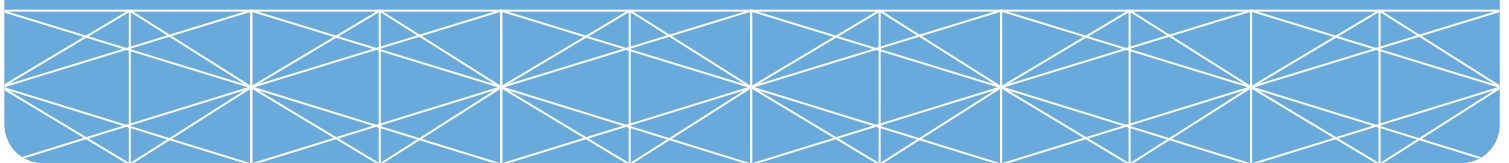




# PeoplePower

– Successful diversity at work





Dominion Post

## Foreword

by Hon Steve Maharey

The New Zealand economy has grown strongly over the past five years, leading to a very high demand for workers. The upside of this growth is that we are experiencing historically low levels of unemployment. But low unemployment is also making it difficult for employers to recruit staff and, in some regions and industries, skill and labour shortages have emerged.

The government has put considerable effort in to building tomorrow's workforce with programmes like Modern Apprenticeships, improvements to the immigration system and by getting more school leavers in to tertiary education. But for now finding the right staff can be difficult. **PeoplePower** demonstrates the benefits of taking on workers you may have previously overlooked. There are many potential workers in New Zealand who would be just right for your business. We can help you to identify who they are and support you to employ them.

I hope you find **PeoplePower** useful.

**Steve Maharey**  
Minister for Social Development and Employment

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The case studies featured in this  
publication are from a larger collection  
of business case studies on diversity.

The full collection is available at  
[www.eeotrust.org.nz](http://www.eeotrust.org.nz)

# Introduction



A recent survey by the Chamber of Commerce identified that over 47% of businesses were experiencing difficulty in recruiting the right people with the right skills for growth opportunities.

While long-term solutions need to be sought for the skills shortage, some New Zealand employers are using innovation, creativity and plain commonsense to find, nurture and keep the people they need.

The employment success stories profiled in this book highlight the benefits of looking beyond traditional sources of talent, perhaps by recruiting skilled people from overseas or skilled new migrants with the experience and attitude business badly needs. Some businesses ensure people get the training opportunities they need on the job so they are ready to move into more responsible positions when they become available. Yet others are willing to give people who have experienced long-term unemployment the opportunity to prove their worth.

Successful businesses recruit on the basis of people's skills, talents and personal qualities. They know that if employers only recruit people just like themselves, their business runs the risk of stagnating and missing the opportunities for growth brought by new ways of looking at the world.

As these business profiles show, a diverse workforce can bring unexpected benefits. For example, the employers in this book talk about improved productivity, better teamwork, reduced absenteeism, increased export sales and fewer workplace accidents.

These businesses range from the small to the large, just like the hundreds of businesses which have used the New Kiwis website to recruit new migrants with the expertise they need. Almost all new migrants have a tertiary education and many years of experience in their industry. They bring new business skills and practices to a workplace and, as some of the case studies in this book show, they may have valuable networks which will enable business growth.

While New Zealand's skills shortage will not be solved this year or next, businesses which take a creative approach to their employment dilemmas can create their own long-term solutions, and enable people to make a worthwhile contribution to the country's well-being.

A handwritten signature in black ink, which appears to read 'Michael Barnett'. The signature is fluid and cursive.

**Michael Barnett**

Chief Executive, Auckland Regional Chamber of Commerce & Industry  
Chair, Equal Employment Opportunities Trust

# The Changing Face of the New

People are the key to any business – more so now than ever before. In a competitive, open economy, skills, relationships, knowledge of markets and the ability to meet the needs of customers are essential to success.

Finding good staff will be one of the critical challenges for New Zealand businesses in the years ahead. New Zealand's population and society are changing. As a nation, we are becoming older and more ethnically diverse. And there's good reason to believe that the impact of these changes will be felt increasingly strongly over the next 10 years.

First, our ageing population means more than just a few extra grey heads. It also means that our population is growing more slowly than before. People are having fewer children than they did in the past, so as the baby boom generation (the large group born from the mid-1940s to the 1960s) advances in years, there aren't as many new Kiwis to take their place.

For business, this means that the pool of potential workers will grow more slowly. The tight labour market of the past three years looks as though it is here to stay for the foreseeable future. Businesses will have to change and adapt to avoid this preventing growth. One way of doing this is to work smarter – using more technology and better work practices

to do more with less. But businesses will also need new approaches to recruiting and retaining staff.

With low unemployment, and fewer young people entering the workforce from school or tertiary education, employers will need to look to less 'traditional' sources for recruitment. This means employing people who have tended not to be in the workforce, perhaps because of responsibilities to family or community, or those who do not aspire to the usual patterns of work and career.

So what will tomorrow's workforce look like, and what does this mean for you as an employer?

## Older workers

In the first place, the workforce overall will be older. In the mid-1980s, half the population was under 30 and half over. Today, the mid-point is 35 and rising. By 2021, only a slight majority of people will be under 40 (see figures 1a and 1b). Among the working population, growth will be especially strong in the numbers of people aged 50 years and over.

Figure 1a

### New Zealand in 2001

Thousands of people by age and gender

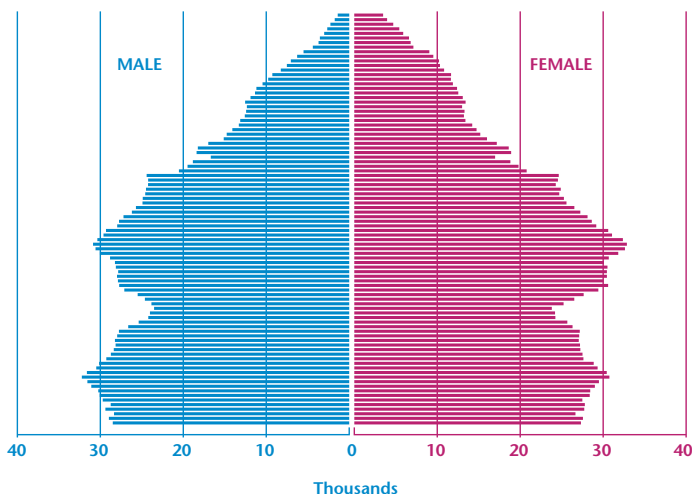
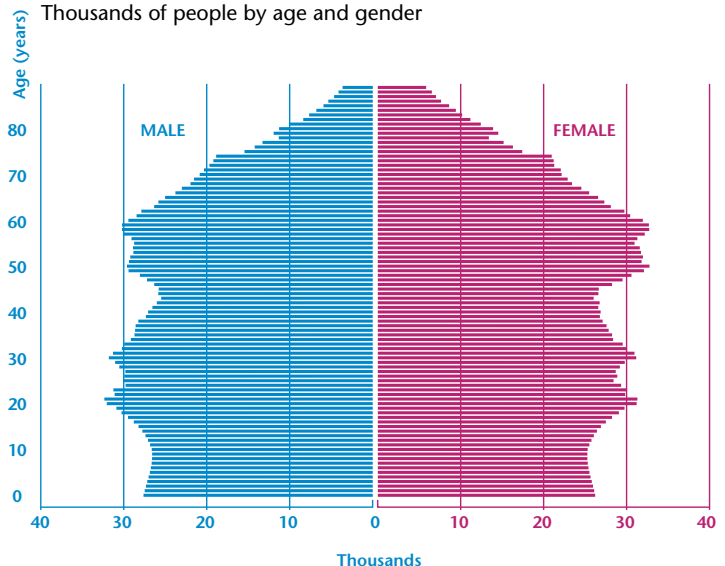


