



National Laboratory Engagement Group

Local Laboratory
Engagement Group
(LLEG)
Tool Kit

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Local Laboratory Engagement Groups FAQ

1. What does a LLEG do?

The LLEG is part of a wider process of engagement between NZMLWU and DHBs. At the national level the NLEG has an agreed work stream of 11 matters that will need local input and action on as they are progressed. LLEGs will also have their own local strategic issues, they will wish to attend to.

The 11 national work streams have been broken down into 3 groups: the first 4 were presented at the workshop and are well underway:

- Career Progression Criteria;
- Best Rostering Practices;
- Continuing Professional Development; and
- Technician Bridging.

To follow are:

- Staffing/workload/demand matrix;
 - System integration;
 - Future demand/impact of sector changes;
 - Incentive rewards;
 - National Strategy;
 - Career Promotion;
 - Resourcing.
- Scheduled for commencement November 2012
Preliminary discussions underway

2. What is the LLEG not designed for?

LLEGs are not designed to replace the normal staff/team meetings that exist to discuss operational, day-to-day matters within laboratories. LLEGs are focused on more strategic, than operational matters, not for MECA interpretation or issues around MECA compliance.

3. What resources will NLEG make available to the LLEG?

- ✓ Each LLEG has a NLEG contact person who is available to liaise and where necessary provide linkages to other resources (list attached). If any LLEG needs additional assistance, they should contact their NLEG contact person.
- ✓ The NLEG will be responsible for sharing best practices, ideas and as a repository of information and guidance. The NLEG will review minutes and agendas of the LLEGs to facilitate a proactive role, sharing what the LLEG may not know about, as well as best practice.
- ✓ NLEG will also maintain resource material, which can be accessed through the LLEG contact person or directly on the LEG section of the NZMLWU website.
- ✓ NLEG will provide copies of its minutes to the chairs of the LLEGs as well as a summary newsletter to all LLEG participants, to ensure the NLEG-LLEG engagement is effective.

- ✓ NLEG will maintain a section on the NZMLWU website for all participants to

access. This will hold resource documents such as the IBB agreement, Engagement Workshop material, work stream reports and information, newsletters etc.

4. What framework should LLEGs develop?

- ✓ LLEGs will need to formally decide on a chair and how that role will be maintained and supported. What tenure the Chair will have (it may be rotated between management and NZMLWU delegates for instance).
- ✓ Frequency of meetings, which need to be spaced well enough to allow work to be reasonably achieved between meetings.
- ✓ They will also need to decide on how they wish to work. To provide some guidance, NLEG will circulate the NLEG terms of reference amended to reflect LLEG functioning and the agreed “rules of engagement” which LLEGs may wish to adopt directly or in a modified form.
- ✓ NLEG requests that LLEG minutes be sent to Tracey.baker@huttvalleydhb.org.nz (Pete Chandler, Chair of NLEG’s PA), and that minutes should also be made available internally to lab staff and should they wish, the DHB CEO.
- ✓ NLEG will also circulate a proforma agenda that LLEGs can populate. NLEG does suggest at least at the beginning that LLEGs do not “overpopulate” their agenda’s. There are already 4 work streams underway and another 2 expected to commence work by November. It is important we get some “runs on the board” rather than have so much on the go nothing actually gets done.

5. Who should LLEGs communicate with?

- ✓ Members who have not been able to attend the LLEG meeting, relevant intraDHB stakeholders, NLEG.

6. Who should be on the LLEG?

- ✓ Laboratory Manager, NZMLWU delegates and members, team leaders.
- ✓ Regarding COO (or equivalent) involvement, NLEG suggests it is important that the COO be present at the first meeting to better understand the issues under current review and role of the LLEG. It is possible that in some instances the COO will be happy to be updated by the LLEG Chair thereafter until such time as their advice or decision-making is required. When the second group of work streams get underway however, COO attendance should be revised as these work streams have greater impact on the external (to laboratories) environment e.g. staffing/workload/demand matrix; system integration; future demand/impact of sector changes and incentive rewards.

