

Let's get real

REAL SKILLS FOR PEOPLE WORKING IN DISABILITY

Guide for leaders and managers

www.tepou.co.nz/letsgetrealdisability

Te Pou
o Te Whakaaro Nui

 **MINISTRY OF
HEALTH**
MANATŪ HAUORA

**Disability Workforce
Development** Te Pou o Te Whakaaro Nui

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Introduction

This *Guide for leaders and managers* explains how to use the *Let's get real: Disability* framework and its implementation tools, in your organisation.

The guide provides practical suggestions, resources and links to further information that you can use or adapt when implementing *Let's get real: Disability*. It also answers common questions about the framework and its implementation.

This guide should be read in conjunction with *Let's get real: Disability: A framework*, which is available from www.tepou.co.nz/letsgetrealdisability. The framework describes the essential attitudes, values, knowledge and skills needed to deliver quality services to disabled people, and their carers, families and whānau.

Let's get real: Disability is a workforce quality initiative that aims to build and develop the disability workforce so that it can better meet the needs and aspirations of disabled people, and their carers, families and whānau. It also helps organisations meet their obligations under relevant New Zealand standards and audit requirements, and to implement *Putting People First: A review of disability support services performance and quality management processes for purchased provider services*.

Let's get real: Disability is intended to complement, rather than replace, existing workforce frameworks and values, and be a vehicle for demonstrating existing good practice within your organisation.

Let's get real: Disability has a practical focus, so it is easy to understand and use in different contexts. Your ownership and championing of the framework is key to its successful implementation in your organisation. You are encouraged to pick-and-mix from the *Let's get real: Disability* tools and resources to suit your organisation's needs.

The language we use

Let's get real: Disability recognises the power that language has to define people's lives, relationships and ways of working.

The term 'disabled people' reflects the disabling process described by the social model of disability. It is used throughout *Let's get real: Disability*. However, the framework recognises that individuals have the right to define their own identity and experiences, for example by saying 'I am Deaf' or 'I am a person with a learning disability'.

The tagline for *Let's get real: Disability* is 'Real Skills for people working in disability'. This wording reflects a shift away from a service-centred model of practice and the notion that disabled people need support (ie as demonstrated by the phrase 'working in disability support services'). While the term 'in disability' is grammatically incorrect, it reflects the principles that underlie a disabled-person-driven approach to enabling a good life.

Overview

Background of *Let's get real: Disability*

Let's get real: Disability was adapted from *Let's get real: Real Skills for people working in mental health and addiction*. It was adapted by Te Pou, in consultation with leaders from across the disability sector, including disabled people's organisations.

Following *Let's get real: Disability's* endorsement by the Ministry of Health, tools have been adapted that support its implementation within disability support organisations.

According to the World Health Organization, workforce planning and development is about ensuring an organisation has the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing the right work, at the right cost, with the right work output.

Workforce development helps organisations and managers:

- plan for the future
- anticipate change
- manage the workforce
- meet business goals.

To achieve evidence-based workforce development, a workforce planning approach is needed. This approach is outlined in *Getting it Right: Workforce planning guide*, which is available on Te Pou's website. *Let's get real: Disability* addresses several aspects of this approach, in particular ensuring people have the right skills and right attitude and are doing the right work.

Let's get real: Disability describes a disabled-person-driven approach for providing quality disability services. It applies in all employment situations, as disabled people are increasingly employing people directly. However, organisations will especially benefit from its system-wide approach.

Let's get real: Disability is informed by the Treaty of Waitangi, the United Nations Convention on the Rights of Persons with Disabilities, the *New Zealand Disability Strategy: Making a world of difference: Whakanui oranga* and the New Zealand Human Rights Act 1993. It is consistent with the social model of disability and a whānau ora approach.

Let's get real: Disability also aligns to key Ministry of Health documents and strategies such as *Putting People First, Whāia Te Ao Mārama: The Māori disability action plan for disability support services 2012 to 2017* and *Faiva Ora National Pasifika Disability Plan 2010–2013*.

Let's get real: Disability supports organisations to meet health and disability standards, such as the *NZS 8134 Health and disability services (general) Standards* and the *NZS 8158:2012 Home and Community Support Sector Standard* and therefore the Ministry of Health's audit requirements.

Aims of *Let's get real: Disability*

Let's get real: Disability aims to achieve the following.

