
Te Kākano Progress Report

February 2022

Purpose

This is a progress report on Te Kākano Programme, as the work transitions into the People Team's work programme in February 2022. Accordingly, this report provides a status update on the 31 recommendations from the Culture Review Report and identifies the ongoing Te Kākano activities being transitioned into the People Team's work programme.

Background

On 24 April 2020, the Civil Aviation Authority Organisational Culture Review Final Report (Culture Review Report) was completed. It included 31 recommendations for action to ensure the Civil Aviation Authority (the Authority) has and maintains a respectful, safe and inclusive workplace.

Te Kākano Programme was established in June 2020 to specifically lead the work required to address the recommendations until February 2022. As of February 2022, actions commenced by Te Kākano will be integrated into the people, culture and capability work of the People Team, led by the Deputy Chief Executive (DCE), with support from the Chief Executive (CE) and the Authority Leadership Team (ALT).

The theme-based summary below provides an overview of the recommendations, activities completed, and ongoing actions.

Theme-based summary

The 31 recommendations align to the following four themes:

1. Leadership and management
2. Keeping staff engaged and safe
3. Policies, procedures and guidelines
4. General

Theme 1: Leadership and management

These recommendations identified:

- the importance of acknowledging past failings, and ensuring the organisation's leadership has met clear expectations regarding leadership and management,
- revising the Authority's Health, Safety and Wellbeing (HSW) Strategy to recognise bullying, harassment and discrimination, and confirm that such behaviour is not tolerated,
- the Board receive regular information about conduct issues and complaints,
- the need for a joint Board, ALT and union commitment to eliminating bullying and harassment, which is supported by appropriate policies and processes, and
- that an organisation-wide culture programme be undertaken, and the Authority's values and behaviours be refreshed.

These recommendations have been or are being addressed.

Ongoing work to support this theme includes:

- continuing to further develop leadership and management capability by delivering an agreed annual programme of work arising from strategies relating to people, leadership, HSW, and diversity and inclusion,
- incorporating reporting into quarterly People Dashboard or HSW reporting,
- continuing to ensure data on complaints and issues are collected, collated and reported in a way that identifies both individual and workplace culture concerns early, and
- continuing embedding of values through policies, the People Team's values work portfolio, and the Values Champions.

Theme 2: Keeping staff engaged and safe

These recommendations identified:

- the need for a pulse survey to establish a baseline understanding of engagement,
- reinforcing the Authority's zero tolerance approach to inappropriate behaviours,
- establishing a peer support network and promoting understanding and experience of healthy conversations about wellbeing,
- implementing training to support early intervention and de-escalation processes to deal with inappropriate behaviours,
- ensuring an effective complaints process that keeps complainants safe,
- having only skilled and experienced people undertake investigations and respond to concerns,
- providing a restorative justice approach, and
- ensuring effective worker and union consultation, participation and engagement.

These recommendations have been or are being addressed.

Ongoing work to support this theme includes:

- reviewing all surveys and continuing their use in assessing engagement,
- continuing implementation of the 'Addressing Workplace Bullying, Harassment and Discrimination' e-module,
- encouraging staff to use appropriate complaints processes and access employee assistance services,
- monitoring the complaints processes and channels to ensure they continue being fit for purpose,
- continuing to support those who manage and investigate complaints via the People Team, and
- designing and developing wellbeing workshops for staff.

Note: The HSW Strategy provides for the development of the peer support network. The aim is to implement the network in 2022.

Theme 3: Policies, procedures and guidelines

These recommendations identified:

- the need to ensure the CAA Code of Conduct, job descriptions and other relevant documents appropriately articulate the organisations' values,
- using appropriately skilled and experienced people to undertake formal investigations of bullying and harassment,
- clearly documenting and managing investigation processes, with access to relevant policies, processes and appropriate training that is reviewed regularly, and
- that conducting exit interviews and using the results as part of a continuous approach to culture building.

These recommendations have been or are being addressed.