Figure 1b

### New Zealand in 2021

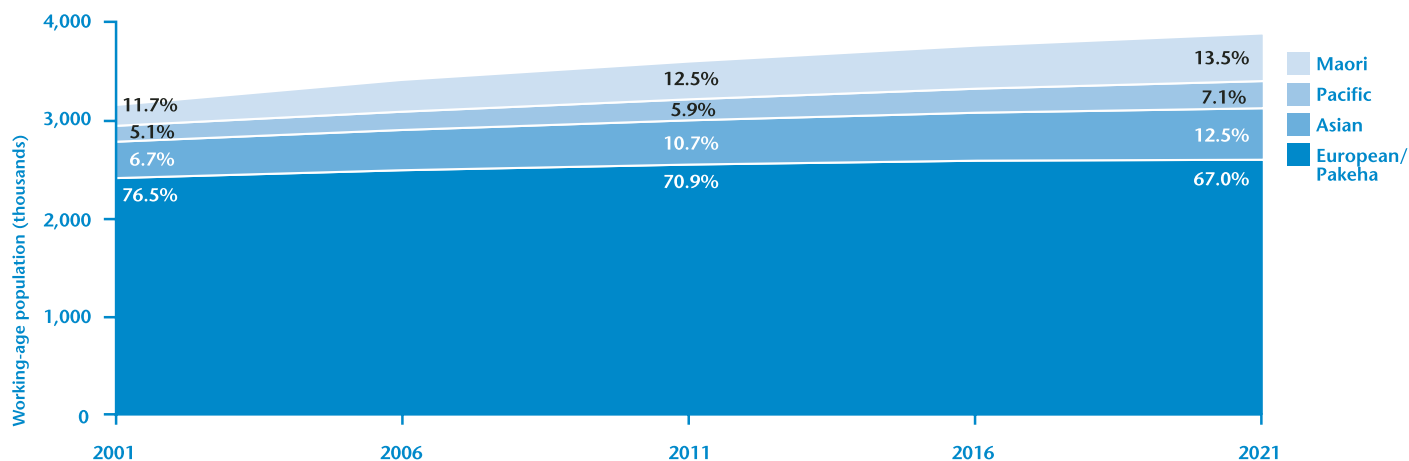
Thousands of people by age and gender



Source: Statistics New Zealand, population projections

# Zealand Workforce

Figure 2  
Working-age population by ethnicity



Source: Statistics New Zealand, population projections

An older workforce will bring greater experience, but may have different expectations from working life. Rather than building a career, these workers may be looking to 'down-shift' as they approach retirement. To keep this source of knowledge and mentoring, employers may need to allow for staged transitions to retirement.

## Families

Women will also play an increasing role in the workforce. Female participation in work, which has been steadily increasing for decades, will probably rise further. Just as importantly, women are staying in the workforce more continuously, taking shorter breaks from work to have children. The immediate effect of this will be more people in the workforce with responsibilities to care for children or other family members. And it won't only be mothers in that position. As there is a rebalancing of caring responsibilities between men and women, fathers

too will increasingly want the flexibility to drop children off at school, take them to the doctor in business hours or take leave during school holidays. And with more grandparents in the workforce, many of them will also be helping to care for children.

Family structures are changing, with more varied types of families becoming commonplace. As our population ages and life expectancies increase, more and more working people will have responsibilities for caring for elderly or sick family members.

## Ethnic Diversity

New Zealand's working-age population (people aged 15 years and over) has become, and will continue to be, more ethnically diverse than in the past (see figure 2). Two forces are contributing to this: growing numbers of Maori and Pacific people reaching working age and increased proportions of migrants in the population.

The tight labour market of the past three years looks as though it is here to stay for the foreseeable future. Businesses will have to change and adapt to avoid this preventing growth.

New Zealand has long had high numbers of people arriving in and leaving the country. About 22% of working-age New Zealand residents were born overseas, up from 18.5 % in the early 1990s. Recent migrants are coming from a broader range of countries than ever before. As our economy becomes more connected with the rest of the world, migrants will be a source of strength – bringing much needed language skills and cultural knowledge about export markets. They will also be a crucial connection to the market opportunities created by the new migrant communities within New Zealand.

Maori and Pacific people are also set to increase their share of the workforce. The change will be particularly pronounced among people entering the labour market for the first time. While about 14% of all New Zealanders are Maori, this rises to 22% of people under 20 years. A further 10% of New Zealanders under 20 are Pacific people. People's ethnic affiliations are becoming more complex too. Growing numbers of New Zealanders now identify with more than one ethnic group.

A more ethnically diverse workforce may demand different types of goods and services, and want different things from their work. The ability to work with people from other cultures will increasingly be a valuable skill.

### People with Disabilities

One in five adults identify as having some form of disability, according to Statistics NZ. Many people with disabilities are currently in work. Many who are not currently working have great skills and talents and good work experience, and represent a pool of potential employees.

People's impairments range from mild to severe and may be physical, sensory, neurological, mental health related, intellectual, or a mix of these. Some people may need support of some kind to perform their job – special equipment like a larger computer screen, for example, workplace modifications like clear floor space, or changes to the way you do things like giving written instead of verbal instruction. Many others just need an employer willing to look beyond their disability, recognise their talents and skills and give them a chance.

Many people with disabilities who are not currently working, or who are under-employed, are ready and able to take part in the workforce. All they need is an opportunity to work and, in some cases, some modifications or support systems in place, which may be more simple than you imagine. ■

The ability to work with people from other cultures will increasingly be a valuable skill.



## He's no spring chicken but he's a big help on the farm

Former bank branch manager Neil Savage had never worked on a farm before Kairanga Poultry employed him as a general farm worker.

He took early retirement at 55 in 2001 because work stress was playing havoc with his blood pressure. The effect of his new job on his health and wellbeing has been dramatic. Not only has his blood pressure plummeted, and his dizzy spells stopped, he's also lost over 20kg.

The Mature Employment Support Agency in Manawatu put Savage forward for the job when the farm was looking for extra staff to build a large new poultry house. He was given a three-month contract and he worked out so well that he was offered a permanent position.

"Neil is a good worker," says Kairanga Poultry Farm owner and managing director Jim Collin. "He's a fellow who's deeply

interested in his work. Life is never dull on a chicken farm. There's a wide range of interesting work to be done. He gets on well with everyone, always turns up on time, works at his peak, and pushes on when he has to. He's taking on fresh challenges and is very interested to know about everything that's going on around here. There's always a new job coming up, something he's never done before. A mature man like Neil is more reliable to work with. He'll accept an instruction more willingly than a young person.

"He's got a good brain," Collin adds. "Neil's interest in motorbikes and engines led to him becoming interested in the engineering systems on the farm. We have a development



“ He gets on well with everyone, always turns up on time, works at his peak, and pushes on when he has to. He’s taking on fresh challenges and is very interested to know about everything that’s going on around here. There’s always a new job coming up, something he’s never done before. A mature man like Neil is more reliable to work with. He’ll accept an instruction more willingly than a young person. ”

Managing Director Jim Collin



programme here – there’s a lot of engineering work here to keep him interested.”

Savage is now considering doing an eight-week evening course in light engineering so that he can do welding on the property. When he first left the bank he worked as a self-employed garden maintenance and home handyman. He also did a part-time contract job as assistant groundsman at a school. A year down the track he got his forklift and heavy traffic licences.

“This job uses a lot of the skills I picked up over the years through my hobbies. In my spare time when I worked at the bank, I pulled apart old Japanese motorbikes, tidied them up, reassembled them and sold them. A little mechanical knowledge has proved very useful in my life. I’m willing to learn to do anything. If it’s within my capabilities, I’ll do it.”

Having been in an office for 33 years, Savage says he revels in working outside.

