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Hybrid working at Fire and Emergency

Why hybrid

Hybrid working enables us to choose how we can best deliver on our outcomes. It means we choose the best places, times and approach to match, and deliver on the work we are doing.

We are all committed to delivering on our outcomes. As part of Fire and Emergency our focus is on the delivery of our services to New Zealand. A planned and principles-based approach to hybrid working helps us to maintain and enhance delivery to our organisation, other teams and stakeholders and continue to provide excellent service and outcomes. Developing a shared understanding of hybrid working with your team will set us all up for success.

In order to achieve this, hybrid working must come from a position of give and take and requires responsibility from us all. Hybrid working isn't about you working all of your time from home and it may not be about you working all of your time from the office either. We recognise the importance of kanohi ki te kanohi (face to face) connection and the value of in-person collaboration to achieve our outcomes.

We will also need to continue to adapt and be agile in our approach to hybrid working.

What is hybrid working at Fire and Emergency

Hybrid working is available for our people, where the nature of their work allows it. It enables a blend of working from the office and working remotely (usually from home) depending on the needs of the organisation, your team, your role, and your own preference. It isn't about you working all of your time from home and it may not be about you working all of your time from the office either.

We are taking a **principles-based** approach to hybrid.

Principles help establish expectations and accountability about hybrid working and should be used to enable effective and values-based conversations between teams, leaders and individuals when discussing hybrid working.

Hybrid working is an informal arrangement between you and your leader – the arrangement does not change the terms and conditions of your employment agreement in respect of working hours or normal location of work. There is a responsibility on both sides to have discussion based on our hybrid working principles. The decision about the arrangement is ultimately your leader's and may be subject to review depending on the organisation's, or the team's needs.

Hybrid working is also supported by **flexible workspaces**. Flexible workspaces move away from a traditional office workspace where desks are allocated in a fixed location to enabling you to choose a space that makes the most sense for the work you are doing.



Spark Central NHQ is designed to provide a variety of different spaces and ways to work.

Our hybrid principles

Our hybrid principles have been developed to guide your discussions without the need for a list of rules as one size doesn't fit all.

Our five principles are:

Fit with the role: Your hybrid working arrangement is a good fit for your role. Arrangements will vary across the organisation depending on the needs of our different roles.

Enables outcomes to be achieved: Hybrid working enables your team's outcomes to be achieved and supports the needs of other teams and your stakeholders.

Does not affect delivery: Delivery to the organisation is maintained or enhanced. Hybrid working arrangements don't result in increased workloads for other team members.

Requires responsibility: Arrangements are based on trust. We trust you to choose the best times, places and approach to match, and deliver on, the work you are doing.

Comes from a position of give and take: Hybrid working requires collective responsibility and for people to be open and adaptable so that it works for everyone.

Kanohi ki te kanohi

We recognise the importance of kanohi ki te kanohi (face to face) connection and the value of in-person collaboration to achieve our outcomes.

It's important to think about our activities and tasks that are best done in-person. Types of work that are conducive to face to face interactions can be broadly categorised as connection, collaboration, communication and learning.

Connection

Connection develops mutual understanding, reinforces organisational norms and builds a shared identity.

Once established, connections can be maintained remotely but remain strong and productive through time spent together in-person.

Tikanga requires that pōwhiri, whakatau and poroporoaki are in-person wherever possible.

Collaboration

Collaboration is about people coming together to complete work.

In-person connections are important to innovation and knowledge sharing, which often occurs informally or through opportunistic interactions.

Communication

Communication is about building trust, relationships and shared understanding.

Face to face communication allows for verbal and non-verbal cues that develop trust.

Our work is embedded in interpersonal relationships, connections and interactions.

Learning

Most work-based learning is informal and arises through 'learning by doing'. Informal communication, which often occurs face to face facilitates the exchange of information.

People also learn skills by being with and observing their colleagues. Acquiring tacit knowledge in this way can be lost when people are working remotely.

