

**2018**

Employment  
Support Practice  
Guidelines:

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**How to support  
disabled people to  
get the job they want**



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# Foreword

Access to secure employment is a high priority for disabled people, not just because of the increased financial security it can bring, but because of the difference it can make to people's health and well-being. Paid work really matters and is essential to a good life! Yet for disabled people the employment participation rate is half that of the general population. Disabled people, employers, the labour market and the New Zealand economy are all missing out on the contribution that disabled people can make. To seize these missed economic and social opportunities it is essential that the government, the disability sector and the community commit to improving this, as it is something that will benefit society as a whole.

Employment support services are a critical investment by government, the disability sector and the community. Employment support services have an important role to play in improving the employment participation rate of disabled people by working alongside both disabled people and employers to tailor work opportunities to address their respective needs. It is therefore essential that employment support services offer a level of quality that provides assurance that these outcomes can be achieved.

NZDSN initiated a project to develop the **Employment Support Service Practice Guidelines** as one way of providing this assurance.

These Guidelines are an essential "how to" guide for supporting disabled people into work and are built on a set of principles and practices that are evidence based. They have also been further refined through a cross sector collaboration process involving disabled persons organisations, provider umbrella groups and government.

A large number of sector leaders, practitioners, academics and disabled people (including those using employment support services), have contributed to the development of these Guidelines. An in-depth and robust consultation process was followed.

This project would not have been possible without the incredible input of Project Lead Gordon Boxall who showed extraordinary patience, perseverance and determination to see that the desired outcomes were achieved. His generosity also needs to be acknowledged, given the actual time he dedicated to the project.

It is our hope and intention that the Guidelines be used by all those who are dedicated to providing high quality support services that achieve great employment outcomes for disabled people. The Guidelines are intended for:

- disabled people and family members to inform and guide consumer expectations
- providers of employment support services to guide self-review and continuous quality improvement
- funders to inform service specifications and contracted outcomes
- training providers as a resource for workforce development
- independent auditors and evaluators as a benchmark for service quality

The Governance Group's aim all along has been for the Guidelines to become a touchstone for quality and best practice. As such, group members are dedicated to promoting their use through its wider networks. The Guidelines, and accompanying documents, can be found on the websites of each of those on the Governance Group. See below:



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



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



[www.inclusive.nz](http://www.inclusive.nz)



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



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



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

### Disabled Persons Assembly NZ

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

The Governance Group acknowledges funding support for this project from:



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



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

# People who worked on the Guidelines

The following people and agencies participated in developing the Employment Support Practice Guidelines:

## **Governance Group:**

- Anne Hawker and Alison Riseborough – *Ministry of Social Development*
- Christine Wilson – *Standards and Monitoring Services*
- Cindy Johns – *People First New Zealand, Ngā Tāngata Tuatahi*
- Esther Woodbury – *Disabled Person's Assembly*
- Garth Bennie, Sarah Halliday and Sara Georgeson – *New Zealand Disability Support Network*
- Marion Blake – *Platform Trust*
- Tess Casey – *Inclusive NZ*

## **Working Group:**

- Ali Shapland and Kervin Farr – *Inclusive NZ*
- Cath Williams – *Accident Compensation Corporation*
- Maihi Rapata – *Ministry of Social Development*
- Fiona Williams and James Carr – *People First New Zealand, Ngā Tāngata Tuatahi*
- Leo MacIntyre and Therese Hamlin – *Platform Trust*
- Louise Deane and Margaret Reilly – *New Zealand Disability Support Network*
- Nick Ruane and Jak Wild – *Disabled Person's Assembly*

## **Project Lead:**

- Gordon Boxall – *Weaving Threads*

# Introduction

As a signatory to the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), New Zealand is committed under Article 27 to “recognise the rights of persons with disabilities to work, on an equal basis with others.” To honour this, it made sense to co-design a set of Employment Support Practice Guidelines, with people and organisations who believe that disabled people deserve and require better access to jobs and careers of their choice. This initiative builds on the earlier work of Inclusive NZ, the former ASENZ (now part of NZDSN) and others that have identified and promoted good practice with supported employment providers. The ‘co-design’ approach taken reflects the paradigm shift of ensuring the personal experiences and expertise of disabled people are included in anything that affects them.

