



# **NZ Fire Service**

## **Diversity & Fairness Plan 2006-2011**

**Appreciating and Valuing Our Uniqueness**



# Table of Contents

Strategic Intent of the Diversity and Fairness Plan.....3

Diversity and Fairness Framework .....3

Consultation and Partnerships .....4

Strategies.....4

    Strategy 1 Raising awareness of diversity and fairness.....5

    Strategy 2 Changing views of diversity and fairness.....5

    Strategy 3 Changing behaviour and business processes to support diversity and fairness .....6

    Strategy 4 Maintaining change and monitoring results .....7

National Goals and Results.....9



# Strategic Intent of the Diversity and Fairness Plan

The New Zealand Fire Service is a Crown Entity and is subject to the Crown Entities Act 2004. Section 118, of that Act, places a requirement on all Crown Entities to be good employers by ensuring processes and procedures are in place for the fair and proper treatment of all employees.

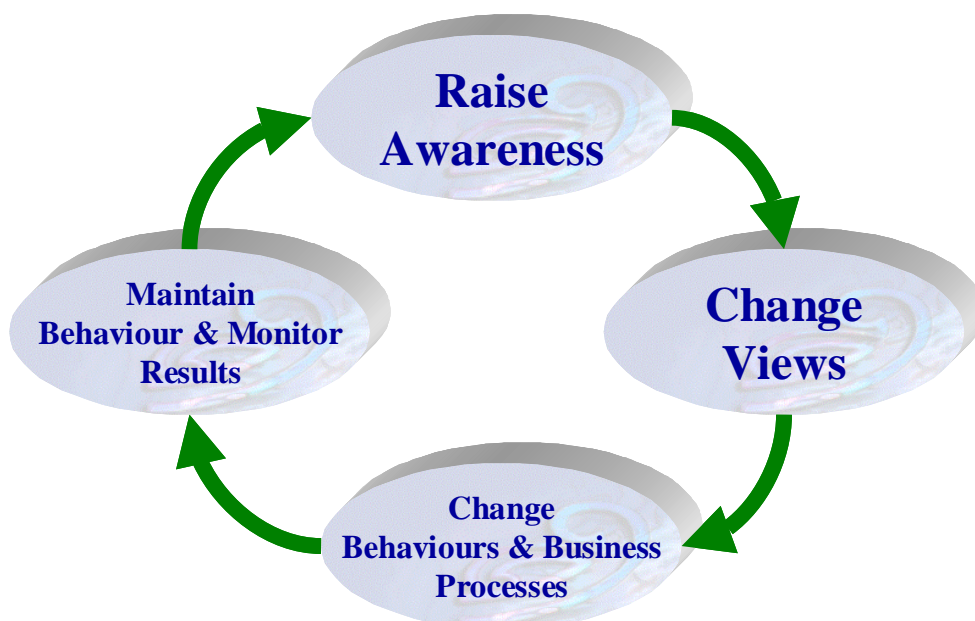
In recent years, the New Zealand Fire Service has taken its responsibility as a good employer very seriously. The organisation has undertaken considerable work to ensure its good employer obligations have been met, particularly with regard to the employment of Maori, ethnic minorities and women.

The New Zealand Fire Service is committed to incorporating diversity and fairness (formally EEO) within its good employer context. This means that the key principles of equity, respect, diversity and fairness are fully imbedded within all our business policy, processes and procedures and becomes an integrated part of the function of all our personnel and all our managers.

## Diversity & Fairness Framework

The Fire Service has developed a framework for a diversity and fairness strategy based on Andreasen's model of social marketing, which is used for the national fire safety promotions. The key components of the diversity and fairness framework are:

- Raising diversity and fairness awareness
- Changing views of diversity and fairness
- Changing behavior and business processes to support diversity and fairness
- Maintaining change and monitoring results





## NZFS Diversity Plan 2005-2010

Each component of the framework provides a progressive step in terms of how people think and act and how the organisation's messages need to be communicated. The first step in the process is to raise awareness that involves being able to engage our people in a way that ensures they listen to the message being communicated. The second step is to change people's views of diversity and fairness. This is a crucial step and involves persuading people that diversity and fairness is something they believe is right. The third step is moving from understanding and agreement on principles to taking positive action. Action could range from reinforcement of current beliefs and behaviors to a complete change in behaviour. The final step is to reinforce behaviors and beliefs and measure and monitor results the organisation is trying to achieve in terms of diversity and fairness.