- Strengthen shared understanding as disabled people, carers, families and whānau, support workers, professionals, managers, planners and funders, people working in health and in non-government organisations, will understand the shared work that each person is engaged in.
- Affirm good practice as appropriate knowledge, skills and attitudes will be better recognised and valued, through human resource, performance management and professional development processes. Much of this practice will already be happening within organisations.
- Bring together the essential knowledge, skills and attitudes required of all staff working in disability (regulated and non-regulated), and complement organisational or professional competency frameworks.
- Improve transferability as other services around New Zealand will be able to recognise and value workers' knowledge, skills and attitudes.
- Enhance effective workforce development as all disability workforce development activities, including education and training, human resource strategies, organisational development, and research and evaluation, will reflect back to *Let's get real: Disability: A framework*.
- Increase accountability as by documenting the essential knowledge, skills and attitudes needed, people working in disability can be measured against them and be more accountable to disabled people, and their carers, families and whānau.



Implementation

This section identifies some ways to get started with implementing *Let's get real: Disability*. This includes the use of the framework tools and some information about roles and responsibilities. In addition, there are examples of possible implementation approaches, and examples of how the framework helps organisations meet their obligations under the relevant NZ standards and the recommendations of *Putting People First*.

Many organisations will already be demonstrating the values, attitudes, skills and knowledge in *Let's get real: Disability*. However, the implementation of the framework may involve change for some organisations. As with any effective change process, consultation with disabled people, their carers, families and whānau and other stakeholders should be built into the planning process from the beginning. If you need more information on change management you can find it at www.tepou.co.nz/letsgetrealdisability.

Let's get real: Disability aims to inform all areas of organisational practice. It is designed to be integrated into existing organisational processes, for example, in human resources processes, service planning, educational training. By using the framework, you are adopting current thinking, demonstrating whānau ora and strengthening your organisation's existing practice.

Implementation of *Let's get real: Disability* can be approached in many ways.

- As a systemic approach across human resource processes and quality systems.
- Through teams working together to identify areas where they can strengthen their knowledge and skills to better meet the needs and aspirations of disabled people, and their carers, families and whānau.

- As an opportunity for organisations to collaborate and share resources and training opportunities. For example providers of home and community support services could work together to develop a shared training package on the Real Skill 'Working with Māori'.
- To improve consistency and continuity across and within organisations. For example, representatives from community, residential and non-government organisation services could work together to develop assessment and support planning templates that would be used whenever a disabled person accesses services.

Regardless of the approach, implementation provides an opportunity to build upon and improve practice of the seven Real Skills identified in *Let's get real: Disability*.

Beginning implementation in your organisation

Before implementation, it is important that you are familiar with the content of *Let's get real: Disability: A framework* and its tools.

Values-based practice and *Let's get real: Disability*

A key aspect of *Let's get real: Disability* is the inclusion of values and attitudes. This is in recognition of the importance that values and attitudes have in the disability sector. Values-based practice identifies that values are both pervasive and powerful, and that they influence decisions about health care.

For more information on values based practice see *Position paper: Values based practice* at www.tepou.co.nz.

Let's get real: Disability attitudes and values

Table 1 sets out the values and attitudes that people working in disability should demonstrate.

Table 1: Values and attitudes for people working in disability		
Values	Attitudes	
<ul style="list-style-type: none"> • Human rights • Respect • Service • Communities • Relationships 	<ul style="list-style-type: none"> • Compassionate, caring, sensitive, understanding • Enabling, encouraging, accepting, supportive • Genuine, warm, friendly, fun • Honest, fair, sincere, trustworthy • Non-judgemental, non-discriminatory, uncritical • Open-minded, culturally aware, self-aware, innovative, creative, positive risk-takers 	<ul style="list-style-type: none"> • Optimistic, positive, enthusiastic, inspiring, • Patient, tolerant, flexible, accommodating • Professional, accountable, reliable, responsible, • Resilient, emotionally strong, able to bounce back in the face of challenges • Understanding, perceptive, considerate, responsive

Many organisations already work from a values base and have a clearly articulated set of organisational values that link with all of their systems. Your own organisation's values may well be reflected in many of the values of *Let's get real: Disability*.

The seven Real Skills

The seven Real Skills identified in *Let's get real: Disability* are:

- working with disabled people
- working with Māori
- working with families/whānau
- working with communities
- challenging stigma and discrimination
- upholding law, policy and practice
- maintaining professional and personal development.

The performance indicators

Each of the seven Real Skills has a broad definition and four sets of performance indicators attached to it. The performance indicators are cumulative and set at the following four levels.

- Essential – intended for all people working in disability regardless of their role, profession, or the organisation they work for.
- Capable – intended for people working in disability whose roles involve less complex skills and knowledge, for example, disability support workers, community support workers and intensive support workers. Staff working at this level will be expected to demonstrate both the essential level and capable level of the Real Skills appropriate to their role.
- Enhanced – applies to all people working in disability at an advanced or senior level, whose roles involve complex skills and knowledge, for example whānau advisors, behavioural support advisors, professional practitioners and intensive support specialists. Staff working at this level will need to demonstrate the essential, capable and enhanced levels of the Real Skills, appropriate to their role.
- Leader – team leaders, managers or service leaders working at this level will be expected to demonstrate the essential, capable, enhanced and leader level of the Real Skills appropriate to their role.