“I was under huge pressure at the bank to perform,” he says. “Now I’m much more relaxed. I get physically

tired rather than mentally tired. I really enjoy everything I do. There are such a variety of tasks, from making up the feed, to working on conveyor systems. It’s all so new and different and I’m learning a lot.”

Savage says his life experiences have given him skills to draw on and that a young man wouldn’t be able to do some of the things he can do.

“The biggest factor is motivation,” Savage says. “I’m a hard worker. I believe in giving a fair day’s work for a fair day’s pay. You need to be physically fit, there’s lots of lifting involved in the job, plus lots of common sense and logic.” ■

Organisation: Kairanga Poultry

Business location: Feilding

Business type: Poultry farm

Email: [diane@kairangapoultry.co.nz](mailto:diane@kairangapoultry.co.nz)

Phone: 06 323 7706

# Multicultural workers spice up the workplace

Businesses struggling to find hard-working, industrious employees should look at recent migrants and the long-term unemployed as a source of quality workers, maintains Auckland-based company Contract Warehousing.

They will get more than they bargained for if they do – in the best sense, says Managing Director Rod Giles. He should know. Giles' company has a policy of employing people who are 'crying out' for the opportunity to work, and his 30-strong staff is made up of many cultures as well as numerous people who have come off benefits.

"It's a win-win situation. Having a diverse staff adds colour, in every sense. It gives us a richer environment to work in. That makes it much more enjoyable and interesting for staff who may be doing fairly mundane jobs."

"My staff keep an eye out. I don't have to watch my back because they do it for me. They respect me for giving them a chance. They don't take it for granted."

The company's multicultural staff (which currently includes Indians, Iranians, Scots, Samoans, South Africans, British, Chinese, Vietnamese, Zimbabweans, and even Kiwis) understands foreign time zones, the size of overseas markets and the way businesses operate offshore, says Giles. That's proving valuable in dealing with foreign clients.



They are surrounded by ethnic foods and different smells – fish heads and spicy foods in lunchboxes. At first, staff looked sideways at each other. Now, they appreciate each other's cultures and understand that different ways are not bad, just different

Managing Director  
Rod Giles

There are also hard-nosed business advantages to his diverse workforce.

"We've found that most new migrants are highly qualified and motivated – they have to be to emigrate in the first place. Their industrious work habits and influence have made it obvious to local employees that they have to change their attitudes and improve their standard of work. Migrants want to get ahead and they know the only way to do that is to put in the effort."

Giles has also found that pilfering and security problems, a common problem in warehouses, is not a concern for his business.

"We have an Indian Account Manager who deals with an Indian client. People feel more at ease when they can talk to someone from their own culture. Although English is her main language, she also speaks three Indian dialects. Her accent was a little difficult for us to understand at first. Her background was as a financial secretary in Mumbai, India. Initially we employed her in a warehouse position, but now she is the second most senior woman in an office of nine. I recognised her potential from the start."

Giles also has a Chinese staff member who used to work in the Prime Minister's office in China.





“He emigrated to New Zealand to give his son an education here. He’s been with us just over six months and has ability – I plan to train him on the financial aspects of our freight area.”

No soft touch, Giles puts clear boundaries in place and is demanding of his staff.

“I believe in treating people the way I want to be treated myself. I never ask someone to do something I wouldn’t do myself.”

Contract Warehousing has sourced its long-term unemployed and new migrants through Work and Income, and in future will be working with the Auckland Chamber of Commerce’s New Kiwis initiative.

“I’ve had good results from taking on long-term unemployed”, says Giles. “This isn’t always true of people with qualifications and experience, who don’t always appreciate the effort you put into moving them forward.”

The people Giles employs tend to stay a long time – his ‘hard core’ staff have been with him over ten years with many more approaching that.

Contract Warehousing’s staff get plenty of opportunities to socialise together at staff barbeques and ten-pin bowling, a popular activity. But it’s in the lunchroom that everyone really sees that diversity.

“They are surrounded by ethnic foods and different smells – fish heads and spicy foods in lunchboxes. At first, staff looked sideways at each other. Now, they appreciate each other’s cultures and understand that different ways are not bad, just different.” ■

Organisation: Contract Warehousing Ltd

Business location: Auckland

Business type: Distribution and infrastructure solutions, goods storage and handling, and business support

website: [www.cwl.co.nz](http://www.cwl.co.nz)

Phone: 09 272 4175

# Diversity makes for a more able workplace

Leon Sullivan is a gay man who 'does drag', his manager is a Maori woman, and the team leader he works alongside is Samoan. Harnessing diversity is just part of the day-to-day work of Land Information New Zealand (LINZ).





Sullivan's team of 18 people includes a wide range of ethnicities, as well as one man with a vision impairment and a woman with very little hearing.

"Diversity makes us a stronger team," says Sullivan. "We're all familiar with difference so we're prepared for any type of client or question."

Sullivan has been working for LINZ for three and a half years and was open about his sexuality from the start.

"Although I initially raised a few eyebrows, it became obvious that I do my job really well and that's what counts."

In a previous government role, Sullivan had managed an employee hired through the Mainstream Supported Employment Programme, which enables workplaces to apply for funding to take on someone with a disability. Half of the person's salary is paid by the programme for two years.

He approached Mainstream nearly two years ago for a professional to join his team. He employed a man with excellent technical skills who had tunnel vision.

"When I started working with Brent I realised how visually organised our office and work is. For example, for our survey work we use a 21 inch monitor, but if we put him in front of it he can't see the edges. People also had to learn to be tidier. If they stand up and leave their chair out, Brent's going to walk into it. Things that we take for granted had to be reassessed."

Brent is nearing the end of this two-year Mainstream placement and will soon be joining the permanent pay roll.

Late last year Sullivan realised that his team's resistance to doing paperwork was becoming a problem.

"I wanted someone who wouldn't be distracted by the phones or by conversations so I created a role based on fax, email and web requests only. I employed Karen in January this year. She has post-lingual deafness so she can still communicate verbally and can lip-read. She also already had a level of knowledge about the land title system."

Sullivan says that Karen has become well integrated into the team and expanded her work area.



“Disability’ is not a word that is used much by our team. No-one thinks of them as staff with a disability. We’ve realised that in fact everyone has a ‘disability’ if you look hard enough.

Team Leader Leon Sullivan



When Karen joined LINZ, she and Sullivan agreed that learning sign language was a key goal for her. As a result, both she and Sullivan are attending courses at Victoria University, and he loves it.

“I have a really good time learning. The rest of the staff are now showing an interest and little bits of sign language are appearing at work.”

According to Sullivan, the whole team is working better as a result of Brent and Karen joining it. Everyone pulls together much more as a team. They know they have to give some support to Brent and Karen and they’ve become more open to supporting each other as a result.

Sullivan advises employers to think in advance about how a person with a disability will be able to thrive in their workplace.

“There are lots of little things you need to think about, from how to enable a visually impaired person to see the mouse pointer to assessing building evacuation procedures. But be prepared to change your mind once the person is working, as they will have their own coping strategies.”

Sullivan says that ‘disability’ is not a word that is used much by his team. “No-one thinks of them as staff with a disability. We’ve realised that in fact everyone has a disability if you look hard enough.” ■

Organisation: Land Information New Zealand Contact Centre

Business location: Wellington

Business type: Landonline support service

Website: [www.linz.govt.nz](http://www.linz.govt.nz) Phone: 0800 665 463



# Giving physically challenged workers a go helps horticultural company to thrive

Employing people with disabilities, who wanted work but couldn't find it, is behind the success of Wanganui landscaping business Horticultural Services.

The business continues to grow, and now has staff working from Taupo through to Wellington. Seventy percent of the 26 staff were hired through Work and Income.

Director Graeme Musson employs several people with disabilities, including two deaf workers, one of whom has only one arm.

While it is something he initially did out of empathy, it has also proved to be an effective strategy for business growth. Musson is convinced his disabled workers do at least as good a job as his other workers.



