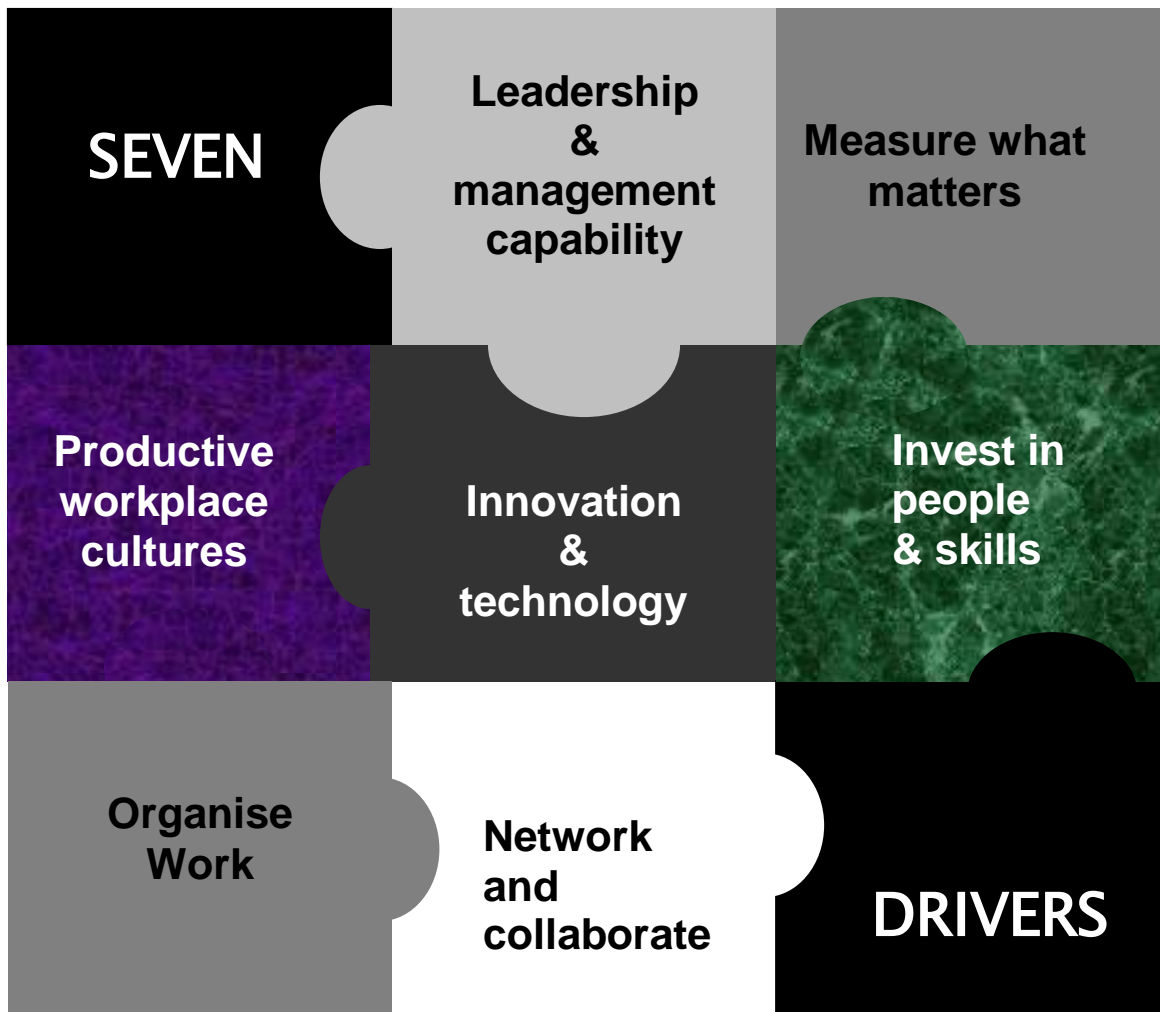
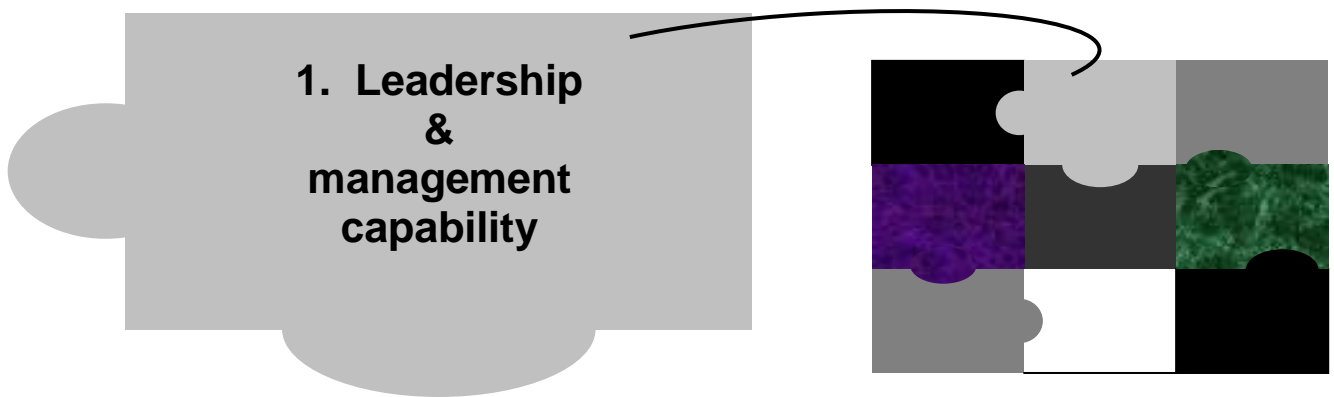


