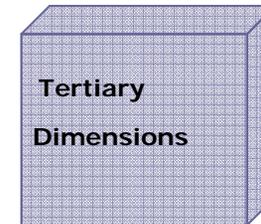
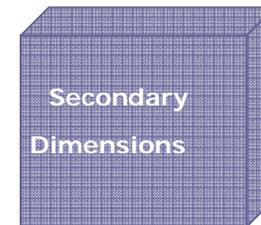
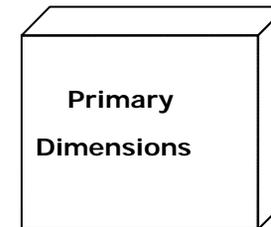
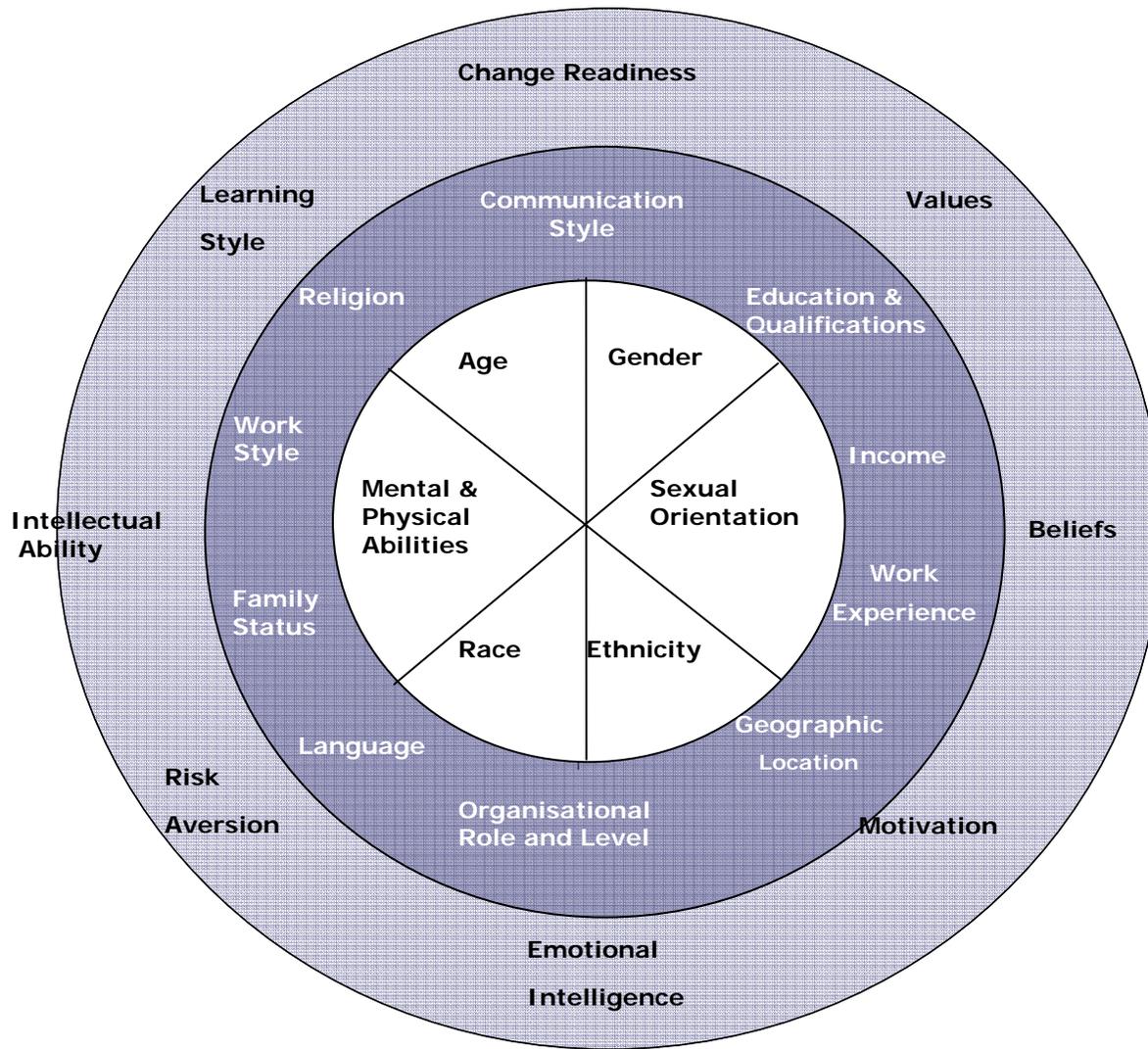


The Tassie Fire Conference

Building EEO into your
organisational planning and
development

Susan Biggs





Key Employment Elements

There are seven key elements that organisations need to consider in developing equal employment opportunities in their workplaces:

1. Leadership, Accountability and Culture
2. Recruitment, Selection and Induction
3. Employee Development, Promotion and Exit
4. Flexibility and Work Design
5. Remuneration, Recognition and Conditions
6. Harassment and Bullying Prevention
7. Safe and Healthy Environment

NZ Fire Service

- ✦ "Our workforce must reflect the composition of the communities we serve and we place considerable emphasis on recruiting new entrants from a much broader background than was the case traditionally. A diverse workforce assists the Fire Service in engaging with communities to promote fire prevention."

