

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

Peak Performance Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which provides SCIRT with a map for building and sustaining outstanding performance.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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Peak Performance Plan

July 2016- Programme Close Out

Review:

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PEAK PERFORMANCE PLAN

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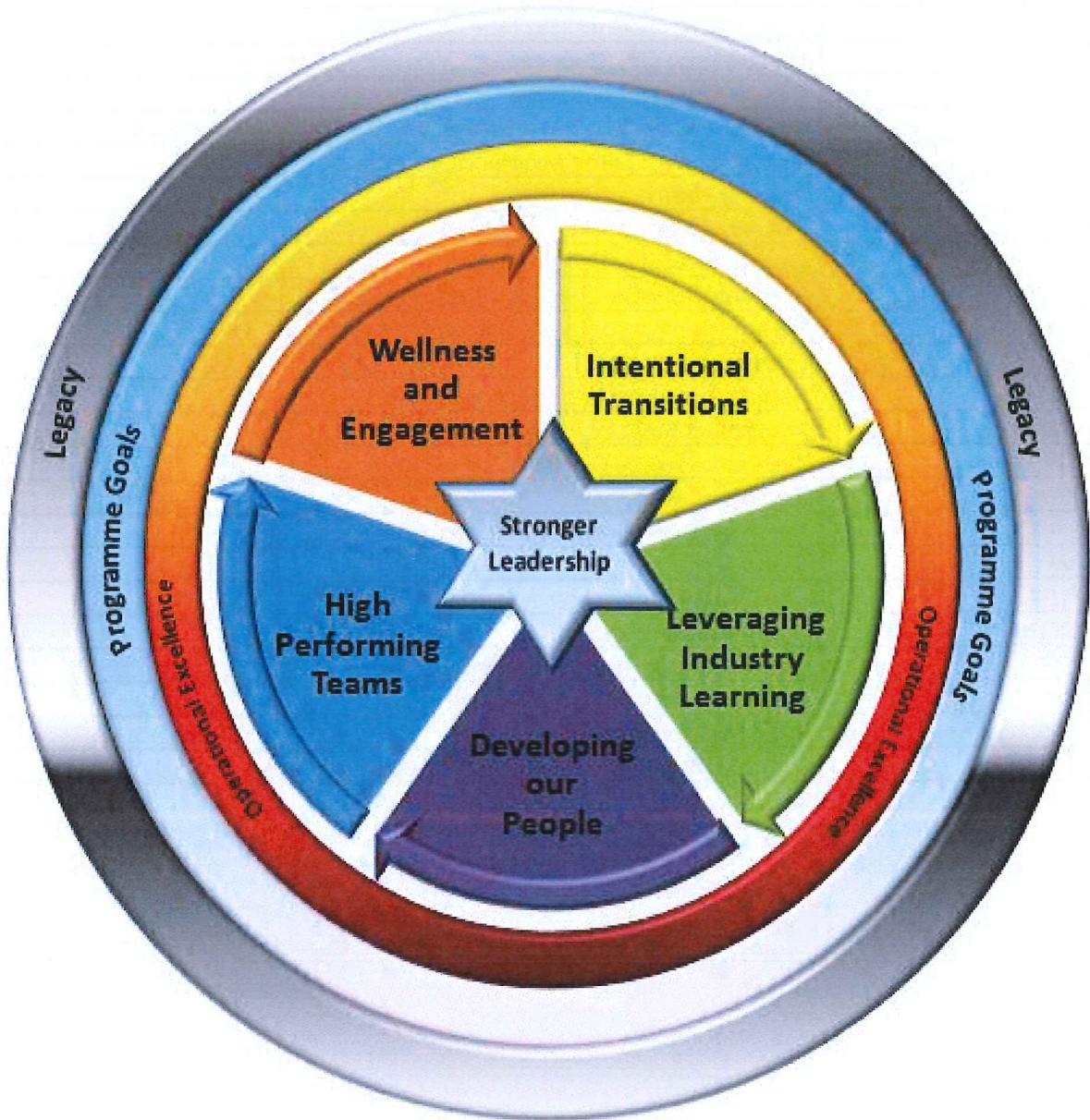
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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
Board	SCIRT Board representing NOPs and Ops
CCC	Christchurch City Council
DMP	Design Management Plan
DLT	Delivery Leadership Team (previously the Tactical Leadership Group)
DPMC	Department of Prime Minister and Cabinet
DT	Delivery Team
DTL	Delivery Team Leader
GST	Goods and Services Tax
HIGG	Horizontal Infrastructure Governance Group
HIMT	Horizontal Infrastructure Management Team
HR	Human Resources
HRMP	Human Resources Management Plan
IST	Integrated Services Team
KPI	Key Performance Indicator
KRA	Key Result Area
MCOS	Minimum Condition of Satisfaction
MT	Management Team
NZTA	New Zealand Transport Agency
NOP	Non Owner Participant
OLG	Operational Leadership Group
OPS	Overall Performance Score
PPP	Peak Performance Plan
SCIRT	Stronger Christchurch Infrastructure Rebuild Team

1 THE PEAK PERFORMANCE FRAMEWORK 2016-2017



Create Resilience and High Performance in an Environment of Uncertainty

PEAK PERFORMANCE PLAN

1.1 PURPOSE

The purpose of the Peak Performance Plan (PPP) is to provide the Stronger Christchurch Infrastructure Rebuild Team (SCIRT) with a map for building and sustaining outstanding performance. The plan contains an overview of the people and culture related activities intended to be undertaken across SCIRT, to support the achievement of 'creating resilient infrastructure that gives people security and confidence in the future of Christchurch'.

Each activity has been customised and designed to facilitate the development and sustaining of high performing teams across SCIRT.

These activities are only a guide and ongoing discussion and consultation with the Leadership Teams across SCIRT is required to ensure the activities undertaken are aligned to meet the specific and changing needs of this unique organisation.

This Plan has evolved from the People and Performance Management Plan of 2011 and the Peak Performance Plan of 2012. It is based on what we know now, with a clear view of the 'finishing line' of the SCIRT programme and tapping into where the team is at in relation to commitment, alignment, involvement and engagement to achieving high performance.

