



WHAKARATONGA IWI

FIRE
EMERGENCY

NEW ZEALAND

EKE TAUMATA PROGRESS REPORT

Implementing the recommendations of the Public Service Commission review

30 June 2024

Introduction

This report details the progress that has been made, with a focus on the last six months, in delivering on the recommendations of the Te Kawa Mataaho/Public Service Commission review (the review) into Fire and Emergency's culture and complaints handling practices.

It provides an overview of the components that make up the programme of work to deliver substantive improvements in Fire and Emergency's culture, details what has been achieved to date to deliver the culture change necessary, and provides a progress update against each of the recommendations of the review. The diagram on the following page illustrates all of the components of our culture change programme, including implementation of the review recommendations.

The Eke Taumata work programme is made up of a number of workstreams focused on implementing the recommendations of the review, but also, more broadly, a comprehensive approach to making meaningful and lasting culture change across the organisation.

The review recommendations are being delivered across four core workstreams – Leadership, Diversity, Policy and receiving and responding to complaints of behaviour and conduct.

While good progress is being made, it is acknowledged that our culture change journey will be a long one, and our initial focus has been on building the core underpinning elements necessary for culture change, many of which relate directly to implementing the recommendations of the review.

Our Culture Change Work Programme

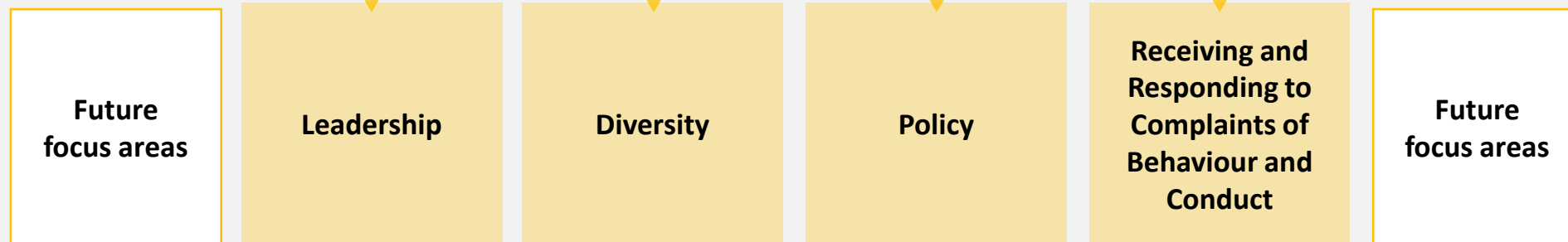
Our Goal

Fire and Emergency NZ is a place where all of our people can feel they belong. A place where they are supported to enable them to thrive, so that collectively we can deliver service to our communities and each other. We seek to provide an environment for our people that is safe, positive and inclusive, where we all are adaptable, responsive, respectful, accountable, trustworthy and committed to service.

Shifting the Dial on our culture – the environment we provide for our People

Building trust and increasing opportunities for engagement and influence. Strengthening our people leadership capability. Providing a safe, positive and inclusive environment, raising the bar on acceptable standards of conduct and behavior

Te Kawa Mataaho/Public Service Commission Review Recommendations



Our Culture Change Journey so far

Our Desired Culture definition establishes the goalposts for the environment we seek to provide for our people – one where they feel the belong, where they are supported to enable them to thrive, so they can focus on delivering service to their communities and each other. An environment that is safe, positive and inclusive.

Our culture change journey will take time – it requires us to align everything we do, and every decision we make, all of our policies, practices and actions – and it requires every member of Fire and Emergency to play their part. But it starts at the top – our Executive Leadership Team own the accountability for ensuring a safe, positive and inclusive environment becomes a reality for every member of Fire and Emergency New Zealand.

In addition to the specific work focused on addressing the recommendations of the Te Kawa Mataaho/Public Service Commission’s review into Fire and Emergency’s culture and complaints handling practices (progress reporting on this can be found later in this report), every aspect of our organisation will be examined, refreshed and aligned to make that safe, positive and inclusive environment a reality.

We have established four key culture change themes to drive this alignment work. Over the last six months we have continued our progress against each of those themes. Some of the specific actions at organisational, branch and team levels occurring over the last six months are detailed on the following four pages.

