



High Performance High Engagement (HPHE) FAQ

Q. What is HPHE? HPHE stands for High Performance High Engagement. It is a way for people closest to problems in the workplace to have an opportunity to get involved and engage in finding the solutions.

Q. Why are LPC and the Unions signing up for HPHE now? The history of industrial relations at LPC is a long one with many examples of good working relations that get things done but also periods of conflict that don't serve the needs of either LPC or employees. LPC and the unions representing employees agreed to try a different approach that changes the relationship and find a way to work together on a consistent basis.

Q. What is the HPHE Charter? The charter is simply a document that records the aims and objectives of LPC and the unions, and the way we will work together. It includes some principles for addressing issues including changes to the business. The parties have been meeting since April 2021 to learn about HPHE and recently agreed on the charter language to record their commitment.

Q. Where else has HPHE been done? Unions and organisations in New Zealand have tried various versions of cooperative working schemes over the past several decades. The HPHE model was first attempted at Auckland Council, Air New Zealand and KiwiRail with their respective unions. Each organisation and the unions representing employees devise their own version of HPHE—and the way it works evolves as they learn and the challenges they face change.

Q. What is the HPHE process going to be used for? Basically anything the parties—LPC and the unions—agree to work on together. The HPHE Charter lays out the aims and objectives the parties agreed to work towards. A Joint Leadership Team in each work area will identify issues and priorities to work on, and then engage with workers and leaders who have the knowledge to solve those issues. Issues identified by employees are passed to their representatives on the Joint Leadership Team to be considered for problem solving. If any party does not agree to work on an issue, the issue will be addressed in another way.

Q. How does HPHE affect the collective agreements? All employment agreements—both collective and individual—remain in force and will be applied. The parties will still bargain agreements and will comply with them. HPHE is mainly a way to address workplace and operational issues that are not covered by the agreements. If a proposed solution to a workplace issue is affected by an agreement, the proposed change would have to be bargained and ratified by a membership vote. The parties can exercise their existing legal and industrial rights at any time.

Q. Will we always agree? - Differences of interests and disagreement are an expected part of the HPHE relationship. Even when they apply the HPHE Charter and related methodologies, they may not agree on every issue. The parties commit to learn from such situations and not let the disagreement disrupt the relationship going forward.

Q. What happens if HPHE does not work? The HPHE Charter provides for review of the process by joint leadership groups that can identify what is not working and fix it. If they cannot get HPHE back on track, there is a process to escalate the issue to a senior joint group (the Joint Governance Group) composed of LPC executive team and leaders from each union. If any party concludes HPHE is not working for them, there is a procedure to give notice, make a final attempt to resolve the issues, and withdraw from the HPHE process if they are not satisfied.