**Strategic Discussion: People: We have plans for building employee resilience and capability and we deliver on them**

**Summary Statement:** The ability of our employees to thrive in a changing environment is critical to our achievement of great outcomes for children and to ensuring we are doing right by our employees. Resilience is not a passive quality, but an active process; the ability to cope, thrive and flourish when the going gets tough can be acquired and strengthened. It is a personal journey involving thoughts, behaviours and actions that anyone can do and practice. It is a journey we are keen to support and are able to contribute to. Resilient and capable employees are empowered, adaptable and active participants. They look for challenges, opportunities and successes. They celebrate and innovate. They have an attitude of gratitude and optimism. They focus on what they can control. They don’t become mired in negativity or past experiences, they don’t dramatise events. Supporting our employees to be resilient and capable is congruent with our stated values and principles as an organisation and a good employer. We’re aware that an inability to cope with stress and workloads can adversely impact not only our employees but their families too. We want our employees to be happy, and to succeed. Resilient and capable employees develop self confidence, a willingness to tackle challenges and view themselves as being in a mutually beneficial relationship with us. Our plans for building employee resilience and capability will be evidenced through a variety of reporting mechanisms, including surveying of employees.

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|  **Area** | **Ensure:** | **Further Initiatives to be explored** |
| Board | * Develop a culture that promotes manageable workloads, autonomy, freedom from bullying, managerial support, teamwork and affirmation
* Celebrate successes and achievements
* Ensure communication plans enable a variety of forums for free flowing, regular communication across our organisation
* Be aware employees operate with differing resilience capacity
 | * Conduct annual or bi annual surveys to gauge employees resilience levels (include board & employees in subcommittee to develop a survey)
* Board communications regularly promote wellbeing and access to services such as EAP
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| Managers, leaders | * Role model practices, behaviours and attitudes that support holistic wellbeing
* Know your staff in order to identify when/how they may need support by building positive, professional relationships with employees
* Good recruitment processes that evaluate prospective employee resilience and capability are in place
* Make it easy for employees to find out about and access support
* When possible support requests for changes in roles, job size etc
* Provide PD opportunities that support resilience and capability
* Be clear about expectations
* Support mana motuhake : *mana* through self-determination and control over one's own destiny
* Include information about ability to access EAP or other support as part of employee induction process
* Robust appraisals, goal setting and timely, honest feedback will support employees to be aware of opportunities to grow capabilities
* Affirm & celebrate success, acknowledge when support may be needed
 | * Website resources identify strategies that support wellbeing and resilience
* Website resources identify agencies where support can be accessed
* Review/amend new employee information booklet to include information about access to EAP services
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| Staff | * Practice strategies that support personal wellbeing and resilience
* Take responsibility for own well being
* Acknowledge what you may be struggling with
* Seek help when needed
* Show empathy and compassion to others
* Participate in opportunities to celebrate with association colleagues
* Be alert to the needs of colleagues – notice and respond to signs they may not be coping
* Robust appraisals, goal setting and timely, honest feedback will support employees to be aware of opportunities to grow capability
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