Key Highlights and Achievements Over The Reporting Period

- Our new Code of Conduct was finalised and released. This is the critical foundational document for our culture change journey.
- Our new independent complaints management Service, Speak Safe @ Fair Way, was launched.
- Our latest workforce survey was completed and shows steady improvement in our people's view of Fire and Emergency as a place to work or volunteer, with the most significant improvements seen in our employee group.
- Our annual Whanaungatanga survey was completed, and released. The results show statistically significant improvements across a number of key areas aligned with our culture change journey, including turnover intention, cynicism, organisational commitment, pride in membership, organisational accountability, manager support, and psychological safety.
- We completed consultation on our new Volunteer Brigade Leader Support and Review programme, which included the introduction of five-year renewable terms for volunteer Brigade leaders
- Our Diversity and Inclusion Maturity Model was finalised
- We have developed an overarching measurement framework for our culture change programme
- Our joint working parties between Fire and Emergency and the NZPFU on staffing, fleet and equipment have successfully completed the first phase of their work
- New selection criteria and assessment methodologies for people leader roles have been developed, and training materials released to support effective people leader selection
- We held our first Employee Led Network Leaders hui
- We have delivered multiple leadership development programmes, including completing the pilot of a new programme focused on managing difficult conversations

Building Trust and Increasing Opportunities for Engagement and Influence

- The full series of three annual pulse surveys have been conducted
- Working groups in place for staffing, fleet, and equipment matters. Eke Taumata internal Advisory Rōpū meetings held.
- Our Whanaungatanga project – firefighter led but supported by our operational leaders working in partnership
- User groups across a range of programmes of work so that decision making is informed by the lived experience of our people
- Monthly forums between Executive Leadership Team members and our unions and associations
- Partnership with UFBA to progress Volunteer Engagement Model
- Continued direct engagement with Board and senior leaders through a range of in-person and online forums
- Co-design workshops focused on collaboratively building internal services
- Cross-organisational enterprise risk forums
- New communication channels to increase communication and information sharing
- “Voice of the Customer” team meetings for internal service providers
- Volunteer experience workshops, and volunteer voice guidelines

Measuring the Impact

From our workforce pulse surveys:

- 62% of our people believe Fire and Emergency provides opportunities for their views to be heard
- 76% of our people believe Fire and Emergency values different perspectives
- 33% of our people believe Fire and Emergency will act on the results of engagement surveys
- 62% of our people believe Fire and Emergency engages with its people on safety, health and wellbeing matters that affect them.

From our Whanaungatanga surveys:

There have been statistically significant positive shifts in our people’s perceptions of

- organisational competence
- gratitude towards the organisation
- preparedness to serve

Strengthening Our People Leadership Capability

- Targeted leadership development initiatives
- Roll out of pilot training on managing difficult conversations
- Cascading leadership personal statements on culture change
- Individualised development planning and branch succession planning initiatives
- People leadership refresher sessions
- Executive Leadership Team Sub-Committees
- Coaching by senior leaders on raising the bar on acceptable standards of conduct and behaviour
- Leader drop-ins and briefings on high priority matters
- Deep dive analysis and action planning in response to pulse surveys
- Wāhine career recruits mentoring pilot
- Continued roll-out of unconscious bias training

Measuring the Impact

From our workforce pulse surveys:

- 74% of our people believe the person they report to models Fire and Emergency's values
- 77% of our people believe the person they report to values their contribution to Fire and Emergency
- 70% of our people believe the person they report to provides learning and development opportunities for them

From our Whanangatanga surveys:

There have been statistically significant positive shifts in our people's perceptions of:

- manager support
- organisational accountability

There has been a statistically significant reduction in our people's cynicism towards managers

Providing a Safe, Positive and Inclusive Environment

- Our Rautaki Māori has been launched and a monitoring and evaluation framework implemented
- First Employee Led Networks Leads hui
- Unification initiatives addressing the divide between career and volunteer, urban and rural
- Tikanga days and Cultural discovery Wānanga
- Values-based recognition programme and awards
- Regional diversity and inclusion groups
- Training camps to support diversity in our recruitment pools
- Improved information on accessing wellbeing support pathways
- Our Kia Toipoto action plan reducing gender inequities across our organisation released
- Matariki celebrations held nationwide
- Uniform and equipment programmes focused on providing fit for purpose gear for all personnel
- New research underway into Fire and Emergency's challenges with racism
- Neurodiversity employee-led network launch
- Whakatau Tangata induction framework launched

Measuring the Impact

From our workforce pulse surveys:

62% of our people feel they can speak up and share a different view

72% of our people feel they can be themselves

51.5% of our people believe Fire and Emergency has a positive and inclusive culture

73.5% of our people feel they are treated with respect

51% of our people believe that we have processes that allow bullying and harassment to be dealt with effectively

58% of our people believe that, if they did report unwanted behaviour, we would take it seriously

From our Whanangatanga surveys:

There has been a statistically significant positive shift in our people's perceptions of psychological safety

Raising the Bar On Acceptable Standards of Conduct and Behaviour

- New code of conduct and policy suite finalised
- Revised business processes for the handling of concerns and complaints related to inappropriate behaviour and conduct completed
- New independent complaints management service, Speak Safe @ Fair Way stood up
- Strengthened restorative team in place to provide early intervention in issues impacting brigade/team functioning
- Strengthened support available to people leaders
- Our “Lead Self” development programmes and associated initiatives rolled out in all regions
- Values sessions – focused on building a deeper understanding of our values and what they mean in practice
- Brigade level culture surveys
- Shout-out Boards
- Decision-maker guidance for allegations of serious misconduct

Measuring the Impact

From our workforce pulse surveys:

83% of our people understand what unwanted interpersonal behaviour means in our organisation

71% of our people feel safe to report unwanted behaviour

58% of our people believe that we will take seriously reports of unwanted behaviour

51% of our people believe we will deal effectively with unwanted interpersonal behaviour if reported

Implementing the Review Recommendations progress to date

The following five pages provide an overview of our progress in implementing the recommendations of the review. Most recommendations are on track, and where delays have occurred, these have predominantly been due to a deliberate decision to pause the work to manage interdependencies or ensure successful implementation.

The planned completion dates for each of the recommendations have been included, and where work is either behind schedule or delayed, revised completion dates are also included.

As at 30 June 2024, of the twenty recommendations in the review:

- Seven have been completed.
- Five are 80% or more complete.
- Three have been delayed to manage the change impact of the programme on personnel, particularly leaders, and to ensure implementation is appropriately sequenced to have the biggest impact.
- Two are behind schedule.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 1
Performance expectations for leaders



Draft performance expectations for volunteer leaders developed as part of Brigade Leader 5-year term recommendation. Consultation closed in June. Completion date: 30 November 2024

Recommendation 2
Clear culture change plan and a way to measure success



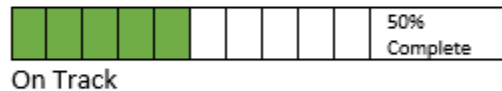
Five-Year Plan drafted. Measurement framework incorporating both qualitative and quantitative measures for each of the four pillars of our culture change journey developed. Completion date: 30 September 2024

Recommendation 3
Six-month report to Board on achievements



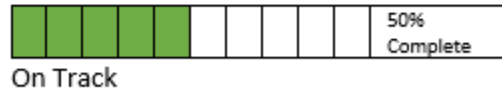
Complete

Recommendation 4
Six-monthly reporting to Minister for 3 years



3 of 6 six-monthly reports completed. Next report will cover 6 months up to 31 December 2024. Completion date: 28 February 2026.

Recommendation 5
Reporting to Minister on Board's actions



Incorporated into six-monthly reporting. 2 of 6 completed. Completion date: 28 February 2026.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 6

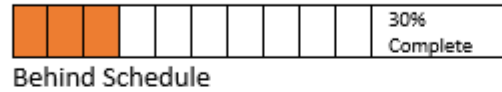
All new CFO appointments to be five-year terms



Consultation closed. Feedback being reviewed. Implementation from 1 October 2024. Completion date: 30 November 2024.

Recommendation 7

Revision of Volunteer Executive Officer Course



Review workshops completed. Internal Advisory Rōpū session held. Recommendations completed. Implementation commenced. Progress has been slow due to competing priorities in learning and development and focus on addressing External Evaluation Review outcomes. Planned Completion date: 31 October 2024. Revised Completion date: 31 March 2025.

Recommendation 8

Establishment of Independent Advisory Committee



Committee established and operating. Four meetings held to date.

Recommendation 9

Single code of conduct for all FENZ personnel



New code developed and approved by Board. Launch and Embed plan finalised. Leader briefings complete. New code implementation date 10 July 2024. Comprehensive launch and embed plan in place. Support materials for leaders, online module, and other collateral developed. Progressive distribution from early July 2024. Completion date: 31 August 2024.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 10
Zero tolerance policy for bullying and harassment



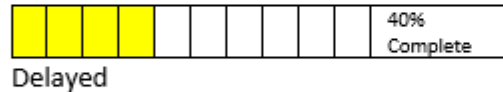
Policy finalised following consultation and approved by ELT. Launch date 10 July 2024, to coincide with Code of Conduct launch.

