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Leadership During a Crisis; How New Zealand's Horticulture Leaders Responded to Covid-19

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Executive Summary

The Covid-19 pandemic hit New Zealand during 2020 and the horticulture sector was immediately faced with an extremely challenging situation. The sector was operating under very strict rules and experienced significant effects to the wider supply chain. But overall, the sector performed very well during 2020.

The aim of this report is to understand how the New Zealand horticulture sector successfully navigated the unknown during the initial phase of the pandemic, specifically focussing on leadership. The question I wanted to answer was 'what are the most effective leadership strategies during a crisis?'.

I completed a literature review to analyse some of the previous work done on crisis leadership and interviewed six senior leaders from New Zealand's horticulture sector. These people were actively involved in directing the industry and leading their stakeholders through the early phase of the pandemic.

The clear answer to my question regarding the most effective crisis leadership strategy was to implement a people-first approach. Removing the controllable worries that people have about the situation. Keeping people busy to maintain a sense of purpose and continuing a level of social interaction are all key parts of a people-first strategy. With this approach, people are motivated to continue as normal and will often create better results. A lot of the interviewees reported better team engagement, efficiencies, and overall business performance during this period.

It is clear, that without this people-first approach, New Zealand's horticulture sector would not have managed this period as successfully as it did.

Communication was also a significant part of the successful leadership strategy. There was no fear about potentially over-communicating. Getting the correct and most up to date information quickly out to all stakeholders was a focus. Many communication systems have been completely refreshed as a result.

The pandemic situation was developing so quickly, that often learnings from previous weeks or from other businesses were very useful to handle new challenges. Being conscious of the learning opportunity was challenging for businesses, but once embraced, systems and processes improved significantly.

Recommendations:

- Cultivate a company culture that puts people first and ensure that staff can recognise this prioritisation.
- Invest in professional development and networking opportunities to continually upskill staff and create opportunities for pan-industry connections.
- Review and re-create the existing communication plans to ensure the best tools and strategies are being used.

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Thank you to The New Zealand Rural Leadership Trust team. Trying to organise the course during the past year must have been extremely challenging, but we have finally made it. Your personal support and effort to create an incredibly valuable course has not gone unnoticed. I have certainly learnt some valuable lessons during the past year which will help me personally and professionally. I owe you a lot.

I would like to acknowledge and thank my employers, Southern Produce Limited. There was no hesitation to support me through the Kellogg course and to allow me ample time to complete all the required work.

A special mention to the leaders who agreed to be interviewed for this report. It was a pleasure getting to hear your thoughts about a particularly challenging time. You all shared a lot more knowledge and wisdom than you will probably realise. Thank you for your time.

Thank you to my family and close friends who have supported me through the process of completing this report and the last year of various projects.

Lastly, to everyone within cohort 45 (plus extras). It has been an absolute pleasure getting to know you all. Thanks for all the great memories, and I look forward to continuing the journey with you all.

Introduction

The Covid-19 pandemic swept across the world during 2019, reaching New Zealand in early 2020 and sending the country into a strict 'lock-down' situation. The horticulture sector was deemed an 'essential service' by the government and allowed to continue to operate. But under very tight regulations to limit the spread of the virus.

The value of horticulture in New Zealand is >\$6.7 billion (Horticulture New Zealand, 2021) and was quickly identified as a lifeline for a number of workers made redundant from other industries severely affected by the pandemic (e.g. tourism, hospitality and forestry) (Sivignon, 2020).

Many of New Zealand's horticultural groups were already dealing with being under-resourced following significant growth in volume during the past 3-5 years. The pandemic added to this labour shortage as foreign workers returned home and contingent workers were not allowed to enter the country. This was a completely new scenario where leadership teams were under pressure to operate at normal production rates, with reduced resources and strict requirements.

There was a lot of uncertainty across the industry, at all levels. No one really knew what was going to happen, but somehow the fruit and vegetables still needed to be harvested, processed, transported, and sold.

The eventual outcome was that the sector, performed well during 2020, but it took a lot of strong leadership. No single style of leadership will work in every situation (Cho & Putra, 2019), so it was interesting to see which strategies were used by New Zealand's horticulture sector.