The process included looking locally and internationally at what practices have been successful in supporting disabled people into jobs and careers of their choice. It also involved getting feedback on these practices from the wider sector.

Whilst it was beyond the scope of this initiative to consider the specific characteristics of individual disability groups, the accompanying *Companion Document - Evidence and Resources* details the extent of the review with some important pointers as to what works in particular circumstances. However, it is recognised that there are important cultural considerations and approaches that will be important to develop further along the track (e.g. working with Deaf people and the deaf community). Similarly, some providers specialise in services for a particular culture and/or impairment type and there is considerable scope to expand the evidence review in these areas and add resources over time.

The Employment Support Practice Guidelines are aspirational and it is recognised that all agencies involved may be at different stages of the journey towards their implementation.

Initiatives to provide employers with more confidence to employ disabled people, and the expansion of *Enabling Good Lives* are examples of change that will build higher expectations, as well as offering more choice and control to disabled people and families.

It is within this context that the governance group that led this initiative will continue. Members will seek to influence the necessary policy, assessment, funding, contracting, reporting, training and qualification developments that will be required over time to create optimum conditions in employment support for disabled people to be able to get the job and career of their choice.

These Guidelines will also be regularly reviewed and updated. Next steps also include creating opportunities for employment support providers to commit to the Guidelines, and to build on the Self-Review Framework as part of a developmental evaluation process.

## Key terms defined:

The following terms are used throughout this document, the Evidence and Resources Companion Document and the Self-Review Framework.

- **Employment** – work in the open labour market in a job not reserved for a disabled person and paid at or above the minimum wage, or being self-employed
- **Disabled People/Disabled Job-seekers** – the term ‘disabled people’, as utilised in the *NZ Disability Strategy*, covers people defined by the *UNCRPD* which includes people with psychosocial disabilities/mental illness. We do, however, recognise that many people prefer other terms including ‘people with disability’ or ‘people with lived experience of disability’. It is therefore important that people take the lead from the people they are supporting and use the terminology they are comfortable with
- **Employment Support Providers** – any government or non-government agency involved in the provision of employment support services to disabled people

## The Practice Guidelines are aligned with and informed by the following key documents:

- The *UNCRPD* particularly *Article 27 – Work and Employment* but also *Article 26 (Right to Habilitation and Rehabilitation)*  
[www.ohchr.org/EN/HRBodies/CRPD/PagesConventionRightsPersonsWithDisabilities.aspx](http://www.ohchr.org/EN/HRBodies/CRPD/PagesConventionRightsPersonsWithDisabilities.aspx)
- *The New Zealand Disability Strategy 2016-2026* and particularly *Outcome 2: NZ employment and economic security*.  
[www.odi.govt.nz/nz-disability-strategy/about-the-strategy/new-zealand-disability-strategy-2016-2026/read-the-new-disability-strategy/](http://www.odi.govt.nz/nz-disability-strategy/about-the-strategy/new-zealand-disability-strategy-2016-2026/read-the-new-disability-strategy/)
- The eight Principles of *Enabling Good Lives* (2012)  
[www.enablinggoodlives.co.nz/about-egl/egl-approach/principles/](http://www.enablinggoodlives.co.nz/about-egl/egl-approach/principles/)
- *ACC's Living My Life – A new approach to disability support* (2016)

## The following values and principles underpin the Guidelines:

- The belief that *everyone* can contribute to their community through employment – defined as working in the open labour market, in a job not reserved for a disabled person and paid at or above the minimum wage, or being self-employed
- Employment provides an important way to enhance quality of life and mana for disabled people, including their whānau and community
- Improved economic security and overall wellbeing are achieved by having employment, and are key ingredients of citizenship
- Opportunities to access employment need to be based on the aspirations and preferences, strengths and skills of each person
- Disabled employees must receive at least the same wages and conditions as their non-disabled workplace peers
- Employment support practices need to be evidence-informed

## Who the Practice Guidelines are for:

- People who use employment support services (and their families and whānau), so they can know what to expect from a high-quality employment service
- Providers of employment support services, to enable them to get and maintain the best employment outcomes for the people they support and their funders
- Funders of employment support services, so they know what providers are committed to, and to support the implementation of evidence-based practices through their contracts and monitoring arrangements
- Evaluators of employment support services, to assist with monitoring performance and measuring outcomes for continuous learning and improvement
- Trainers and educators working in the field of employment support, to inform their ability to contribute directly to the design of courses and the development of consistent national qualifications

# How to use the Practice Guidelines:

Consider the values and principles that underpin the Guidelines and what they mean to you, your role, your rights and your responsibilities.

