

# Positive Workplace Culture Report

Building a Positive Workplace Culture



Six Month Progress Report  
April 2021

---

# Contents

## Ngā Ihirangi

Foreword .....	4	<b>Action plan – tracking progress on our eight priority areas:</b>	
Background .....	5	Living our values .....	9
Executive summary .....	6	Behaviour and conduct office .....	10
Case Study – New Programme Lead looks to add value in a meaningful way .....	8	Bullying and harassment complaint process .....	11
		Shared Code of Behaviour .....	13
		Case Study – New policy to address sexual harm under development .....	14
		Support for our people .....	15
		Leadership .....	16
		Case Study – National hui brings trainers together ..	17
		Policies and procedures .....	18
		Full programme and engagement plans .....	19



**Positive workplace culture across the organisation**

Hiwa-i-te-rangi . . . . . 22

Case Study – Te reo name for Rainbow network strengthen values . . . . . 23

Volunteerism principles . . . . . 24

Safety, health and wellbeing . . . . . 25

Afi Pasefika . . . . . 26

Women’s development . . . . . 26

Whiria te Tāngata | Rainbow Network . . . . . 27

**Our journey**

Roadmap across the organisation . . . . . 28

**Measuring success**

Recommendations Mapping . . . . . 30

Monitoring, Evaluation and Reporting Framework . . . 37

**Support**

. . . . . 38



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

---

# Foreword

## He Tīmatanga Kōrero



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

This is our fourth six-monthly report on the progress we're making to deliver our Positive Workplace Culture action plan. We developed the action plan to address all 33 recommendations in retired Judge Coral Shaw's independent review into our workplace policies, practices and procedures to address bullying and harassment. We're continuing to make good progress.

A particularly significant milestone this period (1 November 2020 to 30 April 2021) was finalising and announcing our decision to establish a permanent Behaviour and Conduct Office. This is a fundamental step in addressing bullying and harassment in our organisation. It gives us strong foundations on which we will continue to build a strong, values-based culture where we hold ourselves to account and call-out unwanted interpersonal behaviour when we see it.

The permanent Behaviour and Conduct Office, with its own dedicated employees, will be accountable for proactive standards and education to address the drivers of unwanted interpersonal behaviour as well as managing, investigating and resolving all complaints when those behaviours do arise.

This report also highlights the significant activity undertaken across the country on International Women's Day (IWD). For example, the opportunity for our National Women's Advisory Council to meet with our Minister, Hon. Jan Tinetti to discuss the challenges they face and opportunities for the future.

Looking ahead, a major focus for the next six-months will be making sure we have all the correct policies and procedures in place to appropriately address unwanted behaviour. We are continuing to embed our Code of Behaviour and our Policy to address bullying, harassment and victimisation. We are working on a draft stand-alone policy to address sexual harm and a review of the current Standards of Conduct policy and Managing Alleged Misconduct procedures.

I want to thank everyone who has provided input to these key pieces of work over the past six months. Your ongoing support and commitment are helping us to build an organisation where everyone is safe, welcome and included.

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

**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, all with different cultures and ways of doing things. As a new organisation and to better understand our culture, we made the choice to commission an independent review into our workplace policies, practices and procedures to address bullying and harassment at Fire and Emergency.

In January 2019 we publicly released the Independent Review of Fire & Emergency New Zealand's workplace policies, procedures and practices to address bullying and harassment, completed by retired Judge Coral Shaw, with the findings of the Review. It was confronting and highlighted a clear need for change to remove unwanted behaviour from our organisation, with 33 specific recommendations. In April 2019 we released our Action Plan detailing how we would address all recommendations, including the establishment of

a Behaviour and Conduct Office. This plan also made a commitment to publicly report on our progress every six months. At the same time, we released our values which reflect what we believe is core to who we are and the organisation we aspire to be.

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

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

**“Growing our people is one of our key strategic priorities...”** –Rhys Jones, Chief Executive

---

# Executive Summary

## Tuhinga Whakarāpopoto

**Key achievements: November 2020 – April 2021** – Since our last six-month report, we've continued planning and implementing many of our initiatives.

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

### Living our values

Our values reflect the organisation we're building. They form the basis of our behaviour related policies, processes and support systems. Our values are being brought to life by several parts of the organisation with a range of activities including annual regional 'celebrating success' events and values t-shirts for our people attending Pride, celebrating Whanaungatanga.

### Behaviour and Conduct Office

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

### Bullying and Harassment Complaints Process

Our bullying and harassment complaints process is administered by the Behaviour and Conduct Office. The high-level complaints process was included in the organisation-wide consultation on the permanent Behaviour and Conduct Office. We engaged widely to ensure the future complaints process is timely, transparent, trusted and fair. Detailed design work on the complaints process will begin as part of implementation of the permanent Behaviour and Conduct Office. Team members from Human Resources, Safety, Health and Wellbeing and the Behaviour and Conduct Office attended training delivered by RespectEd Aotearoa on dealing with disclosures of sexual harm, equipping them with skills to appropriately respond to enquiries and complaints of this nature.

### Shared Code of Behaviour

Our shared Code of Behaviour, launched in August 2020 gives further meaning to our Fire and Emergency values

by describing above the line (acceptable) or below the line (unacceptable) behaviour. It can be used as a quick reference to check behaviour against and is another tool we can use to stop unwanted behaviour. The Code of Behaviour will be central to processes and documents developed as part of the broader implementation of the permanent Behaviour and Conduct Office.