Amongst the challenges, the disruption also created some positive outcomes for the industry. Including revolutionising the way businesses work, communicate with stakeholders, and liaise with each other.

*“We are stronger when we work together” -
Barry O’Neil, Horticulture New Zealand President*

This project focusses specifically on the success of 2020, and how the horticulture sector successfully managed the initial phases of the Covid-19 pandemic. Focussing on the industry's leaders and how they led their businesses through a crisis. What worked well and what they would change.

I acknowledge that post-2020, the effects of the pandemic became increasingly challenging for the industry. This report solely focusses on the initial response and the success of the 2020 season.

Aims and Objectives

During this research and report, I looked to answer the question: What are the most effective leadership strategies during a crisis?

I have reviewed existing literature to compare how published leadership theories align with the situation that I am analysing and interviewed industry leaders to understand what worked best.

I want this report to give current and future leaders a better understanding of how to successfully lead a team during a crisis.

Methodology

The methodology used for this report included a literature review and interviews (in-person and online via Zoom or Microsoft Teams). The interviews were an important way to gather the information that I needed from the people directly involved. But I also included a literature review because I wanted to understand how the approaches of New Zealand's leaders compared to what had happened in similar historic situations internationally.

The past research included in the literature review was from a range of sources, mostly international publications via the Lincoln University library system and other online academic databases.

Six interviews were conducted with range of leaders from New Zealand's horticulture sector. Including males and females with various levels of seniority, but the majority were part of the senior executive team in their business.

I completed a thematic analysis to find key themes within the previous literature. The literature review coupled with the interviews was a great way to compare the current situation with what has previously been researched. This allowed me to build a strong understanding of the best strategies for any future crisis events with similar challenges.

Literature review

Covid-19 is a completely novel situation that the world has been dealing with for the past two years, but crisis leadership is a very well researched topic. There is a lot of existing research and literature on how best to lead people, with also various studies focusing directly on 'crisis leadership'.

The key points from the previous literature that I reviewed can be broken down into three main themes.

- People first
- Communication
- Learn

These are similar to the three components of leadership described by Blythe, 2014 shown in the below diagram.

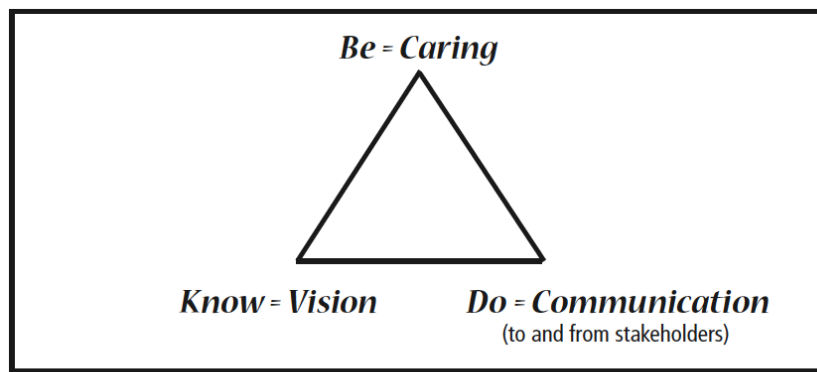


Figure 1-1. *Be-Know-Do*
(Blythe, 2014)

People First

Leadership is all about people, but during a crisis this becomes more of a key focus. A lot of the studies discussed the idea of putting people's safety and health (mental and physical) and comfort first before any of the usual business metrics. Blythe, 2014 talks about five guiding principles of crisis leadership. The first principle is 'wellbeing of people first, with caring and compassion'. During a crisis, people look to their leader for guidance and reassurance. This is a very important part of the response phase of a crisis (Blythe, 2014).

The Five Guiding Principles of Crisis Leadership

1. Wellbeing of people first, with caring and compassion.
2. Assume appropriate responsibility for managing the crisis.
3. Address needs and concerns of all stakeholders in a timely manner.
4. All decisions and actions based on honesty, legal guidelines, and ethical principles.
5. Available, visible, and open communication with all impacted parties.

