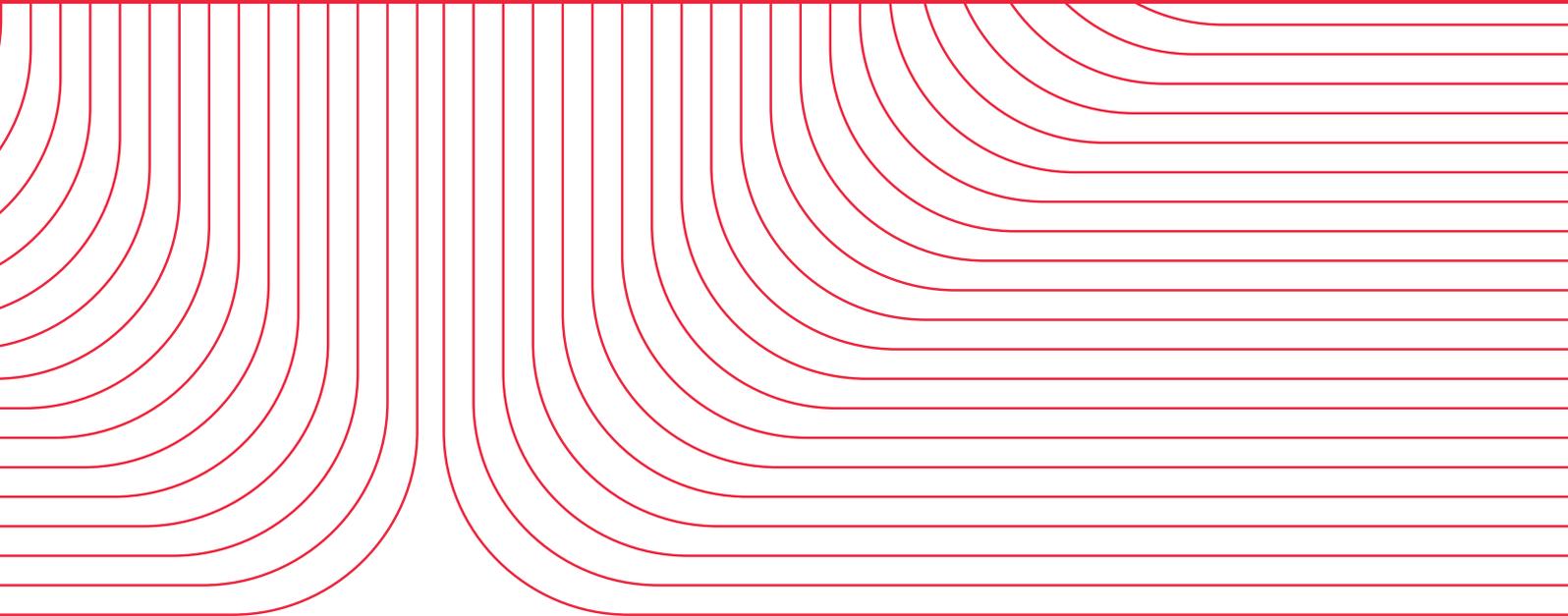
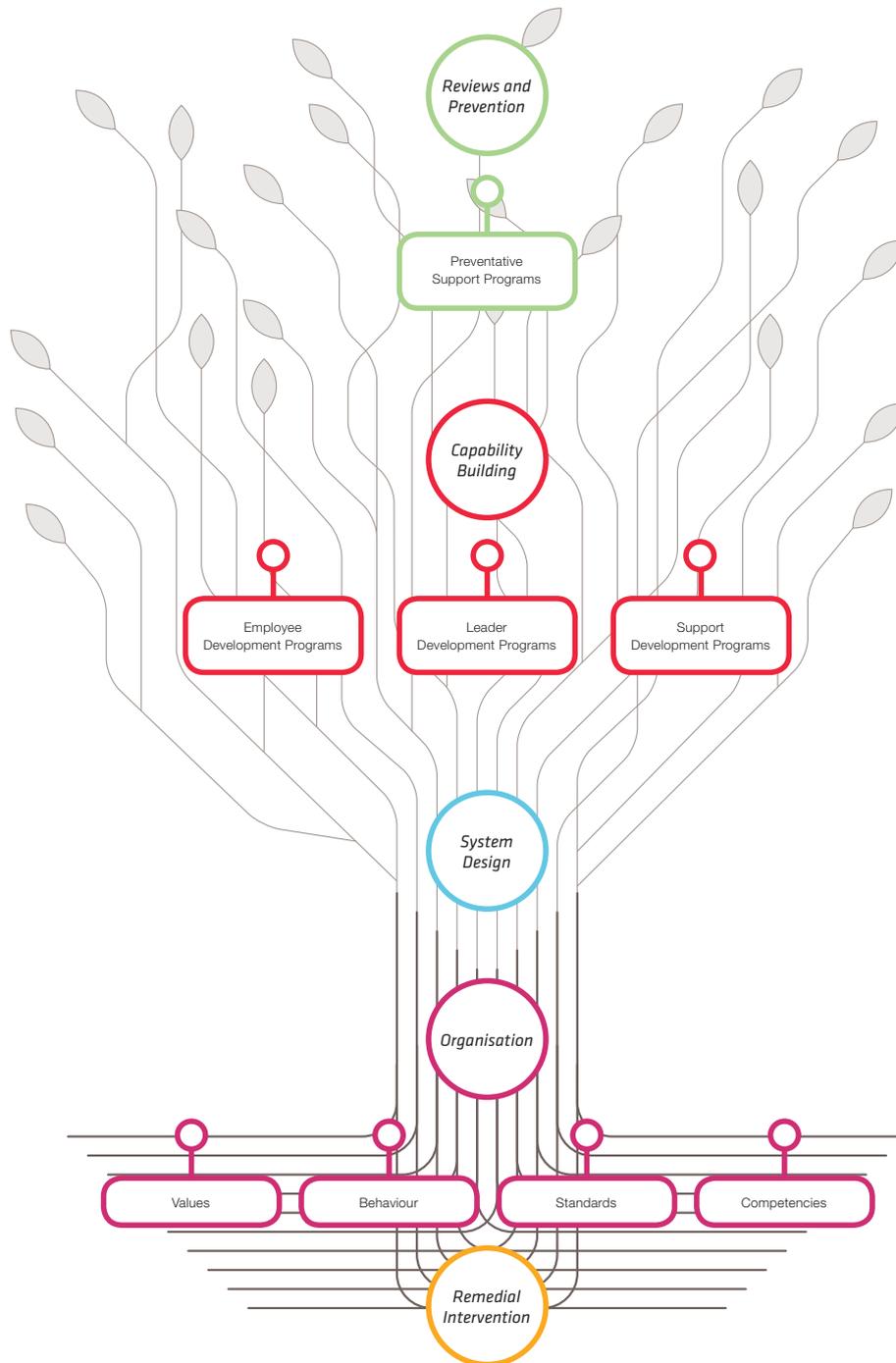