The seven drivers of productivity



The seven drivers of productivity



Building leadership and management capability

We need owners, managers and shareholders who:

- invest in their business and in the drivers of productivity
- recognise the role of workplace leaders e.g. union delegates, health and safety representatives
- engage with workers.

Workplace managers and leaders must have leadership qualities.

- Have a clear vision and ideas on how to achieve it
- Be able to inspire others
- Communicate well.

Workers must work well with managers, workplace leaders and co-workers.

- Willing to work together
- Promoting collective well-being
- Engaging in prompt and appropriate conflict management and resolution
- Willing to adapt to change.

More about the seven drivers, continued

Building leadership and management capability continued

Workers must be a team.

They need to:

- appreciate co-workers for what each brings to the job and the team
- use of the strengths of individuals within a team
- avoid needless competition within the team
- be prepared to take up leadership roles.

Workplace managers and leaders must involve workers, be prepared to delegate, be compassionate and appreciate workers.

Managers need to include workers' views in their policies. They can do this by:

- talking with and listening to union delegates and other natural workplace leaders such as elected health and safety representatives
- including workplace representatives and leaders in decision-making forums.

Managers need to provide workers with an effective workplace by:

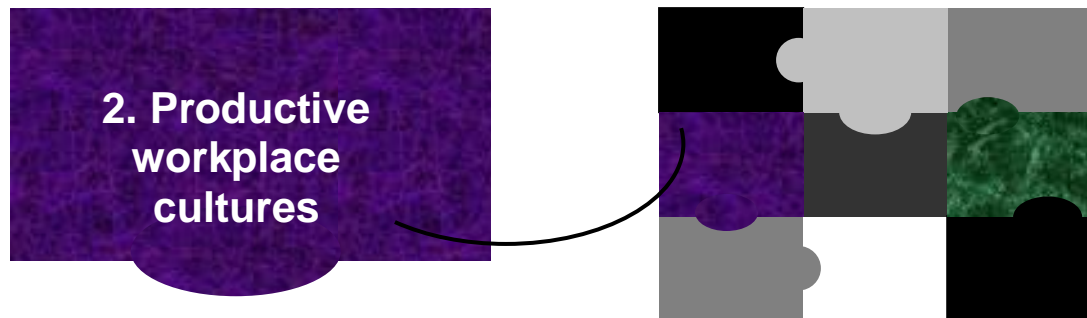
- delegating responsibility and promoting autonomous work where appropriate
- developing well considered workforce and succession planning.

Managers need to be fair, including:

- understanding what the workers have to do on a daily basis to produce good work
- valuing and appreciating workers' efforts
- attributing workers' ideas fairly (i.e. not promote a good idea as primarily their own).