The 2012 focus was to build the foundations for an environment conducive to Peak Performance and the 2013 focus was to continue to build those foundations and release some teams capability for breakthrough performance. 2014 was about supporting the delivery aspect of the programme to achieve operational excellence (in time, cost and quality). With funding and scope parameters shifting, 2014 was also about keeping the team engaged with the noble purpose.

2015-2016 is about engaging the "closure commitment" to outstanding outcomes for the people of Christchurch and NZ. In some areas this will be about sustaining performance and in other areas a 'step up' will be required. The whole SCIRT teams energy will be harnessed to rally behind the commitment to "Finish Strong, Ahead of Schedule, Safely".

1.2 OBJECTIVES

The Stronger Christchurch Infrastructure Rebuild Team was formed by an alliance agreement between 8 participant organisations with its work being a series of rebuilding projects collated into a scheduled programme, managed over a five year time-frame.

The overarching goal or objective of the programme is summarised in the words of the 'what we are here for' statement or noble purpose:

***Creating resilient infrastructure
that gives people security and confidence***

PEAK PERFORMANCE PLAN

in the future of Christchurch

The SCIRT Alliance Agreement has twelve objectives embodied into the agreement that focus the team on how they work and legacy areas of emphasis. Key Result Areas have also been identified by the SCIRT Board (Safety, Value, Customer Satisfaction, Our Team and Environment) which also focus performance attention.

Critical to achieving any Alliance objectives are the teams' alignment, involvement and engagement to those objectives. Each activity in the Peak Performance Framework has been customised and designed to meet the needs of this unique organisation at this point of time in its development. Each activity has an **outcome focused objective** so that a review of the plan can be conducted, determining its impact.

The overall objective of the PPP is to **“create resilience and high performance in an environment of uncertainty”** that allows teams to achieve outstanding programme outcomes. It is important to note that these activities are only a guide and ongoing discussion and consultation is required to ensure the activities undertaken continue to be aligned as SCIRT develops.

1.3 REQUIREMENTS

SCIRT is committed to people policies that support and comply with the principle of being a good employer.

Consistent with this principle and in accordance with the provisions of the NZ Employment Relations Act 2000, SCIRT will operate a people policy containing provisions generally accepted as necessary for the fair and proper treatment of people in all aspects of their working environment, including provisions requiring:

- Good and safe working conditions
- An equal employment opportunities programme
- A fair selection of suitably qualified persons for appointments
- Opportunities for the enhancement of the capability of individual SCIRT members
- Recognition of the aims and aspirations, and cultural differences, of ethnic or minority groups
- Recognition of the employment requirements of persons with disabilities

SCIRT will develop procedures which ensure that all people maintain appropriate standards of integrity, conduct and concern for each other and will work towards the achievement of high performance.

1.4 RELATIONSHIP TO OTHER MANAGEMENT PLANS

The Peak Performance Plan interfaces with the following:

- Human Resources Management Plan
- Learning and Development Plan
- Internal Communications Plan



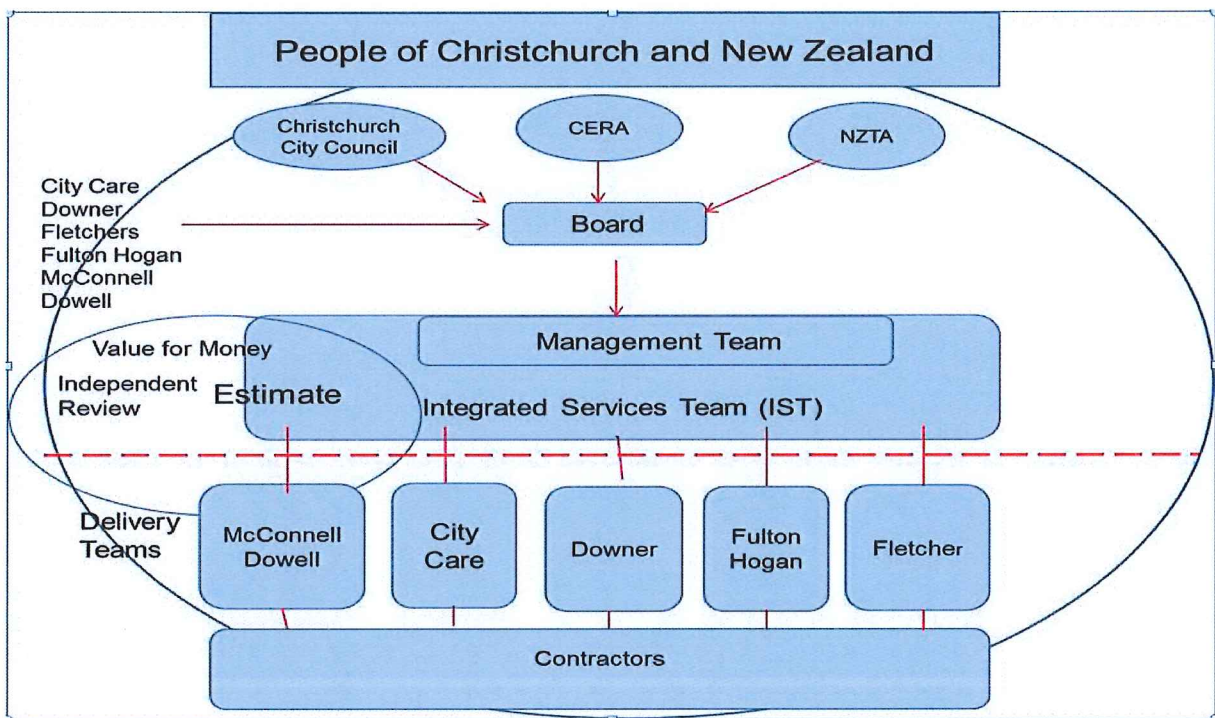
PEAK PERFORMANCE PLAN

- KRA Management Plan
- Delivery Teams' Peak Performance Plans (where they exist)

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2 CONTEXT & DESIGN

SCIRT is a purpose built, 'virtual' organisation: it is **one team made up of many teams**. (see SCIRT structure below). Each of those teams have their own culture, values, and ways to engage their team members in performing. For the purpose of simplicity in describing how this Peak Performance Plan will work, broadly speaking there are seven (7) main teams: the IST, the 5 Delivery Teams (including their Contractors and Suppliers), and the Clients (those that have interfacing roles with SCIRT).



