops pilot, we combined the Respect and Inclusion workshops into one Respect workshop and developed an Inclusive Leadership programme. The evaluation of the Crew Conversations pilot was also completed with the recommendation that this is aligned with the Respect and Inclusive Leadership programme. The national roll out plan for this programme is in development. The programme is supported by a set of resources which includes a digital toolkit, self-assessment tool and interactive case studies.

### Policies and Procedures

We released our policy to address bullying, harassment and victimisation on 7 August 2020. This policy clearly outlines how everyone in our organisation is expected to behave, how they can identify bullying, harassment and victimisation, and how to stop unwanted behaviour. Work has also begun on reviewing our standards of conduct policy and managing misconduct procedure and to develop a stand-alone policy to address sexual harm.

### Full Programme and Engagement Plans

The Positive Workplace Culture team is implementing a range of initiatives to address the 33 review recommendations. We continue 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 on scoping, designing and testing initiatives that work for everyone.

We've commissioned an independent provider to lead an evaluation of the Positive Workplace Culture Review Programme to understand how it's tracking against

addressing the Review Recommendations and to identify barriers and enablers to implementation, assess outcomes of the programme and progress achieved towards impacts. Phase 1 is taking place in 2020 as a process evaluation to identify opportunities for improving implementation and engagement.



### Public Service Commission's Positive and Safe Workplaces Model Standards

In December 2019 the Public Service Commission (formally the State Services Commission) released its Positive and Safe Workplaces Model Standards – Agency Culture Change Framework. In it, they introduced 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 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**

### Recommendations Mapping

*The Positive Workplace Culture Report*, 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 timeframe 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.







A photograph of a group of people in a canoe on a body of water. The people are wearing traditional Maori clothing, including a white and black patterned garment. They are holding long wooden paddles. In the background, another canoe is visible on the water, and a city skyline is visible in the distance under a blue sky with some clouds. The image has a red overlay at the bottom.

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

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# 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.
- assessed options and strategies to bring them to life.
- 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 in the new Respect and Inclusive Leadership programme, through values-based activities using the **Code of Behaviour**, and inclusion of the values in the Digital Toolkit (where a values page is under development) and throughout the course materials and resources.
- launched the Shared Code of Behaviour, which is a key tool for embedding the values in our everyday behaviour.
- the values are a key feature of Induction for all new National Headquarters personnel, and new Service Delivery roles induction.

#### What we'll do next

- 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 that have been developed across the organisation.
  - creating a platform seeking new ideas for embedding the values.
- develop a communications and engagement plan as part of the business case to update the wider organisation on our plans and progress.
- continue to use existing initiatives to embed the values where we can.

#### How does this align with the Model Standards?



#### Recommendations Mapping

3 22 23

## Behaviour and Conduct Office

### Setting the standards and staying accountable

We're setting up a full Behaviour and Conduct Office (BCO) to promote an understanding of appropriate and inappropriate behaviours, providing a clear set of the standards that we hold each other accountable to. The Office will have an education focus and take 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

- appointed an Interim director.
- 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 any policies, processes, training, support and guidance that are developed or refined within the BCO.
- established a complaints process to receive and coordinate all bullying and harassment complaints.
- received expert advice to ensure the BCO processes are accessible, and in particular 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.
- developed a draft proposed structure for the BCO which will be formally consulted on later this year.

#### What we'll do next

- consult on the proposed scope and functions of the BCO.
- develop a training and education framework to promote and embed resources which support a positive workplace culture.
- stand-up a permanent and fully functioning BCO.

#### How does this align with the Model Standards?



#### Recommendations Mapping





## Bullying and harassment complaints process

Addressing 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 and meets best practice complaints management.

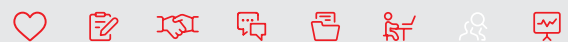
### What we've done

- established a complaints process for those raising a complaint of bullying or harassment, or wishing to seek information from someone impartial to the incident or issue. The 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 complaints process in the BCO 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 and 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 to ensure all our personnel are aware that the services are 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.
- developed high level business requirements for our case management system.

### What we'll do next

- consult on the future permanent complaints process.
- procure a vendor to develop our case management system.
- implement our permanent complaints process.
- develop and implement our new case management system.

