



Human Resources Strategy 2024 – 2029



Foreword

I believe that everyone has the right to feel safe in their own home. To sleep easy knowing their business and livelihood are protected. To rest assured that their most precious possessions are secure. Life's too short to have it any other way.

At 360 Degrees Security & Investigations Limited we pride ourselves on the fact that we have been working hard to meet an important social need for more than 10 years. We achieve this through our state-of-the-art security systems; 24-hour monitored home alarms; CCTV security cameras; day and night patrols; property surveillance, private investigation and radio monitoring. You name it, we've got it. But our most important

asset is our people. Without our dedicated team of employees we would not be able to provide the quality of service to our valued customers that we pride ourselves on.

I welcome this strategy. It sets the trajectory for how we will manage our people over the next 5 years. By helping ensure staff are proactively supported in their roles, it aims to step us closer to our vision of a world where we are recognised as a standout provider of modern, responsive, and affordable security services. Strategy execution will require investment, but I truly believe that investment in our people, is an investment in our future.


Tony Gibson, Director / Owner

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Introduction

360 Degrees Security & Investigations Limited has been the leading provider of residential and commercial security services in the Gisborne region for more than 10 years. Our aim is to strengthen our strategic positioning in the market through continuous improvement in everything we do, including the way we manage our people.

A business's workforce can be a source of competitive advantage and brand power. In recognition of this, the goal of this human resources strategy is to create a sustainable competitive advantage by aligning our people to our strategic vision, by building a skilled, safe, and motivated workforce while driving a work culture of professionalism and continuous improvement.

The key to strategy execution is to adopt the EZHR System and its policy framework. The system is designed to mobilise our people to perform at optimum levels, while reducing our compliance risk. Policy settings help ensure that we attract the right people; that new employees are afforded structured training and competent supervision until deemed competent to perform their roles efficiently and safely without supervision; and that high performers are recognised and rewarded for their valued contribution to our success.

Importantly, the system's policy settings seek to ensure the provision of safe working conditions, as well as a mechanism for tracking our progress in implementing this strategy overall.

Overview

Our strategic vision keeps our business focused on the overall impact that we want to have on the world.

Our Vision

A world where 360 Degrees Security & Investigations is recognised as a standout provider of modern, responsive, and affordable security services.

Our HR strategy

Our HR strategy is to create a sustainable competitive advantage by aligning our people to our strategic vision by building a skilled, safe, and motivated workforce while driving a work culture of professionalism and continuous improvement. Our approach to strategy execution is to adopt the EZHR System and its policy framework to achieve our strategic HR objectives.

Our strategic HR objectives

- Objective 1: We are operating an effective remuneration system that ensures fair pay, rewards high performers, and incentivises poor performers.
- Objective 2: We are operating an effective onboarding system that supports business growth by attracting and hiring the right people, while ensuring their timely and safe transition into their new roles.
- Objective 3: We are operating an effective training and supervision system to support trainee employees acquire, as soon as possible and in a structured way, the knowledge, skills, experience, and behaviours needed to be competent, confident, productive, and safe in their roles.
- Objective 4: We are operating an effective performance management system that aligns individual performance to our strategic vision, optimises efficient and safe performance, and supports continuing professional development.
- Objective 5: We are operating an effective misconduct management system that deters misconduct from occurring in the first place while ensuring that employees accused of misconduct are treated fairly, and in a manner consistent with the law.
- Objective 6: We are operating an effective health and safety system to secure the health and safety of our workers and workplaces through effective systematic hazards and risks management.

