

Working Matters



Draft
**Disability Employment
Action Plan** for consultation

[newzealand.govt.nz](https://www.newzealand.govt.nz)

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November 2019

Note: This Draft Action Plan is available in alternate and summarised formats, including accessible online, braille, Easy Read and NZSL.



We want your feedback

Consultation on the draft plan is from 25 November 2019 to 21 February 2020.

Working Matters is a **draft** Action Plan born out of previous consultation and evidence. We want to hear from you to make sure the proposed goals, objectives and action areas reflect the needs and aspirations of disabled people, and people with health conditions, whānau, employers, communities and greater New Zealand. Anyone can have their employment affected by disability or health issues during their lifetime.

We want to hear from you to help Government prioritise actions that will create inclusive labour markets and improve employment outcomes for disabled people and people with health conditions.

Providing your feedback

Online survey:

<https://consult.odi.govt.nz/msd/draft-disability-employment-action-plan>

Email:

disability_employment@msd.govt.nz

Call or text:

029 200 9712. Please tell us you want to talk to us about the draft Disability Employment Action Plan

New Zealand Sign Language (NZSL):

give us feedback in NZSL at www.seeflow.co.nz/direct

Link to documents:

<http://www.msd.govt.nz/disability-employment>

Address a submission to:

Employment Policy
Ministry of Social Development
P O Box 1556
Wellington 6140

If you have any questions please contact us.

Please note:

Your answers and those of other people will be used complete the Disability Employment Action Plan for the Government.

Your answers will be anonymous and confidential. This means we will not ask you for your name. If you share any identifying information with us we will not use it in the plan.

Taking part in this consultation will not affect any payments for services you receive from the Ministry of Social Development or other government agencies. We will not give any personal information about you to Work and Income or any other government agency.

You can choose to answer all or some of the questions. Taking part is voluntary – it is up to you.

What happens next?

The most important outcome from this consultation process will be effective action across government to improve employment outcomes of disabled people and people with health conditions.

Drawing on your collective feedback this Action Plan will be revised and finalised in 2020 along with a 3–5-year Government work programme to help implement the plan.

Part One: The call to action

The Government's Employment Strategy aims to make sure all New Zealanders can reach each their potential to learn skills and find a good job.

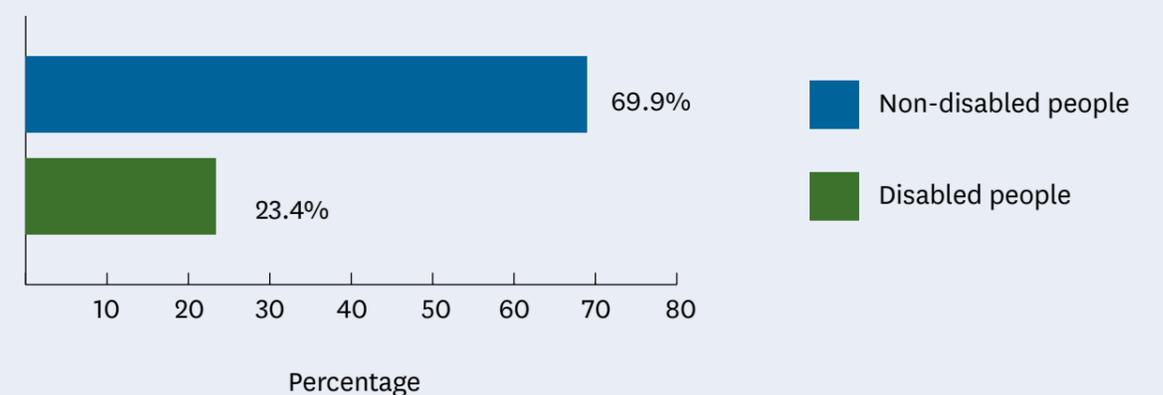
All of us have a right to equal opportunities to get a job, stay in work and reach our career aspirations. Anyone may have their own employment impacted by disability or a health issues during their lifetime. We all probably know someone else who will be impacted too.

This Action Plan supports the Employment Strategy, by setting out action to improve employment outcomes and wellbeing for people who experience disadvantage in labour markets because of disability or health issues (including physical, sensory, learning, neurological, and mental health related issues), that may be visible, hidden, permanent, temporary, acquired or experienced from birth.

Disabled people and people with health conditions have varied skills and work aspirations and the employment outcomes that suit them will look different for each person. Good employment outcomes that this action plan is aiming for can include part-time work, full-time work, intermittent work, self-employment, business ownership and other work arrangements.

Not all New Zealanders who are disabled, or who have health conditions, are getting the opportunities they need. There is a big difference in employment outcomes between disabled people and non-disabled people. Disabled people are more than twice as likely to be unemployed and those that are working are more likely to be underutilised. In June 2019, 35.2% disabled workers were working part-time and wanting, and available, to work more hours compared to 17.8% of non-disabled people.

The June 2019 NZ employment rate



Employment matters

Being employed or owning a business offers financial benefits, and a sense of purpose and social connection. Not only is employment good for the economy, but it also makes a real wellbeing impact on the lives of people, their families and their communities.

Businesses benefit from employing disabled people and people with health conditions

Population ageing changes things for the workforce and workplaces. On one hand we need to increase workforce participation to support a larger older population. On the other hand, there are increasing numbers of older workers and with this an increasing number of workers and jobseekers with health conditions and disabilities.

There is an untapped talent pool amongst disabled people that can be harnessed to meet increasing workforce demands. There are already some businesses and entrepreneurs who make good use of this potential and at the same time grow the work opportunities for disabled people and people with health conditions. We need more.

Employers benefit from creating inclusive workplaces that help to attract and retain disabled people and people with health conditions, including the growing number of older workers. Again, there are great examples of businesses offering flexible working arrangements and supporting the upskilling of workers to keep their business and workforce up-to-date with new technologies and the changing world of work.

This approach to workplaces will help reverse current trends that show older workers losing their jobs, sometimes due to health conditions and then struggling to re-enter the workforce, which further impacts on their wellbeing and also on the overall workforce challenges.

Employers benefit from having a diverse workforce that includes disabled people and people with health conditions. Evidence shows diversity increases business performance and sustainability. A pro-diversity attitude can help businesses to:

- access untapped skills and talents
- gain new and valuable knowledge and experience
- get the best person for the job
- show customers and other staff that diversity is valued
- mirror the market
- improve workplace culture
- capitalise on improved accessibility and an inclusive workplace culture for all employees.



Part Two: Forming the Plan

The following insights, evidence and principles have helped to shape the Action Plan.

Some are longstanding principles that reflect and drive change across government such as those found in Te Tiriti o Waitangi and United Nation's Human Rights Treaties. Some of these have been articulated in a way that strongly resonates with the goals of this Action Plan:

- **Raising expectations and visibility of success is critical:** seeing more disabled people in work improves the expectations and understanding about what is possible, and builds employer and employee confidence.
- **Timely, personalised and flexible employment support services** are needed and these services are more effective when it is easy to talk about what people and their whānau **can do** with support.
- **Mana Manaaki:** building the mana of others and uplifting them in a way that honours their dignity
- **Place-based and community driven initiatives are often effective**—as they can link with local resources and employers. Services benefit from strong local relationships between sectors and with labour markets.
- **Kotahitanga:** partnering for greater impact – unity, togetherness, solidarity and collective action.
- **Paid work is a good way to gain and improve skills:**— starting early with a focus on employment and further education achieves good results.
- **Mana Motuhake:** supporting self-determination
- **Whānau-centred:** seeing the person in the context of their whānau – a culturally-grounded and holistic approach. There is more about what this means for different communities at the end of the document.
- **Whole of life:** seeing the whole person in the context of all areas and stages of their life.
- **Kia takatū tātou:** supporting long-term social and economic development

Drivers of change



An overview of the draft Action Plan

The draft Action Plan is organised around two goals reflecting each side of the labour market and four underlying objectives, which together with the principles drive the proposed action needed to achieve the goals

Goal 1:
Disabled people and people with health conditions have an equal opportunity to access good work

Principles

- Mana Motuhake – self determination
- Mana Manaaki – Mana enhancing
- Strengths-focussed
- Whānau-centred
- Whole of life

Indicators

Closing the gap between disabled people and non-disabled people in labour market outcomes, including employment rates and income.

Objective 1: Disabled people and people with health conditions steer their own futures

Proposed action areas to explore:

- Successful transitions for disabled school leavers
- Enable people to choose career pathways with knowledge and confidence
- Provide tools to help people self-direct and navigate their career pathways.

Objective 2: Back people who want to work with the right support

Proposed action areas to explore:

- Meaningful and joined-up introductions to employment support
- Greater participation in employment services
- Promote local employment support partnerships.

Goal 2: Businesses are good at attracting and retaining people with health conditions and disability

Principles

- Kotahitanga – partnering for impact
- Kia takatū tatou – supporting long-term social and economic development

Indicators

Improving:

- labour market participation rates
- utilisation rates
- job tenure
- sense of belonging.

Objective 3: Grow employment opportunities for people with health conditions and disability

Proposed action areas to explore:

- Raise the visibility of disabled people as a talent pool
- Promote industry partnerships including through procurement for broader outcomes
- Promote innovative enterprise development.

Objective 4: Create inclusive workplaces

Proposed action areas to explore:

- Promote flexible and wellbeing enhancing workplaces
- Stop people falling out of work.





Part Three: The Action Plan

Objective 1: Disabled people and people with health conditions steer their own futures

All people and their whānau need to feel good about their futures and have an equal opportunity to pursue their aspirations for earning, learning, caring and volunteering – on their own terms.

The following three action areas respond to the principle of mana motuhake and the idea that people with health conditions or disability should ‘have the reins’ in their own working lives. To do this we know that education outcomes, early work opportunities, online employment tools and access to life-long education is important.

Action area 1.1 Successful transitions for disabled school-leavers

Research tells us that the transition process works best for young disabled people when started early (by age 14 at the latest), and where the goals of the young person are at the centre of decision-making.

One of the main barriers for young disabled jobseekers is that they tend to lack work experience when compared to their non-disabled peers, for example an after-school or holiday job. We know that early work experience, particularly four or more engagements with employers and on-the-job training means that young people are significantly more likely to have better education and employment outcomes.

Another barrier, particularly for those with a learning disability or autism, is low expectations of their ability to work. Yet we know that many of these people can and will thrive in open employment when they and their whānau have the right support in place.

The pathways into work need to be tailored. Some young people may want to move directly into work, others may want to further develop their skills and experience through education, training or by volunteering. Successful participation in post-school education is also a strong predictor of improved longer-term employment outcomes. It is important that whānau are included in making these decisions and in building confidence and aspirations to work.



Potential actions, Government is actively exploring:

- Promoting the School Leavers' Toolkit to disabled students.
- New ways to help school students experience work and follow meaningful pathways to further education, training and/or employment. This might involve testing, on a small scale at first, a facilitated community network approach where local employers, schools, whānau, providers and others work together to provide opportunities for young disabled people.

Other options to explore may include:

- Access to employment services for young disabled people while they are still at school.
- Work preparation assistance for young disabled people that includes life-skills, employment-specific tools, training and work experience which reflect the real nature of the work.
- Career development support to assist young disabled people to make informed decisions about further education, training and employment including possible participation in Gateway and the Trades Academies.

What would be most useful? What else would be useful?

Action area 1.2

Enable people to choose career pathways with knowledge and confidence

Life transitions when moving into work following tertiary education or returning to work after time away are often not smooth for anyone. Many disabled people and people with health conditions face additional barriers, such as:

- lack of confidence about what support will be available, and how to access it
- concern about the potential loss of financial assistance or access to other government supports
- discrimination
- not enough relatable role models.

There are some initiatives in place that are designed to help people with significant disability support needs to try out work, but they are not well used. There is an opportunity to build on and promote these initiatives and provide further career development support.

Disabled people and people with health conditions and their families need good trustworthy information, more options to try work, and greater security to choose career pathways with confidence, especially those who rely on funded support.

Potential actions, Government is actively exploring:

- Implementation of the Career System Action Plan¹.
- Extending the period a Supported Living Payment recipient can try working more than 15 hours a week in open employment, beyond the current 26 weeks while maintaining eligibility for the benefit.
- Expanding paid internships to assist with transitions from tertiary education and training including through:
 - a. widening eligibility for, and promoting take up of the 'mainstream' internship programme.
 - b. partnering with community and industry internships schemes.

Other options may include:

- Ensuring disabled people can benefit from career transition initiatives such as:
 - Mana in Mahi
 - Apprenticeships
 - He Poutama Rangatahi
 - Te Ara Mahi
 - the Youth Service.:
 - A state sector internship programme
 - Exploring employment support options in Mana Whaikaha.

What would be most useful? What else would be useful?

Action area 1.3

Provide tools to help people self-direct and navigate their career pathways

All jobseekers, workers and employers need to manage change. No job, workplace or career stays the same. The change can be wanted. Some disabled people who are in work may feel stuck in their current roles, they may want to work more hours or progress in their career. Other workers may acquire disability or health conditions which mean their current job is no longer suitable or they need to adapt the way work.

Whatever the circumstance, people often want to direct their own change and career pathways and they need tools, networks and access to life-long learning to help them do that. While in the past these self-directed supports have not always been available to people with health conditions and disability there are new opportunities emerging.

Public and private sector organisations across the world are investing in digital technologies and tools to complement and replace more traditional recruitment, training, business and employment service offerings. Some of these platforms provide easier and more accessible ways for disabled people to match, showcase or develop talent. Online platforms can also be used to match people to flexible work options such as roles where only a few hours of work per week are needed. This can be exactly what some people with health conditions need and it can give people more choice and control over the hours and work arrangements they commit to. However, care needs to be taken that these options do not result in any undermining of minimum working conditions or in precarious or exploitative work.

It will be important to ensure disabled people can access the emerging digital platforms as there are ever increasing numbers of employers and jobseekers who go online to search for talent or jobs.

It will also be important that people can find good job-coaching or upskilling options when they seek them.

¹ The Career System Action Plan involves four main initiatives:

1. A refresh of the careers.govt.nz website, providing careers information for key audiences – learners, jobseekers and employers.
2. 'Inspiring the Future' - targeting unconscious bias which forms at a very young age and can limit aspirations of young people.
3. Providing a Career Planning Solution that will be a lifelong learning toolkit linked through individual profiles.
4. Support for Career Professionals in Schools, The Careers Action Plan is led by the Ministry of Education.

Potential actions, Government is actively exploring:

- Guidance and tools that might support better job matching between employers and MSD clients.
- Accessible information about assistance available to people looking to work.
- Short online training modules to help up-skill jobseekers.
- Ensuring relevant platforms, such as the refreshed careers.govt.nz website, are accessible to disabled people and people with health conditions with different access needs.
- Later in life re-training options which can be accessed by people who acquire disability or health issues that impact their jobs (alongside those whose jobs are impacted by economic shocks). This work is being looked at as part of the vocational education sector reform.

Future options to explore may include:

- Integrating information and advice about job matching, support options, career pathways and training.
- Evaluating job-coaching options such as mentoring, peer support and job clubs as well as career planning and leadership tools.

What would be most useful? What else would be useful?

Success story

Maia and the internship

A graphic design business won a big health promotion contract. Staff were excited but stretched. They decided to recruit to help with the work-load but they wanted to make sure they found a worker who fit the team, and brought fresh ideas.

Maia was a recent design graduate struggling to get work because no employer was willing to give her a chance. She has epilepsy and seizures can affect her ability to work regular hours. Maia joined a mentoring programme, which put her in touch with the graphic design business and showed the business how giving Maia a work experience opportunity could also meet their recruitment needs.

Staff were assisted to understand issues associated with Maia's condition, and over time they learned how to support her. They also found out that Maia did good work and was a valuable team member. Maia's internship led to a permanent role with flexible hours, which suited the business very well as they had fluctuating work demands.

The internship helped Maia get her foot in the door and led to a career.



Objective 2: Back people who want to work with the right support

Some people need personalised support to help them find a job, or to stay in work due to an array of complex barriers that may be in the labour market and/or in their personal circumstances. There are a range of employment services available in New Zealand but they are not being accessed by all the disabled people and people with health conditions who could benefit from them. There is a need to improve both the coverage and take-up of effective employment services.

The following three action areas are about providing the right mana enhancing and whānau-centred support, through strengths-focused service cultures that raise positive aspirations about work.

Action area 2.1 Create meaningful and joined-up introductions to employment support

Referral and eligibility systems need to positively connect people and their whānau with the support that is available and relevant when they need it. It is particularly important to make sure that these systems do not mistakenly create barriers to employment.

There is a risk that some system rules and related service practices may inadvertently focus on the severity of an impairment, rather than strengths and the potential to manage the impairment with reasonable accommodations. There are also risks that a lack of coordination between different service systems could create perverse outcomes.

Potential actions, Government is actively exploring:

- Evaluation and expansion of integrated health and employment support trials (announced in Budget 2019).

Other options may include:

- A review of the eligibility settings and processes for health and disability-related benefits to ensure recipients receive the support appropriate for their circumstances.
- Considering how to better involve whānau in referral systems, recognising the strengths in existing natural support networks.
- Better recognising the value of part-time and intermittent work outcomes, as well as various pathways to work such as education and volunteering.

What would be most useful? What else would be useful?

Action area 2.2 Greater participation in employment services by disabled people and people with health conditions

Employment services that have enough flexibility to tailor their support and 'do what it takes' can be very effective at supporting people with significant barriers into employment. Some of these services specialise in assisting people with a particular disability or health condition, and others provide support to a wider range of people.

Currently there are limited places available in New Zealand with these types of services and people who could benefit miss out. It makes social and economic sense to invest in support for people who want to work.

Potential actions, Government is actively exploring:

- More proactive support for more people experiencing difficulty in finding or staying in employment (as part of the Welfare Overhaul). This work may include widening access to specialist disability employment services.

Other options may include:

- Ensuring universal employment services such as employment-focused case management services, training programmes and wage subsidies are accessed by more people with health conditions and disability.
- Increasing access to and duration of in-work support.

What would be most useful? What else would be useful?

Action area 2.3 Promote local employment support partnerships

Local employment support initiatives are good at building partnerships between local businesses, education providers, support providers and other community organisations such as iwi trusts, local councils or churches. These partnerships use high-trust relationships and local community strengths, knowledge and capacity to provide responsive support to local people who need it.

There are a few great examples of these place-based initiatives happening in New Zealand but it is an emergent and unique sector that needs nurturing. Plus, there is a need to develop competence in local communities around support for disabled people and people with health conditions.

Potential actions, Government is actively exploring:

- Further promotion of the Employment Support Practice Guidelines: How to Support Disabled People to Get the Job They Want (2018).
- Transparent and fair funding for NGO social service providers that enable effective community partnerships at regional and local level.

Other options may include:

- Development of a Diploma in Employment Support.
- Opportunities to build evidence, meet and share best practice such as conferences.

What would be most useful? What else would be useful?

Success story

Sophie's experience with an employment service

Sophie, a Deaf woman, contacted an employment service to help her find work.

After the service helped her prepare applications and explore work options Sophie got an interview for a hotel housekeeping job. She attended with a support person and interpreter from the service and got offered the job. Sophie was excited but also overwhelmed by the contract. The support person noticed this and helped Sophie understand the work conditions before she accepted the job offer.

While Sophie was trained, she and the employer were supported by an interpreter and information about Deaf culture. Together they explored tools to help with communication and came up with innovations including using a new App for their phones that Sophie knew about and which helped to supervise Sophies work.

After initial hurdles with miscommunication, Sophie and her employer developed strategies which really improved how they communicated. The Senior Housekeeper decided to use the App with all her employees and also to learn some NZSL as a staff team. A side effect was the team became more engaged and cohesive.

Sophie soon won a staff award, and happily works alongside the Senior Housekeeper.

Objective 3: Growing employment opportunities

There are two key ways to grow employment opportunities (including part-time, full-time and intermittent work) for disabled people and people with health conditions:

- a. Give more employers knowledge and connections they need to benefit from recruiting, retaining and working with disabled people.
- b. Create new businesses (including self-employment). In particular, these could take advantage of new technologies and future work trends which offer new opportunities for disabled workers.

To do this the following three action areas aim to form positive partnerships with business and respond to the principles of kotahitanga – partnering for impact and kia takatū tātou – supporting long-term social and economic development.

Action area 3.1

Raise the visibility of disabled people and people with health conditions as a talent pool

Employer confidence in recruiting and retaining disabled people can be built through knowledge of real work arrangements that function well for employers and disabled employees – i.e. success stories. Well-targeted marketing can be a useful tool to disseminate these stories as well as bust myths, reveal the potential and talent of disabled jobseekers, and provide employers with information on where to go for practical information, advice and support options.

Internationally some governments support business confidence with targeted social marketing that promotes the business case for employing disabled people and improves broader disability knowledge and confidence, including in different cultural communities through their employers.

Potential action, Government is already progressing:

- Promoting the 'Lead Toolkit' to more industry sectors.
- A web-based employer hub –to promote services that are available to employers to support employment of disabled people.

Other options may include:

- Promoting success stories, champions for change and role models.
- A multi-media campaign targeting employers, drawing on marketing expertise and addressing business needs.

What would be most useful? What else would be useful?

Action area 3.2

Promote industry partnerships and procurement for broader outcomes

Central and local government are major purchasers of services and their contracts carry significant weight in the economy. Recent changes to government procurement rules allow agencies to contract for 'broader outcomes' and through this partner with industry to achieve public good. For example, a government purchaser can ask suppliers to state how they will support employment for disabled people in their tenders. Suppliers can then work with MSD to develop pipelines for jobseekers with training and employment placements. Scotland, the United States and Canada have all set requirements for organisations who are contracted by the Government to have disability-inclusive policies.

Other types of industry partnerships can play a role in improving disability employment outcomes. For example, MSD has developed digital recruitment tools in partnership with TradeMe and the Warehouse. There is also Te Heke Mai – an online tool that provides in-work support to both employers and employees that have recently been placed by MSD. These tools are not currently disability focussed.

The Government could also support industry with recruitment and training support where there are opportunities to match skill shortages with the untapped talent of disabled jobseekers.

Potential action, Government is actively exploring:

- Development and dissemination of guidance to aid agencies with implementing procurement for broader outcomes, which could include disability employment outcomes.

Other options may include:

- Expanding the Te Heke Mai programme to disabled jobseekers.
- Build on the planned 'Sector Workforce Engagement' work to map existing and developing career pathways for sectors that have long-standing labour market issues.
- Co-design between employers, the Skills for Industry programme, Te Ara Mahi and disabled jobseekers to develop partnerships that offer pipelines for jobseekers with health conditions or disability into recruitment and training and draw on the flexi-wage to off-set costs.

What would be most useful? What else would be useful?

Action area 3.3

Promote innovative enterprise development

Self-employment, co-operatives, social enterprises, customised employment and other new business models can provide employment for disabled people and people with health conditions.

There are disability friendly business options arising in rapidly advancing assistive and digital technologies. For example, people who cannot travel easily can work remotely, and people who need to work flexibly (and intermittently if required) can do so more easily through some gig economy platforms. These are new options and there is a need to explore how best to harness them safely.

There are also business and job design innovations that can assist some disabled jobseekers. For instance, there are opportunities to customise employment by identifying specific tasks in a business where individual workers can be most productive, or to capitalise on niche markets that operate on a global rather than national scale.

'Support funds' and the flexi wage are available to support some innovations, however eligibility is narrow and take-up low.

Potential action, options may include:

- Exploring how the Government can:
 - help seed new businesses that support disability employment
 - support disabled people to take up work opportunities created by new assistive and digital technologies
 - support self-employment drawing on role model expertise
 - innovative job design including customised employment.

Other options may include:

- Providing clear guidance on how income is calculated and related benefit abatement to support people setting up new businesses or taking on part-time or intermittent work.

What would be most useful? What else would be useful?

Success story –

Hone and procurement for broader outcomes

Businesses contracted to a new Auckland Council infrastructure project need to employ disadvantaged jobseekers as part of their contract. The Council partnered with businesses and the Ministry of Social Development (MSD) so that MSD could connect the businesses with jobseekers. The Ministry also provided in-work support funding for the new employees and an App that connects employees and employers with the information and support when they need it. The Council and the Ministry want to promote this broader outcome contract approach to other councils throughout the country.

Hone, a young man on the autism spectrum with mental health issues, needed a break to get meaningful and sustainable work. Through the partnership, Hone got a job. Hone's new boss is committed to inclusiveness and a misunderstanding about what Hone needed to do was quickly fixed through the App. When Hone didn't turn up where he was supposed to the employer let the App know and Hone was quickly put in touch with a mentor who was able to uncover the issue and explain what the boss wanted. Hone's boss says that Hone has been a great addition and a successful placement for the team.

Hone's mum is really pleased her son has got this opportunity to work and can now complete some qualifications to progress further in his new career.

Objective 4: Create inclusive workplaces

The Government wants to support good employers with the information and tools needed to build a fully inclusive labour market, and to stop people from falling out of work when they become ill or acquire a disability.

This objective is about researching and disseminating information about effective workplace practices for recruiting, retaining and progressing the careers of disabled workers and people with health conditions.

Action area 4.1

Promote flexible and wellbeing enhancing workplaces

Growing numbers of employers want to foster disability-inclusive workplace cultures to capitalise on employment practices that will benefit everyone. This includes health promoting practices as well as accommodating individual needs of disabled people or people who have a health condition. One useful way of building this capacity is through education about employer obligations under Human Rights, Employment Relations, and Health and Safety legislation.

Potential action, Government is actively exploring:

- Promoting mentally healthy workplaces as part of the Health and Safety Strategy.
- Raising the profile and knowledge of reasonable accommodations – what they are and how they work.
- Disseminating best practice information about inclusive workplaces.

Other options may include:

- Ensuring part-time work options are advertised alongside full-time options (taking a lead with State sector jobs).
- Supporting people to self-advocate for flexible work arrangements and other reasonable accommodations.
- Encouraging recruiters to ask health and disability questions appropriately, for example this is usually after a position has been secured. On occasion if pre-testing or seminars are used they will need to ensure these recruitment methods are accessible.

What would be most useful? What else would be useful?

Action area 4.2 Stop people from falling out of work

In addition to creating flexible and wellbeing enhancing workplaces, there is a need to acknowledge that people may get sick or acquire a disability that impacts their ability to work. Employers need to be better equipped and supported to help stop people from falling out of work. This is especially important as the workforces ages.

Potential action, Government is already progressing:

Identify opportunities to intervene early with the right support and where possible prevent people falling out of work.

- Provide information on retaining existing staff including steps to identify process, policy and practice barriers e.g. medical retirement.

What would be most useful? What else would be useful?

Success story

Iosefa and reasonable accommodation

Iosefa had a solid career as a welder when he had a stroke which left one arm paralysed. After a period of rehabilitation Iosefa wanted to return to work but he struggled to find work despite having skills in demand as a sheet-metal worker, panel beater and welder.

An employment service provider saw an ideal opportunity with a new helmet making company that had a shortage of more experienced workers. The service promoted the opportunity to both the company and Iosefa and made a good match.

Iosefa quickly took to the work drilling and trimming helmets and was a valuable mentor for some of the younger workers, but he did find the work put a strain on his arm. Seeing this, his provider worked with the employer to get a modified workstation established, which was fully funded through support funds.

Iosefa's new work station has a foot pedal for speed control and an emergency stop, which enables Iosefa to work at least as fast as his able-bodied colleagues. His colleagues also use the workstation, and productivity in the team has risen.

Iosefa's employer says they looked beyond Iosefa's disability to see the person he is and the skills he has to offer. Iosefa is proud to work for his employer, he says "Doing this job is so satisfying. You're putting a product out there which is saving people's lives".

Part Four: Measuring success

As part of implementing this Action Plan over the long term, we will develop a framework to measure progress. We have identified the following measurements to indicate progress towards our goals:

Goal 1:

Disabled people and people with health conditions have an equal opportunity to access good work

Indicators:

- The employment rates of disabled versus non-disabled people
- Hours of work for disabled compared to non-disabled people
- Income of disabled people
- The number of disabled people not in employment, education or training compared to non-disabled
- Qualification levels of disabled people
- Government data on the success of employment services and partnerships with businesses

Goal 2:

Businesses are effective at attracting, retaining and supporting people health conditions and disability

- Measurement of people leaving their job because of sickness, illness or injury
- Length of time disabled people spend in their job
- Wellbeing measures for disabled people, including: overall life satisfaction, life worthwhile, financial wellbeing, sense of belonging to their company or organisation
- Feedback from employers on how disabled people improve their businesses

Are there any other useful indicators we should consider measuring?



Many areas of life impact on employment outcomes

Any progress measured in the indicators can't be attributed to action arising from this plan alone. There are many factors that impact on employment outcomes.

While not necessarily directly targeting employment outcomes for disabled people, service settings in the education, health, taxation, disability support, employment and welfare sectors all contribute to the life outcomes of disabled people and people with health conditions, including employment outcomes.

This Action Plan doesn't act alone and the activity it creates will join or complement other work happening across government, such as:

- 'Better Later Life – He Oranga Kaumātua 2019 to 2034' the strategy for making the future better for New Zealanders as they age, identified continuity of employment as a key contributor to improved wellbeing for older people.
- the Government's Mental Health System Response which identified integrated health and employment support as important.
- He Poutama Rangatahi and Te Ara Mahi which are employment and pastoral care services funded through the Provincial Growth Fund.
- Mana Whaikaha, the Disability Support System Transformation based on the Enabling Good Lives vision and principles.
- the Welfare Overhaul that includes a priority to support all people who are able to be earning, learning, caring or volunteering.
- the Health and Disability System Review.
- the Review of Diversity in the Public Sector.
- the Health and Safety Strategy.
- a raft of education sector reform that can support better education outcomes for disabled people, including:
 - Tertiary Education Strategy
 - Reform Review of Vocational Education
 - Careers System Action Plan
 - Learning Support Action Plan.

Some people experience multiple disadvantage in labour markets such as an older disabled Māori women. There are links between this Action Plan and work supporting other population groups that experience disadvantage in labour markets including Māori, Pacific peoples, refugees, recent migrants and ethnic communities, older people and young people. For example, there are actions in the Youth Employment Action Plan that support young disabled people and these actions also belong in this Action Plan.

Particular attention is required for those people who experience multiple disadvantage as they may require more tailored, age appropriate or culturally appropriate support.

This Action Plan provides a disability employment lens across the broader Government work programme and should help agencies across welfare, education, employment and health systems to work better together, with business and with communities including different cultural groups, to build on the support available right now and achieve better employment outcomes for disabled people and people with health conditions.

Understanding more about the whānau-centred approach for different cultural groups

For Māori, identity encompasses language, whānau, cultural principles, practices and linkages to the land through genealogy, and is paramount to how Māori live their day to day lives in both Te Ao Māori and Te Ao Pakeha. This includes the cultural importance of whānau and a whānau-centred approach which differs from Western concepts of family and disability.

A whānau-centred approach is key. Arising with Māori, and relevant to Māori with disability and health conditions, as well as broader disability populations, there is a clear view that services delivered to Māori communities should be based within the community and be whānau-centred, strengths based, and driven by the intergenerational aspirations of whānau.

Only by respecting and recognising the autonomy of whānau, can whānau develop the leadership and agency needed to shape their own destiny.

For most Pacific peoples, 'āiga, kāiga, magafaoa, kōpū tangata, vuvale, fāmili (family) is the centre of the community and way of life. Family provides identity, status, honour, prescribed roles, care and support. Care for disabled family members or for older family members is often informally provided within the family. Pacific peoples have a holistic view of health and wellbeing.

What does a whānau-centred approach mean for you and for the actions we are planning to improve employment outcomes for disabled people and people with health conditions?