### How does this align with the Model Standards?



### Recommendations Mapping



## Shared Code of Behaviour

Clear expectations of ourselves and each other

### What we set out to achieve

- to develop a shared **Code of Behaviour** as a quick reference to check our own behaviour against to create a more inclusive, respectful, safe workplace.
- 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 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 Sub-Group on the revised Code.
- launched the Code of Behaviour on 13 August 2020, together with a set of FAQs and a video.
- 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 to share the Code of Behaviour with their teams.
- engaged regularly with Leadership Teams on implementing the Code of Behaviour.

### What we'll do next

- build the Code of Behaviour into our job descriptions, induction processes and training.
- roll out other aspects of our implementation plan, so our people are aware of the resources and training available.
- continue using existing initiatives to embed the Code of Behaviour where we can.

### How does this align with the Model Standards?



### Recommendations Mapping



### Code of Behaviour | Tikanga Whanonga

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

See it on page 38 or

**DOWNLOAD THE CODE**



### Case study

## Kerry Stewart: Changing for good

Kerry Stewart's first day as a firefighter was on the 26 April 1977 in Wellington. It was a time when respect was driven by rank.

"In those days, if you weren't of the same rank you were pretty well ignored, or worse. I was singing one day as I rolled up the hoses. My boss didn't like it and asked where I lived. I said Kilbirnie and he said, "right, pack your bags I'm moving you to Khandallah" – the opposite end of the city, and he did.

"Obviously that wouldn't happen today, but it's an example of how things were then. It's not rank that matters, it's the quality of the person."

Kerry spent 20 years in Wellington as a firefighter and officer. In 1997 he took off the uniform and moved to headquarters in Wellington, supporting the National Training Manager. Later he moved to Palmerston North, returning to Wellington in 2012.

"I've been through a lot of change, but I've always embraced it. It builds resilience and capability and when you grab it, the opportunities are always there. I think what we're seeing with our Respect and Inclusion work are some of the most important changes we've ever made.

"People are beginning to have better conversations and connecting with each other. They're listening to understand and explaining the value of the task and where it fits into the bigger picture, rather than just giving orders."

Kerry believes it's important to assess your own behaviour first.

"My Mum and Dad taught me to treat others as you expect to be treated yourself. Say please and thank you and all those simple but important things. When you treat people well, they respond, and it makes you and everyone around you happier and more effective in what we all do.

"We must get this right. If there's one thing I'd say to everyone in our organisation about Respect and Inclusion, it's 'just do this well'. The positive reactions you see on the faces around you, when you include people, value their input and treat them with respect are so powerful. It's up to each of us to lead by example, call out bad behaviour and support people to lift their game. The rewards are real and they're there for everyone."



## Support for our people

### People first, to be our best

Supporting our people, in this context, 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

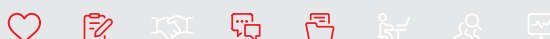
- held a two-day national culture hui in Wellington, inviting around 60 of our people across the country.
- listened to what's needed in building the best support services possible, the type of culture we aspire to be part of and identify what we can do to make it happen.
- analysed the responses from 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.
- 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.
- we held three full day workshops, with 20 participants each, in Te Ihu in March 2020, building on the findings of the national hui.
- following the COVID-19 lockdown and the halting of a further 14 planned workshops, we 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.
- 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.

#### What we'll do next

- use the feedback to shape how we improve our support services.
- create a plan to develop and enhance our support services.
- develop the culture champions network, pending business case acceptance, with an intended launch date early in 2021.

#### How does this align with the 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 into 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.
- following the evaluation of the piloted workshops we 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, guiding respectful and inclusive behaviour within teams and the whole organisation.

- developed a full set of resources to support this programme, including a digital toolkit, self-assessment tool, video and interactive case studies.
- 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.
- completed an evaluation of the Crew Conversations pilot, with the recommendation to align this programme (designed to support career firefighter crews to develop team agreements and action plans to create positive workplaces) with the Respect and Inclusive Leadership programme.
- delivered the new revised Inclusive Leadership workshop to our Executive Leadership Team in July 2020.

#### What we'll do next

- engage with leadership teams to gather input for the national roll-out plan to ensure this works best for individuals and teams across Fire and Emergency.
- plan the national roll out of the Respect and Inclusive Leadership programme, including the Trainers' Hui (tentatively scheduled for December 2020), which was postponed due to the Covid-19 restrictions.