LLEG Participants

First Name:	Surname:	Position	Employer:		Email:
Auckland DHB					
Tarn	Donald	Scientist	LabPlus	Contact	atdonald@gmail.com
Ross	Hewett	Laboratory Manager	LabPlus	Lead	RossH@adhb.govt.nz
Kerryn	Solleder	Scientist	LabPlus		
Nicola	Johnston	Scientist	LabPlus		
Marc	Douglass	Scientist	LabPlus		
Ngaire	Buchanan	GM Operations and Clinical Support	LabPlus		
Katrina	Elliot	HR Consultant	LabPlus		
Counties Manukau DHB					
Bryan	Raill	Scientist	Counties Manukau	Contact	brail@vodafone.co.nz
Pauline	McGrath,	Service Manager, Laboratory Service	Counties Manukau	Lead	pauline.mcgrath2@middlemore.co.nz
Denise	Robins	Scientist	Counties Manukau		
Gregory	Fenner	Scientist	Counties Manukau		
Northland DHB					
Deborah	Powell	Advocate		Contact	secretary@nzmlwu.org.nz
Julie	Ryan,	Employment Relations Manager	Northland	Lead	julie.ryan@northlanddhb.org.nz
Philip	Glover	Scientist	Northland		
Cindy	Hassan	Technician	Northland		
Gary	Dow	Scientist	Northland		
Ada	Schuler,	Service Manager	Northland		
Viv	Goldsmith,	Laboratory Manager	Northland		
Waitemata DHB					
Dennis	Dixon-Mclver	Advocate		Contact	advocate@nzmlwu.org.nz
Mehran	Zareian,	Laboratory Service Manager	Waitemata	Lead	mehran.zareain@waitematadhb.govt.nz
Karen	Gifford	Scientist	Waitemata		-
Lynn	Brott	Technician	Waitemata		-

Fiona	Lowen	Scientist	Waitemata		-
Hawkes Bay DHB					
Michelle	Masters	Scientist	Hawkes Bay	Lead	michlmasters@hotmail.com
Dennis	Dixon Mc Iver	Advocate		Contact	advocate@nzmlwu.org.nz
Neil	Campbell	Scientist	Hawkes Bay		
Vivienne	Robinson	Scientist	Hawkes Bay		
Ash	Fitchett	Laboratory Manager	Hawkes Bay		
NZBS					
Andrew	Mills,	Area Manager Waikato	NZBS	Lead	andrew.mills@nzblood.co.nz
Lloyd	Rigby	Scientist	NZBS	Contact	Irrigby@ihug.co.nz
Don	Mikkelsen,	national Operations Manager	NZBS	Contact	don.mikkelsen@nzblood.co.nz
Diane	Murton	Scientist	NZBS		
Peggy	McLeod	Scientist	NZBS		
Robyn	Barnett	Scientist	NZBS		
Bronwyn	Kendrick	Scientist	NZBS		
Belinda	Reilly	Scientist	NZBS		
Sue	Jensen,	National Manager HR	NZBS		
Taranaki DHB					
Gloria	Crossley		Taranaki	Lead/Contact	gloria.crossley@tdhb.org.nz
Janice	Aldridge	Scientist	Taranaki		
Anne	Kempthorne	Scientist	Taranaki		
Waikato DHB					
Heather	Signorini	Scientist	Waikato	Lead	heathersig@xtra.co.nz
Rosemary	Carr	Scientist	Waikato	Lead	ahcarr@xtra.co.nz
Deborah	Powell	Advocate		Contact	secretary@nzmlwu.org.nz
Jan	Adams,	Chief Operating Officer	Waikato		-
Robin	Allan,	Manager Laboratory	Waikato		

Canterbury DHB					
Tony	Burns	Employment Relations Manager	Canterbury	Lead	Tony.Burns@cdhb.health.nz
Trevor	English	General Manager	Canterbury	Contact	Trevor.English@cdhb.health.nz
Stewart	Smith	Scientist	Canterbury	Contact	coster@callsouth.net.nz
Elaine	Keith	Scientist	Canterbury		
Melissa	Bloxham	Scientist	Canterbury		
Mark	Lewis	Scientist	Canterbury		
Kirsten	Beynon	Operations Manager	Canterbury		
Sue	Carnoutsos		Canterbury		
Emma	Ward	Employment Relations Manager	Canterbury		
Ken	Beechy		Canterbury		
West Coast DHB					
John	Sheard	Scientist	West Coast	Lead	johnsheard@orcon.net.nz
Stewart	Smith		Canterbury	Contact	coster@callsouth.net.nz
Capital & Coast / Hutt Valley DHB					
Russell	Cooke,	Service Leader, Laboratory	Capital & Coast	Lead	Russell.Cooke@cdhb.org.nz
Brice	Thomson	Scientist	Hutt Valley	Contact	brice.thomson@paradise.net.nz
Chand	Sharma	Scientist	Capital & Coast		
Emily-Jane	Willmot	Scientist	Capital & Coast		
Rachael	Roth	Scientist	Capital & Coast		
Carolyn	Dimattina	Scientist	Capital & Coast		
Stewart	Clark,	Laboratory Manager	Hutt Valley		
Pete	Chandler,	Chief Operating Officer	Hutt Valley		