More about the seven drivers, continued



Creating productive workplace cultures

A positive and productive workplace culture is more likely to arise where there is

- a mission statement that is used, rather than one that is ignored
- respect
- fairness
- mutual trust
- acceptance of diversity
- a recognition that effective change takes time.

Good conditions of work including

- flexible working options if possible
- encouragement of healthy lifestyles and wellness
- a high value placed on workers' health and safety
- security of employment and ongoing work opportunities
- relatively low worker turnover.

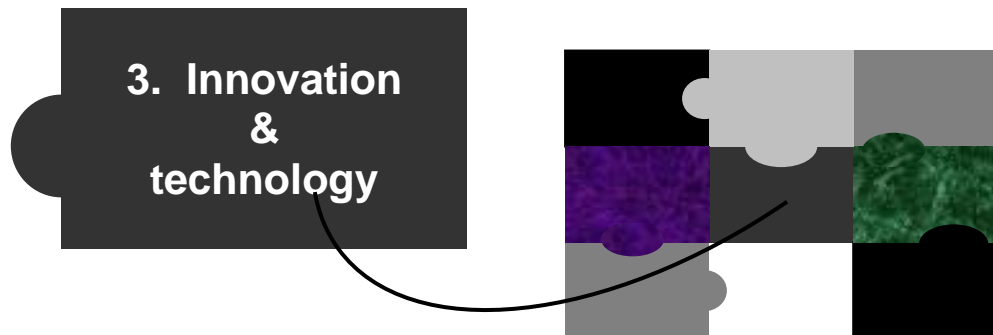
Good workplace relationships

- an absence of controlling behaviour, bullying and favouritism
- an environment free from harassment and discrimination
- effective teams
- acknowledgement of workers' collective and individual rights.

High levels of worker participation

- a safe environment to debate and challenge ideas or to suggest new ideas
- acknowledgement of workers' collective and individual rights
- recognition and reward of workers' innovative ideas
- recognition and use of unspoken knowledge
- willingness to apply discretionary effort.

More about the seven drivers, continued



Encouraging innovation and the use of technology

...means developing an investment environment in plant, machinery and equipment

...means prompting creativity and harnessing energy and ideas

...means welcoming suggestions from workers.

It also means all parties

- recognise that workers will have innovative suggestions
- recognise that decisions on technology imply workplace change, including investment in skills and work organisation
- accept that proper consultation is vital
- recognise that technology is necessary for modernisation and productivity enhancement
- acknowledge that technology may displace workers and is therefore controversial.

Unions want to see firms that introduce new technology adopting an enlightened approach. This includes:

- consulting with workers and their unions
- trialling and assess new systems and equipment
- using skills audits
- involving workers in work design.



More about the seven drivers, continued

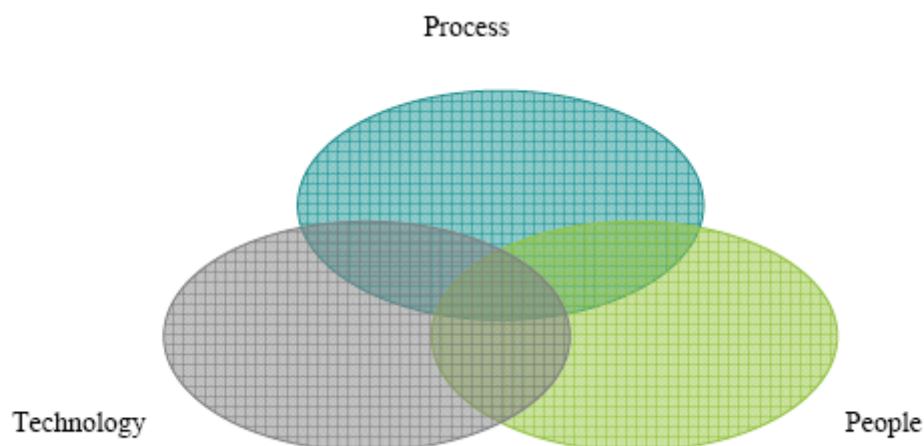
Encouraging innovation and the use of technology continued

Where there are job losses as a result of technology, unions want to see firms focus not just on redundancy compensation, but to also:

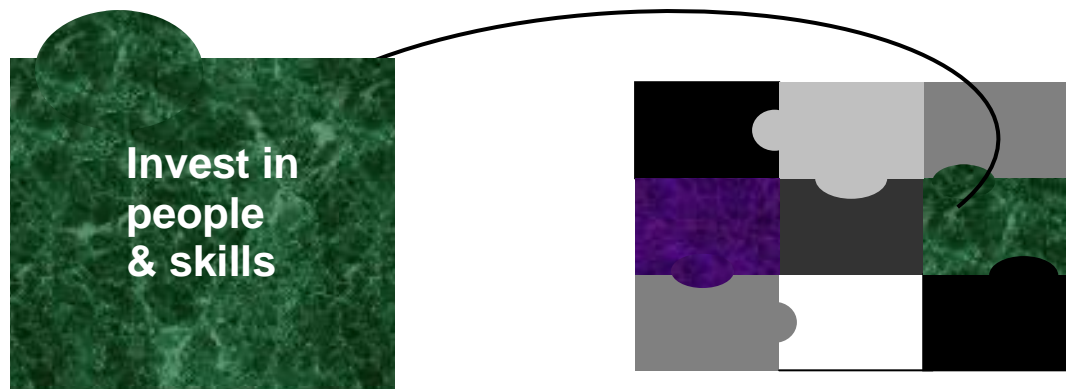
- retrain displaced workers
- provide income support and work with government (including local government) agencies to minimise the impact on workers
- provide support for active labour market policies to ensure there is greater security for workers
- match displaced workers with new job opportunities.

Other important factors for workers when new technology is introduced are:

- avoiding unhealthy work intensification (e.g. working faster and harder)
- identifying and managing any new hazards
- keeping work meaningful when there are changes in the way work is done
- supporting and encouraging workers to take up new opportunities for training or become involved with re-designing their jobs
- assisting workers to be open to new developments and opportunities
- eliminating gender-biased decision-making
- embedding higher pay resulting from the use of new technology.



More about the seven drivers, continued



Investing in people and skills

- ... is about how workplaces can become learning organisations
- ... is not just about skills
- ... is about the recognition that *workers are an asset – not a cost.*

It is important to understand that 80% of the workforce of 2015 are already in the workforce today, thus education and training accessible for current workers is essential for upskilling. It makes sense to create a “learning workplace”.

Consider the needs of individuals

- Identify workers with potential for promotion and re-training when undertaking workforce and succession planning
- Maximise talents displayed by individuals
- Make space for workers who do not have capacity to learn high-level tasks, but who nevertheless make valid contributions to the workplace.

Encourage a culture of life-long learning at work and outside work

- Support workers who are undertaking skills training and other education e.g. time off and fee payments
- Provide training programmes for older workers and those in precarious jobs
- Encourage Learning Representatives
- Ensure ongoing training for elected health and safety representatives.

More about the seven drivers, continued

Investing in people and skills continued

Use a range of effective training and skill development programmes

- Using training and education programmes that are run for workers by workers (and their unions)
- Using other adult education models
- Recognising that not all work or skills need a 'piece of paper' to be legitimate
- Finding new ways of sharing knowledge, skills and talents within the workforce and workers' natural groups.

Reward systems

- Establish fair pay systems that take account of all workers' contributions to the overall output, while also rewarding relevant new skills and education
- Recognise gender issues and eliminate systemic bias that can be present in processes such as job evaluations, pay-setting mechanisms, work organisation and conditions of employment
- Be cautious about pay and reward systems that are based primarily on incentives, performance and so on.

Are there learning opportunities for workers in your workplace?

The CTU has started a project to set up learning representatives in worksites. Learning Representatives are elected by employees to help them get ahead with learning at work. The trained learning representative can advise co-workers on opportunities for learning, work with management on company training plans and, most importantly, promote training that will build a career for workers. It's all about learning together.

For more information contact learningreps@nzctu.org.nz

or check the learning representatives website www.learningreps.org.nz



More about the seven drivers, continued



Organising work

...is about how best to get work flowing, physical layout, good communication, and consultation in decision-making structures.

Effective workplace organisation provides the opportunity to maximise all of the productivity drivers.

Good work organisation includes:

- task allocation that fits individual workers' abilities
- a well designed work place / work space
- the right 'tools' for the job
- common understanding of roles and responsibilities.