#### How does this align with the Model Standards?



#### Recommendations Mapping





## Case study

### Collin Littlewood: Resolving conflict respectfully

Knowing how to resolve a conflict at work can be difficult, but here's an example of a dispute that was resolved successfully in a respectful and inclusive environment.

Collin Littlewood is an advisor with the Behaviour and Conduct Office (BCO) with a specialisation in restorative informal resolution and an extensive operational fire fighting background. He received permission from the people involved to share this example in this report.

He was asked by Human Resources to facilitate a meeting between two volunteers, embroiled in a personal conflict. After separate conversations with the two participants, Collin suggested a restorative facilitation process would be useful. This means the facilitator guides participants through an informal process to achieve better understandings and acknowledge what each participant may have contributed to the situation (both acts of commission and omission), in order to make sense of what happened, avoid future disputes and to reach an agreement around appropriate behaviours for future interactions.

The terms of the BCO Confidentiality Agreement gave the participants the trust and confidence required to proceed, as there were personal matters that needed to be discussed.

During the process Collin took the opportunity to demonstrate how our values and **Code of Behaviour** can be used to create an inclusive, respectful, safe place to work, including the role of the Upstander, calling out negative behaviours and strategies to bring the values to life in their brigade.

The participants saw how their below the line behaviours had affected and impacted the other (and were contributing to an undesirable brigade culture). Each agreed some poor choices had been made and agreed to use the TGU test in the Code of Behaviour – is it True, is it Good, is it Useful – to guide future behavioural decision making.

The tensions of the conflict had a significant impact on the participants' psychological wellbeing and they discussed how we all deal with stress and tragedy in different ways, and the importance of accessing our Support Services (see details on page 39).

Through the informal facilitation process, this particular meeting created a respectful and inclusive environment where each participant had the opportunity to tell their perspective of the events uninterrupted, with the other simply listening. They made agreements about their future interactions and behaviours, as well as a process for ensuring they would commit to those. In a safe and supported environment, with help from an impartial resolution specialist a successful outcome was reached.

Our people can raise a complaint or seek advice if they are feeling unsafe, or have experienced or been affected by unwanted behaviour, by contacting the Behaviour and Conduct Office (BCO). The BCO provides confidential information and advice about reporting, options and support.



## 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 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.
- confirmed support from our unions and associations and approval from our positive workplace culture executive leadership panel to develop a robust, permanent 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 Sub-Group, with full union and association representation.
- consulted with our people, unions and associations on the draft policy.
- 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 Sub-Group on the revised policy and approval from our positive workplace culture executive leadership panel to launch the policy.
- launched the policy on 7 August 2020.
- committed to develop a stand-alone policy to address sexual harm.
- developed an implementation plan to embed the policy in our activities across the organisation.

#### What we'll do next

- roll out an implementation plan as part of our Learning and Development Framework, so our people are aware of the resources and training available.
- develop a set of How-Do-I Guides that support the policy to address bullying, harassment and victimisation so our people know what to do if they're affected by unwanted behaviour and/or are supporting someone.
- develop a stand-alone policy to address sexual harm.
- review the Standards of Conduct Policy and Managing Misconduct Procedure.
- complete a 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.

#### How does this align with the 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 underway 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 will carry out communications and engagement with our people. It covers what and how we will communicate and the principles we will follow.
- 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, 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 the Public Service Commission's Model Standards.

### What's next

- continue to review and revise our three-year work plan to map the work underway across the organisation.
- continue to review our overarching communications and engagement strategy, developing individual plans for projects to ensure we reach our people at the right times through the right channels.

### How does this align with the Model Standards?



### Recommendations Mapping

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## Positive workplace culture across the organisation

Ngā Mahi Huhua



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

## Kaupapa Māori

### Māori outcomes

Hiwa-i-te-rangi (Māori Outcomes Programme) has focused on translating the 2019/20 implementation plan and moving towards detailed work planning.

We've continued to engage across Fire and Emergency to gain a greater understanding of work across functions, as well as mapping interdependencies. We've also developed our first detailed workplan, outlining the projects we'll deliver, with greater clarity around proposed achievements over the next two financial years.

We're seeking agreement on our approach to deliver six key projects within our programme:

- embedding kaupapa Māori into our Strategic Framework (organisation identity and values).
- addressing gaps in organisation policies.
- introducing tikanga Māori guidelines.
- addressing gaps in our workforce and capability development.
- strengthening internal and external support for the programme.
- building awareness and understanding around our commitment to Māori as tangata whenua.