Recommendation 11
Remove authorisation to respond when serious misconduct occurs



Incorporated into new policies and Code of Conduct, as well as new Complaints Management processes. Embedded through new decision-maker process for allegations of serious misconduct. Also incorporated into Managing Misconduct and Serious Misconduct policy which will be consulted on in August/September 2024.

Recommendation 12
Criminal Conviction Vetting



Draft policy developed and approved by ELT for consultation. Consultation planned in August/September 2024. Delayed due to a proactive decision to increase the strength of this recommendation, to also include re-vetting of personnel being appointed to leadership and other key roles. Consultation scheduled for August/September 2024. Planned Completion date: 30 June 2024. Revised completion date: 28 February 2025.

Recommendation 13
Policy on standdown when charged with criminal offence



Clear policy statements included in new Code of Conduct. New code finalised and approved by the Board. Launch date 10 July 2024.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 14
Independent investigation of
conduct complaints



New complaints management system, Speak Safe @ Fairway stood up on 29 April 2024.

Recommendation 15
Development of clear
complaint handling policies



Developed as part of stand up of Speak Safe @ Fairway. Complete.

Recommendation 16
Safe-guarding the wellbeing
and safety of complainants



On Track

Changes to current practices made. Incorporated into new business processes for independent complaints process being stood up in April. Monitoring to ensure changes are embedded and working to provide appropriate support. Completion Date 30 April 2025.

Recommendation 17
Comprehensive 10-year
diversity plan



Behind Schedule

Delayed due to decision to develop a Diversity Framework and Maturity Model, to inform the Diversity Plan, to ensure that the actions in the plan are grounded in a broader framework to support their success. Diversity Framework has been approved. Plan has been drafted for review by Board People and Culture sub-committee in August. Planned Completion Date: 30 June 2024. Revised Completion Date: 30 November 2024.

Te Kawa Mataaho/Public Service Commission Review Recommendations

Overall Progress

Recommendation 18
Enhanced selection and promotion criteria for leadership roles



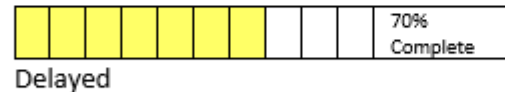
Decision taken to slow this work to manage the change impact on our people leaders. New selection criteria and assessment methodologies developed, guidelines and procedures developed. Selection panel compulsory e-module developed. New approach to be launched from 1 July 2024. Planned Completion Date 30 June 2024. Revised Completion Date: 30 September 2024.

Recommendation 19
Comprehensive training for people leaders



Three-year multi-faceted development programme being delivered. First year successfully completed. Further new programmes developed and successfully piloted. Completion Date: 30 June 2026.

Recommendation 20
Work with UFBA to prioritise capability development



Partnership with UFBA established across multiple review recommendations and broader culture change programme. Annual contract with UFBA incorporates strong focus on capability development. Initial focus of work with the UFBA will be on the Volunteer Engagement Model, a comprehensive review of the frameworks that underpin the volunteer relationship with Fire and Emergency. Capability development is embedded into contractual arrangements with UFBA and multiple other recommendations focus on developing volunteer brigade leadership including 5-year term and People Leader development programmes.

Our Measurement Framework – Monitoring the Impact of our Work on our People’s Experiences

Our Measurement Framework – How Will We Know If We Are Making Progress?

A comprehensive measurement framework has been developed, incorporating a range of qualitative and quantitative data, to enable our progress in making a material shift in our organisational culture has been developed.

The measurement framework is anchored around the four pillars of our culture change journey:

- **Building trust and increasing opportunities for engagement and influence**
- **Strengthening people leadership capability**
- **Providing a safe, positive and inclusive environment**
- **Raising the bar on acceptable standards of conduct and behaviour**

Our measurement framework has been developed to incorporate both existing and new data sets that will enable us to track and monitor the impact of the work we are doing on delivering meaningful change in our organisational culture, translating into meaningful change in the experience our people have working or volunteering for Fire and Emergency.