When considering how the work is organised, workers should be involved:

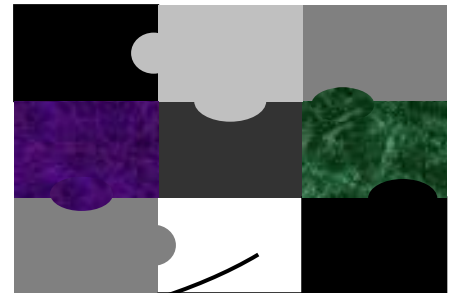
- Workers have ideas on how work organisation can be improved
- Workers have good knowledge of the day-to-day aspects of their job
- Good faith and participative, democratic processes are essential to developing good work organisation
- Fair processes are essential when allocating work tasks and responsibilities
- Health and safety policies and practices are more effective when workers are involved in their development and ongoing monitoring.

Employment agreements and conditions of work:

- Unions will support work organisation that recognises the role of the union, collective bargaining, and union-based consultation
- Structures, processes and employment agreements need to take account of needs of different groups of workers, e.g. religious or cultural needs
- Healthy work-life balance, flexible working arrangements and 'family-friendly' is usually a positive investment.

More about the seven drivers, continued

**6. Network
&
collaborate**



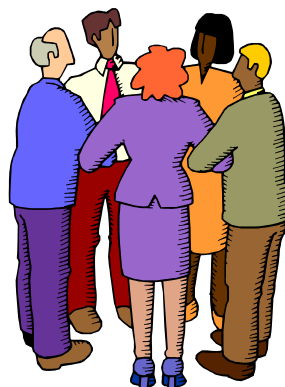
Networking and collaborating

...is not just about how managers connect with others in the industry or region, it is about:

- looking for best-practice
- building strong industries and thus strong firms
- contributing to the community that the company and organisation sits in e.g. sponsoring sporting and other activities, creating a recruitment network and so on.

Networking and collaborating is also about engaging with workers to:

- communicate and consult with workers about workplace issues
- provide a basis for employer and union engagement in industry issues
- utilise the extensive networks that workers have, both inside and outside of the workplace
- network with unions to gain quality public services.



More about the seven drivers, continued

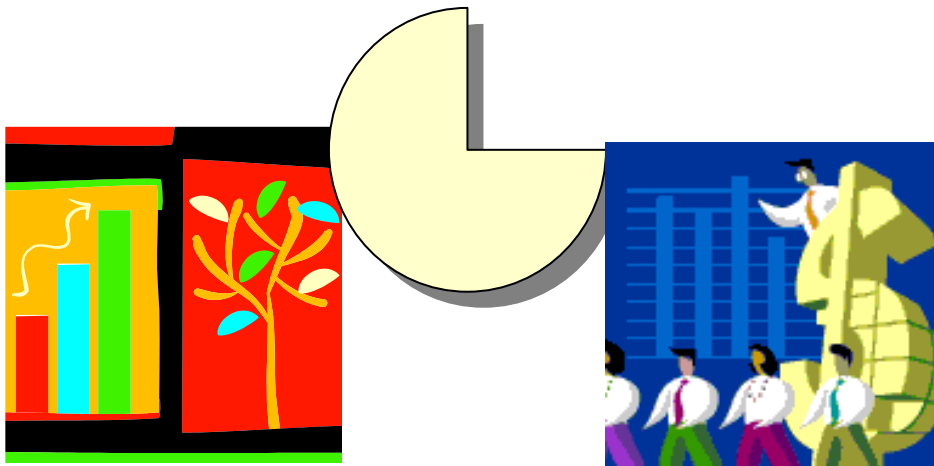


Measuring what matters

...for workers and unions goes beyond profit, EBIT (and all the other acronyms) and includes:

- worker satisfaction
- health and safety
- work-life balance
- pay and employment equity
- acknowledgement that measurement of productivity is different in the service sector and public service
- problems that arise from measures that focus entirely on individuals
- information systems that ensure transparent measurements that are open to discussion and debate
- a workplace that is professional with appropriate emphasis on the desired production outcomes.

While quantitative measures of productivity are important, where there are specific targets set there needs to be a recognition that some factors lie outside the control or influence of workers and/or managers.





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 Website: <http://union.org.nz/workplaceproductivity>