DEVELOPING COLLABORATIVE ORGANISATIONS

PEEL HR LOCAL GOVERNMENT PROSPECTUS



The tree of collaboration



The tree of collaboration

The tree of collaboration - what does it mean?

“Collaboration”

Latin to “colaborare” — “to labour together”.

“Collaboration”

Aussie to “get it together as a team and collectively punch above your weight”.

Collaboration is central to the way we work, deliver our services, produce innovations and work with our community and stakeholders. Collaboration allows people to push the edges of what your organisation is about and results in high level performance.

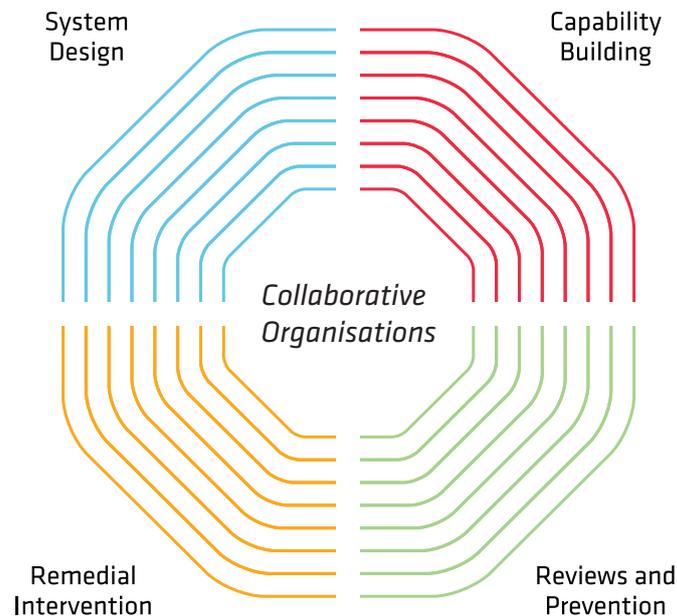
Collaborative organisations mean a richer understanding of people’s interests earlier which can be harnessed to prevent unhealthy conflict and ensure alignment of values and behaviours. It also means robust conversations that leverage difference in perspective, experience and knowledge to generate new ideas and solutions to achieve goals and objectives.