The measurement framework will utilise qualitative and quantitative data from four sources to provide an annual measure of progress in changing our people's experience within Fire and Emergency, assessed against the four pillars of our desired culture, an environment where our people feel they belong, and where they are supported to enable them to thrive, so they can focus on delivering service to their communities and to each other.

It will bring together data from key people metrics, our regular pulse surveys, our Whanaungatanga programme evaluation and focus groups with our people, to provide an overall health measure for each of the four pillars, enabling us to track improvements in our peoples experience in, and views of, Fire and Emergency.

Our Measurement Framework – How Will We Know If We Are Making Progress?

One of the challenges we currently have in measuring progress in our culture change journey is that the key metrics organisations would typically use to assess organisational culture “health”, such as turnover, ability to attract new talent, tenure, and key organisational survey metrics assessing people’s level of enjoyment, and willingness to recommend as a place to work/volunteer, are all very positive.

We have considered the recent Office of the Auditor-General’s review of Operation Respect within the New Zealand Defence Force (a not dissimilar culture change journey to the one Fire and Emergency is on), and, in particular, references to measuring progress within that programme, to inform the establishment of our own measurement framework.

We have also recognised that any evaluation framework needs to be multi-faceted, and clearly aligned to the desired culture definition driving our culture change journey, to enable us to fully understand our people’s experience and how this programme is changing that experience for the better.

For each of the four pillars of our culture change journey, we have identified those questions in our existing workforce surveys (our pulse surveys and our

Whanaungatanga evaluation survey conducted independently by the Auckland University of Technology) that are either direct, or indirect, measures of our four culture change pillars.

We are about to commence the process to engage an external research partner to conduct focus groups with a representative slice of our workforce (career and volunteer) on an annual basis to obtain qualitative data on the experience our people have in Fire and Emergency and how this is changing as a result of the work we are doing, aligned with the four culture change pillars and our overarching desired culture definition

We have identified the key people metrics that provide insight into how well we are delivering on those culture change pillars.

Collectively, this suite of information will enable us to monitor and demonstrate the tangible improvements in our culture being sought from the Eke Taumata programme.

The framework is depicted on the following page, noting that the measures listed are only a selection of a comprehensive set of measures that will be included. The first full performance report against that evaluation framework will be provided as part of the next six-monthly report.

Our Goal

Fire and Emergency NZ is a place where all of our people can feel they belong. A place where they are supported to enable them to thrive, so that collectively we can deliver service to our communities and each other.

Our Overarching Measures

People Metrics

Turnover
 Employment Brand
 Time to Fill Vacancies
 Applicant Numbers for Vacancies
 Length of Service
 Complaints Management data
 Demographic data

Survey Questions

I feel as if I belong at Fire and Emergency
 I can be myself at Fire and Emergency
 I am supported to thrive at Fire and Emergency
 I enjoy working or volunteering for Fire and Emergency
 I would recommend Fire and Emergency as a great place to work or volunteer

Focus Group Qualitative Data

Your experiences at Fire and Emergency and how they have impacted your sense of belonging?
 How have your experiences of Fire and Emergency as a place to work or volunteer changed over time?
 What has changed that has impacted our view of Fire and Emergency as a place to work or volunteer over the last twelve months, positively or negatively?

Building trust and increasing opportunities for engagement and influence.

Survey Questions

Fire and Emergency provides opportunities for my views to be heard on things that impact me or my role
 I have opportunities to contribute to decisions that impact me at Fire and Emergency

Focus Group Qualitative Data

How are you being engaged on matters that impact you at Fire and Emergency? How else would you like to be engaged?
 How has Fire and Emergency enabled you to contribute to decisions that impact you?
 What more would you like them to do?

Strengthening our People Leadership Capability

Survey Questions

The person I report to values my contribution to Fire and Emergency
 The person I report to models Fire and Emergency's values
 The person I report to is an effective people-leader

Focus Group Qualitative Data

How has your people leader contributed positively or negatively to your experience at FENZ over the last 12 months?
 How does your current people leader compare with the best people leader you have experienced in your career to date?

Providing a Safe, Positive and Inclusive Environment

Survey Questions

Fire and Emergency has a positive and inclusive culture
 I can speak up and share a different view to others
 People from diverse backgrounds are welcomed in my team

Focus Group Qualitative Data

What have been your experiences over the last 12 months in feeling comfortable sharing your views and being yourself in a team environment?
 Have you experienced any Behaviour that made you more or less comfortable speaking up on things that were important to you?