Kanohi ki te kanohi – examples

	Connection	Collaboration	Communication	Learning
Mostly face to face	<p>Pōwhiri, whakatau, welcome</p> <p>Poroporoaki, farewells</p> <p>Forming a team e.g. new project team</p>	<p>Brainstorming or ideation</p> <p>Workplan planning</p> <p>Establishing a project</p>	<p>Performance Reviews</p> <p>Recruitment Interviews</p> <p>Establishing relationships</p> <p>Disciplinary meetings</p>	<p>Onboarding</p> <p>Informal learning with colleagues</p>
Some face to face	<p>Celebrating achievements</p> <p>Discussions or chats with colleagues</p> <p>Major organisational events</p>	<p>Urgent or unplanned work</p> <p>Collaboration on tasks within teams</p> <p>Planning coordinated tasks</p> <p>Collaboration across the organisation</p>	<p>One-to-one's</p> <p>Giving and receiving feedback</p> <p>New work</p> <p>Maintaining relationships</p>	<p>Formal learning</p> <p>Coaching and mentoring</p>
Less face to face		<p>Routine tasks requiring input from others</p>	<p>Team meetings or daily stand-ups</p>	

Safety, Health and Wellbeing

Wherever we work, we need to be mindful of our safety, health and wellbeing and take action.

From correctly setting up your workstation in a suitable area and creating a safe working environment to establishing routines and behaviours that support staying mentally healthy and promote positive wellbeing – make sure you take time to review the hybrid working safety, health and wellbeing resources.

Resources



Hybrid Working Wellbeing Portal Page



Conditions of working from home



Work from home self-assessment checklist



Workstation setup checklist

Better meetings – beating virtual fatigue

Be clear on the **purpose** and the intended **outcome**. Set an agenda.

Think carefully about **who needs to attend** and what is **expected of them** – make sure attendees are clear about their role.

Help attendees to be prepared. If pre-work is required communicate this early.

Confirm understanding and **set deadlines** for actions resulting from the meeting.

Think about the **length of the meeting**. Could it be 45 minutes rather than an hour? Would 25 minutes rather than 30 minutes achieve the same outcome? With that in mind, be sure to **start on time** and **end on time**.

and challenge yourself ...

Does it need to be a meeting? If yes ...

Is it suited to a hybrid environment or should it be kanohi ki te kanohi?

Tips for hybrid meetings

- Ensure everyone has a consistent experience – provide everyone with a chance to contribute.
- Don't default to people you can see or those in the meeting room.
- Encourage all remote participants to have their camera on.
- Avoid using equipment in the room that remote participants won't be able to see or use.
- Don't continue the conversation after remote participants have left.

Further information



Further information and resources on hybrid working can be found on the Portal

<https://portal.fireandemergency.nz/national-teams/people-hr/hybrid-working/>

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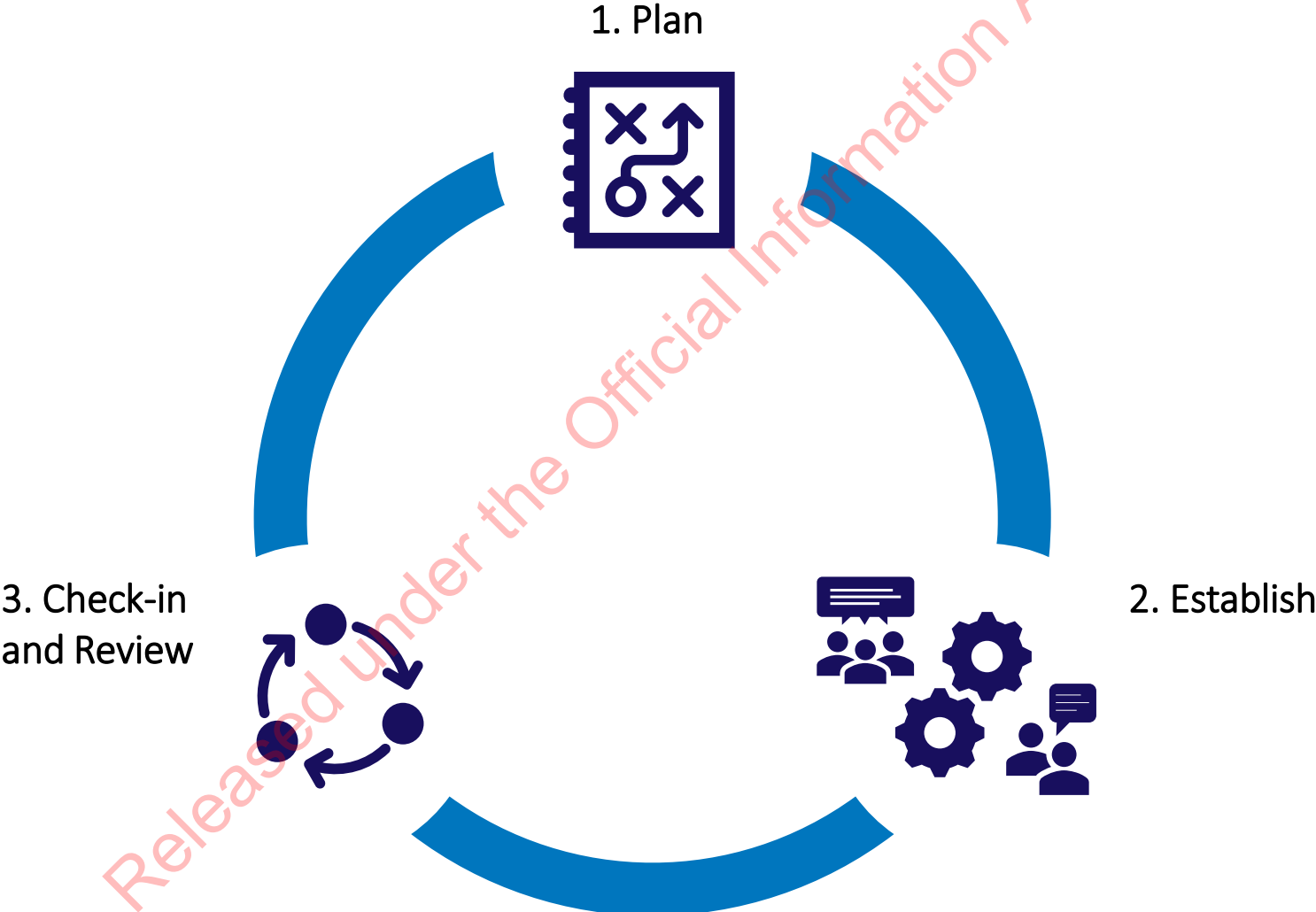
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Setting your team up for hybrid success

