

## A PARTNERSHIP STATEMENT - WORKPLACE WAITAKERE

### *Te Kotahitanga - Nga kaimahi o Waitakere*



The Chief Executive and staff of Waitakere City are committed to creating a sustainable, dynamic and just workplace.

#### 1. THE PURPOSE OF THE PARTNERSHIP STATEMENT

1.1 As part of its commitment to the eco-city concept, Council has adopted Agenda 21 of the United Nations Conference on Environment and Development, held in Rio de Janeiro in June 1992. Chapter 29 of Agenda 21 is entitled “Strengthening the Role of Workers and their Trade Unions”. The overall objective is “...poverty alleviation and full and sustainable employment, which contributes to safe, clean and healthy environments - the working environment, the community and the physical environment. Workers should be full participants in the implementation and evaluation of activities related to Agenda 21. Specific areas of action are identified as follows :

- Promoting freedom of association.
- Strengthening participation and consultation.
- Providing adequate training.

#### **Ko te Tikanga o tenei Kotahitanga**

*Kei te haere tonu i runga i te kaupapa ki te tiaki i te whenua nga wai rere, me te ngahere o Waitakere i raro ano i nga herenga o nga Raarangi Take, Rua Tekau ma Tahī, i tautokohia e te Kaunihera i te hui Whakakotahitanga o nga Iwi o te Ao mo nga ritenga whakahaere o papatuanuku i tu ki Rio de Janeiro i te marama o Pipiri 1992. Ko te upoko rua tekau ma iwa, o te raarangi take, rua tekau ma tahī, e mea ana “hei whakakaha i nga turanga kaimahi me nga uniana kaimahi.” Ko te tino kaupapa motuhake...”kia whai mahi tonu te katoa, ka kitea te oranga i roto o taiao i runga i nga ahuatanga o te waimarie me te oranga i roto o taiao i runga i nga ahuatanga o te waimarie me te ora. Kia whakaurua atu nga kaimahi i roto i nga korororotanga i nga wa katoa hei haapai hei whakawaa hoki i raro i nga whakaritenga o Te Raarangi Take, Rua Tekau ma Tahī.*

1.2 Waitakere City Council’s commitment to the Treaty of Waitangi is endorsed, and reflected in this agreement.

1.3 To articulate the vision, goals, values and principles for a united approach to managing staff of Waitakere City Council and the processes affecting staff.

1.4 To provide a mechanism for -

- discussing, consulting, debating and progressing issues and processes of a Council-wide nature affecting staff.

#### FOOTNOTES

- Waitakere City Council will at all times strive to meet or better the requirements in current legislation.
- ie Council’s responsibility to be a good employer (Local Government Amendment Act)
- negotiation of collective employment contracts

**2. THE VISION**     *sustainable, dynamic, just*

*TE TIROHANGA   motuhake rangatira me te tika*

A workplace where Waitakere City's goals of Dynamic, Sustainable & Just, are reflected in the workplace.

- Dynamic     -     supporting Waitakere City Council's strategic direction
  - innovative
  - flexible
  
- Sustainable     -     policies and work practices
  - cost effective
  - reflecting agreed values
  
- Just     -     family friendly
  - equitable
  - welcoming diverse interests and approaches

**3. THE GOALS**

*NGA TOHENGANGA*

It is agreed that any proposals should be assessed against the following goals :

- 3.1     Excellence in achieving the Strategic, & Annual Plans.
- 3.2     High quality of working life.
- 3.3     Continuous improvement in quality of service.
- 3.4     Sustainable gains in productivity.
- 3.5     Flexibility to meet changing needs.

**4. WORKPLACE REFORM**

*NGA WHAKATIKATIKATANGA O NGA WAAHI MAHI*

The principles of workplace reform are supported as a model of organisational conduct in relation to industrial negotiations, organisation change, staff development and communication.