### Support for our People

In November 2020 we released three online modules to gain insights and feedback from our people on the current wellbeing and support channels and the proposed Ngā Kaihautū (culture champions network). The responses have been analysed, alongside the information gathered at our face to face workshops. Our next steps include engaging with our Safety, Health and Wellbeing team to shape how we improve our support channels and to create a plan to implement the recommendations.

### Leadership

In December 2020 we brought together 70 of our trainers and people leaders from around the regions for a two-day Respect and Inclusive Leadership hui. As a group, our trainers conduct the most sustained and widespread organisational interactions with our people. The attendees participated in the Respect workshop and modules from our Inclusive Leadership workshop and provided valuable feedback on the content.

### Policies and Procedures

We've developed a draft policy to address sexual harm in collaboration with external subject matter experts (these included RespectEd Aotearoa, New Zealand Police), to ensure this is based on best practice. We'll shortly be seeking feedback on this draft policy from our Respect and Inclusion Taskforce and Policies and Procedures subgroup before wider consultation. A review of the current Standards of Conduct policy and Managing Alleged Misconduct procedures is in progress. Four workshops with 50 people have taken place to seek input and feedback on the revised Standards of Conduct policy. Work is underway to review the Managing Alleged Misconduct procedures alongside the Human Resources and Employee Relations teams.

## Full Programme and Engagement Plans

The Positive Workplace Culture team is implementing a range of initiatives to continue addressing the 33 review recommendations. We're maintaining collaboration 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 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. Phase 1 is now complete and we'll use the considerations from the report 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 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 Independent Review of Fire and Emergency New Zealand's workplace policies, procedures and practices to address bullying and harassment, released in January 2019, highlighted a clear need for change to remove unwanted behaviour from our organisation, with 33 specific recommendations. To ensure the

recommendations are met within the three-year 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.



## Case study

### New Programme Lead looks to add value in a meaningful way

Danelle Whakatihi (Ngā Ruahine) has joined us as the new Programme Lead, Positive Workplace Culture. She brings a wealth of experience from her previous leadership role with the New Zealand Defence Force (NZDF), where she advised on and managed culture change linked to harmful behaviour.

At NZDF Danelle was part of a team that won the Diversity Works NZ Supreme Award for their sexual ethics and respectful relationships training and was also the NZDF representative on a NATO working group in London, exploring ways to prevent sexual violence in the military.

“That was an incredible experience, sitting with people from around the world, sharing insights and learning from each other and that’s exactly what I want to do now with Fire and Emergency– get out and meet people, listen and learn,” said Danelle.

In her first few weeks Danelle has been reviewing all the work done to date on our Positive Workplace Programme and her next step is to head out to the regions and talk with people on the ground.

“While I’ve worked with NZDF ‘fireys’, including Fire and Emergency firefighters, and have several firefighters in our wider whānau, there’s a lot I need to learn first-hand about what our people need to feel safe, respected and included,” she said.

Danelle said her focus is to deliver on the Positive Workplace Culture Programme recommendations in a tangible and meaningful way.

“It’s a strong passion of mine to add value in a way that’s useful. I’ll be working to understand the multiple needs in our organisation and finding bespoke solutions that make a difference. There’s been such a lot of great work done already and I’m really looking forward to building on that,” said Danelle.



---

# The Action Plan

## Te Mahere Tutuki Kaupapa

### Living our values

How we behave and what we believe in

#### What we set out to achieve

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

#### What we've done

- developed and launched the values:
  - We do the right thing – Kia tika
  - We serve and support – Manaakitanga
  - We are better together – Whanaungatanga
  - We strive to improve – Auahatanga
- included the values as part of our new position description template, transitioning to this new template as we recruit for new positions.
- continued to develop a values-embedding plan, with the creation of a cross-functional working group to drive planning and delivery. This project is closely aligned with Hiwa-i-te-rangi (Māori Outcomes programme) and Leadership Development.
- gathered ideas for embedding the values across the programme, including from the Respect and Inclusion Taskforce. Components of the plan will include incorporating Ngā Uara into our plans, policies, procedures, activities, communications, materials, resources and other aligned material.
- embedded the values throughout the course materials and resources in the Respect and Inclusive Leadership programme, through values-based activities using the Code of Behaviour.
- launched the shared Code of Behaviour, which is a key tool for embedding the values in our everyday behaviour.
- the values are a key feature of Induction for all new National Headquarters personnel and have been integrated in regional 'celebrating success' events.
- delivered training on the values and Code of Behaviour to our Finance and Business Operations branch and as part of the induction for the Service Delivery leaders based at National Headquarters.

#### What we'll do next

- formalise our cross-organisational approach to embedding the values.
- encourage all Fire and Emergency people to contribute to the initiative ("for the people, by the people") by:
  - seeking to capture, collate and review all existing values-based materials and collateral developed across the organisation.
  - creating a platform seeking new ideas for embedding the values.
- develop a communications and engagement plan to update the wider organisation on our plans and progress.
- continue to use existing initiatives to embed the values.

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



#### Recommendations Mapping



## 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.
- held a facilitated processes workshop, run by the Chair of Restorative Justice, Victoria University of Wellington for the BCO team.
- consulted with our organisation on the proposed scope and functions of the permanent BCO and announced decisions to our people.
- consulted with our People branch, Service Delivery Leadership Team and Regional Leadership Teams on the structure of the permanent BCO and announced decisions.

#### What we'll do next

- complete a Proactive Interventions Pilot, to provide facilitated conversations and workshops to support the resolution of issues within teams, brigades and stations.
- 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.

