Future of Work Tripartite Forum on Good Work

27 June 2022

Te Kāwanatanga o Aotearoa
New Zealand Government

BusinessNZ
GROWING PROSPERITY AND POTENTIAL

NZCTU
Te Kauae Kaimahi

NOT GOVERNMENT POLICY

Purpose of Session

- To discuss and develop a shared understanding of what is Good Work and what are Good Workplaces.

- To agree on what the key elements of Good Work are.

- To build an understanding of the current situation in NZ in terms of our experience of work – using current measures as an indicator.

- To reflect on a couple of simple and brief case studies currently in NZ.

- To develop some actions to improve work in NZ.

What is Good Work and what are Good Workplaces?

- Good work is work that has a lasting positive impact on the worker, the employer, and the wider community.

- A good workplace enhances the mana and lives of workers, affords good pay and conditions, and is a place where both employers and employees are treated with respect and dignity.

- Good Work done well will make Aotearoa New Zealand a more attractive place to work and do business.

- Good Work has wider positive social benefits.

Developing a Definition

Draws on international definitions particularly ILO. Working alongside Māori FoW to further adapt this definition into a Te Tiriti O Waitangi framework & better include the views & needs of kaimahi Māori & Te Ao Māori.

ILO Statistical Indicators

1. Employment
2. Unacceptable work
3. Adequate earnings & productive
4. Decent hours
5. Stability & security
6. Balancing work & family
7. Fair treatment
8. Safe
9. Social protection
10. Social dialogue & relations
11. Economic & social context

ILO *"climate resilience & decent work grow together [...] you can't do one without the other"*.

The Royal Society for Arts, Manufacturers & Commerce*

1. Security – material needs
2. Wellbeing – mental & physical health
3. Growth – developing skills and capabilities
4. Freedom – a fulfilling life outside of work
5. Affirming Identity – Nurturing Individuality

*RSA Future Work Centre, RSA's CE, Matthew Taylor author of UK Govt Taylor Review

RSA places GW in the context of automation, AI, gig economy, climate change & covid disruptions.
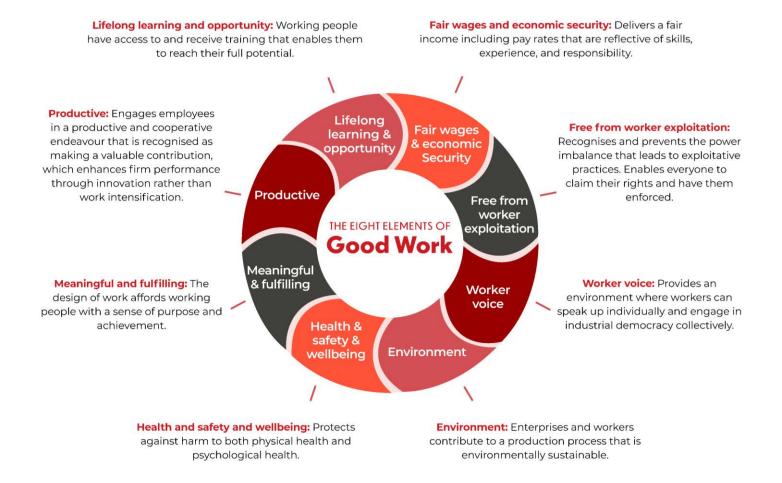
Business Leaders' H&S Forum
Link between dignity & wellbeing at work

1. Acceptance of identity (without prejudice, bias or discrimination)
2. Recognition and credit
3. Acknowledgement
4. Inclusion
5. Safety
6. Fairness
7. Independence
8. Understanding
9. Benefit of the doubt
10. Accountability.

