



Positive Workplace Culture Report

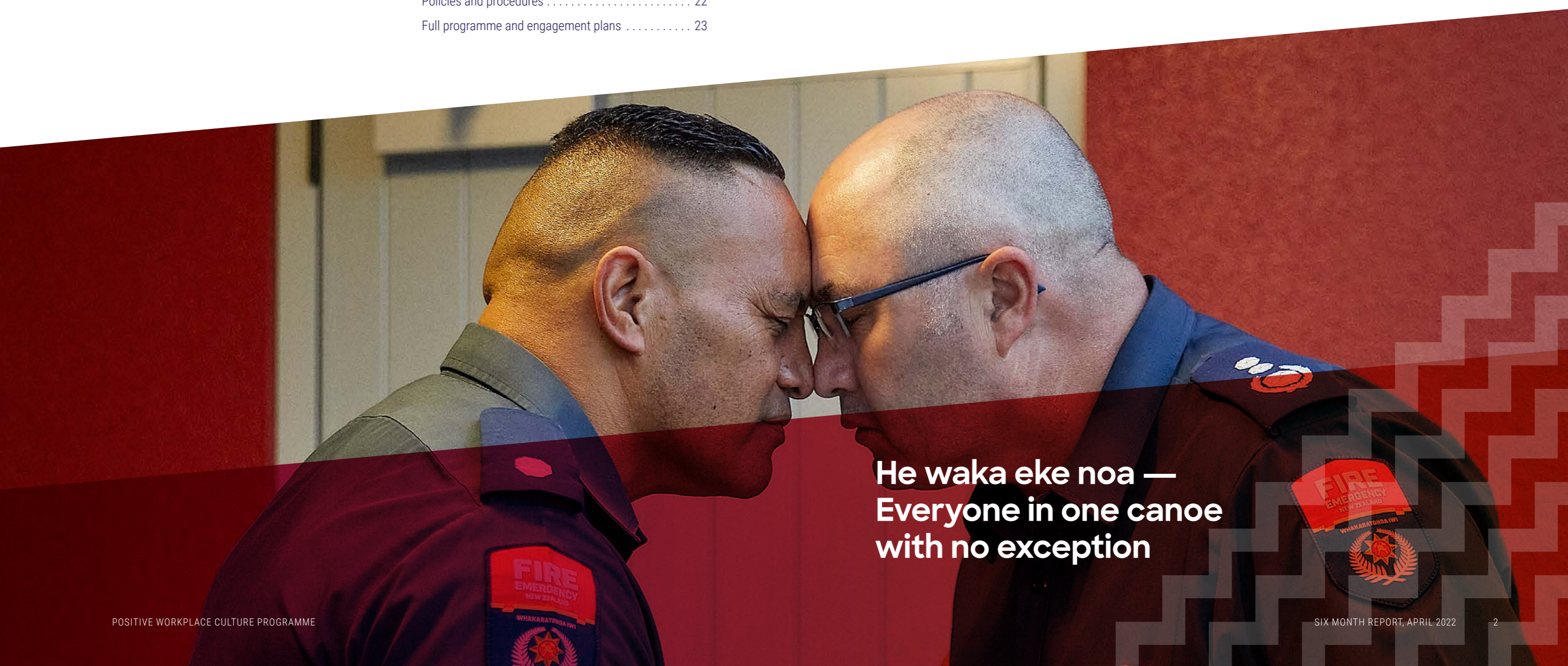
Building a Positive Workplace Culture

Six Month Progress Report
November 2021 – April 2022

Contents

Ngā Ihirangi

Foreword	4	Action plan – tracking progress on our eight priority areas:	Positive workplace culture across the organisation	Measuring success	33
Background	5	Living our values	Volunteerism principles	Support	34
Our journey to creating a positive workplace culture ..	6	Case Study – Ngā Tohu Raukura	Hiwa-i-te-rangi		
Executive summary	8	Behaviour and conduct office	Case Study – What wasn't taught at school		
		Feature – KPMG review	Safety, health and wellbeing		
		Bullying and harassment complaint process	Afi Pasefika		
		Shared Code of Behaviour	Women's development		
		Support for our people	Case Study – Forging connections for our wāhine ..		
		Leadership			
		Policies and procedures			
		Full programme and engagement plans			



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

Foreword

He Tīmatanga Kōrero



I'm pleased to present Fire and Emergency's sixth Positive Workplace Culture progress report – my first as Chief Executive.

The purpose of these regular reports is to clearly track our progress against the action plan we developed to respond to retired judge Coral Shaw's 2019 Independent Review of our workplace policies, procedures and practices to address bullying and harassment. I have had a close involvement in this work over the last three years as a member of the Executive Leadership Team and as part of the Positive Workplace Culture governance panel.

When we announced our response to Coral Shaw's review, Fire and Emergency was clear that achieving widespread and systemic culture change in our organisation would take many years.

We have been working hard to achieve change over the last three years and, in April 2022, our Board Chair, Rebecca Keogh announced she had requested – under the Public Service Act – that Te Kawa Mataaho (Public Service Commission) complete an independent review of the work we have done to date.

This is a very positive step, as it will provide us with an independent, external view of the work that has been done and where we need to focus next. I have no doubt there is still a significant programme of work to do. This review will help make sure we focus our activity in the places that will make the most difference.

Te Kawa Mataaho has appointed Belinda Clark, a very experienced public lawyer, to undertake the independent review. She commenced her work on 1 May 2022 and we expect the review to be complete later this year.