- consulted on the high-level complaints process for the future permanent Behaviour and Conduct Office.
- held a Dealing with Disclosures of Sexual Harm workshop, run by RespectEd Aotearoa, for staff in Human Resources, Safety, Health & Wellbeing and the Behaviour and Conduct Office.

### What we'll do next

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

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



### Recommendations Mapping



## 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.

## 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 Subgroup on the revised Code.
- launched the Code of Behaviour on 13 August 2020, together with a set of FAQs and a video to all our people.
- developed and started implementing a plan to embed the Code in our activities across the organisation.
- released a guide for leaders, and a 'conversation starter guide' to support our leaders to share the Code of Behaviour with their teams.
- engaged regularly with Leadership Teams on implementing the Code of Behaviour.
- started building the Code of Behaviour into our job descriptions, induction processes and training.

### What we'll do next

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

### 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 opposite or

**DOWNLOAD THE CODE**



## Case study

### New policy to address sexual harm under development

The Behaviour and Conduct Office (BCO) developed and launched a policy to address bullying, harassment and victimisation in August last year. During the external peer review process, subject matter specialists, RespectEd Aotearoa, recommended that a stand-alone policy to address sexual harm be developed to align with best practice. With the support of the Executive Leadership Team, a policy to address sexual harm has been drafted and is under review.

Brent Mikaera, (Interim Director, BCO) said it was an important addition to the policy development work being undertaken as part of the Positive Workplace Culture Programme.

“A separate and distinct policy is necessary to call out the specific behaviour and conduct that requires a specialised response in such a sensitive area,” he said.

RespectEd Aotearoa facilitated a training workshop in March this year with members from the BCO, Human Resources, and Safety, Health and Wellbeing. The workshop provided participants the practical skills and knowledge on how to respond to people who disclose sexual harm.

“It’s so important we safely speak to anyone who contacts us and that the process itself doesn’t cause any further harm. The workshop helped ensure that no matter who people might contact within Fire and Emergency, they’ll be consistently treated with the correct care and respect,” said Brent.

The BCO is continually working to improve its service when people contact them in cases of sexual or other harm, ensuring they share the correct information and support.

“If anyone has experienced harm or sexual harm, we ask they contact us immediately and we will give them the information, support and help they need going forward,” said Brent.

## 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, involving 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.
- chose to include the different types of support our people may need for complaints or disputes processes, legal, peer support and advocacy.
- held three full day workshops, with 20 participants each, in Te Ihu in March 2020, building on the findings of the national hui.
- designed three online modules to further progress the assessment of our support channels.
- appointed a dedicated project lead for the development of the culture champion network.
- held a working group digital hui in May to assist in scoping the culture champions network project.

- received approval from our positive workplace culture executive leadership panel on the approach for the culture champions network, allowing the development of a business case.
- reviewed and updated our website to ensure that links to specialist support services for people affected by sexual harm are available and visible.
- delivered three online modules, covering wellbeing and support channels, a proposed culture champions network, and a demonstration of the Police wellness hub.
- worked with an external agency to analyse feedback from our people and develop a set of recommendations to improve our support channels.

### What we'll do next

- engage with our Safety, Health and Wellbeing team to shape how we improve our support services.
- create an implementation plan based on the report recommendations to develop and enhance our support services.
- review and update the content on our external Positive Workplace website to ensure information on support channels and the permanent Behaviour and Conduct Office is easy to navigate and access.

### 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.
- evaluated the piloted workshops then developed a shorter, combined Respect and Inclusion workshop called "Respect" and a longer workshop called "Inclusive Leadership". The workshops clarify what inclusive leadership is and develop coaching skills to assist leaders in having courageous conversations with team members. They also share ways to support teams in creating a Team Plan, guiding respectful and inclusive behaviour within teams and the whole organisation.

- partnered with the New Zealand Professional Firefighters Union and specialist Safety, Health and Wellbeing provider Working Wise, to deliver a pilot "Crew conversations" initiative to all crews at five career or composite stations across the country, then completed an evaluation.
- delivered the new revised Inclusive Leadership workshop to our Executive Leadership Team in July 2020.
- delivered training on the values and Code of Behaviour to our Finance and Business Operations branch and as part of the induction for the Service Delivery leaders based at National Headquarters.
- held a two-day Respect and Inclusive Leadership hui for our Trainers and people leaders, where they participated in the Respect workshop and modules from our Inclusive Leadership workshop.
- revised our approach to learning and development in conjunction with the Leadership Development team.

### What we'll do next

- provide Respect workshops as part of the Behaviour and Conduct Office's Proactive Interventions Pilot.
- run Inclusive Leadership workshop modules to leaders based at our National Headquarters.
- develop and run a Bitesize Learning Pilot, which will consist of short (30 minute) learning packages for our people that will look to cover topics such as our Code of Behaviour, values and how to be an upstander.

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



#### Recommendations Mapping







## Case study

### National hui brings trainers together

It's been some time since we've been able to bring our trainers together from around the regions. The original Respect and Inclusive Leadership Hui for trainers had been set for April last year but was postponed due to COVID-19. There was relief and happiness, despite a difficult year, when 70 trainers and people leaders came together at the end of December to review proposed workshop content and share their feedback.

Meredith Gray-Greener, Team Leader for Training Quality said it was immensely valuable to bring the group together at last and share feedback on such a critical subject.

"Trainers are such powerful connectors to both our volunteer and career firefighters and their ability to share solid understanding around respect and inclusive leadership, while gathering feedback is vital to our work," said Meredith.