Along with the development of our workplan, we've continued to engage and promote the programme and objectives of our commitment to Māori as tangata whenua. Key work to date has involved:

- engagement and collaboration with the stand-up and induction of Local Advisory Committees.
- collaborating on the design and delivery of embedding our organisation Values with a bicultural focus.
- support and engagement through the development of the Behaviour and Conduct Office.
- initiating engagement across the regions, running sessions in Ngā Tai ki te Puku and Te Ūpoko on our commitment statement and programme, and the importance of a values-based approach.

## Volunteerism principles

### Help and support for our volunteers

With our strategy in place, we have been developing frameworks and programmes to evaluate the strategy and bring it to life.

Our Volunteerism Principles – NGĀ MĀTĀPONO O TE TŪAOTANGA:

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 trust and respect.

To serve and strengthen volunteerism in communities, we will:

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

### Evaluation and accountability

The Volunteerism Strategy Monitoring and Evaluation framework has been finalised and we're now developing regular public reporting of the organisation's progress against the Strategy. Our Values are weaved throughout the volunteerism strategy work, contributing to a shared vision. In fact, *Better Together* is the volunteerism strategy's key theme.



## Value People

We're stepping up our recognition of the important role employers of volunteers and self-employed volunteers play in enabling all our volunteers to serve and support communities. We co-developed a Proud Employer mark for employers to display on their vehicles and workplaces, which was unveiled at Tawa Brigade in August by the Minister of Internal Affairs, Board Chair and Chief Executive. A national promotion campaign was launched in November, recognising the generosity and community spirit of employers and self-employed volunteers.

## Work together

The Volunteer Attraction project is underway and we're developing resources to assist brigades successfully attract and recruit sufficient numbers of volunteers, ensuring the right mix of skills and attributes to meet the risk profile and emerging needs of our communities.

## Safety, health and wellbeing

The past six months have seen significant progress in our ongoing work, coupled with urgent responses to COVID-19.

We played a key role in assisting to provide policy, process and procedures for Fire and Emergency's response to COVID-19, in particular:

- supported welfare and liaising with EAP providers to allow for continuing care over the stressful period.
- facilitated risk assessment regarding COVID-19 and consideration of appropriate safety measures.
- assisted to prepare safe return to work protocols as alert levels changed.
- developed communications and information pages to support personnel.
- implemented the 2020 flu vaccination campaign, which was challenging during COVID-19 restrictions, but the significant increase in uptake was encouraging.

We have also continued to advance aspects of the Safety, Health and Wellbeing strategy, including:

- continued delivery of Psychological Wellbeing Workshops, with 1,991 personnel attending as of 30 June 2020.
- completed a review of the organisation's Critical Risks. Recommendations from the review highlighted the need to focus on a phased process to consider each risk, and establish and embed critical risk controls.
- continued our review of the Level 2 Investigation process. We aim to embed process improvements by the end of the calendar year.

## Ongoing work

- continued developing safer management practices for engaging contractors through the supply chain stages, and where there are overlapping duties while working on stations, or through operational response.
- continued developing Health Standards for all our personnel.





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

## Afi Pasefika

### Afi Pasefika supports injured firefighter

The Afi Pasefika firefighters' network was formed in 2003 and has grown steadily in strength and support from year to year, with over 80 members in Fire and Emergency. All that unity and goodwill was put into action this year to help a seriously injured firefighter from American Samoa, during his rehabilitation in New Zealand.

Tinei Fonoigafo (Tai) was involved in a tragic fire truck road accident in January, where two of his colleagues were sadly killed. Tai survived with serious spinal injuries and was airlifted to Burwood Spinal Unit in Christchurch. As soon as the Afi Pasefika team were made aware of Tai's plight they mobilised support in Christchurch and with their members around the country.

Members and their families visited Tai regularly, bringing him clothing, familiar island food and heartfelt moral support. The New Zealand Professional Firefighters' Union (NZPFU) also gave generously, providing Tai with a phone and tablet.

With incredibly hard work through strengthening exercises in the gymnasium and pool, Tai was able to stand for short periods by August. He had to retrain his mind, muscles and whole body in order to complete even simple movements, but his determination saw him make incredible progress.

