

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.

## Intentionally creating a culture of high performance and resilience

**Story:** Creating the SCIRT Culture

**Theme:** People and Culture

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A presentation given to Human Resource Institute of New Zealand members, outlining SCIRT's intentional approach to culture development.

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](http://www.scirtlearninglegacy.org.nz)



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HRINZ JULY 2016

# Intentionally Creating a Culture of High Performance & Resilience



*Belinda de Zwart*  
*HR Manager*

# Sharing my Lessons Learned

- The Complexity of the Context
- Intentionality
- Laying the Foundations
- Leadership and Learning is Key
- Unrelenting expectation of High Performance
- Review and Respond
- Impact
- Questions?




# THE COMPLEXITY OF SCIRT

...the challenge...



## Legend

 Areas of observed liquefaction

 Port Hills area

# September 2010

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Approx Scale 1:50,000  
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### Notes:

Low-resolution aerial photos sourced from Google Earth (Copyright: 2009).  
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**Canterbury  
Earthquake  
Recovery  
Authority**

DRAWN	
DRAFTING CHECKED	
APPROVED	
FILE :	
APPROX. SCALE (AT A3 SIZE)	
NTS	
PROJECT No.	

**CERA**

**CANTERBURY EARTHQUAKE RECOVERY**  
Land Damage Map  
Land Damage After 4 September 2010

FIG. No.

REV  
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# Infrastructure Rebuild Management Office



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.....and then.....




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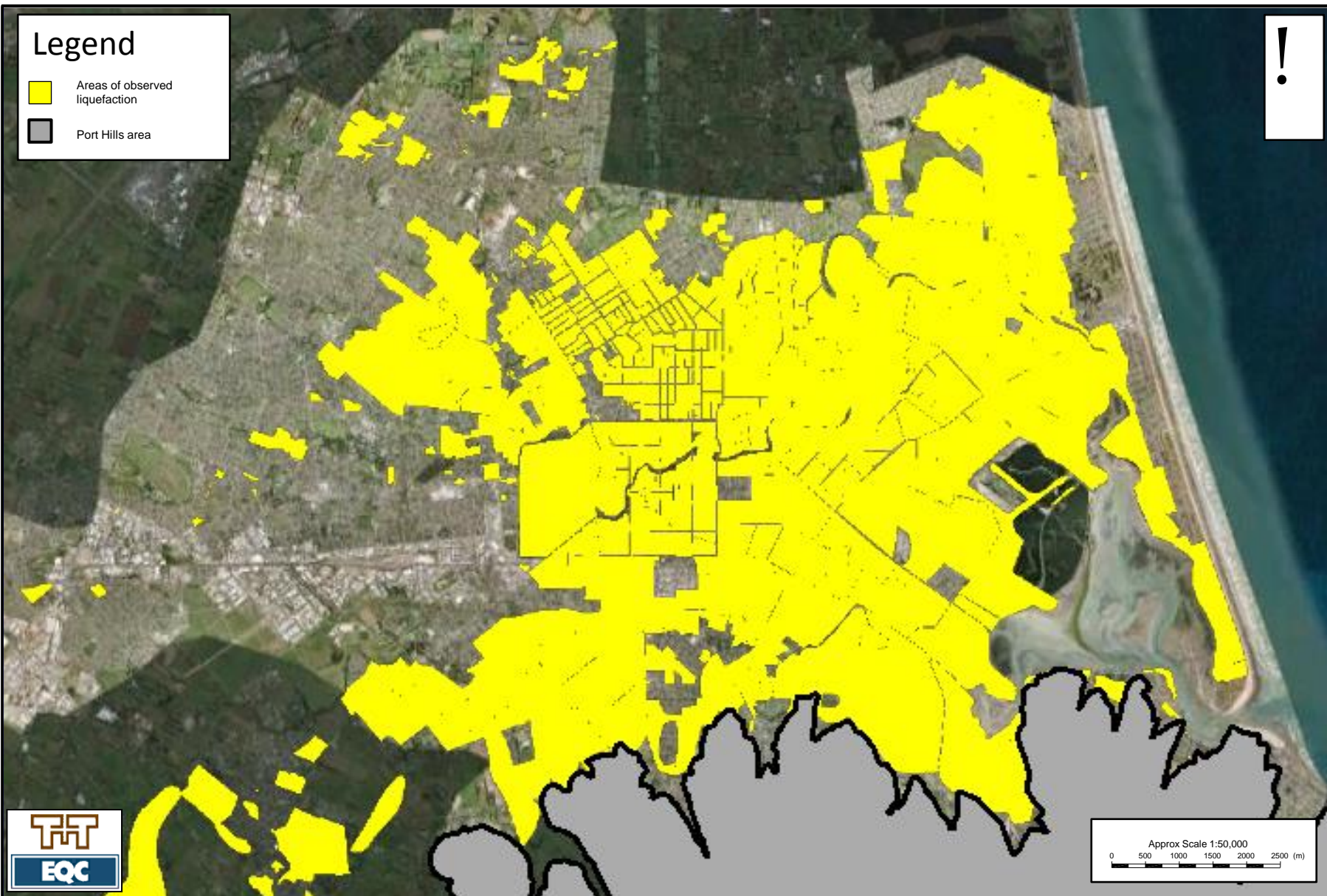




