

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

Human Resources Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which outlines SCIRT's approach to Human Resource Management.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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Human Resources Management Plan

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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
CCC	Christchurch City Council
CERA	Canterbury Earthquake Recovery Authority
DLT	Delivery Leadership Team
HIRS	Horizontal Infrastructure Recovery Strategy
HRMP	Human Resources Management Plan
IRMO	Infrastructure Rebuild Management Office
IST	Integrated Services Team
KPI	Key Performance Indicator
KRA	Key Result Area
LT	SCIRT Leadership Team (Management Team and Delivery Leaders)
MT	SCIRT Management Team
NZTA	New Zealand Transport Agency
NOP	Non Owner Participant
OPS	Overall Performance Score
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
SCIRT Board	Alliance Operational Governance Group
SWG	Specialised Working Group

1 INTRODUCTION

1.1 OVERVIEW

The Human Resources Management Plan is tailored to suit the SCIRT context; applying management system procedures to address SCIRT's needs whilst keeping in mind that each organisation that interacts with SCIRT have their own Human Resources policies and practices. SCIRT is not an employer of people but engages team members (usually by secondment) to contribute to the successful outcomes and objectives that it has been set up to achieve.

SCIRT recognises the importance of sound Human Resource Management to the success of the programme. Its approach to this issue is to ensure effective and collaborative relationships are developed and maintained. It is essential that the Systems and Procedures for managing these relationships are understood by all parties through the application of the various policies and procedures outlined within the HRMP. This will ensure clear lines of accountability and reduce duplication of effort and provide the right environment for team members to thrive.

This plan may be amended from time to time as required.

1.2 DESCRIPTION

On 22 February 2011 a magnitude 6.3 earthquake hit Christchurch causing loss of life, substantial damage to the city's infrastructure and property.

On 3 May 2011 the Stronger Christchurch Infrastructure Rebuild interim alliance agreement was signed. This is a partnership between the Christchurch Earthquake Recovery Authority (CERA), New Zealand Transport Agency (NZTA), Christchurch City Council, and contractors Fulton Hogan, Fletcher, McConnell Dowell, Downer and City Care, formed to manage the rebuild of the city's earthquake-damaged infrastructure.

This arrangement superseded the previous contractual arrangement between Christchurch City Council (Council) and the contractors, whereby each contractor would have been individually responsible for delivering the rebuild in separate work packages divided into discreet geographic areas.

The infrastructure rebuild has been estimated to cost over \$2 billion and is currently scheduled for completion by 2016. The Alliance Agreement came into effect on the 22nd September 2011 following an Interim Alliance Agreement from 9th May 2011 to 21 September 2011.

SCIRT is a non financial entity and therefore does not have the legal capacity to directly employ staff. For the Integrated Services Team (IST) of SCIRT, it is agreed that team members are primarily sourced from the Alliance partners on a secondment arrangement mutually agreed between the Alliance and home organisation. Secondment agreements and the terms and conditions of employment for each individual working at SCIRT are the responsibility of the individuals home organisation. This HRMP does not look to enter into employment terms and conditions of seconded

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team members, it does however detail the HR activities needed to facilitate the lifecycle of the seconded employee.

The HRMP has been designed to address three main areas of Human Resources,

- Development and implementation of Policies, Procedures and Forms to be utilised to facilitate any action required
- Execution of Human Resources Policies, Procedures and Forms during the course of the Programme, which shall also encompass Employee Relations
- Training Plans

The focus on Peak Performance to not leave high performance to chance is also a significant area of focus of Human Resources in this programme. A separate plan, the Peak Performance Plan, outlines the activities in this area and should be read in conjunction with the Human Resources Management Plan.

1.3 SCOPE

The Programme scope consists of the following

- Programme Development Phase (pre-construction) - acquisition of team members and integrating into SCIRT
- Programme Implementation Phase - continual support
- Programme finalisation phase – returning to home organisations & demobilisation from the project

The HRMP shall apply to all team members seconded to the IST of SCIRT. The HRMP may be amended from time to time and seconded team members are required to adopt any amendments. The home organisations from where the seconded employees originated are also to adapt the HRMP relative to their role in the SCIRT Alliance. In some cases the HRMP applies across the SCIRT programme. This occurs where a collaborative approach will optimise the outcome required.

1.4 POLICIES

The SCIRT Human Resources Policy articulates SCIRT's approach, has been endorsed by the SCIRT Board, and is displayed in the IST.

As SCIRT is not a direct employer, it would be counterproductive and confusing for SCIRT to have numerous policies in HR, thus they are kept to a minimum. In many cases, home organisation policies apply at SCIRT as they would do back at the home organisation.

SCIRT's Mindsets/Values and behaviours are deemed to be the foundational elements of its Code of Conduct.

1.5 OBJECTIVES

The Stronger Christchurch Infrastructure Rebuild Team is referred to as a programme alliance with its work being a programme of separate projects, managed over a five year time-frame.