“When I employed him he was so pleased to get a job he had tears in his eyes. To see him in action is fantastic. He’s fully motivated and on the go all the time. He communicates with all the residents and they love him to bits.”

Director Graeme Musson

“They tend to be more motivated as they’ve always been at the bottom of the heap.”

Spending months on an unemployment benefit after he lost his managerial position changed Graeme Musson’s attitude to life and work.

“As a result of that time on the dole I understand what it’s like for people getting up in the morning with no purpose in life – you get an inferiority complex and lose your dignity.”

Musson encourages workers to take their jobs seriously, regardless of what they are.

“The man who’s responsible for the toilet cleaning contract had applied for 46 jobs before I employed him. He’s now got ownership of his job as manager of sanitation services and takes pride in it.”

One of the deaf workers came to Horticultural Services after the local council made him redundant. Musson found that the man could easily manage the mower and did not need to hear it as he could feel the vibration of the motor. He installed a whiteboard in his office so he could give him written instructions, and bought him a fax so he could contact the man at home.

“I think most employers are scared of employing a worker with a disability, because they don’t know what the challenges and risks will be. But you’ve just got to try to put yourself in their situation.”

When Musson needed a new worker in Levin a few months later he remembered a council worker he had seen in the public gardens as he was driving through town. ‘This guy had only one arm but he was doing a really good job. He stuck in my mind.’

The man had recently become redundant so Musson contacted him through Work and Income and discovered he was also deaf.



"I had no problem with that because I'd seen this guy at work. He's now in charge of all the lawn-mowing at a rest-home."

Horticultural Services bought an automatic ride-on lawnmower that the man could operate with one arm and built him a trolley, which he could manoeuvre more easily than a wheelbarrow.

"When I employed him he was so pleased to get a job he had tears in his eyes," says Musson. "To see him in action is fantastic. He's fully motivated and on the go all the time. He communicates with all the residents and they love him to bits."

The biggest additional investment he has made for the two deaf employees is time.

"They need to know exactly what they have to do. You have to give them written instructions or really good sign instructions. And in a group of people you need to bring them into the conversation to make sure they're also part of the team," Musson says.

He is thoroughly impressed with the work of his two workers with a disability. They do extra work because they feel such loyalty to the business. The other workers treat them exactly the same as the rest of the team, and they get on really well with everyone.

Horticultural Services was subsidised to take on the two men for the first six months of their employment. Musson is currently employing another worker with one arm for a trial period. ■

Organisation: Horticultural Services Wanganui

Business location: Wanganui

Business type: Landscaping and garden maintenance contractors

Email: hort.serv@actrix.gen.nz

Phone: 0274 468 045

# Employee innovations pay healthy dividends for glass company

Auckland company ACI Glass Packaging has found that since it brought in training, education and health programmes, absenteeism and overtime hours worked at its Penrose factory have been reduced.

Health and safety have improved enormously too. As a result of increased employee literacy, and workers' involvement in safety committees and audits, the company is close to reaching three years without a lost time injury.

Manufacturing Union, the company committed itself to changing its culture.

"The workforce was predominantly Pacific people working in unskilled, manual work which had a very alienating effect on them,"



The plant consistently achieves the best performance of all ACI operations, as demonstrated by the weekly staff newsletter regularly showing the New Zealand plant ahead of its eight sibling operations in Australia, China and Indonesia. As Human Resources Manager Bruce Woodcock says, "For the last two to three years, this plant has whacked the living daylight out of every other plant."

How has the company done it – and why?

It was obvious the company needed to train new staff – a third of the workforce is over 55 years old, so a serious skills shortage would arise as they retire. The introduction of new technology throughout the plant over the years has also brought new challenges.

In association with the New Zealand Amalgamated Engineering, Printing &

explains Woodcock. "Many had worked here for decades, English wasn't their first language and they hadn't gone to school in New Zealand. The culture was very much 'the boss knows best'."

But things were changing, and the company knew it had to up-skill and that communication and safety issues throughout the plant could be helped by improving literacy.

"We explained to workers that it wasn't just their problem, it was also the managers' problem for not having recognised the issue and done something about it sooner," says Woodcock.

The Milestone Learning Centre was established on-site to provide literacy and numeracy skills, as well as glass and generic manufacturing skills. The company employs a training manager, a manufacturing tutor and a literacy tutor. Workers can access the learning centre 24 hours a day.



“ For the last two to three years, this plant has whacked the living daylights out of every other plant. ”

Human Resources Manager Bruce Woodcock





In the past, production staff had learned their skills on the job, but a new approach was needed. The company developed courses approved by NZQA for manufacturing and glass technology/engineering. Employees receive training both during work time and in their own time, and are encouraged to use the learning centre if they are recovering, at home or at work, from illness or injuries that make them unable to do their usual work.

One worker could not do his job full-time for several months while he was recovering from surgery. As his health improved, he eased back into work and attended the learning centre regularly. As a result of the new skills he acquired he was promoted to a new position very soon after returning to full-time work, Woodcock says.

Amongst the 185 employees at ACI Glass Packaging New Zealand's Penrose site are 21 different ethnic groups including Pacific peoples, Turkey, Yugoslavia, Iraq, South Africa and India.

The multi-ethnic nature of the workforce is partly a reflection of ACI Glass Packaging's position as New Zealand's only manufacturer of glass packaging. It can only look to itself to develop the skills it needs and if they are not available in New Zealand and cannot be developed quickly enough, it finds its skilled workers offshore. The glass packaging industry is well established in the Philippines, which explains why ACI Glass Packaging employs six Filipino workers with high skill levels – often university qualified.

As well as recruiting employees from overseas, ACI Glass Packaging is committed to up-skilling its own workforce and to encouraging young New Zealanders to learn the skills needed by the glass packaging

industry. The company currently employs 15 apprentices and there has been a significant increase in the number of employees undergoing training and committing to formal training agreements.

As a result, there have been increasing numbers of internal promotions within the manufacturing area, including women to middle and senior management positions.

ACI Glass Packaging employs six women on the factory floor and its first glass technology apprentice was a woman. The company just wants to employ the best person for the job.

"We're slowly breaking down traditional barriers and we employ solely on the basis of merit. If the best person needs to be accommodated in some way, we'll try to do that."

The company also takes a pro-active approach to helping workers stay healthy. It has developed an extensive health programme including an on-site gym, healthy food in the cafeteria, free medical checks and workshops on health issues for staff.

Woodcock says there is no 'silver bullet' – no one single initiative could have achieved the plant's excellent performance. He credits good leadership at all levels, open communication, commitment and focus for the significant improvements that have occurred in the plant, especially in production performance and health and safety. ■

Organisation: ACI Glass Packaging

Business location: Auckland

Business type: Manufacturer of glass packaging

Website: [www.acipackaging.com](http://www.acipackaging.com)

Phone: 09 976 7100

# Photographer keeps a careful eye on the big picture

How can a one-person business best expand without greatly increasing the overheads involved in taking on more staff?

A Christchurch photography business has found a way of managing that growth gradually, in a way that both keeps down costs and allows for maximum flexibility on both sides.

Richard Linton, of Linton Photography, took on two part-time employees, both of whom work 20 hours a week, but with the option of working more by mutual arrangement. Both Linton and his employees find the arrangement is working well, giving both employer and employees the flexibility they need.

"Very few photographers have paid employees. I'm always trying to make small incremental improvements in our systems. This would not have

Employing Anne, who wanted flexible work hours, helped to keep my costs down. Any hours in addition to the 20 we initially negotiated are by mutual agreement. For her office work she is paid as an employee on a PAYE basis. She is paid at a higher rate for photography and she invoices me through a company that she has set up for her freelancing work," Linton says.

His work is subject to varying demand. Deadlines can be extremely tight. There is no consistency and the amount can vary hugely from month to month. The seasonal variation in the workload meant it was going to be a tall order to justify a full-time salary. Anne began working for Linton in late 2002 as a contractor.

