

# **Independent Review of FENZ Workplace Policies, Procedures and Practices Protocols for the Review Team**

## **1. The Review Team**

The Lead Reviewer will lead and manage the Review, with the support of the reference group. The conduct of the Review and the content of the Review Report is the responsibility of the Lead Reviewer.

## **2. Protocols**

The following protocols will be implemented to guide and inform the work that is carried out by the Review. The review team members will conduct their dealings and behaviours in a manner that is consistent with these protocols.

### **2.1 Integrity and Conflict of Interest**

The review team is completely independent from FENZ. It will act lawfully, ethically and in an impartial manner. The review team can only act within the powers that have been conferred by the Terms of Reference.

Members of the review team will avoid situations that might compromise their impartiality or otherwise lead to an actual or perceived conflict of interest. Any review team member who becomes aware of a potential conflict of interest must declare the conflict to the Lead Reviewer and agree the appropriate course of action, which may include withdrawal from the discussion and/or activity.

### **2.2 Confidentiality**

The review team will adhere to the highest standards of confidentiality throughout the course of the Review. The information collected by the review team will be treated in confidence to ensure participants' safety. The information will not be shared with anyone outside of the Review (and Colmar Brunton in the case of survey responses) but will inform the final report.

The final report will not include any information that could lead to the identification of the participants or any other individual.

(See also **Information Management** below)

### **2.3 Informed Consent**

Participation in the Review is voluntary. Information will not be collected from participants without their express consent.

Participants may decline to answer any particular question, or withdraw from the survey or interview at any point.

Interview participants will be provided with a consent form that outlines the Review's purpose and process, and stipulate any limits to confidentiality required by law.

### **2.4 Gender-Neutral Approach**

The review team will maintain a gender-neutral stance throughout the Review recognising the potential for harm to be perpetrated against and by any gender.

## **2.5 Timeliness**

The Review will be conducted in a timely manner.

## **3 Methodology**

In order to cover the requirements of the Terms of Reference, the Review methodology will be in two parts.

It will be made explicit throughout the Review process that participation is voluntary. The details about who did and who did not participate will not be gathered by the review team.

Participation is open to all present FENZ personnel and to those personnel who have left FENZ and its predecessor organisations (e.g. New Zealand Fire Service, Rural Fire Authority) in the last five years.

The findings and recommendations contained in the final report will be underpinned by:

- Qualitative data obtained from participants via online survey and interviews as told to the review team; and
- New Zealand literature on best practice models for addressing harassment and bullying in the workplace.

The methodology design will be limited to the scope under the Terms of Reference.

The methodology does not extend to investigating or making factual findings about the substance or merit of any individual incidents or allegations.

### **3.1 Document analysis and research**

The review team will carry out a literature search and evaluation of policies and procedures (as set out in the Terms of Reference).

### **3.2 Online Survey**

Participants will be invited to complete a confidential, online survey. Hard copies of the survey will be made available for FENZ personnel who wish to complete the survey by hand.

The survey content will be designed by the review team. Independent specialist social research company, Colmar Brunton, will administer the survey.

The purpose of the survey is to elicit open and honest responses from participants in relation to their experiences of how harassment and bullying policies and procedures function in practice at FENZ.

Colmar Brunton will send a link to the online survey to all personnel, and will collect and analyse the survey responses on behalf of the Review Team.

Before commencing the survey, participants will be asked to read through information about the purpose of the survey, and the confidentiality of survey responses. The survey will not ask for participants' names. Information will be collected on participants' general position or role in the organisation, region and type of work location. This will be organised in generic groupings rather than specific positions or geographic location.

If a participant is willing to be interviewed by the Review Team, they will be asked to provide a contact email address and/or telephone number for this purpose.

All completed survey responses will go directly to Colmar Brunton.

### **3.3 Interviews**

The review team will determine the number of interviews to be conducted, and the participants to be interviewed, subject to their consent.

The specific time and location for the interview will be determined as far as possible by the participant to ensure their privacy and safety. The interview schedule is confidential to the review team.

At the beginning of each interview, the review team member will go over the contents of a consent and participation information form with the participant. This form will outline the purpose and process of the interview, and stipulates any limits to confidentiality required by law.

Participants will be asked whether they fully understand the contents of the form, and if they would like to commence the interview.

With the prior permission of the participant, the interviews will be audio-recorded, and transcribed. Hand-written notes may also be made during the interviews, again with the participant's permission (see **Information Management** below).

### **3.4 Information Management**

A dedicated, confidential email address has been established to allow participants to correspond directly with the review team ([ReviewTeam@FENZReview.nz](mailto:ReviewTeam@FENZReview.nz)). Access to this email address is restricted to review team members.

All physical and electronic information and data collected during the course of the Review, including from the survey and interviews, will be held securely and protected from unauthorised access.

Physical documents, including consent forms and interview notes will be held securely. Access to these notes is restricted to the review team only, and Colmar Brunton in the case of survey data.

All information and data (both physical and electronic) will be securely destroyed following the release of the final Report. The review team acknowledges Principle 9 of the Privacy Act 1993 which states that "An agency that holds personal information shall not keep that information for longer than is required for the purposes for which the information may lawfully be used".

### **3.5 Limits to confidentiality**

All participants will be informed that the Review process is confidential, and that statements will not be attributed to individuals, nor would individuals be identified in the final Report.

## 4 Terms of Reference

The Terms of Reference establish the scope of the Review.

To ensure FENZ is able to promote and improve respect, safety, equality and freedom from unwanted behaviour in the workplace the review will:

- A. Assess FENZ's current workplace policies, procedures and practices for addressing harassment and bullying in the workplace against best practice models in New Zealand having particular regard to public sector standards and FENZ obligations under current relevant legislation.
- B. Identify existing policies, procedures and practices within FENZ that are fit for purpose and which exemplify the qualities of respect, safety, equality and freedom from unwanted behaviour in the workplace and are consistent with FENZ's Standard of Conduct
- C. Identify ways to reshape policies, procedures and practices which are identified by the Review as not fit for purpose in order to achieve<sup>1</sup>:
  1. Committed and engaged FENZ leadership which aims to remove unwanted behaviours and reward positive behaviours.
  2. Consistent and demonstrated accountability by all FENZ personnel for their behaviours.
  3. Strong and comprehensive FENZ anti-harassment policies.
  4. Trusted and accessible FENZ complaint procedures.
  5. Regular, interactive training, education, mentoring and development opportunities tailored to FENZ and its personnel, aimed at empowering respect, equity and fairness. A culture where everyone feels safe and empowered to contribute equally.
  6. The removal of any barriers and support enablers to achieving these outcomes.
- D. Any other matters the Review team considers appropriate.

The Review will not investigate or make factual findings about the substance or merit of any individual incidents or allegations.

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**Coral Shaw**

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**Louise Nicholas**

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**Samantha Turner**

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**Carol MacDonald**

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**Mike Feely**

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<sup>1</sup> These outcomes align with FENZ's key focus areas in its Diversity and Inclusion Strategy.

They also align with outcomes published by the U.S. Equal Employment Opportunity Commission. (2016). *Select Task Force on the Study of Harassment in the Workplace, Report of Co-Chairs Chai R. Feldblum & Victoria A. Lipnic*. [https://www.eeoc.gov/eeoc/task\\_force/harassment/upload/report.pdf](https://www.eeoc.gov/eeoc/task_force/harassment/upload/report.pdf).