The goal of the programme is summarised in the words of the SCIRT Board and Management Team:

***Creating resilient infrastructure
that gives people security and confidence
in the future of Christchurch***

1.6 REQUIREMENTS

SCIRT is committed to the operation of a people policy that supports and complies with the principle of being a good employer.

Consistent with this principle and in accordance with the provisions of the Employment Relations Act 2000, SCIRT will operate an overarching Human Resources Policy containing provisions generally accepted as necessary for the fair and proper treatment of people in all aspects of their working environment, including provisions requiring:

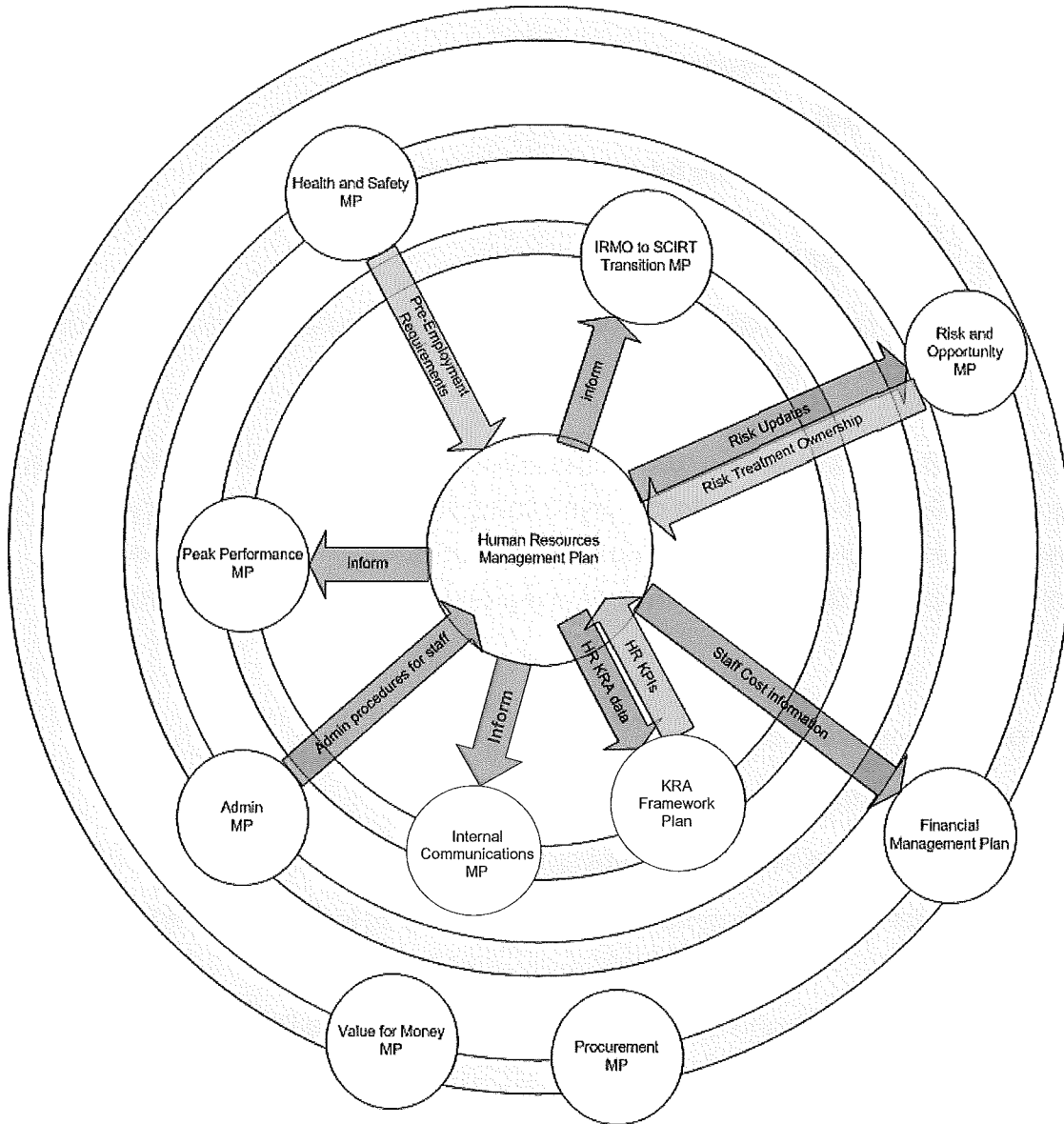
- Good and safe working conditions
- An equal employment opportunities programme
- A fair selection of suitability qualified persons for appointments
- Opportunities for the enhancement of the capability of individual SCIRT members
- Recognition of the aims and aspirations, and cultural differences, of ethnic or minority groups
- Recognition of the employment requirements of persons with disabilities

SCIRT will create an environment which ensures that all people maintain appropriate standards of integrity, conduct and concern for each other.