As this independent review is underway, this sixth-month report takes a slightly different focus to the previous reports. It is a more general assessment of the progress made, including milestone achievements, from the previous six months. It does not include an assessment of our progress against the 33 recommendations in the Coral Shaw action plan as this will be part of the independent review.

As incoming Chief Executive of Fire and Emergency, I am absolutely committed to achieving a positive workplace culture across our entire organisation. We need our organisation to be one where all people are safe, welcome and included and I am determined to achieve this. Our people deserve it and our communities and stakeholders expect it.

Ngā mihi

Kerry Gregory, Tumu Whakarae /
Chief Executive

Background

Tāhuhu Kōreo

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

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

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

In April 2019, we released our Action Plan detailing how we would address all recommendations, including the establishment of a Behaviour and Conduct Office. This plan also made a commitment to publicly report on our progress every six months. This is the sixth report we have published.

“Everyone deserves a workplace where they feel safe, welcome and valued for who they are and the mahi they do.”

–Kerry Gregory, Tumu Whakarae / Chief Executive

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.govt.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.

April 2019

- Positive workplace culture action plan launched.

June 2019

- Interim Behaviour and Conduct Office process began.

October 2019

- First six-month progress report released.

December 2019

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

January 2020

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

February 2020

- People branch structure finalised, incorporating collective leadership accountabilities for leaders.
- "Crew Conversations" pilot commenced in collaboration with NZPFU.
- Organisation-wide consultation closed:
 - Dispute resolution scheme.

April 2020

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

July 2020

- "Crew Conversations" pilot completed in collaboration with NZPFU.
- Inclusive Leadership workshop delivered to executive leadership team.

August 2020

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

September 2020

- Behaviour and Conduct Office functions and scope drafted.
- 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.

December 2020

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

January 2021

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

February 2021

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

April 2021

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

July 2021

- Official launch of Hiwa-i-te-Rangi (our Māori Outcomes Programme).

August 2021

- Inaugural permanent Behaviour and Conduct Office team member started work.

September 2021

- Further six appointments made for Behaviour and Conduct Office permanent staff.

October 2021

- Behaviour and Conduct Office Director and five additional staff took up their positions.

- Induction (Te Kākano) for our new District Leadership Teams – including a strong focus on values-based leadership and positive workplace culture.

November 2021

- KPMG independent assessment of Behaviour and Conduct Office completed.

December 2021

- Independent Complaint and Review Authority (ICRA) Limited began administering the permanent Fire and Emergency New Zealand Dispute Resolution Scheme.

February 2022

- Guidance developed to provide support for complainants while a Behaviour and Conduct Office process is underway.
- Decision document approved providing clarity on how Fire and Emergency's internal support networks work with the Behaviour and Conduct Office.

March 2022

- Five new 'How do I?' guides published, providing clear guidance and processes for our people on what to do if bullying, harassment or unwanted interpersonal behaviour is occurring.
- Interim case management system implemented.
- International Women's Day Trans-Tasman roundtable – an opportunity to share progress and discuss opportunities with our colleagues from Fire and Rescue NSW.
- Clinical Psychologist Jacqui Macquire delivered training sessions for our people, and our leaders, to support wellbeing through the Omicron period.

April 2022

- Kōrero videos launched, hosted by Chief Executive Kerry Gregory and Deputy Chief Executive, Office of the Chief Executive Raewyn Bleakley, to provide our people with more information about Behaviour and Conduct Office process.
- Te Kawa Mataaho announced independent review of Fire and Emergency – following Board Chair Rebecca Keoghan's formal request for an assessment three years after retired Judge Coral Shaw's original review.

Executive Summary

Tuhinga Whakarāpopoto

Over the last six-months, we have had a significant focus on continuing to establish the systems and processes to underpin the successful operation of our permanent Behaviour and Conduct Office.

To give additional assurance during this period KPMG completed an assessment of the Behaviour and Conduct Office. This review particularly focused on whether the Behaviour and Conduct Office was operationally ready for successful implementation and had clear lines of accountability and leadership. A summary of the findings of the review, and the work that has been completed since, is highlighted in the report.

Another milestone was reached when, following a robust procurement process, the Independent Complaint and Review Authority (ICRA) Limited began as administrator of the Fire and Emergency New Zealand Dispute Resolution Scheme. ICRA is a highly respected and experienced provider of independent dispute resolution processes.

While the COVID environment has continued to make face-to-face training opportunities more challenging, over this period we have continued to focus on providing our people with online resources and information. This has included the launch of five new 'How do I?' guides to provide much clearer processes on what to do if bullying, harassment or unwanted interpersonal behaviour is occurring and new kōrero videos focused on the Behaviour and Conduct Office.

Through ongoing internal communications and education, including around milestones like International Women's Day, we've continued to strongly reinforce our values as the foundation of the culture we are seeking to build. Specific values training is now a formal part of our orientation processes and featured as a strong component of the induction process for our new District Leadership Teams. Regionally, our annual awards were reshaped to take a values-based focus, with great success.

This report is the sixth, six-monthly report we have produced to transparently outline the progress we have made against the action plan that was developed following retired Judge Coral Shaw's review. At this three-year point, an independent assessment of the work we have completed is also underway, following our Board Chair's request to Te Kawa Mataaho. Further details on the review are provided later in this document. We look forward to the outcome of this review, continuing our progress in building a positive workplace culture for all at Fire and Emergency.

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

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

 Shared vision, values and beliefs	 Policies, procedures and systems
 Worker engagement, participation and voice	 Workplace environment
 Visible leadership	 People processes
 Communication, training and education	 Evaluation

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 reflects the organisation we're building, supported by a programme that brings them to life. Our values symbolise how we will work together to build a unified organisation.