NZMLWU and DHBs Heads of Agreement

13 February 2012

The parties are committed to the following desired future states:

Interest – The future

Both parties desire:

- a) input into and commitment to delivering a national strategy for pathology services that meets stakeholder needs, and
- b) to create and maintain a workforce that meets stakeholder needs that will:
 - attract and retain medical laboratory staff; and
 - deliver work/life balance for medical laboratory staff; and
 - provide a clear and visible career path.

Interest – The parties Engagement/Relationship

Both parties want a relationship based on high mutual trust at all levels where:

- effective processes facilitate engagement; and
- all stakeholders perceive the medical laboratory workforce as an important and credible component in the provision of an effective health system.

Interest – Medical laboratory staff are acknowledged and recognised for the skill and expertise they bring to timely and effective patient interventions

Both parties desire medical laboratory staff to be willing and able to add value to clinical services, adapt to a changing, and more complex environment, whilst contributing to the improvement of patient outcomes. Similarly, both parties recognise the benefits of a medical laboratory workforce that feels motivated and valued and are committed to pursuing the tangible and intangible rewards that deliver the outcomes specified.

Interest – Affordable solutions

Both parties recognise that decisions on funding and resource allocation:

- Need to be sustainable and balanced in the use of available resources; and
- Recognise the importance in striving for efficiency and the need to balance increasing demands on the medical laboratory workforce with incentives that the workforce values

Interest - Changing to suit clinical demand

Adequately resourced pathology service will be proactive, integrated, collaborative and responsive to the changing clinical demand based on valid shared information. In responding to the changing clinical demand the parties recognise the benefits of retaining and retraining medical laboratory staff.

Interest – Support for Training and development

CPD and training are recognised as an integral component in the effective delivery of quality pathology services, achieved with minimal disruption to WLB that adds value to both medical laboratory staff and the employer.

The parties have agreed to the following steps to achieve the desired future states:

1. Salary scales

Salary scales are to be restructured to achieve greater attraction to those entering the field of medical laboratory science (graduates and technicians bridging), and retention whilst incorporating a pay rise during the term of the document as per the attached salary scales including the translations to the new scales. The steps referred in clauses 5.1.1, 5.2.3 and Schedules C and D are to be amended to reflect the shortening of the Scientist and Technician scale

Active encouragement for technicians undertaking the bridging programme to become scientists, minimum current step 4, new step 3, for those participating in the programme.

Progression for Medical Laboratory Scientists from current step 9 to step 10 and from new step 7 to new step 8 shall be on merit. The criteria being that the scientist has been on the automatic maximum for a period of at least 2 years (although this may be waived by the employer in special cases) and has demonstrated their increased value to the organisation through some of the following

- Ability to back up a Technical Specialist or Section Head,
- Has a specific area of responsibility,
- Has particular skills in a part/all of a discipline,
- Has increased their competence/skills to cover another discipline.

Clause 5.1.3 will need to be amended to reflect this change.

Clause 5.2.4, the reference to Step 6 on the last line of the clause is amended to Step 5 on the current scale and new step 4 on the new scale. In making this change the parties agree to preserve the minimum step 6 salary or in the process of moving to this minimum step as a result of the current provision.

2. CPD

The parties want professional development that is a shared responsibility, delivers mutual benefit, is valued as work time and maintains and updates the professional competencies of staff in a planned and predictable way, acknowledging the employer's limited resources.

The parties shall develop an approach to CPD that is nationally and departmentally consistent, equitable and beyond a point gathering exercise, encompassing networking at CPD activities and web based e learning.