With the COVID-19 delay, the opportunity was taken to further pilot the proposed Respect and Inclusive Leadership workshop content and delivery format, with our trainers, a group of subject matter experts in adult education.

"Our trainers experienced the revised format and content and were generally very positive. They gave us several insightful recommendations we're now exploring," said Meredith.

One of the key recommendations from the hui was to use internal instead of external facilitators to conduct the workshops around the regions, due to their greater

understanding of the organisation and realities of various roles and responsibilities.

There was also a call to modularise workshop content to ensure it could be delivered consistently and accurately, considering the need for flexible formats due to time challenges and the complexity of our workforce.

As part of the feedback review, content areas such as dark humour and more potentially ambiguous examples of bullying and harassment are also being considered.

"The hui was such an important and safe opportunity for our trainers to come together and share ideas. We'll now continue working as transparently and broadly as possible to ensure we're developing content for our Respect and Inclusive Leadership workshops in a way that makes sense, is effective and considers all this valuable feedback.

"We'll also continue in-depth conversations with the networks and Workforce Capability to determine the best way to model a respectful and inclusive culture for all our people at Fire and Emergency."

## Policies and procedures

The right guidelines for the right job

### What we set out to achieve

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

### What we've done

- determined the need for a policy to address bullying, harassment and victimisation based on the independent review recommendations.
- confirmed support from our unions and associations and approval from our positive workplace culture executive leadership panel to develop a robust policy.
- developed a draft policy to address bullying, harassment and victimisation in collaboration with our Respect and Inclusion Taskforce, subject matter experts and our Policies and Procedures Subgroup, with full union and association representation.
- revised our policy to address bullying, harassment and victimisation using the consultation feedback from our people, unions and associations.
- received endorsement from our Respect and Inclusion Taskforce, and Policies and Procedures subgroup on the revised policy and approval from our positive workplace culture executive leadership panel to launch the policy.
- launched the policy to address bullying, harassment and victimisation on 7 August 2020.
- developed an implementation plan to embed the policy in our activities across the organisation.
- developed a draft policy to address sexual harm with external experts to ensure this policy is based on best practice.
- developed draft How-Do-I guides to support our policies to address bullying, harassment and victimisation, and sexual harm.

- reviewed our current Standards of Conduct policy and Managing Alleged Misconduct procedures.
- held workshops with our people to seek their input on our new Standards of Conduct policy.
- worked with our HR and ER teams to revise our Managing Alleged Misconduct procedures.

### What we'll do next

- hold further workshops with our people to seek feedback on the Standards of Conduct policy.
- seek feedback from our Respect and Inclusion Taskforce and Policies and Procedures Subgroup on our draft policy to address sexual harm, How-Do-I guides, Standards of Conduct policy and Managing Alleged Misconduct procedures.
- develop our communications, engagement and consultation plans for our policies and procedures, then seek feedback from our people and unions and associations.
- once our internal reviews are complete, seek feedback on our policies and procedures from our people and unions and associations via the formal consultation process.
- identify what other 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'll carry out communications and engagement with our people and the principles we'll follow.
- completed full analysis of the recommendations and mapped out the work already under way that will contribute to the desired outcomes.
- scoped, planned and designed the majority of our projects and initiatives.
- developed an evaluation framework to enable us to monitor and measure our success.
- identified the resources and services we need to deliver the programme's projects and initiatives.
- planned how we'll productively and meaningfully engage our people across the various projects and initiatives, and how we'll work with our unions, associations, sector partners and communities.
- collaborated with our people, including our unions, associations, Afi Pasefika, Pou Herenga Māori, WFENZ, Rainbow Network and the Respect and Inclusion Taskforce with scoping, designing and testing initiatives that work for everyone. As we received feedback, we changed our approach, ensuring our focus is always on what our people want and need.

- aligned our projects and initiatives to the Public Service Commission's Model Standards.