Local Governments by nature strive to be collaborative organisations, engaging their communities, external agencies, councillors and employees to work together to realise shared goals. However a Local Government’s ability to support collaboration is highly dependent on its own organisational culture and leadership. Collaborative organisations are characterised by intentional efforts to create systems, capability and behaviours that reinforce the principles of collaboration. That is where PEEL comes in.

Collaborative workplaces

PEEL focuses on supporting Local Governments to create the knowledge, skills, behaviours and support systems necessary to create a collaborative workplace, what we call “**The Tree of Collaboration**”. We peel the Tree of Collaboration back to make it simple for your organisation to grow each element of a collaborative workplace.

PEEL’s philosophy is to provide Local Governments with the Human Resource infrastructure to allow collaboration to grow. From designing the people systems that anchor your organisation, delivering the programs that foster the development of collaborative capability, providing ongoing preventative support strategies and where required remedial interventions that build collaboration.



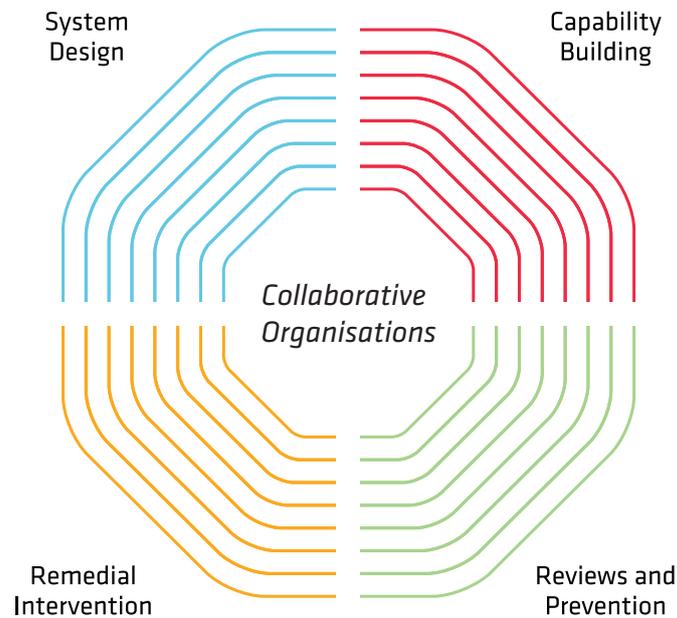
A collaborative workplace is characterised by:

- Trust & respect in everyday interactions
- Valuing and embracing diverse perspectives to identify a new solution
- Commitment to the success of the team and not just the individual
- Challenging ideas through healthy conflict and robust discussion
- People taking accountability and personal responsibility.

Benefits of a collaborative organisation

Central to collaboration are the notions of **TRUST, RESPECT, CHALLENGE** and **RESPONSIBILITY & ACCOUNTABILITY**

Where there is a lack of these elements the way is paved for the formation of an unhealthy environment that breeds hostility, creates pessimism, drives away talent and prevents your organisation from reaching its potential.



**TRUST, RESPECT,
CHALLENGE,
RESPONSIBILITY &
ACCOUNTABILITY**

Benefits of a collaborative organisation

Collaboration puts an organisation into a positive momentum. The combined benefits of collaboration provide the opportunity to build a strong, safe, healthy and sustainable Local Government.