Wellbeing can change quickly in a crisis, so being aware of how people are handling the changes in environment is important. The changes created by a crisis can significantly increase the workload placed on employees (Cartwright & Holmes, 2006). Reminding people to keep their personal health as a priority is a simple but effective point to look after the team (Farm Strong, 2022).

Klann, 2003 also emphasises the people-first idea; "effective leaders respond to emotional needs of others" (Klann, 2003). The bonding experience that people can get from working together through a crisis is very powerful. Often what emerges is much better and stronger than before, the feeling of working together through adversity can bring a team very close (Klann, 2003).

The difference in productivity within a supportive environment compared to that of a feeling of being unsupported can be significant. People are also able to quickly and effectively recover if they feel as though they are being supported (Tibbo, 2016). People are more likely to react positively to strong and compassionate leadership (Binagwaho, 2020).

The difference between crisis **management** vs crisis **leadership** is important to note. Klann, 2003 describes crisis management as operational issues, where crisis leadership is how

leaders handle the human responses, including their own. Effective leaders respond to the emotional needs of others, not just their personal needs.

It is very clear from the research that the lasting effects of a people-focused approach can lead to even greater results for the team and business than before the crisis. Tibbo, 2016 describes an increase in loyalty, decreased absenteeism, and improved morale.

Communication

“Simply put, you will never be any better at responding to crises than your communications” (Blythe, 2014).

There are certain parts under the communication theme that are particularly important during a crisis; speed, clarity and honesty. Much the same as a people-focused approach, the communication involved needs to put everyone at ease. All communication should be honest, there is no point in withholding information – everyone involved needs to know exactly what is going on for the best results. This also builds trust. People want to feel secure in the fact that they understand what is going on (Coombs, 2015).

The speed of communication is also very important. Often in a crisis things happen extremely fast; situations change and sometimes the information can become out of date very quickly. The previous research emphasises the point of not being scared to over-communicate. This results in the most up-to-date info always being available for people to see. Crisis situations are also very ‘fluid’, so communication needs to be constantly adapted to suit the situation.

This also relates to clarity. Usually during a crisis, a lot more communication is happening which naturally results in shorter messages – this is important. Curating lengthy updates can waste time, get the info out in a ‘short and sharp’ manner (Mazzei, 2011). Gathering information and listening to stakeholders is also an important part of communication to get the correct and relevant information. This is an important skill to have, filtering through everything to put together only the relevant details for the target audience.

Using the right tools and platforms for communicating was reviewed by Forbes. Small and medium sized businesses (SMBs) are needing to adopt new communication technology very quickly because of the pandemic. For example, “the number of SMBs that plan to deploy or are deploying Microsoft Teams within the next two years has increased by a staggering 103%” (Milanian, 2021).

Learn

Challenging situations are often where we learn a lot. Jaques, 2012 talks about the roles that leaders take during difficult situations. Encouraging shared learning experiences is one of these key roles. Crisis situations create intense learning environments for everyone involved, the difficult part is to recognise the opportunity in the first instance.

Often most of the learning from a crisis comes after the event. The review phase is one of the most important parts of a crisis. To gather all the key learnings from the challenging

situation and building a plan to avoid it happening again or to improve the handling of any similar situations.

Planning for a crisis (like a global pandemic) is usually not possible, but the learnings from a challenging event can be extremely useful for a business or team. For instance, there is a lot of previous literature focused on leading people through the aftermath of 9/11 or the global financial crisis. These are unique events but have common leadership lessons which could be adapted to assist with future crises.

Managers who have led teams through a crisis describe the experience as highly developmental (Blythe, 2014). The work environment is often significantly different to usual, which forces people to quickly adapt and learn new skills.

Discussion and findings

The interview phase of my research was an extremely useful experience. Sitting down with some of New Zealand's horticultural leaders and discussing their experiences of a very difficult situation was an ideal learning opportunity. I found that everyone was very happy to be open about how they were feeling, especially during the early period of the response. Given that the industry was largely successful during 2020, the interviewees had a sense of pride when sharing how they navigated the crisis. But it certainly wasn't easy situation for them.

Some of the key findings from the interviews matched the previous literature, there were also some new themes emerging. Particularly relevant to New Zealand, where the previous research had more of an international focus.