Without limiting current application, the national engagement group shall provide guidance and clarity as to what desirable CPD encompasses and assist with the implementation of the above.

3. The parties recognise the changing environment and clinical demand and will review rostering to develop best practice rostering guidelines for medical laboratory services, including consideration of:
 - a. Work life balance for staff, and
 - b. Flexible rostering practices, and
 - c. Employee health and safety, protection from fatigue and adequate recuperative time, and
 - d. Time rostered and backfilling for those training.

The national engagement group shall sponsor a project that:

- Acts as a resource to assist the parties to achieve the above;
- Share knowledge, skills and information on successes (and failures to avoid repetition) in achieving the above

4. The parties want to be able to meet current and future demand for services that entails a robust forecasting methodology and variance plan, integrated with what is happening elsewhere in the organisation, where demand and the supply of resources are matched.

- Processes are developed and implemented to assist with the forecasting of changing demand any potential resource impacts, and improved organisation-wide awareness of priorities;

- Flexibility, including effective teamwork to maximize the use of resources, including effective coordination of service delivery;
- Processes to measure and reduce waste of resources;
- Areas of concerns over resourcing and investment are highlighted.

5. The parties agree to develop and support local and national engagement and commit to:

- Not discriminate on the basis of union membership;
- Proactive communication that is honest, open and productive at all levels;
- Respect at all levels for the roles of the parties, including the employee's rights to have and seek assistance and support of their Union;
- The creation and/or utilization of local engagement opportunities so that both parties can speak freely (safely and without fear of consequences), within an environment of honesty and respect;
- Issues raised are addressed and not deferred, acknowledging that the party raising the issue may not always achieve the resolution outcome they seek and will be free to pursue a solution beyond local engagement;
- Guidelines for engagement (behaviours, safety nets, agendas) are implemented including;
 - e. Recognition of NZMLWU as representing its members, and respect for the members right to involve NZMLWU;
 - f. Acknowledgement that NZMLWU delegates are able to provide a collective membership view;
 - g. That delegates will need time to attend to their representative responsibilities;
 - h. The employers acknowledge NZMLWU's role to train and support its delegates and members;
 - i. Acknowledge that NZMLWU delegates from employers other than the local employer in which engagement is occurring may be involved as a result of their additional skills and knowledge. The Employers shall use best endeavours to facilitate regional and national release of delegates to assist in this regard.
 - j. Agreement over any agenda and minutes compilation, distribution and timetabling to be incorporated as felt necessary

1. Local and National Engagement Structures Local

Each employer will develop with the union a local engagement structure that best reflects the size and various structures operated by the employers and incorporating the following parameters:

2. Size and composition of local engagement group:
 - i. number of participants relevant to the size and complexity of the service; and
 - ii. For both efficiency and effectiveness employers with multiple laboratories may prefer to operate a single engagement group covering the whole organization; and
 - iii. authority / decision makers being present. It is recognised that seniority of representation and commitment is important to the successful activity of a LEG ;
3. Meeting structure:
 - i. frequency of meetings, setting time and date in advance to facilitate preparation and attendance;
 - ii. Mutual development of agenda and circulation to relevant people;
 - iii. Maintenance of notes of meeting or minutes;
 - iv. To minimize geographical barriers.
4. “Risk” management strategy for ongoing function, safety and support of the process:
 - i. Training;
 - ii. No surprises philosophy;
 - iii. Availability of assistance from union, other delegates and managers (from other Labs);
 - iv. Referral to or support from the National Engagement Group.
5. Clarity over tasks / stock take of issues
 - i. Local issues that may occur or have arisen;
 - ii. Agreed work plan from MECA bargaining;
 - iii. Issues referred from the National Engagement Group;

2. National Engagement Group

National LAB Engagement Group Terms of Reference

Introduction

The National Laboratory Engagement Group (NLEG) has been established by the employer parties to the Laboratory MECA and NZMLWU to further cement and support the parties’ relationship.

The NLEG has been established by the parties to provide a coordinating and oversight role for co-operative activity, including support of Local Engagement Groups (LEGs).