Take time to work through the eight employment support practices that need to be in place to improve the likelihood of more disabled people getting a job.

Consider what to look for when seeking alignment of the Guidelines' eight practices and an employment support provider. Again, from your perspective as a disabled person, family member/advocate, service provider practitioner/board member or funder.

**Please note that the Practice Guidelines are available in a range of accessible formats. You can go to the NZDSN website to access these.**

For people working in employment support, two further documents are available to aid in imbedding the *Employment Support Practice Guidelines* into practice – the *Companion Document – Evidence and Resources* and the *Self-Review Framework Template*.

**The *Companion Document – Evidence and Resources*** outlines the journey undertaken to complete the Practice Guidelines. It provides detailed information about the evidence that was drawn on with direct links to examples that illustrate best practice.

**The *Self-Review Framework Template*** (Appendix 1) provides a process for employment support providers to reflect and evaluate how effective their work is against the Guidelines. It is intended that providers will look for evidence from within their own experience, as well as their organisation to demonstrate how well they are aligning with the Guidelines and if they need to establish an action plan to improve quality.

The Companion Document and the Self-Review Framework Templates are available from the NZDSN website as well as the other Governance Group members websites.

# Employment Support Practice Guidelines:

**(Things that need to be in place to improve the likelihood of more disabled people getting a job). There are eight practice guidelines:**

1. Any disabled person who wants to work has opportunities to receive skilled support to get work.
2. The disabled person's goals and aspirations drives the uptake of employment support.
3. People and agencies involved in a disabled person's life are encouraged to understand the importance of work as an achievable outcome.
4. Disabled people experience a personalised service. This means getting individually tailored, ongoing employment support to get and maintain a job.
5. Employers know about, and have confidence in employment support services, the benefits of employing disabled people and the importance of building natural supports in the workplace.
6. Providers of employment support have the knowledge to support each disabled person to get a job and develop a career of their choice.
7. Providers of employment support services direct and lead their organisation in ways that promote these employment support practices in partnership with disabled people.
8. Providers of employment support services measure how good they are at getting people into work and strive to continually improve their employment services to disabled people, to employers and to funders.

## Practice Guideline 1

**Any disabled person who wants to work has opportunities to receive skilled support to get work**

What to look for when matching an employment service's practice to each of the Practice Guidelines:

- 1.1 Their website and promotional information indicates their commitment to the values and principles of the Guidelines
- 1.2 They demonstrate a clear attitude that a disabled person's willingness and desire to work are the only requirements to access employment services
- 1.3 They are well known to disabled people's networks in the areas in which they work – they have positive relationships with the disability community and are able to tap into that wider expertise as required
- 1.4 They are well connected with other employment support agencies (both locally and nationally)
- 1.5 They understand the labour market and are well connected to employer and business groups
- 1.6 They actively work with local Māori, Iwi and Hapū to ensure disabled job-seekers who identify as Māori are engaged in a culturally appropriate way
- 1.7 They actively work with local community groups to ensure disabled job-seekers who identify as being from other ethnic backgrounds are also engaged in a culturally appropriate way
- 1.8 Information they provide is accessible in a range of formats, the way in which they interact with a disabled person demonstrates an understanding of disability, and their buildings are welcoming and easily accessible
- 1.9 They know about changes in the disability sector and how they will impact employment support, and are open to new ways of working

## Practice Guideline 2

### The disabled person's goals and aspirations drives the uptake of employment support

- 2.1 It is clear the disabled person is listened to and enabled to explain their aspirations
- 2.2 Any work assessment and planning process should be underpinned by the strengths and interests of the disabled person. The process includes opportunities to discover and explore a range of employment opportunities that match a person's strengths and interests
- 2.3 They ensure the disabled person determines the type of work they want and identify imaginative and practical solutions to ensure any barriers to work are minimised/removed
- 2.4 They work with the disabled person to identify and obtain any skills, training or qualifications that will be necessary to get a particular job
- 2.5 They recognise that the degree of support a disabled person requires for daily living does not prevent them from seeking work. Indeed, such support could should enhance, rather than reduce, their opportunities to get a job - including self-employment
- 2.6 They are able to demonstrate success stories where they have worked in partnership with a disabled person to successfully overcome barriers to work