At the end of September, he was transferred to a hospital in Auckland where he was welcomed by the Auckland Afi Pasefika group. Before he flew to the USA to continue his rehabilitation with his brother in Seattle, the group held a dinner for him at the Remuera Fire Station and gave him a meaalofa, raised from funds donated by members.

Tai was extremely grateful to Afi Pasefika, the NZPFU and everyone in Fire and Emergency who generously helped him in so many thoughtful ways. Afi Pasefika was created to form closer connections with our Pasefika communities and the kind, caring support for one of our own, away from home, was an important example of why Afi Pasefika is so important in our organisation.

### Update on Key achievements

- Afi Pasefika Auckland Fono taking place in November
- Five new firefighters with Pasefika connections completed their recruits' course just before COVID-19. The top recruit from the last recruits' course was Donald Tony, also has Pasefika connections.
- Fire and Emergency winter campaign and fire safety messaging was provided in Tongan and Samoan on Pacific radio.
- Unfortunately, several significant national events were cancelled due to COVID-19, but we will look to engage in relevant upcoming events throughout 2021. Afi Pasefika continued to engage with Pasefika communities during COVID-19 through social media and networking.

## 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.

A key function of the network is to ensure women are supported and connected to overcome barriers our women often encounter in the workplace. Over the period since the last report the Women's Network has supported leaders across the country have conversations about the **Code of Behaviour** on station, with brigades, and non-operational sites.

### Key achievements:

- continued growth of our National Women's Advisory Network (NWAC) and Regional Women's Advisory Network (RWAN) in each of the five regions.
- actively engaged and collaborated with Regional Leadership Teams (RLT) in each of the five regions and regularly attended RLT meetings.
- actively engaged with the BCO online walkthrough.
- supported the Crew Conversations pilot. Even with COVID-19 restrictions, the pilot was able to adapt by delivering the facilitated sessions virtually.
- connected virtually with more regular meetings and updates via Teams during COVID-19 restrictions.
- drafted the Pregnancy and Operational Fire Fighting Policy. The guidelines support the Pregnancy and Operational Fire Fighting Policy and will help people in our organisation navigate the challenges of taking parental leave.
- connected and collaborated with our external agencies (New Zealand Defence Force, New Zealand Police and Women and Firefighting Australasia).





## Case study

### Rachael Utumapu: Staying connected over COVID-19 and beyond

Women in Fire and Emergency (WFENZ) brings women together to share ideas and experiences. In early March, National Advisor of Women's Development, Soncerei Hemingway, sent out a survey to the members' Facebook group and it triggered an unexpected response.

The survey asked members to answer a number of questions on the support and engagement they'd like to see from WFENZ. As a response incentive Soncerei promised that Rachael Utumapu, National Manager Women's Development would do a burpee for each reply received. This was news to Rachael.

"With 344 responses this lovely surprise was a bit of a challenge!" said Rachael.

She leapt into the spirit of it and during Level 4 lockdown made a number of videos doing 25 burpees at a time, each with a theme to make it more fun. The response was immediate.

"Our private Facebook group came alive with loads of people sharing their own workout routines and other ways of dealing with COVID-19. It became a place of positive support and a focus of genuine, practical advice and connection."

The survey response also showed an overwhelming request for training in fire science. WFENZ worked with

Peter Wilding, Manager Fire Investigation and Arson Reduction to include WFENZ members in an online fire science training module for Fire Risk Management Officers.

"It was great to be able to respond quickly with such an important training opportunity, that came from a direct request from our members. Our Facebook group has really found its reason for being now. It's become a go to for people to request things like rides to training, to ask questions, offer advice or post things that just put a smile on our faces. It's a positive, respectful forum that our members are now using all the time.

"All our members are hugely focused on their roles within the organisation and want to support each other, as well as accessing support from Fire and Emergency. This has proved a perfect way to facilitate that. The results of that initial survey and my surprise physical workout over lockdown went way beyond what we imagined. I might not have quite completed the full 344 burpees, but it helped trigger something much more important," said Rachael.



# Our journey to creating a positive workplace culture

Here are a few key milestones that have contributed to creating a Fire and Emergency where everyone feels safe, welcome and included. For more information on these milestones, visit [positiveworkplace.fireandemergency.nz](https://positiveworkplace.fireandemergency.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 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 workshop.

## 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 complaints process.
- Regional culture hui took place in Te Ihu.
- International Women's Day.
- Wellington Pride Parade.

## April 2020

- 12-month progress report released.