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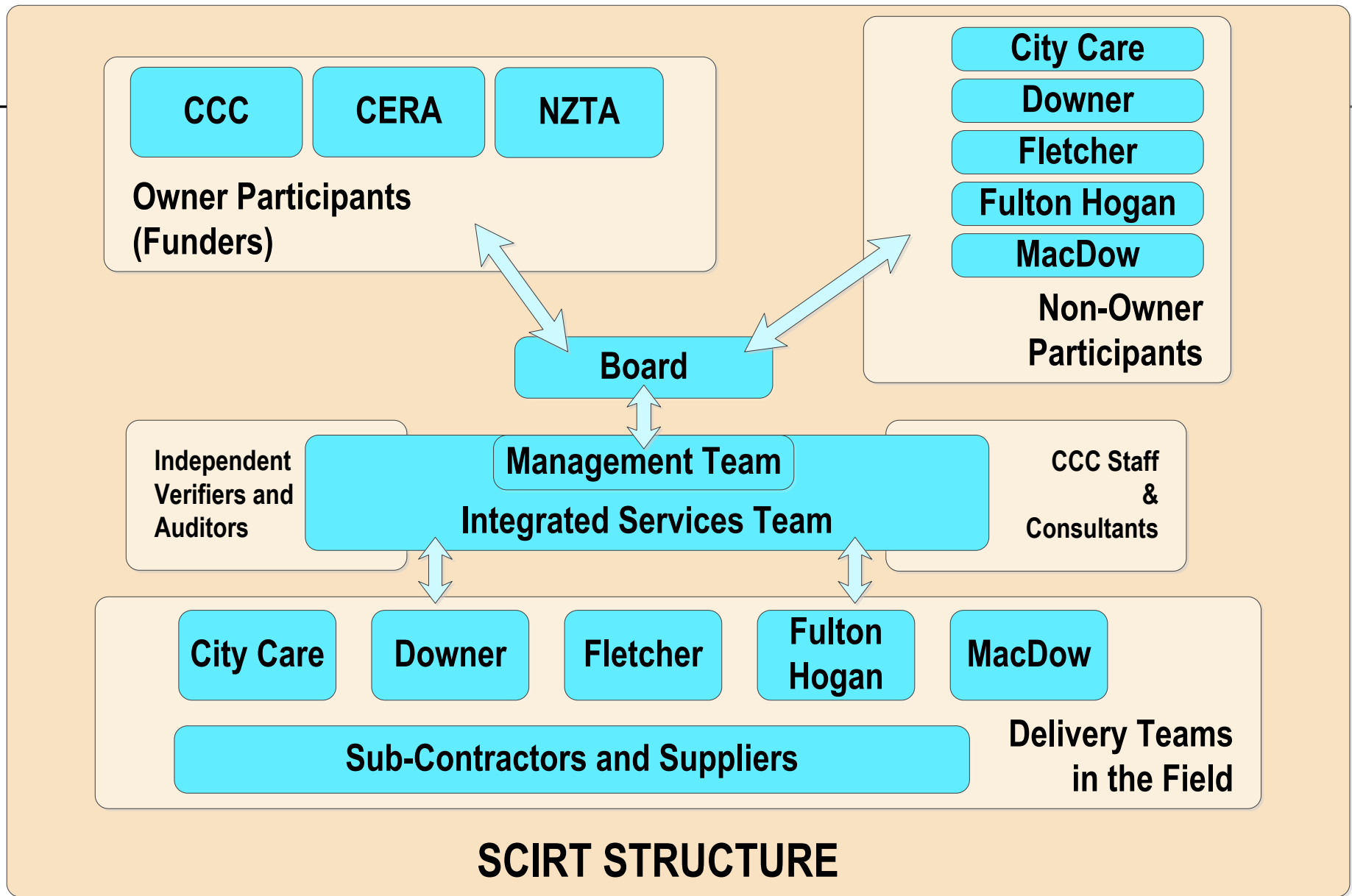
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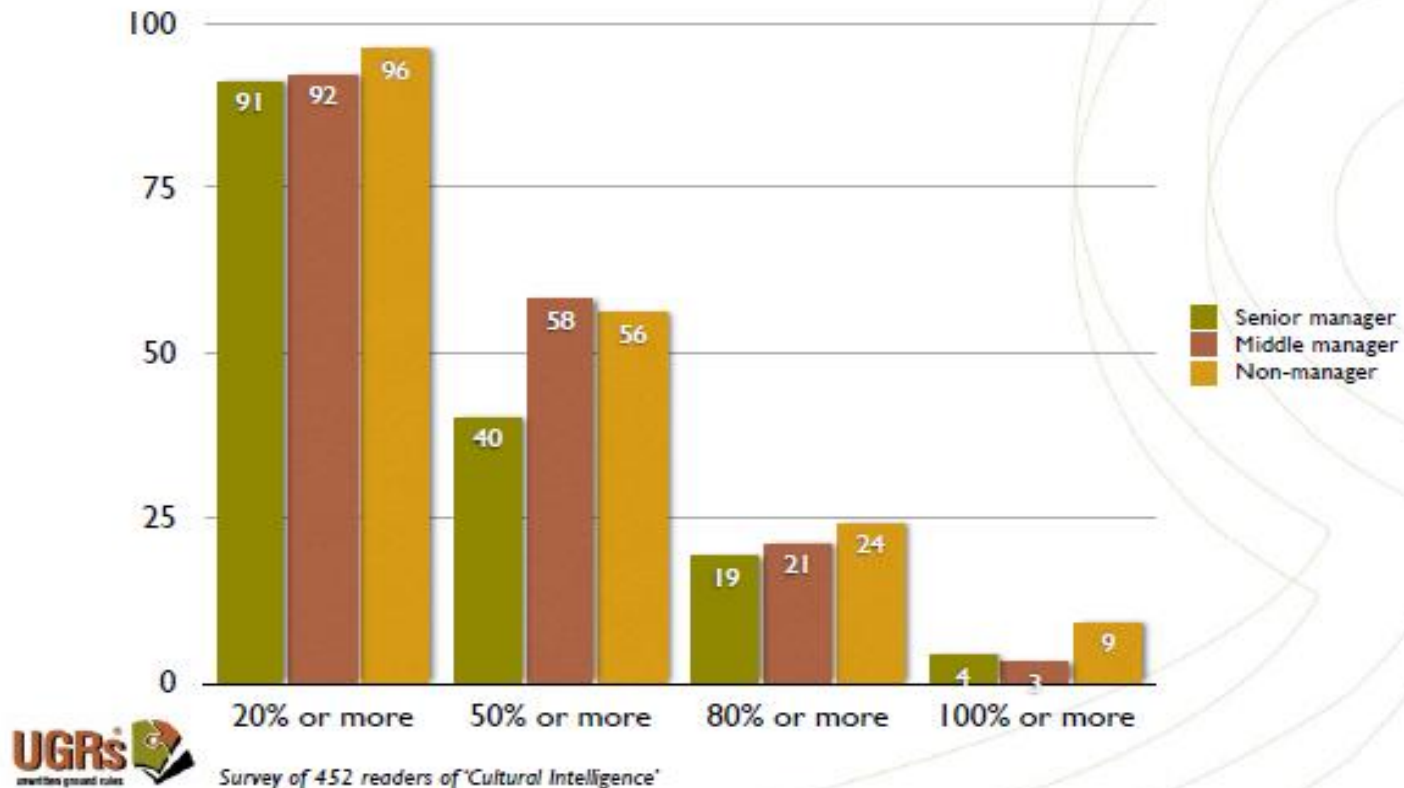
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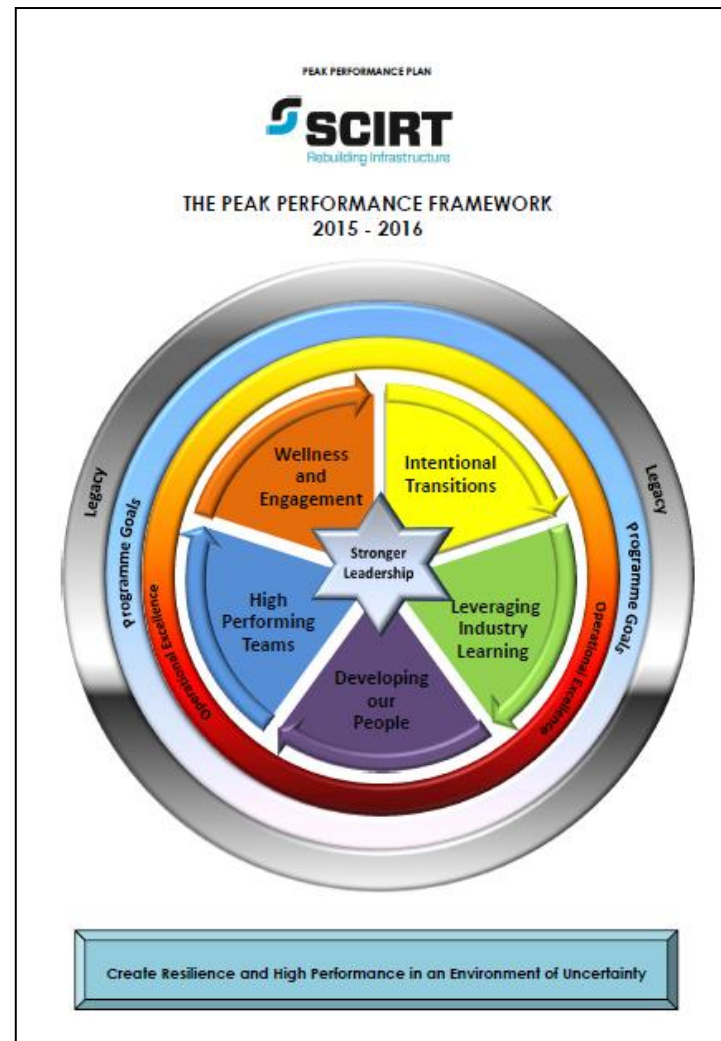
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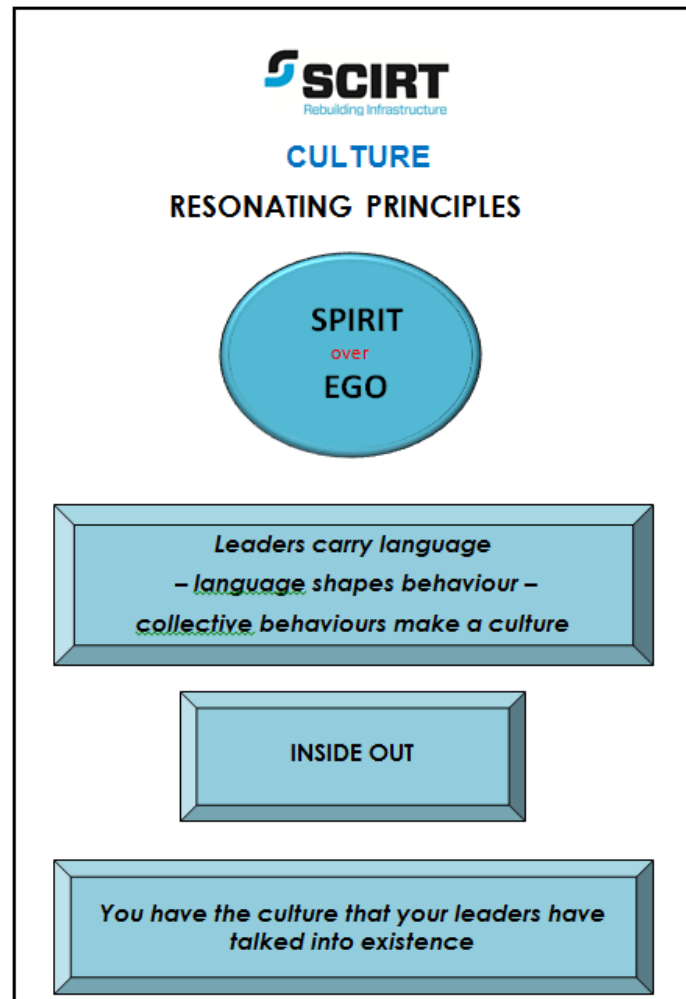