During the interviews, I asked a variety of questions focussed on the following key themes. I have broken my findings into these themes:

1. What were your **initial thoughts** during the early part of the pandemic?
2. What were the **key actions** that you took?
3. What was your **focus**?

Initial thoughts

Because the pandemic was a completely new situation for everyone, elements of confusion, concern and worry were very common in the initial phase. As the horticulture sector was identified as an 'essential service' and able to continue working there was also a sense of pride amongst the interviewees. They understood the important role that they needed to play in terms of continuing to help feed the country.

Everyone approached the situation very seriously, to reassure staff that they were doing their best to minimise any effects to the business and potential changes to employment. There were a lot of unknowns during the early period, but the leaders were clear with me that they wanted to send the message to staff that they were controlling the situation to the best of their ability.

Putting the people first matches the recommendations of the previous literature. Particularly the work done by Blythe, 2014 and Klann, 2003 which emphasise the importance of leading with compassion and being conscious of people's emotions.

Because Covid-19 had worked its way around the world before arriving to New Zealand, local businesses had some time to learn from international approaches to working with similar operational requirements. This was especially relevant for post-harvest facilities, where they could follow what was learnt from similar businesses in Europe and Asia. In particular, international businesses learnt a lot from their China-based colleagues.

“We had a playbook ready by the time the virus reached New Zealand” – Horticulture leader.

Key actions

Communication was the most important action taken. Not all businesses had existing communication plans available. Those who did not, had to adapt quickly. This was particularly relevant for smaller businesses who had not previously needed to communicate frequently with stakeholders. Suddenly, stakeholders needed to be informed regularly because the situation was changing rapidly. Coombs, 2015 recognised that people need to feel as though they are aware of what is happening, this was the approach for many New Zealand horticulture businesses. Leaders were conscious of not withholding any information. Publishing difficult information also helped to build trust within teams.

“The more you talk about it, the more comfortable others are to talk about it as well” – Horticulture leader.

In one case, email newsletter subscriptions doubled in a very short period. Stakeholders were hungry for the latest information as often as possible. This is also reinforced by the previous work discussed earlier. Getting information to stakeholders as quickly and as accurately as possible was a focus. Stakeholders were aware that the situation was changing frequently, so there was an element of forgiveness for the increased frequency of communication.

Over-communication was not a worry amongst interviewees, the focus was to get the most recent information out to stakeholders as quickly as possible. Email was the most common medium, but many businesses also used weekly online webinars using Microsoft Teams or Zoom. These were particularly useful for those with internal teams across the globe.

The approach for communication varied slightly between internal (staff) and external (other stakeholders) messages. Generally, the internal communication strategies included empathy and a personalised approach to help with controllable challenges. Where external

communication was pure facts with the latest information, without too much personal opinion. This was a conscious decision to avoid any confusion.

There was a lot of concern from growers about how the pandemic would affect the supply chain and therefore their financial returns. Building reassurance with consistent communication in conjunction with other industry stakeholders was a priority. This relates to the guiding principles of crisis leadership by Blythe, 2004. Particularly number three; 'Address needs and concerns of all stakeholders'. Various horticulture product groups addressed the concern regarding the supply chain very early, reassuring growers that the industry was working very hard in the background to maintain the existing structure and analyse other options to mitigate the effects of the pandemic.

Mental health was identified early-on as a concern, because of the significant changes people were going through. Many businesses shared resources with their staff and stakeholders to ensure that the information was available to support anyone that needed assistance. These included sharing website links to relevant support information and organising webinar-style events with well-known speakers like John Kirwan.

Keeping people busy was also an important action for mental health. As mentioned by Cartwright & Holmes, 2006 being aware of people's workloads changing and potentially burning out was something that leaders needed to remind themselves of. Especially for those not used to working away from their usual environment. A lot of the leaders spoke about ensuring staff maintained a sense of purpose.

Staff that were not busy or those with roles that were not able to work from home, were re-allocated to other teams to help with the covid response internally. An example of this was a receptionist being reassigned to help with the communications and the health and safety committee.