Each of the 7 teams (indeed teams within those teams) will be at different stages at different times. Therefore, leaders of those teams need to determine what in the PPP is relevant to that team, relative to the context that they are operating in.

Each activity within this plan will take the below overarching Design Principles into consideration:

Design Principles
<ul style="list-style-type: none"> • Participation and alignment from each NOP, across all organisations • Public experience is consistent regardless of which organisation/company it comes from - same message • The SCIRT brand and message is clear and consistent for the team on the ground. • All participant organisations are a part of the tactical implementation of any SCIRT initiative • Implementation of PPP SCIRT initiatives need to be balanced with the idea of Delivery Teams maintaining their own culture, operating procedures, values etc.

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Design Principles

- IST owns the alignment of the planning
- Initiatives that are designed are based on simplicity, flexibility and ensuring that they do not conflict with the home organisations' initiatives/tools.
- All activity is in service of achieving outstanding outcomes...which is in service of "Creating resilient infrastructure that gives people security and confidence in the future of Christchurch"

3 SCOPE AND ACCOUNTABILITY

The Peak Performance Framework covers the whole SCIRT structure. Each team may have their own Peak Performance Plan). The operationalising of this SCIRT PPP is planned from the perspective of the SCIRT Management Team Strategy: to **Collaborate, Influence and Lead**. The PPP Framework (see diagram on page 5) is made up of 'pie pieces'. Each of these pieces denotes a key element of the PPP, which is further detailed below into tangible activities/initiatives.

Whilst some initiatives are **led** by the IST Peak Performance team, other initiatives will occur through **collaboration** across teams and others through **influence**.

Each Peak Performance Coach acts as a champion for a 'pie piece' of the Peak Performance Framework. The intention is to leverage sharing of knowledge and collaborate in application of ideas and tools where it makes sense to do so, across the SCIRT programme.

Each of the pieces of the PPP Framework works within the generally accepted phases of the programme, being:

- Programme Establishment Phase - The establishment activities are designed to assist in the formation of the team and its cultural approach
- Culture Development Phase - These activities will 'set the SCIRT team up for success'. These activities allow the team to establish a strong culture from the early stages of the project
- Culture Maintenance Period - The culture maintenance activities are designed to ensure that proactive measures are put in place to support the ongoing development and maintenance of the SCIRT culture
- Project Close Out Phase – activities are designed to support the demobilisation of the team and capture lessons learnt to ensure that the project contributes to the journey of each of the participants involved in the SCIRT organisation.

The Executive General Manager has accountability to ensure that appropriate Peak Performance activities are undertaken across SCIRT, at all levels in order to ensure that

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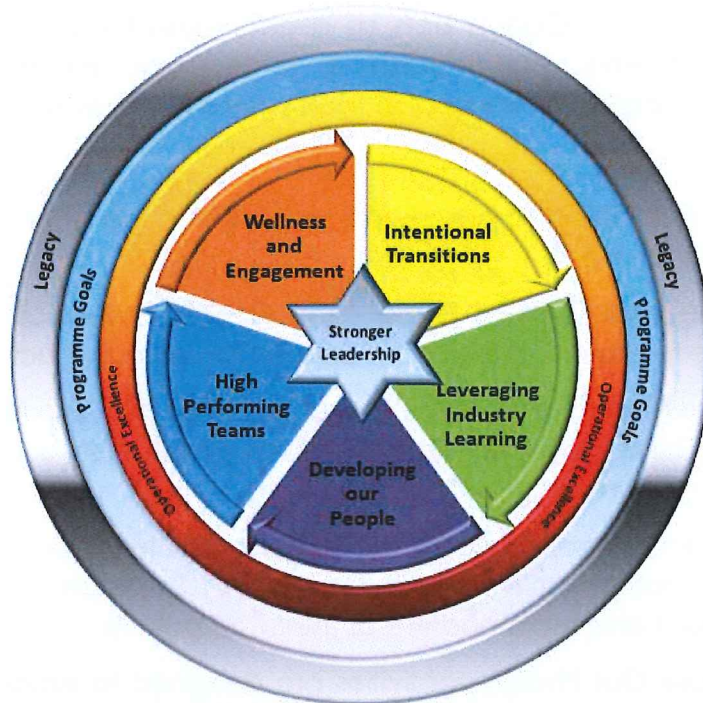
the Alliance Agreement objectives are met or exceeded, which ultimately results in SCIRT's ability to succeed in it's noble purpose.

The SCIRT HR Team, along with external coaching support as needed, will develop strategies and recommended actions for High Performing Teams for SCIRT Leadership to approve. They will design tools and training that will support the programme and regularly review results in relation to the objectives of the PPP. The SCIRT HR team and coaches also provide a conduit for 'grass-roots' ideas that will fit within the PPP.

The accountability of the SCIRT Leadership Team (Management Team and the Delivery Leadership team) is critical to the success of this Plan in that those in leadership roles own the plan and put it in action. To make the distinction, the HR team and coaching teams are the architects of actions to achieve the outcomes. *The SCIRT Management team and the Delivery Leadership team are the doers: the Peak Performance Coaching Team support and coordinate the planning of the design, actioning and reviewing of the plan.*

4 PEAK PERFORMANCE FRAMEWORK

4.1 OVERALL PEAK PERFORMANCE PLAN FRAMEWORK



Create Resilience and High Performance in an Environment of Uncertainty

PEAK PERFORMANCE PLAN

The SCIRT Peak Performance Plan Framework comprises 6 key elements:

1. Stronger Leadership
2. Intentional Transitions
3. Leveraging Industry Learning
4. Developing Our People
5. High Performing Teams
6. Wellness and Engagement

The review of the PPP framework in mid 2015 saw an evolving of the 2014-2015 PPP framework. This included a shift of "Operational Excellence" as a 'pie piece' to become a first level outcome of an intentional plan to build peak performance. The second level is a wider perspective of programme performance that includes a balanced view of performance, aligned with programme outcomes (eg. non cost KRA's such as team alignment, community relations etc). Operational Excellence and Programme Goals have specific measures which are tracked and reported on. Transferring peak performance outcomes for the individual and their organisations beyond the boundaries of SCIRT is the ultimate deliverable of a successfully implemented PPP – hence the outer silver ring of 'legacy'.