Tools for implementing *Let's get real: Disability*

The following tools and templates for *Let's get real: Disability* can be downloaded from www.tepou.co.nz/letsgetrealdisability. You can adapt and complete the tools and templates for use in your organisation.

The intended outcome of *Let's get real: Disability* is that your workforce demonstrates the relevant performance indicators in practice. There are many ways to achieve this, and using the framework tools is only one. For example, your organisation may already have its own processes for demonstrating the values, attitudes and seven Real Skills of *Let's get real: Disability*.

Guide for leaders and managers

This guide provides an overview for leaders and managers on using the tools to support implementation of *Let's get real: Disability* within their organisations.

Workforce planning tool

The *Workforce planning tool* helps services to:

- include and use *Let's get real: Disability* in service planning
- assess teams against the seven Real Skills in order to inform a workforce plan.

The *Workforce planning tool* comes with an *Assessment tool*, which will enable you to aggregate individual, team and organisation-wide assessments against the performance indicators in *Let's get real: Disability*.

Human resources tool

Provides:

- a high-level guide to help organisations understand *Let's get real: Disability* and how it can be introduced and integrated into existing human resources systems and processes
- comprehensive templates that can be downloaded and adapted for immediate use.

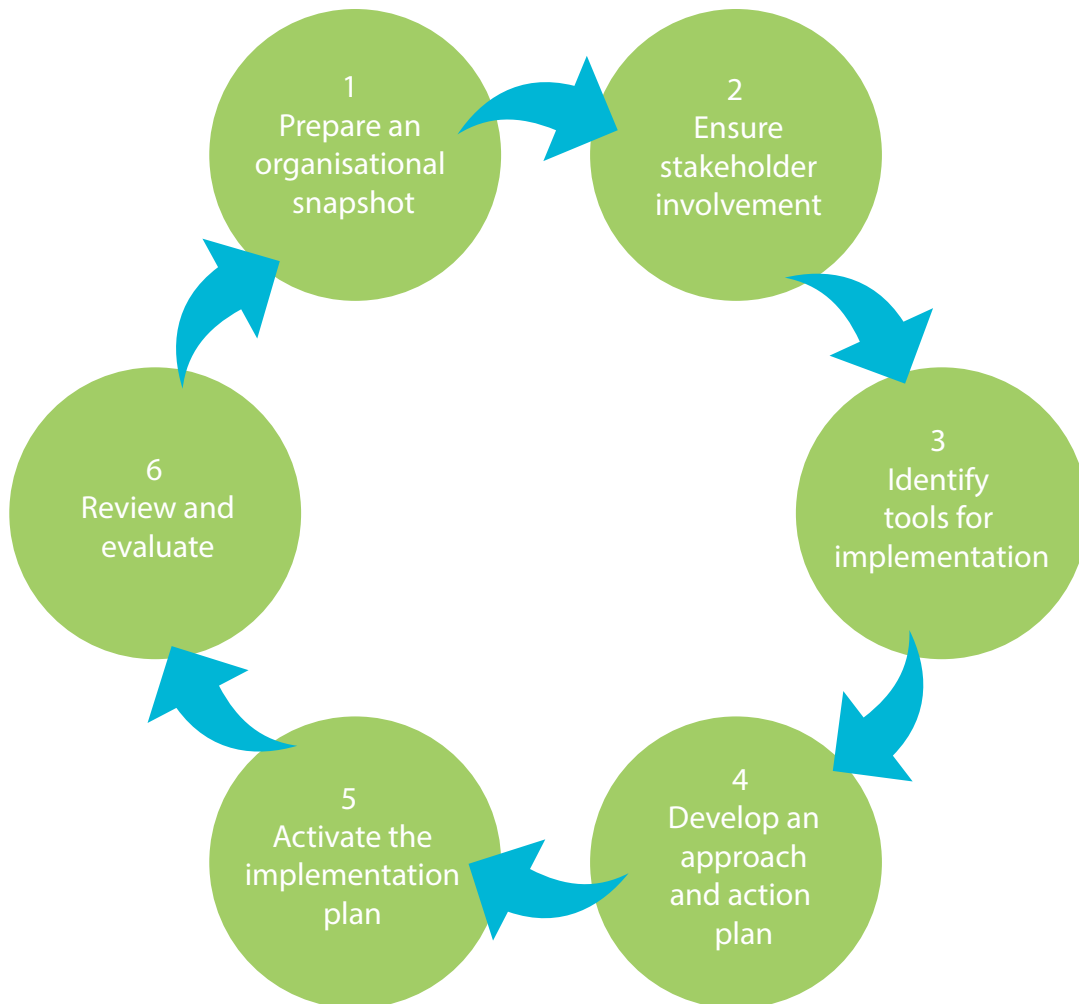
Who is responsible for implementation?

