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## How are things today and what will we do next?

The situation is changing all the time. You will not be able to predict or control everything that happens.

You and your team need to manage and lead the recovery of your business.

Planning helps people feel prepared and builds confidence. Focus on what you do have control over. You will have your own work to do around business continuity and recovery.

Staff will also be interested and concerned to know what is happening to and how they can help. They will want to know about what's going to happen for the business and for their own jobs. They need to know what is being done to help them stay safe at work.

You need to provide accurate information to help people understand what has happened, what your plans are, what is happening now and what is involved.

- Communicate clearly what is possible and what is not.
- Let people know what your priorities are and how you intend to act.
- Involve staff in your business recovery and continuity response.
- Take up offers of help from those who want to help get things up and running.
- Recognise that staff may have opinions on

how things could have been or could now be managed better.

- Keep them up to date with progress and changes to the plan.
- Ask for their feedback on how things are going.
- Involve unions at all steps of your discussions and plans, if they are part of your organisation.



*“They’re all waiting for me to say what to do and there’s so much I don’t know yet.”*

*“I hate having to tell customers we just can’t help them.”*

*“I can’t come in today, they’re pulling my house down.”*

*“When will you know?”*

*“We’re getting there – we’ve sent our first load off to customers this morning.”*

*“Can we find another way?”*

*“How are things today – and what will we do next?”*



## Support for managers and team leaders

- Be clear about the business approach to employment arrangements, such as pay, leave and bereavement leave, working from home and if children can come to work, so everyone gives employees the same information.
- Make sure managers and team leaders know recordkeeping regarding leave must be kept up to date, and agreements are clear and recorded.
- Support managers of staff who are picking up additional work – check on their capacity and encourage them to speak up if they are having any issues.
- Provide managers and team leaders with access to information about how to support their staff in respect to their individual reactions to what's been happening. (Use the content of [pages 4-9](#))
- Update staff contact details if they have changed.
- Help them to be aware of their own responses to the quake events, to plan how best to support their teams through these, and how to access support themselves when they need it.
- If you are part of a larger corporation, be clear about the strategic direction of the organisation or business, so that you are always sure of your facts.

## Stay in touch with staff

- Commit to regular meeting, phone, email, online update times so people can rely on them and everyone gets the same information.
- Make sure information that is shared on how staff, business neighbours, suppliers, clients and customers are coping is accurate, not hearsay.

- Be up front about what is happening with your premises in terms of health and safety.
- Discuss and agree, based on your previous experiences, how you will all respond if there is another strong quake are at work.
- Respond quickly to any misinformation with news on what is really happening.
- A quick catch up at the start and end of each day means you can talk concerns through and work on solutions together, rather than having conversations off and on in smaller groups during the day.
- Discuss whether you would like to create an event to mark what has happened – consider cultural responses as you decide together what would be appropriate.
- Celebrate things that are going well, for you as a business and in people's lives.
- Be visible and available – but not intrusive.
- Meet with your people together and individually.
- Stay in touch with staff who have not yet come back to work, by phone or email.
- Ask how individuals have been affected and how you can help – see [Balancing the needs of different staff members page 13](#) for more on this.

As a leader, you also need to be able to create a supportive environment for staff to deal with trauma and grief and recover in their individual ways. (See [Supporting your staff's personal recovery page 10](#))

If you are part of a larger corporation, you will also have to keep in touch with your organisation's future intentions, so that you can always be informed.

## Be clear about day to day arrangements

- Stress that safety is a top priority.
- Let staff know you realise this needs to be a time for some flexibility and understanding that things may not run as usual, or go to plan.
- Get back to normal routines wherever you can.
- Work with staff health and safety representatives and the union/s as appropriate.
- Be clear about your approach to employment arrangements, such as pay, leave and bereavement leave, working from home, and if children can come to work, so all employees have the same information.
- Make sure your recordkeeping regarding leave is kept up to date, and agreements are clear and recorded.
- Provide access to information about potential employment issues so staff can find out anything more they need to know. (See links across)
- Ask staff to keep you informed of any changes to their contact details.
- Take care if you bring in people to help. Ensure everyone knows who is responsible for doing what.
- Be realistic about how you as a business can help staff in their personal circumstances – there is a lot of support available across your community. You don't have to do it all. See [Finding counselling support page 15](#) and [Community support options available on page 26](#).
- Clarify who can speak on behalf of the business to media. Ensure they have the most up to date information.