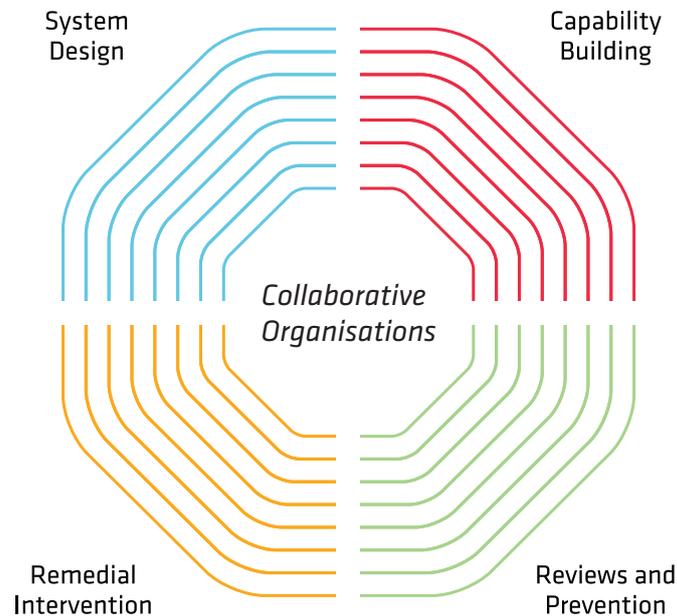
Establishing solid systems, organisational capability, ongoing preventative support and strategies that work toward the achievement of collaboration within Local Government can provide important benefits, such as -

- Having greater employee alignment to organisational values, goals and standards of behaviour
- Making organisational systems more efficient, so they are not constrained by silos and support collaboration
- Establishing sound and inspiring leadership practices
- Improving communication, information sharing and the capacity to demonstrate best practice
- Greater innovation and flexibility to respond to changing, emerging or more complex operational matters
- Reduced conflict
- Healthy conversations

Statistics show that 15% of a manager's time is spent on conflict. If you are paying a manager an average of \$100k a year, that equates to \$15K pa in managing conflict. If you have 20 managers in your organisation that's \$300k a year – what else could you spend that on?

COLLABORATION

System design



Designing solid people systems to anchor collaboration is a foundation of the collaborative organisation. Systems are the most direct way to foster collaboration. Flexible organisation structures, values, competencies, and underpinning behaviours are the roots that support the “tree of collaboration” and foster its growth. Systems should be consciously designed and actively managed to support collaborative activity.

PEEL HR has worked with organisations to design systems in:

- Dispute Resolution
- Pathways to Performance
- Collaborative Enterprise Negotiations
- Recruitment and Selection
- Values Development
- Competency Systems

Systems must align with one another with the overall goal of collaboration.

System design

A case study in dispute resolution design –

PEEL recently worked with a large organisation that was embarking on a comprehensive process to review and build their dispute resolution system. PEEL's solution was to build a collaborative workplace environment through a multi-dimensional approach which involved:

1. The development of a collaborative framework for managing a workplace concerns and conflict.
2. Lifting the capability of leaders and employees in communication and having constructive conversations.
3. Ensuring that robust, effective and aligned case management processes and a toolbox was put into place to support the system.
4. Instilling an ongoing preventative focus.

The outcomes:

Engagement	<i>through consultation with key stakeholders</i>
Compliance	<i>with industrial instruments and legislation including those relating to workplace bullying</i>
Integration	<i>a greater alignment of previously disparate systems</i>
Clarity	<i>a clear system that incorporates alternative avenues of resolution for employees together with clear criteria that promotes informal and early resolution</i>
Collaborative Behaviours	<i>actively promoting collaborative opportunities within the organisation</i>
Supported Implementation	<i>through capacity build and focused resources</i>

Capability development

Collaborative organisations capitalise on the abilities of their people by building capability at all levels of the organisation. At PEEL we focus on capability build that supports collaborative behaviours across three branches:

BRANCH	PROGRAMS	FOCUS AREA
Employee Collaboration	Healthy Conversations	<ul style="list-style-type: none"> • Why is it important to have richer conversations more regularly? • How can tough and honest conversations be had? • What are the impacts of poorly managed communication?
	Collaborative Skills	<ul style="list-style-type: none"> • How to seek out collaborative opportunities • A framework for collaboration within teams • Collaborative techniques and behaviours
	Respectful Workplace	<ul style="list-style-type: none"> • What are employee obligations in relation to discrimination, harassment and bullying? • How can employees implement EEO principles in the workplace? • What do I do if inappropriate behaviours are experienced?
	Collaborative Enterprise Negotiations	<ul style="list-style-type: none"> • What is the best way to support negotiators who are embarking on enterprise bargaining? • Why is rapport a powerful force that can promote mutually beneficial agreements? • If negotiations involve a series of complex transactions how can we ensure our negotiators are informed to make better decisions?

