



POSITIVE WORKPLACE CULTURES

*Committed to building a positive
and safe workplace culture*

**ACTION PLAN
TO 2024**

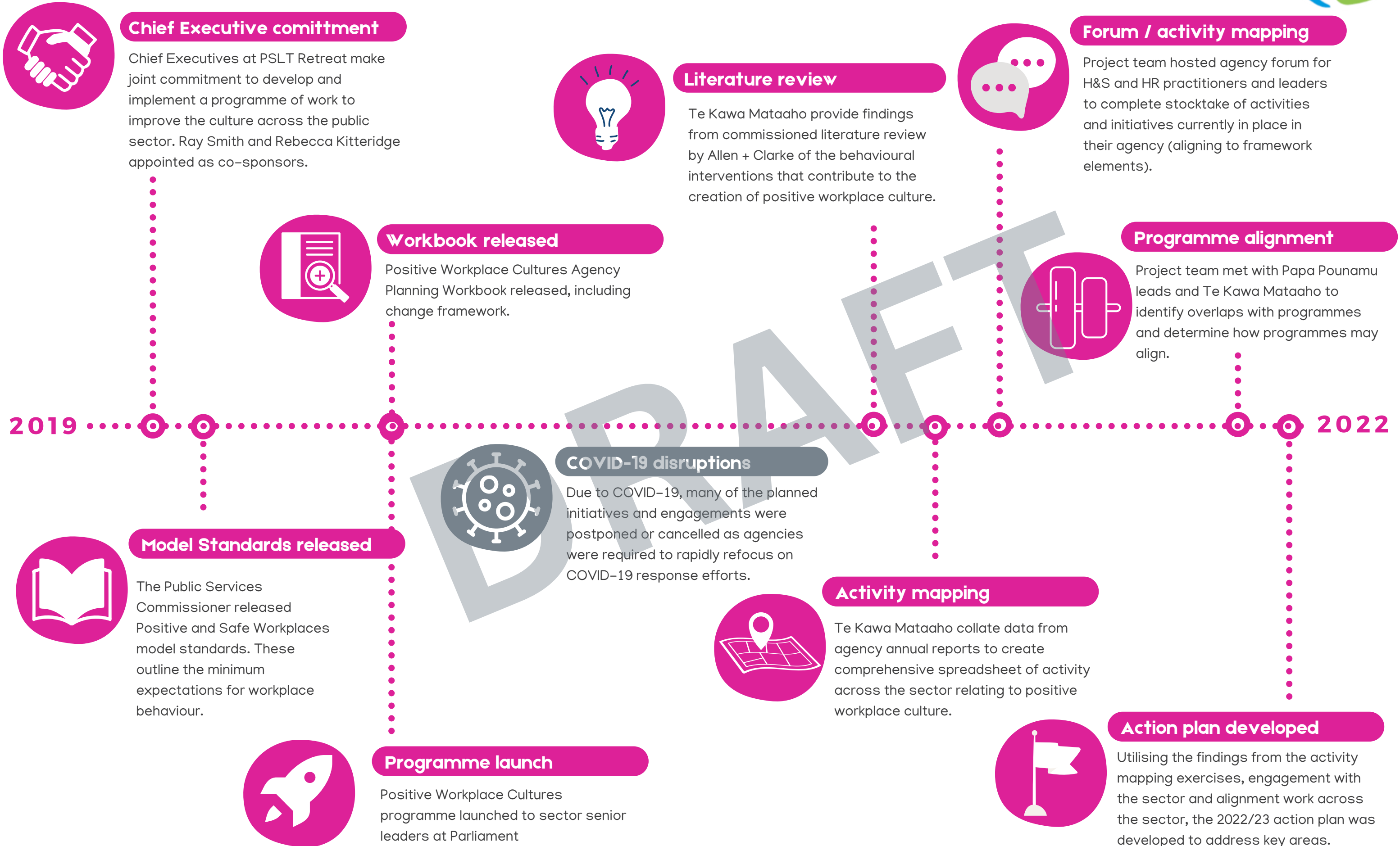


DRAFT
FOR CONSULTATION



New Zealand Government
Te Kāwanatanga o Aotearoa

OUR JOURNEY





PROGRAMME TO 2024

The Positive Workplace Cultures programme continues to be a system-wide programme to support chief executives and their agencies to create work environments that people enjoy working in, are respected for who they are, and contribute to the maximum of their potential. The programme continues to go beyond the minimum standards, aiming to create workplaces where people can thrive and inappropriate behaviour such as bullying and harassment are not tolerated.

Our sector engagement over the past two years identified areas of strength and opportunities for growth. Recognising the complementary programmes underway (e.g. *Papa Pounamu* and the *Government Health and Safety Lead*) the Positive Workplace Cultures programme will prioritise in 2022-24 enabling **positive workplace relationships** to drive positive culture.

OBJECTIVES

The programme will support agencies to:

1 Identify and enable positive workplace behaviours

2 Detect and respond to negative behaviours

WORK STREAMS

The areas of focus to achieve these objectives:

1



Vision and values in action

Agencies must go beyond espousing vision and values by translating these things into clear, tangible and actionable behaviours expected of leaders and workers so they can consistently demonstrate them in day-to-day practice.

2



Leading positive work and teams

Leaders must be equipped to lead and enable positive working environments by addressing both interpersonal relations and work-related factors.

3



Safe systems of work

Work needs to be prioritised, planned, resourced and delivered in a way that is healthy and safe for workers, conducive to a positive working environment, and effective at responding to issues.

4



Monitoring, learning and continuous improvement

Agencies need to have established means for gathering feedback, both positive and negative, in order to respond and learn.