## May 2020

- Behaviour and Conduct Office online survey commenced.
- Online hui took place to scope the culture champions network.

## June 2020

- Behaviour and Conduct Office online survey closed.
- 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.
- Review and update of support information on external and internal webpages for those affected by sexual harm



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## Measuring success

### 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	<span style="color: green;">●</span>	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	<span style="color: green;">●</span>	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	<span style="color: orange;">●</span>	Our Shared <b>Code of Behaviour</b> was launched in August 2020. The Code of Behaviour was developed in conjunction with our people and unions and associations, however, it has not been endorsed by NZPFU.
4	FENZ acknowledges and systematically addresses the barriers to reporting bullying and harassment	<span style="color: green;">●</span>	The establishment of a Behaviour and Conduct Office, which has been providing oversight and coordination of complaints of bullying and harassment since March 2020. A dedicated project team has been established to develop a long-term solution for managing complaints. We are on track to consult with our people and unions and associations on the future permanent complaints process. To engage and seek feedback from our people on reporting bullying and harassment, an online module on a proposed culture champions network has been delivered.
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	<span style="color: green;">●</span>	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	<span style="color: green;">●</span>	A review of Fire and Emergency's critical risks has been completed. Implementation of the review is underway focussing 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	<span style="color: green;">●</span>	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, a proposed culture champions network, and a demonstration of the Police wellness hub have been delivered. 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.	<span style="color: green;">●</span>	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, and 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	<span style="color: green;">●</span>	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 one review by an independent evaluation provider, development of the benefits management framework, publication of the Positive Workplace Culture 6-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	<span style="color: green;">●</span>	A project plan for the review of the current Fire and Emergency Standards of Conduct Policy and Managing Alleged Misconduct Procedure has been approved. Workshops are being designed to seek feedback from stakeholder groups on the draft concept designs for the revised Standards Policy and Misconduct Procedure.
11	The 'How Do I' guides are reviewed for effectiveness to ensure they meet the needs of all FENZ personnel	<span style="color: green;">●</span>	Initial drafts of five 'How Do I' guides to support the Policy to address bullying, harassment and victimisation have been developed and revised using feedback from internal teams and groups. Additional feedback is being sought ahead of design and sign-off.
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	<span style="color: green;">●</span>	Policies and Procedures template forms will be reviewed and revised as required by the deliverables.
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	<span style="color: green;">●</span>	Initial drafts of five 'How Do I' guides to support the Policy to address bullying, harassment and victimisation have been developed and revised using feedback from internal teams and groups. Additional feedback is being sought ahead of design and sign-off.
14	A common set of procedures and practices for receiving and managing complaints of bullying and harassment is formulated and implemented without delay	<span style="color: green;">●</span>	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. A dedicated project team has been established to develop a long-term solution for managing complaints. We are on track to consult with our people and unions and associations on the future permanent complaints process.
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	<span style="color: green;">●</span>	Work is progressing on developing service level agreements for the complaints process, which includes timeframes and deadlines that are appropriate.

## Key

- On track
- At risk
- Complete

Ref	Recommendation	Status	Overview
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	<span style="color: green;">●</span>	Awareness-raising sessions were held in 2019. Specific training on complaint management and the restorative process for complaints related to sexual harm is planned. A draft Leadership Development Framework has been endorsed by the executive leadership team, with next steps to engage and consult the wider organisation.
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	<span style="color: green;">●</span>	The proposed scope and functions of the Behaviour and Conduct Office includes a structure for designing and delivering training. A draft Leadership Development Framework has been endorsed by the executive leadership team, with next steps to engage and consult the wider organisation.
18	FENZ provides adequate resources and support to collect and manage all data relating to bullying and harassment	<span style="color: green;">●</span>	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	<span style="color: green;">●</span>	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	<span style="color: orange;">●</span>	The exit survey provider has been changed to ensure consistency with other organisational surveys. Training and education is required for the exit interview process and some delays were experienced with data availability due to capacity, however the work to address this recommendation is expected to be back on track by year end with the establishment of the new People branch structure.
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	<span style="color: green;">●</span>	The proposed scope and functions of the Behaviour and Conduct Office and the proposed structure of the Behaviour and Conduct Office in conjunction with People branch are due to be consulted on. Work is underway within the new People branch structure to align activities.
22	The positive initiatives to improve the FENZ workplace culture that have commenced continue to be resourced and advanced	<span style="color: green;">●</span>	The Respect and Inclusion Taskforce and Respect and Inclusion Taskforce Subgroups meet regularly to contribute to the work programme. The People branch structure has been established.
23	FENZ commits all necessary resources and effort into completing and implementing the Values project without delay	<span style="color: orange;">●</span>	Work to progress this recommendation has been impacted due to delays associated with the establishment of the new People branch structure, however this work is expected to be back on track by year end. 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.