Capability development

BRANCH	PROGRAMS	FOCUS AREA
Collaborative Leadership	Leading Healthy Conversations	<ul style="list-style-type: none"> How can you have a productive and collaborative exchange with an employee? Clarity, honesty and openness – why are they important? What is important in a critical conversation?
	Leading Collaboration	<ul style="list-style-type: none"> How to lead collaborative opportunities A framework for collaboration within your team Collaborative techniques and behaviours of a leader
	Pathways to Performance	<ul style="list-style-type: none"> What can leaders do to turn people into great assets? Why is performance management often the catalyst to a poor relationship between the leader and the employee when it doesn't have to be? How do leaders traverse the breadth of coaching, counselling and discipline?
	Manager as a Coach	<ul style="list-style-type: none"> How can leaders coach people, to lift their performance? Why can coaching shift performance of individuals & teams. What are the tools and techniques to get people to perform?
	Managing Concerns	<ul style="list-style-type: none"> What must leaders do when faced with a workplace concern? What needs to be considered when making the initial assessment? What are the range of resolution techniques that are available?
	Manager as a Mediator	<ul style="list-style-type: none"> Do you leaders have the skills to manage workplace conflict, interpersonal issues and complaints at the earliest point to avoid escalation? What are skills required to undertake workplace mediation as an option for the constructive resolution of workplace conflict?
	Frontline Investigations	<ul style="list-style-type: none"> Can your leaders undertake a comprehensive investigation that places the organisation in the best possible position to make a decision on an incident and defend? Are your leaders able to managing an investigation and do they possess the skills necessary for investigating, analysing and reporting?
	Collaborative Enterprise Negotiation Planning	<ul style="list-style-type: none"> What are the different bargaining models and planning you need to do before commencing bargaining? Can a framework support negotiations to run smoothly? How can you ensure momentum in the negotiations and prevent protracted sagas?
	Respectful Workplace Program	<ul style="list-style-type: none"> What are leader's obligations in relation to discrimination, harassment and bullying? What are the impacts of inappropriate behaviours? Are your leaders equipped to respond appropriately when faced with a complaint inappropriate behaviour?

Capability development

BRANCH	PROGRAMS	FOCUS AREA
Support Development	Workplace Investigations	<ul style="list-style-type: none"> • What is the framework for conducting an investigation into bullying, harassment, Code of Conduct breaches or serious misconduct? • What are the legal principles that apply? • How should the information be analysed, evaluated and reported?
	Workplace Mediation	<ul style="list-style-type: none"> • What are the constructive advantages for resolving conflict through mediation - It actively encourages clear communication, respectful working relationships and has an emphasis on solutions. • What is the framework for managing a workplace mediation and what are the techniques and skills necessary to move through the difficult conversations?
	Supporting the Management of Workplace Concerns	<ul style="list-style-type: none"> • How can you support your leaders at the frontline who have to manage workplace concerns? • Why is promoting respect and collaboration important? • Is there a role to play after the resolution?

Ongoing preventative support

PEEL offers a number of services that support organisations on their continuing journey to collaboration.

Our **Team Effectiveness Review** provides organisations with a strong overview of the health of a team and its performance. It evaluates the team environment and operations against optimum teams. It is a way to clarify expectations of team members in relation to service delivery or behaviours and to ensure alignment of team standards. Reviews are tailored to each individual setting but can include an evaluation of:

- The effectiveness of communication within the team.
- How the team interacts within the organisation.
- The effectiveness and capacity of the team structure.
- The behaviours of the team.
- The effectiveness of communication within the team.
- How the team interacts within the organisation.
- The effectiveness of team leadership.

The output of the Review is an analysis and action plan of high, medium and low priority recommendations.