Setting your team up for hybrid success



Plan

Fire and Emergency has adopted a principles-based approach to hybrid working. Principles help establish expectations and accountability about hybrid working and should be used to enable effective and values-based conversations between teams, leaders and individuals when discussing hybrid working.

Before engaging your team, take time to understand the principles and review the guidance and resources provided.

It's also important to consider your own bias. For example, if you prefer working in the office how might this influence your approach to hybrid with your team? If you expect people to be present are you able to articulate why? Conversely, if you'd rather spend more time working remotely do your team feel they have enough time with you in person. Do you need to redress the balance?

- **Trust is central to success** – Hybrid working challenges traditional notions of what productive work and workers look like. We trust our people to choose the best places, times and approach to match, and deliver on the work they are doing and to deliver on outcomes.
- **Assume positive intent** – We all come to work to do a good job, whether that's in the office or from home. Help your team by making sure they are clear about their outcomes and deliverables.
- **Intentional communication** – Communication within hybrid teams needs to be more intentional. Wherever people are working they need to receive the same information. Gaps in communication create feelings of unease and uncertainty. Effective communication is a shared responsibility across the team.

Establish - Team

It's important to first spend time establishing a shared understanding about how your team will work effectively as a hybrid team. Well functioning teams are key to hybrid success.

Finding answers to a few key questions by engaging your team and asking for feedback from people you work closely with outside your team will help you determine a clear picture of how to set your team up for hybrid success.

Establishing a hybrid working team charter ensures everyone is on the same page.

We've developed a workshop you can run with your team to:

- Create a shared understanding of tasks and activities that are best done together and the appropriate frequency of these face to face interactions.
- Agreeing what you will include in your hybrid working team charter.

Resources



Setting your team up for hybrid success – developing a hybrid working team charter



Hybrid Working Team Charter template



What work needs to be kanohi ki te kanohi (face to face) examples



Hybrid Working – Principles-based conversations

Establish - Individuals

Once it's been established how the team will be set up to work effectively, have a conversation with each member of your team to discuss their individual hybrid working arrangement.

Make sure you also talk through the Conditions of working from home document and the Working from home self-assessment checklist.

Following your conversation, record the arrangement in an exchange of emails including regular review periods to provide more certainty and clarity for both parties. This may be especially helpful if you leave your role or any issues arise with the hybrid working arrangement that need to be worked through.

Note: Hybrid working is an informal arrangement between you and your team member - the arrangement does not change the terms and conditions of a person's employment agreement in respect of working hours or normal location of work. There is a responsibility on both sides to have discussion based on our hybrid working principles. The decision about the arrangement is ultimately yours (as the leader) and may be subject to review depending on the organisation's, or the team's needs.

Resources



Hybrid Working – Principles-based conversations



Conditions of working from home



Working from home self-assessment checklist

Check-in and Review

Team

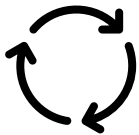
Once your hybrid working team charter is agreed, check-in with your team to see how it's going.