What we've done

- Developed and launched the values:
 - We do the right thing – Kia tika
 - We serve and support – Manaakitanga
 - We are better together – Whanaungatanga
 - We strive to improve – Auahatanga
- Included the values as part of our new position description template, transitioning to this new template as we recruit for new positions.
- Continued to develop a values-embedding plan, with the creation of a cross-functional working group to drive planning and delivery. This project is closely aligned with Hiwa-i-te-rangi (Māori Outcomes programme) and Leadership Development.
- Gathered ideas for embedding the values across the programme, including from the Respect and Inclusion Taskforce. Components of the plan will include incorporating Ngā Uara into our plans, policies, procedures, activities, communications, materials, resources and other aligned material.
- Embedded the values throughout the course materials and resources in the Respect and Inclusive Leadership programme, through values-based activities using the Code of Behaviour.
- Launched the shared Code of Behaviour, which is a key tool for embedding the values in our everyday behaviour.
- Integrated the values into regional 'celebrating success' events.
- 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.
- Embedded the values into the new online orientation for personnel joining Fire and Emergency New Zealand in both National and Regional Headquarters roles. Our orientation provides a consistent approach to introducing and modelling the values from the beginning of our people's journey with Fire and Emergency. The programme references the values across the content – as well delivering a dedicated interactive session designed to introduce and support our new people to understand and connect with the values.
- Embedded the values throughout the 'Te Kākano' induction for operational leaders (Tranche 2).
- Developed a 'Live FENZ Values' module as part of the Leadership Development Framework Lead Teams Pilot, supporting team leaders to understand what the Fire and Emergency values are, explore what they can do as a leader to role model the values and enable them to share their understanding with their team through the Code of Behaviour.
- Delivered sessions as part of our Incident and Leadership Development Course, where Fire and Emergency values are discussed through the lens of our Code of Behaviour and how it applies to day-to-day leadership for SSOs and SOs.
- Ngā Tohu Raukura – values-based awards ceremonies held in all regions.

What we'll do next

- Continue to use existing initiatives to embed the values.

How does this align with the Model Standards?



Recommendations Mapping





Case study

Ngā Tohu Raukura

Recognising the mahi of those who go above and beyond for Fire and Emergency and their community has always been important in each of the five regions across the motu.

Celebrating success awards have been a regular fixture on the calendar since 2019 but, recently, there's been a new focus on aligning them with the organisational values – Kia Tika; Manaakitanga, Whanaungatanga and Auahatanga.

Now known as Ngā Tohu Raukura, each region structures their awards in the way that works best for them, however all are united by Fire and Emergency's values and have these at their heart.

Te Kei Region Manager, Mike Grant says that recognising what their people do is integral to developing a positive and inclusive culture in Te Kei.

"We need to acknowledge those who have made an outstanding contribution and, through their mahi, have embodied our values and brought them to life. Our nominees and winners role model the kinds of behaviours and actions we want to see and set a positive example for their peers around them."

This year in Te Kei, the physical awards were also redesigned to acknowledge the values and Fire and Emergency's guiding positive workplace principle of 'he waka eke noa' – everyone in one canoe, with no exceptions.

The glass bases of the awards have the values etched into them and atop sits a pounamu paddle, carved by a local craftsman, signifying the waka and the journey everyone is on, together. The awards will be enduring, with the winners each year engraved on the base.

Te Ihu's approach is different, but equally focused on demonstrating the values in action with an award category dedicated to each value, which provides an opportunity to recognise the varied ways in which brigades and individuals represent those values in their daily work.

In a COVID-19 environment, gathering together for ceremonies around the country proved difficult, but the regions adapted their approach as necessary with a variety of innovative, virtual events and communication outputs. These ensured the achievements of those who live the values were appropriately celebrated and shared widely to provide inspiration for all.

Behaviour and Conduct Office

Setting the standards and staying accountable

What we set out to achieve

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

What we've done

- Engaged with our people (career, volunteer, urban, rural and non-operational people at all levels) to ask what they need to prevent, address or deal with unwanted behaviour. We also tested whether the scope and structure of the Behaviour and Conduct Office will be fit for purpose, based on the organisation's needs. This will inform the policies, processes, training, support and guidance that are developed or refined within the Behaviour and Conduct Office.
- Established a complaints process to receive and coordinate all bullying and harassment complaints.
- Received expert advice to ensure the Behaviour and Conduct Office processes are accessible and appropriate for the needs of survivors of sexual harm.
- Continually improved this process by checking in with our people and piloting new ideas to make it the best it can be.
- Engaged with a range of people and groups about the support and options available to address specific needs.
- Resolved issues in ways that are timely, transparent, trusted and fair.
- Developed, designed and tested options that may evolve into new processes to further improve the way we help our people.
- Continued to design, develop, and test new processes for resolving complaints.

- Improved our processes for helping people to raise a complaint or seek information or advice about their options.
- Refined our system for receiving and recording complaints.
- Developed a draft outline of the functions of the Behaviour and Conduct Office, 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 Behaviour and Conduct Office team.
- Consulted with our organisation on the proposed scope and functions of the permanent Behaviour and Conduct Office 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 Behaviour and Conduct Office and announced decisions.
- Completed a Proactive Interventions Pilot, to provide facilitated conversations and workshops to support the resolution of issues within teams, brigades and stations.
- Developed a training and education framework to promote and embed resources which support a positive workplace culture.
- Stood-up a permanent and fully functioning Behaviour and Conduct Office.
- Appointed seven new permanent staff to the Office.
- Commissioned KPMG to provide an independent assessment of the Behaviour and Conduct Office to make sure it was appropriately set up.
- Developed an action plan to respond to the improvement opportunities identified by KPMG.
- Published 'How do I?' guides with clear processes on what to do if bullying, harassment or unwanted interpersonal behaviour is occurring. These guides provide advice for people experiencing unwanted behaviour, managers, support people, witnesses and guidance for those who may be approached with feedback about their own behaviour.



