



Tertiary Education Report: Careers response to COVID-19

Date:	25 May 2020	TEC priority:	Medium
Security level:	In Confidence	Report no:	B-20-00254
		Minister's office No:	

ACTION SOUGHT		
	Action sought	Deadline
<p>Hon Chris Hipkins Minister of Education</p>	<p>note that TEC will launch a programme of enhanced career initiatives in the coming weeks that will be valuable to the COVID-19 response;</p> <p>note TEC is coordinating with other agencies to ensure that the most accurate and up-to-date labour market data is provided as part of our career services, and that we are aware of and are targeting groups of New Zealanders that have been most impacted by COVID-19;</p> <p>9(2)(f)(iv)</p> <p>agree to discuss a media launch of the job hunters' workbook, a potential opportunity for joint Minister's; and</p> <p>agree that this briefing will be proactively released once any decisions have been finalised and information on these decisions is publicly available.</p>	<p>As soon as practicable</p>
<p>Hon Kelvin Davis Associate Minister of Education</p> <p>Hon Jenny Salesa Associate Minister of Education</p> <p>Hon Tracey Martin Associate Minister of Education</p>	<p>note the contents of this report.</p>	
Enclosure: Yes	Round Robin: No	

CONTACT FOR TELEPHONE DISCUSSION (IF REQUIRED)			
Name	Position	Telephone	1st contact
Nina Ive	Manager Strategic Engagement	9(2)(a) [REDACTED]	✓

THE FOLLOWING DEPARTMENTS/AGENCIES HAVE SEEN THIS REPORT

- DPMC
 MPI
 ENZ
 ERO
 MBIE
 MoE
 MFAT
 MPP
 MSD
 NZQA
 NZTE
 TEC
 TPK
 Treasury

- Minister's Office to Complete:**
- | | |
|---|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Declined |
| <input type="checkbox"/> Noted | <input type="checkbox"/> Needs change |
| <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by Events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn |

Comments:

Executive summary

2. The Tertiary Education Commission (TEC) is the Government's key agency for delivering career information and services and our careers levers are an integral part of New Zealand's COVID-19 recovery.
3. We will launch a programme of enhanced career services as part of our short-term response (April – 30 June 2020) to COVID-19. They include:
 - a. Updating the careers.govt.nz website
 - b. A multi-channel marketing campaign to raise awareness of career information and support
 - c. 9(2)(f)(iv)
[REDACTED]
 - d. Printed job hunters' workbook, for use by Ministry of Social Development service centres and distributed at community locations such as libraries.
4. Our medium to long-term careers response (1 July 2020 – ongoing) will be in supporting labour market and economic recovery and includes four key work streams:
 - a. Launch of the Tiro Whetū online career planning and skills transferability tool
 - b. Vocational education and training marketing campaign
 - c. Strong connections to Reform of Vocation Education (RoVE)
 - d. We will strengthen connections between our careers work and other Active Labour Market Policies (ALMPs)
5. Longer-term work will build on the strategies developed for people and communities who are most disadvantaged or at risk, and will include closer integration into our investment decisions.

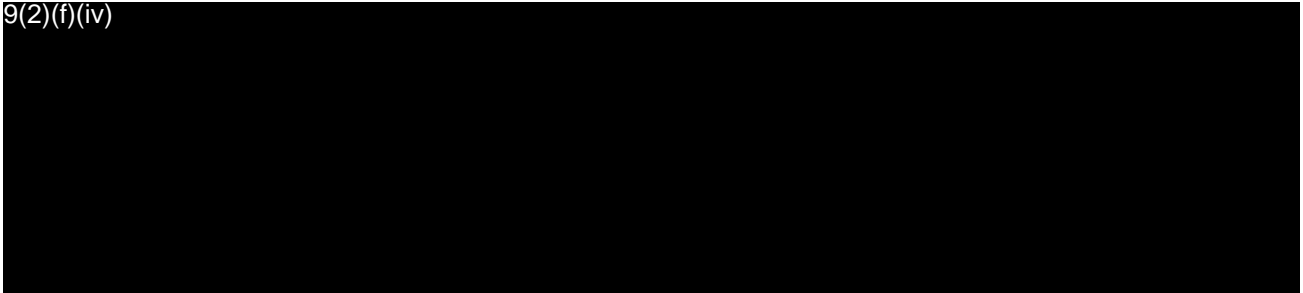
Recommendations

Hon Chris Hipkins, Minister of Education

It is recommended that you:

1. **note** that TEC will launch a programme of enhanced career initiatives in the coming weeks that will be valuable to the COVID-19 response;
2. **note** TEC is coordinating with other agencies to ensure that the most accurate and up-to-date labour market data is provided as part of our career services, and that we are aware of and are targeting groups of New Zealanders that have been most impacted by COVID-19;

3. 9(2)(f)(iv)



4. **agree** to discuss a media launch of the job hunters' workbook, a potential opportunity for joint Minister's; and

AGREED **NOT AGREED**

5. **agree** that this briefing will be proactively released once any decisions have been finalised and information on these decisions is publicly available.

AGREED **NOT AGREED**

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Ian Lee

Deputy Chief Executive, Strategy & Design
Directorate
Tertiary Education Commission

25 May 2020

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Hon Chris Hipkins

Minister of Education

05 / 06 / 2020

Purpose

1. This briefing is provided for your information, and outlines TECs careers response to COVID-19 in both the short-term (April – 30 June 2020) and the medium to long-term (post 1 July 2020).

Careers services and related funding was restricted with the move to TEC

2. In May 2016, Cabinet agreed to disestablish Careers New Zealand (CNZ), with its careers information functions integrated into the TEC.
3. As part of the changes in the careers system, Cabinet agreed that TEC will no longer deliver direct services to adults. The amount of resourcing attached to this function within CNZ was small (2 FTE) and so the impact of removing these resources was seen as limited. Note this excluded services delivered on contract to other agencies such as Migrant Futures for MBIE.
4. The professional development component of CNZ for careers advisors in schools was also removed and this function was transferred to The Ministry of Education along with \$1.3 million of funding.
5. As a result, TEC refocused the careers service around two core legislative functions:
 - a. To provide a publicly available careers information service that includes a database of information about occupations and tertiary education and training.
 - b. To facilitate and strengthen the connections between schools, employers, and tertiary education organisations to ensure students are better prepared for employment and further education and training or both.
6. The 2019/20 financial resourcing for careers BAU is \$12.2m. TEC has integrated careers into everything we do, to ensure we deliver a connected service through all of our business functions, including and not limited to: Business and Partnerships teams, Customer Contact Group, Customer Insights, Products and Services Design, Marketing, Communications and Web development. This spend supports all the existing work we do in relation to careers, such as redeveloping the website, but also includes all the costs associated with new activities such as Drawing the Future, Inspiring the Future and supporting sector growth plans such as Construction and Food and Fibre.
7. The COVID-19 pandemic, with long term employment implications for many New Zealanders, means that the delivery of direct careers advice and guidance to adults is now a necessary part of the economic recovery. 9(2)(f)(iv)

8. 9(2)(f)(iv)

9. 9(2)(f)(iv)