Make sure you schedule time with your team to review your team charter at the agreed date. It will also be valuable to discuss the charter if a new team member joins, to ensure there is a continued shared understanding.

Individuals

Discuss the hybrid working arrangement at the agreed review date to check it is still working as initially planned. Make any updates to the arrangements as necessary and set a new review date.

You can also include a check-in as part of your regular one-to-one meetings with your team member.



Remember ... we will need to continue to adapt and be agile in our approach to hybrid working.

Further information



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Hybrid Working

Setting your team up for hybrid success –
Principles-based conversations

Kia ora

This guide focuses on hybrid working – hybrid working is available to our people where the nature of their roles allows it. It enables a blend of working from the office and working remotely (usually from home) depending on the needs of the organisation, team, role and the individual’s preference. It isn’t about our people working all of their time from home and it may not be about them working all of their time from the office either.

It’s important that we make informed and deliberate decisions around where our people work. With the recent changes in the COVID-19 landscape, we can use this opportunity to set our teams up to work in the most effective way and embed productive and sustainable working practices.

Determining the best way to deliver organisational outcomes while balancing organisation, team, stakeholder and individual needs can be daunting. This guide aims to help you plan those conversations.

Setting your team up for hybrid success

When we think about hybrid working it's important to balance an individual's preference with the needs of the organisation and team:

- Is it best for the organisation?
- Is it best for your team?
- Is it best for the individual's role?

It's important to note optimising an individual's situation may be suboptimal for your team, other teams and the organisation.

Finding the right balance

According to PricewaterhouseCoopers (PwC) research¹, 68 percent of executives believe employees must work in the office at least three days a week to retain company culture. But more than 55 percent of employees prefer working remotely at least three days a week. There is a need to balance the two viewpoints.



From our recent NHQ Ways of Working Survey (for the NHQ Relocation Project) we learnt there is a strong desire amongst most respondents to work from home more than they did before the pandemic, with 61 percent stating they'd like to work from home more than they did pre-COVID-19. Forty eight percent of survey respondents stated they'd prefer an equal split between working from home and the office.

Gaining clarity by engaging your team

Finding answers to a few key questions by engaging your team and asking for feedback from people you work closely with outside your team will help you determine a clear picture of how to set your team up to work effectively.




Think about the following and then engage your team in discussion:

- Many people have varied their working hours, i.e. their start and finish times whether working remotely or in the office; what's needed to ensure team connectedness, availability to stakeholders and customers to ensure a responsive service and coverage during leave etc.?
- What types of meetings are best held kanohi ki te kanohi (face to face) and which ones can be conducted virtually? For example, for complex work or work that involves problem solving or speed, face to face is usually best.
- What is the best way to hold team events, celebrate team successes or welcome new starters?
- How many days or in which situations is it optimal for your team to work together in the office to ensure connection, inclusion, sharing of information and knowledge and working collaboratively?

There isn't one right answer to these questions, it depends on the context of your team and the needs of the people you work closely with outside your team, and the organisation. You can run the workshop '**Setting up your team for hybrid success – developing a hybrid working team charter**' with your team to discuss how you can best set yourselves up to work as an effective hybrid team.



Principles to support conversations and decisions

Each person's situation is different. Simple, easily understandable principles help establish expectations and accountability about how hybrid working agreements will be applied. Consider our hybrid principles below.

Principle	Detail
 <p>Fit with the role</p> <p>Your hybrid working arrangement is a good fit for your role. Arrangements will vary across the organisation depending on the needs of our different roles.</p>	<ul style="list-style-type: none"> • How much of the role requires face to face interactions? • What would others see as the expectations of the location of the person in the role?
 <p>Enables outcomes to be achieved</p> <p>Hybrid working enables your team's outcomes to be achieved and supports the needs of other teams and your stakeholders.</p>	<ul style="list-style-type: none"> • Are there outcomes that are affected by the role's location? • What impact does hybrid working have on the team outcomes? Other teams? Stakeholders? The organisation? • Is there a team culture of collaboration, trust and achieving outcomes?
 <p>Does not affect delivery</p> <p>Delivery to the organisation is maintained or enhanced. Hybrid working arrangements don't result in increased workloads for other team members.</p>	<ul style="list-style-type: none"> • Hybrid working, or flexibility in start and finish times, needs to work for the organisation, teams and individuals. • Be clear on delivery and quality expectations. Does the arrangement maintain or enhance service delivery? • Workloads should not be detrimental to individuals or teams i.e., shifting urgent work to individuals who can be seen in the office. • Consider the impact of workloads on people who are 'seen' in the office and be approached vs those who are visibly online.