The horticulture product groups were in frequent communication together, facilitated by Horticulture New Zealand. This ensured messaging was consistent across all stakeholders and allowed systems to be established with input across the entire industry. This also allowed resources to be shared and tasks to be delegated to the people with the appropriate skills to get jobs done as quickly as possible. The wider group created the Covid-19 safety protocols in conjunction with the government to be used by the entire industry.

Across the businesses that I interviewed, each one set up comprehensive systems to handle the change in work environment. In some cases, staff were split into sub-teams and were not allowed to interact physically with other teams. Very clear rules were set, with strong communication to avoid any confusion and staff were reminded regularly about the importance of following the rules.

Leaders at all levels were involved in the decision-making process. This created buy-in across the business and relates strongly to Jaques, 2012 point about strength of shared learning experiences. Rather than rules being directed from the top down. Leaders recognised this as an important strategy early on, to ensure everyone understood how serious the situation was.

Focus

Each business had slightly different priorities throughout the early period of the pandemic. The common focus was a 'people-first' approach, as discussed in the 'Initial thoughts' section. All leaders wanted to look after their stakeholders at all levels, often putting their people before the financial success of their business. Keeping everyone well informed, and comfortable in their working environment and access to appropriate support was evident during my interviews. One business worked towards the following articulated priorities:

- The people
- The season
- The future

Being conscious of learning from the experience was mentioned in the work done by Blythe, 2004 and was also relevant in my interviews. The leaders understood that difficult situations are often when innovation happens quickly to deal with a problem and can often increase efficiencies for the long term. This opportunity for innovation was embraced. A lot of the processes implemented during this period are still in place today. For example, the various horticulture product groups continue to meet semi-regularly to maintain the connection and to help each other where possible.

Maintaining social interaction was another important focus. Businesses continued internal meetings via online platforms and created online social events with a more casual approach. Online quiz nights and virtual drinks became common practice to ensure people still had a social outlet with their colleagues. In some cases, it was also compulsory to have your camera on during certain meetings.

The relationships created during this challenging period was a highlight for many of the leaders. There was sense of comradery within the industry, because of the shared challenge. Everyone was in it together.

“Common threat, common goal” – Horticulture leader

Conclusions

New Zealand's horticulture sector handled the initial stages of the Covid-19 pandemic successfully. Industry-wide cooperation, increased communication at all levels, putting people first, and learning throughout were key contributors to the success.

The most effective leadership strategy during a crisis is a people-first approach. Removing the controllable worries that people have about the situation is the most important step to give reassurance. Keeping people busy to maintain a sense of purpose and continuing a level of social interaction are all part of the people-first strategy (Campbell & Yeung, 1991). With this approach, people are motivated to continue as normal and can often create better results. A lot of the interviewees reported better team engagement, efficiencies, and overall business performance during this period. This aligns strongly with the literature.

It is clear to me, that without this 'people-first' approach, New Zealand's horticulture sector would not have managed this period as successfully as it did.

“Surround yourself with the right people and you can handle anything” – Horticulture leader

Learning as much as possible was also an important part of the successful strategy. The pandemic situation was developing so quickly, that often experiences from previous weeks or from other businesses were very useful to handle new challenges. The pan-industry connections that were created are an example of this success.

Communication was also a significant part of a successful leadership strategy during the crisis. There was no such thing as over-communication, especially during the initial period. Getting the correct and most up to date information out to all stakeholders as soon as possible played a key role in the successful management of this situation. Many communication systems have been completely refreshed as a result of this period.

A well-honed communication strategy is essential and critical to any organization before, during, and after a crisis (Blythe, 2014).

Recommendations

- Cultivate a company culture that puts people first and ensure that staff can recognise this prioritisation.
- Invest in professional development and networking opportunities to continually upskill staff and create opportunities for pan-industry connections.
- Review and re-create the existing communication plans to ensure the best tools and strategies are being used.

Limitations

With more time, I would have liked to interview a wider range of leaders. Including some from outside of the horticulture sector. This comparison of leadership strategies would be interesting to review. Did the horticulture sector's leaders handle the crisis better than other industries?

Speaking with horticulture leaders from other countries would have also been a valuable comparison. It was clear that horticulture world-wide was important for health, but did international leaders use different strategies for success?