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1.7 RELATIONSHIP TO OTHER MANAGEMENT PLANS

Human Resources Management Plan Interfaces



STRATEGY

SCIRT recognises the importance of sound Human Resource Management as crucial to the success of the Programme.

The SCIRT approach to human resources is built on a foundation of sound communication and consultation between all parties, and a commitment to manage and develop relationships in a pro-active manner. The approach comes from the foundational belief that people intend to come to work to make a contribution. A significant emphasis for SCIRT will be placed on establishing an environment of high performing teams who deliver outstanding outcomes.

High levels of support and expertise are provided to the Programme by the Home Organisations' teams during all phases of the Programme, thus providing consistency with the broader home organisations, and allowing the SCIRT secondees to feel fully supported.

The SCIRT Human Resources strategy is based on skilled resources being motivated to achieve beyond what they thought was possible. The following actions will drive this strategy

- A safe working environment
- Recruitment and retention of sufficient numbers of competent people to ensure delivery of the required works within the Programme timeframes
- Developing skills appropriate for the success of the Programme. Ensuring all seconded employees are provided adequate access to learning and development tools which further their skills and provide increased alignment to the Programme objectives; these include those available at their Home Organisation.
- Recognising and rewarding individual and team performance and behaviours which contribute to the achievement of the Programme goals and align with the SCIRT's "what we are here for statement" or noble purpose.
- A consistent, fair and honest approach to dealing with performance which focuses on achieving shared solutions to performance issues
- The provision of a consultative framework for resolving grievances and issues as they arise
- Communication forums allowing team members to have the opportunity to provide meaningful input into the continual improvement of SCIRT outcomes
- A responsible and reasonable approach to dealing with unions, allowing for appropriate consultation and union input

2.1 TARGETS

SCIRT has Key Result Area's (KRA's) and underlying Key Performance indicators (KPI's) including Human Resources, represented by the "Our Team" KRA . These are explained in the KRA Framework Plan. The SCIRT HR Policies and Procedures are designed to support these KRA's and KPI's to ensure:

- Seconded Employees into the IST with the right skills and behaviours are engaged for the programme in a timely manner and retained as determined by the SCIRT Management Team (MT)
- Seconded Employee's skills are identified and developed during the life of SCIRT enabling the achievement of outcomes and consistent with SCIRT's value of "Developing our People"
- All provisions of the relevant applicable secondment agreements are correctly applied by relevant employers and adhered to by their employees
- Arrivals and departures from the SCIRT IST are done in a planned way that is respectful to the team member and ensures that SCIRT's operational performance is not compromised.
- No lost time, limitation or disruption to construction and or operations due to on project disputes or industrial action
- Prompt resolution of any issues arising on the Programme.

2.2 HR RESPONSIBILITIES

The SCIRT HR team will provide ongoing support and assistance to the Executive General Manager, SCIRT and wider project team. Broadly, the responsibilities of the SCIRT HR team fall into two categories: 1. Ensuring frameworks exist to resource and train the resources involved in the horizontal rebuild in a sustainable way; and 2. Support an environment of High Performing teams.

2.3 WORKPLACE DIVERSITY

Discrimination both direct and indirect in any workplace or during any employment procedure is prohibited and counter to the SCIRT Mindsets/Values and Human Resources Policy

Equal Employment Opportunities requires that all applicants be treated equally during the recruitment and selection process.

A number of statutes impact on employment relationships. These include: the Employment Relations Act 2000, the Disabled Person Employment Promotion Order 2002, The Human Rights Act 1993, the Privacy Act 1993 and the Parental Leave and Employment Protection (Paid Parental Leave) Amendment Act 2002. These Acts can be found at <http://www.legislation.govt.nz/>.

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SCIRT is committed to Equal Employment Opportunities and employees responsible for recruitment within SCIRT will demonstrate capability in their EEO obligations and responsibilities as part of their induction.

The SCIRT HR team will actively explore ways to facilitate and support the diversity in the make up of its wider workforce.

2.4 PROJECT PLANNING ESSENTIALS FOR THE HRMP

Critical inputs to this HRMP from the Management Team to enable its successes are:

- Programme Resourcing Schedule
- Workforce Planning Schedule
- Programme Recruitment Budget
- Operational Training and Development Budget
- Role Descriptions for all team members
- Notification of changes to the Programme Delivery Activity Schedule
- Programme demobilisation

These inputs are to be provided to the SCIRT HR Manager and MT to enable their support and achievement of the objectives of this Programme HRMP.

2.5 SOCIAL IMPACT ASSESSMENT

The anticipated influx of workers to Christchurch may have an impact on the Christchurch community and this will need to be considered by SCIRT when managing resources. The role of a social impact assessment is to determine how different sections of the broader community are affected by development projects, in this case the rebuild of the horizontal infrastructure of Christchurch. By identifying the effects, strategies can be developed to mitigate any negative effects for the country, the city and the local community.