Principles to support conversations and decisions

Each person's situation is different. Simple, easily understandable principles help establish expectations and accountability about how hybrid working agreements will be applied. Consider our hybrid principles below.

Principle	Detail
 <p>Requires responsibility</p> <p>Arrangements are based on trust. We trust you to choose the best times, places and approach to match, and deliver on, the work you are doing.</p>	<ul style="list-style-type: none">• Individuals working flexibly need to be clear that they are responsible for maintaining delivery.• Taking responsibility has a trust element.• Flexibility in location, or start and finish times, needs to work for the team and organisation as well, so leaders and individuals must engage in a conversation around this.
 <p>Comes from a position of give and take</p> <p>Hybrid working requires collective responsibility and for people to be open and adaptable so that it works for everyone.</p>	<ul style="list-style-type: none">• Decisions are not black or white and will always have some shades of grey.• See hybrid working arrangements as collective responsibility and to be open and adaptable so it works for everyone.

We've created some example scenarios to help you prepare for different experiences and motivators of your team, along with some starter recommendations for how you might manage individual conversations – these are detailed in next pages.

Scenarios you may want to prepare for ...

Here are some common scenarios that you might want to review and think about how you'd approach them.

Scenario	Possible actions and conversation approaches
<p>Ken works in a role that requires him to be in the office/or chooses to be in the office full time as he finds it easier to be productive. He is unhappy that team members are working from home more often. Because he is in the office and others are not, he gets more interruptions as people seem happier to engage with him as he is 'right there' vs his other teammate who is working remotely. He sees this as unfair and worries that he will end up doing a lot of extra work.</p>	<p>Listen to their preferences and concerns</p> <ul style="list-style-type: none">• Discuss and agree how difference can be managed and still result in delivering work.• Talk to him and his teammates about how they share the queries and work that comes from interruptions amongst them vs Ken taking on the accountability. Chat in meeting rooms to avoid interruptions when he is under pressure to deliver to a tight timeline. Remind him that while he prefers to be in the office full time, for others that doesn't work as well. Think of ways to communicate the different working arrangements with others.• Set up a way to review and track workload.
<p>Kiri could not wait to get back to the office. She loves interactions with people and feels more energised being with others. Kiri has found the office is not as busy or energising as it once was, due to less people being around. She is a bit deflated that what she loved about the working environment is not the same. She is struggling and says she might as well stay at home, instead of sitting in the office with no one around to talk to.</p>	<p>Listen to their preferences and concerns</p> <ul style="list-style-type: none">• Discuss how workplaces have changed due to the pandemic. It will not be the same again.• Acknowledge being around people is important to her and help her build people interactions into her day.• Refer to your previous team engagement around what's needed to ensure connection and inclusion, engagement with stakeholders etc. and encourage her there will be more people returning to the office over time. Suggest she is patient and see how things evolve.

Scenarios you may want to prepare for ...

Scenario	Possible actions and conversation approaches
<p>Dave wants to spend two to three days in the office with the flexibility to work outside the office. He will eb and flow with what his current priorities are. Generally, he wants to confirm which days to come in at the start of each week depending on what is in his calendar and what meetings he needs to be present for.</p>	<p>Listen to their preferences and concerns</p> <ul style="list-style-type: none">• Discuss positives and negatives and the impact of his approach on the team and on other teams, his customers and stakeholders.• Come to an agreement that meets the five principles and ensures he meets the needs of the team as per your engagement discussion with the team.
<p>Sarah is not attracted to hybrid working and likes the structure and consistency of working in the office. She did not enjoy being isolated at home and believes it's important that the whole team be in the office. "It is hard to work in the team when you don't know where everyone is" she says. Sarah also coaches junior members of the team and has made it clear that supporting them remotely is not something she is happy doing long term.</p>	<p>Listen to their preferences and concerns</p> <ul style="list-style-type: none">• Outline the way the team will operate as per the team engagement session and talk her through tools i.e., having a consistent calendar of who is in the office.• Explore why Sarah finds it more challenging to coach online vs in person and coach to help her find ways to become more comfortable coaching online.• Chat through how the world of work has changed, and work through what support she might need to adapt, how she might continue to enjoy the days when the team are in the office together, and how you will check in with each other on how it's going.

Scenarios you may want to prepare for ...