- ie MAKING IT HAPPEN

**5. WHAT WE VALUE**  
*NGA WHAKARITENGA KEI TE MAU TONU*

5.1 Quality Service  
*Kia Rangatira nga whakaritenga mahi*

Waitakere City Council is first and foremost a service organisation responding to the policies and work programmes decided by the elected members, as representatives of the community. The value of quality service will be paramount. This value applies as much to our dealings with each other as it does to the services we provide to the public, and our relationship with elected members.

5.2 Unity  
*I roto i te kotahitanga*

The organisation seeks to achieve unity in both its internal and external relationships. To this end, we endorse :-

5.2.1 Diversity of Contribution  
*Whakawhaanuitia i roto i nga take tuku*

Diverse interests and approaches are sought and welcomed. Opportunities for participation will be available to all.

5.2.2 Real Listening & Appreciation of Contributions  
*He toa ki te whakarongo me te kokiri i nga take*

All contributions will be treated with respect, and without prejudice. This involves real listening and an active search for the value in all contributions. Critical assessment of ideas will be given and received in good faith.

5.2.3 Open & Honest Communication  
*Kia puare kia maarama kia pono nga Korero*

Consultation, feedback and dialogue are preferred approaches to problem solving and is to be encouraged as a basis for communication.

All information required for quality discussion, consultation, and advice will be provided. The spirit of “no hidden agendas” will prevail.

General information, policies and celebrations will be communicated to all through structured networks.

5.2.4 Trust and Respect  
*Te whakapono me te wehi*

All parties will be treated with trust and respect, and act with positive intent. While conflict is possible, we agree to persevere with goodwill with the object of reaching agreement.

5.2.5 Excellence & Personal Integrity

NB. The order in which the values are presented in this document does not reflect their relative value.

- eg regular team briefings.

- The Privacy Act and other legal constraints will be observed.

## *He tino pai he wairua Rangatira*

All parties are expected to strive for excellence and act with personal integrity within their area of expertise. Correspondingly, the professional judgement and personal values of individuals will be treated with respect and due consideration. This applies at all levels of the organisation. The importance of *every* task, and the unique knowledge of *every* staff member will be appreciated.

### 5.3 Treaty of Waitangi/Biculturalism

#### *Te Tiriti o Waitangi/Te Nohoanga kotahi o nga Iwi e Rua*

An active programme will be pursued each year to embrace the status of Maori (tangata whenua) as Treaty partners, and to ensure Maori staff needs and aspirations are met within the organisation.

### 5.4 Equal Employment Opportunities

#### *Te Whakaorite o nga Tikanga mahi*

An active EEO programme will be pursued, until no institutional barriers to equal employment opportunities exist.

#### 5.4.1 Family Friendly Workplace

##### *He kaainga mahana te awhina i nga Whaanau*

That staff have a life outside work is valued and recognised. Steps will be taken to ensure that the caring community we strive for in the City, will be reflected in our in-house practices.

#### 5.4.2 Sensitivity to Culture & Diversity

##### *He Wairua pai ki nga Tikanga a Iwi huri noa*

We will be sensitive to the diverse cultures and beliefs within the organisation, and strive to create harmonious diversity.

### 5.5 Innovation

#### *He matakite*

New and creative ideas will be sought actively, and investigated without judgement or preconceptions. Waitakere City Council is operating at the 'leading edge' in many fields, requiring new ideas and innovative solutions.

It is acknowledged that some mistakes may be made in the pursuit of innovation. Learning from mistakes and genuine error, is encouraged. Blame is considered non-productive.

### 5.6 Fostering a Spirit of Co-operation

#### *He awhina i te wairua Kotahitanga*

Units are of necessity separated by function. However cross-Unit

To enable this process to take place within the spirit of this document, learning opportunities will be made available to all staff, covering the Treaty, language and protocol, over the next two years.

- audit
- CEC clauses
- See appendices copy Tiriti

Together

communication and co-operation will be fostered, and a conscious effort made to remove any barriers to working co-operatively within and across Units.