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CLG

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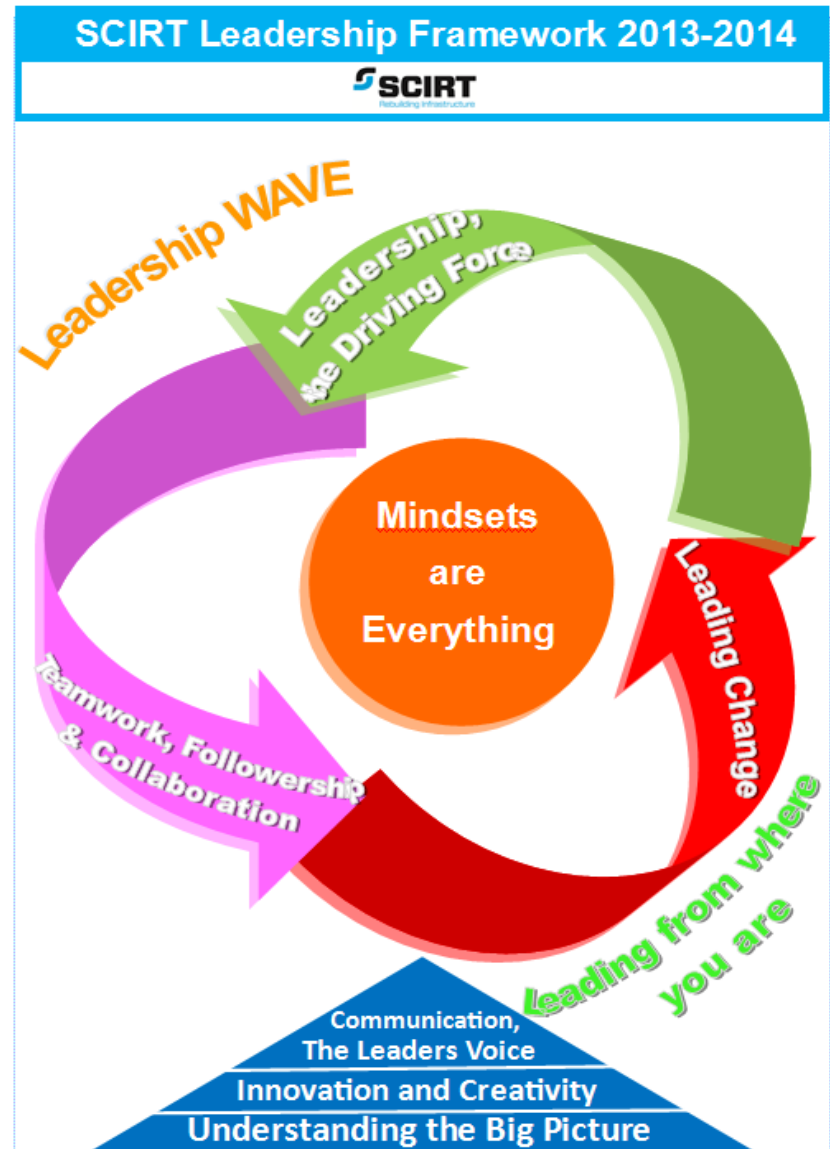


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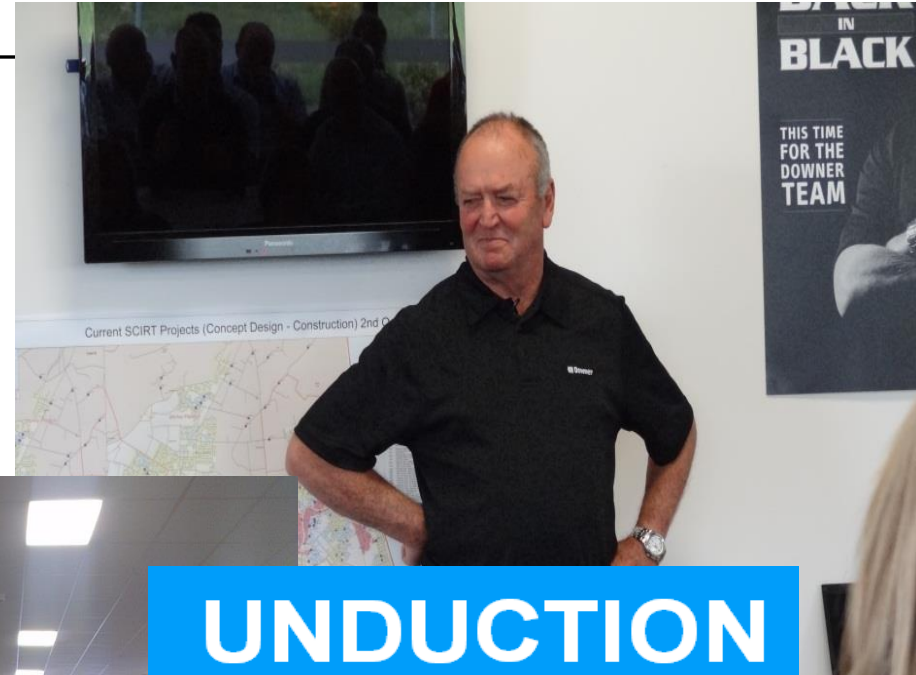


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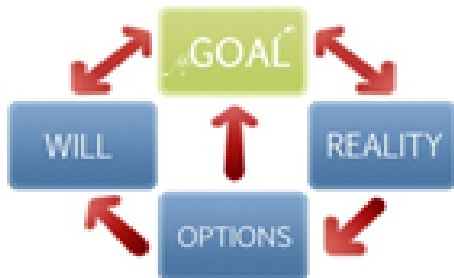


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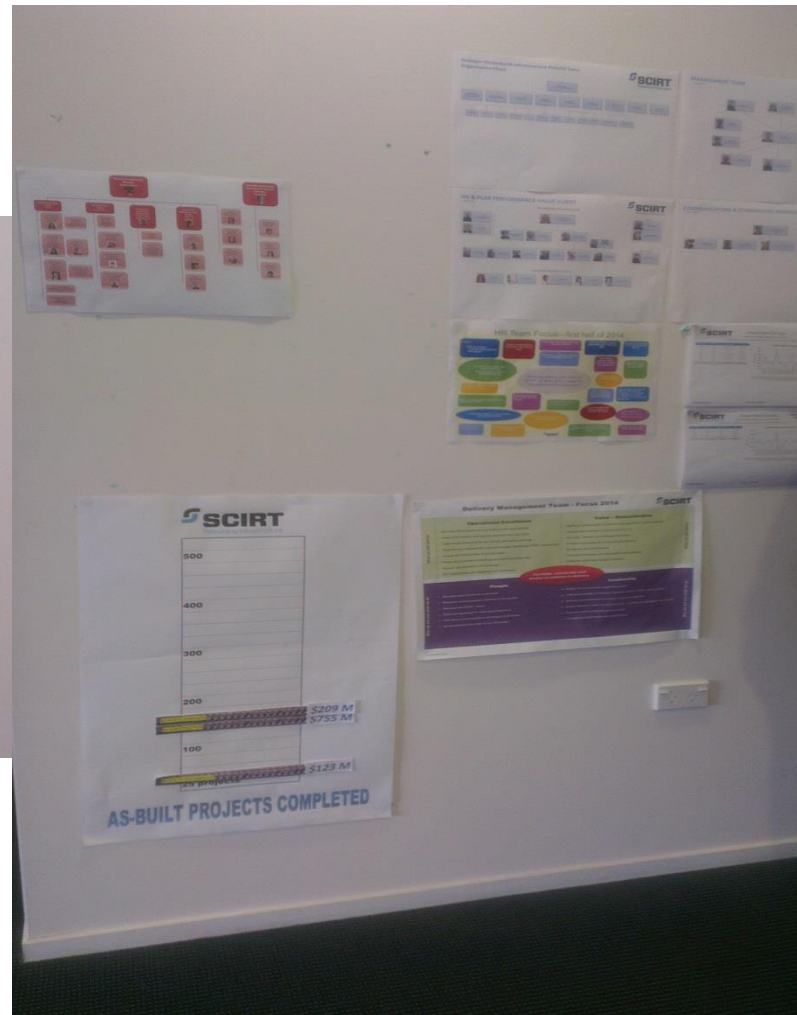




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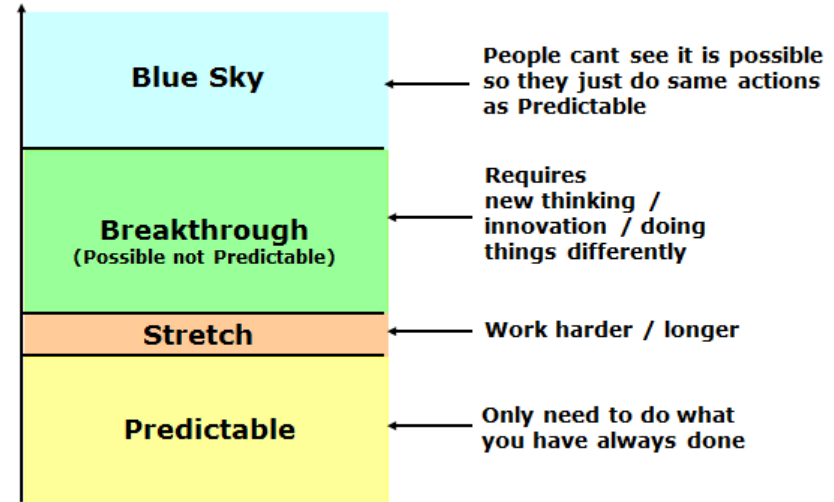





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**Mental Health Foundation**  
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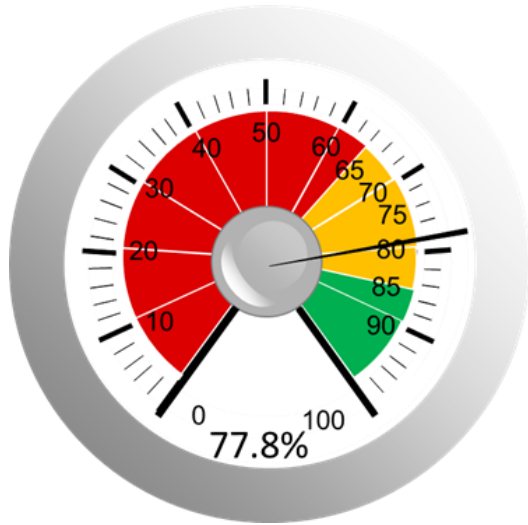