## Key




- On track
- At risk
- Complete

Ref	Recommendation	Status	Overview
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	<span style="color: blue;">●</span>	Our Shared <b>Code of Behaviour</b> 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 and 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	<span style="color: blue;">●</span>	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	<span style="color: orange;">●</span>	An implementation plan for our Shared Code of Behaviour has been developed, with plans for the Code to be built into our job descriptions, induction processes and training. Aspects of the work to progress this recommendation have been impacted due to delays associated with the establishment of the new People branch structure and project prioritisation, however this work is expected to be back on track by year end. A draft Leadership Development Framework has been endorsed by the executive leadership team, with next steps to engage and consult the wider organisation.
27	FENZ ensures that its performance management system includes adherence to values and a code of behaviour as one of the performance indicators	<span style="color: orange;">●</span>	Work to progress this recommendation has been impacted due to delays associated with the establishment of the People branch structure and project prioritisation, however this work is expected to be back on track by year end. A draft Leadership Development Framework has been endorsed by the executive leadership team, with next steps to engage and consult the wider organisation.
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	<span style="color: green;">●</span>	A draft outline of the proposed functions of the Behaviour and Conduct Office was developed with input and review from our people, including through an online survey. Consultation on the proposed scope and functions of the Behaviour and Conduct Office will take place later this year.
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	<span style="color: green;">●</span>	A national roll-out plan for the Respect and Inclusive Leadership Programme, which includes modules on bullying and harassment, has been developed with input from our leadership teams to ensure this works best for individuals and teams across Fire and Emergency. A draft Leadership Development Framework has been endorsed by the executive leadership team, with next steps to engage and consult the wider organisation.
30	Once the strategy is approved, it is implemented without delay	<span style="color: green;">●</span>	Work to commence once recommendation 29 is complete.



## Key

-  On track
-  At risk
-  Complete

Ref	Recommendation	Status	Overview
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		Implementation plans for the Policy to address bullying, harassment and victimisation and our Shared Code of Behaviour have been developed. Implementation plans for the Policy 'How Do I' Guides, the Standards of Conduct Policy and Managing Misconduct Procedure and the Policy to address sexual harm will be created once these policies and procedures have been developed.
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 underway to review and evaluate after 24 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. Phase one is underway and will identify opportunities for improving implementation and engagement with our people. Phase two evaluation will be conducted in 2022.



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# 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 is taking place in 2020 as a process evaluation to identify opportunities for improving implementation and engagement.
- 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 (the programme) to Fire and Emergency, we have developed a benefits realisation. It outlines:

- how benefits will be quantified and measured, including baselines, timeframes 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:

- 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).

This is a living document, and many of the initiatives are still in design and development stage, consequently the plan will be updated as the programme progresses. These benefits will be monitored regularly.



## OUR PURPOSE | KAUPAPA

Protecting and preserving lives, property and the environment.

Te whakamaru me te tiaki i ngā tāngata, rawa me te taiao.

## OUR VISION | MATAKITENGA

Stronger communities protecting what matters.

Ngā hapori kaha ake e whakamaru ana i ngā mea hira.

### WE DO THE RIGHT THING KIA TIKA



#### ABOVE THE LINE

- **LEAD** by example.
- **ENCOURAGE** and **SUPPORT** role model behaviours.
- Act and speak with **INTEGRITY**.
- Be **TRUSTWORTHY**.
- Take **RESPONSIBILITY** for your words and actions.



#### BELOW THE LINE

- **BREACHING** confidentiality or privacy.
- **UNLAWFUL** or **UNSAFE** behaviour.
- **ABUSE** of power or position.
- **UNDERMINING** others.



#### WHERE DOES MY BEHAVIOUR FIT?

- Do I speak up when I see harm?
- Do my actions match my words?
- Does my behaviour help build trust?
- Do I own my mistakes?

