

The Treasury

Future of Work Tripartite Forum Information Release Document

April 2019

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High Performance High Engagement HPHE

- Richard Wagstaff – CTU President



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Te Kauae Kaimahi

HPHE – Where did it come from?

- Long standing policy of Industrial Democracy/High Engagement/Partnership
- Industrial Democracy protocols/F & P/Health Effectiveness Studies/SWS/PfQ
- Derived from highly successful model in USA – Kaiser Permanente

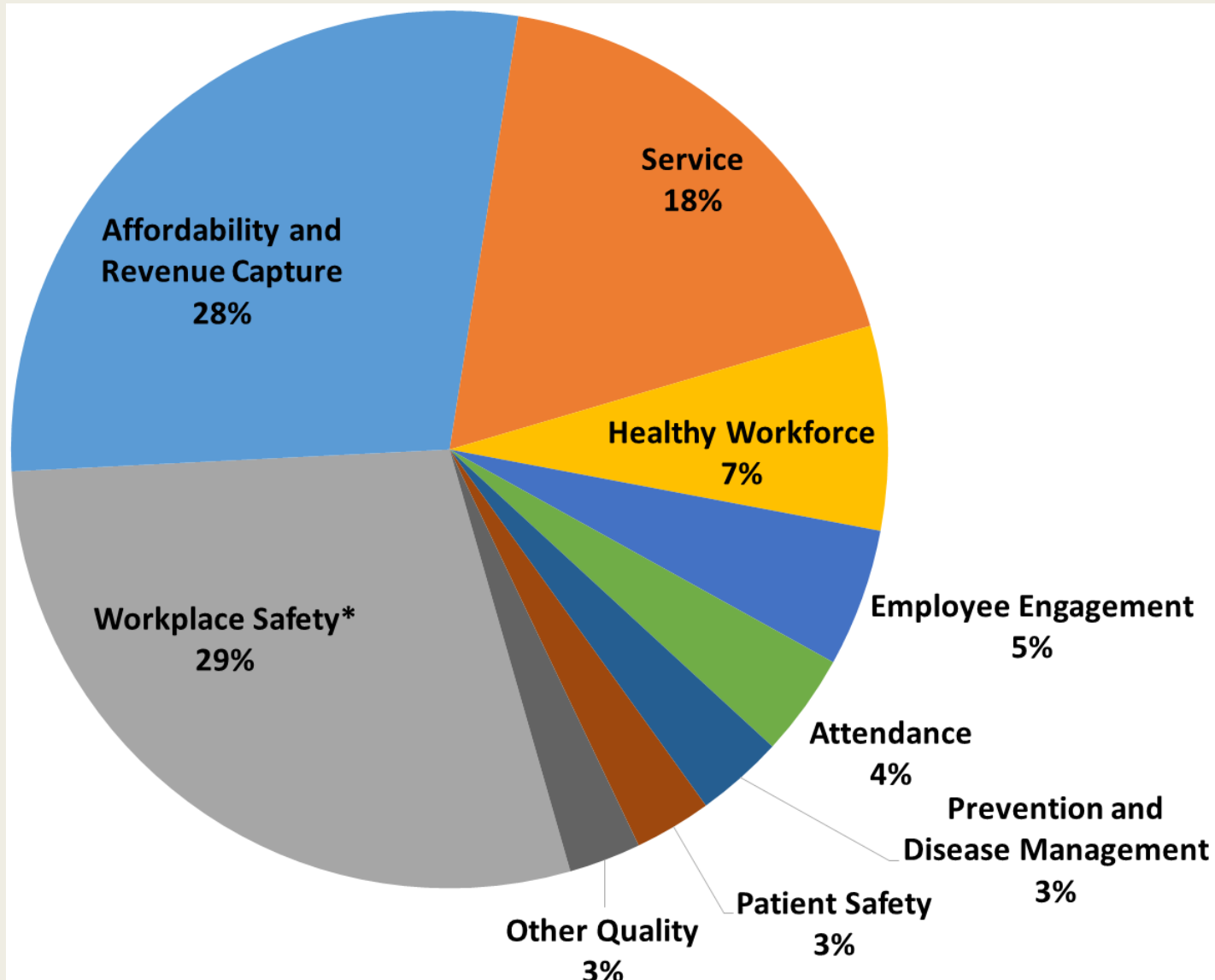


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Te Kauae Kaimahi



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Te Kauae Kaimahi



“We have tapped into the potential of smart people all over the organization who come here every day and try to figure out, ‘How do I improve quality, how do I improve service, how do I improve affordability?’ That’s an incredible competitive advantage to our organization.”

Bernard J. Tyson,
Chairman and CEO,
Kaiser Foundation Health Plan and Hospitals



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HPHE – What is it?