The Peak Performance Plan 2016-2017 holds activities that blend both the Culture Maintenance and Project Closeout stages (see page 9). The Closeout is the focus for 2016-2017 with maintaining momentum being the focus rather than new initiatives.

For each of these 'pieces of the pie' there are overall objectives followed by recommended key activities. Not one of these elements is mutually exclusive; that is, all are required to **"create resilience and high performance in an environment of uncertainty."**

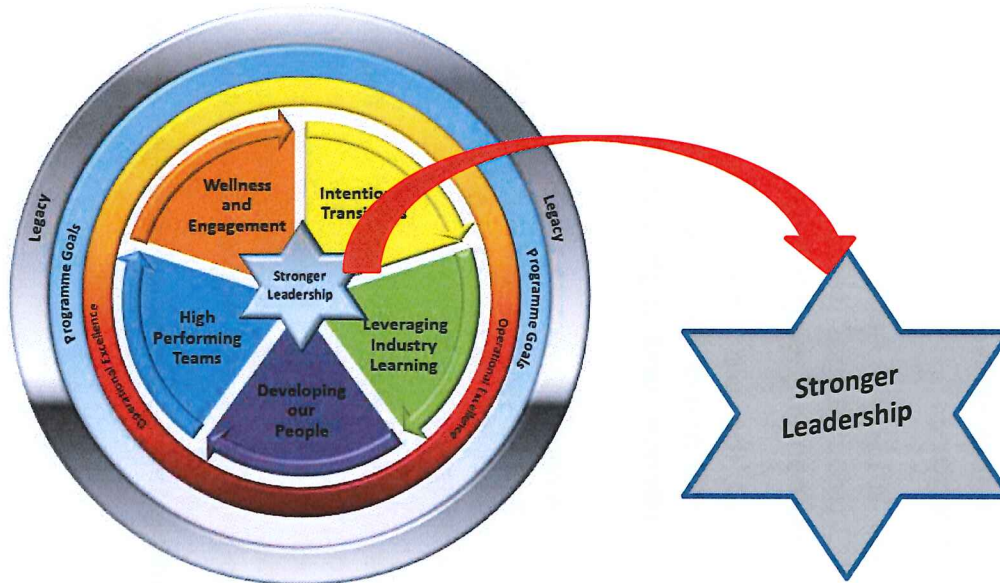
We have created a high performance culture at SCIRT that delivers outstanding outcomes in most areas of the programmes measurement. Our challenge is to extend that over all areas and to keep the focus on performing to our peak, rather than petering out as we approach December 2016.

At this point where the finish line is in clear view refreshing the momentum for delivering outstanding outcomes through collaboration is high on the priority list as is transitioning SCIRT, teams and individuals in a way that leverages learning is critical in the project closeout stages. All activities will come back to feeding into the context that the SCIRT Leadership Team (Management Team and Delivery Leadership Team) are leading:

"Finishing Strong, Ahead of Schedule, Safely".

4.2 STRONGER LEADERSHIP

Objective: To expand Leadership capability by building the skills of individuals at all levels across SCIRT



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Develop Strategic Leadership Capabilities	Objective: To grow the the leadership capabilities that are critical to the SCIRT environment and delivery of outstanding outcomes for the programme.	INFLUENCE	MT/DLT/Coaches	Ongoing

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Activity	Description	How	Where/Who	When
Site Leadership, Accountability and Capability	<p>Objective: To deliver operational excellence (safety, time, cost, quality) through strong leadership at a site level.</p> <p><i>Crew leadership safety coaching will be a key focus here.</i></p>	LEAD - COLLABORATE	IST/DT	Ongoing
OPERATIONAL: established activities that should continue and improve				
Leadership Development (Crew/Frontline Leaders)	<p>Objective: Equip identified leaders at a Foreperson/Supervisor level, with the understanding and skills to unlock performance potential within teams.</p> <p><i>Close out with NZQA National Certificate completion the 48 graduates of the SCIRT Crew Leadership courses and publically recognise their achievements through Board Presentations.</i></p>	LEAD INFLUENCE	DT/Subcontractors	Graduation by November 2016
Leadership Coaching (Middle Leaders)	<p>Objective: To support emerging and middle leaders' development by offering team members structured coaching sessions.</p> <p>Coaching in the IST would be instigated through a SCIRT MT member via the SCIRT HR Mngr. The DLT are to determine with their Coach and HR who should receive coaching</p> <p>A 6 session structured programme would involve linking the results based coaching to the SCIRT Leadership framework (or the DT leadership framework) in discussions with the coachee and their SCIRT Manager. At the conclusion of the</p>	LEAD INFLUENCE	IST/DT/Coaches	As required

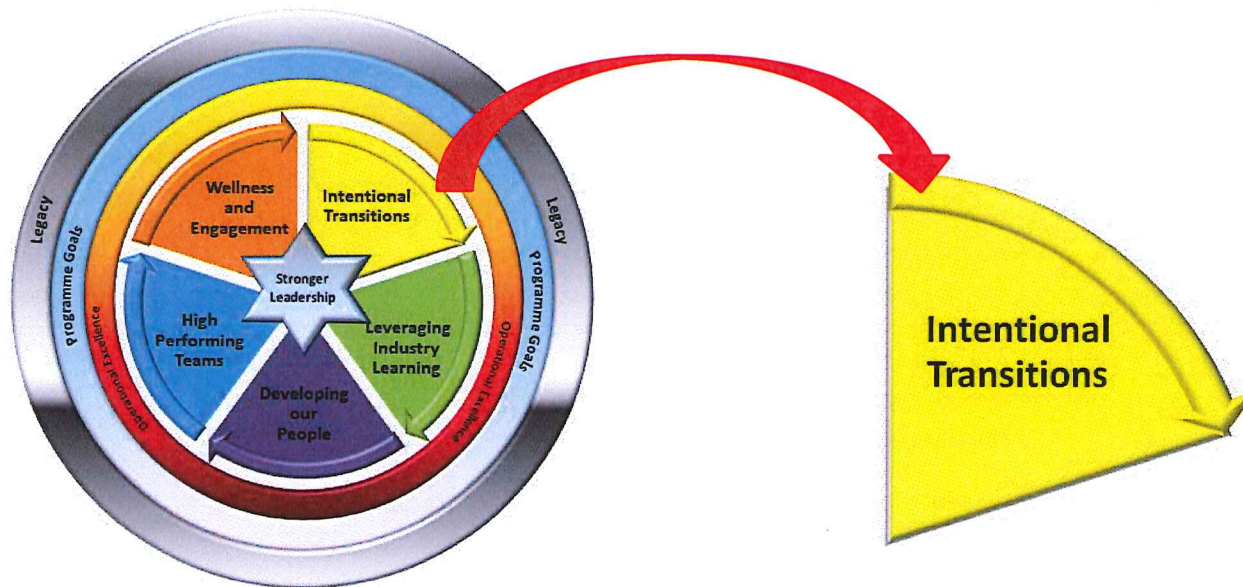
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Activity	Description	How	Where/Who	When
	coaching, an evaluation of the coaching is undertaken.			
SCIRT Leadership 360 Review	<p>Objective: To utilise tools that support SCIRT Leadership self awareness and development.</p> <p>Continue to roll out the 360 Leadership Tool (The Leadership Circle) with the Management Team and other key IST Leaders. Coaching to be incorporated into outcome assessment.</p>	LEAD	IST	As required