## Practice Guideline 3

**People and agencies involved in a disabled person's life are encouraged to understand the importance of work as an achievable outcome**

- 3.1 The benefits of work are clearly set out and they are prepared to discuss these with disabled people, families and whānau
- 3.2 They are encouraging and welcoming to families and whānau
- 3.3 They actively seek to understand the importance of a person's background and culture
- 3.4 They don't make assumptions but are guided by the disabled person and the people/agencies they want to involve in the process
- 3.5 They offer their employment support expertise to other professionals (including teachers and medical/health professionals) to promote and build an understanding of the value of work for disabled people
- 3.6 They actively promote the benefits to businesses and the wider community of disabled people being more visible in the workplace
- 3.7 They are committed to disabled employees receiving the same wages and conditions as their non-disabled colleagues

## **Practice Guideline 4**

**Disabled people experience a personalised service. This means getting individually tailored, ongoing employment support to get and maintain a job**

- 4.1 Staff are encouraging and optimistic around finding work opportunities based on a disabled person's unique situation
- 4.2 They lead by example in employing a diverse workforce that reflects their local demographics
- 4.3 They listen to individuals (and their close supporters), get to know them well and show they understand their unique circumstances
- 4.4 They focus on getting people into work first and then provide on the job training as that is what is proven to work best
- 4.5 Sufficient time will be spent on working together to ensure that a person is well prepared to apply for jobs and attend interviews, including time afterwards to reflect on the process. Alternative interview processes and formats are pursued to ensure recruitment barriers are removed
- 4.6 They assess what is needed in terms of supports or workplace accommodations and how these can be created/sourced in a timely manner

4.7 Guidelines 4 and 5 need to be considered together. There is common language within Guidelines 4 and 5, with the focus for Guideline 4 being on the job-seeker. The work of the employment support provider is to connect, broker and build rapport between the two to mutual benefit. Therefore, they will work together with the disabled job-seeker and prospective employer in the following ways:

- People are always matched to jobs to the mutual benefit of the disabled job-seeker and the employer
- They will identify what is needed to prepare the employee for the commencement of duties
- When the job has started, employment support practitioners have the skills and the time to be available for the employee, as required
- They work out with the employee what to do if things don't go as planned
- They will have purposeful, regular on-going contact to assist the employee to build confidence and positive relationships in the workplace. As well as ensuring the job is working out for the employee, this process can also focus on the building of supports that naturally occur in workplaces and it can also provide opportunities to identify potential steps for further career development
- Their approaches will support and complement, not supplant, naturally occurring workplace supports
- They will remain available to the employee until it is clear that they are no longer needed and will be responsive to any change in circumstances thereafter

## **Practice Guideline 5**

**Employers know about and have confidence in employment support services, the benefits of employing disabled people and the importance of building natural supports in the workplace**

- 5.1 They can demonstrate that they are known to local employers and their representatives
- 5.2 They show they understand the local labour market and its requirements
- 5.3 They have positive relationships/partnerships with, and actively work with local secondary schools to ensure disabled students will have the best chance to access the local labour market, including supporting work experience
- 5.4 They are successful at promoting the benefits and advantages of employing disabled people
- 5.5 They keep employers in touch with what's available to assist them to employ disabled people
- 5.6 They support prospective employers to understand individual job-seekers skills/talents/strengths, as well as their learning/development needs, and disability support needs
- 5.7 They have the skills to consider how a person's strengths may fit an employer's needs, and suggest adaptations to an existing role or to create a new role as necessary

5.8 Guidelines 4 and 5 need to be considered together. There is common language within Guidelines 4 and 5, with the focus for Guideline 5 being on the employer. The work of the employment support provider is to connect, broker and build rapport between the two to mutual benefit. They will work together with the disabled job-seeker and prospective employer in the following ways:

- People are always matched to jobs to the mutual benefit of the disabled job-seeker and the employer
- They will identify what is needed to prepare the employer for the commencement of duties
- When the job has started, they have the skills and the time to be available for the employer, as required
- They work out with the employer what to do if things don't go as planned
- They assist the employer to consider how natural workplace supports can develop and enhance the experience of the employee over time
- They will assist in building the employer's capacity to support the disabled employee but will remain available until it is clear they are no longer required, and if circumstances change, be ready to step in again