“Very few photographers have paid employees. I'm always trying to make small incremental improvements in our systems. This would not have been possible without me from being a sole owner-operator to the next stage in

been possible without taking on staff. Taking on two part-time employees shifted me from being a sole owner-operator to the next stage in the development of my business," says Linton.

Anne is the production manager and she works for 20 hours a week. She is also a photographer in her own right and does contract photography for Linton as well. Brooke is responsible for a lot of the back office tasks such as digital post production, and archiving work onto CD and DVDs, as well as fulfilment of customers' orders. She also assists on many location shoots. The company also regularly uses half a dozen freelance photographers to assist when workloads require it.

"A business like mine doesn't need someone to be in the office from Monday to Friday, nine to five.

They had a chat and decided she should become an employee. They get on well, says Linton and they're about to formalise an employment contract.

As a single parent with a young son, her priority is to see her son off to school and to be there when he arrives home. Her family provides support when she has to work after 3pm.

"If there's more than 20 hours I work the extra time," says Anne. "I try to be flexible about this. If the work needs to be done, I'm there to do it. Through the busy season I work most weekends. I arrange my child-care accordingly. If my child needs me I can work glide time and make up the time later. When this happens, Richard supplies a laptop which enables me to work from home. It also means I can prioritise. I don't think I'll ever work a nine to five job. I work more efficiently being part-time."

Linton says that taking on contractors or part-time employees works well for a small business, enabling it to grow without too much financial pressure before it's in a position to handle it. ■

Organisation: Linton Photography Ltd

Business location: Christchurch

Business type: Photography, including commercial, sporting and social events

Website: [www.lintonphoto.com](http://www.lintonphoto.com) Phone: 03 339 6699



always trying to make small incremental improvements in taking on staff. Taking on two part-time employees shifted the development of my business. ”

Owner Director Richard Linton





# You have to be mad to work here

Auckland health consultancy Mind and Body practises what it preaches. It provides advice on service development for health providers as well as programmes for people with mental illness, and all of Mind and Body's 14 staff have had personal experience of mental illness. As Director Jim Burdett says, "you have to be mad to work here!"

Mind and Body is an acknowledged leader in the mental health sector. It has very low staff turnover and staff are encouraged to excel.

"We work independently at a high level in our clients' organisations but we are also very strongly anchored in the Mind and Body team culture," says Burdett. "Because we have experience of mental illness the onus is on us to prove that we can do this work, not just as well as other people, but better."

"Two of the consultants who have been with me from the early days had been on invalids' benefits for years. Now they have senior roles. A sympathetic working environment gave them the opportunity to use their life experience to realise their potential and make a valuable contribution."



“Because we have experience of mental illness the onus is on us to prove that we can do this work, not just as well as other people, but better.”

Director Jim Burdett

This is what the Mental Health Commission's Blueprint means when it describes recovery as "living well in the presence or absence of mental illness", says Burdett.

"Having a mental illness doesn't mean you can't have a life worth living."

Mind and Body consultant David Basham had a successful career in the financial services industry when, at the age of 56, depression and an unsupportive work environment forced him to walk away from his job.

He has suffered from depression since he was in his early twenties and, although it was not a huge

disability, it did affect how he worked. "I started to notice that some weeks I could really plough through my work and other weeks it was like walking through molasses."

He occasionally had to take time off because of his illness but he enjoyed his work, and excelled at it until, after a stressful period of restructuring, Basham was unable to continue his job because of severe depression.

As a result, Mind and Body Consultancy gained his expertise in 2002.

Building up his hours over time, Basham now manages the six mental health advisors at Auckland District Health Board (ADHB) Mental Health Services.

He says that he is only now learning how to manage his illness effectively.

"It's not hard, it's just being aware that some days we're not brilliant and other days we're fine," he says. "I probably perform at an even higher level now than I did before because we all have a vision of what we're doing here and we support each other."

He says any employer of people with mental illness just needs to be confident that the person has coping mechanisms and support systems in place.

"I don't want people to lean over backwards, I just want a little bit of understanding and flexibility."

For example, it would have been really helpful to me in my previous role if I could have worked from home occasionally and if I had someone I could talk to on a 'no-consequences' basis."

Jim Burdett says that Basham brings to his role not only his own experience of mental illness but intelligent insight into that experience. "He's also our oldest consultant, and in this business age and life experience are crucial. He has a real passion for the work because he can see that what he does here can really help others."

Members of the Mind and Body team may become unwell or have some sort of crisis or episode from time to time but they deal with that in a responsible manner.

"We promote the idea of individual responsibility underpinned by a supportive team. If someone is unwell we expect them to take the time out that they need, but to make sure their work commitments are covered by another consultant." ■

Organisation: Mind and Body Consultants
Business location: Auckland
Business type: Mental health consultancy for mental health providers and consumers
Phone: 09 630 5909





## Sealord encourages young Maori to become future leaders

A shortage of young Maori taking up management careers has led seafood company Sealord to set an ambitious goal – it wants at least a quarter of its top management positions to be held by Maori within five years.

Sealord is half-owned by Maori through the Treaty of Waitangi Fisheries Commission. The other owner is a Japanese seafood company, Nippon Suisan Kaisha (Nissui).

It's a significant employer, with 1500 staff divided between its fishing vessels, processing facilities and offices. Maori make up 23 per cent of the workforce, but only 12 per cent of the 60 managers are of Maori descent.

Human Resources Manager Patrick Smith says Sealord wants to be one of New Zealand's top employers and to have 25 per cent of its top management positions held by Maori by 2008.

"Maori are well represented in areas such as production supervisors, but they're definitely under-represented in other careers like marketing, accounting or the food



“ Maori are well represented in areas such as production other careers like marketing, accounting or the food technology knowledge that in the longer term, Maori will be given more be able to do this. ”

Human Resources Manager Patrick Smith





technology field. Part of the rationale behind our strategy is the knowledge that in the longer term, Maori will be given more fishery assets to manage and they need the skills to be able to do this," Smith says.

Sealord is taking a multi-pronged approach to achieving its employment goals. It encourages and supports young Maori at every step of their careers, starting with children at intermediate school age.

"We've seen that young Maori tend to turn away from certain subjects," says Smith. "The most effective way to change their mind-set is to get some of our young Maori graduates in front of them to talk about how they achieved it, that it's fun, you can travel the world and it's not so difficult – you simply need to set some goals and work towards achieving them."

The Sealord Manaaki Rangatahi programme identifies students in local intermediate schools who show real potential but need support. Local Maori who work for Sealord mentor the children.

Sealord also plans to take on two graduates each year from the TOKM scholarship programme.

Sealord is also developing Modern Apprenticeships, the next stage for graduates of the Westport Deep Sea Fishing School employed by Sealord. Graduates with potential for becoming future leaders will be identified and encouraged to sign up on apprenticeships, as will employees in the engineering areas of the processing factories.

Sealord is also part of the global scholarship programme run by its shareholders, which sends graduates to training programmes in Japan to build their skills and experience.

Succession planning is another important part of the strategy to employ more Maori in management roles. This involves identifying potential Maori managers in the workforce and addressing any gaps in their skills or experience so they are qualified for the roles when they become available.

supervisors, but they're definitely under-represented in field. Part of the rationale behind our strategy is the fishery assets to manage and they need the skills to



The programme is in its third year and Sealord is currently working with 60 children. Some of them are now moving into secondary school where they will be encouraged to continue with their studies and eventually apply for a Te Ohu Kai

Moana (TOKM) scholarship. The TOKM programme encourages Maori into the fishing industry by supporting training and study for professional, scientific, management and technical qualifications.

Sealord realises it is critical that all employees know that appointments are made solely on the basis of merit.

