

RELATIONSHIP AGREEMENT

Oranga Tamariki and the Public Services Association Te
Pukenga Here Tikanga Mahi

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Principles



Opening Statement

Oranga Tamariki and the PSA share a commitment to delivering an Aotearoa where our tamariki, our whānau and our communities are strong, healthy, safe and happy. To achieve this, we need to work together to ensure that the people who deliver this mahi are valued, supported, nurtured and stimulated. The principles that open this relationship agreement are integral to our success and we expect both parties to think carefully about them and how they can be woven through all our interactions

- **Kaimahi ora**
If we look after our people and embrace their skills, experience and knowledge they will have the ability to provide the best care for tamariki and their whānau.
- **We believe Aroha is vital**
At all times our relationship is a living thing which demands reciprocity. We need to take time for gratitude and value each other. Challenge is a part of a healthy relationship and comes from the shared desire for better outcomes and a greater good.
- **We respect the Mana of people**
Our people have a clear voice in the things which affect them. They have the right information at the right time to use their voice effectively.

We acknowledge and respect the independence of each organisation, including recognition of each other's' specific responsibilities and accountabilities.

We ask and listen to understand and to protect the Mana of all people. We listen beyond what we expect to hear and to create solutions together.

- **We are Tika and Pono**
We do what we say we will do. We acknowledge we are connected in our desire to make an effective and just organisation. We will communicate regularly and clearly in order to ensure genuine engagement to achieve real and timely solutions.

- Relationships are a journey
There will be times where we disagree and navigate natural tensions in our relationship. Public and private disagreement and areas of dispute may be part of our shared journey together. Our principles will guide us through challenging times and remind us we are fundamentally connected.
- We value whakapapa
We recognise that we are not in isolation in our relationship. We are connected to history our wider communities and sector. We are committed as equal partners in this relationship to sharing our connections with each other where it will provide growth for our people.

Application

The principles form the enduring aspect of our relationship and are intended to be used by all parties and apply to every aspect of the relationship. Over time we will develop a shared understanding of what these mean in practice and how we can embed these in our processes and forums.

The commitments that follow outline the processes for constructive engagement that will enable us to deliver on our joint and independent aspirations over the coming year. These commitments will be reviewed and agreed annually to ensure they uphold the principles and are fit for purpose.

This Relationship Agreement aligns with and will give effect to the government's expectations on employment relations for the state sector.

General PSA Roles

Workplace Delegate	Is elected by members and represents members' views.
Workplace Delegate Convenor	Is elected by workplace delegates on a larger site where there are many delegates.
National Delegate	Is elected by the workplace delegates in their region/workstream and represent members' views nationally.
National Delegate Convenor	Is elected by National delegates.
Deputy National Convenor	Is elected by National delegates

Rūnanga Roles

Rūnanga Site Delegate	Is elected by Māori members and provide a Māori perspective and represent Māori members' views. They will also link in with the wider PSA Rūnanga where required.
Rūnanga National Delegate	Is elected by the region/operations Rūnanga delegates. They provide a Māori perspective and represent Māori issues at a business group level. They will also link in with the wider PSA Rūnanga where required.
Rūnanga National Delegate Convenor (PSA Māori Enterprise Delegate)	Is elected by the Rūnanga national delegates. They provide a Māori perspective and represent the views of Māori members, Rūnanga delegates, Rūnanga national delegates, the PSA Leadership Team, the PSA Rūnanga and the PSA to the Ministry. They are the Oranga Tamariki PSA Māori Enterprise Delegate which is recognised as a leadership position in the PSA Rules.

Oranga Tamariki Delegate Roles & Responsibilities

Delegates have an important leadership role within the workplace, modeling a high engagement culture and learning environment – so germane to social work and supporting the continual development and improvement in the way services are delivered to tamariki. The following describes the roles and responsibilities for all PSA delegate roles.