Raising the Bar On Standards of Conduct and Behaviour

Survey Questions

I feel safe to report unwanted interpersonal behaviour
 Fire and Emergency has processes that allow bullying and harassment to be dealt with effectively
 If I did report unwanted interpersonal Behaviour, I think it would be taken seriously

Focus Group Qualitative Data

How effectively does Fire and Emergency deal with instances of inappropriate behaviour and conduct?
 What has been your experience of leaders modelling acceptable standards of behaviour and Conduct?

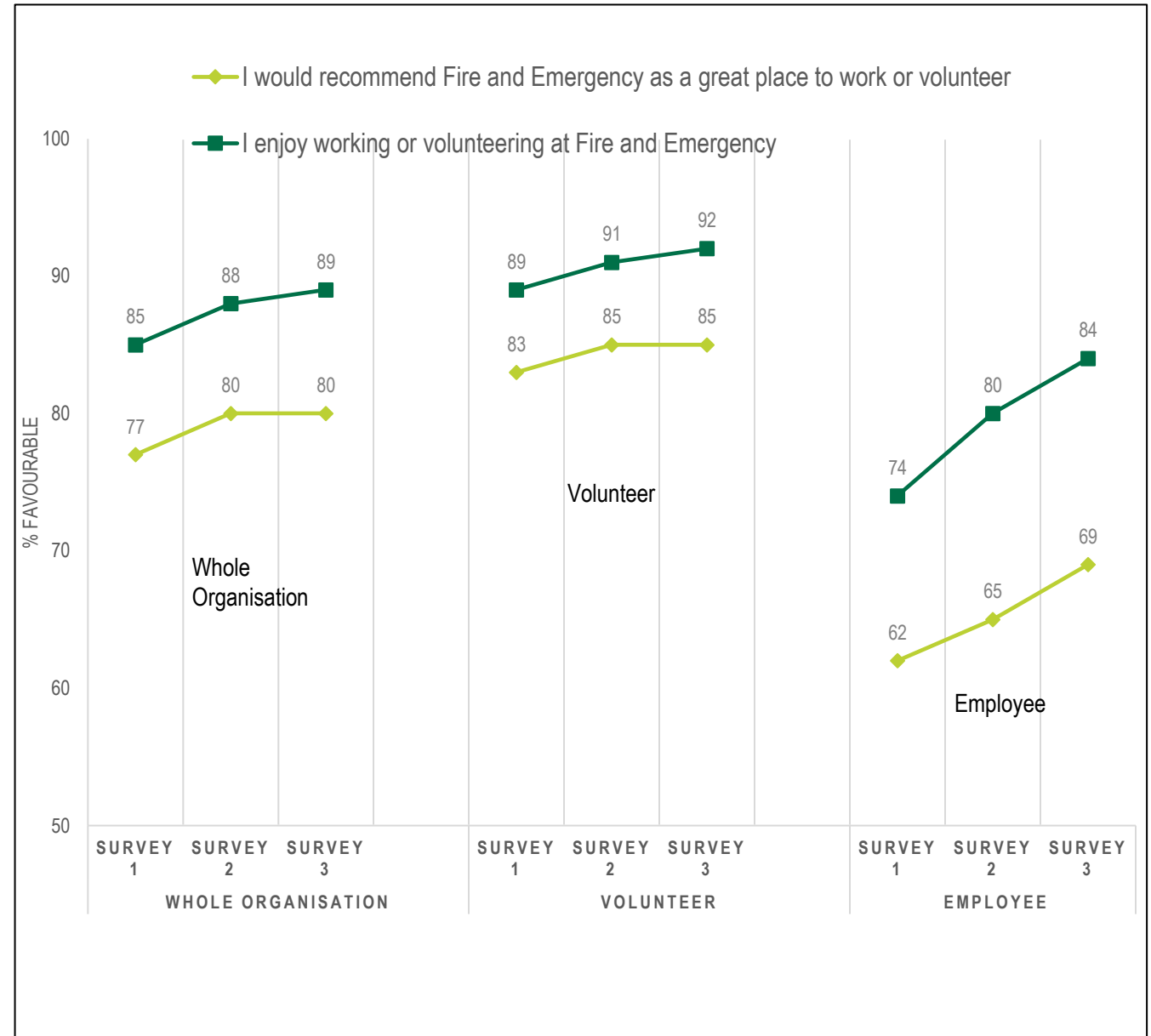
Our results so far

From our pulse surveys

We have now run three pulse surveys across the organisation, providing us with benchmark data to contribute to our evaluation of the shifts we are making in building a more positive culture. This data will feed into our first Performance Measurement report on our progress, which will be included in the next six-monthly report.