## Where staff can find out more on employment issues

- ▶ Earthquake Factsheets Community Law Canterbury has prepared factsheets in the area of insurance, employment and tenancy. [www.canlaw.org.nz](http://www.canlaw.org.nz)
- ▶ Department of Labour Online advice designed to help businesses and their employees make good, safe, sensible and practical decisions in this difficult time. This includes overarching advice on Health and safety and Employment relations matters [www.dol.govt.nz/quake/](http://www.dol.govt.nz/quake/)

## Help people help each other

- Encourage staff to share what has happened and how they are getting things sorted out for their homes, whānau and families.
- have a go-to person who keeps up to date with community support and provides access to accurate and up to date information, for example, at your regular meetings, online or on a notice board.
- provide a space where staff can rest or talk with each other.



## Supporting staff who work with clients and customers

What's happening in Canterbury is being talked about by everyone. It will come up in all sorts of conversations.

Frontline staff have experience in handling complicated enquiries and working with unhappy people. Listening to others' stories about what's happened to them in this extreme situation is difficult and may bring up their own experiences and grief.

They may also be asked for, or want to suggest, help which your business does not provide.

Support your staff to manage these conversations so that they are able to stay calm and focused, give accurate information and refer people on to other agencies as appropriate.

Talk with them about the nature of trauma and grief and the ways it can affect people, and how they relate to others. Anger and frustration can be part of this, and so can confusion and forgetfulness, tearfulness and distress. See [pages 4-9](#) for more on this.

## Make sure everyone working with clients and customers knows:

- Exactly what services your business can provide at this time.
- How often information for customers will be updated.
- How they can best respond to distressed callers.
- How to balance listening to someone with getting the work done and making the line or time available for others. Talk about ways they can, with care, end or move conversations along.
- Who else they can refer people to for emotional or practical support.
- How to recognise when they are sharing their own story with a client/customer.
- How to signal that they need help if the person is at your worksite.
- How to signal that they need a break.
- Who they can talk with if they are unsettled or upset by what they have heard or thought about during the conversation. See [Finding counselling support on page 15](#)

“

***“Picking up the pieces after a disaster will take a lot a time - for everyone.”***

”



# For businesses and organisations outside of Canterbury

Supporting staff who are experiencing trauma and grieving about what's happened is crucial.

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*“As we process and things filter through our brains, we all have our times of feeling everything's weird.”*

*“I know I wasn't there, but I still feel so upset and distracted.”*

*“I have friends who were injured – and know others who are having such a rotten time with their house. There's not much I can do, I keep going over how it must have been for them.”*

”

The events of the past months have had an impact on all New Zealanders. Across the country and throughout every organisation and business, employees will have varying connections with events and a range of responses. Importantly, they may also be working in their own family, whānau and communities to support others as they grieve.

You can use the information in this handbook about supporting people through grief to tailor make your response to what's happening for your staff members.

An important first step is letting them know you recognise what is happening for them. Other support can include making information available about grief and how to support children. For this, see [www.skylight.org.nz](http://www.skylight.org.nz) or phone 0800 299 100 for grief and bereavement support resources and information to support the personal situations of staff. Skylight is a specialist charity experienced and expert in this area and serves people anywhere in New Zealand.

The advice about looking after yourself also applies to managers and team leaders right across the country.

## Helping staff support their Canterbury colleagues

Managers in organisations with people outside of Canterbury will be aware how keen they are to know what's happening and how they can help their colleagues.

- Make it clear that the health and safety of people is your top priority.
- Provide accurate and up to date information on what is happening for staff, suppliers, customers and clients.
- Use as many ways as you can to help people stay in touch as things develop: email, your intranet, website, social media like Facebook.
- Respond quickly to any misinformation with news on what is really happening.
- Be clear if you do not want people getting in touch with Canterbury colleagues right now.
- Be specific about when it's ok to return to business as usual conversations and interactions with Canterbury staff.
- Talk about your business-wide approach to support Canterbury – thank the people that are picking up work usually done in Canterbury and others who are supporting them in turn.
- Let staff know how they can support the Canterbury recovery effort, such as through the Red Cross. Be open to their ideas but also aware of what is practical and useful support at this time.
- Create a way for staff in other places to send messages to their colleagues – such as the intranet or Facebook, or collect them centrally and send by mail.
- Provide ways when possible, for Canterbury staff to respond.



*“Are they ok?”*

*“What can we do to help?”*

*“How can we let them know we've got their back?”*

*“Who's going to do their work now?”*

# Support for clients and customers

Your clients and customers will have varying expectations of how you can support them at this time and as things develop. They will want to know how they will be affected.

- Contact clients/customers directly and use your answer phone, website and email to provide information.
- Make sure everyone gets the same accurate and up to date information about what you can do and provide.
- Be honest and upfront about disruptions and realistic about timeframes.
- Let people know quickly when things change.
- Be clear about whether or not clients/customers can visit your premises.
- Support your frontline staff to listen to client/customer experiences – see Support those who work with clients and customers. (Page 23)
- Have a link to other support information for local businesses and individuals on your website – see Business continuity information and support links on [page 30](#) and Community support options listed here.

## Community support options available

There are various community resources and agencies that are offering support, practical help, resources and helpful information that may be useful for clients and customers – and also perhaps for staff and yourself.

### Victim Support

0800 842 846, or they can be contacted through your local Police station. (A 24/7 service)  
See also [www.victimsupport.org.nz](http://www.victimsupport.org.nz)

### Your local Citizens Advice Bureau

0800 367 222 or see [www.cab.org.nz](http://www.cab.org.nz)

### Skylight

0800 299 100 or see [www.skylight.org.nz](http://www.skylight.org.nz)  
For loss, trauma and grief support for all ages, including children and teens

### Use local telephone counselling lines

Lifeline – 0800 543 354 – a 24/7 service  
Youthline – 0800 37 66 33, Free TXT 234,  
Email/MSN [talk@youthline.co.nz](mailto:talk@youthline.co.nz)  
Whatsup kids phone line 0800 42 8787  
12noon to midnight, every day  
Kids line 0800 54 37 54 Weekdays, 4–6pm

### Budgeting services

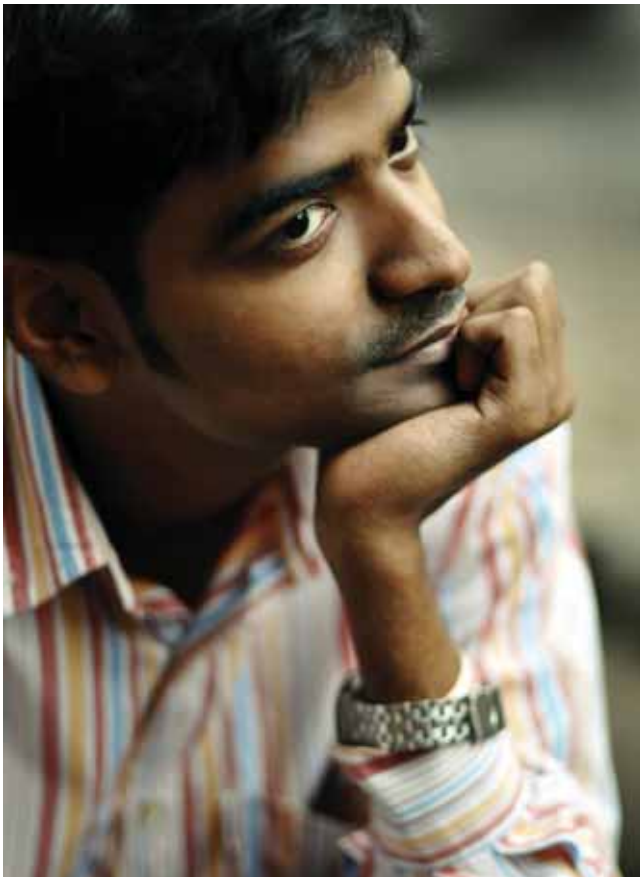
Phone (04) 471 1420 or see [www.familybudgeting.org.nz](http://www.familybudgeting.org.nz)

### Support groups

Ask at your local Citizens' Advice Bureau, Community Centre or phone Victim Support.

## Other support in your local community could be:

- ▶ Your doctor/nurse
- ▶ Community health centre
- ▶ Hospital social worker
- ▶ Counsellor/psychologist
- ▶ Church/faith groups
- ▶ Minister/priest/faith leader
- ▶ Hospital chaplain
- ▶ Marae-based services
- ▶ Mental health team
- ▶ Public health nurse
- ▶ School counsellor
- ▶ School social worker
- ▶ Family support agencies
- ▶ Community cultural centre services



## Offering Support Resources

Skylight is a specialist NZ trauma and grief support agency that has available support resources to help people, of all ages, deal with the earthquake's aftermath. Some of the most useful resources are:

- Death Without Warning - a NZ handbook
- Something Has Happened - for 3-6 yr olds
- When Tough Stuff Happens - for 7 - 12 yr olds
- The Journey Through - for teens
- Grief is Like a Wave - a booklet for teens and adults
- Understanding the Losses - for parents and those supporting children
- When You're Grieving - for adults
- A range of booklets for children and adults on bereavement, injury, and other topics.

See [www.skylight.org.nz](http://www.skylight.org.nz) or phone 0800 299 100 for more about these.

# Skylight's ongoing support services for businesses

## Earthquake Support Website

Skylight has set up an extensive earthquake trauma and recovery support webpage for families, friends, carers, support professionals, organisations, employers and managers. See [www.skylight.org.nz](http://www.skylight.org.nz) – links to the support page are on the homepage and can assist with the grief, trauma and loss support and recovery right now, and in weeks and months to come. It features key information, links, downloads, helpful articles and support resources relating directly to loss, disaster, trauma, bereavement and grief – for people of all ages.

In addition, Skylight can offer the following to businesses:

## When Trauma and Grief Come to Work

A practical handbook for organisations, employers and managers to support staff, clients and customers in the aftermath of the Canterbury earthquakes

This handbook is available for download from our website [www.skylight.org.nz](http://www.skylight.org.nz)  
For further hardcopies please phone 0800 299 100  
or email [reception@skylight-trust.org.nz](mailto:reception@skylight-trust.org.nz)

## Earthquake Support Phone Counselling

This will be available free, for anyone impacted by the earthquake in any way, and delivered by

professionals experienced in trauma and grief support. Available 9am – 5pm weekdays.  
Phone 0800 299 100 to arrange a phone appointment.

## Training and Workshops

Skylight can offer training to businesses to better equip them with skills and strategies to effectively support staff, customers and clients impacted by the earthquakes and their aftermath, and to look after themselves.

Topics can include:

- trauma
- PTS – post traumatic stress and coping with it
- grief
- survivor guilt
- vicarious trauma and grief
- self care
- professional resilience
- starting conversations around difficult topics
- dealing with traumatised and grieving clients/customers.

## Personalised Support Packs Posted

You can request a personalised support pack for your own family, staff, and clients, tailor-made for their particular circumstances, which will be posted. We have a wide range of specialised support information relating to earthquakes, disaster and trauma. To request this phone 0800 299 100 or +64 4 939 6767  
or email [rs@skylight-trust.org.nz](mailto:rs@skylight-trust.org.nz)



Courage does not always roar.  
Sometimes, it's the quiet voice at the end of the day  
gently saying,  
"I will try again tomorrow".

Maryanne Radanbacher

# Business continuity and recovery information and support links

Business continuity and recovery play a pivotal role in keeping your business or organisation running in the midst of disruptive events. Your business may already be working to action a plan you had in place for such a time. Or you may have found that this event is of such severity and impact that you need a different plan. Or you may not know where to start.

There are many avenues to source help with your business recovery and continuity. See below a list of key links and contacts, but also contact your own service providers to see what assistance they can offer you.

## Recover Canterbury

[www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)

This website provides practical advice and extensive information for business continuity and recovery following the Canterbury earthquake.

## Support for Small Businesses

<http://www.business.govt.nz/news-and-features/news-test/support-for-canterburys-small-businesses-and-their-employees>

## Business New Zealand

[www.business.govt.nz/managing/implementing-health-and-safety/recovering-from-a-disaster](http://www.business.govt.nz/managing/implementing-health-and-safety/recovering-from-a-disaster)

Information for businesses in Canterbury and Canterbury affected by the earthquakes, provided by the NZ government's business support site. This page outlines some of the steps you can take to help your business recover

from a disaster and provides many excellent links.

If you need help and advice about business issues arising from the Earthquakes you can call the government's Biz Information line on 0800 42 49 46.

## Department of Labour

[www.dol.govt.nz/quake/](http://www.dol.govt.nz/quake/)

Providing online advice designed to help businesses and employees make good, safe, sensible and practical decisions in this difficult time. Includes information on Health and Safety and on Employment Relations matters.







## ACC

[www.acc.co.nz](http://www.acc.co.nz)

ACC is aware of the immediate needs of businesses in the Canterbury region, and their employees. All levy invoices that were due to be sent to self-employed people and businesses in the Canterbury region are now on-hold. This will be reviewed on Tuesday 22 March. They have also put on-hold any debt collection activity. They have a range of payment options available to businesses, including direct debit payments and payment plans. If you are concerned about your levy or making a payment, please contact them to discuss the options available to you. Making a claim: If any of your employees were injured in the earthquake, then if they have not already done so, the first step should be for them to see a treatment provider. The provider will help them fill in an ACC claim form and send it to ACC.

ACC have staff and specialist teams in Canterbury and across the country who are able to help injured people. They will work with you and your employee to understand their needs and any safe return-to-work options, subject to local resource availability. Should ACC need

to set up a weekly compensation payment for your employees and you are unable to provide ACC with the earnings information they need, please let them know as soon as possible. They will be able to source some information from Inland Revenue, so that payments can be made to your staff. ACC's Business Service Centre is available from 8am to 6pm Monday to Thursday, and 8am to 5pm on Friday. Call 0800 222 776.

For ACC claims enquiries please call 0800 101 996.

Fact sheets and up-to-date information for businesses, including information for injured people, is also available at <http://www.acc.co.nz/making-a-claim/canterbury-earthquake/index.htm>

## Inland Revenue

[www.ird.govt.nz](http://www.ird.govt.nz)

Inland Revenue understands that if you're in Canterbury or the Canterbury region your first priority will be your families and homes. However, they recognise that taxpayers will face difficulty as a result of the earthquake and will eventually need information on different aspects of taxation as well as other programmes they administer, such as Working for Families Tax Credits, student loans and child support. Inland Revenue will take a flexible approach to quake victims, and will take account of the impact of the February Canterbury earthquake when dealing with the tax matters of individuals and businesses affected.

They have a special Inland Revenue Disaster Response phone line if you're facing difficulties - 0800 473 566.

# Factors that build up resilience

Research confirms these factors play a significant part in helping us to build up our resilience to cope with life's knock backs. They are just as relevant to businesses and organisations as they are to individuals.



- ▶ **Support circle** – positive relationships with supportive family, whānau, friends and colleagues
- ▶ **Self worth**– believing in one's own value
- ▶ **Sense of competence** – knowing one's strengths
- ▶ **Life skills** – problem solving, decision making, communication, goal setting, information sourcing
- ▶ **Flexibility** – able to adjust and bend a little as circumstances change
- ▶ **Creativity** – trying to approach things in new ways
- ▶ **Sense of humour** – being able to laugh at things, to put things into perspective at times
- ▶ **Perseverance** – giving things a go, and keeping on trying and working at it – despite set backs
- ▶ **Self care** – caring for personal needs as a way of building up one's strength
- ▶ **A hopeful outlook** – looking beyond the present to a more positive future ahead.



**“Although the world is full of suffering,  
it is also full of the overcoming of it.”**

*Helen Keller*

He aha te mea nui o te ao?  
He tangata! He tangata! He tangata!

What is the most important thing  
in the world?

It is people! It is people! It is people!



[www.skylight.org.nz](http://www.skylight.org.nz)