## Practice Guideline 6

**Providers of employment support have the knowledge to support each disabled person to get a job and develop a career of their choice**

- 6.1 They understand income support systems (*Work and Income, ACC*) and have a good relationship with *Work and Income/ACC* staff. They can enable disabled people, families and whānau to understand the impact of work on their financial circumstances
- 6.2 They have expertise in knowing what subsidies, training and other supports are available to disabled people and employers
- 6.3 They understand tax law and can enable disabled people, families and whānau understand how this will impact their circumstances for any given job
- 6.4 They understand employment law, particularly around what the rights and responsibilities of employees are in the workplace
- 6.5 They are familiar with Health and Safety requirements in the workplace and can ensure these are not used as inappropriate barriers to employment
- 6.6 They are familiar with Privacy Legislation, thereby enabling disabled job-seekers to maintain control over their personal information and ensure employers understand their responsibilities in handling personal information
- 6.7 They know about the rights of disabled people as defined by the *UNCRPD*, and in the *New Zealand Human Rights Act*

## Practice Guideline 7

**Providers of employment support services direct and lead their organisation in ways that promote these employment support practices in partnership with disabled people**

- 7.1 They can demonstrate their commitment to doing things that are proven to be successful
- 7.2 They recruit and keep great staff who are skilled in employment support
- 7.3 They actively recruit disabled people
- 7.4 Employment specialists are actively encouraged to be innovative, developing new approaches/ways of working and contributing to an understanding as to what works effectively in New Zealand environments
- 7.5 They can show how disabled people influence the way the agency is governed, directed and managed through having people with personal experience of disability on their boards and within their leadership teams
- 7.6 They can demonstrate they work well with other agencies
- 7.7 They are actively involved in local and national employment support networks including mentoring new providers/practitioners

## **Practice Guideline 8**

**Providers of employment support services measure how good they are at getting people into work and strive to continually improve their employment services to disabled people, to employers and to funders**

- 8.1 They publish their track record for reaching employment outcomes
- 8.2 They regularly survey both the people who use their services, and employers, about the things that matter to them and make changes as a result of the feedback
- 8.3 They participate in research to progress evidence-based practices and to test the effectiveness of new initiatives
- 8.4 They invest in the ongoing development of their staff
- 8.5 They are committed to assessing/evaluating the wider impact of employment on the well-being of disabled people and their families and whānau

# Appendix 1: Employment Support Practice Guidelines Self-Review Framework:

## Self-review process

- Spend some time as an employment support team familiarising yourselves with the *Employment Support Practice Guidelines* and the *Companion Document - Evidence and Resources*.
- Meet regularly with relevant colleagues to self-evaluate your employment support service against one or two of the Practice Guidelines. Try to reach consensus on what each quality indicator means for your services.
- Make sure you involve disabled people and family members in your self-review process as part of the review team – their experience and perspective is critical in reviewing your agency's performance, development and governance.
- Clearly identify evidence that supports the rating you have assigned to each quality indicator.
- Analyse the results and discuss the areas that seem to be strengths and those areas where there appears to be the need for development. Decide on the priorities for development and clearly identify action steps needed.
- Celebrate success and consider how such positive experiences can be made accessible to disabled people, families, whānau, employers and funders.
- Record the tasks, activities, and changes that need to be undertaken, with timescales and identify who will be responsible for each one.
- Review progress quarterly with your management team.
- Present annually to your managers/directors.
- Use your organisation's Annual Report as an opportunity to celebrate success.
- Ensure your organisation's business planning process has regard to your ambitions as an employment support provider.

- Collaborate with other providers to build the capacity and capability of the wider employment support sector.
- Consider ways to overcome the systemic issues which may be inhibiting the realisations of the Practice Guidelines.
- Commit to the development of this organisational self-review and consider how it can contribute to any external evaluation process.