Developing a Definition - Job Quality Frameworks – a comparison

QuInnE model Developed by the IER and others as part of a pan-European research programme. Adopted by UK's Taylor Review	Taylor Review Fair & decent work. UK Govt response to the Taylor Review	Social Investment Agency	MBIE Employment Strategy Articulates 'modern workplaces' rather than job quality	Scottish Fair work framework	World Economic Forum: Core people metrics	ILO Decent work indicators (statistical)	IFC (International Finance Corporation) World Bank Group	OECD Measuring and assessing job quality	UN definition of decent work	Eurofound Creates 5 job quality profiles based on 7 attributes below
Employment conditions	Terms of employment	Employment status, job stability, job security	Employment stability	Security of income		Stability and security of work	The company will plan to mitigate the adverse impacts of retrenchment	Labour market security	Security in the workplace Equality of opportunity and treatment for all women and men	Prospects
Wages	Pay and benefits	Personal earnings	Fair Pay	Opportunity for fair work	Wage levels c.f. minimum wage, median employee c.f. CEO	Adequate earnings and productive work	meets terms of collective agreements and/or national law	Earnings Quality	Delivers a fair income	Earnings
Working conditions	Health, safety and well-being	Safe workplace	Mentioned in Minister's forward and as one of the things we do - low profile	H&S included under 'respect' along with freedom from harassment	Rate of fatalities and reportable injuries	Safe working environment	Company will provide a safe and healthy working environment.	Working hours Physical health risks		Physical environment
Education and training	Job design and the nature of work		Upskilling opportunities	Fulfilment	Average hours of training and average expenditure on training/employee	Employment opportunities, decent working time		Quality working environment Opportunities for training worker autonomy	Productive work for men and women in conditions of freedom and human dignity	Skills and discretion
	Social support and cohesion		Promotion of diversity thru recruitment and retention strategies	supportive workplace Respect –dignified treatment	% of employees by category and salary band by age, gender and diversity category	Equal employment and treatment in employment	Non-discrimination and equal opportunity	Workplace relationships	Social protection for families Better prospects for personal development and social integration	Social Environment
Collective interest representation	Voice and representation		Voice in the workplace	Effective voice		Social dialogue Worker and employee representation	The company will recognise workers' right to organise, grievance mechanism will be provided.		Freedom for people to express their concerns Freedom to organise and participate in the decisions that affect their lives	
Work-life balance	Work-life balance		Flexibility to combine work with care and social responsibilities			Combining work family and personal life		Working time arrangements		Working Time Quality Work Intensity
					Risk of child, forced or compulsory labour	Work that should be abolished	No child or forced labour. The company will address child labour and forced labour in its supply chain.			

Lifelong learning and opportunity: Working people have access to and receive training that enables them to reach their full potential.

Fair wages and economic security: Delivers a fair income including pay rates that are reflective of skills, experience, and responsibility.

Productive: Engages employees in a productive and cooperative endeavour that is recognised as making a valuable contribution, which enhances firm performance through innovation rather than work intensification.

Free from worker exploitation: Recognises and prevents the power imbalance that leads to exploitative practices. Enables everyone to claim their rights and have them enforced.

THE EIGHT ELEMENTS OF
Good Work

Lifelong learning & opportunity

Fair wages & economic Security

Productive

Free from worker exploitation

Meaningful & fulfilling

Worker voice

Health & safety & wellbeing

Environment

Meaningful and fulfilling: The design of work affords working people with a sense of purpose and achievement.

Worker voice: Provides an environment where workers can speak up individually and engage in industrial democracy collectively.

Health and safety and wellbeing: Protects against harm to both physical health and psychological health.

Environment: Enterprises and workers contribute to a production process that is environmentally sustainable.

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The Government's reforms target many elements of good work

- For example:

  - **Productive work:** Industry Transformation Plans are designed to lift innovation and productivity in key sectors.

  - **Lifelong learning & opportunity:** the Reform of Vocational Education will promote more relevant, accessible and work-based training.

  - **Fair wages & economic security:** Fair Pay Agreements, the Immigration Rebalance, and better protection for vulnerable contractors aim to support higher wages, better conditions and more secure employment.

What does the data tell us?

- A mixed picture. On the **positive** side:
  - High participation and low unemployment rates.
  - The gender pay gap is low by international standards and has fallen over the past 2 decades.
  - A large majority of employees report being satisfied or very satisfied with their jobs.
  - Internationally low levels of job strain.
  - Rising proportion of workers receiving employer-funded study.
- On the **negative** side:
  - Persistent issues with discrimination, bullying & harassment.
  - Although overall workplace injury rates have fallen, progress has been slow in key sectors.
  - Significant minorities of workers feel over- or under-qualified.
  - Wage and employment inequalities between population groups.

What don't we know?

- Still some important data gaps – eg, compliance with minimum employment standards, worker voice. Some of these gaps could be filled with more frequent proxy measures (eg, job satisfaction).

- Don't currently know much about the *distribution* of good work across the economy, population and lifecycles.

- Don't currently know much about the workplace practices in NZ that achieve positive good work outcomes for employees and employers.

Actions and Interventions to support improvement

- Fill knowledge gaps

- Creating a practical resource to support better work and better workplaces

Developing Practical Support and Intervention

- Focus on creating the conditions for widespread improvements in participatory culture of work

- Establish a working group to scope the supporting infrastructure for employers, workers and unions who want to improve

TOR Practical Support and Intervention

- **Objectives / Aim:** to scope the tools, practices and capabilities needed to widely embed participatory management practices in organisations

- **Scope:** Develop a proof of concept with participants (see below); explore the needs of workers, practitioners and business leaders; create recommendations for operationalising and scaling up an approach to meet the above objectives

- **Timeframe:** Reporting back to Future of Work Forum in December 2023 with learnings and recommendations

- **Participants:** CTU, BusinessNZ, WorkSafe, with Practice Experts and Leaders with successful experience of using practices

- **Convenor:** WorkSafe