- Presented to organisational leadership and four of five Region Leadership Teams on the Behaviour and Conduct Office and its functions. These have been followed up by sessions with some District Leadership Teams, with these set to continue to ensure information reaches the frontline.
- Presented about the Behaviour and Conduct Office and its functions to the Volunteer Executive Officers course at our National Training Centre. This is now a standard part of the course.
- Engaged with a wide range of other internal stakeholders on the functions of the Behaviour and Conduct Office, including National Women's Advisory Council, Poutakawaenga Māori, Whiria te Tāngata, Volunteer Leadership, Volunteer Resilience Advisors, Human Resource Managers and People Services Managers, Safety Health and Wellbeing and the Leadership Development team.
- Ensured a session on the Behaviour and Conduct Office is a standard part of the orientation programme for new, non-operational personnel.
- Recruited three new members across the Behaviour and Conduct Office team, including bringing the investigations team to full strength.

What we'll do next

- Appoint the final permanent position in the Behaviour and Conduct Office. This person will develop and build specialist training content and provide Behaviour and Conduct 'centre of excellence' support and delivery to assist our education and training network in the regions and our National Training Centre.
- As part of this mahi we will engage with Training and Education to develop our standards and content for training delivery.

How does this align with the Model Standards?



Recommendations Mapping



Feature

KPMG review

In 2021, our Board Chair commissioned KPMG to undertake an independent external assessment of the Behaviour and Conduct Office, to make sure the procedures and structures that had been developed would meet the intended purpose.

Throughout the three-year Positive Workplace Culture programme to date, we have consistently sought feedback and formal review from experts to make sure the wider programme's activities were best practice. KPMG's specific assessment of the Behaviour and Conduct Office was another part of this assurance process and an important input as the permanent Office was stood-up.

The assessment was completed in November 2021 and has been published on our website. In summary, the assessment found that the Behaviour and Conduct Office has appropriate support mechanisms, such as support from leadership, appropriate prioritisation and planned resourcing levels to meet its intended objectives.

The assessment also identified several opportunities to further strengthen processes to ensure they fully meet the principles of natural justice, address staff and

volunteers' complaints and help us build our positive workplace culture.

The independent reviewers from KPMG also noted some key challenges to the success of the Behaviour and Conduct Office. In particular, the NZ Professional Firefighters Union's advice to its members not to use the Office. KPMG noted that this advice may create health and safety issues. Legacy perception issues about the temporary Behaviour and Conduct Office were also noted.

An action plan to address these improvement opportunities was created and approved by the Fire and Emergency Board and regular progress reports against this action plan are provided to the Board. The eight improvement opportunities have all been progressed, with many completed within this reporting period. These are listed within our wider reporting of progress in this document.

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 Behaviour and Conduct Office, 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.
- Implemented the 'alternative decision-maker' process which improves impartiality of decision-making in regions and districts and strengthens the ability of managers to provide welfare support to all parties involved in an investigation. This process follows best-practice legal advice.
- Improved the process for keeping people informed of progress during a complaint investigation by introducing fortnightly reporting to complainants and subjects.
- Developed retaliation and safety plans to be discussed with complainants, subjects and witnesses. These help to ensure everyone involved in a case is treated impartially, fairly, and in a timely manner.
- Continuous improvement of detailed operational processes.
- Improved the quality of data and analytics available and reported within the Behaviour and Conduct Office, to the Executive Leadership Team and the Board. Reporting now includes any proactive interventions.
- Worked with the Geographic Information System team to improve visual presentation of data, making information easier to interpret.
- Introduced status point tracking to report progress during resolutions and investigations.
- Implemented interim case management system for case note management.
- Improved the readability of our notice of investigation and terms of reference documentation to ensure it is easily accessible for everyone.

What we'll do next

- Use data intelligence from teams across the organisation, including operations, volunteer leadership development and HR, to plan our resolution interventions.
- Engage with Service Delivery leaders to target proactive interventions based on needs of brigades.
- Work with Te Ao Marama to undertake a review of the proactive intervention pilot.
- Continuous improvement of detailed operational processes.
- Transition to the corporate case management system.
- Improve the information available for participants in the complaint process and achieve the Writemark plain English standard for our key documentation.

Code of Behaviour | Tikanga Whanonga

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

See it on the next page *or*

DOWNLOAD THE CODE

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

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

What we've done

- Consulted with our unions and associations on a draft, shared Code of Behaviour for everyone.
- Consulted with our people to develop a final Code of Behaviour 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

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

How does this align with the Model Standards?



Recommendations Mapping



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.
- Reviewed and updated 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.
- Continued engaging with our Safety, Health and Wellbeing team to shape how we improve our support services.
- Published 'How do I?' guides with clear processes on what to do if bullying, harassment or unwanted interpersonal behaviour is occurring. These guides provide advice for people experiencing unwanted behaviour, managers, support people, witnesses and guidance for those who may be approached with feedback about their own behaviour.
- Organised webinars for all people, and specifically for leaders, led by clinical psychologist Jacqui Maguire to support staying well in the face of Omicron challenges.
- Developed guidance for how our internal support networks engage with the Behaviour and Conduct Office.
- Appointed the Independent Complaint and Review Authority as the permanent, independent provider of Fire and Emergency's Dispute Resolution Scheme.