Our careers levers are an integral part of New Zealand's COVID-19 recovery

10. COVID-19 will have several short-term and longer-term impacts on the labour market and individuals, including:
 - a. workers significantly impacted, including: women, Maori and Pacific people, older workers and those who have not previously experienced job uncertainty, will want to gain an understanding of the options available to them right now, and their opportunities to change, as needed, to other job opportunities and career paths.
 - b. dramatic changes to the flows of people between employment, unemployment, recurrent spells of unemployment, underemployment, and non-labour force participation will require more tailored information and confidence-building tools.
 - c. learners already in tertiary education and training that feed into sectors that are significantly impacted will be facing hard decisions about whether to continue their education path or change to other opportunities, and will require better tools and information.
 - d. increasing numbers of learners will need to make decisions on tertiary enrolment for their future employment prospects. This includes fields of study and types of training such as micro-credentials, and will require better tools and information.
 - e. secondary school students, particularly those in the secondary to tertiary transition, will need clearer pathways to career opportunities to broaden their options in order to make good decisions in a post-COVID-19 world.
11. Our careers response is an important support for wider government COVID-19 responses, including:
 - a. increasing the range and efficacy of active labour market policies (ALMPs). High-quality, impartial career information and advice is a key ALMP enabler and also complements other AMLPs delivered by other agencies such as additional training and job search support for beneficiaries
 - b. supporting increased labour and skills supply in key recovery and in-demand sectors and industries, such as food and fibre, or more broadly vocational education, which is further supported by TEC funding prioritisation.
12. We are working with multiple agencies to support responses to their own customers. This will ensure that data and career information is accurate and timely, has a single source and that government activities are aligned and complementary.
13. The TEC has a dedicated team rapidly analysing and interpreting new information as it becomes available that impacts jobs, industry sectors, customer segments and regions. This information is informing the content and direction of our short-term and long-term responses.

We will launch a programme of enhanced career services as part of our short-term response to COVID-19

14. The short-term response (April – 30 June 2020) is focused on increasing the reach and accessibility of career information and support for New Zealanders that are seeking help to identify their skills, retrain, upskill or make a decision about their future career path. The programme includes four key components:

- a. Updating the careers.govt.nz website with information relevant to the impacts of COVID-19 for all New Zealanders.
- b. A multi-channel marketing campaign to raise awareness of career information and support.
- c. 9(2)(f)(iv) [REDACTED]
- d. Printed job hunters' workbook, distributed at community locations such as libraries and MSD service centres, for people who may not be able to, or prefer not to access online resources.

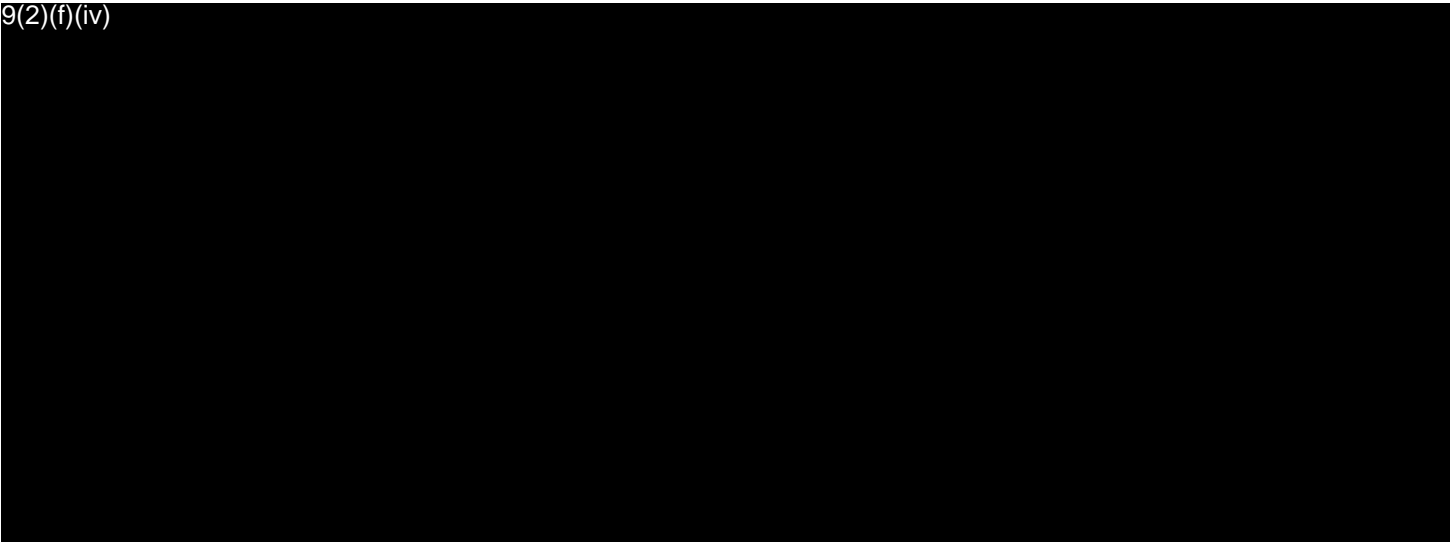
Our careers.govt.nz website has been updated and is the first line of support for people who need career information