Scenario	Possible actions and conversation approaches
<p>Karena says she would like to continue her work from home as she has really enjoyed remote working. The home office means freedom to her where she can be more productive. She has established a great routine at home – less time commuting, healthy eating, and weaving daily activities that help recharge and relax. She accepts that on occasion she would come in but would like most of her time working from home. However, you know as her manager that much of the work she does would benefit from more face-to-face contact and it would be beneficial to her being present in the office more than she is suggesting now.</p>	<p>Listen to their preferences and concerns</p> <ul style="list-style-type: none">• Be clear about why face to face is important in her role and discuss her response to this. Discuss what are the differences and impacts in working from home compared to face to face. Agree what proportion of her time and level of day flexibility is required for face to face contact.• Outline organisation and team needs and how the decision around working from home or in the office can impact on the team and on other teams.• Reiterate the importance of team connection, knowledge sharing, inclusion and building relationships - and link to the discussion with your team around what's needed.• If there is still resistance, you may need to remind them that this decision is at your discretion, and you need to balance organisation, stakeholder, team and individual needs – and that compromise may be needed. While you are keen to find a good outcome for everyone, there needs to be an alignment within the team.• Plan out an approach that could include a trial period, stepped return: build in review and learning over time.

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Tips for one-to-one conversations

Plan the conversation

- Before discussing individuals' preferences, make sure you've thought about and discussed with your team members about how the team needs to be set up to work effectively. Having a clear understanding of this (both yourself and your team member) will inform your discussion.
- Confirm your team member is willing to have the conversation. Words that could be used: "I'm interested in your thoughts around your working location preference. Can we spend a few minutes talking about where you are at with this and what criteria are important to you? Are you available at this time?"
- Minimise the likelihood of interruption and ensure appropriate privacy.
- Review the content provided in this guide.

Have the conversation

- Outline what the conversation is about and its intended outcome.
- Practice quality listening skills e.g. reflective listening, open questions.
- Approach the conversation with a neutral and open mind and be aware of your own assumptions or biases.
- Don't feel pressured to agree to anything on the spot that you're not comfortable with. You can respond that you'll take some time to consider the person's request.

Close the conversation

- Confirm the person's understanding of the arrangement and any next steps.
- Thank them for their time.

Tips for remote conversations

- Check the sound quality, that you can both hear each other clearly.
- Try to speak as clearly as possible. You may need to cover just one point at a time and take long pauses to give the person an opportunity to respond.
- If the conversation is taking place over the phone there will be a lack of visual cues. Be mindful of this to help prevent miscommunication.
- Be aware of the person's tone, particularly if this changes during the call. They may need to move to more private or comfortable space or need time to consider their responses.
- Be patient and try not to interrupt or jump to conclusions.
- Once they've finished speaking ask questions to confirm or clarify what they've said.

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Further information



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Kanohi ki te kanohi (face to face) – examples

	Connection	Collaboration	Communication	Learning
Mostly face to face	<p>Pōwhiri, whakatau, welcome</p> <p>Poroporoaki, farewells</p> <p>Forming a team e.g. new project team</p>	<p>Brainstorming or ideation</p> <p>Workplan planning</p> <p>Establishing a project</p>	<p>Performance Reviews</p> <p>Recruitment Interviews</p> <p>Establishing relationships</p> <p>Disciplinary meetings</p>	<p>Onboarding</p> <p>Informal learning with colleagues</p>
Some face to face	<p>Celebrating achievements</p> <p>Discussions or chats with colleagues</p> <p>Major organisational events</p>	<p>Urgent or unplanned work</p> <p>Collaboration on tasks within teams</p> <p>Planning coordinated tasks</p> <p>Collaboration across the organisation</p>	<p>One-to-one's</p> <p>Giving and receiving feedback</p> <p>New work</p> <p>Maintaining relationships</p>	<p>Formal learning</p> <p>Coaching and mentoring</p>
Less face to face		<p>Routine tasks requiring input from others</p>	<p>Team meetings or daily stand-ups</p>	



Hybrid Working Team Charter

[Insert Team Name]

This team charter helps to establish team norms for a successful hybrid working team.

We will use it to discuss, set and review the ground rules for how we will work effectively.

We will review it regularly particularly as new people join the team.