Leaders and managers in the disability sector are responsible for driving the implementation of *Let's get real: Disability*. Teams and individual staff are also responsible for reflecting upon their own skills in relationship to the seven Real Skills, and participating in any change process.

Process for implementing *Let's get real: Disability*

Figure 1 outlines a six-step process for organisations and services to follow when implementing *Let's get real: Disability*. Each of the six steps is described below, along with guidance and practical examples on how to progress implementation.

Figure 1. *Let's get real: Disability* implementation process



Step 1 – prepare an organisational snapshot

Implementation starts with a snapshot of how your organisation aligns to *Let's get real: Disability*. The snapshot will inform your choices about which of the framework tools or templates you will use.

You can use the following template as a guide for considering how your organisation's systems, structures and strategies align to *Let's get real: Disability*. You may not have all the documents described below or you may call them something different.

It is also important that all staff are briefed and understand *Let's get real: Disability* and the seven Real Skills.

Table 2: *Let's get real: Disability* organisational snapshot template

Area to assess for alignment to <i>Let's get real: Disability</i>	Your organisation's resources	Questions to consider	Findings
Vision and values	<ul style="list-style-type: none"> • Vision • Values statement • Mission statement • Service values 	<p>Do your organisational vision, mission and values align to the values in <i>Let's get real: Disability</i>?</p> <p>If not, do you need to incorporate these values?</p>	
Strategy	<ul style="list-style-type: none"> • Strategic plan • Service plan • Service development plan • Quality plan • Quality improvement plan • Annual plan 	<p>Do these plans address the values and attitudes in <i>Let's get real: Disability</i>?</p> <p>Do service plans address the four competency levels in the framework and how to address competency gaps?</p> <p>Do your quality plans set out how stakeholder engagement will be carried out in a meaningful way?</p>	

Area to assess for alignment to <i>Let's get real: Disability</i>	Your organisation's resources	Questions to consider	Findings
Systems	Human resource systems <ul style="list-style-type: none"> • Role or job descriptions • Interview preparation • Training and development • Performance management 	<p>Are the values, attitudes, and Real Skills and performance indicators integrated across recruitment, role and job descriptions, personal and team development plan templates, and training and development plans?</p> <p>Does your interview process include stakeholder representatives?</p> <p>Do you include equal employment opportunities guidance across your human resource systems?</p> <p>Do you use the Real Skills as a basis for coaching and mentoring?</p>	

Area to assess for alignment to <i>Let's get real: Disability</i>	Your organisation's resources	Questions to consider	Findings
	<p>Quality systems</p> <ul style="list-style-type: none"> • Stakeholder involvement • In-service training and development • Audit • Complaints, feedback and appeals process • Policies on safety and human rights • Service access policies 	<p>Are stakeholders involved in decision-making mechanisms and groups for your quality systems?</p> <p>How do your quality systems ensure disabled people are at the centre of what you do?</p> <p>Do you have stakeholder roles on audit groups?</p> <p>How do your quality systems ensure that the human rights of disabled people are upheld and championed?</p> <p>Have you considered all aspects of accessibility to your services?</p>	

Area to assess for alignment to <i>Let's get real: Disability</i>	Your organisation's resources	Questions to consider	Findings
Structure	Governance	<p>Does your governance structure include key stakeholders? If not, how are the views of stakeholders represented at a strategic level?</p> <p>What other mechanisms do you have, or could you put in place, to provide this representation?</p> <p>Does your management structure have dedicated stakeholder roles, such as consumer, carer, family and whānau advisors, or cultural or community liaison roles?</p>	
	Management	<p>Does your team structure reflect a mix of performance levels – essential, capable, enhanced and leader?</p>	

Step 2 – ensure stakeholder involvement

Stakeholder involvement is an essential part of *Let's get real: Disability*. Involving stakeholders is important to the success of any organisational change process. For example you may want to include disabled people, and their carers, families and whānau on recruitment panels or in a group tasked with implementing the framework within your organisation.

Step 3 – identify tools for implementation

The *Let's get real: Disability* tools (described on page 11 and 12) incorporate practical templates that you can use to integrate the framework into your organisation.

The tools and templates are designed to help organisations identify gaps in their systems, processes and practice, and develop strategies to improve their alignment with *Let's get real: Disability*.