Input into the development of this strategy include results from:

- The New Zealand Fire Service EEO Forum 2005
- The EEO Steering Committee SWOT analysis
- Internal review of statutory requirements and trends in EEO
- Literature review of New Zealand State Sector best practice.
- Government EEO strategy to 2010
- Human Rights Commission 'The Good Employer – 7 Key Elements'

Importantly, this plan is linked to the Strategic Human Resources Plan 2005-2010 'People and Partnerships'. Specifically, key strategies:

- 2.0 Develop a workforce that is reflective of, and responsive to the community
- 3.0 Equip and train our people to serve the community
- 5.0 Create fulfilling and satisfying careers for all personnel
- 6.0 Partnerships and cohesion for an effective organisation

## Consultation and Partnerships

The Fire Service intends to consult interested parties on the five-year diversity and fairness plan to make sure it has the agreement of a wide range of people. In particular, consultation with internal career and volunteer representative groups is important. Progressing the action plans contained in this plan is seen as a collaborative approach between all interest groups within and outside the organisation where appropriate.

## Strategies

It is important to view these strategies and actions as co-dependent, non-linear and not in isolation of each other. Many of the actions may be implemented at the same time and be part of the same communication approach. The intent of the strategies is to recognise that diversity and fairness is an evolving issue for the organisation and we are at different stages of implementation for many of the actions contained in this plan.

The action plans proposed under each of these strategies address the key principles of equity, respect, diversity and fairness.



## **Strategy 1 Raising awareness of diversity and fairness**

The first component of the diversity and fairness framework aims to raise the awareness of all Fire Service personnel of what diversity and fairness is in the Fire Service environment. This includes a move to re-brand and widen the EEO initiatives to diversity and fairness and provide a definition of diversity and fairness that is appropriate for the Fire Service environment. Communication of diversity and fairness to the wider organisation may require a sustained range of communication mechanisms over an extended period.

<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
Develop and consult over a Fire Service definition of what diversity and fairness is in a Fire Service context (including both paid and volunteer environments).	EEO Steering Group	July 2006
Re-brand EEO and widen to diversity and fairness.	Dir HR	By August 2006
Develop and implement a communication strategy to inform the wider Fire Service on what diversity and fairness means to us.	Dir HR, Dir Media	By Sept 2006 then on-going

## **Strategy 2 Changing views of diversity and fairness**

The second component of the diversity and fairness framework involves building on raised awareness to changing people's views on what diversity and fairness is and how it can positively influence the organisation. This component of the framework will involve informing the wider Fire Service on the purpose of diversity and fairness and how diversity and fairness can help to achieve our national goals and improve business results. This is a crucial step to ensuring that diversity and fairness are seen as "doing what is right" and not a politically correct initiative.

<b>SHR Plan</b>	<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
	Develop and implement a communication strategy to promote the positive benefits of diversity and fairness and how diversity and fairness help to achieve the national goals.	Dir HR Dir Media	Dev 2005/6 Imp 2006/7
<i>2.4.5 Develop comprehensive cultural awareness resources for brigades (printed material, intranet etc.)</i>	Run a programme aimed at changing views of diversity and fairness.	Dir HR Dir Media	2006/7 on-going
	Incorporate diversity and fairness into policies and practices, including training and progression systems.	Dir HR Dir Op & Train SMT	Ongoing



### **Strategy 3      Changing behaviour and business processes to support diversity and fairness**

The third component of the diversity and fairness framework is to change behaviour so that diversity and fairness is a normal part of day-to-day business. This step involves encouraging and empowering people to behave in a way that supports diversity and fairness. This step may involve a range of changes from reinforcing existing behaviours to a complete change in approach for some people. In support of the desired behaviours the Fire Service must make sure that its business processes reinforce and support diversity and fairness. This may involve changes to existing policies, processes or infrastructure.

<b>SHR Plan</b>	<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>Leadership, Accountability and Culture</b>			
	Review and update the organisation’s good employer policy to reflect the wider diversity and fairness strategies.	Dir HR	2006/7
	Incorporate accountability for diversity and fairness into SMT performance agreements.	Dir HR	2006/07
	Identify and select acceptable diversity and fairness behaviors for the Fire Service.	EEO Steering Group	2006/7 business year
	Identify the gap between existing behaviors and desired behaviors within the Fire Service.	Dir HR	2006/7 business year
<b>Flexibility and Work Design</b>			
<i>5.2.3 Review opportunities to establish increased “family friendly” policies and practices.</i>	Review employment conditions for flexibility that allows a work/life balance that helps retain a diverse and engaged workforce. Provide recommendations for changes.	Dir HR	2006/7
<i>5.2.6 Develop more flexible employment practices in relation to older workers and their contact with the Fire Service on retirement.</i>			
	Develop a programme for change as a result of the recommendations on flexibility of employment conditions.	Dir HR	2006/7
<i>3.3.1 Review the suitability of all core equipment, processes and facilities to meet the requirements of a diverse workforce.</i>		Dir Op & Train	2007/8