Delegates	<ul style="list-style-type: none"> • To build union organisation able to influence the political, industrial, economic and social environment in the interests of members collectively. • Represent members views to site management • To hold membership meetings as appropriate in the workplace • Support the participation of members in decision making. • Facilitate the development of a collective view from members in the workplace. • Engage with managers and others in the Ministry in a principled and constructive way that is consistent with this Agreement. • Support and represent members where collective or individual issues arise. • Increase union density. • To represent the PSA in any induction process for new employees. • Are willing to learn and complete PSA delegate training courses and further training as appropriate to the role.
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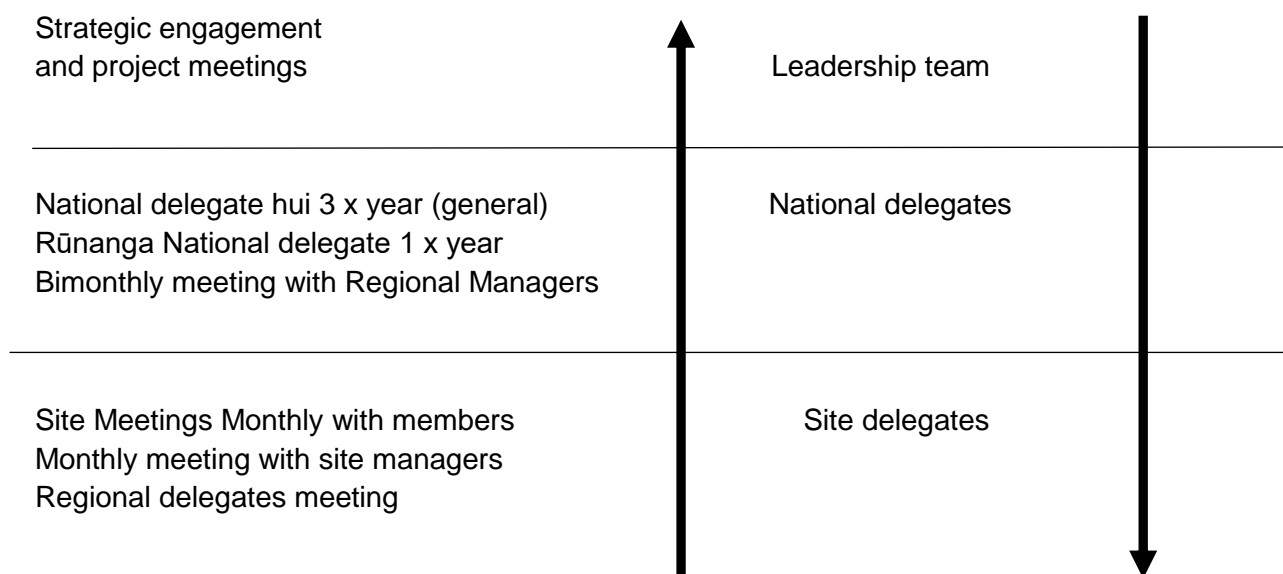
	<ul style="list-style-type: none"> • Respect different views and opinions. • Build relationships and processes for working through issues. • Maintain confidentiality when appropriate. • Engage with Ministry and members in good faith at all times. • Ensure good preparation and reporting. • To understand and apply the principles of constructive engagement in all activities. • To elect their National Delegate and where applicable Workplace Delegate Convenor or other convenors.
Rūnanga site delegates	<ul style="list-style-type: none"> • Have the same responsibilities as delegates as well as a mandated focus on representation of Māori workplace issues, providing a Māori perspective and engagement with the Ministry on those issues.
Workplace Delegate Convenor	<ul style="list-style-type: none"> • To undertake the role of a workplace delegate • Provide leadership across the delegate team in multi delegate sites with a large membership. • Prepare for and convene regional delegate meetings • To ensure good communication with members regionally • Report to and assist, as required, the National Delegate. • To ensure that the strategic plan objectives align with members' objectives and the broader goals of the PSA. • To engage constructively with Ministry representatives in accordance with the principles of this Agreement. • To participate and contribute in the PSA/Ministry Regional delegates monthly meetings.
National Delegates	<ul style="list-style-type: none"> • Have the same responsibilities as delegates • To assist delegates, and PSA organisers on national issues. • To participate in the PSA delegate conference calls. • To participate and contribute in the PSA /Ministry national delegates meetings, working parties and joint forums. • Facilitate the development of a collective view from members • To contribute to strategic planning, through the development of the enterprise plan. • To ensure that the strategic plan objectives align with members' objectives and the broader goals of the PSA. • To engage constructively with Ministry representatives in accordance with the principles of this Agreement. • To provide reports to their National convenor
Rūnanga National Delegate	<ul style="list-style-type: none"> • Have the same responsibilities as National Delegates as well as a mandated focus on representation of Māori issues, providing a Māori perspective and engagement with the Ministry at business group level.
National Delegate Convenor/ Deputy Convenor	<ul style="list-style-type: none"> • Have the same responsibilities as delegates • To oversee the work of the PSA in the Ministry. • To provide leadership and support to national delegates and members across all business groups. • Facilitate the development of a collective view from members • To work with the PSA/Ministry national organiser(s), organiser(s) responsible for business groups and other PSA staff assigned specific roles. • To oversee the election / appointment process of delegate representation on national committees, projects and working parties.