Purpose

The purpose of the NLEG is to have oversight of the developing relationship between the parties including:

- Supporting local engagement structures assist with training of the participants, trouble shooting and dispute resolution as may be required. This may include the provision of “buddies” for managers or delegates to foster safety in participation
- Undertake the work plan as agreed during bargaining and any further work the parties agree.
- Acting as a forum to enable external stakeholders to engage with both parties collectively

Principles

The NLEG will observe the following principles or aims:

Functions

The NLEG has the following functions:

Terms of reference for the national engagement group will include the following:

1. Oversight of local engagement activities and sharing of best practice,

The national work programme shall include;

- Development of best rostering guidelines building on any local work already undertaken
- Development of a staffing / workload / demand matrix (mechanism for assessment of balancing staffing, workload and demand).
- To actively engage in any development of, and promote a national strategy for the delivery of medical laboratory services in NZ. This may require the invitation to non DHB suppliers of medical laboratory services to also engage.
- The Investigation of incentive reward systems for medical laboratories.
- Development of an integrated communication plan to promote medical laboratory science as a career and as an essential and integral component of quality patient care. To establish communication links with key stakeholders.
- Review of CPD and any subsequent work that arises.
- Assist with local review of Career Progression Criteria.
- Oversight of the future demand work stream.
- Review of laboratory resourcing.
- Review of movement of technicians who have successfully completed the bridging programme onto the scientists scale.

Membership

The parties shall decide their respective membership. The NLEG should consist of ten members, five appointed by the employer parties (including NZBS) and five by the union. A COO Representative of the employer parties and the National President of NZMLWU shall sit on NLEG. The parties shall ensure the other participants are also of sufficient authority and ability to make decisions and achieve resolution.

The requirements as to quorum must be met before any business can be undertaken at any NLEG meeting. NLEG-related business may be undertaken outside of formal meetings and without the need to meet the quorum requirements, however, such business and the manner in which it is to be undertaken is to be agreed at a NLEG meeting held pursuant to the operation of the NLEG.

All employee members of the NLEG shall be granted special leave by their employer to attend the meetings of the NLEG, and any other NLEG-related business. This special leave shall be granted in addition to any other leave entitlements.

Operation of the NLEG

The Chair and deputy Chair shall be determined by agreement of the NLEG, one position filled by an employee member of NLEG and one by an employer member of NLEG. The Chair shall be responsible for ensuring the setting of meetings, co-ordination of agendas, and the recording of minutes in accordance with the following.

1. Meetings

1.1 Meetings will be held quarterly with dates scheduled for the year ahead.

2. Decision Making

2.1 Unless expressly provided elsewhere, every endeavour shall be made to achieve consensus in decision making except that failing consensus, decisions shall be made by majority vote. The minutes must reflect each party's reasoning and point of view.

2.2 Discussion on any proposal shall be broad and informal and constrained as to time by the guidance of the Chair rather than through procedural motions.

3. Observers and Experts

3.1 Either party may invite other people to attend to speak to specific topics/projects. Such invitees shall have no decision making power.

3.2 Observers may only be present with the agreement of the parties.

4. Minutes

4.1 Minutes shall be prepared but in note form confirming agreements and actions and not a verbatim record of proceedings.

4.2 Statements of NLEG individual members shall not be recorded as such without the express agreement of the individual concerned.

4.3 Minutes shall have no status until confirmed by the NLEG, and may be amended before confirmation.

4.4 Confirmed minutes shall be available to the constituent members of the NLEG for distribution to their respective constituencies, e.g. CEs, COOs, GMsHR, Laboratory Managers, and NZMLWU members.

5 Agendas

- 5.1 Members shall advise the Chair of items to be included on the agenda not less than four weeks before the meeting and an agenda finalized by the chair and deputy chair in time for the agenda and associated papers to be sent out to the members of the NLEG two weeks before the actual meeting.
- 5.2 Items raised, which are not on the agenda shall be dealt with in accordance with the wishes of a majority of the attendees; however, this should not get in the way of addressing and seeking resolution of outstanding and particularly urgent issues.

6. Quorum

- 6.1 The NLEG can exercise no authority, power, or discretion, and no business can be transacted, at any meeting, unless the quorum is present at the meeting. A quorum requires at least as many NZMLWU representatives as there are Employer representatives; and a minimum of four representatives of each party.