Our values

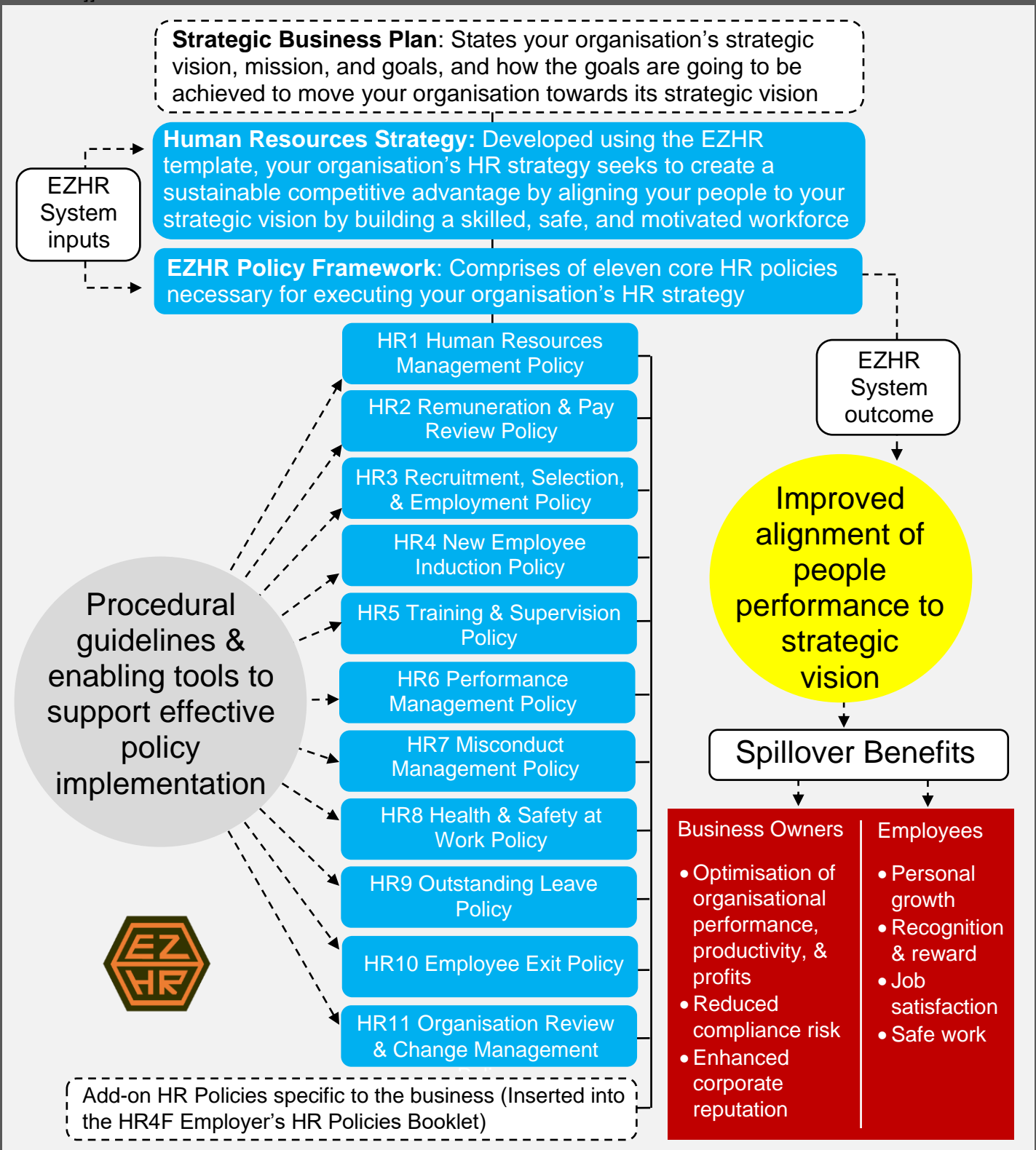
- Health & safety
- Professionalism
- Continuous improvement
- Customer service
- Teamwork
- Leadership

HR Policy Framework

We recognise that a well-crafted human resources policy framework will be crucial to executing any HR strategy. Therefore, implementing the EZHR policy framework is a key driver behind our approach to managing our people, and is fundamental to our Human Resources Management Policy. The framework's policy settings seek to clarify a business's

expectations of its people, guide expected behaviours, and foster a work culture of professionalism and continuous improvement. To create impact, the policy framework comprises of eleven core HR policies that are targeted towards achieving this strategy's 6 objectives. The EZHR system and its policy framework is shown in Figure 1.