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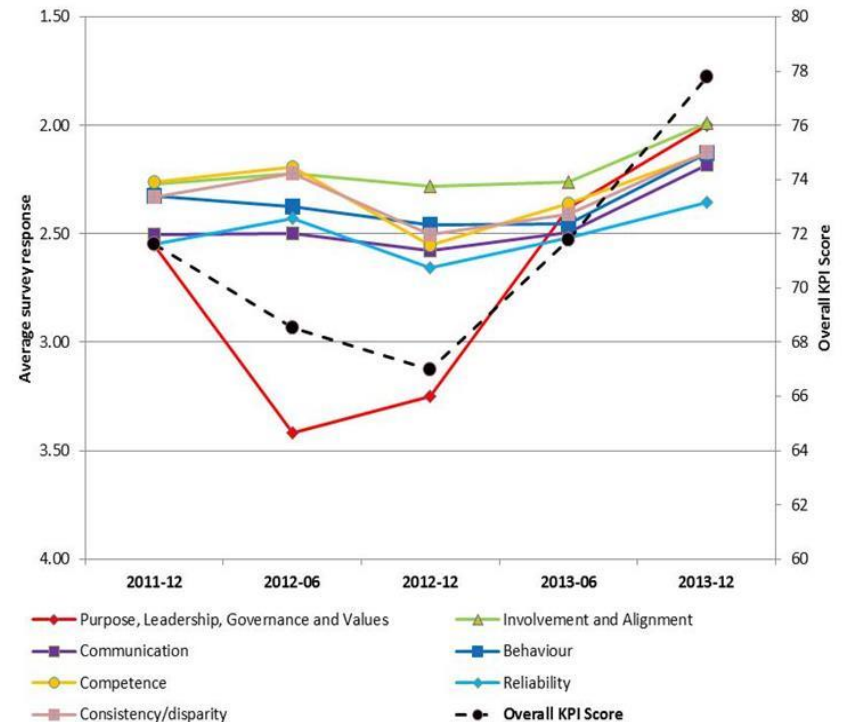
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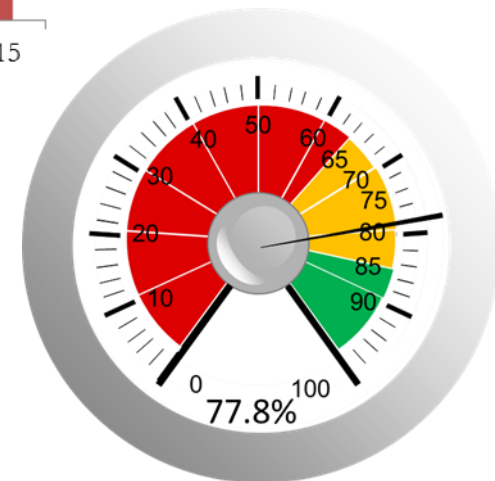
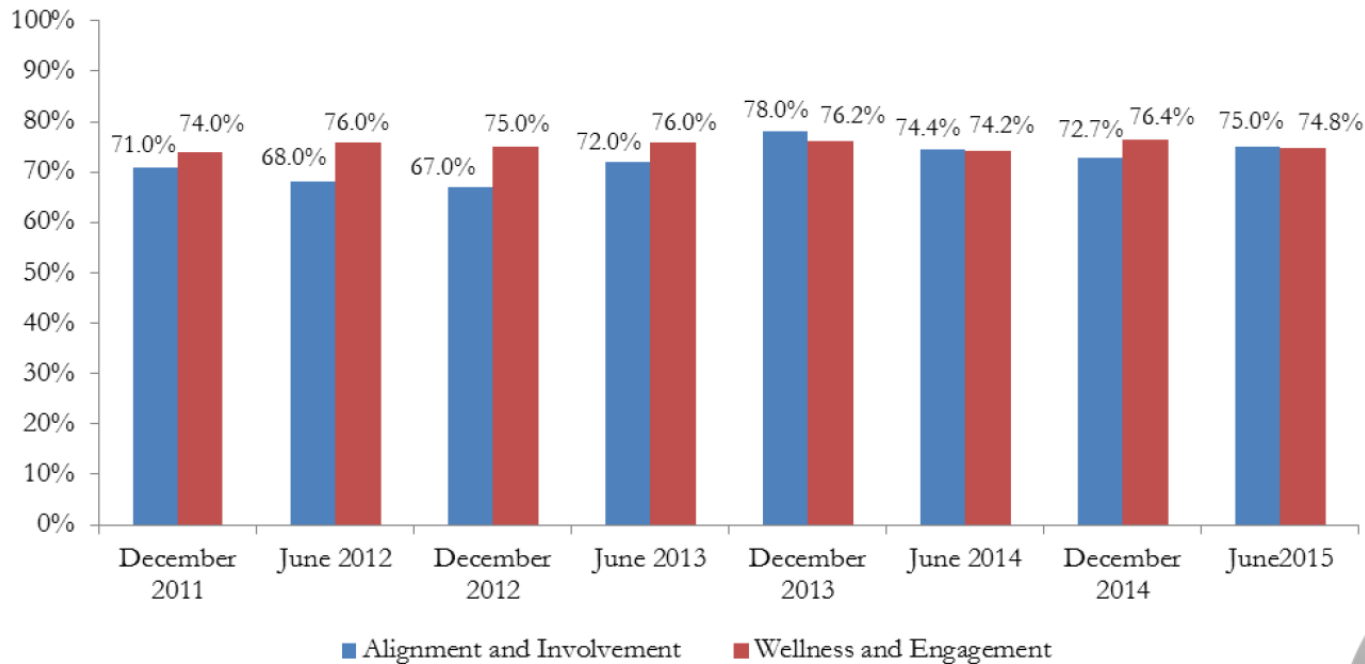
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●	<p>The Brunel Medal 2013</p>
●	<p>New Zealand Planning Institute Best Practice Award 2012</p> <ul style="list-style-type: none"><li>- Integrated planning and investigations (winner)</li></ul> <p>A combined award with Christchurch City Council, Environment Canterbury and B framework.</p>
●	<p>12D International Innovation Awards (Gold)</p>
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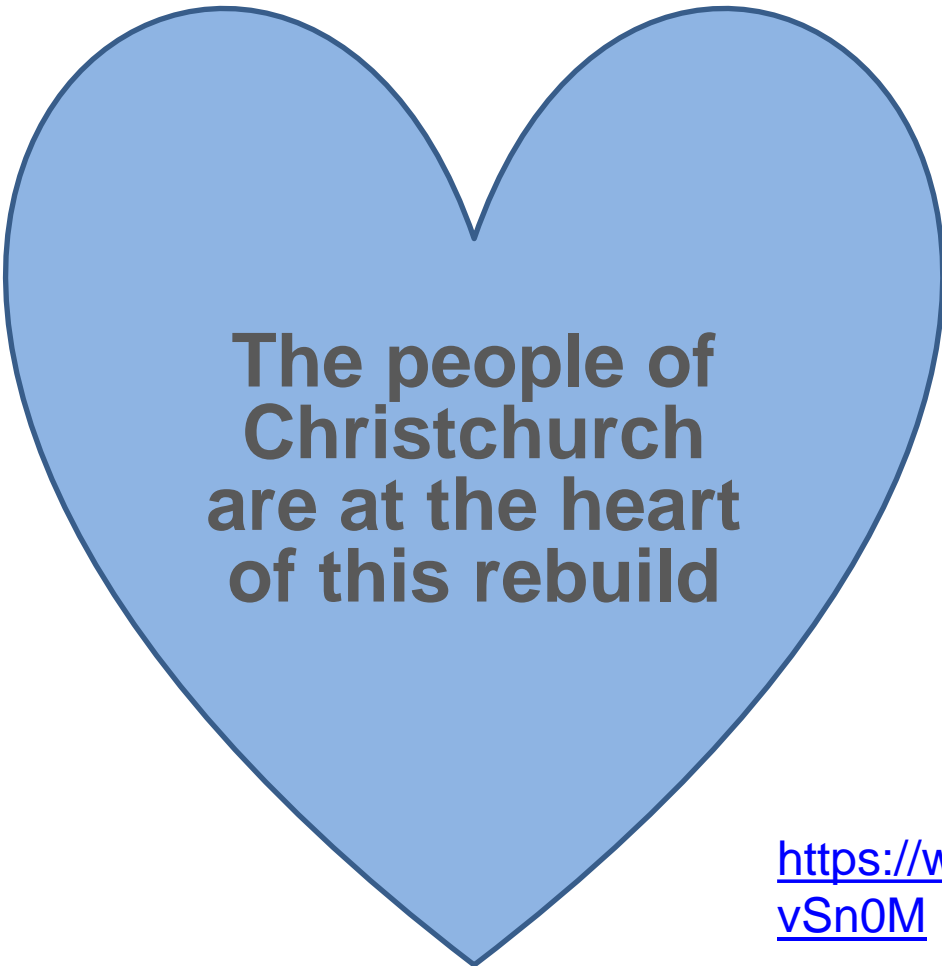