Many organisations already have comprehensive and best-practice planning systems and processes; the *Let's get real: Disability* tools are intended to complement, rather than replace, these.

As an example, an organisation may review and modify its job descriptions to include the seven Real Skills. The Real Skills' performance indicators could be used to create performance measures for the job descriptions, which could then be included in the organisation's performance management and coaching cycle to ensure staff's skills improve. The *Human resources tool* has adaptable templates to support this process.

Step 4 – develop an approach and action plan

Once you have decided which tools are best suited to your organisation, there are a number of approaches to implementation that you could choose.

- Taking a project approach to trial particular tools in selected teams or services prior to rolling them out.
- Incorporating the implementation of *Let's get real: Disability* into your standard organisational planning and development activities, for example human resources and workforce activities, such as orientation programmes and in-service training.
- Working in partnership with other teams or organisations to share a resource to support implementation.
- Releasing the time of individual staff from normal duties to manage the implementation process as a professional development opportunity.

Depending on which approach you choose, you will also need to consider who in your organisation will drive the implementation of *Let's get real: Disability* and the use of its tools.

We recommend that implementation is championed by managers and leaders. In particular, quality managers, professional advisors and human resource managers (or those with responsibility for these functions) will be key to the success of *Let's get real: Disability's* implementation. Other key roles could include training and development managers.

Key roles and responsibilities that would support a project approach to the implementation of *Let's get real: Disability* are described in the next section of this guide (Roles and responsibilities for implementing *Let's get real: Disability*). You will also find more information on project management on Te Pou's website.

Your action plan will outline the steps that your organisation or team will take to implement *Let's get real: Disability*, and who will be responsible for particular tasks. You can use the checklist in Figure 2 to guide the content of your plan.

Figure 2: *Let's get real: Disability* action plan checklist

Task	Completed?	Date completed
Identify sponsor and sign off process	Yes/No	
Identify key stakeholders	Yes/No	
Set key deliverables, milestones and timeframes	Yes/No	
Consider financial implications	Yes/No	
Develop communication and reporting process	Yes/No	
Identify resources required	Yes/No	
Identify risks	Yes/No	
Determine roles and responsibilities	Yes/No	
Develop review and evaluation process	Yes/No	

Step 5 – activate the implementation plan

The roles, responsibilities and timeframes in the action plan must be clearly defined and explained to all staff involved. You should also document the key deliverables and milestones, and the processes for monitoring, evaluation and review.

You might also decide to include *Let's get real: Disability* as a regular agenda item in relevant meetings.

Step 6 – review and evaluate

The implementation of *Let's get real: Disability* requires regular review and evaluation. One approach may be to include implementation in your regular project management reporting systems.

Roles and responsibilities for implementing *Let's get real: Disability*

Implementation can take different approaches (see Step 4 in the previous section). In this section we describe a project approach to implementing *Let's get real: Disability*.

You may also like to look at Te Pou's website, which describes in detail the typical roles and responsibilities that arise when implementing projects and programmes, such as *Let's get real: Disability*.

Depending on the size of your organisation, project roles may be integrated into an individual's existing workload or may be a dedicated resource. For example, the sponsor is likely to be a senior manager with a number of other responsibilities, whereas a project manager may work just on project implementation. The roles may be assigned to one or more individuals, and individuals may play one or more roles. The roles described below are typical ones for implementing a project or programme. This is just one way of implementing *Let's get real: Disability*, and organisations may already have their own change processes that they prefer to follow.

A project sponsor is usually a senior manager, as they have overall responsibility for the project's delivery and need to be able to facilitate organisational support for it. They will also act as the champion of the project and can assist the project manager to overcome any organisational barriers that arise during the project.

The sponsor will usually be part of, and may chair, the **project steering group**. The steering group usually includes stakeholders, as well as team leaders, human resource representatives, and quality or other managers. This group ensures input is received from key stakeholders, and provides project governance, leadership and support for the project manager.

Involving **stakeholders** will be a key factor in successful implementation of *Let's get real: Disability*. You may want to include representation from the following groups:

- disabled people
- carers
- family or whānau
- Māori (individuals with an understanding of disability services)
- Pasifika (individuals with an understanding of disability services).

Depending on the size and nature of your service, you may decide to have a dedicated **project manager** who can carry out day-to-day aspects of the project, under the leadership and guidance of the sponsor, steering group and other stakeholders.

It is essential that *Let's get real: Disability* implementation has clear **leadership** to support team members. Depending on the size of your organisation, there may be a number of managers or leaders who take a lead role in implementation.

Let's get real: Disability applies to everyone working in disability. It is important that all team members understand they have a key role in bringing the seven Real Skills to life in their day-to-day practice.