Figure 1: EZHR System and its Policy Framework Model



Remuneration

This strategy's objective 1 is to operate an effective remuneration system that ensures fair pay, rewards high performers, and incentivises poor performers. We aim to achieve objective 1 through the implementation of the EZHR policy framework's Remuneration and Pay Review Policy. Policy settings outline clear guidelines on fixing starting pay rates to reflect changes in the skills market, as well as guidelines that promote the systematic ongoing review of individual pay

rates. The pay-review sub-system promotes meaningful participation by employees, as well as consistency in decision-making that is evidence-based. Decision criterion includes personal factors (such as the skills and experience gained since the employee's last pay review), as well as broader economic factors such as market parity; the living wage; inflation; and affordability.



Onboarding

This strategy's objective 2 is to operate an effective onboarding system that supports business growth by attracting and hiring the right people, while ensuring their timely and safe transition into their new roles. We aim to achieve objective 2 through the implementation of the EZHR policy framework's Recruitment, Selection, and Employment Policy and its New Employee Induction Policy. Policy settings help ensure we attract qualified candidates; select the

candidate that shows the most potential for being successful in the advertised role; and employ him or her in a legally compliant manner. Induction policy settings help ensure that every new employee is effectively inducted so that they understand our purpose and vision; their employment obligations and health and safety duties; and management's expectations, so new employees can transition easily to their new roles, and perform at their very best.

Training & supervision

This strategy's objective 3 is to operate an effective training and supervision system to support trainee employees acquire, as soon as possible and in a structured way, the knowledge, skills, experience, and behaviours needed to be competent, confident, productive, and safe in their roles. We aim to achieve objective 3 through the implementation of the EZHR policy

framework's Training & Supervision Policy. Policy settings outline a robust training and supervision sub-system that ensures that newly inducted employees are placed on a training and supervision plan aligned to the tasks set out in the employee's job description. Policy implementation is supported with training and supervision planning, record keeping, and competency to role assessment tools.

Performance management

This strategy's objective 4 is to operate an effective system that aligns individual performance to our strategic vision, optimises efficient and safe performance, and supports continuing professional development. We aim to achieve objective 4 through the implementation of the EZHR policy framework's Performance Management Policy. Policy settings have been designed in recognition that while an employee's

job description defines the work tasks that the employee is required to perform in their role, an effective performance management system helps ensure that those work tasks are being performed to expected standard. Policy implementation is supported with performance planning, periodic review, and annual performance evaluation tools.

Misconduct

This strategy's objective 5 is to operate an effective misconduct management system that deters misconduct from occurring in the first place while ensuring that employees accused of misconduct are treated fairly, and in a manner consistent with the law. We aim to achieve objective 5 through the implementation of the EZHR policy framework's Misconduct Management Policy. Policy settings have been

designed to ensure the observance of the principles of natural justice (there must be both procedural fairness and substantive justification for any disciplinary measure taken – even if it is only a verbal warning). Policy implementation is supported with guidance material and template letters to guide the discipliner through the investigation and disciplinary phases of the misconduct process.





Health & Safety

In 2011, security guard Charanpreet Singh Dhaliwal started his first night of employment with ONE Security and was assigned to guard a construction site in Henderson, Auckland. Mr Dhaliwal was given a brief tour of the site, and shown how to set and unset the alarm and how to fill in the log book. Tragically Mr Dhaliwal was not to return home from his first night at his new job. During the night, four offenders entered the site. When Mr Dhaliwal confronted them, one of the offenders picked up a piece of wood and struck Mr Dhaliwal at least twice to the head. The cause of Mr Dhaliwal's death was attributed to blunt force head injury. In May 2021, the security industry alongside other stakeholders released the Good Practice Guidelines for Security Services in New Zealand. The Guidelines were dedicated to Mr Dhaliwal, to his family and to all other security guards who have suffered serious harm while performing their duties.