It was expected that at the peak of civil construction there would be approximately 2000 workers in the city rebuilding the horizontal infrastructure. The influx of these construction workers has happened, and the construction numbers on the programme will remain high through mid to late 2016. It must be acknowledged that while this assessment focuses on the rebuild of horizontal infrastructure, this is just one part of the overall rebuild picture in Christchurch. It is expected that through the vertical rebuild alone there may be more than 15000 new workers come in to the city. In a city of 400 000 this is significant.

The SCIRT HR team will link into external stakeholders involved in the rebuild (e.g. CERA, MSD, Immigration NZ, Ministry of Women, Contractors Federation, CECC) to ensure two way alignment.

As the programme winds down in 2016, demobilisation of resources will be conducted in an integrated way and the assessment of social impact will be taken into consideration.

Appendix A outlines the intent of the Social Impact Plan and an initial assessment of some of the potential issues that may arise and how these issues may be mitigated. Without fully understanding the full impact, the plan will need to be continuously revised and updated for the duration of the programme

3 RESOURCING

3.1 RECRUITMENT

It is an ongoing Alliance Partner responsibility to enable resources for the duration of the SCIRT programme. The Resource Coordination Group (RCG) have accountability for ensuring this occurs. The SCIRT HR Team will be responsible for the structure and coordination of the IST Recruitment Procedure. Hiring Managers and home organisations will be responsible for following this procedure. Any deviation from this Recruitment procedure is at the discretion of the Executive General Manager.

Across the whole SCIRT Programme, the approach to recruiting is locals first, then South Island, then NZ and if we need to, International. Whilst home organisations are responsible for their own workforce planning and recruitment, the SCIRT HR forums will explore opportunities where they possibly can collaborate to ensure the infrastructure rebuild is resourced in a sustainable way. This includes establishing training pipelines for new entrants to the industry, national and international recruitment drives (for roles that can not be trained within the lifespan of SCIRT work) and coordinating activity with external organisations. Any initiatives will take into consideration the recruiting needs of small to medium Delivery contractors.

The SCIRT Board initiated a 'no poaching' philosophy soon after it formed. All organisations involved in SCIRT work, Alliance members or not, are deemed as 'no go' for approaches by potential employers.

3.2 PROJECT DEMOBILISATION

The demobilisation of seconded team members from the programme shall be done in a planned and coordinated way with consideration to the individual, the team, the SCIRT programme, the home organisation/s and the wider market. This is viewed as key to retention: providing as much certainty as possible for the future for team members.

A retention strategy has been endorsed by the SCIRT Board. This includes "Stay Commitment Action Plans" for individuals in the IST and a series of workshops being made available to all SCIRT team members (IST and Delivery Teams) centred around career development skills and self managing change. The Strategic HR forum has collaboratively committed to ensuring that "100% of SCIRT team members are linked to their next opportunity".

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A phased and intentional approach to demobilisation will occur with transitioning beginning with the SCIRT processes at the front end of the SCIRT production line- Asset Assessment and Design.

An IST transition support plan has been put in place to ensure:

- Individuals transition smoothly and feel supported throughout the process
- Individuals' contribution to SCIRT is acknowledged and learnings are captured
- The right people at SCIRT and Home Organisations are connected and communicate about each transition that occurs so that transitions are intentional and seamless for all involved
- This is achieved by having 3 way transition meetings for each IST secondee. These meetings are to be held a minimum of 6 weeks before the team members' secondment comes to an end and are attended by the SCIRT Manager, the individual, their home organisation Manager and a HR resource
- Induction workshops are also conducted to assist the secondee to transition from the programme and to ensure lessons learned at SCIRT are kept alive.

SCIRT will link in with key external stakeholders in the Christchurch Rebuild (eg. CERA, MBIE, MSD, CECC, Vertical Rebuild players) to explore opportunities to, if needed, transition resources at the conclusion of the SCIRT programme from the horizontal rebuild to other rebuild activities which are longer term.

3.3 CONCLUDING A SECONDMENT

Secondments are considered to be for the duration stipulated in the team members agreement. The start and conclusion dates for secondments will be communicated and agreed between the home organisation and the SCIRT HR team so that demobilisation can be planned and coordinated.

Any proposed changes to a secondment period and reasons for same, must be communicated to the SCIRT HR Manager. Prior to commitments made to seconded team members about changes, approval needs to be provided by the Executive General Manager, SCIRT.

3.4 INDUCTIONS

All team members engaged in SCIRT work must attend relevant inductions prior to undertaking on site activities for SCIRT.

The SCIRT HR Forums will ensure the quality of these Inductions relative to the audience.

The SCIRT components of each induction process will be audited annually by the IST HR team and recommendations followed through in conjunction with the relevant team.

4 EMPLOYEE RELATIONS

The aim of the Employee Relations section of this plan is to provide support to the SCIRT Team in achieving its objectives through effective employee relations strategies.

4.1 TARGETS

The specific Employee Relations objectives are:

- Employees with the right skills and appropriate behaviours are engaged on a secondment basis in agreement with the home organisation
- Whilst at SCIRT, the seconded team member agrees to work within all SCIRT policies and procedures
- SCIRT Managers and Team Leaders take responsibility for ensuring performance and development conversations/agreements occur on a quarterly basis and inform the team member on progress. Home organisations are invited to attend and as a minimum will attend one per year (linked to the Home Organisation annual salary review cycle)
- Should performance issues arise, prompt resolution of any issues will be managed in conjunction with the SCIRT Manager and Home organisation, supported by HR
- Maintain clear and open communication with SCIRT team members and home organisations
- Any disruption to operations due to on site Project disputes or industrial action will be managed by the home organisation with support, if required, from the Executive General Manager, SCIRT and SCIRT HR Team
- All provisions of the individuals employment/secondment agreement/transfer agreement to SCIRT are supplied to the secondee by the home organisation and adhered to by their employees

4.2 EMPLOYEE RELATIONS RESPONSIBILITIES

Employee relations responsibilities on the project will be as follows:

Activity	Responsibility
SCIRT Drug and Alcohol Policy and Procedure	SCIRT HR Manager and SQE Manager. Supervisors and Managers must be trained and given support and advice on how to apply the SCIRT D&A Policy and procedure
Identify and monitor employee relations risks to the programme, ensure legislative compliance, resolution of disputes and other ER issues	SCIRT HR Manager in consultation with SCIRT HR Forums
Union Officials and Right of Entry to the SCIRT Team	SCIRT HR Manager in consultation with home organisations HR Managers and SCIRT

	Executive General Manager.
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4.3 INDUSTRIAL ACTION

The Executive General Manager, SCIRT and the SCIRT HR Manager are responsible for ensuring that industrial relations and employee relations matters within SCIRT are resolved in the quickest possible fashion, led by the home organisations who own the employment relationships.

The SCIRT HR Manager will be the central point of contact for advice on potential/actual Industrial Action across SCIRT. The HR Managers from home organisations will communicate issues to the SCIRT HR Manager and an approach for resolution will be agreed.

Immediately on becoming aware of pending or actual industrial action, the Executive General Manager, SCIRT will support the Home Organisation, and will advise the relevant SCIRT Board members immediately.

4.4 EMPLOYEE RELATION INITIATIVES

4.4.1 Grievances

The following will apply in the case of grievances being raised:

- The SCIRT HR Manager will provide support to managers for the day-to-day employee relations activities and communicate with home organisations on issues that have the potential to escalate.
- Upon a significant grievance being raised, the SCIRT HR Manager will advise the home organisation HR Manager who will then take the lead on resolving the matter.
- Where additional assistance is required regarding specific employee relations matters, legal assistance will be provided through the home organisation/s
- All grievances and disputes shall be resolved using the relevant procedure from the corresponding home organisation.

4.4.2 Drugs and Alcohol

SCIRT team members are not permitted to commence or continue work if they are affected by drugs or alcohol: refer to the SCIRT Drugs and Alcohol Policy and Procedure.

4.4.3 Fitness for Duty

It is a condition of secondment that all team members, by agreeing to work at SCIRT, agree that they will comply with any and all procedures relevant to Fitness for Duty, as deemed relevant by SCIRT.

4.4.4 Employee Assistance Programme

In most circumstances, home organisations have an Employee Assistance Programme in place and the seconded employee will be encouraged to use this as per the home organisations guidelines. If no Employee Assistance Programme is available via the home organisation, SCIRT HR will liaise with the home organisation to arrange suitable support.

Information regarding home organisations Employee Assistance Programmes will be displayed in prominent locations and made available on Project Centre.

4.5 INTERNAL COMMUNICATION

Effective internal communications are a key component of engaged team members across SCIRT. Relative to that significance, a separate Management Plan has been created for Internal Communications and is available on Project Centre.

5 TRAINING & DEVELOPMENT

In order to deliver outstanding programme outcomes, SCIRT needs sound technical skills, inspirational leadership, management and supervisory skills and knowledge. A potential shortcoming in this area has been identified as a key risk to the programme. Hence, the focus of training at SCIRT is in the operational/Delivery Team area. The SCIRT HR Forums have developed a training and development plan in order to identify the training and development required, the funding available for training and the training institutions that are available to assist with supporting identified training needs.

5.1 TRAINING NEEDS ANALYSIS

A programme wide training needs analysis has been completed and informs and prioritises training and development activities. This will be continually reviewed for relevance. Part of that review is the developmental discussions that occur as part of the quarterly performance and review meetings. (see 6.3)

5.2 TRAINING RESPONSIBILITIES

The SCIRT Training Manager, in conjunction with the SCIRT HR Manager, will be responsible for the implementing the programme plan that the HR Forums scoped. This plan for implementation has been articulated in the SCIRT Learning and Development Plan.

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In the second half of the SCIRT programme a critical focus for training amongst field team members remains on the technical skills required of site staff. This is in both the NZQA and competency area. SCIRT is actively working with the Industry Training Organisation to better align the NZQA frameworks with industry expectations and is invested in the development of a civil trade programme. The other main focus for field staff training over the second half of the programme is crew leadership. In this area SCIRT has been encouraging Delivery Teams to enrol their crew leaders in their existing corporate programmes. SCIRT has also set up and run the SCIRT Crew Leadership programme for teams who do not have their own..

For seconded IST SCIRT team members, home organisations continue to hold responsibility for the ongoing training and development of their employees. Accordingly, they will fund this training, consistent with their policies and procedures. From time to time, training and development interventions will be beneficial to achieving SCIRT's outcomes. The Executive General Manager, SCIRT will determine if this is the case and will make recommendations in terms of funding the training from SCIRT budgets.

6 MAXIMISING PERFORMANCE

6.1 TARGETS

SCIRT is an outcomes focused organization that achieves outstanding results through High Performing teams. Broadly, an environment of high performing teams is created through stretch objectives being agreed and measured for the organisation, for the team, and for individuals. The objectives of Maximising Performance are as follows:

- Facilitate open and direct communication between a team member ,their SCIRT leader and their home organisation Manager, regarding performance, development and career
- Ensure there is clarity and alignment between a team member and their SCIRT leader regarding the team member's role, responsibilities and expectations
- Provide a process to review the team member's performance and for setting future performance objectives that are aligned to the needs of SCIRT and the industry
- Identify development needs, including training and experience
- Discuss career ambitions and to facilitate succession planning
- Continuously improve the performance of our people and SCIRT
- If performance or behaviours are below expectations, prompt and open resolution occurs.

Maximising performance is considered a key of element of SCIRT success, therefore an intentional plan to 'not leave high performance to chance' has been established and is reviewed annually: refer to the Peak Performance Plan.

6.2 ROLE DESCRIPTIONS

Role Descriptions are developed for all SCIRT positions. These are to be reviewed between the SCIRT Manager and seconded employee, whereby the key role requirements and personnel requirements specific to that role shall be identified.

6.3 PERFORMANCE DEVELOPMENT & REVIEW PROCESS

SCIRT IST has a formal performance and development quarterly review process for seconded employees, "My Growth Journey" reviews. This involves setting and agreeing on performance objectives, determination of development needs for individuals with the formulation of a development plan and an opportunity to review an employee's performance against the set performance objectives. These reviews have been established to happen quarterly and involve the home organisation manager. The dates of the reviews have been aligned so that they correspond with the home organisation annual review processes so that remuneration reviews can be linked to performance. It is not expected that the home organisation review process occur 'on top of' the SCIRT performance and development review, but that the SCIRT process feeds into the home organisation review process. Home organisations are to keep SCIRT informed as to who seconded team members' home organisation manager is.

6.4 OPPORTUNITIES FOR ADVANCEMENT

SCIRT is committed to the development of its seconded team members and where possible will promote from within. As vacancies arise at SCIRT, current employees seconded will be considered for these opportunities. Before any promotion occurs the HR Manager will consult with the home organisation to gain approval and a training needs analysis will be undertaken to identify what additional training and development will be required by the prospective employee in order to take up the new role. This analysis will be undertaken at the time of the promotion and any training outcomes will be prioritised accordingly. Any development activities that relates to safety will be undertaken within one (1) month of the person moving into their new role.

6.5 MANAGING POOR PERFORMANCE

SCIRT team members are responsible for performing to expectations agreed with their SCIRT Manager and conducting themselves consistent to the SCIRT Mindsets/Values and behaviours. SCIRT Managers are responsible for communicating expectations and providing regular and timely feedback on behaviours and performance.

Should performance and/or behaviour be unsatisfactory, a performance management process will be promptly instigated. As the home organisation 'owns' the employment relationship, they will lead this process, in collaboration with the SCIRT Manager and supported by the SCIRT HR Manager and the home organisation HR Manager.

7 HUMAN RESOURCES ADMINISTRATION

SCIRT does not directly employ staff. SCIRT will assist with the facilitation of employee administration on behalf of the home organisations. To this end the following applies

7.1 PRE EMPLOYMENT PROCESSES

SCIRT is not a legal entity and therefore is unable to employ people directly. The Alliance partners employ and second people to the programme following their own internal processes which include, as a minimum, two referee checks, pre employment medical testing, pre employment drug testing and issuing of contracts. For roles in the IST commercial roles, pre employment/secondment checks for credit/bankruptcy and criminal history shall be undertaken.

7.2 LEAVE PROCESS

All team members at the Integrated Services Team will adhere to the Leave process as documented in the SCIRT Leave Application Process. The SCIRT IST HR team will maintain leave records and accordingly keep the home organisations updated as to leave usage.

7.3 REMUNERATION REVIEWS

All IST team member remuneration reviews are to occur utilising the home organisations process and policies for review, linking in with the IST Individual Performance and Development review process and in consultation with the team members' SCIRT IST Manager. The SCIRT HR Manager and Executive General Manager, SCIRT will be advised of any changes to a SCIRT IST team members' salary that occurs outside the review process described above. Home organisations will keep SCIRT updated as to movements in remuneration and benefits. For internal shifts of roles within the IST, the home organisation will consult with the SCIRT HR Manager on any proposed remuneration changes, prior to communicating changes to the seconded employee.

7.4 RECORDS MANAGEMENT

HR related documentation will be retained which directly relates to the ongoing engagement of individuals and will be included in the Employee's SCIRT Personnel File held by the SCIRT HR Team in a secure and lockable place for maintaining privacy of the employee. Employees files will be retained at the SCIRT site for the duration of the team member being engaged on the SCIRT programme. As the team member leaves SCIRT the file will be returned to the employees home organisation HR Department.

8 MONITORING, MEASUREMENT AND EVALUATION

8.1 MONITORING & MEASURING

The monitoring and measuring process comprises monitoring by management and structured inspections and audits of the HR protocols and processes to ensure the provision of a performance excellence environment to deliver this programme for Christchurch.

8.2 EVALUATION

HR processes will be evaluated to confirm they are effective and add value to the team.

9 MANAGEMENT PLAN CONTROL

9.1 AUTHORISATION

Initial authorisation is in accordance with the AA, Section 6.1.1. All plans are also authorised by the Executive General Manager, SCIRT and will be submitted to the SCIRT Board for approval in the first SCIRT Board meeting following the execution of the AA.

Subsequent revisions to plans will be authorised by the Executive General Manager, SCIRT unless the Executive General Manager, SCIRT deems the revision requires endorsement by the SCIRT Board.

9.2 DISTRIBUTION

The Human Resources Management Plan is a controlled document and shall be distributed and revised in accordance with the SCIRT Quality Management Plan. Hardcopies are Un-Controlled copies. The Controlled copies are maintained in "Project Centre" which is a secure website which supports various project management functions for the Programme including "configuration management" i.e. version control of documents.

9.3 AUDITING

Systematic internal audits will be undertaken to monitor compliance with this plan and to allow the plan to be assessed for suitability, relevance and effectiveness. The auditor will be a suitable person appointed by the Quality Manager who is independent of the activity being audited.

Various audits are undertaken, including but not limited to:

- IST-level Internal Audits
- NOP-level Internal Audits

Refer to Quality Plan Audit section for more details

9.4 MANAGEMENT PLAN REVIEW AND REVISION

This plan is a dynamic document that is current at the time of issue. The process for monitoring and review of the plan or its implementation and operation are detailed within the SCIRT Quality Plan.

Site management will conduct a reassessment for the purpose of continuous improvement. The review will consider the results of management monitoring, audit results, analysis of data, corrective and preventive actions as well as feedback from the SCIRT Board, MT, IST, Design Team, Delivery Teams, HR Forums and site personnel. The frequency of the review will typically be as detailed in the Review and Audit section of the Quality Plan

Implementation of resolutions from the review will contribute to continuous Improvement.

Revisions to any management plan will always involve the Quality Manager who will take responsibility for ensuring the management plan set remains co-ordinated when revisions occur.

The document may be revised and updated in response to areas identified for improvement, such as;

- Changes in the Requirements and Minimum Standards defined in Schedule 5 of the AA
- Substantial changes in design or scope, construction sequence, staging, methodology, process or resource
- Requests by any Statutory Authority
- Internal and external audits
- Suggestions and comments from personnel
- Preventative action following a non-conformance
- Necessity for corrective action
- Senior management review
- Recommendations of the Independent Design Verifier, Independent Estimator or Strategic Review Panel

10 RECORDS AND REPORTING

10.1 RECORDS

All elements of HR management will be recorded for reporting purposes and to identify any trends which need addressing.

10.2 REPORTING

The SCIRT HR Manager is responsible for providing at minimum, a monthly report to the SCIRT Executive General Manager, covering:

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- Learning and Development
- Employee Relations / Human Resources
- Recruitment Activity

The SCIRT HR Manager is also responsible to monthly provide a written HR Report incorporated into the SCIRT Operational Report. This updates key stakeholders, including the SCIRT Board on two main areas:

- Operational Resourcing and Training
- Peak Performance Activity and Outcomes

11 ROLES AND RESPONSIBILITIES

Human Resources Management Plan	Role									
	Executive General Manager, SCIRT	Human Resources Manager	Community Stakeholder Manager	SQE Manager	Delivery Managers	Professional Services Manager	CCC Interface Manager	Value for Money Manager	Commercial Manager	Home Organisation Manager/HR
Plan Issue / Revision authorization	Lead	Owner	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist
Performance Monitoring and Evaluation	Lead	Owner	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist

APPENDIX A: SOCIAL IMPACT ASSESSMENT

The following table provides a high level overview of some of the possible impacts of resourcing the SCIRT Programme and potential mitigations.

This intent of this assessment is to raise potential issues at the commencement of the programme so that SCIRT can support, advise and facilitate with SCIRT employers associated with SCIRT work and government agencies, to address possible easing to these.

The SCIRT HR forums are the groups to whom the following issues will fall upon and therefore it is appropriate that these issues are addressed at the regular HR Forums. Some of these issues cross over other functional roles within SCIRT (eg Resources Coordinator) so a collaborative effort needs to be taken.

Issue	Impact	Mitigation
Accommodation shortage	As new people arrive in the city they will need temporary accommodation while they find more permanent housing. There is currently a shortage of hotels and motels to cover this.	Short term: encourage SCIRT employes to look at best value methods: eg;bulk deals with motels, hiring accommodation coordintors to source best cost options, IST Resource Coordinator to act as a conduit to solutions from the market.
	There is likely to be a shortage of housing long term. This is expected to lead to property owners (landlords) driving up rental prices. This could result in urban sprawl out of the city to surrounding areas.	Long term: Work with Delivery Teams to look at housing options such as use of Burnham military camp and market driven solutions, Implement a strategy of attracting local new entrants to the industry and upskilling them.
Increased demand for goods and services	<ul style="list-style-type: none"> • Bars and restaurants and recreational activities are already over-crowded and in short supply. • Social problems associated with over-crowded bars. • Christchurch may be perceived as 'boring' for new people - which may increase turnover of staff. • Locals become disgruntled with out-of-towners. 	<ul style="list-style-type: none"> • Communication about what's happening in Christchurch / Canterbury eg SCIRT newsletter that goes out to all NOPs and Subcontractors. • Work with CCC and other organisations to encourage other alternative entertainment.
Increased demand for goods and services Community spirit	Contractors coming to town are not 'connected' to Christchurch they may lack the commitment to the community or show the same level of respect as	<ul style="list-style-type: none"> • Communication programme with the public about why we need to bring in external resources.

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	<p>locals. A feeling of 'us vs them' may develop as locals feel displaced and are not welcoming.</p>	<ul style="list-style-type: none"> • Welcome to Christchurch handbook sourced from Immigration NZ – induction pack that provides information about etiquette, good behaviour and respect for locals. • Organise community programme where rebuild workers undertake community initiatives.
Workers Camps and transient workforce	<ul style="list-style-type: none"> • 'Single men out to have fun' Increased use of alcohol and illegal drugs. 	<ul style="list-style-type: none"> • Encourage Delivery to provide alternatives eg. Gym, touch rugby tournaments, ski trips, tramping clubs etc. • Welcome to Christchurch handbook – induction pack that provides information about etiquette, good behaviour and respect for locals.
Increased demand for already stretched public services	<p>Traffic: Potential for another 2000 cars on the road. Given that the horizontal infrastructure only takes up 15% of the rebuild and roads will be congested will already be congested with road works.</p>	<p>Investigate car pooling initiatives in SCIRT to influence other businesses and encouraging the use of public transport.</p>
Ongoing social impacts of the Earthquakes	<p>Schools are already under pressure as many schools in the east have closed. Schools become overcrowded which leads less than ideal education outcomes. School rationalisation review which has flow on impacts to communities and SCIRT team members</p>	<p>Take into consideration communications to communities who are impacted. Appreciate that whilst the Earthquakes have eased, out of work pressures for our team members will continue for a number of years. Advise families relocating to Ch Ch of schools areas that are not impacted</p>
Higher expectations of employment conditions	<ul style="list-style-type: none"> • Additional pay and benefits expectations for Christchurch, potentially over inflating the market Creates a hierarchy between Christchurch EQ workers and the rest of the country 	<p>SCIRT HR forums continually monitor pay/salary rates. Communication with unions includes messaging from the AA about ensuring a sustainable market in Ch Ch beyond the rebuild. Non poaching agreement established and reinforced</p>

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Balancing Operational hours and wellbeing	Contractors wanting to work 7 day weeks or rotational over the weekend Impact work/life balance and community participation.	Encouraging the Delivery Teams to work towards an environment of considering the wellbeing of SCIRT team members and the community in balance with operational outputs
Small business employment practices	With a large percentage of SCIRT work being delivered through small to medium contractors whose employment relations practices will be variable, there is a risk that Christchurch will be viewed poorly by candidates due to poor reputation	<ul style="list-style-type: none"> • Encourage Delivery Teams via HR Forums to include high levels of Employment Relations as a criteria in Contract for Service Agreements. • Work with government agencies on ways that small/medium employers can be supported