## NZFS Diversity Plan 2005-2010

<b>SHR Plan</b>	<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
<i>2.4.1 Each Fire Region to optimise the deployment of personnel from target groups to appropriate local communities.</i>	Develop guidelines and processes to ensure the Fire Service makes the most of its diverse workforce in key areas such as decision-making, service delivery and contribution of ideas.	EEO Steering Group	2007/8
<b>Harassment and Bullying Prevention</b>			
<i>3.2.6 Develop policies and systems that address harassment and bullying</i>	Review policies, processes and procedures to make sure that key areas such as workplace bullying and harassment are adequately covered.	Dir HR	2006
	Develop and implement an action plan to promote and manage anti bullying and harassment strategies in the workplace.	Dir HR NZPFU	2006
<b>Recruitment Selection and Induction</b>			
<i>2.1 Ensure that the Fire Service recruits and retains a more diverse workforce.</i>	Review the organisation's recruitment processes and provide recommendations on how to improve these processes to promote diversity and fairness.	Dir HR	2006/7
<b>Employee Development, Promotion and Exit</b>			
	Review the organisation's training processes and provide recommendations on how to improve these processes to promote diversity and fairness.	Dir Op & Train	2006/7
	Identify barriers to progression within the organisation to ensure that processes are fair.	Dir Op & Train	2007/8
	Run a training programme to develop management capability for promoting and managing key diversity and fairness issues.	Dir HR	2007/8
	Review of retirement planning in NZFS.	Dir HR	2006/07

### Strategy 4 Maintaining change and monitoring results

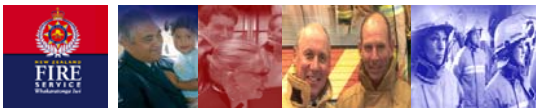
The final step in the diversity and fairness framework aims to support the positive nature of diversity and fairness and maintain behavior change. It also involves the measuring and monitoring of results associated with diversity and fairness. Results provide a feedback loop to help improve action planning and monitor if the desired results are being achieved.

<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>Leadership, Accountability and Culture</b>		
Conduct a review to make sure the Commission's requirements under the Crown Entities Act are being met. Make recommendations where they could be	EEO Steering Group	2008/9



## NZFS Diversity Plan 2005-2010

<b>Action plans</b>	<b>Responsibility</b>	<b>Timeframe</b>
strengthened.		
Maintain management diversity objectives and provide regular reports on diversity results to all personnel.	Dir HR	2006/7
Identify options for ensuring that change is maintained and positive behaviour is rewarded.		2007/8 ongoing
Establish a measure of harassment and bullying in the All Personnel Survey and track results.	Dir HR	2006/07
<b>Remuneration, Recognition and Conditions</b>		
Carry out a pay and employment equity audit based on the Department of Labour guidelines. The audit could cover: <ul style="list-style-type: none"> <li>• Diversity profile of top 3 tiers of management</li> <li>• Pay by diversity profile</li> <li>• Personnel numbers by diversity profile.</li> </ul>	Dir HR	2007/8
Develop diversity benchmarks based on the results of the pay and employment equity audit.	Dir HR	2008/9