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4.3 INTENTIONAL TRANSITIONS

Objective: To transition individuals and teams to and from SCIRT in a way that optimises performance of the organisation and individuals grow from the experience



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Supporting and processes	Induction Induction Objective: acknowledging that turnover in an Alliance environment is higher than business as usual, ensure that entry and exit processes support the individual's learning and also ensure that institutional knowledge is transitioned	LEAD /COLLABORATE	IST / DT's	Ongoing

PEAK PERFORMANCE PLAN

Activity	Description	How	Where/Who	When
	smoothly.			
OPERATIONAL: established activities that should continue and improve				
Elevated Ownership of Retention	<p>Objective: Engage all levels of leadership in ensuring the SCIRT programme is resourced appropriately to enable it to Finish Strong</p> <p>Share learnings and applications of how teams are ensuring the right resources are retained for the duration of the programme</p>	COLLABORATE	IST/DT's RCG – Strategic HR Forum – Board – Leadership Team	ongoing
Keeping Connected	<p>Objective: Ensure seconded SCIRT team members remain connected to their home organisation. This will maintain the line of sight to career opportunities, keep development opportunities on the agenda and contribute significantly to regulating turnover.</p> <p>Encourage Home Organisation Manager presence in the quarterly My Growth Journey conversations (minimum every 2nd one)</p> <p>Update IST team member data as to end of Secondment information. Use this information to keep the Home Organisation informed.</p> <p>Transition meetings with IST/secondee/Home Organisation occur 2 months out from departure to plan transition</p>	COLLABORATE INFLUENCE LEAD LEAD/COLLABORATE	IST /DT/RCG IST/DT/RCG IST IST/Home Orgs	 Aug / Nov/Mar/June Monthly As required

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Activity	Description	How	Where/Who	When
SCIRT Organisational Transition Plan	Objective: To continue transitional support plan in operational activity. Ensure that transitional support meetings, transitional data are operationalised and occur as part of BAU in the IST	LEAD	IST	ongoing
Transition Workshops - INDUCTION	Objective: Team members leave SCIRT with a positive perspective of their contribution, of their future and excited to continue learning. Invite Delivery Teams to send their team members	LEAD INFLUENCE	IST COACHES	Workshops held on as needs basis for those leaving the IST
Induction – Operational (waged level)	Objective: To provide a smooth entry into the SCIRT programme and ensure all team members develop an understanding of the SCIRT mindsets/values, behaviours , performance drivers and programme requirements. Audit Inductions across the programme for effectiveness of sharing the SCIRT story and determine modifications.	LEAD	IST / CLIENT HR	July 2016
Exit Interview Reviews	Objective: Ensure we collect, review and gain lessons learned from those leaving IST - SCIRT as to how we can make the IST a better place to sustain high performance. Conduct Exit Interviews for all Exits from the IST	LEAD	IST	



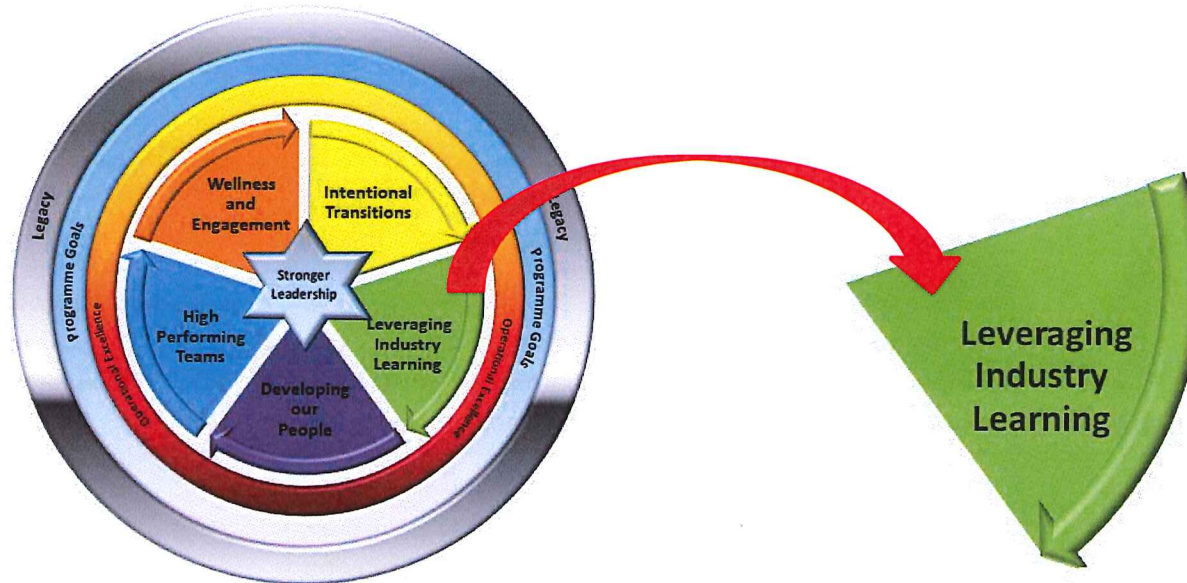
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Activity	Description	How	Where/Who	When
	<p>Delivery Teams' Exit Interviews</p> <p>Compile into report, noting trends. Present findings to MT & DT's and review actions in PPP for relevancy on a six monthly basis</p>			July 16
Induction – across SCIRT – Salaried Level	<p>Objective: To have a consistent delivery of the SCIRT story and key messages.</p> <p>Combine and update the IST Induction and “Under the Hood” workshop to create a new across SCIRT induction for salaried team members – run out of the IST but with Delivery Lead participation (rotational)</p>	LEAD/ COLLABORATE	IST/DT's	<p>July 2016 onwards</p> <p>Run every 6 weeks</p>
Career Journeys	<p>Objective: Inspire team members to exceed their own expectations and explore career/development options.</p> <p>Board member profiles in Hemline.</p>	LEAD	IST	Hemline last quarter 2016.

