

EMPLOYEE-LED NETWORKS



Te Puna Huihuinga Kaimahi
Employee-led Networks

Public Service Employee-led Networks (ELNs) are rōpū | groups of kaimahi | staff working together to develop, connect, share and support an inclusive workplace. This helps maximise people's potential, grow and retain diverse talent to reflect the communities we serve and improve efficiency and effectiveness of the services we deliver.

ADDING VALUE – to your organisations, the Public Service and the communities we serve

	KAIMAHI STAFF	ORGANISATIONS	PUBLIC SERVICE
AGENCIES	<ul style="list-style-type: none"> ELNs support kaimahi to bring their whole selves to work. Network members have support and feel included and valued. Being part of ELN can improve subject matter expertise and skills in communication, leadership and collaboration. 	<ul style="list-style-type: none"> ELNs work with organisations to amplify diverse perspectives and diversity of thought in policy development, contribute to a culture of inclusion and create a sense of belonging, leading to staff retention and higher productivity. Networks help improve policies and processes, and support organisational goals for Diversity, Equity and Inclusion for <u>Papa Pounamu</u> and <u>Kia Toipoto</u>. 	<ul style="list-style-type: none"> ELNs contribute diverse perspectives and valuable subject matter expertise to improve inclusion within the Public Service. ELNs contribute to reflecting the communities we serve.
SYSTEM	<ul style="list-style-type: none"> Cross-agency ELNs develop skills for working across agencies and diverse contexts. Cross-agency ELN leads have opportunities to connect with senior leaders and other networks, sharing expertise and experiences. 	<ul style="list-style-type: none"> Cross-agency ELNs contribute to important system initiatives. Cross-agency ELNs add value to agency ELNs by sharing resources, expertise, skills and reducing duplication. They work closely with and support CE sponsors and senior leaders to raise awareness and share diverse perspectives. 	<ul style="list-style-type: none"> Cross-agency ELNs support our Diversity and inclusion goals under the Public Service Act 2020. Cross-Agency ELNs, supported by Te Puna Huihuinga Kaimahi ELN team, support system level influence to increase inclusion, retention of staff, and productivity.

SUPPORTING ELNS TO THRIVE – ideas to consider

PEOPLE

- Include ELN mahi in development plans.** ELN participation can be a form of leadership training and provide development opportunities across a range of skills. Offer leadership opportunities to ELN leads.
- Make reasonable time for ELN mahi.** This could be formal or informal and needs to fit with the goals of the kaimahi, the team and the organisation.
- Raise awareness** about the unique contribution of ELNs, leading from the top.
- Create a culture** that values ELN mahi across all levels of the organisation, using all available communication channels.
- Acknowledge intersectionality.** People will be members of more than one ELN. Connecting with multiple ELNs will be enriching and support kaimahi bringing their whole self to work.
- Maintain regular communications.** Be proactive about addressing any issues through regular communication.

POLICY

- Consider an ELN policy** that sets out clear expectations for ELN work connected to organisational outcomes and DE&I priorities.
- Report on ELNs in annual reporting.** ELN mahi contributes to all Papa Pounamu priorities.
- Be flexible.** Remember ELNs are 'employee-led' and their priorities change over time.
- Support ELN mahi being recognised as core mahi.** ELN mahi is part of a person's substantive role and be completed within core work hours.
- All roles** should be able to take part in ELN activities.

RESOURCING ELNs - Another way to recognise the value ELNs need is to strategically fund their activities.

ELNs and organisations have varied needs based on maturity and network-specific objectives, which evolve over time. Organisations benefit from having a flexible and equitable funding model to support ELNs.

DECISION MAKER CONSIDERATIONS

- Align any funding decisions with organisational diversity, equity and inclusion goals.
- Use transparent criteria to allocate funds.
- Put in place a way to objectively evaluate funding proposals.
- Record decisions and rationales for funding to increase accountability and transparency and reduce risk of disputes.
- Create a funding calendar so that all ELNs know when and how to apply.
- Evaluate, develop and improve the process and model regularly with input from ELNs.
- Recognise the impact your ELNs are creating.

EMPLOYEE-LED NETWORK CONSIDERATIONS

- Align funding proposals with organisational diversity, equity and inclusion priorities.
- Track progress toward priorities to support ELNs assess the impact of their initiatives.
- Create a funding calendar to support more effective planning.
- Have transparent criteria for evaluation and decisions to ensure resources are distributed fairly among ELNs.
- Provide feedback on the funding process and model to ensure ongoing improvements.

7

Chief Executive sponsors of cross-agency ELNs

24

Cross-agency co-leads offered professional leadership coaching opportunities

44

% of agencies engage ELNs in formation of related initiatives and policies

200

There are over 200 ELNs across core Public Service agencies supported by seven cross-agency networks