# Sustainable Engagement

## Engagement Levels (KPI scores)



# Ultimate Test...Inside Out



The people of  
Christchurch  
are at the heart  
of this rebuild



**83**

**Satisfaction**

*June 2016*

<https://www.youtube.com/watch?v=yrg8SnvSn0M>

# QUESTIONS?





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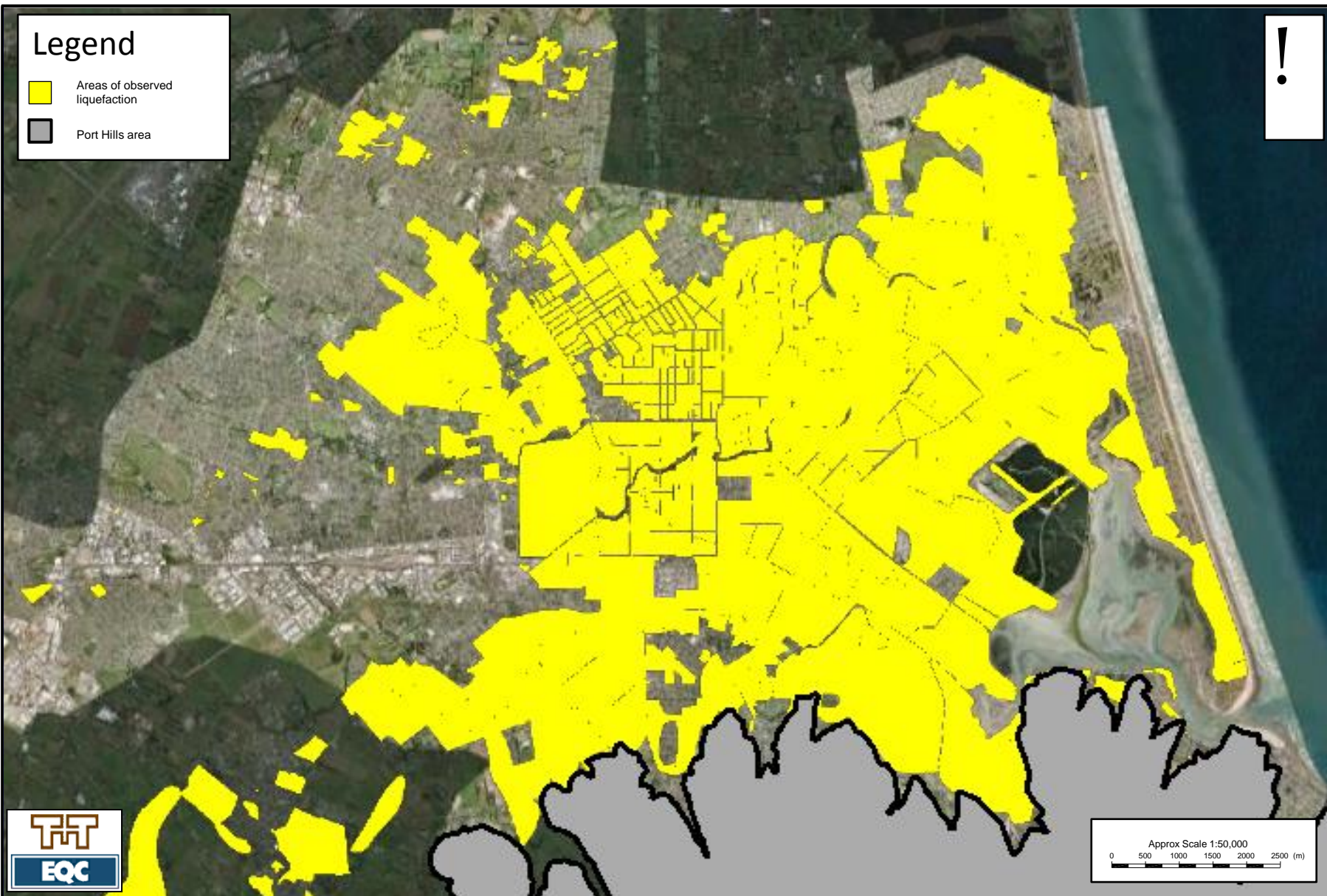