## Ratings Key

<b>VERY GOOD</b>	Very strong and consistent evidence to support quality practice
<b>GOOD</b>	Some good examples of evidence to support quality practice
<b>FAIR</b>	A few examples of evidence to support quality practice, but patchy
<b>POOR</b>	Little or no evidence to support quality practice

**Review Team**

**Review date(s)**

### Practice Guideline 1

Any disabled person who wants to work has opportunities to receive skilled support to get work

Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
1.1 Your website and promotional information regarding your service indicates your commitment to the values and principles of the Practice Guidelines						
1.2 You demonstrate a clear attitude that a disabled person's declared desire to work and willingness to do what it takes to get employment shall be the only requirements to access employment services						
1.3 You are well known to disabled people's networks in the areas in which you work – you have positive relationships with the disability community and are able to tap into that wider expertise as required. You understand the labour market and are well connected to employer and business groups						
1.4 You are well connected with other employment support agencies (both locally and nationally)						
1.5 You actively work with local Māori, Iwi and Hapū to ensure disabled people who identify as Māori who want to work are engaged in a culturally appropriate way						

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
1.6	You actively work with local community groups to ensure disabled people who identify as being from other ethnic backgrounds who want to work are engaged in a culturally appropriate way						
1.7	Information you provide is accessible in a range of formats, the way in which you interact with a disabled person demonstrates an understanding of disability, and your buildings are welcoming and easily accessible						
1.8	You know about changes in the disability sector and how they will impact employment support and are open to new ways of working that follow on from this						





## Practice Guideline 2

### The disabled person's goals and aspirations drives the uptake of employment support

Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
2.1 It is clear that the disabled person is listened to and enabled to explain their aspirations						
2.2 Any work assessment and planning process should be underpinned by the strengths and interests of the disabled person. The process includes opportunities to discover and explore a range of employment opportunities that match a person's strengths and interests						
2.3 You will ensure the disabled person determines the type of work they want and identify imaginative and practical solutions to ensure any barriers to get that work are minimised/removed						
2.4 You will work with the disabled person to identify and obtain any skills, training or qualifications that will be necessary to get any particular job						
2.5 You will recognise that the degree of support a disabled person requires for daily living does not prevent them from seeking work. Indeed, such support could enhance, rather than reduce, their opportunities to get a job, including self-employment						
2.6 You will be able to demonstrate success stories where you have worked in partnership with a disabled person to successfully overcome barriers to work						



**Practice Guideline 3**  
**People and agencies involved in a disabled person's life are encouraged to understand the importance of work as an achievable outcome**

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
3.1	The benefits of work are clearly set out and you are prepared to discuss these with disabled people, families and whānau						
3.2	You are encouraging and welcoming to families and whānau						
3.3	You are active in seeking to understand the importance of a person's background and culture						
3.4	You don't make assumptions but will be guided by the disabled person and the people/agencies they want to involve in the process						
3.5	You offer your employment support expertise to other professionals (including teachers and medical/health professionals) to promote and build an understanding of the value of work for disabled people						
3.6	You actively promote the benefits to businesses and the wider community of disabled people being more visible in the workplace						
3.7	You are committed to disabled employees receiving the same wages and conditions as their non-disabled colleagues						



**Practice Guideline 4**  
**Disabled people experience a personalised service. This means getting individually tailored, ongoing employment support to get and maintain a job<sup>1</sup>**

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
4.1	Staff are encouraging and optimistic that they can find work opportunities based on a disabled person's unique situation						
4.2	You will listen to individuals (and their close "supporters"), get to know individual jobseekers well and show you understand individuals' situations						
4.3	You lead by example in employing a diverse workforce that reflects local demographics						
4.4	You will focus on getting people into work first and to train on the job because that is what is proven to work best						
4.5	Sufficient time will be available to work together on what is needed to prepare well for job applications and interviews including time afterwards to review what went well and what could have been better						
4.6	You will assess what is needed in terms of supports or workplace accommodations and how these can be created/sourced in a timely manner						

<sup>1</sup> It will be noted that there is common language within Practice Guidelines 4 and 5 with one set applying to the job-seeker and one the employer. The work of the provider is to connect, broker and build rapport between the two, in the areas described, to mutual benefit.