## National Goals and Results

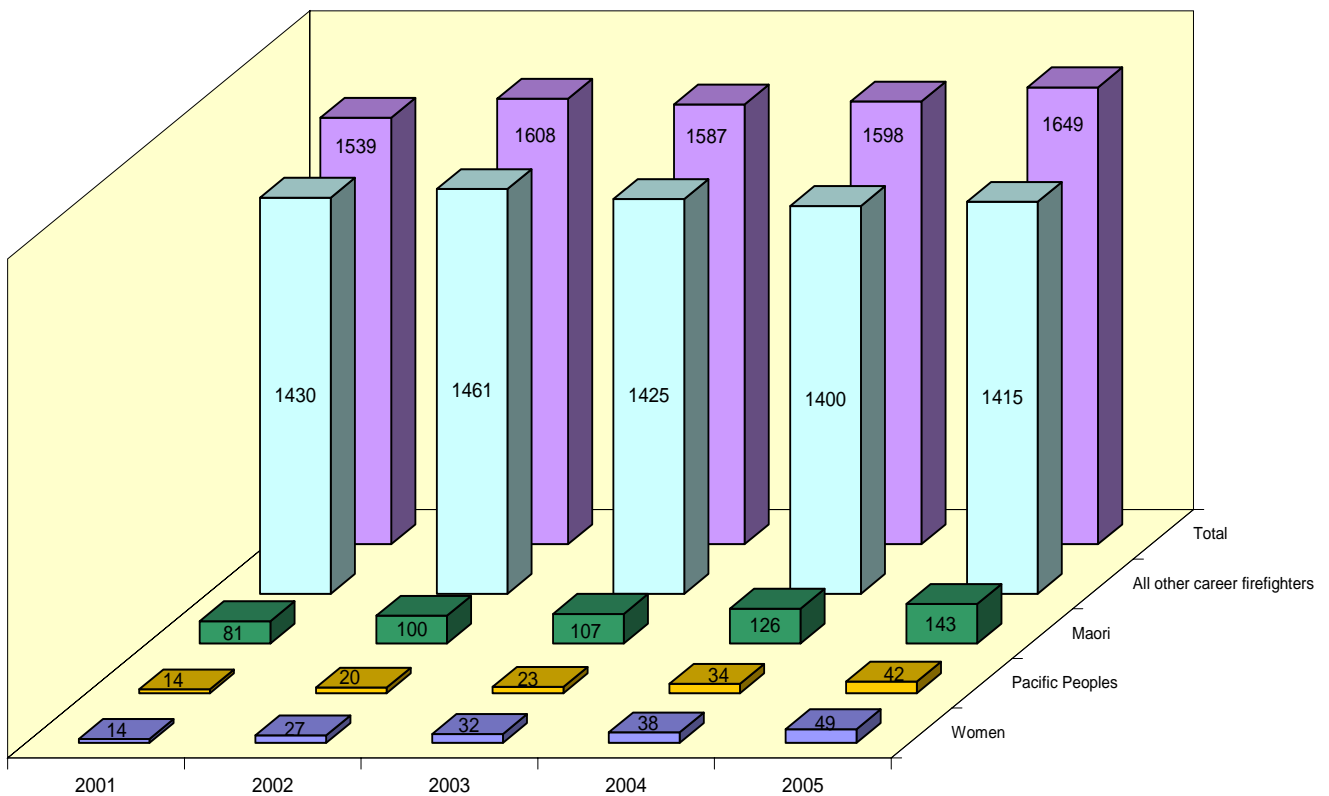
Currently, three national goals have been developed covering the diversity of the workforce. They reflect a combination of recruitment and progression practices and how well a diverse range of employees is retained. It is accepted that these goals need to be widened to include volunteers and all other operational and non-operational employees.

### National goal

Improved diversity of the frontline workforce so that we reflect the communities we serve.

*Achievements to date:*

**DIVERSITY - CAREER FIREFIGHTERS**



*Goals to 30 June 2009:*

		%
<b>30 Jun 06</b>	Women	3.5
	Maori	9.5
	Pacific Peoples	3
<b>30 Jun 07</b>	Women	4
	Maori	10
	Pacific Peoples	3.5

		%
<b>30 Jun 08</b>	Women	4.75
	Maori	10.5
	Pacific Peoples	4
<b>30 Jun 09</b>	Women	5.5
	Maori	11
	Pacific Peoples	4.25



## NZFS Diversity Plan 2005-2010

### National goal

Improve the index of diversity

The Commission has adopted a diversity index that provides a measure of overall ethnic diversity. The index is adapted from “Simpson’s Index of Diversity” and incorporates all standard ethnic groups. The index is reflected as a number between 0 and 1. The greater the number value the greater the diversity of the population. The Fire Service will use this index to track its performance and enable it to make comparisons with other organisations.

Year ended 30 June	2003	2004	2005
Index of Diversity	0.3288	0.3530	0.3816

### National goal

Improved progression of women career firefighters.

Progression of career women firefighters will be measured as a number and percentage of women qualified to be appointed as station officers or senior station officers and the number and percentage appointed to those positions.

	Qualified to SO/SSO level		Appointed to SO/SSO level	
	Number	Percentage	Number	Percentage
Career women firefighters	5	10%	0	0%
All career firefighters	588	36%	402	24%