### What's next

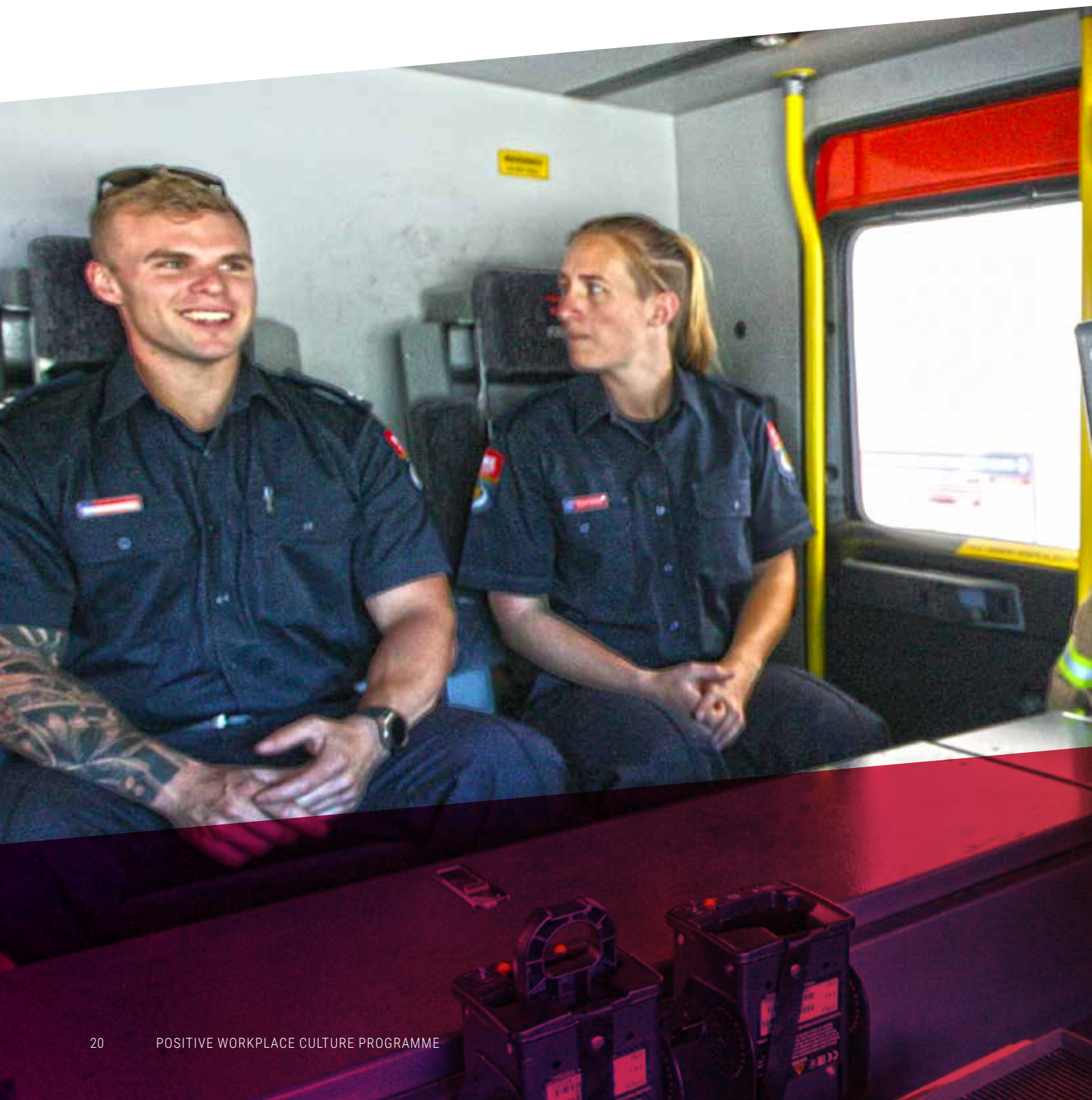
- continue to review and revise our three-year work plan to map the work underway across the organisation.
- continue to review our overarching communications and engagement strategy, developing individual project plans to ensure we reach our people at the right times through the right channels.
- revise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

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



### Recommendations Mapping

8 9 33



---

## Positive workplace culture across the organisation

Ngā Mahi Huhua



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

## Hiwa-i-te-rangi

### Māori Outcomes Programme

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

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

Hiwa-i-te-rangi is a three-year programme designed to improve the way we serve Māori.

Following our commitment in 2018 to work with Māori as tangata whenua, and research highlighting that Māori are disproportionately affected by fires, we have a responsibility to serve Māori communities better.

To achieve this, Hiwa-i-te-rangi aims to:

- **Build** organisational and individual capabilities to engage with iwi and Māori in culturally appropriate ways.
- **Strengthen** relationships that enable us to engage with iwi and Māori in the design of our services, and our supporting policy and practice.

Through this mahi we're able to improve our service to Māori communities by increasing their equity in relation to harm from unwanted fire and other emergencies.

Key work from the last six months includes:

- Conducting research into our people's awareness and comfort levels of Hiwa-i-te-rangi and our commitment to Māori as tangata whenua. This information helps build a baseline for the cultural competency framework to build on.
- The on-going development of introductory guides to Kaupapa Māori for Fire and Emergency and a supporting online module, to help prepare our people for when the competency framework launches.
- Development of an illustration for the Hiwa-i-te-rangi roadmap to communicate to our people what the programme aims to achieve. The narration of an animated version is underway.
- We are finalising the plan to officially launch the programme to the organisation in conjunction with Matariki, 2021.



## Case Study

### Te reo name for Rainbow network strengthen values

Fire and Emergency's Rainbow Network first came together in March 2020 with the Wellington Pride festival. In December the network reached out to Isaia Piho, Project Manager for Hiwa-i-te-rangi, to explore a fitting name in te reo Māori – and a very special journey was set in motion.

Niamh Mc Namara is the Volunteer Learning Advisor, a volunteer firefighter and leads the Rainbow Network. Living in Featherston but originally from Ireland, she wasn't sure about the protocols around developing and gifting a name in te reo Māori.

"The network strives to be as inclusive as possible, a place where people from all walks of life will feel welcomed. We recognised that a te reo Māori name for our network is a small gesture that allows us to signal our commitment to Māori as tangata whenua and also, hopefully, let people know that we recognise and embrace the rich cultural diversity within our rainbow communities as well as our wider Fire and Emergency whānau."

"I had a great conversation with Isaia about what we were doing and how we could work together. He suggested we start by exploring the organisation's values, which we did with two incredible workshops via Teams," said Niamh.

Isaia wanted to ensure the network's name was not simply a Māori translation of 'Rainbow Network'.

"I wanted to understand what members of the network valued, the strengths they tapped into and how we could best express that.

"We talked about the deeper meanings behind the Māori words and concepts. The kōrero that inspired was so honest and generous and I felt humbled at the openness of everyone involved," said Isaia.

The experience was similar for Niamh.

"Isaia created a safe place where people opened up and spoke passionately about their experiences and how we could meaningfully live the values," she said.

A strong theme of the kōrero was around supporting each other, finding strength in the network, and creating a place of safety.