Date Details	
Date agreed	
Next review date	<i>[Agree how often the charter will be reviewed – recommend you review every three months or when someone new joins the team]</i>
Common Days and Hours	
Our anchor day(s)	<i>[Agree which day(s) the team will be in the office together]</i>
Our team hours	<i>[Agree what hours people can be contacted e.g. 9am-5pm]</i>
Communication Platforms – what we use them for and how we use them	
Email	<i>[List the types of communication you will do by email]</i>
Phone/Teams call	<i>[List the types of communication you will do by phone]</i>
MS Teams chat	<i>[List the types of communication you will do by chat]</i>
Text messages	<i>[List the types of communication you will do by text]</i>
MS Teams Meeting	<i>[List the types of communication you will do by MS Teams Meetings] [Include agreed protocols e.g. be on time, or send apologies before the meeting, keep cameras on]</i>
Onsite – kanohi ki te kanohi (face to face)	<i>[List the types of communication you will do face-to-face]</i>
Effective communication	<i>[Our agreements about how we will communicate with each other e.g. actively listening when someone is speaking, being on time and prepared for meetings]</i>

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Hybrid Working Team Charter

[Insert Team Name]

How we'll know if others in the team are available

Examples include:

- *Keep calendars up to date and open to others in the team to view (use private function for any personal appointments)*
- *Use/Check MS Teams Status*

Expectations of each other when working remotely (usually from home)

Examples include:

- *Agreed working from home days advised ahead of time, so everyone is aware of how to contact each other*
- *Use the confirmed communication channel should anything urgent arise when in the office or working from home*
- *A shared understanding that working from home should not create extra work for those in the office*

We will come together in the following circumstances

Occasionally certain mahi or priorities may mean the team need to be in the office when they would be working from home. Use this section to document these activities.

Our Branch Teams' anchor day(s) is/are:

Use this section to document the anchor days of the other teams in your branch

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Conditions of working from home

Introduction

When to use You must comply with these conditions when you work from home as part of your confirmed hybrid working arrangement or the [Apply to work from home](#) procedure.

Contents

- [Work arrangements](#)
- [Health and safety](#)
- [Review](#)

Work arrangements

Work duties, reporting and monitoring All arrangements about allocation of work duties, reporting and monitoring must be agreed with your manager. This may be a regular arrangement, when doing a particular task or project, or due to particular personal circumstances.

Hours of work Unless otherwise agreed with your manager, you must work your normal hours of work.

Availability and communication You must be contactable and available for communication with your manager during the agreed working hours.

Team connections Teams should strive to have at least one day a week when the whole team is in the office to support managers in keeping teams connected where practicable.

Flexibility Staff members must be flexible in instances where the organisation requires them to be present in the office during days they normally work from home. Some examples of this are, out-of-cycle team meetings and important workshops.

Sickness and injury You must contact your manager as soon as you realise you can't work due to sickness, injury, or the ill health of a family member.

Equipment You must provide your own basic work space equipment. If you request additional equipment for at-home use, you must provide approvals from both your manager and ICT. Additional equipment costs are to come out of your

Business Unit's budget.

Any equipment we provide is for work purposes only and will be maintained by us. You must:

- take reasonable care of equipment
- keep equipment secure
- follow operating instructions for its use
- comply with the ICT acceptable use policy
- return equipment when the working from home arrangement ends.

Costs

You must pay any expenses incurred through working at home, unless otherwise agreed with your manager. This includes the cost of electricity, internet access, telephone lines and mobile phone usage.

Insurance and finances

Working from home may affect:

- the provisions of your home or contents insurance
- your taxation, mortgage or rental arrangements.

We advise you to discuss the matter with your insurer and seek other professional advice before you begin to work from home.

You must meet additional costs or liabilities incurred as a result of working from home.

Confidentiality, security and access

Equipment and files must only be accessible by you and you must safeguard them from access by other members of the household and any visitors.

There may be instances where we need access to your home-based worksite. In these circumstances, we will give you as much notice as possible. These instances may include:

- maintenance or repair of Fire and Emergency equipment and supplies
 - assessing and monitoring security arrangements of equipment and documents
 - occupational health and safety assessments.
-

Liability

We're not liable for any insurance liability, loss, damage, costs or expenses incurred or suffered by you or any other person or organisation due, directly or indirectly, to you working from home.

Health and safety

Our obligations

We have a responsibility to protect the health and safety of our employees, as a good employer and by law.

Your manager is responsible for providing safety and wellbeing information by:

- checking you have read and understood the conditions of this document
 - taking you through the [Work from home self-assessment](#) checklist
 - keeping in touch and regularly reviewing the work at home arrangement.
-

Your obligations

You must:

- comply with the [Safety, health and wellbeing](#) policy while working from home
- take reasonable care of your own health and safety and that of any third party you come into contact with during the course of your employment
- set up your home-based worksite to ensure hazards are identified and controls are put in place to manage them
- notify your manager of any work-related injury, illness or near miss that arises from your work at home. This includes completing details in the Safe@Work system.