15. The careers.govt.nz website is very popular, with over four million user sessions per year. People can visit the site to get key information on over 400 jobs, the training and qualifications required for each of those jobs, as well as tools to plan their career and assist with job hunting.
16. In mid-April we surveyed the database of subscribers to the careers.govt.nz database to check their status as either employed, studying or currently unemployed. We also asked about the impacts of COVID-19 on their lives in the short and long term.
 - a. We received approximately 1,000 responses, these were made up of 66% employed, 13% studying and 22% unemployed.
 - b. Of the 22% unemployed, 5% of those had lost their job in the previous 4 weeks.
 - c. Over all of the responses, 67% were relatively optimistic, as they hadn't been impacted or didn't see any long-term implications to COVID-19.
 - d. 33% of people were concerned about the long-term implications or had been significantly impacted.
17. Given such a high number of our existing users are unemployed, and a third are concerned about the future, we created a COVID-19 hub page, with new content addressing the transferable skills in the retail, tourism and hospitality sectors that can underpin shifts to new jobs in other sectors as needed. This content is being updated on a weekly basis.
18. We also know from analytics data that the most popular pages on the site are the jobs-database and CV-builder. As such as have prioritised updating the content on these pages to be relevant to the impacts of COVID-19.
19. For example each job profile in the jobs-database has a gauge showing the demand of that particular job (poor, average or good demand). As soon as labour market updates are received from Ministry for Business Innovation and Employment (MBIE) and/or MSD with data updating the demand for skills within an industry or sector, the content team are able to update these jobs with up to date demand information and other related data. Sometimes these updates are on a daily basis, but will happen as frequently as the data is received.
20. As part of our careers response we have developed a job hunters' workbook which will be available online and in printed hardcopy. This workbook was requested and developed in collaboration with MSD, whose service centres are helping 1,000 customers a day with questions about how to find work.