"What the group described was like a net, a harakeke of woven flax leaves – strong and connected. That idea inspired the Rainbow network's Māori name, which is also a whakataukī, a proverb," said Isaia.

The new Māori name, developed through the workshops, is Whiria te Tāngata, weave the people together.

"We wanted an expression that reflected our goal of making Fire and Emergency a safe and welcoming place, where people can be their genuine selves. When Isaia shared the name, we instantly embraced it," said Niamh.

"I'd never heard our values expressed so powerfully before. If any other networks have the chance to do a workshop with Hiwa-i-te-rangi I would highly recommend it. It's a thoughtful, relatable way to unpack the values and bring everyone together.

"Whiria te Tāngata is about connecting multiple strands within the rainbow community and also with our whānau, our friends and allies. To create a place where we can talk safely and openly about sexuality, gender identity and expression, and sex characteristics – and I hope anyone at Fire and Emergency, within the community or not, feels welcome to be a part of the network," said Niamh.

## Volunteerism principles

Help and support for our volunteers

### Public release of the first Volunteerism 6 monthly report in December 2020

We released our first progress report against the Volunteerism Strategy in December 2020. This is a significant milestone as it provides a baseline from which we can monitor, report, further explore and then act upon. As we track our volunteers and volunteer supporting activities over time, we expect to capture workforce trends, create new and more nuanced data-driven insights, and be able to improve our volunteerism evidence base for organisational decision-making.

Key components of the Volunteerism Strategy are the volunteerism outcome areas and principles. While the volunteerism outcome areas show us **what** we are striving to achieve, the volunteerism principles guide us on **how** to achieve them. Outcome areas link closely to positive workplace culture objectives for example:

- Improving leadership and management and organisational commitment to volunteers
- Volunteer support and development and volunteer recognition

The Volunteerism report is available on the Portal (Link: <https://portal.fireandemergency.nz/documents/volunteerism-strategy-six-month-progress-report/>)

### Weaving volunteer perspectives into decision making

The Volunteer Touchstone Group was piloted in March 2021. The purpose of this group is to pilot a way to enable inclusion of the volunteerism principle: *to involve volunteer perspectives in decision making*.

In total, 45 volunteers across the country were invited to take part in the pilot. The initial focus was on how Fire and Emergency recognises volunteers and their contribution. The results of the pilot are currently being written up.

The Volunteer Touchstone Group complements our other methods of volunteer intelligence gathering and consultation.

### Volunteer and employer recognition

The employer promotion scheme builds on the important link between Fire and Emergency, volunteers and their employers. It provides employers of volunteers, including self-employed volunteers, with a 'mark' that can be displayed to identify themselves as employers of volunteers. The second round of advertising to raise awareness of the mark was completed in March.

### Volunteer support

A redesign of the policy around financial support for volunteers attending training courses has been well received with an 80% uptake rate by volunteers. The support is designed to help volunteers and their families manage the extra costs that families incur as a result of attending an approved Fire and Emergency training course.



## Safety, health and wellbeing

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

The Safety, Health and Wellbeing Manual has also been reviewed, the Safety, Health and Wellbeing Governance Reporting Framework implemented, and the Safe@Work reporting system evaluated.

Following COVID-19 restrictions in 2020, delivery of Psychological Wellbeing Workshops recommenced, and a second facilitator has been employed. As of 31 March, there had been 97 workshops delivered to 1,391 attendees.

Implementation of the amended Level 2 investigation process is now complete, and the Executive Leadership Team approved the new process in November 2020. The implementation included presentation/training on the process to Regional Leadership teams, assessors and key stakeholders, updating of the documented process within the Safety, Health and Wellbeing Manual, and Safe@Work system changes. A review of this process will be completed every two years or earlier in the event of significant change.

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

## Afi Pasefika

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.

The annual Auckland Afi Pasefika fono took place in November 2020. It was agreed at the fono to restructure the leadership group and workstreams to enable Afi Pasefika to be recognised for its contribution to and support of recruitment and peer support activities, alongside the role the network plays in fire risk management.

Over the weekend of 10-11 April, the Pasifika Festival 2021 took place at Auckland's Mt Smart Stadium. Fire and Emergency ran a stall at the event providing a great opportunity for community engagement.

Onsite support was provided in shifts by appliances from Onehunga, Otahuhu, Remuera and Ellerslie, along with the kitchen fire display unit and the virtual reality tools. Festival attendees were also able to watch the latest home fire safety messages which have been translated into Samoan, Tongan and Fijian. As an established Fire and Emergency support network, Afi Pasefika firefighters enable the translation of key

emergency messages into Pacific languages for our communities in the pre-incident and reduction space as well as bridging cultural nuances in the incident response and post-incident or recovery space. It is not lost on Afi Pasefika firefighter members that we are fortunate to participate and celebrate our identity here in NZ when many globally don't have that luxury due to COVID-19.

There have been four recipients of the 2020/21 Pacific Islands Languages Grant. The grant is an initiative to help Fire and Emergency's overall service delivery capability to the community and to benefit the personal development of the recipients. The grants assist our people to learn or undertake study in any Pacific Islands language or languages. Our 2020/21 recipients have chosen to study the following:

- introduction to Lea Faka Tonga – Identity, Language and Culture.
- Fa'amatai Intermediate
- Tongan 101
- Tongan Language and Culture
- Samoan Fa'amatai Oratory

## Women's development

It's been a busy year for Women in Fire and Emergency (WFENZ) with plenty of activity and important milestones achieved, helping us ensure all women across Fire and Emergency feel safe, connected and included.