7. Mechanism for Resolving Differences

- 7.1 We accept that differences are a natural occurrence and that a constructive approach to seeking solutions will be taken at all times. The object of this clause is to encourage the NLEG to work cooperatively to resolve any differences and share in the responsibility for quality outcomes.
- 7.2 Assistance from an agreed third party to facilitate consensus may be sought if the NLEG is unable to reach consensus.
- 7.3 Nothing in this Terms of Reference shall have the effect as to restrict either party's rights at law to access the Employment Relations Authority, Employment Court or any other legal remedy.

8. Communication

- 8.1 The NLEG will minute agreements to draft, approve and distribute any joint communication on behalf of the NLEG.

Review

These Terms of Reference will be reviewed by NLEG 12 months after coming into place

Report from the Laboratory LEG setup meeting held 24 July 2012 at Alexandra Park in Auckland

Attached are:

1. List of participants, and
2. Overheads from Mark McGinn's presentation, and
3. Terms of Settlement from IBB, and
4. NEG contacts for each LEG and initial LEG set up person (also responsible to notify date of first LEG).

After battling fog and a significant crash on the southern motorway, participants started with introductions and "The Journey So Far" from the NLEG Chair (Pete Chandler) and Deputy Chair (Stewart Smith).

The rest of the morning was committed to an introduction to the engagement approach to our relationship: why, the benefits, and the how. Facilitated by Mark McGinn from People Fit (who was also the NZMLWU and DHB/NZBS IBB facilitator), his presentation is attached to enable future reflection. NLEG would encourage LLEGs to deliberately review the presentation 6 to 9 months after the commencement of your LLEG to refresh and ensure we continue on the right path. Whilst participants are encouraged to approach NLEG for assistance at any time should issues arise, we need to be mindful that we are changing the tone and content of conversations. This is no small challenge; reflection is an appropriate tool to assist staying on course.

The afternoon was introduced with key messages from the morning, the challenges we face and the choices we can make about how to meet these challenges. Messages included:

- ✓ The value for both parties in having the opportunity to be heard, and feeling they have been heard;
- ✓ That to impose and demand without reciprocity will lead to defensiveness (and inevitable outcomes as a result);
- ✓ The deliberate decision to change the tone and content of our conversation.

The 11 work streams arising from IBB for NLEG to pursue were enunciated. These have been broken down into three tiers with the first already underway:

1. Best Rostering Guidelines
 2. Technician Bridging
 3. CPD, and
 4. Career Progression Criteria
1. Staffing / workload / demand matrix
 2. Incentive rewards
 3. System Integration, and
 4. Future demand / impact of sector changes
1. National Strategy (linked to the MoH process)
 2. Career Promotion
 3. Resourcing

The important role of the LLEGs to feed into these work streams was reaffirmed, followed by an introduction from NLEG leads on the first 4 work streams. Notably, the intention to survey (through survey monkey) managers and staff alike on some of the issues these work streams identify was noted as an initial step.

The forum then considered 5 questions and we record the outcomes below:

- **What in your view is likely to make LEGs successful?**
 - Enthusiasm.
 - Mutual trust.
 - Who is to be there? Needs to be an effective group to achieve outcomes.
 - Senior management visibly buying in and promoting the LEG.
 - Achieve things (not just a talk feast).
 - Regional approach (CCDHB and Hutt have agreed to a regional approach, others felt the need to start with their own LLEG having specific issues they need to address as well as to get grounded in the new process, before embarking on wider collaboration).
 - Coaching for “new participants”.

- **What will LLEGs need in terms of support to get from where we are now to the first group actually taking place?**
 - Time; agreed meeting time supported by the DHB.
 - ? Facilitator to assist with the transition in process?
 - Good chair may be shared or rotated.
 - Labs and DHB support to enable attendance and support outcomes.
 - Admin support to maintain minutes.
 - Agenda template could help all the LLEGs stay on track but with sufficient flex to allow the local issues.
 - Web based chat room or communication system?
 - Backup member in case you can't attend to ensure continuity.