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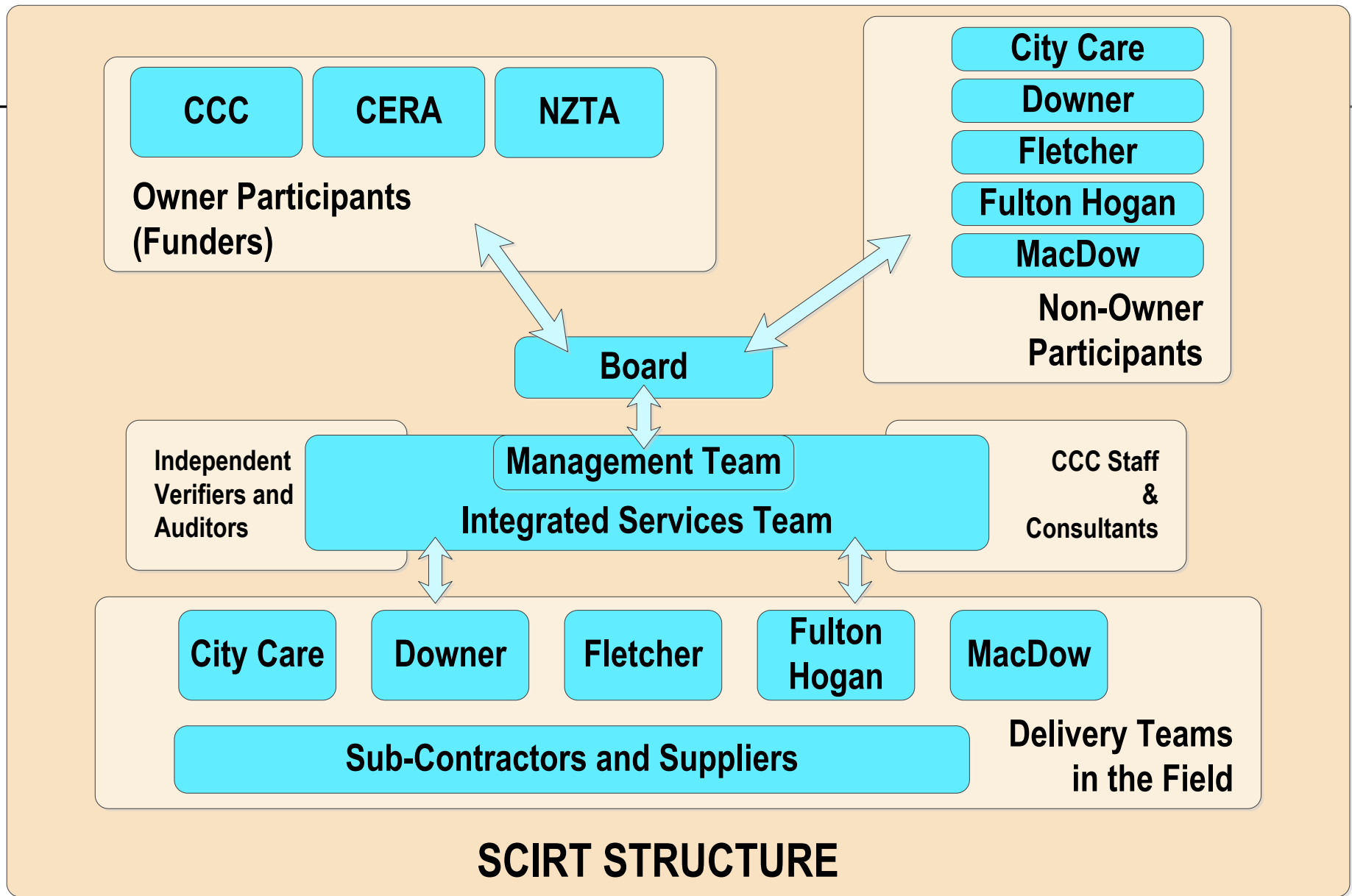
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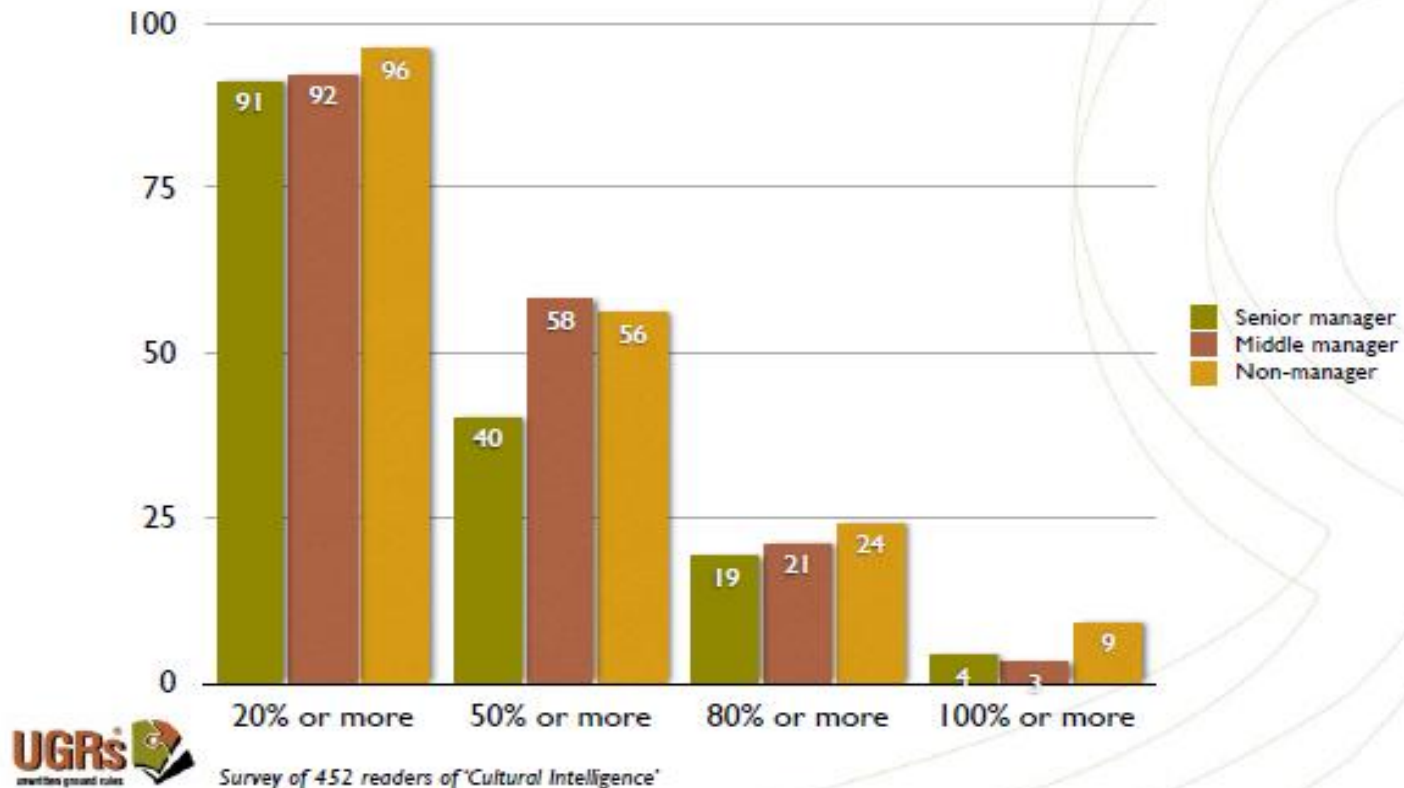
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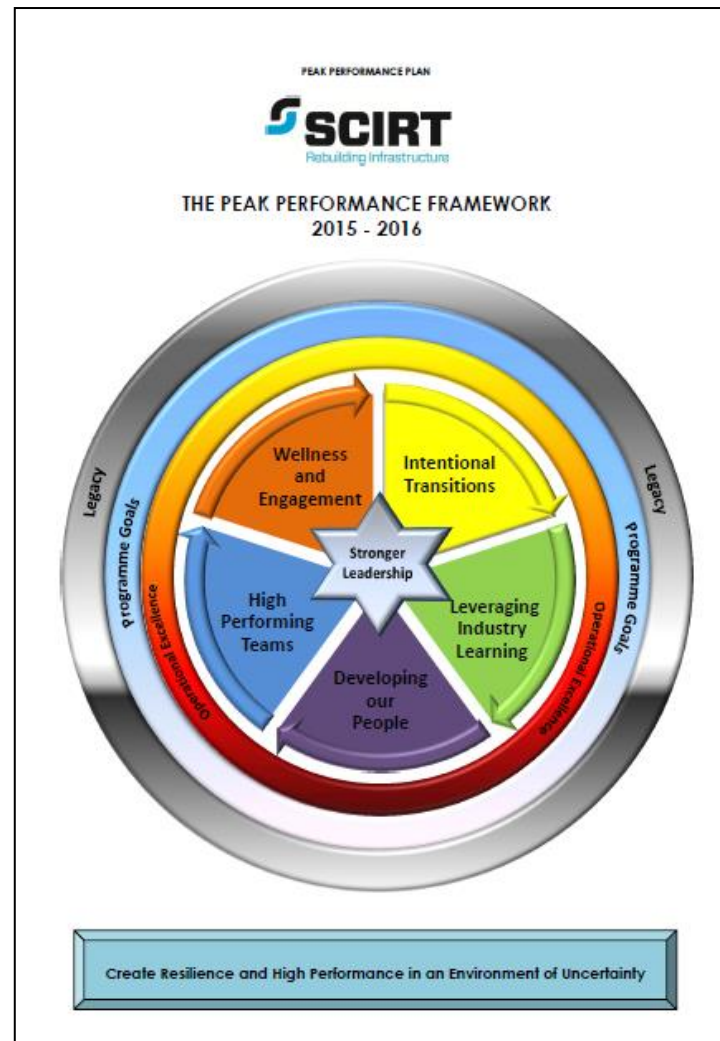
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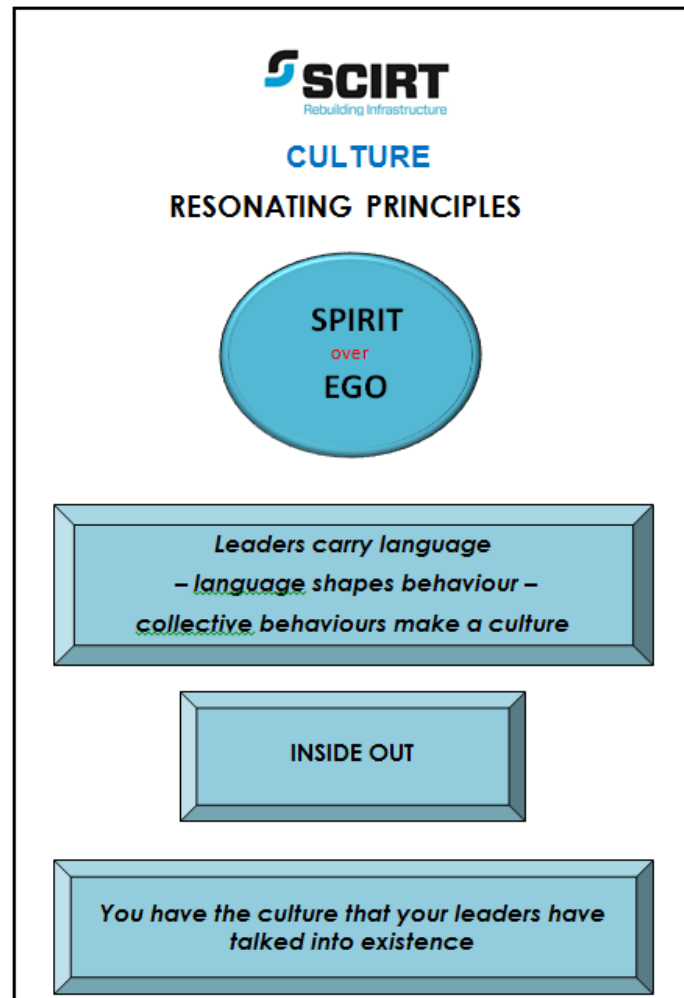


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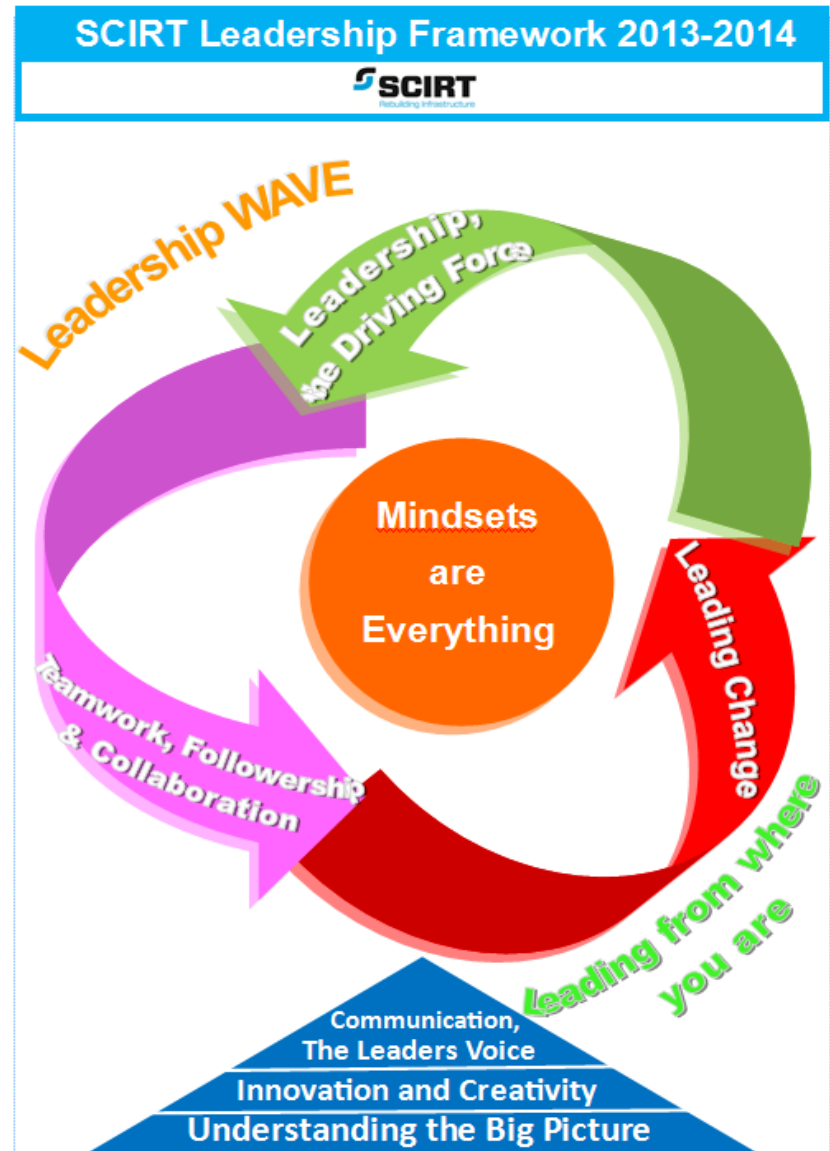