### WE ARE BETTER TOGETHER WHANAUNGATANGA



#### ABOVE THE LINE

- **ACKNOWLEDGE** our history.
- **CHAMPION** and **CELEBRATE** inclusion and diversity.
- **CONTRIBUTE** to a safe workplace.
- Treat everyone with **RESPECT, FAIRNESS** and **CARE** for the mana of all people.
- **EMPOWER** everyone to speak up when they see unacceptable behaviour.



#### BELOW THE LINE

- Behaviour which causes or has the potential to cause **HARM** – including bullying, harassment, victimisation or **UNWANTED** behaviour.



#### WHERE DOES MY BEHAVIOUR FIT?

- Am I demonstrating inclusive language/behaviour?
- Do I make the people around me feel valued for what they bring to the table?
- Do I appreciate and celebrate difference?
- Does everyone feel safe to be themselves around me?

### WE SERVE AND SUPPORT MANAAKITANGA



#### ABOVE THE LINE

- Our decisions and actions **STRENGTHEN** our organisation and our communities.
- Undertake our duties with **PROFESSIONALISM** and to the **BEST** of our abilities.
- **FOCUS** on the needs of our teams and communities.



#### BELOW THE LINE

- Behaviour or actions which **DAMAGE** the community's trust and confidence in Fire and Emergency.
- Behaviour or actions which **ERODE** trust and confidence we have in each other.



#### WHERE DOES MY BEHAVIOUR FIT?

- Am I representing myself, my team and the organisation well?
- Does this decision serve my team and community well?
- Do I work collaboratively with others to achieve positive outcomes?
- If I see team members performing well, do I recognise and celebrate this?

### WE STRIVE TO IMPROVE AUAHATANGA



#### ABOVE THE LINE

- **DRIVE** positive change.
- **ENCOURAGE** different ideas and viewpoints.
- **THINK** about the future and how my actions can positively influence it.
- **LISTEN** to others, **ASK** questions and **CONSIDER** different perspectives **IMPARTIALLY**.



#### BELOW THE LINE

- Behaviour which **SHUTS DOWN** or **DISCOURAGES** new ideas and differing viewpoints.



#### WHERE DOES MY BEHAVIOUR FIT?

- Am I open to new ideas?
- What can I learn from this?
- Do I understand the pros and cons?
- Have I considered alternatives?

## BEFORE YOU ACT, ASK YOURSELF IS WHAT I AM ABOUT TO SAY OR DO:

### TRUE

- Based on facts or direct observation?
- Is it opinion/rumour/gossip?
- Am I prepared to put my name behind this?

### GOOD

- Fair and reasonable?
- Is it lawful?
- Could this impact on Fire and Emergency's reputation?
- How would my behaviour align to our values?

### USEFUL

- Constructive and will it help?
- Is it necessary?
- How would the media respond?

The TGU (True, Good, Useful) Test is a great way to test our actions and decisions to see if they are above or below the line.

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# Support

## Ētahi Kōwhiringa Āwhina

### Bullying and harassment have no place at Fire and Emergency

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

You can contact the BCO by:

- Phoning **0800 470 951** (available Monday to Friday, 9am-5pm) or
- Emailing [bco@fireandemergency.nz](mailto:bco@fireandemergency.nz) or
- Completing the complaints and enquiry form on the Portal or at [fireandemergency.nz](http://fireandemergency.nz) and emailing it to [bco@fireandemergency.nz](mailto:bco@fireandemergency.nz)

### How to seek support

- **Contact Employee Assistance Programme** (open to everyone and their immediate families)
  - **EAP Services** on 0800 327 669
  - **Vitae Services** on 0508 664 981, [www.vitae.co.nz](http://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](mailto:membersupport@ufba.org.nz)
- **NZ Professional Firefighters Union (NZPFU)** members can call 04 568 4583 or email [wellington@nzpfu.org.nz](mailto:wellington@nzpfu.org.nz)
- **Public Service Association (PSA)** members can contact on 0508 367 772
- **Fire and Emergency Commanders Association (FECA)** members can visit [fireemergencycommanders.org.nz/contact-us/](http://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](mailto:rob.hands@Fireandemergency.nz)
- **The New Zealand Firefighters Welfare Society** – visit [firefighters.org.nz](http://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](http://safetotalk.nz)
- Contact Safe to Talk on 0800 044 334
- Available at any time, day or night, seven days a week.



[fireandemergency.nz](https://fireandemergency.nz)