A valuable extension of this work would be to continually interview the same leaders throughout the ongoing pandemic. My work was focussed on the initial phase, but the response is on-going and has brought many different challenges along the way. Understanding how a successful leadership strategy might change with the different phases of a crisis would be useful.

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Appendices

Appendix A: MPI Guidance on staff health and safety during alert level 4 - Horticulture

On Monday 23rd March 2020, the Government announced that New Zealand was moving to a COVID- 19 Alert Level 3 response immediately and to an Alert Level 4 response to COVID-19 from Wednesday 25th March (<https://covid19.govt.nz/>). This means that all people except those employed in essential services must stay at home. Food producers and their essential supply chain businesses are considered essential services and can continue to operate. Horticulture businesses involved in food production already have exceptional health and hygiene practices which provide a basis for ensuring the health and safety of their staff and the public from Covid-19.

A specific Covid-19 risk management protocol and effective verification is a requirement for every essential workplace. There must exist within each organization a document that outlines the procedures in place for managing the above elements along with a specific process for that organization to verify these procedures. Organizations should have a suitably skilled person or group to coordinate these functions and report to senior management or verification agencies when required.

To assist in the development of these procedures this document provides guidance around the requirements for workplaces in Horticulture to be consistent, compliant and safe.

Guiding Principles

1. Prevent the introduction of Covid-19 into the workplace
2. Prevent the spread of Covid-19 in the workplace
3. Eliminate Covid-19

1. Prevent the introduction of Covid-19 into the workplace

Covid-19 will almost always be introduced into the workplace through people. Each business shall have procedures in place to address the following risks:

- Restrict high-risk workers
 - Have procedures to identify recent offshore travel by any staff member or their members close contacts
 - Utilise staff declarations to ensure that required self-isolation has been undertaken,

where required

Have procedures to check health of all workers before entering the workplace ensuring that any staff with possible illness stay at home

- Educate workers on risks and requirements
- Prevent non-essential people from entering the workplace

Maintain records of all personnel entering the workplace

- Require all personnel to wash their hands in accordance with best practice on arrival at the workplace and at regular intervals after entry
- If not already in place, implement a documented sanitation procedure for all worker contact 'high touch' common area surfaces
- Provide sufficient supervisory capability to enforce separation and periodically verify and document compliance with the establishment protocol

2. Prevent the spread of Covid-19 in the workplace

All establishments must have in place a registered Covid-19 risk management plan and this should strive for a minimum social distancing of 2 metres at all times. However, it is important that all businesses tailor the principles of disease control for their specific circumstances. Each business shall have the following procedures in place:

- Implement a documented sanitation procedure for all 'high-touch' common area surfaces
Clean common areas frequently using disinfectants approved for use in food-processing businesses, including common rooms and break rooms, especially high touch areas.
- Implement a documented hygiene system for workers

Ensure that staff wash their hands properly with reminders that hands need to be washed well with soap and water for 20 seconds and properly dried, especially upon arrival at work, after using the bathroom, after blowing their nose, before eating and before going home

- Educate workers on risks and requirements
Utilise guidance material from the Covid-19 website (or equivalent)
Reinforce messages around respiratory and hand hygiene - remind staff to cover coughs, sneezes with their elbow or tissues (provide facilities to dispose of any tissues promptly).
- Remind staff that they should avoid touching their face unless they have washed their hands.
- Ensure that staff are regularly briefed on measures to minimise the chance of transmission of infection, and routinely monitor compliance.
- Establish fixed work teams (bubbles) where staff work in the same localised area so that you minimise mixing between staff. If one of the team gets sick, quarantine the

whole team off- site (if they are considered close contacts) and use a replacement team, contact the DHB and follow the instructions of that government agency with regard to further actions.

- **Seek to maintain a 2m distance (head-to-head) between all staff at all times including:**
 - Break times

Consider breaks taken as working groups either staggered or in different locations.