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4.4 LEVERAGING INDUSTRY LEARNING

Objective: To “purposefully lift the capability of the sector wide workforce” (from the Alliance Agreement Objectives)



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Capturing Legacies for Learning	Objective: Externals have commented that a learning organisation has been created at SCIRT. Ensure how that has occurred and the benefits for the individual, SCIRT programme and home organisation are captured for the learning legacy website or other industry networks	COLLABORATE	IST / DT's	July – December 2016.

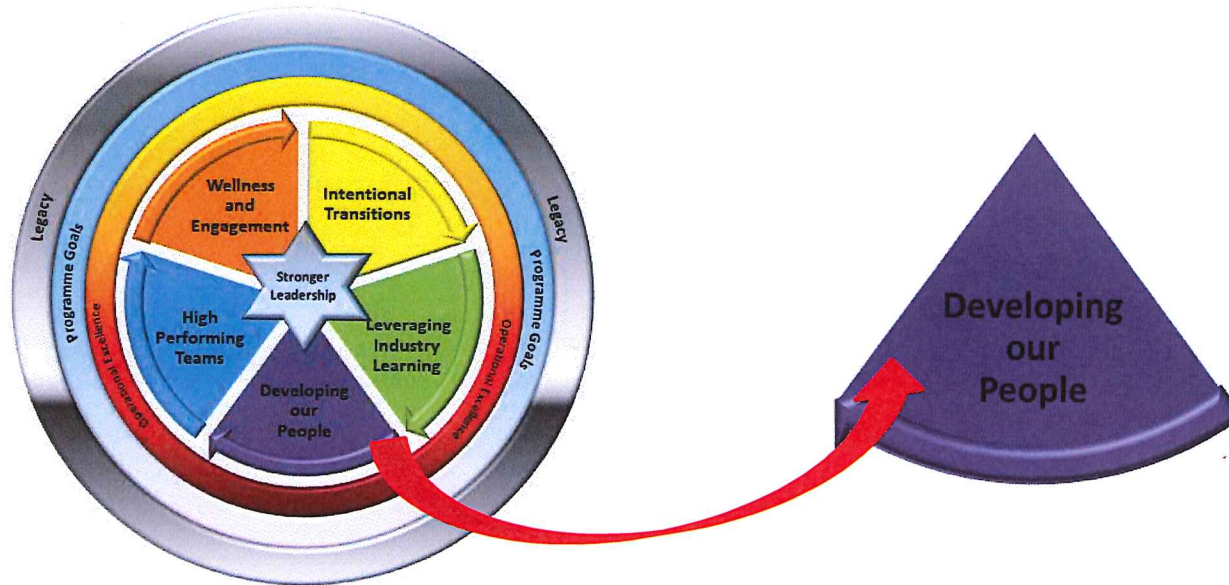
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Activity	Description	How	Where/Who	When
OPERATIONAL: established activities that should continue and improve				
<p>Support the implementation of a Civil Trade with Mana</p>	<p>Objective: To leave a legacy of a Civil Trade that has mana, supported by industry endorsed learning, training and assessment resources</p> <p>Working within the framework of the MOU with Connexis, capture and provide feedback to Connexis on industry's view of the resources that they are developing that support the pathways to a Civil Trade</p>	<p>COLLABORATE</p>	<p>IST / DT / WIDER INDUSTRY</p>	<p>July – Dec 16</p>
<p>Further develop Competency Based Training and Assessment Modules</p>	<p>Objective: Provide and utilise relevant competency based modules. This will be achieved by collabating with industry and Connexis to share existing material to develop industry owned modules.</p> <p>Share Plant Operator Competencies and develop Training model with NZTA Plant Competency Group.</p>	<p>COLLABORATE/ LEAD</p>	<p>IST/DT</p>	<p>November 2016</p>

PEAK PERFORMANCE PLAN

4.5 DEVELOPING OUR PEOPLE

Objective: Optimise outcomes by growing capability of individuals and an environment of learning



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Build Management Capability in Coaching skills	Objective: Build capability in an accelerated way by skilling leaders in the 'coach approach' using the GROW or GRID model.	LEAD – COLLABORATE	IST / DT's	Ongoing with coachees
OPERATIONAL: established activities that should continue and improve				