Everyone  
Achieves  
More

#### 5.7 Responsiveness

*He kakama*

Responsiveness to both the needs of citizens and the needs of other areas within the organisation is required. This involves both a tolerance towards deadline pressure and a care to ensure that such pressure is minimised. Actions will be well thought through but should not suffer from over analysis.

#### 5.8 Cost Effectiveness

*He pai te whakahaere i nga moni*

Cost-effectiveness will propel the search for processes, systems and productivity improvements which enable the organisation to function 'smarter', providing maximum service for the resources available.

### 6. **VALUES INTO ACTION**

*Te whakamahi i nga kaupapa kei te mau tonu*

Waitakere City's "culture" as an organisation (ie the way we do things around here) is evolving as a means of putting these values firmly on the ground in ways that work for us in our community:

- 6.1 an organisational structure that is vision driven.
- 6.2 to encourage team based principles, where responsibility for and commitment to the City's vision is shared at all levels.
- 6.3 the focus on building leadership throughout the organisation, as opposed to traditional forms of management, and commitment to making it happen.
- 6.4 a project focus involving team members from across the organisation, releasing innovation and creating opportunity and challenge
- 6.5 differences in structure between units to reflect specific business and organisation needs.
- 6.6 continually refining the ways we deliver services, so they are customer driven, and our staff are challenged and satisfied.
- 6.7 progressively transforming this organisation to reflect the needs of the community we serve.
- 6.8 organising our service delivery in ways which reflect best business practice as appropriate to each service.
- 6.9 providing industrial chaplaincy and employee assistance programme to staff troubled by personal and/or work related problems.

- eg the emergence of self-managing teams
- eg the emergence of "Team Leader" as a title
- eg the leadership of project teams and working parties
  
- eg the growth in use of project teams for specific projects
  - ◆ ISSP
  - ◆ Telephones

e.g. ISO 9000, ISO 14,000

### 7. **STRATEGIES**

7.1 WAITAKERE CITY COUNCIL AS A LEARNING ORGANISATION

*Te Kaunihera o Waitakere he roopu kei te ako tonu*

“Organisational learning is the process of -

- improving actions through knowledge and understanding
- identifying opportunities and implementing needed changes
- creating, acquiring and transferring knowledge throughout the organisation

Key indicators of an organisation’s fostering of organisational learning -

- participative decision-making
- experimentation and risk taking
- open communications
- well-informed work force
- recycled “lessons learned”
- diversity valued
- benchmarking
- continual change
- key executives modelling all the above
- rewards reflect targeted values and improvements.”

*Source : Richard Chang*

i.e. learning from mistakes

i.e. change becomes the ‘norm’

7.2 Waitakere City Council’s Commitment to Continuous Learning and Development

Waitakere City Council continues to become a learning organisation as this agreement reflects.

Investments made in workforce learning and development are viewed as an important, required and an ongoing ingredient to achieve organisational performance improvement goals.

Learning and development efforts will be designed to meet the needs of an increasingly diverse workforce, and to provide for more flexible and targeted delivery options. They will be available to all.

7.3 Career Development and Self Responsibility

The primary responsibility for planning career development rests with the individual. Initiating action is a joint responsibility in the MAP process.

The widest range of on-job opportunities is to be used to enhance career development. This may include on-job coaching, special

- Employment of school leavers or offering of cadetships or similar, could be promoted.

projects or assignments, multi-skilling, and the development of widely valued and used competencies.

#### 7.4 Enablement and Empowerment

As team and individual self-management opportunities increase, staff will be coached, encouraged and offered training opportunities to enable them to perform in this way.

### 8. **MANAGING PERFORMANCE**

*Te Whakahaere i nga ahuatanga mahi*

We endorse the use of Waitakere City Council's Mapped Achievement Programme as a key tool for the management of group and individual performance, with the following provisos :

8.1.1 That it is used **in a manner and spirit consistent** with the way it is set out in the MAP manual (which is also consistent with this Agreement).

8.1.2 That there be greater emphasis on group mapping and reviews to reflect the team based approach to work.

8.1.3 That management adopt the objectives suggested in the Manual, which make staff MAPs a subject of their own performance management.