WORKSTREAMS & DELIVERABLES



- Shared Vision, Values and Beliefs
- Communication, Training and Education

Vision and values in action

HR & H&S Leaders Forum: translating vision and values into action and behaviours we can see

Chief Executives Hui: Positive Workplace Cultures 2023 Refresh PSLT or Breakfast

Practitioners Hui: Vision and values in action

- Think-piece/presentation
- Agency sharing
- Networking and discussion
- Test of tools/guidance

- **Guide:** Principles for positive workplace cultures
- **Guide:** Translating values and expectations to demonstrable behaviours through policies, training, and leadership
- **Tool:** Behaviours continuum
- **Tool:** Positive workplace relationships: workshop toolkit

- Bringing our vision and values to life: how we influence organisational climate through tangible and measurable actions
- Way we work values

Papa Pounamu: Diversity & Inclusion plans
He Aratohu: Code of Conduct



- Visible Leadership
- People Processes

Leading positive work and teams

HR & H&S Leaders Forum: enabling positive and thriving teams through competent and supported leaders

Chief Executives Hui: Positive Workplace Cultures check-in PSLT or Breakfast

Practitioners Hui: Building and supporting leaders

- Think-piece/presentation
- Agency sharing
- Networking and discussion
- Test of tools/guidance

- **Guide:** Identifying and assessing people/team leaders for positive culture
- **Guide:** The role of people/team leaders in addressing work factors
- **Tool:** people/team leader induction training toolkit

- Creating great teams through leadership development
- Leadership investment: capabilities and expectations

Papa Pounamu: Addressing Bias
Papa Pounamu: Building Relationships
Papa Pounamu: Inclusive Leadership (learning requirements for Tiers 1-3)
GHSL: People leader development initiative
LDC: Leadership development programmes



- Policies, Procedures, and Systems
- Workplace Environment

Safe systems of work

HR & H&S Leaders Forum: creating positive culture through safe systems of work

Chief Executives Hui: Positive Workplace Cultures check-in PSLT or Breakfast

Practitioners Hui: Safe systems of work

- Think-piece/presentation
- Agency sharing
- Networking and discussion
- Test of tools/guidance

- **Guide:** Creating mentally healthy work: addressing factors that create poor culture
- **Tool:** Identifying mentally harmful work factors
- **Guide:** Creating robust and consistent processes for responding to issues: bullying and harassment policies and procedures
- **Guide:** Advocacy and support for workers: the importance of networks

- Building a trusted bullying and harassment process
- Designing mentally healthy work

Kia Toipoto: Pay Gap Action Plan 2021-24
GHSL: Mentally Healthy Work Capability Programme 2023
GHSL: HSR 2023 Conference - *Mentally Healthy Work*
Papa Pounamu: Employee-Led Networks workstream



- Worker Engagement, Participation and Voice
- Evaluation

Monitoring, learning and continuous improvement

HR & H&S Leaders Forum: mechanisms for feedback - gathering insight on the good and the bad

Chief Executives Hui: Positive Workplace Cultures check-in PSLT or Breakfast

Practitioners Hui: Mechanisms for feedback

- Think-piece/presentation
- Agency sharing
- Networking and discussion
- Test of tools/guidance

- **Guide:** Gathering data and insights: mechanisms for positive feedback and for raising concerns
- **Guide:** Psychosocial safety climate – what is it and what does it tell us about culture?
- **Tool:** Psychosocial safety climate assessment questionnaire

- Data and insights on workplace wellbeing
- Mechanisms for feedback
- Public Service reviews - themes and lessons learnt

Te Taunaki: deep dive on Diversity and Inclusion, Disabled People and Rainbow community in the public service
Kia Toipoto: Reporting requirements Papa Pounamu: system report
Papa Pounamu: D&I communities of practice and D&I executive leads

**All deliverables subject to change to reflect needs of sector*

Forums and events



Community of practice



Guidance and tools



Agency spotlight case study



Related programmes and initiatives

PROGRAMME REPORTING



Agencies are required to share within their Annual Report the progress they have made in their efforts to build positive culture within their workplace. We recommend using the reporting prompts below to provide insight into the developments, activities, and initiatives in place to support this.

REPORTING PROMPTS

1

How have you translated your values and expectations into tangible actions and demonstrable behaviours? How do your people know what's expected of them and how are they supported to enact these behaviours day-to-day? How are your agency's vision and values for positive culture brought to life?

2

How have you ensured managers of teams are competent in leading and creating positive working environments? How have you supported ongoing growth and development of managers to lead teams effectively and meet required competencies for building positive culture?

3

How are you capturing your success in enabling positive workplace relationships (i.e. checking the efficacy of interventions or initiatives and/or checking that the desired culture and workplace behaviours are occurring)?

4

How have you enhanced networks and opportunities to build relationships within teams and across your agency? How have these acted as a mechanism for advocacy and feedback for employees?

5

How have you conveyed to employees that their psychological safety and well-being is protected and supported by management? How have leaders visibly, meaningfully, and continually shown they prioritise and are committed to the health and wellbeing of employees?

6

What mechanisms do you have in place to detect undesired behaviours? What insights have you gathered? How are you ensuring a consistent and appropriate response to undesired behaviours?

7

How have you addressed work-related factors that create a toxic work environment where negative behaviours are more likely to occur? What are the capabilities and capacities you have created to support this? How have you created mentally healthy work?

8

What are the mechanisms that people can use to raise concerns and how are these performing? How are you ensuring those who raise concerns are adequately supported? How assured are you that employees trust in these mechanisms?

**Some of these prompts may relate to activity that you report on under the Papa Pounamu requirements. Where applicable, you may like to highlight how such activity meets the requirements of both programmes.*