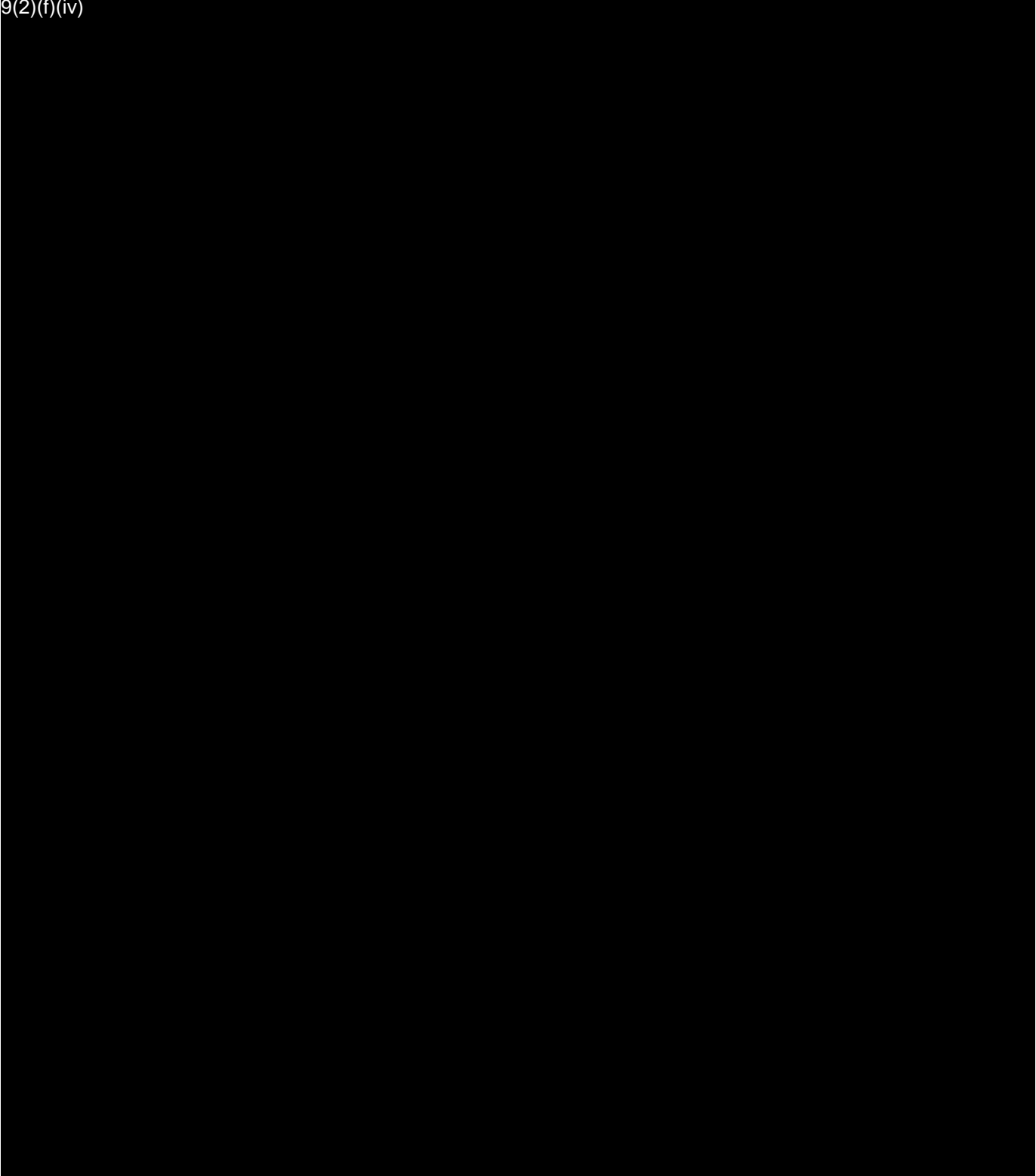
A multi-channel marketing campaign will raise awareness for newly available career information and support services for those that need it

21. While the careers.govt.nz website has very high usage, a high proportion of users are secondary and tertiary students and their influencers (educators and parents). This was the historical target audience for Careers New Zealand prior to its merger with TEC in 2017. However, there is now increasing focus on new audiences such as workers disrupted by COVID-19. TEC envisages an ongoing focus on career services that support lifelong learning through working and learning.
22. We have a marketing campaign in progress to reach a more diverse range of audiences, such as displaced workers who are unaware of or haven't visited the careers.govt.nz website in a long time, including women and older New Zealanders, to let them know about the career information available. This campaign will run from the middle of May until 30 June 2020.
23. The campaign will use a broad range of channels to reach different audiences with highly targeted messages to drive people to the website for more information such as "what to do if you have lost your job".
24. The key audiences we are targeting in the short-term include people working in the tourism, hospitality and retail sectors, regions that have been hardest hit with unemployment, and highly skilled workers who may be facing an uncertain future for the first time.
25. In the medium to longer-term, we will need to develop a focused strategy on engagement with Māori and Pacific people who may be most at risk of unemployment due to the likelihood their low skilled jobs in specific sectors will be impacted. TEC will need to partner with iwi, Māori business, and urban Māori organisations to identify barriers and solutions before developing a strategy.
26. In addition, the Pacific community is likely to feel the effects of the economic downturn greater than the rest of the New Zealand population. TEC will identify relevant partners such as churches, and Pacific business and community organisations to ensure relevant career information and support is reaching these communities, and in their own languages.
27. In addition to paid advertising, we will share the campaign key messages with partner agencies such as MSD, MBIE and Office for seniors so they can communicate with their customer base through their own promotional channels.
28. The campaign performance will be monitored and reviewed on a weekly basis to ensure it is effective and well targeted. We will provide a report on progress in the fortnightly Ministers Update.