- **What do you think are the best means for engagement between the NLEG and the LLEGs, particularly around the work streams?**
 - High level of engagement; this is a new process so need consistency of thinking and behavior.
 - Terms of reference for the work streams to be developed and sent to LLEGs to form framework (reporting timeframes etc.).
 - Communications between NLEG and LLEG, if no NLEG participant on the LLEG special attention needed. NLEG newsletter to the LLEGs, direct communication with NLEG participants.
 - What do the LLEGs do with the information they have? Expectations need to be managed: Key points communicated to employees and employers.
 - Local work also included for LLEG work programme (not just NLEG derived stuff).
 - Communications and appropriate engagement with other parties including the Institute and registration board.

- **Who needs to be involved in the LLEGs?**
 - COO or service manager.
 - Lab manager.
 - Size matters: maybe Technical Heads in big DHBs?
 - Mix of scientists, technicians and assistants.

- May change depending on issue (second HR etc.)
- ?pathologists, external users? By invitation?
- **Agenda for the LLEG – what do you think the range of items on the LLEG might be?**
 - Who do the minutes go to?
 - Terms of reference.
 - Timing (maintain momentum).
 - NEG work stream.
 - Local items live at the time – low hanging fruit for early wins on the board.
- **How often should LEGs meet?**
 - NEG meets quarterly (next meeting 28 August).
Not more than 2 monthly.
 - Depends on the work that is being done – need to be flexible.

Further issues for consideration included:

What of the environment inside a LLEG:

- When we make commitments we keep to them.
- Apologise early and put things right.
- Keep your eyes on the big picture, know what we are trying to build.

Geography

- DHB by DHB first then if desire larger grouping, do so as issues / needs arise.
- Hutt and CCDHB wish to “cross” LEGs.
- LEGs not to usurp departmental processes.







Design your own Header

Local Laboratory Workers Engagement Group (LLEG)

AGENDA

Date:

Venue:

	ITEMS FOR DISCUSSION:	
1.	Apologies	
2.	Local Engagement Groups FAQ	 LLEG FAQs
3.	LLEG Participants	 LLEG Participants
4.	Discuss local engagement structure (as per heads of Agreement)	 Nzmlwu & DHB Heads of Agreement
5.	Feedback from Lab Set-up meeting held 24 July, Alexandra Park, Auckland	 LLEG Trng Day report 24.6.12.pdf
6.	LLEG Principles of Engagement and Structure	 LLEG Principles of Engagement and Sruc
7.	LLEG Terms of reference	 LLEG Terms of reference
8.	Other business	
9.	Next meeting: To be discussed	

LLEG Principles of Engagement and Structure

The parties agree to develop and support local and national engagement and commit to:

- Not discriminate on the basis of union membership;
- Proactive communication that is honest, open and productive at all levels;
- Respect at all levels for the roles of the parties, including the employee's rights to have and seek assistance and support of their Union;
- The creation and/or utilization of local engagement opportunities so that both parties can speak freely (safely and without fear of consequences), within an environment of honesty and respect;
- Issues raised are addressed and not deferred, acknowledging that the party raising the issue may not always achieve the resolution outcome they seek and will be free to pursue a solution beyond local engagement;
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 - l. Acknowledgement that NZMLWU delegates are able to provide a collective membership view;
 - m. That delegates will need time to attend to their representative responsibilities;
 - n. The employers acknowledge NZMLWU's role to train and support its delegates and members;
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 - p. Agreement over any agenda and minutes compilation, distribution and timetabling to be incorporated as felt necessary

Local Engagement Structures

Each employer will develop with the union a local engagement structure that best reflects the size and various structures operated by the employers and incorporating the following parameters:

1) Size and composition of local engagement group:

- iv. number of participants relevant to the size and complexity of the service; and

- v. For both efficiency and effectiveness employers with multiple laboratories may prefer to operate a single engagement group covering the whole organization; and
- vi. Authority / decision makers being present. It is recognised that seniority of representation and commitment is important to the successful activity of a LLEG ;

2) Meeting structure:

- vii. frequency of meetings, setting time and date in advance to facilitate preparation and attendance;
- viii. Mutual development of agenda and circulation to relevant people;
- ix. Maintenance of notes of meeting or minutes;
- x. To minimize geographical barriers.

3) "Risk" management strategy for ongoing function, safety and support of the process:

- xi. Training;
- xii. No surprises philosophy;
- xiii. Availability of assistance from union, other delegates and managers (from other Labs);
- xiv. Referral to or support from the National Engagement Group.