What we'll do next

- Continue to reinforce support mechanisms through ongoing communications and engagement.

How does this align with the Model Standards?



Recommendations Mapping

4 7

Independent Dispute Resolution Scheme

The Fire and Emergency New Zealand Act 2017 required us to establish a Dispute Resolution Scheme to provide our volunteers, or members of the public, with an independent, fair and transparent process they can use if they disagree with something we have done, or wish to dispute a decision we have made. In most cases, the Scheme requires applicants to have raised a complaint internally with Fire and Emergency, in the first instance. If the dispute relates to unwanted interpersonal behaviour, this should be raised through the Behaviour and Conduct Office, in the first instance.

Following a robust procurement process, the Independent Complaint and Review Authority (ICRA) Limited was appointed to administer the Fire and Emergency New Zealand Dispute Resolution Scheme. ICRA formally commenced in this role in December 2021.

More information can be found at www.icra.co.nz/process-options/fire-and-emergency-dispute-resolution-scheme

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 were facilitated by an external provider. The workshops have been held across the country with a wide range of leaders including regional leaders, Tier 3 managers, ComCen managers, operations managers and the National Urban Search and Rescue management team.
- Held change support workshops for people leaders, with a focus on above and below-the-line behaviour, as well as resilience and wellness. These have been held throughout the country and 80 staff who have completed the workshop are now workshop delivery and support leads across the organisation.
- Developed two workshops, four videos and e-learning courses to support them.
- Launched a video campaign with an accompanying guide for leading positive culture change, which have been included in the two workshops.
- Piloted the Respect and Inclusion workshops in two regions, analysed feedback from over 600 participants, and developed 20 recommendations to make the workshops even more effective.
- Evaluated the piloted workshops then developed a shorter, combined Respect and Inclusion workshop called 'Respect' and a longer workshop called 'Inclusive Leadership'. The workshops clarify what inclusive leadership is and develop coaching skills to assist leaders in having courageous conversations with team members. They also share ways to support teams in creating a Team Plan and guiding respectful and inclusive behaviour within teams and the whole organisation.

- Partnered with the New Zealand Professional Firefighters Union and specialist safety, health and wellbeing provider Working Wise, to deliver a pilot 'Crew conversations' initiative to all crews at five career or composite stations across the country, then completed an evaluation.
- Delivered the new revised Inclusive Leadership workshop to our Executive Leadership Team in July 2020.
- Delivered training on the values and Code of Behaviour to our Finance and Business Operations branch and as part of the induction for the Service Delivery leaders based at National Headquarters.
- Held a two-day Respect and Inclusive Leadership hui for our trainers and people leaders, where they participated in the Respect workshop and modules from our Inclusive Leadership workshop.
- Revised our approach to learning and development in conjunction with the Leadership Development team.
- Had our Leadership Development Framework signed off. ELT endorsed an implementation approach that starts with 'Lead Self', acknowledging we all have a role to play in leading ourselves and contributing to a positive workplace culture.
- Established new permanent roles in each Region – Senior Advisor Volunteer Leadership Development – who support the development of our volunteer leaders. These roles will support the implementation of the Leadership Development Framework and early emphasis on 'Lead Self'.
- Delivered Code of Behaviour sessions as part of our Incident and Leadership Development Course with cohorts of our officers as they strengthen their people and incident leadership skills and ability to shape culture.
- Delivered Respect and Inclusion workshops with 44 of our leaders at National Headquarters. These workshops clarify what inclusive leadership is and develop coaching skills to assist leaders in having courageous conversations with team members. They also share ways to support teams in creating a team plan, guiding respectful and inclusive behaviour within teams and the whole organisation.

- Developed a pilot for the Lead Teams level of our Leadership Development Framework, with cohorts at NHQ and within two regions. The programme design features a six-month cohort development journey of leadership development workshops, webinars and facilitated conversations, along with mentorship with a one-to-one dedicated leadership mentor, who will support participants with an individualised programme of leadership development learning, starting with self-awareness and discovery.
- Supported a number of people to complete Hogan assessments and Deeper Signals or DISC profiles to support individual and team development, recognising that it is widely agreed that effective leadership starts with good self-awareness. Understanding self enables us to monitor our impact on others and adjust as necessary, to lead in line with our organisational values.
- Piloted an online delivery format of our Volunteer Leadership Development Programme which takes leadership development direct to our brigades. We are now moving to scale up delivery.

What we'll do next

- Develop a pilot for the Lead Self level of the framework, incorporating self-awareness, above and below the line behaviour, and our values.
- Continue the pilot of the Lead Teams programme and complete an evaluation.
- Develop a multi-year, detailed business case for wider implementation of the Leadership Development Framework.

How does this align with the Model Standards?



Recommendations Mapping



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.
- Completed internal reviews of draft policies and sought feedback from our people and unions and associations.
- Revised our policy to address bullying, harassment and victimisation to align with new BCO complaints processes.

What we'll do next

- Draft and consult with our people on a stand-alone sexual harm policy.
- Revise our Standards of Conduct policy.

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, Women in Fire and Emergency NZ, Rainbow Network and the Respect and Inclusion Taskforce with scoping, designing and testing initiatives that work for everyone. As we received feedback, we changed our approach, ensuring our focus is always on what our people want and need.