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
4.7	People are always matched to jobs to the mutual benefit of the disabled job-seeker and the employer						
4.8	You will identify what is needed to prepare the employee for the commencement of duties						
4.9	When the job has started, you have the skills and the time to be available for the employee, as required						
4.10	You work out with the employee what to do if things don't go as planned						
4.11	You have purposeful, regular ongoing contact to assist the employee to build confidence and positive relationships in the workplace. As well as ensuring the job is working out for the employee, this process can also support the building of supports that naturally occur in workplaces and it can also provide opportunities to identify potential steps for further career development						
4.12	You remain available to the employee until it is clear that you are no longer needed and will be responsive to any change in circumstances thereafter						





**Practice Guideline 5**  
**Employers know about and have confidence in employment support services, the benefits of employing disabled people and the importance of building natural supports in the workplace**

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
5.1	You can demonstrate that you are known to local employers and their representatives						
5.2	You show you understand the local labour market and its requirements						
5.3	You have positive relationships/partnerships with, and work with local secondary schools to ensure disabled students will have the best chance to access the local labour market, including supporting work experience						
5.4	You are successful at promoting the benefits and advantages of employing disabled people						
5.5	You keep employers in touch with what's available to assist them to employ disabled people						
5.6	You support prospective employers to understand individual job seekers skills, talents and strengths as well as their learning/development needs, and disability support needs						

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
5.7	You have the skills to consider how a person's strengths may fit an employer's needs by being able to suggest adaptations to an existing role or to create a new a new role as necessary						
5.8	People are always matched to jobs to the mutual benefit of the disabled job-seeker and the employer						
5.9	You identify what is needed to prepare the employer for the commencement of duties						
5.10	When the job has started, you have the skills and the time to be available for the employer, as required						
5.11	You work out with the employer what to do if things don't go as planned						
5.12	You are pro-active in assisting the employer to consider how natural workplace supports can develop and enhance the experience of the employee over time						
5.13	You assist in building the employer's capacity to support the disabled employee but will remain available until it is clear you are no longer required and, if the circumstances change, be ready to step in again						





**Practice Guideline 6**  
**Providers of employment support have the knowledge to support each disabled person to get a job and develop a career of their choice**

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
6.1	You understand the income support systems (Work and Income, ACC), have a good relationship with Work and Income/ACC staff and can enable disabled people, families and whānau to understand the impact of work on their financial circumstances						
6.2	You have expertise in knowing what subsidies, training and other supports are available to disabled people and employers						
6.3	You understand tax law and can enable disabled people, families and whānau understand how this will impact their circumstances for any given job						
6.4	You understand employment law and particularly around what the rights and responsibilities of employees are in the workplace						
6.5	You are familiar with Health and Safety requirements in the workplace and can ensure these are not used as inappropriate barriers to employment						

	<b>Quality Indicators</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Comments/Evidence</b>	<b>Action</b>
6.6	You are familiar with Privacy Legislation thereby enabling disabled jobseekers to maintain control over their personal information and ensuring employers understand their responsibilities in handling personal information						
6.7	You know about the rights of disabled people as defined by the United Nations Convention on the Rights of Persons with Disabilities, and in the New Zealand Human Rights Act						





**Practice Guideline 7**  
**Providers of employment support services direct and lead their organisation in ways that promote these employment support practices in partnership with disabled people**

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
7.1	You can demonstrate your commitment to do the things that are proven to be successful						
7.2	You are able to recruit and keep great staff who are skilled in employment support						
7.3	You actively recruit disabled people						
7.4	Employment specialists are actively encouraged to be innovative, developing new approaches/ways of working and contributing to an understanding as to what works effectively in NZ environments						
7.5	You can show how disabled people influence the way your agency is governed, directed and managed through having people with personal experience of disability on your boards and within your leadership teams						
7.6	You can demonstrate you work well with other agencies						
7.7	You are actively involved in employment support networks (locally and nationally), including mentoring new providers/practitioners						



### Practice Guideline 8

Providers of employment support services, measure how good they are at getting people into work and strive to continually improve their employment services to disabled people, to employers and to funders

	Quality Indicators	Very Good	Good	Fair	Poor	Comments/Evidence	Action
8.1	You publish your track record for getting employment outcomes						
8.2	You regularly survey the people who use your services, and employers about the things that matter to them and make changes as a result of the feedback						
8.3	You participate in research to progress evidence-based practices and to test the effectiveness of new things that you try out						
8.4	You invest in the ongoing development of your staff						
8.5	You are committed to assessing/evaluating the wider impact of employment on the well-being of disabled people and their families and whānau						