We have seen steady improvements in our two topline measures supporting our culture change journey – I would recommend Fire and Emergency as a great place to work or volunteer; and I enjoy working or volunteering at Fire and Emergency.

While our employees respond less favourably to these questions than our volunteers, we have seen the most significant positive shifts in this group, with a 10 percentage-point increase in enjoyment, and a seven percentage-point improvement in recommending Fire and Emergency. Overall, as at the last survey, conducted in June, 89% of survey respondents enjoy working for Fire and Emergency, and 80% would recommend Fire and Emergency as a great place to work or volunteer.



Our results so far

From our Whanaungatanga survey

Our Whanaungatanga programme, initially funded through Movember, but being continued by Fire and Emergency, is focused on identifying and addressing the organisational factors that negatively impact on the health and wellbeing of our people.

AUT conducted an independent baseline survey in 2023, and have recently conducted the second survey, to enable us to measure the impact of the work we are doing. The survey results show statistically significant improvements nationally across a range of organisational factors.

Change in Organisational Factors I



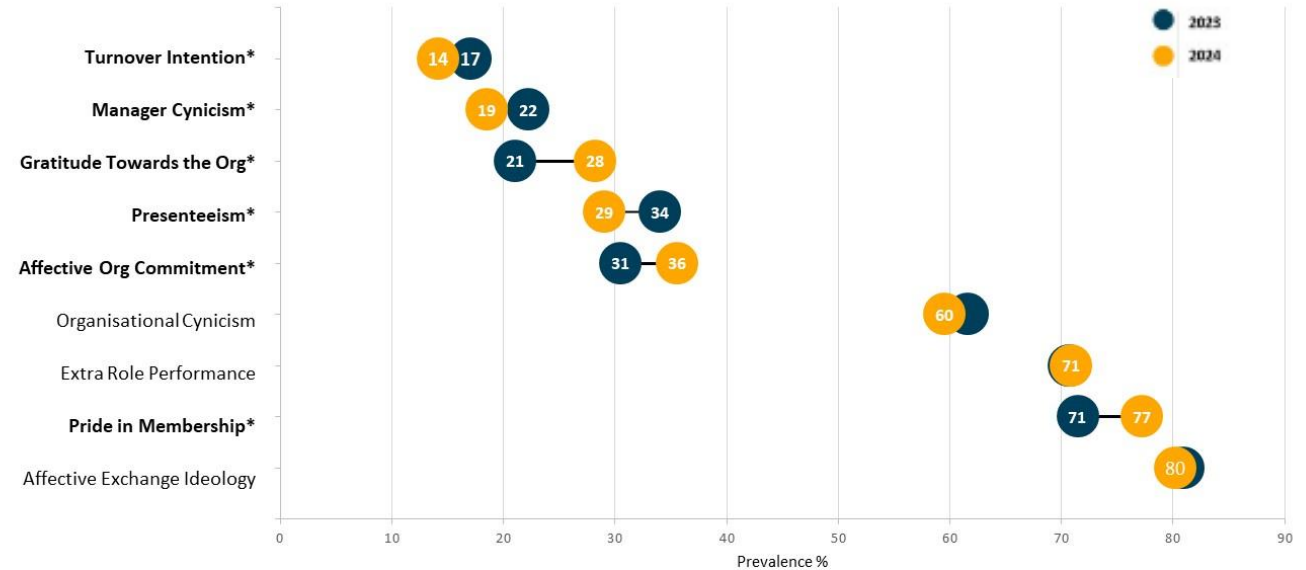
Total survey sample (all participants with both T1 and T2 surveys)
* Statistically significant difference in prevalence between 2023 and 2024

We have seen statistically significant improvements nationally in perceived levels of organisational accountability, support and competence, and manager support, as well as preparedness to serve (engagement/commitment to organisation) and psychological safety.

Our results so far

From our Whanaungatanga survey

Change in Organisational Factors II



Total survey sample (all participants with both T1 and T2 surveys)
* Statistically significant difference in prevalence between 2023 and 2024

We have seen statistically significant reductions nationally in turnover intention, and cynicism towards managers, and statistically significant improvements in gratitude towards the organisation, presenteeism, affective organisational commitment, and pride in membership.