The common denominator in every workplace fatality and serious harm occurrence, including Mr Dhaliwal's tragic death, is the failure to effectively manage the risks associated with exposure to a hazard. The main purpose of the

Health and Safety at Work Act 2015 is to provide for a balanced framework to secure the health and safety of workers and workplaces through a range of means including by eliminating or minimising risks to health and safety. The procedure for identifying hazards and eliminating or minimising risks is set out in the regulations.

This strategy's objective 6 is to operate an effective health and safety system to secure the health and safety of our workers and workplaces through effective systematic hazards and risks management. We aim to achieve objective 6 through the implementation of the EZHR policy framework's Health and Safety Policy.

Policy settings have been designed to help ensure, firstly, that the way we identify a hazard and manage the risks associated with exposure to the hazard, is consistent with New Zealand legislation. Secondly, policy settings make clear who is responsible for what. Policy implementation is supported with hazards and risks management guidance material; training material; risk management and assessment tools; template safe work, and emergency plans; and a safety inspection sheet.

Measurement

Organisations use key performance indicators (KPIs) at multiple levels to evaluate their success at meeting a range of business objectives. To track our overall progress with aligning our people to our strategic vision, we will adopt the EZHR KPI framework based on this strategy's 6 objectives. Insight gained from

the capture and analysis of the KPI data will help inform our decision-making on what action will need to be taken to ensure we stay on course in executing this strategy and improving its effectiveness. The EZHR KPI framework is shown in table 1.

Table 1: EZHR KPI Framework

| Key Performance Area | Key Performance Indicator | Measuring method | KPI Target |
|--|--|--|------------|
| Remuneration – How well are we performing in implementing our pay review system? | KPI 1: The percentage of employees that have had their pay reviewed at least once within the preceding 12-month period. | Inspect business records. Count the number of employees that have had pay reviews completed within the last 12-months (X). Work out $\% (X / \text{total number of workers} \times 100)$. | 100% |
| Onboarding – How well are we performing in selecting the right people for the job? | KPI 2: The percentage of employees that left the business within their first year, over the preceding 12-months. | Inspect business records. Of those employees who left the business within the preceding 12-months, count the number who left within their first year (X). Work out $\% (X / \text{total number of employees} \times 100)$. | 0% |
| Training & Supervision – How well are we performing in training & supervising our employees? | KPI 3: The percentage of employees that are either under documented training and competent supervision, or deemed competent to role. | Inspect business records. Count the number of employees that either have a current training and supervision plan, or have been deemed competent to role (X). Work out $\% (X / \text{total number of employees} \times 100)$. | 100% |
| Performance Management – How well are we performing in managing individual performance? | KPI 4: The percentage of employees that have an up-to-date performance management agreement in place. | Inspect business records. Count the number of employees that have an up-to-date performance management agreement in place (X). Work out $\% (X / \text{total number of employees} \times 100)$. | 100% |
| Misconduct – How well are we performing in deterring misconduct? | KPI 5: The number of misconduct proceedings initiated over the preceding 12-month period resulting in disciplinary action being taken. | Inspect business records over the preceding 12-months and count the number of misconduct proceedings that resulted in disciplinary action being taken. | 0 |
| Health & Safety – How well are we performing in managing risks to health and safety? | KPI 6: The number of lost time injuries (time-off work beyond the day of injury) sustained over the preceding 12-month period. | Inspect business records over the preceding 12-months and count the number of injuries sustained by employees that required time off work beyond the day of injury. | 0 |



Execution

Strategy execution is our most challenging issue and will remain so for the next five years. Value is derived from successful strategy execution. It is estimated that more than 60% of strategies are not successfully implemented. Now that this strategy has been developed, our efforts will shift to getting things done. In striving to create a sustainable competitive advantage by aligning our people to our strategic vision, we will implement the EZHR policy framework;

monitor, measure and learn from our HR management performance; and adapt to correct any deviations from this strategy's 6 objectives. The EZHR System's standardised process for annual action planning will get us focused on what matters to us, and will step out who will do what. As part of the EZHR System's standardised KPI reporting process, our Board will make ongoing strategic decisions to keep this strategy current and on course.