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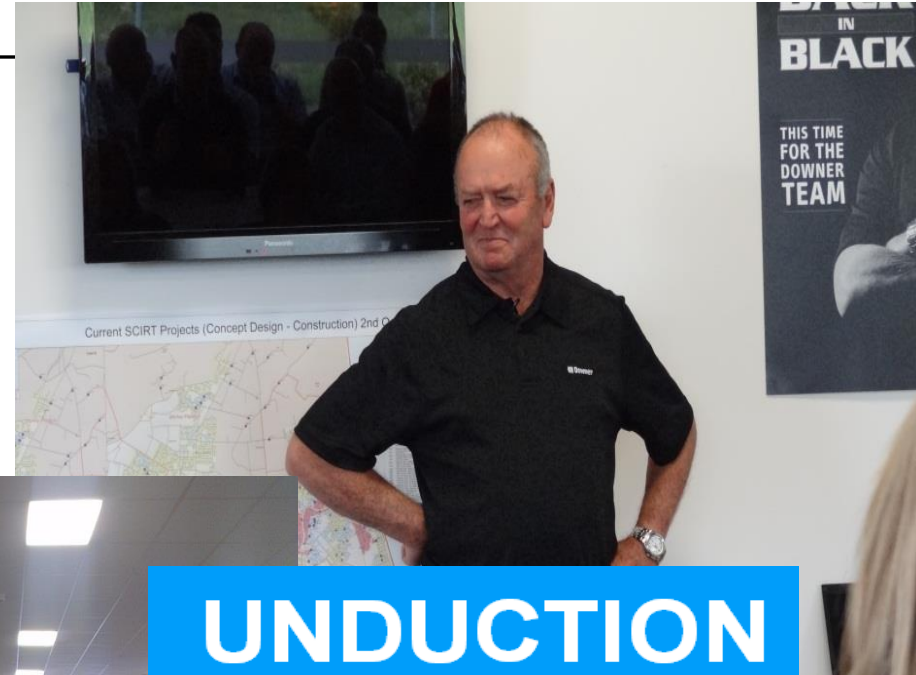


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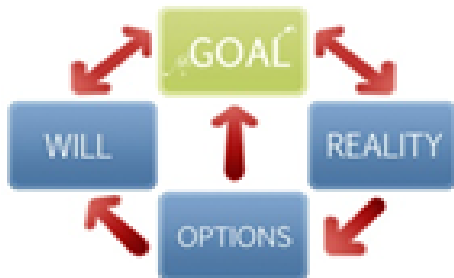


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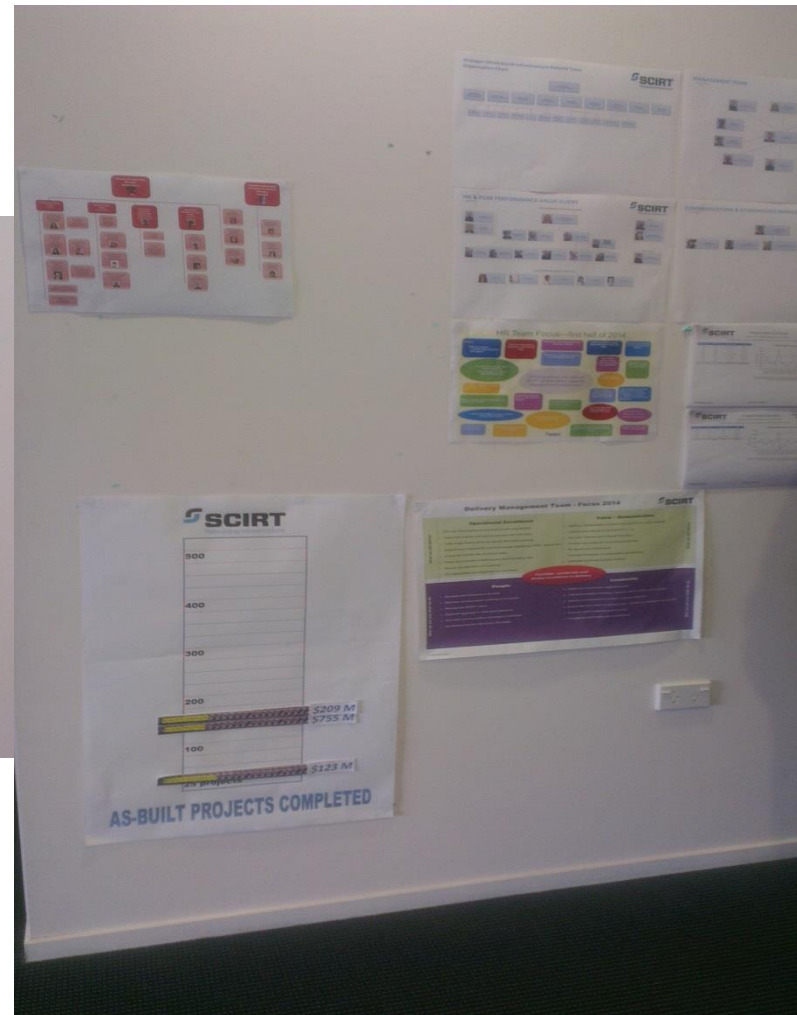




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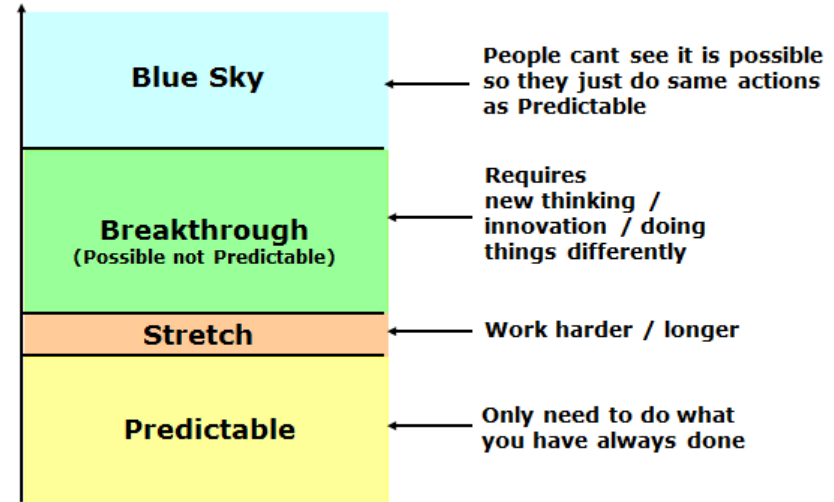





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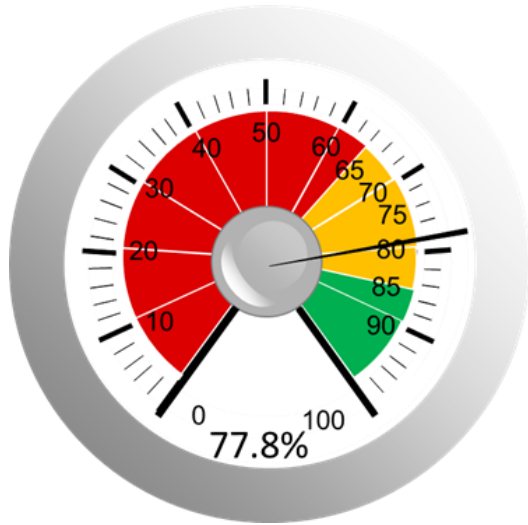


