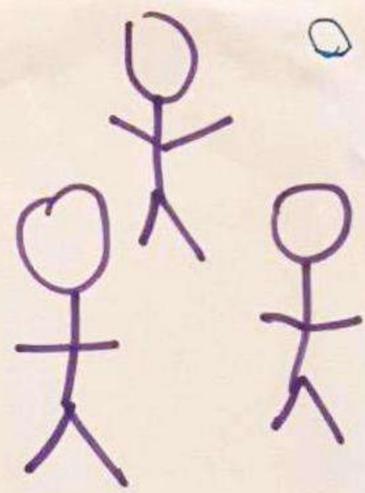# Leadership
Commitment

1. What are the barriers?
2. How can be tackle them?
3. What else can we do to increase leadership commitment?

BARRIERS

* Don't see it as a problem
* Priorities / workload
* Understanding (lack of) / Competency
* We've always done it this way
* Communication / lack off
* Don't know what you don't know
* Trust equation / affinity bias
* Cultural differences across skill sets
* Financial constraints
* Double standards for diverse leaders.
* Age / experience bias

SOLUTION

* Policy statements / enshrining commitmat
* Internal commitment ⟶ campaign
  ↳ Learn from the safety experence
* Introducing diverse people into the org
* Story telling / success sharing
* Create leadership role models.

* Leadership development ⟶ Identifying diverse leaders / inclusive leadership
* Contracting / procurement policies requiring diversity

* Buy-in at all levels of leadership
  → get people thinking about it
  Integrate into vision + values → involve diverse people
  → Help people surface their concerns

* Pipeline + commitment eg HR allos women

* Open recruitment practices not just who you know.
  → Broaden talent pools

* Involve HR forums
* Engage other forums eg health + safety leaders forum

* Explore success stories across other industries

* Build evidence of success

* Interviewing leaders about current position/attitudes
  → Face to face

* Include other aspects/functions/cross-functional sharing eg field/office work.

* Recruitment policies

* Community engagement (local)
  ↳ sourcing talent)

* Setting targets

* Training/awareness/bias

* Peer pressure/competitive dynamics

* Certification./Employer of Choice.
  ↳ Outcomes/meaningful KPIs

* Corporate incentives.

* Flexible working

Education & Knowledge sharing

1. What do we want/need to know?

2. What forums work for sharing ideas?

3. How else can we learn?
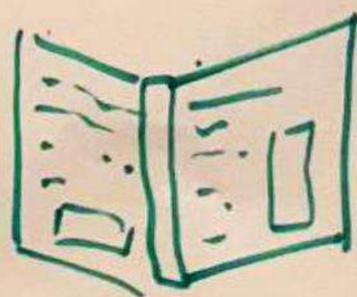
"Diversity of Thought"

Do we have ⌐ perception
            └ a problem with diversity?

What is the problem - Gender? Age? Race

Why do we have a problem?

lacking in specialist areas

What tools/training do we need

What are their barriers?

Paradigm Awareness - Different understanding/values

Learning how to learn - variety of teaching + learning methods
                         interaction
                        - Short sharp

Lead from the top

Acceptance

Introduce programme

Flexibility

Acceptance of change of process

Making sure the job can be done

Learning about your own personality
  preffered communication - and ways to work
with others

H & S Leaders forum

ENA

Community H+S Groups

BUSINESS UNIT ROTATION - EXPOSURE

PRODUCTS DOCUMENTATION IN APPROPRIATE LANGUAGES

EDUCATING SCHOOLS

CEO EDUCATION
      - AWARENESS OF VALUE OF DIVERSITY

$Sharing Success Stories

OPPORTUNITIES

RESISTANCE BECAUSE OF BAD PAST EXPERIENCES

RETENTION

IMPLICIT BIAS TRAINING - AWARENESS

SOCIAL INTERRACTION

BASIC EDUCATION - NZ HISTORY

ANY OTHER IDEAS

- Need to look @ outside our own industry & Internationally for ideas (Steal w/ pride).

Leadership Training
- Base level leaders embedded w/in Teams developing under experienced leaders.

Recruitment drive @ PASIFIKA event (What other events are there)

- Industry marketing - TV adverts. (advertising as inclusive & good career opportunity) @ schools, (dont overpromise & underdelive)
- highlight Industry support networks.

- Girls w/ Hi-Vis Need to support Gateway programmes

- deep dive into communication styles across Company (in Team Building)

- Team strength & success = Individual strengths & weaknesses mixed all together

- Overseas worker "Buddies/Mentors" (navigating unspoken culture)

diversity focused behaviours (Company & Industry)

- Culture & work conditions. Holding people accountable for their behaviours.

- Cultural coaches to assist in integration

Diversity Policy.... ? WTF?   (Any Other ideas Pg 2)
Paper? Rubber
         meets
          road

helping us all
to understand
each other
so we can
MEET IN
THE
MIDDLE!

- Team building
t celebrating
cultural etc
differences

-Proactive
"Welcoming"
of new
starts / different
people.

(- Knowledge
  - motivation)

-mechanism
of
SAFE
reporting

-Using different
languages
for SMEII
rules

-Not just about
girls but
all inclusive.

-Initiatives getting
team working
together

-less words
more pictures
potentially
may break
barriers in
language.

-Prof development

-Training & Dev coord
to help bring
best out
-Competence
framework
& ladder

-Understanding
personality
Types
eg. Dove
Introvert.

-We need to
appreciate
this will take
more effort

(resources
time
money)

Data

011010001 0
110101110 1
000110010 1

What data needs to be collected?

- Gender, nationality, religion, english, 2nd language
- age

Current demographics of each ESL Companies.

Staff retention rates — why leaving etc.
                       — why coming etc.

Immigration rates

relevant Info gathered from stats nz

Learning development from different individuals - Conneris.

Marketing current / future

Induction content

Forums for info gathering

~~Selections?~~ X
- Marketing ?
- Resources / PPE / etc
- Training

What do we use data for?

Age profile of industry? Geographic demographics

Accident / incident rates for different groups

Academic / Quals transition

Costs of getting person into a position

How do we gather data?

Salary + wage data

Qualitative data - workplace satisfaction
- Relationships
Quantative data

Representation in H+S ~~&~~ teams

Skill shortage

Generation differences/preferences

Successful outcomes

Concern + care needed for use of data.

Profiling danger

Application demographics

NI, SI differences

EEA, ENA, CNOG, EDI

Specific Initiatives

What is underway?

What else could we do?

Diversity Policy (intentions)

5-ways to wellness

GWHV

Engineers NZ diversity

Gender Neutral facilities

Pacific / Maori specific scholarships

Gateway release program

Overseas employment 'shows'

Multi language documents

Working group

Technology

Go into high schools with Education programs

Scholarships

Summer internships & holiday placements

Trainee ratio policy

Trainee mentoring at board level (speak but no vote)

Promote 'equal opportunity' employer status

Non-gender specific roles ie linemen

Easier integration of overseas qualifications.

Technology - learning platforms

Better showcase/marketing potential careers

Promote trades @ school career advisor levels

Promote at cultural days

Retention of overseas staff

Training & development for divesity
        └ [effective trade training]
Common competency framework

Publicise scholarship opportunities

Flexible maternity leave policy

Job rotation / job enrichment