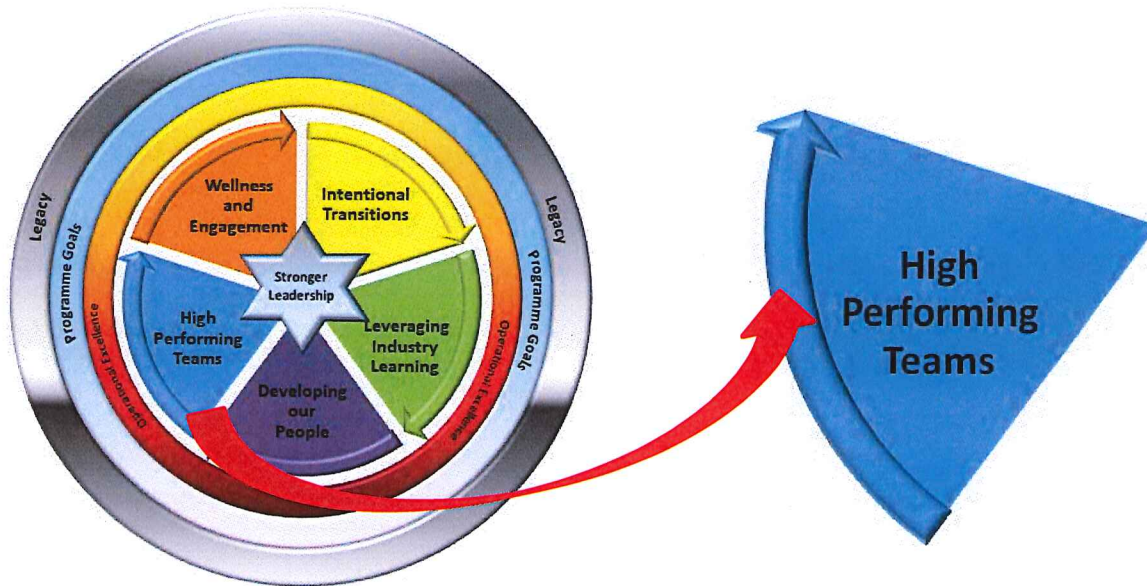
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Activity	Description	How	Where/Who	When
Ongoing Development of SCIRT IST team members.	<p>Objective: Continue individuals professional development while at SCIRT.</p> <p>Working with team members and their home organisations to identify good value training opportunities.</p>	<p>LEAD – COLLABORATE</p>	<p>IST / DT's</p>	<p>Ongoing.</p>

PEAK PERFORMANCE PLAN

4.6 HIGH PERFORMING TEAMS

Objective: Individual and Teams are clear about the role they play to achieve outstanding outcomes for the people of Christchurch and New Zealand. Teams are motivated and outcome focused and celebrate milestones and achievements.



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Set Breakthrough Goals and Milestones	Objective: set challenging goals at a programme level that rally the team to strive for breakthrough performance in the final year of the programme Rally efforts around "finishing strong, ahead of schedule,	LEAD / COLLABORATE	IST/DT's	

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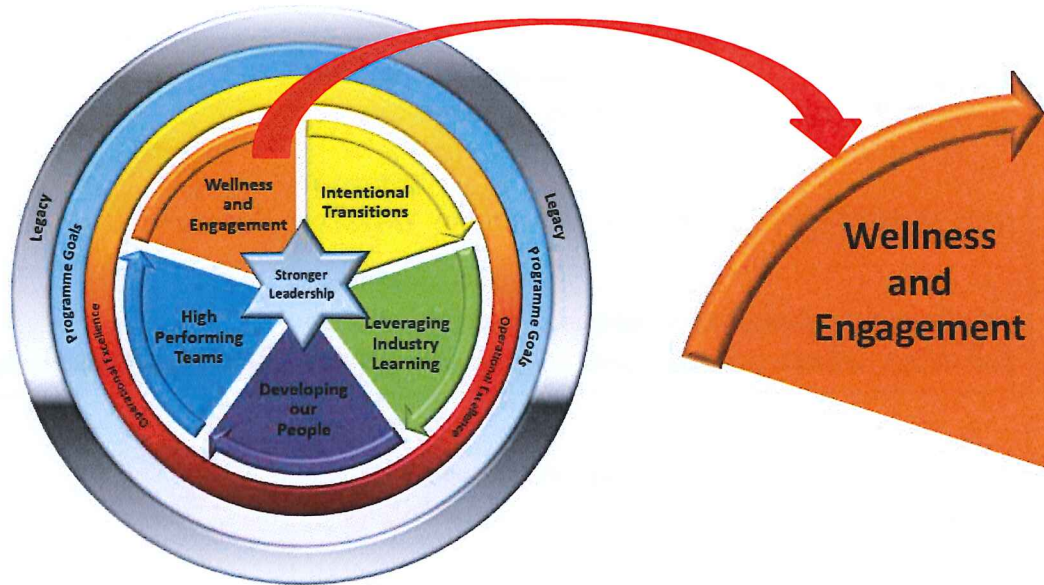
Activity	Description	How	Where/Who	When
	safely”			
Celebrate Success	Objective: Recognise the teams achievements to remind them how outstanding the SCIRT programme is and to motivate further performance Gold Cone Awards.	LEAD	IST/DT's	Ongoing
Build the mind-set of “Collectively we are Stronger”	Objective: Reinforce the value that collaborating brings to outstanding outcomes. Gold Cone Awards	LEAD / COLLABORATE	IST / DT's	Ongoing
OPERATIONAL: established activities that should continue and improve				
Team Target focus to continue	Objective: To continue to set, achieve and report on targets that motivate. IST Teams regularly update targets and achievements in the foyer Delivery Teams set and review Operational Targets that support the PPP	LEAD	IST DT's	Ongoing monthly
Individually Driven Perf & Development – My Growth Journey	Objective: All individuals in the IST own their development and are accountable for performance. 90% discuss this with their leader/s on a quarterly basis. This creates an environment where “We are all exceeding our own expectations”. Tie this in with peak performance planning.	LEAD	IST	Quarterly

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Activity	Description	How	Where/Who	When
Embracing Diversity	<p>Objective: To celebrate the diversity that exists in SCIRT</p> <p>Continue Hemline stories on 'my home town'</p> <p>Report on HR Metrics</p> <p>Connect Newcomers to NZ at SCIRT to CECC newcomer activities</p> <p>SCIRT Women in Construction group to raise the profile of women in operational roles working on SCIRT work</p>	LEAD	IST	<p>Bimonthly</p> <p>12 monthly</p> <p>As occurring</p> <p>Monthly</p>
Recognising Individuals	<p>Objective: To positively reinforce SCIRTs mindsets/values and encourage team members to positively recognise their fellow team members.</p> <p>Regularly remind team members to participate in SCIRT Superstars.</p> <p>Quarterly prizes to be provided by employers. Draws to occur in Friday Comms</p>	LEAD	IST	<p>Ongoing</p>

4.7 WELLNESS AND ENGAGEMENT

Objective: To meet the challenge of sustaining energy and engagement for the duration of the SCIRT programme.