#### 8.2 Sustainable Work Practices

The MAP process (including regular reviews) will be one of a number of ways used to monitor the sustainability of workloads and work practices. Managers and staff both have a responsibility to monitor and manage workloads.

It is acknowledged that in a high-energy workplace working at the "leading edge" in many fields, workloads and work practices can sometimes become unsustainable.

Unsustainable workloads and work practices will be addressed with the following priority :

- increasing smart-work skills, and prioritising work and projects
- improving work methods and processes and job design
- considering flexible methods of providing breaks between intense periods of work
- review of resources.

### 9. **MANAGING CHANGE**

*Te Whakahaere i nga whakatikatikanga*

The stated vision, goals and values will apply to the process of change management in the organisation. In order to continuously improve the delivery of service and remain responsive. changes in

- The MAP manual & process is being reviewed and should address these provisos.

- Ways need to be found to measure the achievement of competency.

- Rewards need to be targeted and flexible to be meaningful for different people and to reflect current business and organisation goals.

Priority to be given to coaching and development of smart-work skills, e.g.-

- time management & delegation
- project management
- meeting leadership
- team building/problem solving
- continuous improvement tools
- use of technology

In spite of ambitious Annual Plan work programmes, care needs to be taken to ensure unsustainable overwork is not seen as a valued norm, in a family-friendly workplace.

improve the delivery of service and remain responsive, changes in processes, or staff groupings will be necessary from time to time.

- 9.1 When work is redesigned, the people who do the work will be involved in the redesign.
- 9.2 The organisation will actively pursue ways of recognising depth and breadth of skill and valued experience.
- 9.3 Potential disadvantages will be minimised wherever practicable through retraining and/or redeployment strategies. Processes put in place will treat people with respect and reasonable time will be given for retraining.
- 9.4 Staff who perceive a personal disadvantage in options being considered, will have at all times the right to seek support, advice and/or representation from :
- their manager, HR staff or CE
  - their union or bargaining agent
  - industrial chaplain
  - employee assistance programme
- 9.5 All parties will undertake to consider options for change in an open manner, for example, the principles of workplace reform will be used in the process of establishing LATEs, separate business units and other institutional ways of delivering Council services.
- 9.6 The process of assessing options for change will not be dominated by the interests of any particular individuals, groups or sections within the organisation but will be directed principally at the best ways of delivering the City's strategies in ways which are just and sustainable.
- 9.7 The aim where practicable is to increase necessary services provided within available resources, rather than to produce the same level of services with less resources.

## 10. **WORKPLACE ADVISORY GROUP** *Nga roopu tautoko, awhina i nga kaimahi*

In order to provide a mechanism to -

- discuss, consult, debate and progress issues and processes of a corporate nature, affecting staff, in the spirit of this Agreement.
  - negotiate employment contracts.
- Workplace Advisory Groups will be formed from time to time.

### 10.1 Role of Workplace Advisory Groups

- 10.1.1 To provide input, creative ideas, recommendations to Management Team, on issues such as -
- MAPS
  - Competencies
  - Career Development

- We can better manage keeping people up to date during changes eg explaining more clearly the value of business units, LATEs, trusts and other ways of working.

- At least one workplace Advisory Group will be formed every year to review the implementation of the partnership statement and to recommend workplace development issues for the Corporate Plan.

- Workloads
- Trials (new methods etc.)
- Communication
- Implementation, eg, EEO

10.1.2 To assist with the process of consultation with staff to voice diverse ideas and viewpoints and to make sure that these are considered.

10.1.3 To make recommendations re -

- \* methods of managing change
- \* negotiating documents

## 10.2 Membership of Workplace Advisory Groups (WAG's)

Membership will reflect the nature of the task and diversity of those affected and involve at least -

- gender balance
- Maori staff member(s)
- a new recruit
- a person with a customer service function, eg, frontline staff
- members from a number of Units
- professional staff from HR
- a PSA representative
- other Union representative(s)