- Chairs and tables marked at 2m intervals.
 - Create 'walkways' so that staff are separated when moving through and around the work area.
 - Create separate ingress and egress zones and staggered change over times so that teams do not mix in toilets or break areas
 - Leaving and re-entering workstations
 - Arriving and leaving work (including car parks)
- It is accepted that in some confined spaces, workers will need to pass each other e.g. on the way to their work station, with less than 2 metre spacing. Such situations must be minimised wherever possible e.g. staggered entry and exit of teams to their work stations.
- **Where workstations between 1 and 2 metres apart cannot be avoided** implement additional risk mitigation measures according to an evaluation of the workplace:
- Designate and document working groups that may interact closer than 2m.
 - Maximise forward-facing distance to the extent possible as the main risk is from sneezing and coughing and droplet spread
 - In addition to the clothes workers normally wear in carrying out their roles, risk mitigation measures may include: - masks and gloves

- additional verification by supervisors

- **In exceptional circumstances where there is no alternative to work stations spaced less than 1 metre apart:**

Workers must be separated by a physical intact screen so that the head to head distance between workers, around the screen, is a minimum of 1 metre

- The screen must be:
 - fixed in place or fully self-supported
 - large enough that the minimum face to face distance between workers above, below or around the screen is 1 m, taking into account whether the worker is static within a workstation or moves within a range
 - made of materials approved for use in the workplace
 - durable and able to be regularly cleaned (for both Covid-19 and food safety purposes) as per usual premises hygiene requirements (generally at the end

of each shift), and more frequently if there is regular worker contact with the screens

In facilities with circulating air flow or additional fans, the screen should not lead to increased air funnelling between work stations

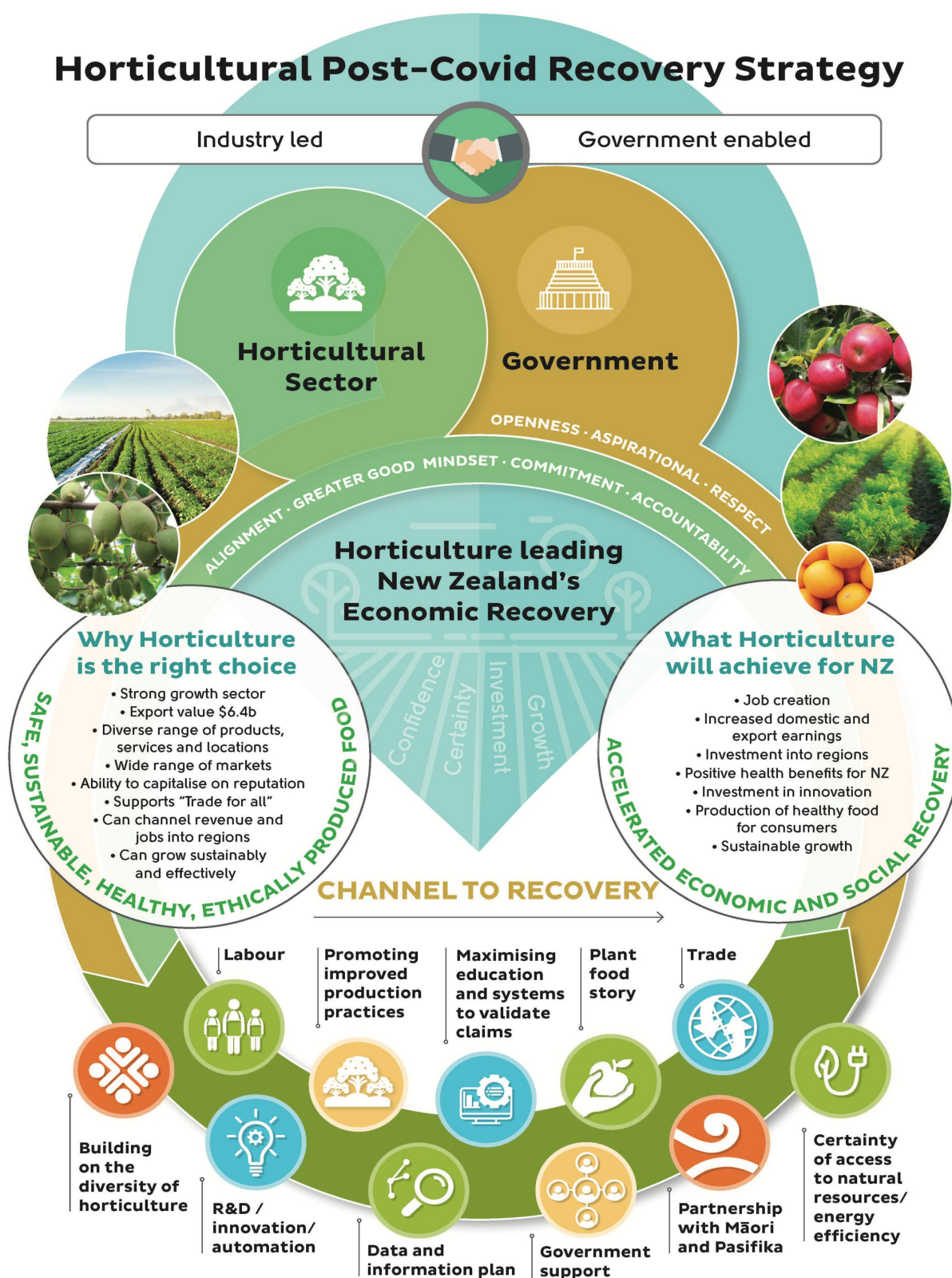
- Whereby an operator has an alternative mechanism to minimise the risk where workstations are spaced less than 1 metre apart, a request can be made to the Director Food Science and Risk Assessment to permit a case-by-case evaluation on the basis that this spacing is critical to continuing operations.
- Employers should provide sufficient supervisory capability to enforce separation and periodically verify and document compliance with the establishment protocol