	<ul style="list-style-type: none"> • To engage with the Ministry at a national level within the principles of this Agreement. • Promote the PSA within the Ministry. • Maintain a Ministry wide view. • Using participative processes to develop, monitor progress and report on the PSA /Ministry enterprise plan. • To undertake specific project and portfolio work.To elect a representative to the PSA Public Services Sector Committee in addition to the Convenor, and to represent members in Oranga Tamariki within the PSA governance structures • To have a sound knowledge of the PSA. • To have relevant experience, such as workplace delegate. • To have a sound knowledge of the Ministry. • To have a sound understanding of the Treaty of Waitangi and how it is applicable within this agreement. • To have and use a high standard of leadership skills, including communication and facilitation skills. • To have and use a high level of strategic knowledge, including understanding of the context in which the PSA and the Ministry operate.
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Delegates representing members- Core principles

- Members have the choice of which delegate or delegates represent them.
- An experienced delegate may be shadowed by a delegate in training in a disciplinary with the permission of the member.
- Where representing a member conflicts with an urgent, high priority work issue there is an expectation that both parties work together reschedule the meeting for a mutually suitable time.
- Regular, clear, respectful communication is expected between delegates and management about the time needed for delegate work and balancing this with their core work. The site relationship agreement aims to work this our further as per the needs of the site.

Structure and meetings – Overview



Meetings and purpose

Strategic engagement meeting

PURPOSE: The Strategic Engagement Meeting enables the Ministry and the PSA to discuss areas of mutual interest at the highest level. This allows both parties to stay informed of each other's views on matters which may impact on the Ministry's strategic and business planning cycle.

FREQUENCY: Quarterly

ATTENDEES:

PSA National Secretary

PSA Assistant Secretary

PSA National Organiser

PSA Convenor/Deputy Convenor (as appropriate)

Oranga Tamariki Chief Executive

General Manager Human Resources and Ministry HR (as appropriate)

Senior Management representation (as appropriate)

People and relationships meeting

PURPOSE: To provide a strategic overview and monitor the agreed work programme between the Ministry and the PSA. Ensures the PSA is connected with the right leaders within OT on each piece of work. Progresses national HR issues.

FREQUENCY: Fortnightly

ATTENDEES:

General Manager People and Capability

HR business partners as appropriate

Senior Management representation (as appropriate)

PSA National Organiser

PSA Delegate convenors.

National delegates hui

PURPOSE: To provide strategic planning opportunities for national delegates within Oranga Tamariki as well as opportunities to engage face to face with senior leadership on issues of importance. This is resourced by Oranga Tamariki.

FREQUENCY: 3 x a year for two days

Rūnanga National delegates hui

PURPOSE: To provide strategic planning opportunities for Māori national delegates within Oranga Tamariki as well as opportunities to engage face to face with senior leadership on issues of importance. This is resourced by Oranga Tamariki.

FREQUENCY: 1 x a year for two days

Residence delegates meeting

PURPOSE: To provide strategic planning opportunities for National delegates from Care and protection and Youth Justice residences within Oranga Tamariki as well as opportunities to engage face to face with senior leadership on issues of importance. This meeting can also be attended by two rotating local delegates. This is resourced by Oranga Tamariki.

