

## Strategic Discussion: Excellent Leadership: Explore actions for organisational and staff resilience

**Statement:** The Board recognises that we operate in demanding and challenging times both as an organisation and as individuals. As Board members and employees we all share a common and vested interest in ensuring our wellbeing and maintaining our capacity to deal with tough situations and decisions. Any form of change, whether large or small, internal or external, tests our stamina and capacity to bounce back. Success lies in our ability to manage adverse events, to prepare and equip those within our organisation to manage change successfully and by working collectively to support those in need as and when required. Employees who are valued, satisfied and supported are more likely to be resilient.

Area	Ensure:	Further Initiatives to be explored
Board engagement	<ul style="list-style-type: none"> <li>• Proactive – anticipate future events, have appropriate plans and contingency plans in place, regularly monitor Association wellbeing</li> <li>• Board Members are well informed about events likely to impact our services</li> <li>• Prepared to make tough decisions &amp; to consult with employees</li> <li>• Remain open minded to change &amp; new ideas</li> <li>• Focus on Strategic planning and thinking</li> <li>• Continue face to face consultation with whanau about their needs</li> <li>• Board members operate within an agreed set of values and behaviours</li> <li>• Succession planning in place</li> <li>• Willing to consult with other Associations or NZK on significant matters or new initiatives</li> </ul>	
Staff	<ul style="list-style-type: none"> <li>• All employees are able to develop a range of strategies to identify and manage stress or stressful situations</li> <li>• Employees have opportunities to participate in activities, PD, forums &amp; roles that add to their satisfaction levels</li> <li>• Employees are aware they have access to EAP counselling, NZEI support etc</li> <li>• Employees are empowered to share administrative tasks so that knowledge is distributed</li> <li>• Characteristics of employees who are resilient include adaptability, flexibility, open mindedness, self awareness, confidence, capable stress managers, calmness, have a good sense of humour, motivated, positivity</li> <li>• Support each other through difficult times</li> <li>• Recognise when they need to take time away from duties to deal with issues impacting performance or their colleagues</li> <li>• Leaders are accessing release time and delegating responsibilities appropriately within their team</li> </ul>	
Finance	<ul style="list-style-type: none"> <li>• Maintain a healthy financial buffer to cope with adverse financial impacts or events</li> <li>• Ensure adequate level of asset protection is in place – maintenance, replacement and insurance</li> </ul>	
PD	<ul style="list-style-type: none"> <li>• A range of PD opportunities are available to employees and Board members</li> <li>• Secondment to other positions or organisations which add to an employee's skill set are available for discussion as an option</li> </ul>	
Management	<ul style="list-style-type: none"> <li>• Managers are regularly communicating with and monitoring the well being of employees – early detection of potential issues and relationship building is important</li> <li>• HR matters are responded to appropriately</li> <li>• Support a culture of caring</li> <li>• Provide pastoral care, continue to adopt a holistic approach to employees wellbeing</li> <li>• Maintain a system that supports ease to book relievers</li> <li>• Systems and processes in place to support induction of new employees</li> <li>• Succession planning in place</li> <li>• Opportunities are provided for collegial gathering, celebrations &amp; events</li> <li>• Work environments are healthy and safe</li> <li>• Mentoring program for provisionally registering teachers is in place</li> </ul>	<ul style="list-style-type: none"> <li>• Consider providing the opportunity for non teaching employees to access NKA conferences</li> </ul>