NOTE: The use of masks and gloves are discretionary. If masks and/or gloves are used ensure staff are trained how to use them and how to dispose of them

3. Eliminate Covid-19

Every workplace must maintain and implement processes for managing a positive Covid-19 detection in the workplace. These must include:

- Immediate notification of the DHB
- Worker welfare procedures for infected person and those within their work bubble
- Contact tracing information including accommodation and transport and procedures to notify transport and accommodation providers
- Sanitisation and cleaning procedures
- Nomination of a business contact for the DHB and other Government agencies to liaise with



Appendix C: Horticulture New Zealand Email Newsletter – March 18 2020

Good Afternoon

Breaking news: The Prime Minister has just announced that New Zealand has moved to COVID-19 Alert Level 3 with a move to Alert Level 4 to take place in 48 hours.

We will update growers later today with what this means for the operation of the horticulture industry, once we have met with government officials.

Horticulture New Zealand has just updated its website with further information and advice about COVID-19: hortnz.co.nz/covid-19

[Click here to view the HortNZ COVID-19 webpage](#)

If you are an apple and pear grower, you can access specific information [here](#).

Likewise, if you are a kiwifruit grower, you can access industry specific information [here](#).

And for avocado growers, information for your industry is [here](#).

HortNZ's COVID-19 webpage

We will be updating this webpage every day, as the situation unfolds.

The idea is to have all the reliable and up to date information, advice and resources that growers and packhouses may need, in the one place.

If you have feedback or specific questions, please email them to hugh.chesterman@hortnz.co.nz or me, as below.

Regards, Andrew Bristol
HortNZ Communications Manager
Ph 021 021 62 021
Email andrew.bristol@hortnz.co.nz

Appendix D: The 10 Commandments of Covid Communications – Oliver Broad

In no particular order.

1. Over-communicate
2. Communicate quickly
3. Say what you don't know
4. Be loud and proud - and clear – on your people principles
5. Get the tone right (caring, personal, together)
6. Show positive action (industry response, community support etc)
7. Listen (Pulse survey, polls)
8. Diverse leadership communication (global perspectives)
9. Celebrate and recognise the team
10. Experiment, create, learn

Appendix E: Interview Questions

- Thinking back to March 2020; tell me about your initial thoughts regarding your business when New Zealand went into lockdown
- What were the initial steps that your leadership team took?
- Did you have any existing processes that prepared you for this?
- How did you communicate with staff, compared to a usual situation?
- What leadership strategies worked, and what did not?
- How do you think you performed as a leader?
- Is there anything that you would change in terms of how you lead the company/staff?