Let's get real: Disability and New Zealand standards

The NZS 8158:2012 Home and Community Support Sector Standard takes a principles-based approach, which describes the outcomes to be achieved rather than procedures to be followed.

Table 3 sets out the underpinning principles included in the standard, along with the Real Skills that relate to them. It also includes examples of how implementing *Let's get real: Disability* supports achievement of the standard's principles and therefore the related Ministry of Health audit requirements. These examples are not exhaustive.

Table 3: Alignment between NZS 8158:2012 Home and Community Support Sector Standard and *Let's get real: Disability*, with examples

Principle from the standard	Real Skills	Examples of ways that <i>Let's get real: Disability</i> supports meeting the standard
Working in partnership with people, families and whānau	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori • Working with families/whānau 	<ul style="list-style-type: none"> • Involving stakeholders in the implementation of <i>Let's get real: Disability</i> evidences working in partnership with disabled people, families and whānau. • Developing person-centred support plans with disabled people and where relevant, their families and whānau.
Respecting rights and responsibilities	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori • Working with families/whānau • Upholding law, policy and practice 	Your team can use the <i>Assessment tool</i> to identify if everyone understands and implements the principles of the Human Rights Act 1993, the UN Convention on the Rights of Persons with Disabilities and other relevant legislation.
Respecting dignity, autonomy and privacy	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori • Challenging stigma and discrimination • Upholding law, policy and practice 	Policies and procedures reflect the Real Skills, attitudes and values so that everyone working in your organisation understands your expectations of what is appropriate behaviour and practice.
Responding to people's cultural identity	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori 	Everyone in your organisation has access to best practice tikanga training and has a level of cultural competency appropriate to their role.

Principle from the standard	Real Skills	Examples of ways that <i>Let's get real: Disability</i> supports meeting the standard
Supporting people to make their own decisions	Working with disabled people	<p>One of the performance indicators for the Real Skill 'Working with disabled people' states that the worker "Is aware of the importance of disabled-person-driven plans for achieving a good life."</p> <p>Using the individual performance development plan process in the <i>Human resources tool</i>, you can identify if a staff member needs development in this area and facilitate access to training or mentoring if needed.</p>
Maximising flexibility, choice and control	Working with disabled people	<ul style="list-style-type: none"> • Using the <i>Human resources tool</i> checklist for orientation for new staff members, you can ensure that new staff know where to find relevant information. • One of the performance indicators for the Real Skill 'Working with disabled people' is: "Has a flexible and creative approach to supporting the disabled person". Using the <i>Assessment tool</i>, staff members assess themselves against each performance indicator and can identify if they need development in this area.

If you have integrated *Let's get real: Disability* in a systemic way across your human resource functions, your role descriptions will include the seven Real Skills. During induction or performance reviews, staff may identify skills gaps using the *Assessment tool*. These can be aggregated using the *Workforce planning tool* to identify team and organisation-wide training needs. This can then be the basis for your workforce development plan.

NZS 8134.0:2008 Health and Disability Services (General) Standard is an overarching standard. It outlines the definitions and audit framework applicable across the suite of standards that all organisations subject to the Health and Disability Services Act 2001 are required to operate to.

As a systemic approach, *Let's get real: Disability* provides a framework and tools that build individual knowledge and skills, and improve organisational performance. When a service implements the framework across all its systems and processes, it is significantly assisted in meeting the standards. In this way, the framework can also support a service to achieve Ministry of Health audit requirements.

For examples of how *Let's get real: Disability* supports services to meet the *NZS 8134.0:2008 Health and Disability Services (General) Standard* see Table 4. These are not exhaustive.

Table 4: Alignment between NZS 8134.0:2008 Health and Disability Services (General) Standard and *Let's get real: Disability*, with examples

Standard number and description	Real Skills	Examples of ways <i>Let's get real: Disability</i> supports meeting the standard
<p>1.7 Discrimination This standard requires that consumers are free from any discrimination, coercion, harassment, and sexual, financial or other exploitation.</p>	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori • Working with families/whānau • Challenging stigma and discrimination 	<p>The performance indicator in the Real Skill 'Challenging stigma and Discrimination' for a staff member working at an Enhanced level includes: "Models and applies a comprehensive knowledge of, and promotes and ensures ongoing staff education and training in relation to matters affecting disabled people's rights, including the Treaty, the Convention, the Act and the Code." This performance indicator could be adapted to be used in role descriptions and job descriptions, which are then the basis of performance reviews and personal development plans.</p>
<p>2.7 Human resource management This standard requires that human resource management processes are conducted in accordance with good employment practice and the requirements of legislation. This includes detailed job descriptions, recruitment and orientation processes, and training and development.</p>	<ul style="list-style-type: none"> • Working with disabled people • Working with Māori • Working with families/whānau • Upholding law, policy and practice 	<p><i>The Let's get real: Disability Human resources tool</i> provides many templates relevant to these processes, which reflect the Real Skills and that organisations can adapt to their specific needs. Integrating <i>Let's get real: Disability</i> into human resource processes highlights the expectation that all staff will be required to incorporate the Real Skills into their everyday practice.</p>

Let's get real: Disability and Putting People First

Let's get real: Disability can support services to meet the recommendations in the *Putting People First* review.