FREQUENCY: Quarterly

National Health and Safety

PURPOSE: For nominated PSA National Delegates to engage with work on health and safety on a national level. This is resourced by Oranga Tamariki

FREQUENCY: Bi- Monthly

Regional delegates meetings

PURPOSE: Communication and information sharing on regional issue between delegates. This is resourced by Oranga Tamariki.

FREQUENCY: Bi -Monthly

Site Members meetings

PURPOSE: Communication and consultation amongst site members

FREQUENCY: Monthly

Time commitments

It is acknowledged that union delegates have pressures on their time and need to be able to balance their work and union tasks. To this end the following resource and support has been agreed:

- Full time paid release for National Delegate Convenor
- Full time paid release for deputy National Delegate Convenor
- Half time paid release for Rūnanga Convenor
- Variable time and resources as agreed to do the tasks of the National Delegate role. This will be outlined for each National Delegate in local agreements.

Additionally, it is acknowledged that all National Delegates will be supported to attend the national hui 3 x a year and weekly 1-hour phone conferences with national delegate group.

When required to partake in national working groups/project work appropriate release and resource will be organised between the site manager, delegate and Ministry staff member in charge of work programme.

Delegates are encouraged to negotiate within their local site relationship agreement any additional release or support needed, according to the needs of their role. Support to put together a site relationship agreement can be provided by the National Delegate convenors, PSA organisers and Oranga Tamariki HR team.

As part of tracking the workload of delegates and ensuring appropriate support is being provided all National Delegates will record their delegate time on a time sheet.

Escalation Process

It is expected that problems and issues will be resolved at the lowest possible level; however, it is recognised that this may not always happen or be achievable. The core principle is that a problem should not be escalated if the parties have not yet tried to resolve their differences unless the situation involves bullying or harassment that would make this unsafe.

It is agreed that it is in the interests of both parties that all participants ensure that matters are resolved in good faith as close as possible to the point of origin. The principles of this agreement should underscore all communications between delegates and management.

This process of escalation should continue until a resolution is found. On the rare occasion when a matter cannot be resolved through this escalation process, it can be escalated to the Chief Executive of the Ministry and National Secretary PSA.

Delegate Development

The Ministry and the PSA are committed to the on-going development of PSA delegates. The parties recognise the varying roles and skill required within the Ministry/PSA delegate structure. Delegate training adds significant value to both the PSA and the Ministry and will be supported wherever possible.

Development occurs through active participation in;

- Delegate training at the PSA
- Formal joint initiatives such as working parties, forums and collective bargaining,
- On the job opportunities such as facilitation of members and delegates meetings and presenting the PSA at staff inductions, and
- Involvement in the problem-solving process

Delegates are expected to have a personal commitment to the continual learning through the PSA delegate development programme. The Ministry supports two year terms for delegates and agree 6 days of training over two years delivered by the PSA delegate development programme. The Ministry agrees to release delegates on pay to participate in this training in accordance with ERE leave.

Further the Ministry will support delegate development through sharing learning opportunities and knowledge. PSA is committed to ensuring the effective succession planning of its delegates by enabling opportunity for delegates from all levels to participate in the joint initiatives.

Filling a vacancy during the term

Where a vacancy occurs during the course of the two-year term, a by-election may be held at a meeting of members or by some other method approved by the PSA Secretariat under 25(3) of the PSA Rules and Regulations. Under these circumstances the term of the successful candidate shall run until the next annual members' meeting at which an election is scheduled.

Reviewing the document

This document will be reviewed annually or earlier if there is a mutually agreed need.


Site Relationship Agreement Template


The purpose of this document is to operationalise the relationship agreement on a local level.

This template is provided to assist site management and delegate(s) to develop a Constructive Engagement agreement for their site.

Your protocol should be made up of:

1. Purpose statement
2. Principles
3. Site arrangements
4. Additional site matters
5. Signatories

All boxes highlighted in light blue  need you to complete/populate the box with your workplace / site arrangements. You will see that some tips and prompts (in bold) have been provided as a part of this template document, to help you get your site relationship agreement agreed and in place.