### International Women's Day video conferences

- Raewyn Bleakley, Deputy Chief Executive of Office of the Chief Executive, hosted two video conferences alongside Rachael Utumapu, Manager Women's Development, and a panel of some of our incredible operational wāhine. This was the first time an online event of this type had been held, with huge support from people all around the country tuning in. Participants shared their experiences, challenges, improvements that had been made, and ideas to better support and empower our women to succeed.
- There were several local events and gatherings held in brigades around the county to celebrate and acknowledge all the women in Fire and Emergency roles and those who support them to succeed.

The National Women's Advisory Committee (NWAC) met in March, with Minister of Internal Affairs Hon. Jan Tinetti who is also Minister for Women. They spoke about the challenges faced by women in Fire and Emergency and the work being done to support our wāhine.

### Women in Fire and Emergency NZ network

We have set up Women in Fire and Emergency NZ (WFENZ) networks throughout the country. This network continues to thrive and works to promote and facilitate the participation and success of women within our organisation, as well as to advocate for an inclusive and diverse organisation.

As result we are seeing a positive shift in how people are engaging and supporting women across the organisation. An example of this is our regional networks are co-hosting with the Regional Managers sessions on skills development and wellbeing.

We are also currently finalising Pregnancy and Operational Fire Fighting guidelines for release prior to 30 June 2021, this will help our people navigate the challenges of taking parental leave.

## Whiria te Tāngata | Rainbow Network

Whiria te Tāngata, Fire and Emergency's Rainbow Network is a network for all our people - anyone who identifies as SOGIESC and as an ally. At the Wellington Pride 2020, a group of like minded individuals from across the country and throughout the organisation came together to discuss the proposition of a network for our rainbow communities. Since then we've been working with other internal networks, rainbow staff and allies to bring the network together more formally.

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

### Key achievements

- participated in BCO surveys and evidence collection.
- connected and collaborated with external agencies through membership of the Cross- Agency Rainbow Network (CARN) (including NZDF and Police).
- organised Fire and Emergency presence in Wellington and Auckland Pride Festivals for the past four years.
- represented Fire and Emergency at the CARN Conference in Wellington 2021, which had representation from across the Public Services.
- active members of Fire and Emergency's Respect and Inclusion Taskforce.
- helped to develop the interim guidelines for event-specific uniform items.

### What's planned:

- publishing an internal portal webpage with information about the network, who we are, what we do, how to get in touch and how to become involved.
- reaching out to our staff to ask what our Fire and Emergency rainbow communities and allies would want from the network.
- establishing a governance committee and engaging more directly with our unions and associations.
- building networking opportunities for rainbow staff, allies and their whānau.

# 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://www.fireandemergency.nz/positive-workplace)

## 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

- First 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.
- Wellington Pride Parade.

## April 2020

- Second six-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.

## October 2020

- Third six-month progress report released.

## November 2020

- Online support channels stocktake modules released.
- Engagement with key stakeholder groups on the revised Standards of Conduct policy commenced.

## December 2020

- Organisation-wide consultation commenced on the proposed scope and functions of the permanent Behaviour and Conduct Office.
- Two-day Respect and Inclusive Leadership Trainers hui.

## January 2021

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

## February 2021

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

## March 2021

- International Women's Day video conferences hosted.
- Dealing with disclosures of sexual harm workshop delivered by RespectEd Aotearoa.
- Facilitated Processes workshop delivered by Chair of Restorative Justice, Victoria University of Wellington.
- Phase 1 independent evaluation report finalised.

## April 2021

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



---

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

## Key

 On track

 At risk

 Complete

Ref	Recommendation	Status	Overview
9	The work undertaken to address bullying and harassment is subject to regular monitoring and review of the effectiveness of the actions and controls, including at a governance level and with the engagement of all unions and associations.		Monitoring and review of the work undertaken to address bullying and harassment is taking place via the following channels: monthly reporting by the Interim Director, Behaviour and Conduct Office to the Positive Workplace Culture governance group, phase 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.		Engagement workshops are underway to seek feedback from stakeholder groups on the draft concept designs for the revised Standards of Conduct policy and Managing Alleged Misconduct procedures.
11	The 'How Do I' guides are reviewed for effectiveness to ensure they meet the needs of all FENZ personnel.		Five 'How Do I' guides to support the Policy to address bullying, harassment and victimisation have been drafted and revised using feedback from internal teams and groups. Further guides will be developed as part of the development of other policies and procedures.
12	Once the review has been completed and a more coherent system of bullying and harassment policies and procedures is put in place, the template forms are amended to reflect the suggested processes and FENZ values, to ensure consistency in approach and consistency in the message received from FENZ management.		Policies and Procedures template forms will be reviewed and revised alongside the development and revision of the; Policy to address Sexual Harm, Standards of Conduct policy, Managing Alleged Misconduct procedures, Behaviour and Conduct Office Complaints Process.
13	If the 'How Do I' guides remain in use, they need to be updated to ensure they are comprehensive to enable the reader to be fully informed about the options open to them, and that any relevant information is readily accessible when the relevant 'How Do I' guide is consulted.		Five 'How Do I' guides to support the Policy to address bullying, harassment and victimisation have been drafted and revised using feedback from internal teams and groups. Further guides will be developed as part of the development of other policies and procedures.
14	A common set of procedures and practices for receiving and managing complaints of bullying and harassment is formulated and implemented without delay.		The interim complaints process was established in April 2019 and initially coordinated through an external provider, Humankind. Since March 2020 this process has been coordinated internally by the Behaviour and Conduct Office. A dedicated project team is developing a long-term solution for managing complaints. Organisation-wide consultation on the proposed scope and functions of the permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021.