4) Clarity over tasks / stock take of issues

- xv. Local issues that may occur or have arisen;
- xvi. Agreed work plan from MECA bargaining;
- xvii. Issues referred from the National Engagement Group;

Local Laboratory Engagement Group (LLEG)

Terms of reference

Introduction

The National Laboratory Engagement Group (NLEG) has been established by the employer parties to the Laboratory MECA and NZMLWU to further cement and support the parties' relationship.

The NLEG has been established by the parties to provide a coordinating and oversight role for co-operative activity, including support of Local Engagement Groups (LEGs).

Purpose

The purpose of the LLEG is to develop a relationship between the parties including:

- Assist with the work plan as agreed during bargaining and any further work the parties agree.

Principles

The LLEG will observe the following principles or aims:

Functions

The LLEG has the following functions:

Terms of reference for the Local engagement group will include inputting into and collaborating with NLEG on the following:

The national work programme;

- Development of best rostering guidelines building on any local work already undertaken
- Development of a staffing / workload / demand matrix (mechanism for assessment of balancing staffing, workload and demand).
- To actively engage in any development of, and promote a national strategy for the delivery of medical laboratory services in NZ.
- The Investigation of incentive reward systems for medical laboratories.
- Development of an integrated communication plan to promote medical laboratory science as a career and as an essential and integral component of quality patient care. To establish communication links with key stakeholders.
- Review of CPD and any subsequent work that arises.
- Assist with local review of Career Progression Criteria.

- Oversight of the future demand work stream.
- Review of laboratory resourcing.
- Review of movement of technicians who have successfully completed the bridging programme onto the scientists scale.

Membership

The LLEG will consist of members of the employer parties and the union including COO, Laboratory Manager, team leaders and NZMLWU delegates. The parties shall ensure the other participants are also of sufficient authority and ability to make decisions and achieve resolution.

All employee members of the LLEG shall be granted special leave by their employer to attend the meetings of the LLEG, and any other LLEG-related business. This special leave shall be granted in addition to any other leave entitlements.

Operation of the LLEG

The Chair and deputy Chair shall be determined by agreement of the LLEG, one position filled by an employee member of LLEG and one by an employer member of LLEG. Tenure of these positions shall be xxx. The Chair shall be responsible for ensuring the setting of meetings, co-ordination of agendas, and the recording of minutes in accordance with the following.

Meetings

- Meetings will be held xxx with dates scheduled for the year ahead.

Minutes

- Minutes shall be prepared but in note form confirming agreements and actions and not a verbatim record of proceedings.
- Statements of LLEG individual members shall not be recorded as such without the express agreement of the individual concerned.
- Minutes shall have no status until confirmed by the LLEG, and may be amended before confirmation.
- Confirmed minutes shall be available to the constituent members of the LLEG for distribution to their respective constituencies, e.g. CEs, COOs, GMsHR, Laboratory Managers, and NZMLWU members. Confirmed minutes shall also be sent to NLEG.

Agendas

- Members shall advise the Chair of items to be included on the agenda not less than xxx weeks before the meeting and an agenda finalized by the chair and deputy chair in time for the agenda and associated papers to be sent out to the members of the NLEG xxx weeks before the actually meeting.
- Items raised, which are not on the agenda shall be dealt with in accordance with the wishes of a majority of the attendees; however, this should not get in the way of addressing and seeking resolution of outstanding and particularly urgent issues.

Quorum

The LLEG can exercise no authority, power, or discretion, and no business can be transacted, at any meeting, unless the quorum is present at the meeting. A quorum requires at least as many NZMLWU representatives as there are Employer representatives.

Mechanism for Resolving Differences

- We accept that differences are a natural occurrence and that a constructive approach to seeking solutions will be taken at all times. The object of this clause is to encourage the LLEG to work cooperatively to resolve any differences and share in the responsibility for quality outcomes.
- Assistance from NLEG to facilitate consensus may be sought if the LLEG is unable to reach consensus.
- xxx

- Nothing in this Terms of Reference shall have the effect as to restrict either party's rights at law to access the Employment Relations Authority, Employment Court or any other legal remedy.

Communication

- The LLEG will minute agreements to draft, approve and distribute any joint communication on behalf of the LLEG.

Review

These Terms of Reference will be reviewed by LLEG 12 months after coming into place.