PEEL is passionate about the benefits of **Collaborative Enterprise Negotiations**. It is a program based on an interest based negotiations model. We promote a collaborative approach, where rapport building and information sharing are critical. Our level of support can be tailored to your needs. PEEL will assist in developing the system, building the capability within your negotiation team (management and employee representatives) and then supporting the negotiations through –

- Full facilitation of the negotiation phase including management of a communication plan.
- Supporting employee representatives throughout the negotiations.
- Supporting management throughout the negotiations.

PEEL'S **HR Audits and Strategic Planning** have allowed organisations to gain insight into the effectiveness of their HR function through obtaining vital information that will allow them to leverage the position of the HR function to support the achievement of business objectives. PEEL then works with the HR function by facilitating this information and data into the HR strategic planning processes.

PEEL also offers preventative support through the following programs –

- Team Planning
- Values Program
- Team Behaviours Program
- Collaboration Workshop

Remedial intervention

Workplace Investigations and Workplace Mediations:

There are times during the journey to collaboration when remedial intervention may be necessary to address inappropriate behaviours. As experienced investigators and accredited mediators PEEL is able to provide organisations with Workplace Investigation and Mediation as an intervention in order to re-establish harmonious and collaborative working relationships. When these processes are necessary, PEEL provides organisations with preventative recommendations that are able to be incorporated back into your systems, processes and capability build.

Update briefings

Briefings to your executive team, HR Team, ROC or Special Interest Group

As thought leaders on collaborative workplaces PEEL would love the opportunity to talk with your team or group on topics related to workplace collaboration. Our most popular speaking topics are –

Workplace Bullying Update: With the ever changing landscape of legal requirements relating to workplace bullying, it is critical that your team keeps up with the requirements placed on organisations. Our interactive update ensures that participants will not be bored by the hum-drum of legislative changes and will be engaged during the learning process.

Collaborative Enterprise Negotiations: Why is interest based negotiations different to our usual model of enterprise negotiations and what fantastic collateral benefits can be achieved through engaging in the process. Understand what is involved in collaborative enterprise negotiations and how you can plan for and embark on a process that bolsters collaboration and increased communication in your organisation. Hear about case studies that have turned around an often thwarted and negative process into an opportunity to bolster a desired workplace culture and environment.

Systems for Resolving Workplace Conflicts or Concerns: This session outlines the key features of a dispute resolution system that cultivates collaboration at the same time as meeting Work Health & Safety requirements relating to a risk management approach to workplace bullying. How can you be creative about responding to workplace concerns and conflict in such a way that addresses the concerns and allows people to develop skills in collaboration. We discuss ways and means of identifying preventative measures in all interventions to respond to workplace conflicts and concerns so as to ensure the continuing metamorphosis of the system and adjust the workplace environment to prevent recurring situations. The session also works through a risk identification and minimisation process to workplace concerns and conflict at a corporate level.

Our briefing sessions are all interactive and run for 2 hours, however, we can tailor to your requirements in terms of time and topic.

We have walked in your shoes... our local government creds:

Between us the PEEL team have over three decades of experience in the areas of HR, IR, ER and L&D. With a combined total of 12 of those years, working in internal HR roles within Local Government. These roles have been at both the executive and operational level, where we have worked with leaders in all facets of people management.

A sample of our experiences from our internal roles in Local Government has been:

- Conducting enterprise negotiations
- Development and implementation of HR Strategies – The Ageing Workforce, Flexible Work Practices, Performance Development Systems, Organisational Values, Competency frameworks and R&S Systems
- Winning the NSW Local Government Management Excellence Award for Leadership Development
- Structural redesign

Our experiences allow us to say “we have walked in your shoes” and we understand both the legislative and governance parameters within which Local Government operates.

Since the formation of PEEL in 2008, we have worked with a number of Local Governments in all 4 areas that support the development of a collaborative organisation – System Design, Capability Build, Ongoing Preventative Support and Remedial Intervention.

For Local Government we have specifically:

- Conducted workplace investigations and workplace mediations
- Provided training across our suite of capability build programs
- Facilitated team effectiveness reviews
- Developed team values and core competency development
- Designed dispute resolution systems
- Lead strategy planning sessions