



4 MAY 2018

Dear [REDACTED]

On 18 February 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

*Many of your clients face considerable barriers to employment due to discrimination e.g tangata whenua, ethnic or cultural minorities, the disabled, mental illness etc*

- 1) Please provide a list of programmes that target specific disadvantaged groups/demographics*
- 2) What training do you offer staff for helping clients from such groups/demographics?*
- 3) To you recruit staff who have specific knowledge regarding such groups/demographics?*
- 4) Are there any programmes designed with LGBTI people in mind?*
- 5) Is there any training offered for staff to help LGBTI clients?*
- 6) Do you recruit staff who have specific knowledge regarding LGBTI clients?*

Your questions are addressed below, some have been grouped together as the responses are related.

- 1) Please provide a list of programmes that target specific disadvantaged groups/demographics*

The Ministry takes into account the diversity of New Zealand's population and designs policies and delivers services to address the needs of all New Zealanders. As such, all programmes and services the Ministry delivers are designed with disadvantaged groups and demographics in mind.

The following list is some examples of programmes that are specifically designed to meet the needs of certain groups. This is by no means an exhaustive list of programmes and services offered by the Ministry, but provides examples of services that best match the information you are requesting. These examples have been grouped by service offered.

## **Work and Income Vocational Services**

- *Work Focussed Case Management – including Health Condition, Injury or Disability (WFCM-HCD)* - WFCM-HCD is a one-to-one intensive service. It is a service for clients on a Jobseeker Support benefit with a medical deferral that means they are unable to work 15 hours or more a week (due to their health condition, injury or disability). The service aims to help clients prepare for and move into work.
- *Supported Living Payment Opt-In* - Supported Living Payment Opt-In allows eligible clients who receive Supported Living Payment to work intensively with a case manager in the WFCM-HCD service to help them achieve their goal to regularly work more than 15 hours per week. Further information about this programme is available here: [www.workandincome.govt.nz/look-for-work/job-search/opt-in/](http://www.workandincome.govt.nz/look-for-work/job-search/opt-in/).
- *Work to Wellness* - Work to Wellness is a contracted service, designed to assist people with a mental health condition into work in the Auckland, Waikato, Central, Canterbury and Southern regions.
- *EmployAbility* - EmployAbility is a collaborative approach to assist disabled clients and clients with a health condition who want to work, to gain or move towards sustainable employment.

The Ministry also funds contracted providers to offer the following vocational services:

- Community Participation services which contribute towards disabled people having a good life, in everyday places, as others do at similar stages of life. This enables disabled people to participate in and make a positive contribution to their communities. These services also play a role in helping to build welcoming communities and mainstream services and form employers' confidence in employing disabled people.
- The Employment Service (the Service) supports clients with a disability or health condition to gain sustainable employment and move closer to financial independence. This is achieved through the provision of employment-related case management, placement into open and inclusive employment, and any required post-placement support aligned with the client's Individual Employment Plan. The Service is intended to focus on assisting clients to find or return to sustainable employment as quickly as possible.
- The Business Enterprise services provide individually-tailored support to people to participate in employment where wages are paid under a current Minimum Wage Exemption, granted by a Labour Inspector from the Ministry of Business, Innovation and Employment. This service enables people to contribute to their communities in ways valued by them and their communities, learn new skills to help them manage their lives and overall well-being, and to participate in their communities by maintaining and developing social and support networks.
- Transition Services provides uninterrupted movement of students with a disability or health condition aged between 16 and 21, funded by the Ongoing

Resource Scheme (ORS) in their last year of school or tertiary education into post-school education, employment and/or community services and activities, to ensure that there is a co-ordinated plan implemented to assist the student with achieving their transition goals.

- Very High Needs Services engage with people who have a broad range of abilities and aspirations. An individual plan is developed for realising the person's goals and the provider will facilitate and support the client to participate in their communities in ways that are meaningful to them, and enhance their quality of life. The target group for this service is disabled people who need support to participate in and contribute positively to their communities.

The Ministry also provides advice and support to employers who have employed a disabled person or a person with a health condition. Further information about this is available here: [www.workandincome.govt.nz/employers/help-with-recruitment/hire-someone-with-a-disability-or-health-condition.html](http://www.workandincome.govt.nz/employers/help-with-recruitment/hire-someone-with-a-disability-or-health-condition.html) and here: [www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/disabilityconfidentnz/index.html](http://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/disabilityconfidentnz/index.html)

The Ministry provides a number of other services to help all clients when they are looking for and moving into work, further information about this is available here: [www.workandincome.govt.nz/move-into-work/](http://www.workandincome.govt.nz/move-into-work/) and here: [www.workandincome.govt.nz/look-for-work/](http://www.workandincome.govt.nz/look-for-work/).

## **Housing**

- Housing First, has been operating in Auckland since March 2017, and is an internationally-recognised approach to addressing chronic homelessness. It provides stable housing (public or private) to people experiencing homelessness and who often have multiple and complex needs, before providing them with access to the support services they need to address issues underpinning their homelessness and to achieve positive long-term outcomes.
- As at 31 December 2017, 176 participants have been placed into secure and stable accommodation in both the public housing and private housing market. This number doesn't reflect the children and other family members of the participants that have been helped as well. The Ministry is working towards expanding this successful pilot to other regions such as Christchurch, Tauranga and Wellington. Further information about Housing First is available here:
- <https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/social-housing/housing-first.html>
- The Ministry also has contracts with over 25 public housing and transitional housing providers who are Māori, Iwi or Pacific providers; while they provide services to a range of clients, they understand and deliver support in a way that meets the needs of Māori and Pacific families. Further information about public and transitional housing is available here:
- <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/housing/housing-quarterly-report.html>

## **Youth**

- Work and Income Services available for youth are outlined on the Work and Income website here: [www.workandincome.govt.nz/eligibility/16-19-year-olds/index.html](http://www.workandincome.govt.nz/eligibility/16-19-year-olds/index.html)
  - The Youth Service aims to help youth who are at risk of long-term benefit receipt by supporting them to achieve qualifications and independence. The service is compulsory for people aged 16-18 who are receiving a youth benefit; either the Youth Payment or Young Parent Payment.  
  
The service is also available on a voluntary basis for young people aged 16 and 17 years who are Not in Education, Employment or Training (NEET), or who are at risk of becoming NEET. Young people receive support to further their education and training by enrolling with approved service providers. These community-based providers give guidance, support and encouragement to young people to help them find appropriate education, training or work-based learning to give them the skills to get a job and live independently. Further information about NEET is available here: [www.workandincome.govt.nz/providers/programmes-and-projects/youth-service.html](http://www.workandincome.govt.nz/providers/programmes-and-projects/youth-service.html)
  - The Limited Service Volunteer (LSV) programme is for young people aged from 17 to 25 years old receiving a benefit from Work and Income. LSV is a six-week hands-on motivational and training programme for young people run by the New Zealand Defence Force on behalf of Work and Income. Young people on the programme improve their job prospects, increase their confidence, and make new friends while living at a military camp during the course. [www.workandincome.govt.nz/look-for-work/get-work-ready/limited-service-volunteer.html](http://www.workandincome.govt.nz/look-for-work/get-work-ready/limited-service-volunteer.html)
- The Ministry of Youth Development (MYD), which sits within the Ministry of Social Development, is responsible for ensuring the proportion of annual funding targeted to youth from disadvantaged backgrounds is at least 30 per cent. In 2016/2017 MYD exceeded the target and invested 43 per cent of total funding for youth development opportunities targeted at young people from disadvantaged backgrounds. Young people from disadvantaged backgrounds can include those who lack financial resources, a sense of belonging, sufficient social or environmental resources.

Further information about MYD's work is available from their website here: [www.myd.govt.nz/](http://www.myd.govt.nz/)

## Seniors

- The Office for Seniors, which is part of the Ministry of Social Development, works with local, regional and central government, and community organisations to promote the wellbeing of older people, and create awareness of the opportunities and challenges of New Zealand's ageing population. Further information about their work is available from their website here: <http://superseniors.msd.govt.nz/>
- 2) *What training do you offer staff for helping clients from such groups/demographics?*

5) *Is there any training offered for staff to help LGBTI clients?*

Below are some of the programmes the Ministry runs for staff out of its Learning and Development work shop that have a focus on supporting positive and engaging relationships, including with clients from disadvantaged groups.

- Lives Like Mine – Role of Empathy – this programme explores the influence of initial assumptions and value systems and the importance of self-awareness and reflection.
- Lives Like Mine – outtakes reflection and practice - this programme explores diversity and inclusion, people’s backgrounds, cultural differences and unconscious bias.
- Mental Health 101 – delivered by mental health professionals this one day programme helps people recognise, relate and respond to people experiencing mental illness or distress. All client facing staff also receive Mental Health 101 training as part of staff induction and there is a Disability Awareness component to this training.
- New Zealand Certificate in Health and Wellbeing – this qualification includes learning in reflective practice when working with clients who experience barriers in terms of health/disability. The programme includes learning in Te Ao Māori, and Māori models of wellbeing including Te Whare Tapa Wha.
- Te Tiriti o Waitangi – impacts on wellbeing and social/demographic impact for Māori.

In addition, the Ministry’s Regional Health and Disability teams support Work and Income regions to improve understanding, remove inequalities, promote inclusion and improve employment outcomes for clients with a health condition or a disability. The team work collaboratively with health, disability and other providers to ensure clients are linked to the right services and support. The teams are made up of three key roles; the Regional Health Advisor, Regional Disability Advisor and the Health and Disability Coordinator.

While the Ministry does not provide training for staff specifically to help lesbian, gay, bisexual, transgender, intersex (LGBTI) clients, the Ministry does provide training developed with a focus on working with clients based on their individual circumstances rather than referring to specific disadvantages or demographics. This content is delivered to Service Delivery staff as workshops and online training. Workshops are held across the regions and online training is self-directed learning guided by managers and/or trainers. The material includes videos, PowerPoint presentations, quizzes, and forums for discussion.

This training is underpinned by the ten *Effective Engagement Workshops* that were deployed to Work Focussed Case Managers in 2017 around the five stages of case management as follows:

- Building rapport
- Gathering information
- Goals, planning, problem solving
- Support and next actions
- Review

- 3) *Do you recruit staff who have specific knowledge regarding such groups/ demographics?*
- 6) *Do you recruit staff who have specific knowledge regarding LGBTI clients?*

The Ministry seeks to employ a diverse range of employees but does not typically seek to recruit staff who have specific knowledge regarding certain groups or demographics, unless that is specifically required for the role being recruited for. For instance in recognition of the Ministry's obligations under the Treaty of Waitangi, the Ministry employs a Capability Advisor-Māori who provides advice and assistance to Ministry staff and managers on Tikanga Māori and Māori issues and facilitates consultation with Māori on human resources matters.

The Ministry has undertaken a number of activities to ensure that its recruitment processes are accessible for everyone applying for a role here. Examples include making electronic recruitment submissions accessible and removing non-essential requirements from the applications processes that may preclude disabled people such as holding a driver's licence. The Ministry has also removed some requests for some personal information (such as ethnicity) from the recruitment application form. The Ministry does ask some additional questions about a person at the on boarding stage, once a hiring decision has been made, however this is voluntary and primarily used to ensure the Ministry can support the staff member in the workplace.

The State Services Commission led work in the 1980's and 1990's across all government agencies to ensure agencies were aware of their obligations to provide equal employment opportunities and to meet their requirements to be a good employer. The State Sector Act 1988 introduced obligations in relation to equal employment opportunities and good employer requirements. This was followed by the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

The Ministry has adopted these statutory obligations and incorporated these principles into its standard operating procedures that form part of the Ministry's management of people capability and human resources. An example of this is that all staff at the Ministry adhere to the State Services Commission's Code of Conduct that promotes fairness and respect to everyone regardless of who they are, what their backgrounds are or what their needs are.

The Ministry is committed to promoting equality and diversity within a positive work culture that is based on respect, fairness and valuing individual difference. The Ministry promotes equality and diversity by:

- ensuring work practices and policies meet all state sector and legislative obligations
- integrating equality and diversity principles into strategic and business planning
- encouraging a diverse range of employees to work in the Ministry and providing reasonable accommodation so all employees can contribute to their full potential
- proactively identifying and eliminating practices and barriers that would limit the employment opportunities and aspirations of all groups including Māori, ethnic and minority groups, women and disabled people
- creating an environment in which employees are supported to be safe, strong, and independent

- encouraging employees to understand their personal values, and to appreciate and accommodate the values and needs of others.

Enclosed is information about this commitment to fairness and equality which is available on the Ministry's internal website for all staff to access. The following documents are enclosed:

- 'Equality and Diversity commitment',
- 'Promoting equality and diversity'
- 'Equal Employment Opportunities (EEO) Policy'
- 'Recruitment Policy'
- 'Accommodating diversity in the workplace'

The Ministry adheres and is committed to an Equal Employment Opportunities (EEO) Policy. The Ministry recognises the need to proactively identify and eliminate practices, policies and procedures (or any institutional barriers) which may cause or perpetuate inequality on the following grounds: sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status or sexual orientation.

To demonstrate its good employer and EEO obligations under the State Sector Act 1988 the Ministry reports to the State Services Commission annually on progress made on EEO.

#### 4) *Are there any programmes designed with LGBTI people in mind?*

The Ministry does not deliver policies and programmes that are targeted specifically to LGBTI people. All Ministry funding can be accessed by the LGBTI community.

The Ministry including MYD fund a number of initiatives that support the LGBTI community and promote their inclusion.

In 2014, MYD led consultation with the LGBTI youth communities to discuss how they could work with government agencies to improve the lives of young LGBTI people and support them to thrive, achieve and belong.

During the consultation, LGBTI communities identified six key objectives that are important to them:

- LGBTI young people are included, visible and valued
- the LGBTI youth sector is strengthened and supported
- LGBTI young people participate confidently in their communities and whānau
- LGBTI young people have access to positive environments for learning
- LGBTI young people access appropriate healthcare when they need it
- LGBTI young people access supportive social services when they need them and are treated with dignity in the justice system.

In 2015, MYD led the development of a cross-agency Government response to this consultation, titled '*Supporting LGBTI Young People in New Zealand*', which was framed around these six objectives. The Government response is available on the

Ministry website and can be accessed here: [www.msd.govt.nz/documents/about-msd-and-our-work/newsroom/lgbti-release-ministry-of-youth-development.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/newsroom/lgbti-release-ministry-of-youth-development.pdf)

Since then MYD:

- committed \$150,000 in funding in November 2015, over the next three years, for Auckland organisation RainbowYOUTH to develop and increase support services for LGBTI young people
- completed an evaluation in December 2016 of the Inside Out<sup>1</sup> resource, a video-based teaching resource designed to reduce homophobic and transphobic bullying by increasing understanding and support of sex, gender and sexuality diversity. Information about the Inside Out resource is available online <http://insideout.ry.org.nz/>.

Compared with their peers, LGBTI youth have higher rates of bullying, self-harm, mental health problems, and difficulties accessing health care. In recognition of this MYD has had a focused work programme to support the development of LGBTI youth, and has ring-fenced \$80,000 annually for three years (ending 30 June 2020) to invest in LGBTI-specific initiatives.

The table overleaf shows a summary of initiatives the Ministry funded or will fund to support LGBTI young people for the 2016/17, 2017/18, and 2018/19 financial years, as at 31 March 2018.

---

<sup>1</sup> Note: InsideOUT refers to the Non-Governmental Organisation, whereas Inside Out refers to the video resource developed by CORE Education, Rainbow Youth and Curative.



**Summary of initiatives the Ministry funded or will fund to support LGBTI young people for the 2016/17, 2017/18, and 2018/19 financial years, as at 31 March 2018.**

<b>Organisation / initiative</b>	<b>Initiative details</b>	<b>Financial year/s funded</b>
RainbowYOUTH	To develop and increase support services for LGBTI young people. To work with MYD and partners in the LGBTI and youth sector, to build capacity and support the increase of direct services for and by LGBTI youth.	2017/18
RainbowYOUTH	To expand the RainbowYOUTH regional outreach programme (the Ripple Project) to the Taranaki region. This will provide the opportunity for young people (in the Taranaki region) who are aged 12 to 24 to receive mentoring to facilitate personal, social and educational growth in the LGBTI community. This will be done by working alongside existing youth services, and existing queer and gender diverse leaders in the Taranaki region.	2017/18
RainbowYOUTH	One off youth development initiatives for LGBTI community involving mentoring, volunteering and leadership. To support RainbowYOUTH Incorporated and Auckland Pride have to deliver a collaborative youth development initiative engaging young people, aged 16 to 24 years, in community-based leadership and volunteering opportunities.	2017/18
RainbowYOUTH	Funding to support the development of the resource 'Whanaungatanga: Making Rainbow Relationships Work (working title)' to promote healthy relationships for LGBTI/takataapui. (Ministry Funding for It's not OK Campaign)	2017/18
RainbowYOUTH	To develop and increase support services for LGBTI young people to work with MYD and partners in the LGBTI and youth sector. To build capacity and support the increase of direct services for and by LGBTI youth.	2016/17
RainbowYOUTH	Extend the partnerships between RainbowYOUTH, Q-Topia and groups in the Otago/Southland areas, with a specific focus on further connecting young people in those areas with each other.	2016/17
InsideOUT <sup>1</sup>	To support the delivery of focused workshops targeted at young people, aged 12 - 24 years, of minority sexualities, including LGBTI youth, to develop participant's leadership skills, increase their capability and resilience and support them to participate confidently in their communities.	2016/17, 2017/18, 2018/19
InsideOUT	One off youth development initiatives for LGBTI community involving mentoring, volunteering and leadership. To support the development of online and web resources through supporting young people to share their stories.	2017/18
InsideOUT	To provide a compilation of online and offline resources including queer literature, books, zines and magazines that provide positive and affirming stories centred around the LGBTI youth community. This resource will be promoted to libraries, queer straight alliance groups and schools. Community and school libraries will be asked to have a rainbow/pride display and to find ways of identifying rainbow relevant books in their collections with the idea of having local writers do talks, panel discussions and workshops.	2017/18
InsideOUT	Rainbow Minorities is an awareness raising campaign about the Rainbow communities in New Zealand. Young people will be involved in the planning, production and delivery of the project, gaining confidence and developing their leadership skills.	2016/17

<sup>1</sup> Note: InsideOUT refers to the Non-Governmental Organisation, whereas Inside Out refers to the video resource developed by CORE Education, Rainbow Youth and Curative.

In addition, some funding is provided by the Ministry through the 'It's Not OK' campaign, for initiatives that would provide other kinds of support for LGBTI people.

The table below gives a summary of 'It's Not OK' funding for initiatives that provide support to this group.

Provider	Provider service description
RainbowYOUTH	Funding to support the Rainbow Youth Takatāpui Resource to be produced in 2016 for parents and whānau of takatāpui rangatahi. The resource was developed in a partnership between Rainbow Youth, It's not OK Campaign, Mental Health Foundation and Te Kaha o Rangatahi, and Tiwhanawhana (Resource available here: <a href="https://takatapui.nz/#home">https://takatapui.nz/#home</a> ).
Mental Health Foundation	To develop an online and print resource that will promote healthy relationships by providing examples that cover a range of cultural, gender and sexual identities and relationship forms; monogamous, polyamorous, asexual/aromantic, and inter-racial in order to support and encourage people in unhealthy situations.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Marama Edwards  
**Group General Manager Community Partnerships and Programmes**

Home » Working here » Joining, transferring & leaving » **Equality and Diversity Commitment**

## Equality and Diversity Commitment

MSD is committed to being a good employer and applying the principles of equal employment opportunities. This page outlines the values of equal employment opportunities and what these mean for both staff and the Ministry.

The Ministry of Social Development is committed to:

promoting equality and diversity within a positive work culture that is based on respect, fairness and valuing of individual difference

enhancing work practices and performance that integrate diverse perspectives

complying with all relevant equality legislation, Government strategies and policies, and best practice guidelines

### Scope

This commitment applies to all employment practices at the Ministry and to all Ministry employees (permanent, fixed term, temporary and casual), people applying for employment (including potential applicants) at the Ministry and contractors.

### Critical Success Factors

Our commitment will be demonstrated by the Ministry of Social Development:

leaders valuing and promoting equality and diversity

strategic and operational plans incorporating equality and diversity

diverse workforce being capable to deliver MSD's purpose and principles

employment practices recognising equity, and ensuring equal opportunity for participation

promoting respect and fairness

advancing the aspirations of Māori and Pacific staff in accordance with the Māori and Pacific People strategies, and disabled staff in accordance with Disability strategies

promoting and supporting work / life balance

### Definitions

Equality and diversity means:

treating people fairly and with respect, ensuring equality of access to opportunities (equality)

understanding, appreciating and realising the benefits of individual differences (diversity)

### Related Guidelines

[Promoting equality and diversity \[http://doogle/working-here/managing-staff/recruiting-staff/promote-equality-diversity.html\]](http://doogle/working-here/managing-staff/recruiting-staff/promote-equality-diversity.html)

[Accommodating diversity in the workplace \[http://doogle/working-here/managing-staff/recruiting-staff/accommodating-diversity-in-the-workplace.html\]](http://doogle/working-here/managing-staff/recruiting-staff/accommodating-diversity-in-the-workplace.html)

### Legislation and Reference Documents

Employment Relations Act 2000

Human Rights Act 1993

Health and Safety in Employment Act 1992

NZ Bill of Rights Act 1990

State Sector Act 1988

Parental Leave and Protection of Employment Act 1987

Equal Pay Act 1972

Equality and Diversity - New Zealand Public Service Equal Employment Opportunity Policy 2008

New Zealand Disability Strategy 2000

United Nations Convention on the Rights of Persons with Disabilities

### Related Policies

[Equal Employment Opportunities \(EEO\) Policy \[http://doogle/resources/helping-staff/policies-standards/hr/equal-employment-opportunities-policy.html\]](http://doogle/resources/helping-staff/policies-standards/hr/equal-employment-opportunities-policy.html)

[Recruitment Policy \[http://doogle/resources/helping-staff/policies-standards/hr/recruitment-policy.html\]](http://doogle/resources/helping-staff/policies-standards/hr/recruitment-policy.html)

[Workplace Harassment and Bullying Policy \[http://doogle/resources/helping-staff/policies-standards/hr/hr-policies/workplace-harassment-bullying-policy/workplace-harassment-bullying-policy.html\]](http://doogle/resources/helping-staff/policies-standards/hr/hr-policies/workplace-harassment-bullying-policy/workplace-harassment-bullying-policy.html)

[Secondment Policy \[http://doogle/resources/helping-staff/policies-standards/hr/secondment-policy.html\]](http://doogle/resources/helping-staff/policies-standards/hr/secondment-policy.html)

[www.EEOTrust.org.nz \[http://www.eeotrust.org.nz/\]](http://www.eeotrust.org.nz)

SSC Website:

[www.ssc.govt.nz \[http://www.ssc.govt.nz/\]](http://www.ssc.govt.nz)

**Content owner:** [Human Resources](#) **Last updated:** 26 January 2016

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

Home » Working here » Recruiting to the Ministry » Recruiting staff » Promoting equality and diversity

## Promoting equality and diversity

These guidelines support the Ministry's commitment to:

promote equality and diversity within a positive work culture that is based on respect, fairness and the valuing of individual difference

enhancing work practices and performance that integrate diverse perspectives

complying with all relevant equality legislation, Government strategies and policies, and best practice guidelines

### Overview

Equality and diversity are key ingredients to organisational success. Whilst MSD bases appointments on merit we also recognise and support the employment aspirations of Māori, ethnic and minority groups, women and people with disabilities.

When promoting equality we treat people fairly and ensure equal access to opportunities so everyone is able to: participate and compete equitably; develop to their full potential; and be rewarded fairly for their contribution regardless of gender, ethnicity, disability, sexual orientation, age and family circumstance.

When promoting diversity we value individuals, and support each other to be safe, strong and independent. The result is a workplace where everyone understands, appreciates and realises the benefits of individual difference.

The Ministry's [Equality and Diversity Commitment](http://doogie.working.here/joining-us/eoo.html) [http://doogie.working.here/joining-us/eoo.html] and [EEO Policy](http://doogie.ssi.govt.nz/resources/helping-staff/policies-standards/hr/equal-employment-opportunities-policy.html) [http://doogie.ssi.govt.nz/resources/helping-staff/policies-standards/hr/equal-employment-opportunities-policy.html] cover all employment practices including:

Recruitment and selection

Employment terms and conditions

Training and career development

Leadership and management

### How the Ministry promotes equality and diversity

The Ministry promotes equality and diversity by:

Ensuring work practices and policies meet all state sector and legislative obligations

Integrating equality and diversity principles into strategic and business planning.

Encouraging a diverse range of employees to work in the Ministry and providing 'reasonable accommodations' [<http://doogie.working.here/managing-staff/recruiting-staff/accommodating-diversity-in-the-workplace.html>] so all employees can contribute to their full potential.

Proactively identifying and eliminating practices and barriers that would limit the employment opportunities and aspirations of all groups including Māori, ethnic and minority groups, women and disabled people.

Creating an environment in which employees are supported to be safe, strong, and independent

Encouraging employees to understand their personal values, and to appreciate and accommodate the values and needs of others.

Providing development opportunities and support so all employees can contribute and draw from their range of knowledge and experience, as well as develop their potential

### How all employees promote equality and diversity

Managers promote equality and diversity by:

Implementing the Ministry's policy and practices that relate to equality and diversity.

Providing a supportive and safe work environment, where staff have access to 'reasonable accommodations' [<http://teamsite.ssi.govt.nz/working-here/managing-staff/recruiting-staff/accommodating-diversity-in-the-workplace.html>] that enable them to perform to their full potential.

Recognising that equity does not mean treating everyone exactly the same.

Encouraging staff to understand and show respect for diversity in the workplace, as well as building their awareness of its relevance to the way the Ministry works.

Modelling their commitment by valuing differences, engaging with employees to understand their needs and treating everyone fairly.

#### **Mental Health Condition:**

It is important that where a mental health condition may be a factor, managers read the Ministry's guidance on managing performance issues which may result from the mental health condition.

Prior to any action being taken, such as talking to, meeting with or writing to an employee, managers must seek advice from the HR Consultancy team.

[Mental Health Guidelines \(PDF 351.34KB\) \[http://doogic/documents/resources/helping-staff/forms-templates/hr/mental-health-guidance-gmhr.pdf\]](http://doogic/documents/resources/helping-staff/forms-templates/hr/mental-health-guidance-gmhr.pdf)

All staff promote equality and diversity by:

Identifying and assisting the Ministry to remove barriers.

Developing an understanding of the values and needs of different groups and providing a supportive and safe environment for colleagues.

Being receptive and responsive to the reasonable accommodations that are provided.

The Human Resources Group promote equality and diversity by:

Developing and maintaining people policies and strategies that support diversity and equality, and providing timely input to the business planning process.

Advising and supporting managers and staff on equality and diversity.

**Content owner:** [Human Resources](#) **Last updated:** 24 March 2016

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Equal Employment Opportunities (EEO) Policy

The policy for equal employment opportunities is outlined on this page. This includes the legislation that guides equal employment opportunities and the responsibilities of managers, HR and staff.

On this Page:

This policy is part of MSD's [Equality and Diversity Commitment \[http://doogole/working-here/joining-us/eoo.html\]](http://doogole/working-here/joining-us/eoo.html).

### Objective

The Ministry of Social Development (the Ministry) is committed to the principles of equal employment opportunities and being a good employer. We apply this through supporting and promoting good EEO practices across the Ministry. EEO is one of the ways the Ministry recognises and supports the aims and aspirations of Māori, thereby contributing to the spirit of partnership envisaged by the Treaty of Waitangi.

### Background

EEO is about removing barriers so all staff have opportunities to develop and progress in the workplace. EEO practices lead to staffing within the Ministry of Social Development that reflects the values and composition of the community, assisting in improved policy development and service delivery.

The Ministry recognises the need to proactively identify and eliminate practices, policies and procedures (or any institutional barriers) which may cause or perpetuate inequality on the following grounds: sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status or sexual orientation.

EEO is good management practice because, when consistently applied, it will:

Foster an organisational culture that is inclusive, respectful and responsive which enables access to work, equitable career opportunities, and maximum participation for members of designated groups and all staff.

Ensure procedural fairness as an integral part of all strategies, systems and practices.

Bring the skills and perspectives of all groups of people to all levels of staff and management.

Lead to staffing that reflects the values and composition of the community and contributes to providing a better quality service.

Enhance job satisfaction and performance and encourage harmonious working relationships.

To demonstrate its good employer and EEO obligations under the State Sector Act 1988 the Ministry reports to the State Services Commission annually on progress made on EEO.

### Legislative Framework

The Ministry complies with the legislative requirements of the State Sector Act (1988) and the Human Rights Act (1993) and uses the Public Service EEO Policy to 2010 as a resource document.

### EEO Policy Principles

The Ministry will endeavor to include EEO principles into everyday staff and management practices by:

Integrating EEO principles into the strategic and business planning process, ensuring that EEO is not a stand-alone practice

Developing an environment where staff diversity is welcomed and valued.

Providing an environment where staff treat each other with respect and operate professionally.

Developing Māori and Pacific staff in accordance with the Māori and Pacific People strategies.

Working to remove the barriers to participation faced by people with disabilities as set out in the New Zealand Disability Strategy.

Encouraging a diverse range of employees to work in the Ministry.

Identifying and eliminating discriminatory practices based on sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status or sexual orientation.

Proactively seeking to reflect the ethnicity of the community in employees of the Ministry.

This will be achieved by:

Ensuring all policies and practices comply with the EEO policy.

Implementing family-friendly practices in the workplace

Providing equal opportunities for all staff.

Ensuring EEO principles and activities are reflected in recruitment processes, job descriptions, employment agreements and performance agreements and the induction process for new staff.

Promoting and respecting diversity and openness among staff.

Creating an environment, which is free from harassment for staff, clients, stakeholders and visitors.

Providing development opportunities and support to staff, so they can contribute to their full potential and draw from their range of knowledge and experience.

Removing potential barriers for staff to both access training and development opportunities and to assist them to reach their full potential.

Working with staff to find solutions that work for them and the Ministry eg. networks, kapa haka groups.

Continuing to develop programmes, for example, Cultural Awareness programmes that encourage the breakdown of traditional stereotypes and assist staff in their employment with the Ministry.

## Responsibilities

Managers are responsible for:

implementing this policy and ensuring that staff understand what EEO means

modelling their commitment to EEO in all their actions

enabling and encouraging staff to participate in EEO related activities

assisting with the collection of EEO data, especially through the appointment process and surveys.

The Human Resources Team are responsible for:

monitoring the effectiveness of Ministry action taken in terms of EEO

collecting and maintaining EEO data

advising and supporting staff and managers

reporting progress in the Ministry against the Public Service EEO Policy to 2010 to the State Services Commission

developing and maintaining EEO policies and strategies

providing EEO input to business planning processes.

Staff are responsible for:

complying with relevant legislation and policies and conducting themselves in a way that supports EEO principles and practices.

## EEO Resources

MSD EEO Working document

MSD Māori Strategy

MSD Pacific Island Strategy

Gatherings – A strategy for Ethnic Minority people

Pathways – A strategy for people with disabilities

NZ Disability Strategy

Workplace Harassment Policy

## References

MSD EEO Working Document

Collective Agreement/Individual Agreement

Puao te-ata-tu

State Sector Act 1988

Human Rights Act 1993

Employment Relations Act 2000



NZ Bill of Rights Act 1990  
Equal Pay Act 1972  
Parental Leave and Employment Act 1987  
Health and Safety in Employment Act 1992  
EEO Trust

Content owner: National Communications Last updated: 16 April 2014

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Recruitment Policy

This page outlines the Ministry of Social Development's recruitment policy.

On this Page:

### Statement of purpose

The Ministry of Social Development (Ministry) is committed to recruiting people with the skills and qualities necessary to carry out their roles effectively, efficiently and in keeping with the Ministry's values.

The Recruitment Policy and procedures are intended to assist people within the Ministry who are responsible for recruitment to make fair and objective selection decisions that support the Ministry in achieving its vision and goals.

### Background

Recruitment is a key part of the Ministry's Human Resources function and forms an integral part of its policies and procedures.

The Recruitment Policy applies to the appointment of permanent, temporary (fixed term), and casual staff to positions in the Ministry.

This policy is to be read in conjunction with the process guidelines and should be followed irrespective of who is managing the recruitment process.

### Guiding principles

Effective recruitment is one way that the Ministry builds its people capability. Our Recruitment Policy and procedures are supported by the following principles:

- selection on merit
- open, honest and transparent processes
- valuing diversity
- privacy for the individual

In practice, these principles mean:

Appointing on merit - the person best suited to the job is appointed to the position (s60 State Sector Act 1988).

Applicants are given sufficient information to allow clear and accurate understanding of the role.

Recruitment and selection processes are open, consistent, and fair. Selection decisions are merit-based and do not discriminate (either directly or indirectly) or appear to discriminate. (s21 Human Rights Act 1993)

Recruitment and selection processes are professional and objective, with selection based on relevant, specific selection criteria. All processes and recommendations are documented.

The Ministry values diversity and works to build a people profile that reflects its communities and clients.

The privacy of all people who express interest in a vacancy is protected.

Ministry staff are encouraged to apply and be considered for positions within the organisation thus supporting retention and career development strategies.

Ministry staff can seek a review of an appointment (s65 State Sector Act 1988) and there are clear procedures available to support this.

### Diversity and legislation

The Policy and guidelines comply with relevant legislation including the Human Rights Act 1993, the Privacy Act 1993, the Employment Relations Act 2000 and our obligations under the State Sector Act 1988.

### Definitions

#### Hiring manager

The manager responsible for the vacant position. This will usually be the manager to whom the appointee will report.

#### Approving manager

The manager two levels above the vacant position, i.e. the person the hiring manager reports to. (Note: A General Manager can approve the recruitment of a level three manager)

#### Substantive position

A staff member's permanent position within the Ministry.

### **Substantive appointee**

A staff member who holds a position on a permanent basis.

### **Backfilling**

Using an acting or temporary appointment, or a secondment, to fill a position while the substantive appointee is acting in another role, away on a secondment or is on long term leave.

### **Initiating a recruitment process**

Before recruiting for a new or existing position, the hiring manager must determine the most efficient way to manage the work and to determine whether a genuine vacancy exists over the longer term.

Permanent appointments are only made to genuine vacancies after considering:

- the position's current and future workload
- its fit within the unit or group
- the Ministry's strategic direction and
- any budgetary constraints

The hiring manager may decide to:

- make a permanent appointment
- make a temporary (fixed term) appointment
- use an acting appointment
- use a secondment or
- use a contractor or consultant

The hiring manager must discuss the case for recruitment with the approving manager and gain his/her approval before proceeding.

### **Permanent appointments**

Where a new position is being established the hiring manager must refer to the Ministry's Guidelines for Establishing a Position.

Vacancies that arise out of formal organisational change processes or other restructuring (e.g. within a team, unit or group) may be subject to specific processes developed to manage that change. It is common practice to delay making a permanent appointment until the change process is completed.

Hiring managers must contact their Human Resources Consultant for further information in these cases.

[Establish a New Position \[http://doogle/resources/helping-staff/procedures-manuals/hr/establish-and-reevaluate-a-position.html\]](http://doogle/resources/helping-staff/procedures-manuals/hr/establish-and-reevaluate-a-position.html)

### **Temporary (fixed term) positions**

Temporary (fixed term) appointments can be used for defined tasks or projects that have a fixed term or limited period – usually no more than six months duration. Temporary appointments are used to employ people with a particular set of skills or expertise that will only be required for a defined period.

The hiring manager must have genuine reasons for specifying that employment is temporary and will end on a specified date, or following a specified event, or at the end of a specified project.

If a temporary position is to be for a period of six months or more, this recruitment policy and the guidelines apply in full.

The approving manager has the discretion to waive certain recruitment procedures in cases where it is considered that following the full process will not add substantial value. In these cases the approving manager should discuss this with their Recruitment Partner and document their reasons for not following policy. Note that the parts of the process that cannot be waived are outlined in the recruitment procedures.

If a temporary (fixed term) position is subsequently converted to a permanent position, it must be treated as a new vacancy with the full recruitment policy and procedures being followed.

[Human Resources \[http://global1.ssi.govt.nz:81/cgi-bin/office.pl?departmentnumber=9002&context=MSD\]](http://global1.ssi.govt.nz:81/cgi-bin/office.pl?departmentnumber=9002&context=MSD)

### **Acting Appointments**

An acting appointment can be a useful way to fill a role while decisions are made about the future direction of the position and its place in the unit or group. An acting appointment may also be used to backfill a position when the substantive appointee is away on secondment, parental leave, study leave or extended sick leave.

An acting appointment is usually for a specific period. The acting appointee holds the delegations of the position for the duration.

Any allowances to be paid to the acting appointee must be agreed in writing with the approving manager before the appointee begins in the acting role. Further information about acting appointments (and allowances) is included in the Ministry's Secondments Policy and the relevant procedures on doogle.

## Secondments

Secondments provide useful opportunities for staff to broaden their work experiences and grow their careers, and for the Ministry to undertake its functions flexibly and effectively. Secondments may be made within the Ministry or between the Ministry and other organisations. At the end of a secondment the secondee returns to his/her substantive position which has been held open for the duration of the secondment but may have been backfilled.

Refer to the Ministry's Secondments Policy and the relevant procedures on doogle for further information about secondments.

[Secondment policy \[http://doogle/resources/helping-staff/policies-standards/hr/secondment-policy.html\]](http://doogle/resources/helping-staff/policies-standards/hr/secondment-policy.html)

## Advertising positions

The Ministry requires that every vacancy (permanent, temporary, casual, contract or fixed term) that is over six months in duration is advertised internally. Wherever possible the Ministry encourages all vacancies (including short term ones) to be advertised more widely to build capability within the Ministry and across the Public Service.

The only exceptions to this policy may be for some secondment positions, acting positions and temporary positions of less than six months' duration, and in situations where recent advertising for an identical position has not identified any suitable applicants internally or externally.

Any decision not to advertise internally or externally should be discussed with your Recruitment Partner, documented and approval obtained from the approving manager.

Please refer to the Ministry's Guidelines for Advertising section on Doogle.

## The selection process

The selection process for all permanent positions in the Ministry includes the following components as a minimum requirement:

shortlisting criteria

structured short-listing process to identify applicants for interview

structured interview(s) and

structured reference and other relevant pre-employment checks

## Use of a recruitment agency

Although most recruitment at MSD is managed either through the Recruitment Services team or by hiring managers based in the regional offices, there may be occasions where it is beneficial or necessary to engage a recruitment agency to manage a recruitment assignment. For example:

It is a senior management or key position where a search process is required

There is a shortage of applicants with the required skills and experience in the external market and it is necessary to tap into an agency's pool of applicants and/or resources

There is a 'bulk' recruitment assignment that requires the assistance of external resources to handle the recruitment and selection process

It is known that suitable applicants for a position are more likely to apply through a recruitment agency than respond directly to an advertisement placed by the Ministry

The Manager does not have the time or resources to manage the recruitment effectively him/herself and other staff are unavailable

In Auckland, Wellington and Christchurch hiring managers are required to comply with the All of Government Recruitment Agreement (April 2013).

This means that when managers in these regions use external recruitment agencies they are required to choose from the 42 Providers listed below.

In scope of the Agreement:

External recruitment in Auckland, Wellington and Christchurch

Common administration, common corporate and common IT positions (positions outside these categories eg: Social Worker, are not part of the Agreement)

Permanent, fixed term, contract and temporary employment

Further information about Provider fees and any other questions about the Agreement can be directed to Sam Dawson, Manager Recruitment Services, x47945 or by email.

Managers outside of Auckland, Wellington and Christchurch can choose any recruitment agency they feel can meet their needs.

All hiring managers must prepare a case and gain approval from the relevant General Manager or Regional Commissioner prior to entering into discussions with an agency.

[AOG Contract for Recruitment Services - Matrix of Providers by Service \(Word 31.36KB\)](http://doogle/documents/resources/helping-staff/forms-templates/hr/aog-matrix-of-providers.docx)  
[<http://doogle/documents/resources/helping-staff/forms-templates/hr/aog-matrix-of-providers.docx>]

## Variations to standard offer terms and conditions

On rare occasions there may be reason to consider a non-standard individual employment agreement or a variation to standard offer terms and conditions of employment.

Approval for any non-standard provisions can only be given by the General Manager, Human Resources and must be discussed and approved at this level before it is discussed with the prospective staff member.

## Commencing in the position

The successful applicant will not normally start work until the offer of appointment is accepted (by signing the letter of offer) and relevant checks have been completed.

In some instances the successful applicant may start work before all the checks have been completed. In these circumstances the appointment remains provisional until all checks have been completed and cleared, including the Department for Courts Criminal Convictions Check, Bankruptcy checks through the NZ Insolvency and Trustee Services website and Baytrace checks for known aliases, as well as the Full Benefit Declaration checks.

## Recruitment documentation

Each recruitment process must be well documented to provide a record that may be used in any review and / or complaints process, or if subsequent questions arise about the appointment.

Key documents generated by the recruitment panel during the recruitment process are to be held on the Manager's file until two conditions are met:

The review of appointment period has passed and any reviews have been completed. This refers to the 10 day period within which Ministry staff may seek a review of an appointment.

A minimum of twelve months has passed since the recruitment process commenced or a complaint made about the process under the Human Rights Act is brought to resolution, whichever is the longer.

The hiring manager is responsible for collating and filing the documentation and holding it in a secure place. Once the above conditions have been met, the documentation may be destroyed.

In addition to keeping on file documentation on the recruitment process, documentation about the successful candidate will need to be held permanently on that staff member's personal file e.g. their application form. Requirements on what documents must be held for the successful candidate is outlined in the Recruitment Procedures.

## Review of an Appointment

Ministry staff have 10 working days to seek a review of an appointment other than acting appointments. The appointment remains provisional during this time and until any reviews have been completed.

The review process is intended to provide an effective way of addressing a staff member's concern about any aspect of an appointment. An independent reviewer(s) gathers information from all parties and considers whether the correct procedure was followed and the person best suited for the role appointed. (The process has been approved in accordance with section 65 of the State Sector Act 1988.)

Content owner: Human Resources Last updated: 11 April 2018

Home » Working here » Recruiting to the Ministry » Recruiting staff » **Accommodating diversity in the workplace**

## Accommodating diversity in the workplace

In order to attract and retain a diverse workforce capable of delivering MSD's purpose and principles, the Ministry will need to make some changes to the work place so that all staff can perform in their role. These guidelines explain how to make 'reasonable accommodations' for employees with particular needs.

### Overview

Changes made to the workplace that ensure a person can do their work effectively are legally known as accommodations. Accommodations include changes to the job practice, work environment, facilities, or equipment.

Under Human Rights legislation, MSD is required to make accommodations. We are not required to make accommodations that are 'unreasonable'. Unreasonable accommodations would impose a "disproportionate or undue burden" on the organisation. In this way the needs of the employee to effectively carry out Ministry roles is balanced with the needs of the Ministry to deliver the business

Accommodations are often made for employees with disabilities, religious or ethical beliefs, and/or family commitments. In reality they are made for any employee, e.g. employees that work different hours and/or have modifications to work stations, are being accommodated.

Most adjustments are relatively simple and involve little or no cost. Other adjustments require more thought and/or are provided to address a more specific need, e.g. adjusting a test in an interview to make it accessible for someone with a hearing disability, or providing documents that are accessible to employees with little or no sight. In most cases these accommodations would be considered reasonable.

A few employees require more significant modifications. In some cases external funding is available so the employer does not have to face 'unreasonable' costs. In other cases modifications that appear prohibitive in terms of either cost or the impact on others can be handled in different ways.

The most common accommodations currently found in the Ministry are listed below:

Flexible working hours

Non-standard workstations e.g. screen, keyboard, phone or chair

Evacuation support e.g. buddy, evacuation chair

Screen reading or magnification software

Sign language interpretation

Reassigned or redistributed duties across a team

Rearranged work areas to ease navigation

Accessible versions of documents

Accommodations during recruitment:

Accessible versions of the application form

Modified tests and interviews so all applicants can show their ability to do the job

### How to accommodate specific needs

#### 1. Work Station modifications

All standard workstations are height adjustable as are most computer screens. Contact an Occupational Therapist from our [preferred provider list \[http://doogle/documents/working-here/keeping-healthy-and-safe/incident-management/wellnz-preferred-providers-list.xlsx\]](http://doogle/documents/working-here/keeping-healthy-and-safe/incident-management/wellnz-preferred-providers-list.xlsx) for assistance with workstation set up.

A specialist keyboard, and different mouse can be provided to address particular needs. Contact Health and Safety if an assessment is required and/or order through IT

#### 2. Screen Magnification

Larger screens can be ordered from IT. Windows7 accessibility features and display settings can also assist magnification. Contact Customer Services for support to set up.

Some employees require more specialised software and equipment. In these cases a professional assessment may be warranted to ensure the correct tools are purchased. IT can facilitate the set-up of these tools, including tools purchased through Support Funds (see below). Contact [IT Customer Services \[http://global1.ssi.govt.nz:81/?MSD&person=all&office=IT%20customer%20services%20national&context=all\]](http://global1.ssi.govt.nz:81/?MSD&person=all&office=IT%20customer%20services%20national&context=all).

### 3. Screen Reading / Speech Recognition Software

Employees assessed as requiring more specialist software can request it to be purchased for them. In some cases this can be purchased through Support Funds. IT will facilitate set-up of this software.

### 4. Accessible Documents

Employment and work related information needs to be accessible to all employees i.e. readable by screen reading software, and easily navigable with screen magnification. Some documents also need to be in braille. MSWord documents (particularly those using accessibility features) are more accessible than PDF documents. Contact [AskHR \[askhr@msd.govt.nz\]](mailto:askhr@msd.govt.nz) for more information and/or see the link below.

### 5. Working Hours

Contact [AskHR \[mailto:askhr@msd.govt.nz\]](mailto:askhr@msd.govt.nz) for advice on adjustments to hours.

## Support Funds for disabled employees

[Workbridge \[http://www.workbridge.co.nz\]](http://www.workbridge.co.nz) administers Support Funds on behalf of MSD.

Support Funds are provided to cover the "cost of disability" i.e. additional costs that are a direct consequence of a person's disability, when undertaking the same job as a person without a disability. Support Funds do not cover disabilities covered by ACC.

Support Funds are particularly useful for highly specialised requirements that are disproportionately expensive for one employer and unlikely to be used in the organisation if that person leaves.

Individuals (not organisations) apply for Support Funds and the equipment and software purchased is given to them and they are responsible for it. The equipment (or software) stays with the employee if/when they change role or organisation. This has the advantage of improving career portability for the employee with a disability.

Equipment and software provided by the Ministry is not generally be transferable to another organisation.

## How to arrange reasonable accommodations

Reasonable accommodations will vary according to need, role, person and location. Although the organisation may have experience in the kind of support that each person may require, it is important not to make assumptions.

Each person needs to explain their particular situation and be open to options to meet their requirements. If necessary a workplace assessment can be used to determine the best options to meet needs.

Start planning early (particularly for new employees). Changes to accommodate needs and sourcing equipment can take time. Planning ahead will avoid disruption and enable a new employee to contribute from day one.

### 1. Have a conversation with the person needing the accommodations

Discuss what is needed to meet needs, what might be useful, and what the Ministry provides. If appropriate find out what other employees in a similar situation have available as this may speed up the decision and implementation processes.

If the needs are not clear, it may be more effective to wait until the person starts so the needs can be assessed correctly against the role. Assessments should be undertaken by people with the appropriate expertise. Suitably qualified assessors can be identified through a Disability Adviser, Health and Safety, and/or specialist agencies.

### 2. Agree accommodations

Most accommodations will be minor and not require much more than a change in approach. If accommodations are more significant involve people with expertise in the discussion. People in the organisation that may be able to help you include: Disability Advisors, employees with similar needs, HR, Workplace Services and IT. Outside the organisation there are various specialist agencies that can help (see below).

When considering what is reasonable, think about the nature of the work, operational requirements, resources and cost. If there are concerns that the modifications are unreasonable because of the resources, costs or safety; be creative and flexible to identify alternative solutions.

### 3. Implement

A budget manager needs to approve expenditure on equipment and software. Any changes to employment terms and conditions may need approval by Human Resources.

If the equipment and software are already in use in the Ministry, implementation is generally a straightforward process. Purchases may take longer if the vendor is not a current provider and software that is not already in use will need security testing.

During implementation also consider what others in the work area might need to know to accommodate a new employee e.g. keeping walk ways clear for a person with a visual impairment, or letting a person with a hearing impairment know when something is happening behind their back.

#### 4. Review

It is possible that the accommodations made will not be effective. In these situations a professional assessment or support from specialist agencies should help to identify the best solution(s).

#### Links

Internal support:

[Human Resources](http://doogle/business-groups/organisational-solutions/who-we-are/human-resources/index.html) [http://doogle/business-groups/organisational-solutions/who-we-are/human-resources/index.html]

[IT Customer Services](http://global1.ssi.govt.nz:81/?MSD&person=all&office=IT%20customer%20services%20national&context=all) [http://global1.ssi.govt.nz:81/?MSD&person=all&office=IT%20customer%20services%20national&context=all]

Principal Advisors, Disability and Health

[Regional Advisors, Disability and Health](http://doogle.ssi.govt.nz/resources/helping-clients/procedures-manuals/work-and-income/health-disability/regional-health-and-disability-advisors/overview-of-regional-disability-and-regional-health-advisors.html) [http://doogle.ssi.govt.nz/resources/helping-clients/procedures-manuals/work-and-income/health-disability/regional-health-and-disability-advisors/overview-of-regional-disability-and-regional-health-advisors.html]

External support:

[Workbridge](http://www.workbridge.co.nz) [http://www.workbridge.co.nz]

Disability Service Providers e.g. Blind Foundation

Resources

[WorkABLE](http://www.dol.govt.nz/er/workable/index.asp) [http://www.dol.govt.nz/er/workable/index.asp] (Employer and disabled workers information hub)

**Content owner:** [Human Resources](#) **Last updated:** 18 February 2016