## Key

 On track

 At risk

 Complete







Ref	Recommendation	Status	Overview
15	The practices and procedures for receiving and managing complaints of bullying and harassment include deadlines by which both targets and accused are regularly advised of the progress of the complaint and the outcome of any investigation.		Work is progressing on improving current processes and developing service level agreements for the complaints process, which include timeframes and deadlines that are appropriate.
16	All persons who are charged with receiving and resolving complaints of bullying and harassment receive adequate education and training in the definition and awareness of the dynamics that drive and support this behaviour.		Initial awareness-raising sessions were held in 2019. Specialist training on complaint management and the restorative process for complaints related to bullying and sexual harm was provided to practitioners in March 2021. Further training will also be provided as part of implementing the permanent Behaviour and Conduct Office and associated policies and procedures. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
17	All persons who have responsibility for receiving and resolving complaints of bullying and harassment receive adequate education or training in the delivery of the new procedures and practices.		Training will be provided as part of implementing the permanent Behaviour and Conduct Office. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
18	FENZ provides adequate resources and support to collect and manage all data relating to bullying and harassment.		Data is collected from multiple sources including the annual People Survey and the exit survey, which include specific questions relating to bullying and harassment, the Behaviour and Conduct Office telephone line and email and Human Resources team members. A register has been implemented for the interim complaints process. A complaints management solution is being developed in conjunction with Fire and Emergency's ICT team.
19	FENZ develops and implements a system of capturing and recording all issues, complaints, grievances and/or disputes regarding bullying and harassment.		A register has been implemented for the interim complaints process. A complaints management solution is being developed in conjunction with Fire and Emergency's ICT team.
20	FENZ develops and implements a process for systematically conducting exit interviews wherever possible for personnel leaving the organisation.		With the new People branch structure now in place, the exit interview and survey process project work is a priority. A new survey provider has been engaged, to provide consistency with data collected from the annual People Surveys. Exit surveys issued to leavers offer the opportunity for an exit interview to be arranged. Training and education will be developed for those conducting exit interviews.
21	Roles of the Human Resources team, the Employment Relations Team and the Health, Safety and Wellbeing team in managing issues and complaints of bullying and harassment are reviewed and rationalised in the light of the other recommendations this report.		Joint consultation on the People branch region functions and the permanent Behaviour and Conduct Office began on 3 December 2020 and closed on 28 January 2021.

## Key

 On track

 At risk

 Complete







Ref	Recommendation	Status	Overview
22	The positive initiatives to improve the FENZ workplace culture that have commenced continue to be resourced and advanced.		The Respect and Inclusion Taskforce and Respect and Inclusion Taskforce Subgroups meet regularly to contribute to the initiatives relating to developing a positive workplace culture both within and outside of the work programme.
23	FENZ commits all necessary resources and effort into completing and implementing the Values project without delay.		With the new People branch structure in place, the values project work is a priority. A high-level cross-organisational approach to embedding the values has been approved, which included the Terms of Reference for a cross-organisational working group. Opportunities for embedding the values have been identified for assessment by the working group. In addition, values have been included in a wide range of regional activities including annual 'celebrating success' events.
24	A single code of behaviour, which applies to all FENZ personnel, is formulated and implemented after full engagement with workers and unions and associations.		Our Shared Code of Behaviour was launched in August 2020 and is publicly available via the Positive Workplace website. The Code of Behaviour was developed in conjunction with our people, unions and associations.
25	The code of behaviour should define appropriate and inappropriate behaviours and specifically address bullying and harassment. It should support and include the common values referred to above.		Our Shared Code of Behaviour is anchored in the Fire and Emergency values. Behaviours are characterised as either 'Above the Line' (acceptable) or 'Below the Line' (unacceptable), with examples provided for each.
26	The code of behaviour is included in job descriptions; recruitment documents; training materials; employment agreements, individual or collective; and is included in the FENZ performance framework as an individual accountability.		Progress on this recommendation has been impacted due to delays associated with the establishment of the new People branch structure and project prioritisation, however this work is expected to be back on track by year end (June 2021). Implementation of the Code of Behaviour into job descriptions, induction processes and training will be undertaken as part of the broader implementation of the permanent Behaviour and Conduct Office. A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.
27	FENZ ensures that its performance management system includes adherence to values and a code of behaviour as one of the performance indicators.		Progress on this recommendation has been impacted due to delays associated with the establishment of the People branch structure and project prioritisation, however this work is expected to be back on track by year end (June 2021). A draft Leadership Development Framework has been endorsed by the Executive Leadership Team. The Leadership Reference Group and key stakeholders have provided final feedback, with the Framework now progressing for approval and implementation over a three-year period.

## Key

 On track

 At risk

 Complete

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



---

# Monitoring, Evaluation and Reporting Framework

## Ngā Whakaputanga ā-Pūrongo

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

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

An independent provider is leading the evaluation across two phases:

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

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

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

### Benefits Realisation Plan

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

---

# Support

## Ētahi Kōwhiringa Āwhina

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

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

### **How to seek advice or raise a complaint**

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

- Phone **0800 470 951** (available Monday to Friday, 9am-5pm).
- Email [bco@fireandemergency.nz](mailto:bco@fireandemergency.nz)
- Complete 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 [membershipsupport@ufba.org.nz](mailto:membershipsupport@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 make 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)