The four themes in *Putting People First* are designed to be implemented by the Ministry of Health through strategy, contract and performance mechanisms. *Let's get real: Disability* helps organisations align their practice to the four themes at a service level. Having a systemic approach to the implementation of the framework is a way for organisations to provide evidence of good practice.

Theme one – support providers to place disabled people at the centre of their service

Let's get real: Disability is a disabled-person-centred workforce framework. It helps organisations align to this theme by using the Real Skills performance indicators in their recruitment, selection and performance management processes. This ensures workers have the right values, attitudes, skills and knowledge to deliver quality services to disabled people.

Theme two – give disabled people a voice

The Real Skill 'Working with disabled people' ensures every person working in disability:

- works in partnership with and enables disabled people (and where appropriate, their family and whānau) to lead decision-making and have control over their lives
- uses strategies to engage meaningfully with disabled people, and focuses on disabled people's self-identified aspirations and strengths.

Theme three – ensure complaints resolution processes keep disabled people safe and resolve the complaint

The Real Skill 'Working with disabled people' describes the need for everyone working in disability to be aware of models of abuse and neglect, and for those operating at leader level to facilitate an easy, prompt, safe and transparent feedback and complaints process.

Theme four – improve performance management

Let's get real: Disability is a workforce quality initiative. Implementing the framework across an organisation increases accountability and evidences good practice. It also identifies where development is needed. In this way it allows an organisation to identify strengths and weaknesses in its performance, and gives them practical tools to improve their performance where required.

Implementation scenarios and resources

Scenarios

The following scenarios illustrate the flexible approach that can be taken to implement *Let's get real: Disability* at an organisational level.

Scenario A: We Care Trust

We Care Trust is a large non-government organisation providing community residential support services for people with intellectual disabilities. The trust employs 130 full-time-equivalent staff, split over a number of houses. These comprise mainly of team and house coordinators and support workers, along with some specialist roles, including registered health professionals and community liaison specialists.

We Care Trust's budget for workforce development is limited. The trust wants to ensure that it is meeting the recommendations in *Putting People First*. Recommendation 1 is to embrace good performance and actively promote this by:

- clearly defining and communicating what constitutes good performance, and the expected outcomes, and monitor against these
- supporting and encouraging best practice and how this can be achieved
- show-casing great examples, including how these were achieved.

We Care Trust has decided to do this by reviewing its performance management processes and incorporating the seven Real Skills and their performance indicators into its performance development plans, performance reviews and supervision. It has also introduced a *Let's get real: Disability* Employee of the Month Award for staff members who demonstrate examples of good practice. This good practice is discussed in team meetings and highlighted in the staff newsletter.

Scenario B: Sunrise Healthcare

Sunrise Healthcare provides home and community support services for disabled people across an urban and semi-rural population. Sunrise has adopted a phased implementation approach for *Let's get real: Disability*, starting with the *Human resources tool*.

Following a review of its existing human resource management systems, Sunrise identified that the *Human resources tool* could help develop and improve its current processes. Sunrise formulated a plan to integrate *Let's get real: Disability* into its recruitment processes, revamping the style and content of interviews and how it assesses potential staff.

Phase two of Sunrise's implementation plan is centred on incorporating *Let's get real: Disability* into its existing performance appraisal system for staff. In order to complete this work, Sunrise has allocated 0.2 full-time-equivalent of a project manager role to an existing team leader over a period of six months.

Resources

Let's get real: Real skills for people working in disability: A framework and its tools can be downloaded from Te Pou's website, www.tepou.co.nz/letsgetrealdisability. They include:

- the *Human resources tool* and templates to help organisations review their human resource systems and processes to ensure they align with the *Let's get real: Disability* framework, and incorporate the significant benefits of key stakeholder involvement
- the *Workforce planning tool*, closely linked to the *Service planning tool*, to assist organisations to develop a team profile and workforce plan to improve the skills of team members in the seven Real Skills
- the *Service planning tool* closely linked to the *Workforce planning tool* to support the inclusion of *Let's get real: Disability* in planning, budgeting, delivering and evaluating services
- a PowerPoint presentation to help deliver key messages about *Let's get real: Disability* to staff and other key stakeholders
- a detailed project planner to guide you through implementing *Let's get real: Disability* in your organisation
- the *Let's get real: Disability* video, which provides background and information on the vision.