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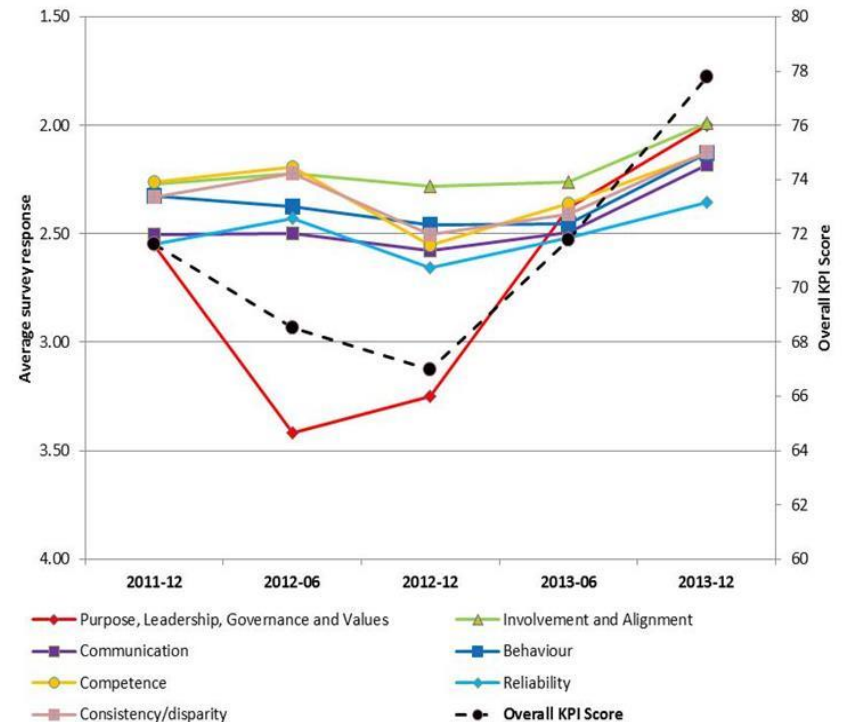
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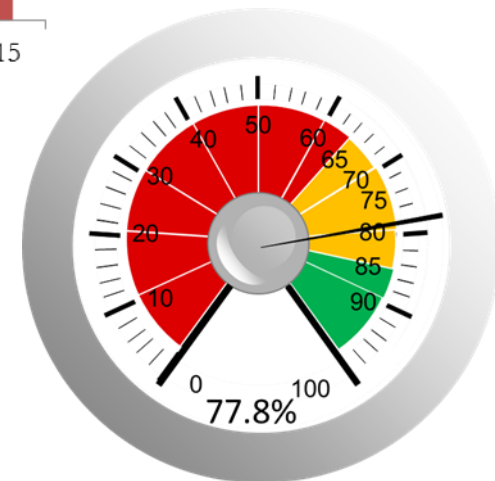
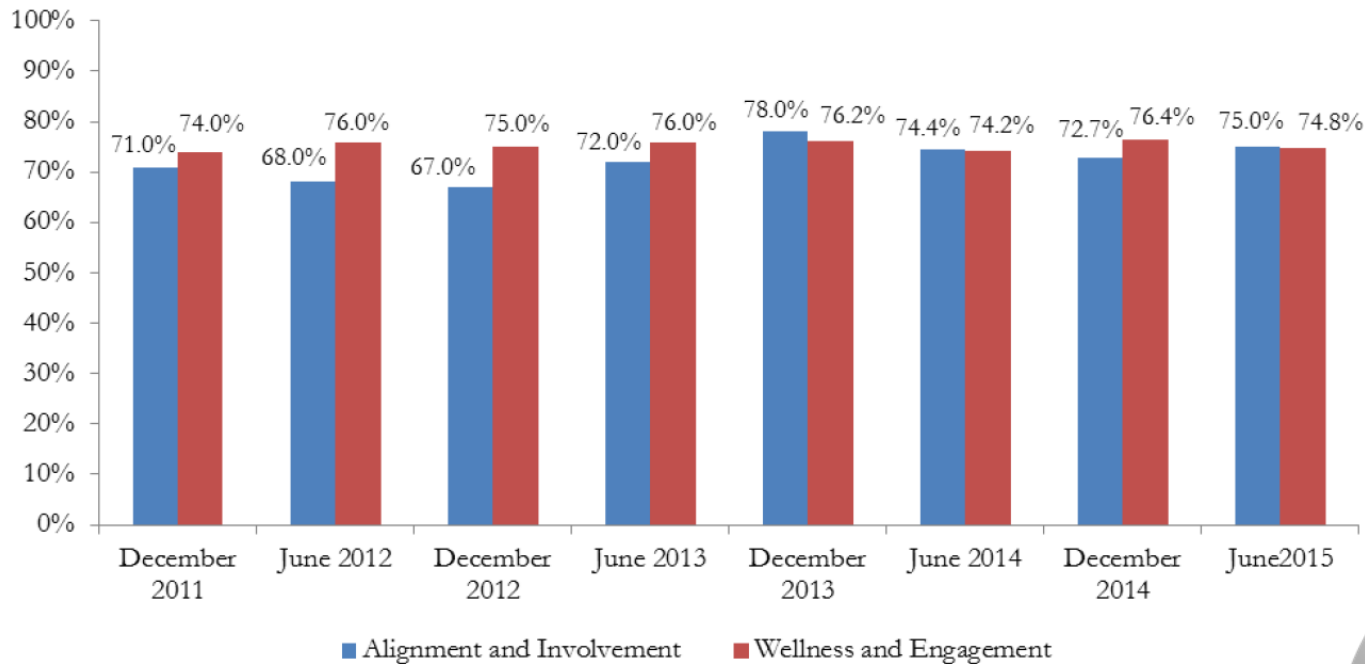
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●	<p>New Zealand Engineering Excellence Awards 2013</p> <ul style="list-style-type: none"><li>- Excellence in Community Engagement (winner)</li><li>- Water, waste and amenities (finalist)</li><li>- Young engineer of the year (finalist)</li></ul>
●	<p>Champion Canterbury Business Awards 2013</p> <ul style="list-style-type: none"><li>- The Press Champion Canterbury Supreme Award (winner)</li><li>- Champion Infrastructure (winner)</li></ul>
●	<p>The Brunel Medal 2013</p>
●	<p>New Zealand Planning Institute Best Practice Award 2012</p> <ul style="list-style-type: none"><li>- Integrated planning and investigations (winner)</li></ul> <p>A combined award with Christchurch City Council, Environment Canterbury and B framework.</p>
●	<p>12D International Innovation Awards (Gold)</p>
●	<p>esri Awards 2012</p> <ul style="list-style-type: none"><li>- Special achievement in GIS</li></ul>



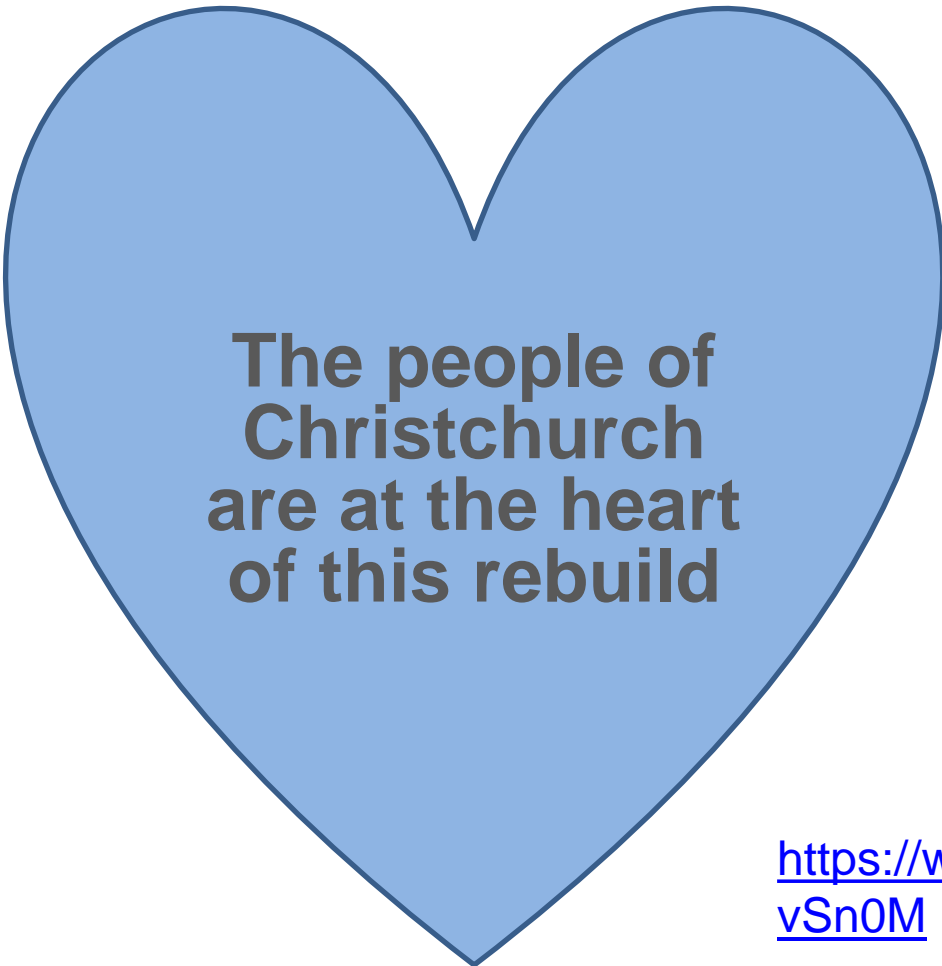
# Sustainable Engagement

## Engagement Levels (KPI scores)





# Ultimate Test...Inside Out



The people of  
Christchurch  
are at the heart  
of this rebuild



**83**

**Satisfaction**

*June 2016*

<https://www.youtube.com/watch?v=yrg8SnvSn0M>

# QUESTIONS?