- A highly evolved and practiced form of consultation/industrial democracy/dialogue and partnership between employers and unions involving third party support.
- Common sense and Consensus based
- Learned and trained
- A tried and tested method of real engagement and workforce participation
- Union and management role more about jointly maintaining culture of engagement
- HP2 here in NZ to teach us how to do it



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HPHE – What it isn't it

- A Project or series of projects
- Communicating pre determined plans
- Telling employees what the problem is and asking for their ideas about solutions.
- Leaving the staff representatives out of the process



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HPHE – why do it?

- Very significant improvement to organizational performance
 - Higher productivity
 - Better jobs
 - Better staff buy in
 - Better adaptability to change and the Future of Work



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HPHE – current state in NZ

- Air New Zealand
- Kiwirail
- DHB's
- NZ Post
- DoC



HPHE – what are the factors that make it successful?

- Leadership and commitment
- Training
- Resourcing
- Know how



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HPHE – what are the barriers to a wider roll out?

- Fakes and imitators
- Lack of leadership
- Resourcing



HPHE – How could HPHE be scaled up?

- Build employer, government and union commitment to HPHE approach AND upskilling inside firms and unions to lead HPHE work
 - Central resourcing/unit required
 - Third party presence to guide implementation
 - Training and support
 - Currently too much reliance on HP2 as trainers instead of subject matter experts
 - Promotion and education
- State Sector (esp Core Public Sector and DHB) leadership and commitment
 - Large state sector unionised workplaces ripe for change in culture and performance improvement



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DHB Central Framework

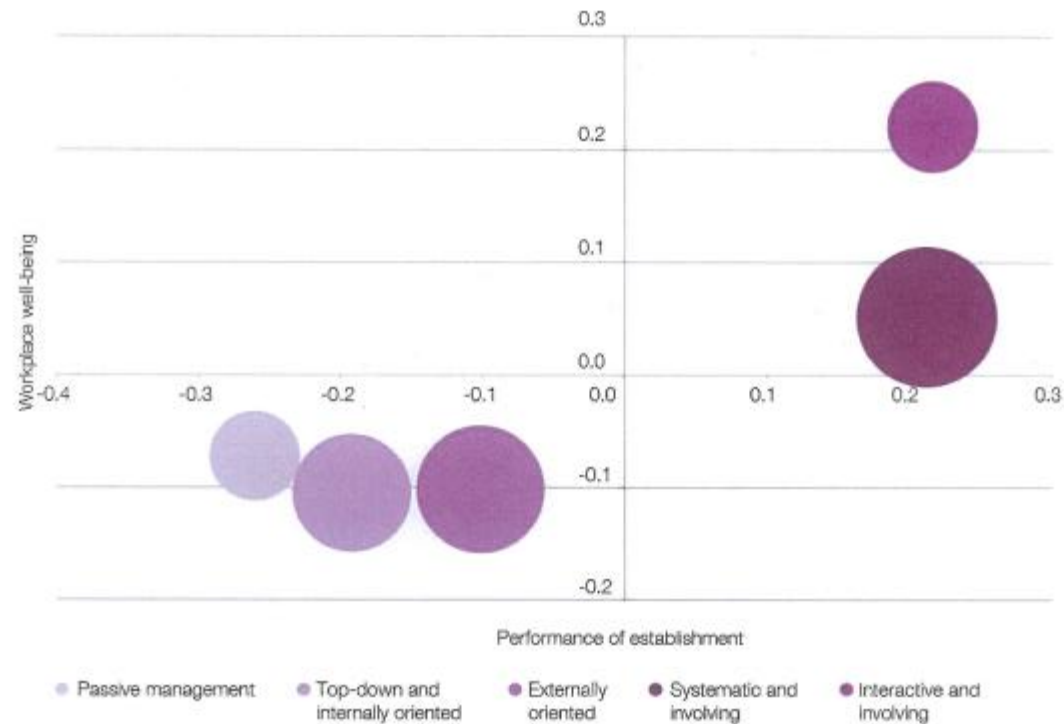
- Whanganui/BOP/Northland/South Canterbury/ MOH along with NZNO/PSA/E tu reps meeting 12 & 13 September 2017
- Reduce duplication for individual DHB's in establishing ground rules
- MOH standard for accessing funding
- Training support from TAS
- central framework has been ratified by all parties



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Establishment performance and workplace well-being, by establishment group



Note: For an explanation of how to read the graph, please refer to Figure 14.
 Source: ECS 2013 – Management and employee representative questionnaires.

Source: Eurofound (2015), *Third European Company Survey – Overview report: Workplace practices – Patterns, performance and well-being*, Publications Office of the European Union, Luxembourg



“Improved social dialogue can lead to “win-win-win” situations in which more inclusive labour markets and workplaces translate into better socio-economic outcomes and greater well-being for workers, better performance for businesses and restored trust in governments”

Angel Gurría, Secretary General of the OECD



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