Activity	Description	How	Where/Who	When
KEY FOCUS AREAS: The actions for these areas will evolve as the Champion understands the needs and explores collaborative solutions				
Positive messaging – clear, consistent and simple communications	Objective: lift the communication messages to forward focused and positive ones. “Finishing Strong E Newsletters”.	LEAD COLLABORATE	IST/DT's	Ongoing (monthly)
OPERATIONAL: established activities that should continue and improve				

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Activity	Description	How	Where/Who	When
Wellness Programme	<p>Objective: To develop, evolve and implement a team Wellness program that is responsive to arising issues and ensures improvements in the overall wellness of the IST</p> <p>Continue with the wellbeing initiatives on a monthly basis</p>	LEAD / INFLUENCE	IST	ongoing
Share Wellbeing Initiatives across SCIRT	<p>Objective: To create an environment right across SCIRT of wellness initiatives that positively improve wellbeing.</p> <p>Continue to share initiatives across teams so that they can be rolled out where relevant.</p> <p>Continue to explore opportunities to have 'whole of SCIRT' initiatives - 3 across the programme (eg Sensory Garden)</p> <p>Include more stories on wellbeing in Hemline</p>	COLLABORATE	IST/DT	monthly
Measure wellness in SCIRT	<p>Objective: To continue to gather data and monitor progress towards improving the overall wellness of the IST.</p> <p>Continue to provide Annual Health Checks</p> <p>Conduct 6 monthly Wellness and Engagement surveys</p> <p>Assess wellbeing questions in the Alignment and Involvement survey</p> <p>Following these measures, report back to the Leadership Team and then IST / DT's about the state of wellness and recommended actions</p>	LEAD / INFLUENCE	IST / DT's	<p>Nov 15</p> <p>June 15</p> <p>Dec 15</p> <p>June 16</p>

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Activity	Description	How	Where/Who	When
Team Building / Social Activities	<p>Objective: To run regular social and team building activities to build and maintain strong interpersonal relationships within the team.</p> <p>Review function of Wellbeing Committee Members</p> <p>Continue with monthly drinks with SCIRT wide occurring every 2nd month</p>	<p>LEAD / COLLABORATE</p>	<p>IST / DT's</p>	<p>Monthly Bi-monthly</p>

5 INTERNAL COMMUNICATION LINKS

Internal communication assists with maintaining team cohesion and engagement across the programme.

An internal communication plan has been written to compliment and run parallel to most of the PPP activities. Successful implementation of the activities within that plan will positively impact on the PPP's success and vice versa.

6 MONITORING, MEASUREMENT AND EVALUATION

6.1 MONITORING & MEASURING

The monitoring and measuring process to be utilised comprises monitoring by management to ensure peak performance is being achieved or strived for.

Monitoring of the impact of the PPP will be done via:

1. External Review of PPP Objectives v's reality over the life of the programme and a determination of the value that an intentional focus on creating a PPP with coaching support to be conducted in April – May 2016. The results to be made available to wider industry and the NZ coaching community.

6.2 EVALUATION

The Management Team and Delivery Leadership Team will evaluate the Peak Performance Coaching teams performance. Evaluation will occur at different layers: coaching completion reports for individual and group coaching; impact of peak performance coaching reviews with Delivery Leaders to understand value; and external review to capture learnings for other organisations on the return that can be realised from an intentional approach to creating a culture that delivers outstanding outcomes.

7 MANAGEMENT PLAN CONTROL

7.1 AUTHORISATION

Initial authorisation is in accordance with the AA, Section 6.1.1. All plans are also authorised by the EGM and will be submitted to the SCIRT Board for approval in the first Board meeting following the execution of the AA.

Subsequent revisions to plans will be authorised by the EGM unless the EGM deems the revision requires endorsement by the SCIRT Board.

PEAK PERFORMANCE PLAN

7.2 DISTRIBUTION

The Peak Performance Plan is a controlled document and shall be distributed and revised in accordance with the SCIRT Quality Management Plan. Hardcopies are Un-Controlled copies. The Controlled copies are maintained in "Project Centre" which is a secure website which supports various project management functions for the Programme including "configuration management" i.e. version control of documents.

7.3 AUDITING

Systematic internal audits will be undertaken to monitor compliance with this plan and to allow the plan to be assessed for suitability, relevance and effectiveness. The auditor will be a suitable person appointed by the SQE Manager who is independent of the activity being audited.

Various audits are undertaken, including but not limited to:

- IST-level Internal Audits
- NOP-level Internal Audits

Refer to Quality Plan Audit section for more details

7.4 MANAGEMENT PLAN REVIEW AND REVISION

This plan is a dynamic document that is current at the time of issue. The process for monitoring and review of the plan or its implementation and operation are detailed within the SCIRT Quality Plan.

Management will conduct a reassessment for the purpose of continuous improvement. The review will consider the results of management monitoring, audit results, analysis of data, corrective and preventive actions as well as feedback from the SCIRT Board, MT, DLT, IST, Design Team, Delivery Teams and site personnel. The frequency of the review will typically be as detailed in the Review and Audit section of the Quality Plan

Implementation of resolutions from the review will contribute to continuous Improvement.

Revisions to any management plan will always involve the Quality Manager who will take responsibility for ensuring the management plan set remains co-ordinated when revisions occur.

The document may be revised and updated in response to areas identified for improvement, such as;

- Changes in the Requirements and Minimum Standards defined in Schedule 5 of the AA
- Substantial changes rebuild works, design or scope, construction sequence, staging, methodology, process or resource

PEAK PERFORMANCE PLAN

- Requests by any Statutory Authority
- Internal and external audits
- Suggestions and comments from personnel
- Preventative action following a non-conformance
- Necessity for corrective action
- Senior management review
- Recommendations of the Independent Design Verifier, Independent Estimator or Strategic Review Panel

8 RECORDS AND REPORTING

8.1 RECORDS

Performance levels (Individuals and Teams) will be recorded and progress monitored to ensure the desired high performance culture is achieved.

8.2 REPORTING

Reports will be provided regularly with any issues identified addressed immediately.

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9 ROLES AND RESPONSIBILITIES

SCIRT Peak Performance Plan	Role										
	Exec General Manager, SCIRT	Human Resources Manager	Community Stakeholder Mngnr	SQE Manager	Delivery Managers	Professional Services Manager	CCC Interface Manager	Value Manager	Commercial Manager	Delivery Team Leaders	Peak Performance Coaches
Plan Issue / Revision authorization	Lead	Owner	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist
Performance Monitoring and Evaluation	Lead	Owner	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist