███████████████████████████

Thank you for your request to the Ministry on 3 January 2019, under the Official Information Act 1982, for information regarding the Ministry's diversity, cohesion and integration strategies, and your subsequent confirmation on 7 January 2019 that your questions were in relation to the Ministry as an employer.

The Ministry's Statement of Intent sets out what the Ministry wants to do and achieve. In the 2018-2022 Statement of Intent the Ministry introduced a new strategic direction called Te Pae Tawhiti – Our Future. An essential foundation for the success of Te Pae Tawhiti is a strong and diverse organisational culture at the Ministry. To support this, the Ministry has a Diversity and Inclusion work programme led by the Ministry's People, Culture and Strategy team. A copy of the document titled 'Diversity and Inclusion at MSD' is enclosed for your reference. This document summarises the work programme and its associated work streams

The Ministry's 2018-2022 Statement of Intent is available from the Ministry's website here: www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources /corporate/statement-of-intent/2018/statement-of-intent-2018-2022-online-version.pdf.

Your questions are addressed below.

- *What is the definition of diversity, cohesion, and integration that your organisation is using, and what does it encompass?*

The Ministry uses the term 'inclusion' instead of 'cohesion' and 'integration'. The Ministry's definition of diversity and inclusion is below and can be found in the enclosed document titled 'Diversity and Inclusion at MSD'. The definition applies to both the Ministry as an organisation and to the services it provides:

'Diversity encompasses a broad spread of experience, culture, perspective and lifestyle of those who live in New Zealand. Diversity refers to nationality, ethnicity, gender, age, disability, sexual orientation, gender identity, education, national origin, and religion. It's about valuing our differences and building a sense of belonging so everyone feels they can bring their whole selves to work.'

- *What are the resources used to create these definitions?*

- *What research was done to create these definitions?*

These definitions are based on the State Services Commission's definitions. Subject matter experts in and external to the Ministry then adapted these definitions to be fit for purpose for the Ministry. Further research included testing these definitions with Ministry employees.

- *What is the overall goal for the organisation regarding diversity, cohesion, and integration and how will this be measured?*

- *What will success look like regarding diversity for the organisation, and how long does the organisation expect this to take?*

Helping people, whānau, families and communities is at the centre of what the Ministry does, and the Ministry works to contribute positively to people's wellbeing. As a part of this, the Ministry's diversity and inclusion work supports Ministry employees to deliver on Te Pae Tawhiti – Our Future. At the heart of Te Pae Tawhiti is the Ministry's purpose: manaaki tāngata, manaaki whānau - helping New Zealanders to be safe, strong and independent.

The Ministry's specific diversity and inclusion aspiration reflects the Ministry's purpose and is as follows: *'We will be a trusted and proactive organisation that supports New Zealanders to thrive by tailoring our policies, systems and services to people's diverse needs, in a way that understands, values and enables people, their whānau and their communities.'*

Priority focus areas and outcomes for the Diversity and Inclusion Strategy are included in the enclosed document titled *'Diversity and Inclusion at MSD'.*

Specific measures for these focus areas and outcomes have yet to be developed and prioritised. Timelines will be set in consultation with the newly established Disability and Inclusion Steering group which is having its first meeting at the end of February 2019.

The Ministry will also have three Ministry wide diversity and inclusion related surveys available in 2019. These will be able to measure components and outcomes of diversity and inclusion as experienced by different demographic groups of Ministry employees. The surveys are an engagement and culture survey, a Te Ao Māori/ Cultural capability survey, and an inclusion survey.

- *Are there publicly available strategy documents or conversations that your organisation has published that announce the organisations intentions regarding diversity, cohesion, and integration? (Refer the Diversity and Inclusion speech from Treasury as an example: https://treasury.govt.nz/publications/speech/diversity-and-inclusion-why-it-works-work)*

Although not as explicit as the example from the Treasury that you have provided, pages 18-23 of the Ministry's Statement of Intent discuss Te Pae Tawhiti – Our Future. Te Pae Tawhiti highlights the inclusive, mana-enhancing culture that the Ministry is working towards for its employees and for New Zealanders.

The Ministry also has information about diversity and inclusion on the Ministry's intranet, Doogle, for all staff to access. A copy of this intranet page titled *'Diversity and Inclusion at MSD - Doogle'* is enclosed for your reference.

- *Has the organisation met any pushback regarding the introduction of these diversity strategies?*

No, the diversity and inclusion work streams have been endorsed and welcomed by the Ministry's leaders and employees.

A number of employee-led networks that celebrate and support diversity are emerging across the Ministry, demonstrating employee's engagement with, and the Ministry's support of, the principles behind these work streams. Examples of these networks include the Women's Network, Pasefika Helava, and Proud@MSD.

- *Are these new policies, or have they built on previously enacted policies?*

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 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 new diversity and inclusion work streams represent a refocused and expanded approach, after the introduction of Te Pae Tawhiti, to prior work undertaken in this area. The Ministry's pre-existing position and commitments to diversity and inclusion comprise of promoting equality and diversity within a positive work culture that is based on respect, fairness and valuing individual difference. The Ministry meets this commitment through the promotion of 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.

Information about this commitment is available on the Ministry's intranet for all staff to access. The following documents from the intranet are enclosed for your reference:

- 'Equality and Diversity commitment'
- 'Promoting equality and diversity'
- 'Equal Employment Opportunities (EEO) 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.

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.

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 or 0800 802 602.

Yours sincerely

Andrea Lawton
Deputy Chief Executive, People, Culture and Strategy

Appendix 1: Diversity and Inclusion at MSD

Our Aspiration

We will be a **trusted and proactive organisation** that supports New Zealanders to thrive by tailoring our policies, systems and services **to people's diverse needs**, in a way that **understands, values and enables** people, their whānau and their communities.

Priority Focus Areas

1. Biculturalism
- Support the embedding of the Māori Strategy and Māori responsiveness work programmes into the Ministry.*

2. Diverse perspectives
- Enable our people to feed their diverse perspectives into the Ministry's work.

3. Accessibility
- Deliver internal and external policies, systems, services and approaches that are accessible to everyone.

4. Enabling potential
- Flexible work and reasonable accommodation embedded across the Ministry to meet diverse needs, and creating equal opportunities for everyone to thrive.

*The Diversity and Inclusion Strategy supports and complements the Māori Strategy and Māori responsiveness work programmes being developed.

Outcomes

- Equal outcomes and opportunities for all
- Strong communities that support the social and economic development of NZ
- People get what they need in a way that is appropriate to them
- High levels of trust and wellbeing

People at the Centre

Person
Whānau
Community

Manaakitanga: Kindness, care, generosity, support

Whanaungatanga: Relationships, Connection, sense of belonging

Kotahitanga: Partnering, unity, togetherness

Diversity and Inclusion matters

Everyone is diverse in a range of interrelated ways. We want everyone (our people and clients) to **thrive, be who they are** and enhance their **wellbeing.**

Our aspiration for MSD aligns to the vision for the wider state services; for all agencies to be diverse and inclusive; to **value, reflect and understand** the communities we serve.

New Zealand is a bicultural country and the principles of the Treaty of Waitangi should be honoured and reflected in the work of MSD. NZ also has fast growing populations of Pasifika and Asian people, as well as a growing number of people with refugee backgrounds.

Diversity and Inclusion means

"Diversity is being invited to the party. Inclusion is being asked to dance."

Diversity encompasses a broad spread of experience, culture, perspective and lifestyle of those who live in New Zealand. Diversity refers to nationality, ethnicity, gender, age, disability, sexual orientation, gender identity, education, national origin, and religion.

It's about valuing our differences and building a sense of belonging so everyone feels they can bring their whole selves to work.

Gender Distribution (MSD)

Executives and Senior Managers
42.1% 57.9%

Middle Management
55.7% 44.3%

General Staff
73.0% 27.0%

Front line
72.2% 27.8%

*We do not hold accurate data for gender diverse employees so they are not pictured here.
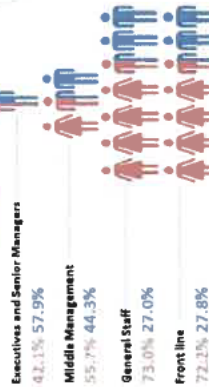
People have different experiences

Mental health and wellbeing is impacted for people who are diverse in sexual orientation, gender identity, gender expression and sex characteristics and disabled people due to repeated exposure to stigmatisation, discrimination and violence.

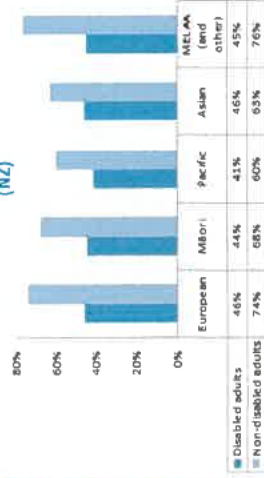Transgender people often experience discrimination at work.
Human Rights Commission, 2008

Employment Rates (NZ)

	European	Māori	Pacific	Asian	MELAA (and other)
Disabled adults	46%	44%	41%	46%	45%
Non-disabled adults	74%	68%	60%	63%	76%

Biculturalism/Treaty of Waitangi

Diversity and inclusion work streams

Diverse Perspectives

Capability
- Learning and capability
- Awareness raising, competency and capability building
- Diversity 101, unconscious bias

Co-Design
- "Everything for us, with us"
- MSD networks act as channels that enable feeding in of diverse perspectives and insights into work across the whole Ministry
- Formalise networks/reference groups
- Internal and external networks/boards

Representation
- Recruitment
- Balanced shortlists and interview panels
- 40/20/40 gender *
- Ethnicity, disability, LGBTIQ

Accessibility

Physical Environment
- Systems, structures, services, workplaces, buildings, correspondence that are accessible for all, especially for disabled and gender diverse people

Language
- Internal and external correspondence that is accessible to all, and is inclusive and respectful, e.g. plain English, use of alternate formats for easy reading

Cultural Background
- Systems, structures, services, workplaces that are culturally sensitive and meet the needs of diverse cultural practices and worldviews

Enabling Potential

Fair and Equitable Pay
- Address pay parity issues where we have observed gaps
- Eliminate gender pay gap

Flexible Work
- Hours, locations, part-time/full-time, job sharing
- Flexible recruitment
- Family friendly policies

Reasonable Accommodation
- Consistent and clear policies and practice

Talent Management
- Development opportunities, leadership development
- Scholarships and internships

Leadership

Communications

Measurement

Notes: These proposed work programmes to be developed in collaboration and partnership with business areas across MSD.

*40/20/40 is in reference to a balance of 40% male, 40% female and 20% male, female or gender diverse.

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Diversity and Inclusion at MSD

On this page you will find information about Diversity and Inclusion at MSD, including what we want to achieve and the details of our work programme.

Our aspiration for Diversity and Inclusion at MSD

We want to be a trusted and proactive organisation that supports New Zealanders to thrive by tailoring our policies, systems and services to people's diverse needs, in a way that understands, values and enables people, their whānau and their communities.

What is Diversity and Inclusion?

Diversity encompasses a broad spread of experience, culture, perspective and lifestyle. Everyone is diverse in interrelated ways and this can include (but is not limited to) nationality, ethnicity, gender, age, disability, sexual orientation, gender identity, education, national origin, and religion.

Inclusion is about being aware that people have different needs and aspirations and adapting how you do things to help meet those needs and aspirations.

Verna Meyers, a speaker on unconscious bias and diverse workplaces, has a great analogy about Diversity & Inclusion: "Diversity is being invited to the party; inclusion is being asked to dance".

Why Diversity and Inclusion?

We want everyone (our people and clients) to thrive, be who they are and have a strong sense of wellbeing. Being inclusive helps our people to thrive, builds their mana and supports a sense of belonging at MSD.

When we have a diverse and inclusive environment that truly enables our people and our clients, the outcomes we expect to see are:

People get what they need in a way that is appropriate to them

Equal outcomes and opportunities for all

High levels of trust and wellbeing

Strong communities that support the social and economic development of NZ

Our approach

The People, Culture and Inclusion team leads our Diversity and Inclusion work programme, and we work in partnership with people and networks across MSD. We are setting up a Diversity and Inclusion steering group [http://doogle/business-groups/people-culture-strategy/people-culture-inclusion/diversity-and-inclusion-steering-group.html] made up of diverse people across MSD who advise and contribute to this work.

The Diversity and Inclusion work programme

The D&I work programme has three work streams with several individual work programmes, and is underpinned by leadership, communications and measurement. The programme is MSD-wide and a mix of short, medium and long-term activities will be delivered.

Our D&I approach recognises biculturalism and the rights of Māori as equal partners with the Crown as a key foundation. This will be embedded throughout D&I work, and we continue to support the embedding of Māori responsiveness work programmes.

The three D&I programme work streams are:

1.) Diverse perspectives: building awareness of D&I across MSD and incorporating diverse perspectives into everything we do, including a focus on:

Capability

Co-design

Representation

2.) **Accessibility:** ensuring our workplace is accessible and inclusive, including a focus on:

Physical environment

Language

Cultural background

3.) **Enabling potential:** empowering our diverse people through a range of infrastructure and people practices, including a focus on:

Pay equity

Flexible work

Reasonable accommodation

Talent management

> View a more detailed summary of our D&I approach and work-streams (Powerpoint 182.12KB)
> [http://doogle/documents/business-groups/people-culture-strategy/msd-d-i-strategy-2018-final-accessible-version.pptx]

Resources

Below are some simple resources you can use as conversation starters about Diversity and Inclusion in your team. We will continue to develop and add resources to this page.

'Inclusion starts with I' [https://www.youtube.com/watch?v=2q88Ju6nkcg&t=9s] (Accenture) – people have different experiences in the workplace

'All that we share' [https://www.youtube.com/watch?v=jD8tjhVO1Tc&t=2s] (TV2 Denmark) – diversity and inclusion is more than the 'boxes' we put people in

'What do you bring to the table?' [https://www.youtube.com/watch?v=00Ix3paFecM&t=20s] (Vogels NZ) – sharing people's unique (and sometimes unexpected) life stories

Content owner: Human Resources   Last updated: 26 November 2018

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]
Accommodating diversity in the workplace [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]

Recruitment Policy [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]

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

www.EEOTrust.org.nz [http://www.eeotrust.org.nz/]

SSC Website:

www.ssc.govt.nz [http://www.ssc.govt.nz/]

Content owner: Human Resources   **Last updated:** 26 January 2016

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://doogle/working-here/joining-us/eeo.html] and EEO Policy [http://doogle.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://doogle/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://doogle/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

Equal Employment Opportunities (EEO) Policy

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

On this Page:

This policy is part of MSD's Equality and Diversity Commitment [http://doogle/working-here/joining-us/eeo.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: <u>National Communications</u>   **Last updated:** 16 April 2014

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] 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] .

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 [mailto:askhr@msd.govt.nz] for more information and/or see the link below.

5. Working Hours

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

Support Funds for disabled employees

Workbridge [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 disproportionally 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]
IT Customer Services [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/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]
Disability Service Providers e.g. Blind Foundation

Resources

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

Content owner: Human Resources Last updated: 13 November 2018