We advise you not to:

- disclose your home address, private email or telephone number to non-Fire and Emergency personnel
 - meet with clients or any other third parties at your home.
-

Review**Changes in circumstances**

You must notify your manager of any change of circumstances that may impact on your working from home arrangement.

Review or cancellation of the arrangement

Your hybrid working or work from home arrangement may be reviewed, suspended or cancelled:

- at your request by giving reasonable notice to your manager
- by your manager by giving notice to you in writing
- on change of your residential address, unless the arrangement is renegotiated
- for any other organisational reason, such as a change of role, change in team requirements or Fire and Emergency New Zealand direction.

Your manager will review the hybrid working or working from home arrangement with you on at least an annual basis.

Related information**How do I**

[Apply to work from home](#)

Policies

[Personnel record management](#)

[Safety, health and wellbeing](#)

Guidelines

[Assess work from home request](#)

Forms and tools

[Request to work from home form](#)

[Work from home self-assessment checklist](#)

Document information

Owner	DCE People
Last reviewed	10 October 2022
Review period	Every second year

Record of amendments

Date	Brief description of amendment
August 2015	New process implemented.
1 July 2017	This guideline was reviewed as part of the implementation of the Fire and Emergency New Zealand Act 2017. No substantive amendments were considered necessary before 1 July 2017.
29 April 2019	Added provisions that additional equipment for at-home use must be approved and costs to come out of the relevant Business Unit's budget.
31 May 2019	Replaced AERIK with Safe@Work system.
13 August 2020	Added two clauses about team connection and flexibility.
20 December 2021	Reviewed as current.
6 October 2022	Added reference to hybrid working.

Released under the Official Information Act 1982

Work from home self-assessment

When to use Complete this checklist with your manager when you're discussing your hybrid working arrangement or applying to work from home.

Note: Seek input or advice from your Region Safety, Health and Wellbeing Advisor, if required.

Topic	Checklist item	Yes	No
Job design	I understand I should take a break or change my activity when working intensively at a computer, e.g. at least a five-minute break every hour.		
Working alone	I've discussed and agreed with my manager how often I need to keep in touch. Note: We recommend you make contact at least once each day.		
	I understand that I shouldn't: <ul style="list-style-type: none"> disclose my home address, private email or telephone number to non-members of staff meet with clients or any other third parties at home. 		
Workstation environment	Can you access the Fire and Emergency New Zealand network?		
	Is the floor space free from tripping hazards, e.g. cables?		
	Is lighting adequate for the tasks being performed?		
	Are noise levels acceptable?		
	Is the room temperature comfortable – heating and cooling as needed?		
	Are there adequate power outlets to run the computer and other equipment?		
	Is the computer and other electrical equipment protected by a circuit breaker?		
	Do you have working smoke alarms in appropriate places in your home?		
Can you evacuate safely from the room in a fire or other emergency?			
Workstation size	Is the desk size suitable for the tasks being performed?		
	Is the desk height between 680 mm and 720 mm from the floor?		
	Is there adequate leg space for free movement under the desk?		
Work surface layout	If your work will involve using the telephone, is the telephone in an easy-to-reach position?		
	Are items used frequently in an easy-to-reach position, e.g. folders?		

Topic	Checklist item	Yes	No
Chair	Is the chair adjustable in relation to the desk and computer screen?		
	Does the chair have adequate lumbar support?		
	Are your feet flat on the floor or footrest when seated?		
Computer monitor	Is the monitor one arm's length away from you?		
	Is the top edge of the monitor at your eye level when seated?		
	Is the monitor free from glare and reflections, e.g. lights, windows?		
	Can the contrast and colour of the monitor be easily adjusted?		
	Can the angle or position of the monitor be easily changed?		
Keyboard and mouse	Is the keyboard comfortable and suitable for typing?		
	Is the mouse directly beside the keyboard on your preferred side? Note: Use a mouse rather than the laptop touchpad.		
	Does the mouse glide easily across the mouse pad?		
Insurance and finances	Have you notified your insurance company of the working from home arrangement?		
	Have you sought professional advice on how working from home may affect your taxation, mortgage or rental arrangements?		

I confirm I've gone over this checklist and the [Conditions of working from home](#) with my manager.

Employee's name	Signature	Date
Manager's name	Signature	Date

Note: Place the signed original of this checklist in the employee's personnel file.