"While we're very active in developing Maori business leaders at all levels, we also have an obligation to our owners to appoint the best person to every position within the company," Smith says. ■

Organisation: Sealord Group Ltd

Business location: Nelson

Business type: Fishing, aquaculture and fish processing

Website: [www.sealord.co.nz](http://www.sealord.co.nz)

Phone: 03 548 3069

# Employing a mix of nationalities ups performance for elevator electronics components company

Christchurch-based TL Jones has found that employing from many different nationalities has given the company an undeniable competitive advantage.

Serving the elevator industry since the 1920s, TL Jones exports to 45 countries and has NZ\$18 million turnover. All export sales are managed out of the Christchurch office. Ninety-nine per cent of its business is export-focused, so international skills are important.

A shortage of qualified engineers and staff with experience in export sales, means the company often has to look offshore for experienced staff.

Over the past two years, TL Jones has made a deliberate effort to build its international team in

One of TL Jones R & D team moved to New Zealand two years ago from Mumbai. In addition to his engineering and electronics degree, he brought knowledge of two Indian dialects, and experience in commercial roles in India. He is now a valued member of a three-person team, preparing for the TL Jones push into the Indian market. His first-hand knowledge of local compliances and his understanding of local business customs and local freight solutions has given the company an enormous head start. Stoelhorst considers him to be a key partner in the development plans for the business.

“A small number of us travel extensively – it’s we’re not fazed by going into any market. We have enough country. Some people might find a business development – not us.”

Managing Director Chris Stoelhorst

Christchurch. Its 25 local staff includes two Chinese, one Hong Kong Chinese, one Singaporean Malaysian, one South African, two British, one French, one Samoan, one Egyptian and one Indian, most of whom were recruited locally.

“When recruiting staff our first consideration is whether the person possesses the appropriate core competencies,” says Managing Director Chris Stoelhorst. “We also take into account how the person will fit within the organisation, their language skills, and their experience at a commercial level in offshore markets. The x-factor is the language.”

The company has 15 languages covered, in addition to English.

“Our French PA/Marketing Co-ordinator represents another example of the benefits of employing an ethnically diverse staff,” says Stoelhorst. “She came to us from the UK, where she lived for a number of years working in marketing and commercial roles that covered most of Europe, and she speaks four European languages.”

Their business development manager for the Asia region moved to New Zealand last year from Singapore.

“He’s familiar with the issues in his region and instantly added local commercial experience to our team in Christchurch. If we hadn’t employed him we would have had to send someone to Asia for a couple of years to learn about the environment. So he’s given us a big advantage.”



essential for our success. One of our advantages is that knowledge between us to feel confident about entering any mission to the Czech Republic, Norway, or India daunting

Stoelhorst believes that any performance issues he encounters are identical regardless of the nationality of the staff.

“We face the same issues as any employer would and we expect this. It’s a fact – some people need to be managed to perform. Over the years, we have had job applicants who have misrepresented themselves in their qualifications, and overstated their responsibilities and experience in previous jobs. Reference checking is very important, and it’s more difficult to achieve offshore. I am acutely aware that our scrutiny of how people have presented themselves in CVs needs to be very, very thorough.”

The staff covers a range of ages. At senior technical levels, they have mature staff in their 50s whom TL Jones consider the custodians of their technology. In other roles they have a spread that is representative of the population as a whole.

Thirty-five per cent of the staff are women – high for the technology and engineering area. Of the six key business development roles, the two who hold the biggest portfolios are women, both of whom are extremely capable, Stoelhorst says.

“We have no cross-cultural issues in our workplace to my knowledge,” says Stoelhorst. “The only issue is that sometimes people have to strain to listen to other staff. Accents can be a little difficult.”

Stoelhorst believes TL Jones remunerate fairly and well. While they don’t offer career paths, they do offer people the opportunity to be part of a successful export-oriented team, and to get involved in local projects in any part of the world. ■

Organisation: TL Jones Ltd

Business location: Christchurch

Business type: Elevator electronics components manufacturing

Website: [www.tljones.com](http://www.tljones.com)

Phone: 03 349 4456

# Where does New Zealand's largest electronics manufacturer find its staff? Everywhere!

Employing a diverse range of employees from around the world is part of the survival strategy for New Zealand's largest electronics manufacturing company, Christchurch-based Tait Electronics.

Tait finds the New Zealand labour market too small to supply enough staff equipped with the specialist skills it requires, such as software designers, digital signal processing engineers, radio frequency designers and mechanical designers.

Last year, Tait Electronics filled half of its 190 staff vacancies from offshore, and sees the new blood from overseas as critical to its success.

"The key benefit is the transfer of industry knowledge and technologies into this country," says Adrian Watson, Tait's group HR manager. "Our international staff bring different experiences from other cultures and markets, and different problem-solving abilities. It's up to us to harness these resources."

"The staff we recruit from other countries are often very experienced in their fields, using cutting edge, state of the art technologies. Their influence has supported the company in gaining a number of patents in recent years."

The company targets its recruitment at countries with thriving electronic industries, such as the UK, South Africa, USA and Israel as well as South-East Asia, Eastern Europe and India.

"We focus on countries where we believe New Zealand will be easy to promote as a good place to work and on those which have commercial issues within their electronics industry, or are experiencing social and political problems so that they become less appealing as places to live and work."

Tait Electronics' large sales and distribution group is equipped to deal with multi-lingual sales in 160 countries, from London to the African deserts. If equipment breaks down elsewhere in world, queries are routed back to technical support desks in New Zealand.

"We employ local nationals in countries where we export our products. We recognise that business is

conducted in different ways in different parts of the world. To be successful in those markets we need people who understand how to operate in them. We try to intersperse local staff with Kiwis where we can."

Bringing in staff from a range of countries on a regular basis in a quick and efficient manner would not be possible without the co-operation of the New Zealand Immigration Service.

Tait has been working with the Immigration Service for 10 years, and was the first employer to be awarded Accredited Employer Status under the talent visa scheme, which enables employers to fast-track the process of bringing in people.

"The Immigration Service know our needs. We talk with them regularly. Our relationship is based on years of trust and support. We're consulted regarding the effect of their policies."

Watson likens Tait to the United Nations, saying the range of languages and dialects spoken by staff numbers well over 50 and includes everything from Polish, Tamil, Ukrainian, Urdu and Vietnamese to Farsi, Bulgarian and Arabic.

The company sees itself having a key role to play in fostering education and training, with polytechnics and universities, on engineering education programmes and with the Electro Technology Industry Training Organisation (ETITO) on industry education programmes to increase the local capacity to provide labour for the electronics industry.

Tait recruits around 10 junior designers fresh out of university every year. It places them into an intensive mentoring and development programme. The company wants to ensure that all of its designers are continually developing. They also run technician development programmes, targeting polytechnic graduates. They currently have 12 young people participating in the programme.



“ The staff we recruit from other countries are often very experienced in their fields, using cutting edge, state of the art technologies. Their influence has supported the company in gaining a number of patents in recent years. ”

Human Resources Manager Adrian Watson



Tait has a network of external agencies to help settle staff, such as a relocation company. Tait makes sure that initial contact and relocating is done professionally, and quickly, and says that the amount spent on staff relocation is worth it. If their English is not up to scratch, someone is brought in who speaks their native language to help them work through the issues.

Other employees from the same country as the new employee also support them in the induction process and make introductions. This is an informal network of support, facilitated rather than controlled.

Six staff brought in from Germany decided to set up their own club. They met at lunchtimes and spoke in German. Anyone was welcome to join them. The five Israeli employees also get together informally.

Even though staff usually settle well, one of the issues for the company is maintaining the stability

of its workforce. The biggest issue is not with the migrant employees, but with their families.

“We’re not just shifting a person, we’re shifting a whole family, sometimes breaking up an extended family network. If the spouse or the kids don’t settle well, then it will be the family that drags the employee back to their home country. This happens less and less, but there have been a few instances. We find that if they’ve come as a couple and have a child here, there can be a strong pull exerted by the family back home. In these situations we need to be sensitive and encourage the person to use their annual leave to take the child home for a visit,” Watson says.