- Aligned our projects and initiatives to Te Kawa Mataaho Public Service Commission's Model Standards.
- The establishment of the BCO is a key step in addressing bullying and harassment and building a respectful and positive workplace culture at Fire and Emergency. Once fully established, the BCO will be a self-contained team accountable for proactively setting standards, providing education, data and intelligence to prevent unwanted behaviour. It will also manage complaints to address unwanted behaviour and work with individuals to restore positive working relationships following a complaint.
- Continued to review and revise our three-year work plan to map the work underway across the organisation.
- Revised our projects and initiatives where needed, in line with the considerations identified in the Phase 1 independent evaluation report.

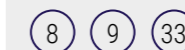
What we'll do next

- Consider the next phases of the Positive Workplace Culture programme.
- Continue to roll out training and education initiatives.

How does this align with the Model Standards?



Recommendations Mapping



Positive workplace culture across the organisation
Ngā Mahi Huhua



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

Volunteerism principles

Help and support for our volunteers

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

Volunteer reward and recognition

Our review of the current volunteer reward and recognition initiatives is well underway. The purpose of the review is to ensure that our activities are appropriately targeted, are meaningful, and effectively recognise volunteers for the contribution they make to our organisation. The result will be a three-year implementation plan, scheduled to be in place by July 2022. The implementation plan will help to ensure our reward and recognition approach is valuable to volunteers and contributes towards a positive and meaningful experience with Fire and Emergency.

Annual volunteer reimbursements

One of the features of the current reward and recognition framework is the Annual Volunteer Reimbursement. We know that volunteers give up more than just their time – there are very real costs involved, such as petrol, phone calls and other costs associated with events.

December 2021 saw our third round of annual reimbursements, with 91% of eligible volunteers (9991 in total) receiving it. It is great to see more volunteers get on board with this initiative, which has seen an 11% increase since its first year, in 2019.

Volunteer data

We have improved our approach to analysing volunteer data. These improvements have increased our understanding of who our volunteers are, how the makeup of brigades reflects the communities they serve and the changing life cycles of volunteers.

Regular, ongoing analysis of volunteer data has also provided new ways of identifying brigades under stress allowing us to proactively offer support.

Volunteer Attraction

In 2021, Volunteer Attraction piloted a suite of attraction and engagement activities within Te Ūpoko.

Our aim is not just to enrol new volunteers but to help brigades attract the right people for the right roles and ultimately enhance their culture and long-term resilience. We will achieve this with closer coordination with other Fire and Emergency teams and engagement with local communities.

Unfortunately, the COVID-19 outbreak restricted the support we could provide, however we have developed a plan for additional activities and resources and hope to deliver this package soon.

Further understanding volunteer experience

The three-year longitudinal study 'Understanding the Volunteer Journey' has been completed. The research has provided insights for improving the engagement, wellbeing and intention to stay of our volunteers. The initial findings of this research were also shared at the AFAC Conference 2021. The final report is being analysed. The recommendations from this research will be incorporated into future volunteer-centred workstreams and programmes.

Hiwa-i-te-rangi

Māori Outcomes Programme

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

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

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

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

- Become more culturally capable by increasing their awareness and knowledge of Māori culture
- Strengthen and create effective relationships with iwi and Māori to enhance the design of our services.

At the end of October, we celebrated 1,000 people receiving their tohu as a result of completing the He Timatanga Kōrero online knowledge check. This was an exciting milestone to reach just over three months after its official launch in July 2021. The feedback from those who have engaged with the guide has been overwhelmingly positive with significant shifts in awareness about our organisation's commitment to working with Māori as tangata whenua and the Hiwa-i-

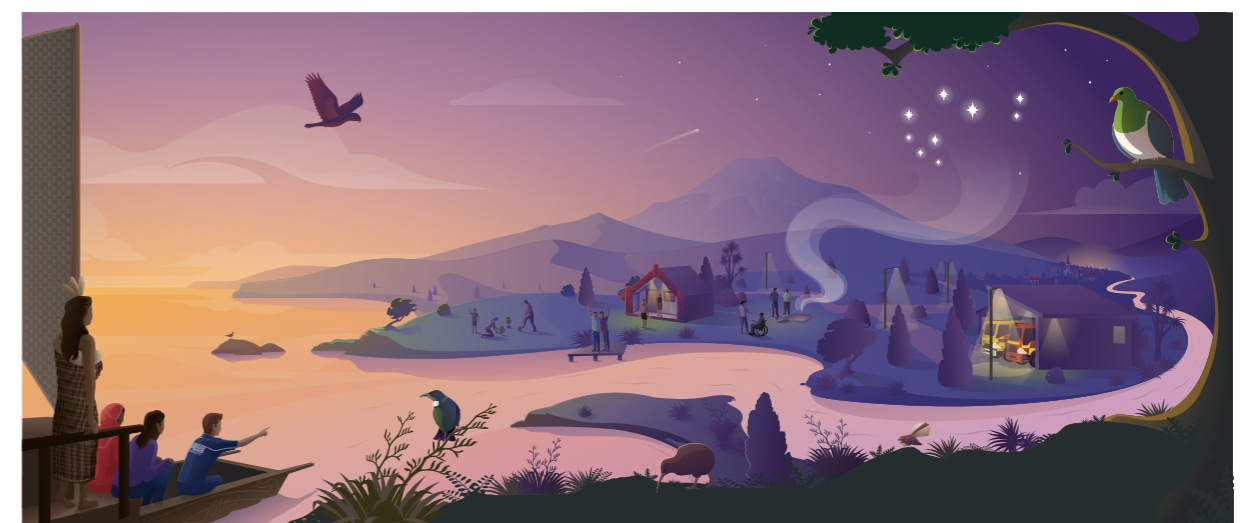
te-rangi programme.