Any boxes which are highlighted in grey  must be included in your work place / site relationship agreement, as it will be a core component of the Constructive Engagement Framework.

Assistance in using this template and drawing up your agreement can be sought from:

- Your PSA National Delegate
- Your PSA Organiser
- The Ministry's Employment Relations team

Please note that on the signing page there is a prompt to remind you that copies of your site relationship agreement need to be forwarded to HR and the PSA.

Site name

Address of the site:

1 Purpose of the site relationship agreement

This site relationship agreement has been jointly prepared by the workplace delegate/s and site manager. This site relationship agreement shall be reviewed annually, the date for next review is:

2 Principles

The principles and expectations which underpin the relationship are:

- **Kaimahi ora**
If we look after our people and embrace their skills, experience and knowledge they will have the ability to provide the best care for tamariki and their whānau.
- **We believe Aroha is vital**
At all times our relationship is a living thing which demands reciprocity. We need to take time for gratitude and value each other. Challenge is part of a healthy relationship and comes from the shared desire for better outcomes and a greater good.
- **We respect the Mana of people**
Our people have a clear voice in the things which affect them and have the right information at the right time they need to use their voice effectively. We ask and listen to understand and to protect the Mana of all people. We listen beyond what we expect to hear and to create solutions together.
- **We are Tika and Pono**
We do what we say we will do. We acknowledge we are connected in our desire to make an effective and just organisation. We will communicate regularly and clearly in order to ensure genuine engagement to achieve real and timely solutions.
- **Relationships are a journey**
There will be times where we disagree and navigate natural tensions in our relationship. Public and private disagreement and areas of dispute may be part of our shared journey together. Our principles will guide us through challenging times and remind us we are fundamentally connected.
- **We value whakapapa**

We recognise that we are not in isolation in our relationship. We are connected to history our wider communities and sector. We are committed as equal partners in this relationship to sharing our connections with each other where it will provide growth for our people.

NOTE: the above principles are taken from the introduction relationship agreement between the PSA and Oranga Tamariki- Ministry for Children.

All managers, delegates and PSA members should familiarise themselves with this document. It is expected that these principles will be a core component to your site relationship agreement; you are encouraged to add to the principles in a way that is relevant to your work place / site.

3 Site Arrangements

3.1 Outline your processes of engagement and communication:

- a) Between manager and delegate(s)
- b) With members / staff

This may include:

- How often will management meet with delegates?
- How and what will be recorded?
- Will time be put aside in staff briefings for PSA / Ministry business?
- Rotation of delegates for Regional meetings

3.2 Outline how information will be shared

i.e. Between yourselves/with members/other stakeholders

Some agreements do this in quite a structured way; others refer to the parties' underlining principles. Please write yours up as appropriate to the way you work/intend to work on the site.

3.3 Problem solving

- a. The parties agree to use a problem-solving approach to address issues, aiming to, wherever possible address issues at source, and build a view that is generally acceptable.
- b. Please specify here, any details as to how you work in seeking to resolve local issues.
- c. Only where this has been exhausted shall the parties seek to escalate issues, in accordance with the processes summarised below.

3.4 Outline arrangements for delegates to undertake their role and responsibilities

For instance this provision may specify the process and requirements of notice, from delegate to appropriate manager.

Where delegates’ hours (such as those required to travel) exceed their paid release or what is considered to be a reasonable work period, then how this is dealt with?

3.5 Agree how transport, when required for PSA and Ministry business, will be managed in order to juggle needs and be most cost-effective.

4. Additional site matters

Please record any other related matters that are site specific

Assistance in using this template and drawing up your agreement can be sought from:

- 1. Your PSA National Delegate convenor
- 2. Your PSA Organiser
- 3. The Ministry’s Employment Relations team

Ministry Manager Signature	PSA Site Delegate(s) Signature
Name:	Name:

Dated:

A copy of this signed document is held by each signatory, and a further copy forwarded to:

- HR
- The PSA National Organiser
- Workplace delegates should also give their National Delegate a copy