But he maintains that the benefits of international diversity strongly outweigh any disadvantages. Nostalgia for the home country can be cured by a short trip home, but if the yearning for home becomes too strong, then an employee may leave, but not always permanently.

“Often we receive calls from former staff admitting they’ve made a mistake by returning home and asking if they can be re-employed or telling us of other people they know who would like to come out to New Zealand.”

Organisation: Tait Electronics Ltd

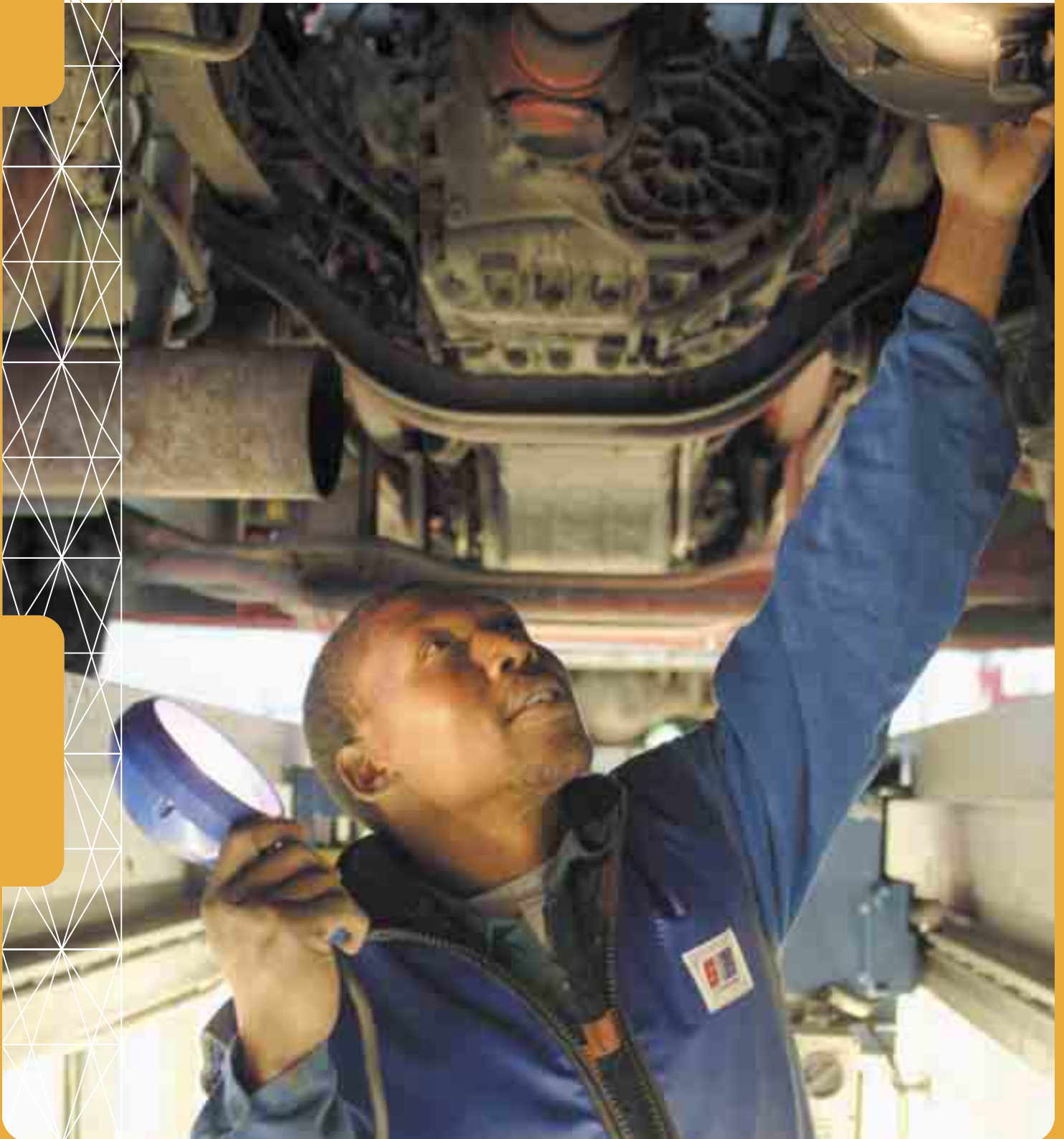
Business location: Christchurch

Business type: Electronics manufacturer

Website: [www.taitworld.com](http://www.taitworld.com) Phone: 03 358 3399

# Imports prove roadworthy at vehicle testing station

Mechanics from far-flung corners of the world have proved a boon for a Christchurch vehicle testing station facing a number of staff vacancies.





“There’s a real shortage of mechanics in New Zealand and we suddenly had to try and find qualified people to staff our Lichfield Street station,” says Area Manager for Vehicle Testing New Zealand (VTNZ) in Canterbury, Brian Smith.

It is not unusual for VTNZ to recruit overseas but a combination of circumstances led to the Lichfield Street station employing a diverse workforce. It includes two Fijian Indians, father and son, two Zimbabweans, married to each other, a Japanese man, Englishmen, a Welshman and an Australian.

The station employs 23 people, most of whom inspect vehicles and require trade qualifications. New employees usually take around two to three

months to be trained in New Zealand vehicle inspection requirements. They must pass a Land Transport Safety Authority test before they can start inspecting cars and issuing certificates.

If they’ve trained outside New Zealand their qualifications must be equal to those authorised by the New Zealand Qualifications Authority, presenting a challenge for the Zimbabwean woman who had tutored in mechanics and whose employment process was delayed when the polytechnic could not afford to send her documents to New Zealand. When the documents eventually arrived they proved that she was well qualified for the position of light vehicle inspector.





“It’s worked well for us. We struggled for many months to find qualified people and were pleased to welcome people from all over the world. They work well as a team and there haven’t been any issues around the mixed ethnicity.”

Area Manager Brian Smith



The Japanese man’s work visa took an unexpectedly long time to be issued. VTNZ kept in close contact with New Zealand Immigration officials to try and facilitate the process and, in the meantime, the man was offered a two-week vehicle inspection training course at his own expense, which he completed successfully, prior to an offer of employment.

Mechanics need to have a good knowledge of written English to be able to study the vehicle inspection requirements manual. The Japanese mechanic had studied English in New Zealand before applying for a job with VTNZ.

Smith says the Lichfield Street station is by far the most ethnically diverse in the area.

“It’s worked well for us. We struggled for many months to find qualified people and were pleased to welcome people from all over the world. They work well as a team and there haven’t been any issues around the mixed ethnicity.”

Organisation: Vehicle Testing Station, Lichfield

Business location: Christchurch

Business type: Vehicle testing

Website: [www.vtnz.co.nz](http://www.vtnz.co.nz) Phone: 03 365 3388



# Staff with hearing disability an asset in Napier factory

Napier electrode factory Weldwell New Zealand has two deaf staff whose main means of communication is by sign language. This has helped the way the whole company communicates – and also has definite advantages in a noisy work area.

“They work on the production line, where the work can be quite repetitive. One works on the wire-cutting and straightening area and runs two machines. It’s a noisy area, so the disability is not a disadvantage, and their presence creates a good atmosphere,” says production supervisor Bill Symons.

Symons says everybody jokes and laughs – with them, not at them. They express themselves well. People know where they are with them. They’re very honourable men and they really appreciate having a job.

The company’s two new deaf staff were sourced through Workbridge, an organisation that provides a professional employment service for people with all types of disabilities and injuries, no matter what the disability or skill level.

“They are really tenacious,” says Symons. “They put in an average 40-hour week and overtime as well, when it’s required. Their work effort would do credit to someone who didn’t have a disability and that’s because they give 110 per cent.”