Business Case

- ✦ To engage better with communities to promote fire safe behaviour
- ✦ To attract wider selection of people in record unemployment (to be employer of choice)
- ✦ Diminishing number of European males
- ✦ Public expectations and credibility in order to be connected and reflective

NZ Fire - leadership, accountability and culture

- ✦ EEO integrated into HR Strategy as part of 5 year HR plan
- ✦ National diversity and fairness steering grp with reps from union, Maori, and Pasifika overseen strategy for past 5 years
- ✦ Priority to annual EEO Program and achievements outlined in AR & reflected in Values
- ✦ Management objective to become more diverse organisation – annual reviews on this through diversity index that provides overall measure & has tracking capability

Results

- ✦ Attitude survey in '06 showed success of initiative in big positive attitudes. 2/3 believe important for Fire to reflect communities they serve. 3/5 believe greater workforce diversity allows them to do this better.

NZ Fire – recruitment, selection and induction

- ✦ In 2002 experts engaged to overhaul recruitment process.
- ✦ National recruitment team to ensure consistency in recruitment
- ✦ Recruitment aimed at target groups and target nos set
- ✦ Educate the public on the role of firefighters
- ✦ Offer support to all prospective firefighters but particularly target groups
- ✦ Coaching programmes in numeracy, literacy and physical competency offered
- ✦ Work with other agencies such as polytechnics on candidate preparation programs
- ✦ Open days at NZ Fire that allow candidates to test themselves against selection criteria
- ✦ Induction and initial training provides people with introduction to EEO and Treaty

Outcomes

- ✦ No dilution of quality of recruits in any way
- ✦ In '03 there were 6.52% Maori. Targets set were 8.57% by '07 and 10% by '09. In June in '07 well ahead of goal with 9.6% Maori firefighters.
- ✦ Women up from 0.9% in '01 to 3% in '06 & Pasifika from 0.9% to 2.6%

NZ Fire – promotion, transfer and exit

- ✦ Promotion and transfer policies open and can be challenged by staff if they have concerns over the fairness of decisions
- ✦ In approving transfers priority placed on addressing family or personal issues
- ✦ Resignations closely monitored and assessed through systematic exit interview processes

NZ Fire - training and development

- ◆ Clear training and progression system with transparent & equitable development opportunities for staff
- ◆ Attitude survey to monitor satisfaction and equity of access to training and development
- ◆ Support groups for Maori, Pasifika and women fire fighters. Each group has a rep on the steering group
- ◆ Forums enabling under-represented groups to network with others (very constructive in developing action plans and recommendations)
- ◆ Staff with language or cultural skills recognised as asset in community education and prevention programmes
- ◆ Operational staff have guided marae visit as part of initial 11 weeks training

NZ Fire – flexibility and work design

- ✦ Practical changes to station facilities to accommodate women
- ✦ Ergonomics of equipment & personal protective equipment reviewed
- ✦ Flexible leave arrangements - extended sick leave, leave without pay, payment on return from parental leave– lump sum 6 months after returning
- ✦ Although staff strongly support existing roster systems, commitment to exploring with Union greater flexibility
- ✦ Opportunities for staff to access network from home and in some cases work from home
- ✦ Project to enable remote access for volunteers and staff to info & critical IT applications from home or place of work (for volunteers)

Nz Fire - Pay and Conditions

- ✦ Staff support systems - EAP, Industrial Chaplains and stress management interventions
- ✦ Annual attitude survey monitors stress levels closely
- ✦ Case manage injuries & long term sick leave & often provide treatment & rehabilitation over & above regulation, particularly around social needs
- ✦ Pay structures & processes transparent & most cases result from collective bargaining
- ✦ Childcare under review after research commissioned last year

NZ Fire - Harassment and Bullying

- ✦ Commitment to new policy framework and complaint process
- ✦ Workshop on harassment and bullying held with senior mgment and unions
- ✦ Introduced measure of harassment & bullying into attitude survey from '06

NZ Fire - Health and Safety

- ✦ Debriefing & defusing through Critical Incident Stress Management teams drawn from frontline staff
- ✦ Particular requirements around pregnancy and fire fighting given the special health risks that are involved
- ✦ Regular health screening programmes across organisation, together with injury prevention initiatives, & fitness programs in-house gyms
- ✦ Medical research into cancer & mortality rates amongst fire fighters & shared research with other fire services internationally
- ✦ Hep B and flu vaccinations

Change Model



The Treasury - problem

- ◆ 1997 turnover was 25% (35% women)
- ◆ Problems
 - culture aggressive, blokey, unwelcoming, unsupportive
 - focus on avoiding errors at cost of stifling innovation and debate,
 - management skills poor and staff needed more leadership and direction. Perception that people who stayed at desk longest got rewarded
- ◆ Expert recruited and consultation process ensued – led to the Mauri Initiative

The Treasury: solutions

- ◆ Management skills reviewed
- ◆ Culture change eg expectations about speed of work turnaround
- ◆ Flexible work arrangements re-formalised and promoted eg flexible leave, flexible workloads, pool of laptops for home-based work, health and fitness initiatives, buy extra annual leave, part-time senior staff

The Treasury - results

- ◆ Staff surveys reflect positive improvements
- ◆ Treasury runner-up in EEO Trust Work & Life Awards in 2002
- ◆ By '03 staff turnover was 9.4% (11.3% women)
- ◆ Women represented across broad range of jobs with 50-50 split
- ◆ Women in management increased to 32.5%

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