9(2)(f)(iv)



9(2)(f)(iv)



We will print and distribute a job hunters' workbook as an alternative to online help

34. While online support is sufficient for many customers, there are many who either do not have access, or prefer not to use these channels. As an alternative, we will print a job hunters' workbook (Appendix A) with many practical tips and tools to help people prepare for and find work.
35. This workbook was requested by MSD for the job connect employment support representatives to use. In addition, we will print extra copies for distribution in community locations such as libraries. We will do an initial print run of 50,000 copies in English, planned for distribution in the week of 8 June 2020, followed by additional print runs in te reo Māori and Pacific languages.

36. We will provide training for job connect employment support representatives to help their clients use the workbook, which will be combined with a range of other support options such as a video how to guide available on careers.govt.nz, webinars, Facebook live sessions or town hall style events. These events will be investigated and recommended with input from an initial trial run of the workbooks for MSD in May.
37. We will also work with your office to identify media opportunities to launch this workbook (along with the other enhanced career services). It is an excellent opportunity for joint Ministers for Education, Employment, Social Development and Seniors to show a combined effort to provide career support for New Zealanders impacted by COVID-19.

We are working with other agencies to feed into their programmes with critical career information

38. **MSD** and TEC have established a cross-agency team and partnership to:

- Link data insights teams to share knowledge, experience, evidence and analytics.
- Ensure digital/online opportunities and tools like Tiro Whetū and MSD's Pathways to Employment assessment tool complement each other.
- Share and promote new products and services from either agency such as Mana in Mahi, or the TEC job hunters' workbook, through social media and other customer communication channels.
- Enable the transfer of MSD clients – through shared or connected platforms – to TEC to identify the right providers for training, reskilling or upskilling.
- Grow staff capability by linking MSD learning and capability development teams with relevant TEC training teams or TEO capabilities.
- Create a joint effort to connect employers and job seekers for community events such as job fairs.

39. **The Ministry of Education (MoE)** has a range of career activities including:

- *Talanoa Ako* (formerly Power Up) – a 10-week programme to reach parents in Pacific communities to engage them in education. TEC is working with MoE to update the careers module of this programme and align with the key messages of the marketing campaign.
- *Careers advisors in schools* – TEC continues to work alongside MOE and the Careers and Transition Education Service (CATE) to ensure that young people in education are provided with the right information to assist with subject choice and decision making on their future pathways. This will include information on vocational education and training, as well as industry sectors that have high skill demand.
- *Education to employment work brokers* – these (20) new roles will have an important role to play in the post COVID-19 world. They will support schools and wharekura in growing relationships and connecting to employers to find employer placements for students in Gateway and Trades Academy programmes. They will help employers have a purposeful engagement and collaborate across education in a way that helps students most effectively. They will also support NCEA changes, Reform of Vocational Education (RoVE) and development of the NZIST and link in with the ITO representatives of the relevant regions to assist with immediate needs around the COVID-19 impact issues.

- *Career connection events online* – 30-40 minute online events, using common platforms like Zoom or Microsoft Teams to replace the physical trades events usually conducted in schools during school closure. These events provide students with an opportunity to gain insights into an employer or a specific industry. Students are supported to pre-prepare questions to ask during the session.