He Timatanga Kōrero – an introductory guide to Kaupapa Māori is the first step to building our people's cultural awareness and understanding and therefore it is foundational to the work in developing a Cultural Capability Framework for Fire and Emergency which has been the programme's recent focus.

Over the last six months we have engaged with over 150 people from across the five regions to test our framework. This involves engaging with a diverse range of participants who work in a variety of roles and have either been on a cultural capability journey for a while, or are at the very beginning. This is to ensure that, once implemented, our framework works for everyone at Fire and Emergency. Through these workshops we have gained feedback and insights on:

- The capabilities our organisation should adopt.
- A self-reflection tool that will help people understand where they currently sit.
- Where participants believe their role should sit in the framework and why.
- Challenges and barriers to success.
- Areas of focus and priority for Fire and Emergency
- The name of our proposed framework.

The next step in establishing our framework involves piloting a range of different learning products that will support our capability uplift.



Safety, health and wellbeing

We acknowledge that, for many of our people, the work they do to keep communities safe is both physically and mentally demanding. We take our responsibility to look after their hauora and wellbeing extremely seriously and the last six months saw a centralised wellbeing function established with the Safety Health and Wellbeing structure to manage, deliver and enhance wellbeing programmes that support our people.

Centralisation and the function's singular focus will give momentum to the knowledge and understanding gained from the Psychological Wellbeing Workshops that concluded on 31 June 2021 and provide leadership for a strategic approach to the organisation's wellbeing programmes. This will ensure the programmes are fit for purpose, consistent and provide support for our people whenever and wherever they need it.

Four new roles were approved to support the function:

- Principal Advisor Wellbeing.
- Three additional Welfare Officers, one each in Te Hiku, Ngā Tai ke te Puku and Te Kei.

Fire and Emergency now has a team of six Welfare Officers to provide wellbeing subject matter expertise and support to the organisation, working closely alongside our 10 Regional Safety Health and Wellbeing Advisors. This is an important development, with the Safety, Health and Wellbeing team now strengthened to enable enhanced support and services for all our people in this ever-changing environment.

COVID-19 was a large focus for the past six months as the organisation adapted to the Government shift from a strategy of suppression to one of protection.

We have continued to provide support to our people, recognising the effects the ongoing pandemic may be having on people's wellbeing. As part of this mahi, we presented a webinar with a clinical psychologist on staying well in the face of Omicron. The webinar addressed the challenges of living in a time of uncertainty and impacts on our wellbeing at work and home. This was followed with a session targeted at effective leadership, recognising leaders have been managing increased wellbeing issues. Both sessions were well attended and received very positive feedback.



Case Study

What wasn't taught at school

When Mark Sillis, Regional Training Coordinator for Canterbury/South Canterbury, was offered attendance at a three-day cultural competency programme run by Kia Tika te Ara, he was keen to see what was on offer, but a little unsure as to what value it could add to his professional and personal life. Mark says what he learned over those three days has dominated his thinking ever since, and he's not alone.

Last November, Arowhenua Marae hosted 21 of our Southland people while they took part in Ki te Whai Ao, "The Glimmer of Dawn". The intensive programme is designed to teach what we weren't taught at school with the aim of creating better experiences for the Māori communities we serve. Māori worldview, impacts of our history, Te Tiriti o Waitangi and basic pronunciation are just a few of the topics covered.

Our people praised the programme's tutors for creating a positive and safe learning environment that was challenging enough to make you think but also intertwined with their aspirational outlook for the future.

"This programme is above everything else I've ever done", commented Mid-South Canterbury's Group Manager, Paul Manson. Paul says he learned more in this three-day programme than he has in any other programme he's completed over his career with Fire and Emergency.

"The learning has been life-changing. I have always found it hard to pronounce correctly and have done many courses, however this course taught me a way to understand and pronounce words in a practical way and more importantly it is okay to still say words in English if I struggle with the pronunciation".

The programme was spearheaded by Senior Advisor Community Readiness and Recovery, Donna Lindsay with the assistance of Group Manager, Stephen Butler. As a recipient of the Dr Sir John Ahikaiata Tūrei, Donna has been on her own te reo Māori journey in a bid to learn more about our country's history.

On their final day, participants went around the room speaking about their experience of the programme: "It's all we all talk about". "I'm 50 and this is the first time I've been on a marae". "We are all talking about where to next and I can imagine all of us will be doing some type of language course in the next six months".

National Manager Kaupapa Māori, Piki Thomas was in attendance and said how heart-warming it was to hear the positive comments from everyone. Piki mentioned how important this education is for better understanding our nation's history; "We can't change the past, but through understanding our history, we can influence the future".

Afi Pasefika

The Afi Pasefika network is proud to have supported two senior firefighters to graduate from the Station Officer Programme in the past six months. Congratulations to SFF A Pauga and SFF G Togiaua. While we still have some way to go, it's very positive to see these numbers increasing.

In 2020, Station Officer Ti Liava'a was awarded the Firefighter Scholarship for a study of accountability systems at the incident ground. This was delayed until 2022 due to COVID-19 and it's encouraging to see this is back on track. Our thanks to National Response Capability Advisory Manager, Pauga Esitone Pauga and Safety, Health and Wellbeing National Manager, Kim Payton, for their support. We hope to see the scholarship extended to allow SO Liava'a to complete an assessment of international accountability models.