“Our deaf staff bring out the best in people and they’re fun to have around. We’ve worked out our own system of communicating with them. They indicate with a gesture and their facial expression what they require. Somehow they always find a way around any communication issue.”



Production Supervisor Bill Symons

“Our deaf staff bring out the best in people and they’re fun to have around. We’ve worked out our own system of communicating with them. They indicate with a gesture and their facial expression what they require. Somehow they always find a way around any communication issue.”

This isn’t the first time that Weldwell has employed deaf people.

“Our first deaf employee retired two years ago, and he’d been with us for 30 years,” says Symons. “Our experience with the first deaf staff member made us keen to repeat the experience.”

One drives, while the other cycles eight kilometres to work every day, regardless of the weather. He’s always got a smile on his face and such a great attitude. They’re prepared to work anywhere in the factory, because they’re both pretty multi-skilled. Both have had prior work experience.

Weldwell NZ has about 90 staff, of whom 26 work in its Napier electrode factory. ■

Organisation: Weldwell New Zealand Ltd

Business location: Napier

Business type: Welding products manufacturer

Website: [www.weldwell.co.nz](http://www.weldwell.co.nz) Phone: 06 834 1600

# Assistance available

There are many organisations in New Zealand who can assist you to find talent in places you may not have looked, and to help settle someone into a new job.

## Department of Labour

### Immigration

There are several immigration services and programmes which can help you in employing migrants:

#### Talent Visa

The Talent Visa enables accredited employers to recruit highly talented and skilled individuals from overseas. Accredited employers can seek a migrant to fill a position without needing to first establish a case that they cannot find a suitable NZ employee. Gaining Talent Visa accreditation involves demonstrating a sound financial position and high standards of employment relations, workplace safety and other practices.

#### CVs Online

CVs Online is a new web-based idea in the planning stages. It will enable prospective migrants and NZ employers to share their needs, with skilled migrants being able to post their CVs online and employers to post their skill requirements. See the website below for progress on this idea.

#### Filling Chronic Skills Shortages

The Priority Occupations List may assist you in filling chronic skills shortages. You can place an overseas person into a job that falls within the categories on the list without first needing to establish that there is no suitable NZ person available.

For more on these services and programmes, and for general information and assistance for employers wishing to employ migrants:

**Website:** [www.nzis.govt.nz](http://www.nzis.govt.nz)

**Phone:** 0508 558 855

### Employment Relations

The Holidays Act and holidays of religious significance.

Not everyone celebrates the same religious holidays, and having people from other religious and cultural backgrounds on your staff may work to your advantage when it comes to finding staff to work on public holidays.

The Holidays Act 2003 provides for 11 public holidays to recognise days of national cultural and religious significance. While the Act provides defaults for what these days are, an employer and employee can agree to recognise the public holiday on another day (for example they may wish to exchange the Christmas Day public holiday for a holiday on Chinese New Year). This can be done as long as it does not diminish the employee's entitlement to 11 public holidays.

For more on employment relations issues or to use the employment agreement builder contact:

**Website:** [www.ers.govt.nz](http://www.ers.govt.nz)

**Phone:** 0800 800 863

## Work and Income

Work and Income take the time and uncertainty out of the employment equation by developing and providing solutions that really work for you. Work and Income might simply introduce you to the right people for the job. Or they might continue to provide support and advice once the person has started working with you.

Work and Income have many programmes to assist you to employ people, including:

### Modifications for people with disabilities

If you employ a person with a disability, or have a person with a disability already in your workplace, you may be eligible for a Work and Income Modification Grant.

This grant is intended to remove physical barriers at your place of work so that those with disabilities can get work and keep working.

You can use the grant to help pay for special equipment and/ or modifications to your premises, such as changes to your workplace or access to buildings.

### Job Subsidies – helping people return to work

Sometimes people who have been out of work for a while can find it difficult to return to the workforce. They may face barriers such as lack of skills, confidence and motivation. Job subsidies are a way of helping people back into work.

Work and Income can (depending on individual circumstances) pay you a weekly subsidy, and in return you provide the worker with a job, as well as lots of encouragement, support and supervision.

To find out more, contact Work and Income on 0800 778 008.

## Equal Employment Opportunities Trust

The EEO Trust works in partnership with employers to help them get the best from New Zealand's diverse population. It offers a range of on-line information resources, including the comprehensive Employers of Choice Action Track which enables users to develop a personalised action plan. It also works with workplaces to help them develop and refine their employment practices and to highlight emerging employment issues.

The EEO Trust has also taken a lead role in raising awareness of issues associated with work-life balance which is critical to ensuring employees with diverse life commitments are willing and able to contribute effectively.

Members of the EEO Employers Group have access to additional resources and can use EEO Trust branding to promote themselves as an employer of choice.

To find out more about the EEO Trust:

**Website:** [www.eeotrust.org.nz](http://www.eeotrust.org.nz)

**Email:** [admin@eeotrust.org.nz](mailto:admin@eeotrust.org.nz)

**Phone:** 09 525 3023

## WorkSite/PaeMahi

www.worksite.govt.nz is your online shortcut to the latest information on work and skills in New Zealand. At WorkSite/PaeMahi you'll find useful links to government agencies and other organisations providing everything you need to know as an employer or small business owner.

Log on to WorkSite/ PaeMahi – it's the quick and easy way for you to find answers to your questions about employment and training.

**Website:** [www.worksite.govt.nz](http://www.worksite.govt.nz)

## New Kiwis

New Kiwis is a free, nationally available service which can link your employment needs with the skills of a new kiwi.

www.newkiwis.co.nz allows you to advertise job vacancies and search the database to find people with suitable skills. This is an employment project of the Auckland

Chamber of Commerce and funded by the New Zealand Immigration Service.

**Website:** [www.newkiwis.co.nz](http://www.newkiwis.co.nz)

**Phone:** 0800 182 323

## Other places to look

Try your local Economic Development Agency for assistance in employing migrants – many EDAs have programmes to attract skilled migrants to their area.

Try your local community organisations and services – many areas have mature employment services, and services to assist with the employment of people with disabilities. Your local Citizens Advice Bureau or Work and Income may be able to help you contact some of these organisations.

Workbridge, a service mentioned in these case studies, provides an employment service for people with disabilities.

For your nearest Workbridge centre:

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

**Phone:** 0508 858 858

## Successful diversity at work – the full story

To read the full collection of PeoplePower business case studies from around 60 New Zealand businesses go to [www.eeotrust.co.nz](http://www.eeotrust.co.nz) and click on the PeoplePower icon.

There is lots of other information too on the EEO Trust website about New Zealand workplaces which take a creative approach to employment issues.

EEO Trust  
PO Box 12929,  
Penrose,  
Auckland  
Ph: 09 525 3023

The screenshot shows the 'PeoplePower - Successful Diversity at work' website. It features a navigation menu on the left with icons for 'EEO Trust', 'What's New!', 'EEO Resources', 'Action Track', 'PeoplePower Partner stories', 'EEO Diversity Information & Research', 'Recruitment Techniques', 'Work & Life', 'Job Seekers', 'Corporate Values & Quality', and 'Home'. The main content area includes a header with the title and a list of bullet points: 'Welcome to your diversity solutions website', 'Find out how New Zealand employers:', 'Reach beyond traditional skills sources to find committed workers who can add value to their business', 'Create an environment where people can thrive and contribute', and 'Recruit, reward and retain people who bring expertise, enthusiasm and energy to their jobs'. Below this is a search form titled 'Select by organisation name:' with a dropdown menu. Underneath, it says 'All case studies from any one of the dropdown menus below:' and lists four dropdown menus: 'Workplace type', 'Location', 'Industry type', and 'Diversity issue'. A 'Search' button is at the bottom of the form.

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Printing by Format



# PeoplePower

– Successful diversity at work



With the support of the Ministry of Social Development