40. **The Office for Seniors** is working closely with other agencies to provide outcomes for older people:

- Older people in New Zealand (defined as ages 50+) have some very good employment outcomes, such as high average wages. But some have poor employment outcomes, including long-term unemployment and low employment participation rates (44%, compared to 72% for the overall working age population at March 2019). This will change further as we see the impacts of COVID-19 on the labour market.
- The Government’s “Better later life: He Oranga Kaumātua 2019 to 2034” released in November 2019 strives to make sure that all New Zealander’s recognise older people’s potential to have fulfilling working lives. An initial action in the strategy is the development of an older workers’ toolkit, aimed at small business employers who do not have their own human resources department.
- The online toolkit is being developed by the **MBIE**, and will be published on the business.govt.nz website. The toolkit acts as an encouragement and “how to” guide for employers of SMEs to hire older workers and provides information on transferable skills, intergenerational mentoring and workplace policies and conditions that support older employees.
- TEC will work with MBIE and the Office for Seniors as this toolkit is developed to ensure that the career content is consistent with the latest skills and skills transferability data used for Tiro Whetū, and references come from a consistent source. We will also ensure that information such as creating a CV, identifying skills and preparing for an interview are accessible and relevant for older people.

41. **MBIE** also fund the Work Connect programme as an initiative of the New Zealand Migrant Settlement and Integration Strategy (NZMSIS). The funding is allocated for four years for the period 2017-2021:

- Work Connect is delivered by TEC and provides career services and job-seeking advice to new skilled migrants and their partners, and to international students studying at Level 7 and above.
- The Pacific Work Connect pilot programme for the period 2020-2021 is a new initiative by MBIE and will be delivered by TEC. Pacific Work Connect provides new Pacific migrants in South and West Auckland with career services and job-seeking advice.
- MBIE are also collaborating across agencies to develop employment action plans for Māori, Pacific and people with disabilities. TEC will contribute to these action plans with career related information and guidance.

42. **New Zealand Qualifications Authority (NZQA)**

- NZQA is developing further information on Credit Recognition and Learning (CRT) and Recognition of Prior Learning (RPL) and will work with TEC to ensure this information is available for learners moving between qualifications as a result of the changing labour market, and for future learners moving from work into education. It could be a strong incentive for people to take up learning opportunities if they understood they had knowledge and skills that could be recognised and credited.

- Micro-credentials will also form an important part of the education system's response to COVID-19, particularly in the medium to long-term as employers identify the skills required and providers develop micro-credentials to meet those needs. NZQA, TEC and MoE are currently working on how micro-credentials and other learning packages and qualifications can be more flexible and responsive to learner needs. It may be possible for some micro-credentials to contribute to the achievement of larger credentials (i.e. qualifications).

Our medium to long-term careers response will be in supporting labour market and economic recovery

43. The medium to long-term careers response (1 July 2020 – ongoing) is linked to active labour market policies and includes four key work streams:
- a. Launch of the Tiro Whetū (working title) online career planning and skills transferability tool.
 - b. Vocational education and training marketing campaign.
 - c. Career activities will have a strong connection to RoVE.
 - d. We will strengthen connections between our careers work and other Active Labour Market Policies (ALMPs).

Tiro Whetū will help New Zealanders understand their skills and transferability to a range of jobs and career paths

44. Tiro Whetū will allow all New Zealanders to have a personalised lifelong career plan. This includes workers, learners, parents, whānau, case workers and careers advisors. Every user will be able to explore potential career and training information most relevant to them. The system will highlight skills in demand and jobs available, and help users develop and match their transferable skills with potential careers and learning pathways to them.
45. Tiro Whetū is also an enabler for other government agency services including MSD, Corrections, MoE and MBIE. For example, it will help their case workers, career advisors and educators in the recovery from the impact of COVID-19.
46. Multiple applications and data sources will be integrated and presented intuitively to users according to their life stage or circumstance, including those in and out of work, and in schools. Tiro Whetū is unique in that it helps New Zealanders understand the skills they have and their transferability to a range of other jobs, including in other industries.
47. Tiro Whetū will cater for a broad range of New Zealanders, including Māori and Pacific people, their whānau and 'aiga. As an online solution it can deliver at scale efficiently. COVID-19 will lead to shifts into online learning and working and Tiro Whetū will ensure good quality information personalised to an individual's circumstance is available to all New Zealanders who can access the internet.
48. The first deliverable of the solution (six months after investment) will focus on the workforce affected by COVID-19 and subsequently secondary school students.