Support

Regional facilitators at Te Pou can support service providers to implement *Let's get real: Disability* at a regional level. The focus of this support is on helping services use the framework tools and other resources to demonstrate the performance indicators of the seven Real Skills.

To contact a regional facilitator in your area see the contact information on Te Pou's website, www.tepou.co.nz.

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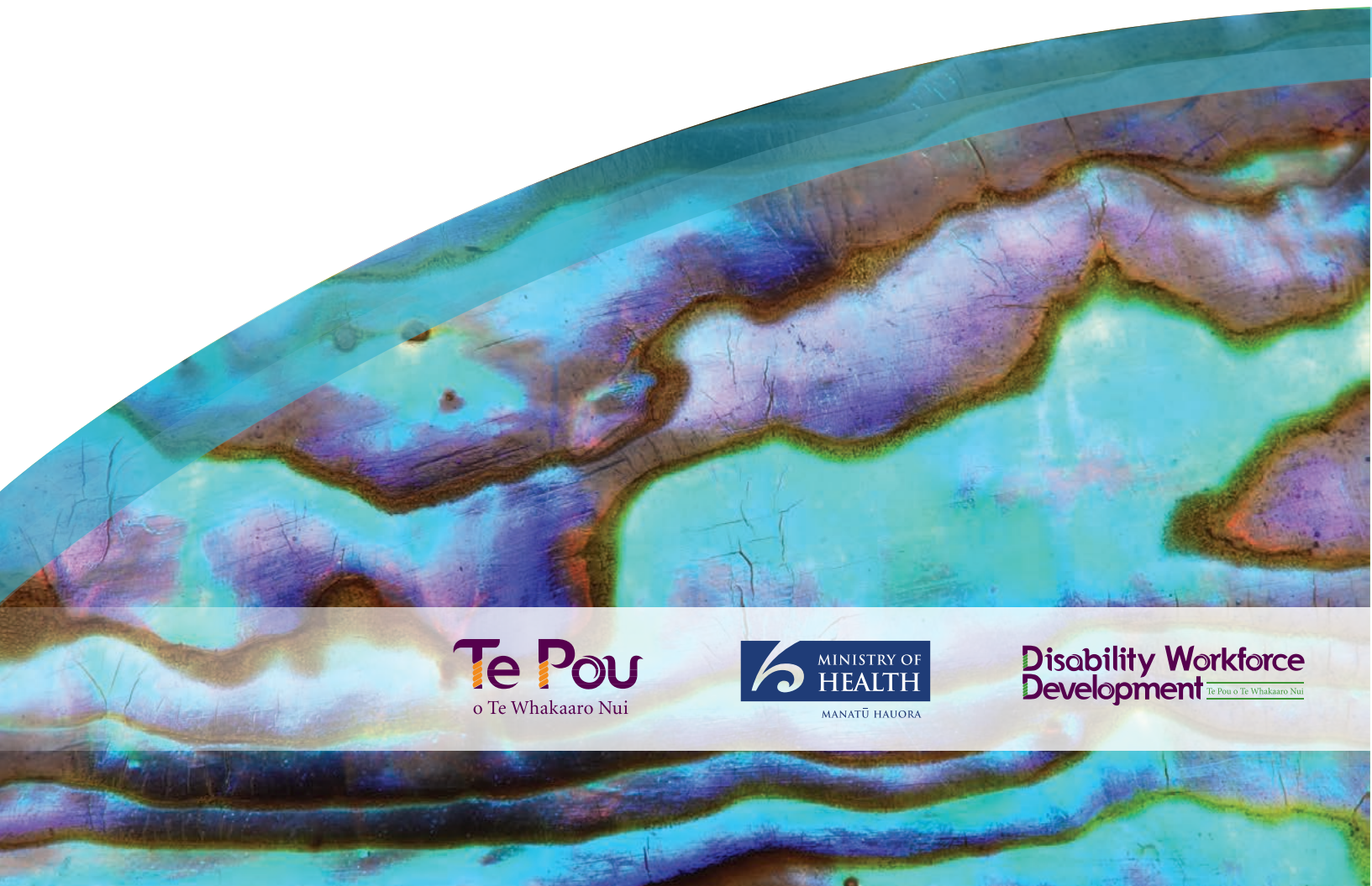
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Let's get real

REAL SKILLS FOR PEOPLE WORKING IN DISABILITY

www.tepou.co.nz/letsgetrealdisability



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