Unfortunately, COVID-19 has curtailed many of Afi Pasefika's activities over the last six months with both Polyfest and the Pasifika Festival cancelled once again. Afi Pasefika had planned to have a strong presence at both events and we look forward to being able to participate in these community engagement opportunities again in the near future.

Finally, following on from our last update, Afi Pasefika is embedded as a permanent fixture in all recruit courses at our National Training Centre. This is incredibly important to ensure our newest career firefighters are aware of the Afi Pasefika network, the support we provide and our work among Pasefika communities.



Women's development

Women's Development has seen some significant changes in the last six months. Our previous National Manager, Rachael Utumapu was successful in gaining a Community Risk Manager position in Taranaki and handed the rakau over to Barbara Olah as the new National Manager and Kaye AhSam, National Advisor Women's Development. Tehniat Qureshi also started in her new role as Women's Development's National Coordinator.

The new team has been busy developing and implementing changes for the Women in Fire and Emergency NZ Network, including restructuring the Regional Women's Advisory Networks to better align with the new Service Delivery structure, creating new ways of recording and measuring engagement and formalising our advisory and issues resolution frameworks.

Women's Development has also been collaborating with the Behaviour and Conduct Office to better understand, and formalise, the network's role in supporting members going through BCO or HR processes.

We also led a successful International Women's Day celebration on 8 March, taking the opportunity to honour the incredible wāhine who contribute so much to our organisation, and connect with our colleagues from Fire and Rescue NSW across the Tasman. You can read more about this on page 32.

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

- Continue strengthening the network – connect and engage with women throughout the organisation and the new Service Delivery leaders and their teams.
- Commission research into the barriers and enablers of our women's progression and how the organisation can best support leadership development of our wāhine.
- Expand our development function by creating a "toolbox" of development opportunities available to the regional networks and others.
- Continue supporting our wāhine in all their career or volunteering endeavours. 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.



Case Study

Forging connections for our wāhine

Separated by sea, but connected by common experiences, women of Fire and Emergency NZ and Fire and Rescue NSW came together this International Women's Day for a special kōrero between counterparts.

Deputy Chief Executive, Raewyn Bleakley, was joined in the roundtable event by Barbara Olah, Rochelle Martin and Rachel Thorp from Fire and Emergency. Fire and Rescue NSW was represented by Deputy Commissioner Megan Stiffler and colleagues Cheryl Steer and Bronnie Mackintosh. The discussion was viewed live by members of the National Women's Advisory Committee (NWAC) and is now available on our intranet for others to watch.

The wāhine enjoyed a wide-ranging discussion, sharing insights and ideas on how we can attract and retain women in the fire services, how we continue to develop our women, modelling the right behaviours and the challenges and barriers women face.

Barbara Olah was excited about the chance to come together with her counterparts and honoured to represent Fire and Emergency in the roundtable.

"It was an incredibly valuable and insightful conversation and I came away feeling energised and positive about the future of women in fire services," said Barbara.

There were many common themes and experiences shared throughout the kōrero, but also plenty of opportunities to reflect on current practices and learn

from different approaches and perspectives.

"This was an important kōrero as both our organisations work to identify how we can do better for our wāhine, including making sure they are represented at every decision-making table in the future.," Raewyn Bleakley said.

"We look forward to strengthening our relationship with Fire and Rescue NSW and working collaboratively to achieve common goals and improve outcomes for our women on both sides of the Tasman."

The roundtable was such a success that further opportunities to interact and connect have already been identified.

In addition to the roundtable, a collection of profiles was gathered and published, in collaboration with photographer and director Kristi Scott. These tell the story of some of the incredible women of Fire and Emergency, shining a light on their journey and passion for serving communities across Aotearoa. The profiles can be viewed on Fire and Emergency's website.

Measuring success Te Ine Angitu

In 2019, we developed an action plan to address the recommendations from retired judge Coral Shaw's independent review of our workplace policies, practices, and procedures to address bullying and harassment.

We accepted all 33 recommendations in judge Coral Shaw's report, and an action plan to assess progress against these recommendations was confirmed. We have transparently reported progress against this action plan every six months.

At the end of the initial three-year programme of work, our Board Chair formally requested – under the Public Service Act – that Te Kawa Mataaho (Public Service Commission) complete an independent review of our progress. This review was announced on Friday 29 April 2022. Te Kawa Mataaho has appointed Belinda Clark, QSO as the review lead.

The review will consider:

- Whether the recommendations in the Shaw report have been implemented and the intended change realised.
- Any further steps that Fire and Emergency should take to improve its systems, policies, procedures, and workplace culture.

As this review is underway, an assessment against the recommendations is not included in this report, instead this will be provided as part of the review findings.

Support

Ētahi Kōwhiringa Āwhina

Bullying and harassment have no place at Fire and Emergency

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

How to seek advice or raise a complaint

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

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

How to seek support

- **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
- **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
- **NZ Professional Firefighters Union (NZPFU)** members can call 04 568 4583 or email wellington@nzpfu.org.nz
- **Public Service Association (PSA)** members can make contact on 0508 367 772.
- **Fire and Emergency Commanders Association (FECA)** members can visit fireemergencycommanders.org.nz/contact-us/
- **Rural Professionals Associations (RPA)** members can contact Rob Hands (Chair) on 027 224 7912 or email rob.hands@Fireandemergency.nz
- **The New Zealand Firefighters Welfare Society** – visit firefighters.org.nz

Support for people affected by sexual harm

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

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



fireandemergency.nz