Ongoing work to support this theme includes:

- incorporating the values into the new online Performance and Development system on Ngātahi, which is currently under development,
- continuing embedding the values into key documents and communications,
- reviewing the current processes and solutions for onboarding and offboarding,
- designing and delivering wellbeing workshops for all leaders under the HSW Strategy starting in 2022, and expanding this to all staff following this,
- making completion of the 'addressing workplace bullying, harassment and discrimination' e-module mandatory and including it in induction guides and training rosters for new starters,

- considering the recommendations from the Respect and Inclusion Training Final Report,
- reviewing further training that needs to be developed/offered, including frequency, delivery mechanism, scheduling, audience and overlap with current programmes, and
- the development of a comprehensive Wellbeing Framework as part of the HSW Strategy. The Wellbeing Framework has been developed and was approved by the Board in November 2021, with an associated agreed programme of work in 2022. This includes the design and development of wellbeing workshops, and initial implementation of these, as well as expansion of employee assistance services, and consideration of wellbeing risks in the design of all new workplace processes.

Theme 4: General

These recommendations reinforced the importance of effective management, staff, union and sector consultation, and highlighted the importance of actions taking into account the different nature of roles performed by workforce profiles within the Authority.

These recommendations have been or are being addressed.

We will continue to prioritise these recommendations in all matters relating to culture within the Authority via the following:

- continuing regular Board, Chief Executive and ALT engagement with staff and the unions, and
- adding a new agenda item to the Authority/unions quarterly meetings on effective management and sector consultation.

Transitioning ongoing activities

Ongoing Te Kākano programme activities have been integrated into the People Team's work programme. To support this, a future road map highlighting the ongoing activities has been developed to ensure work done thus far supports the continued development of a positive culture through clear leadership, management and support from our People Team.

Progress reporting of ongoing Te Kākano activities will be provided by the DCE People, Culture and Capability to the Board and the Minister.

Conclusion

The Authority has made significant progress in implementing the 31 recommendations with key foundations now in place to ensure the organisation continues to build and maintain a positive workplace where people feel respected, safe and included.

Our highlights include:

Engagement

- Ensuring there were regular engagement opportunities for the Authority, our staff and unions to participate and consult on Te Kāhano activities
- Creating opportunities for our Taskforce members to engage with the Board to ensure staff voices continue being heard
- Transitioning our Taskforce members to become Values Champions to help raise staff awareness of our foundation pieces of work and embed these into the way we do things

People focussed actions, policies and process developments

- Launching our values and continuing to embed these via our Values Champions, and our policies and processes
- Developing a toolkit of resources for our Values Champions to lead positive activities and help grow a positive culture
- Holding 94 Respect and Inclusion workshops across the organisation. These brought together over 1300 of our people to create a common understanding of our new values, discuss acceptable and unacceptable behaviour, and learn how to raise concerns and seek support
- Creating a new policy to address bullying, harassment and discrimination
- Providing a compulsory e-module on addressing bullying, harassment and discrimination for all staff
- Setting up a complaints process to provide a safe space for staff to raise concerns relating to bullying, harassment and discrimination
- Refreshing our external, confidential counselling service with expanded support for staff
- Releasing a refreshed Code of Conduct and supporting resources to help us build and maintain the high standards of behaviour we are required to meet as highly skilled, professional public servants working in a Crown agency
- Developing a Leadership Development Framework, which includes piloting a new management development programme.

Guiding our future direction

- Conducting an annual survey and two pulse surveys with all staff to measure improvement in creating a positive workplace
- Developing a range of strategies, which cover Leadership, Diversity and Inclusion, and Health, Safety and Wellbeing to ensure we continue to achieve lasting improvement.

Despite the challenges of COVID-19, and the sudden departure from Asteron Centre, progress on embedding a positive culture has and will continue to be a priority. This reflects the commitment of the Board, the Executive Leadership and Te Kākano Programme Team, to ensure a culture in our organisation where our people feel respected, safe, and included. The Board and Authority are committed to this work as a priority by specifying the ongoing activities in Authority work programmes. The Board will continue to have oversight of culture-related activities, receive regular reporting and continue meeting with both Values Champions and Union representatives to validate progress.