The vocational education and training marketing campaign will attract new audiences to this career pathway

49. The vocational education and training marketing campaign is being developed to raise the profile of vocational education so that it is seen as a positive pathway into work.

50. The campaign will target three key audiences – learners, influencers and employers. Learners will include those at secondary school, adult learners and those needing to upskill or retrain. Influencers will include parents, whānau, teachers and career advisors. There will also be a strong focus on Māori, Pacific people, learners with disabilities and women.
51. The core objectives of the campaign are to:
- a. Shift the perception of key influencers so they see vocational education as a positive and desirable career option.
 - b. Grow engagement and participation in vocational education with employers who are able to employ apprentices.
 - c. Grow participation and enrolment in vocational education with learners by promoting the benefits and successful career opportunities that vocational education offers.
52. Note that the numbers of apprentices have been steadily increasing over the last five years and that over half of this increase (56%) has come from apprentices aged 25-39. In addition, 20% of that increase is from the 40 year and older age bracket. Feedback from employers is that they value older apprentices for their stability, motivation and additional skills, so focus needs to be given to school leavers and the under 24 year age range as a group at high risk of unemployment in a competitive environment for apprenticeship places.
53. We are progressing through the first phase of the campaign, which is to understand the attitudes and perceptions of the key audiences. With the completion of qualitative research in March, we then commenced internal/external stakeholder and industry interviews. These have provided relevant insight and a COVID-19 context that can be used to inform the campaign approach. As part of the planning process we are also exploring further employer and learner audience segments as a result of COVID-19.
54. The campaign is planned to launch in late July. It will be a multi-layer, multi-channel campaign that will run over four years and work is underway to develop the channel strategy based on our key audiences. We will work with key teams in other agencies such as the education to employment work brokers and NZIST to deliver this campaign. In the meantime, insights from the research will be used to inform content on careers.govt.nz and other short term tactical promotions.
55. The impact of COVID-19 has meant that while the high level perception shift aspect of the campaign remains relevant, how we execute that should be considered in a post-COVID-19 environment in terms of a focus on relevant industry sectors (eg, food and fibre vs tourism) and the immediate practical needs of our audience.
56. Quantitative research will be undertaken before launch to establish success measures. We will monitor campaign and channel performance to maximise and optimise outcomes. We will also undertake ongoing quantitative research and adapt messaging as required.

Ongoing career activities will have a strong connection to RoVE

57. In the immediate COVID-19 response phase, TEC will draw on the Government's work on the expected economic impact across different sectors to inform its career activities. This will ensure we have a better understanding of different people's needs in terms of career support and advice depending on their context, which can then feed into the RoVE implementation work where appropriate.
58. The collaborative work of transitional ITOs, NZIST and its subsidiaries, wānanga and other providers to respond to displaced workers, learners and apprentices will help guide immediate career information and support. In addition, the accelerated establishment of interim Regional

Skills Leadership Groups (RSLGs) will begin to provide insights into impacts and opportunities across the regions. This information will help ensure we target the right activity and actions to meet the needs of individual regions where relevant.

59. Interim Workforce Development Councils (WDCs), and then the subsequently fully established WDCs, will be significant contributors to TEC's careers work as they will be well placed to profile the current and future needs of their industry sectors. Alongside investment advice to TEC, WDCs could also provide information that will help ensure our career information, products and services are based on strong industry intelligence.
60. In the short-term, TEC will connect with workplace training providers as they are more likely to have rapid feedback on employer-level skills gaps than WDCs or RSLGs.
61. Programme endorsement, qualification redesign, and the development of micro-credentials and other short courses will be strong signalling tools from WDCs. We will draw on the new architecture and its levers in our careers function so that people clearly understand how different training options link to employment opportunities.
62. Te Taumata Aronui has been recently established to provide independent recommendations and advice to Ministers and officials on how tertiary education can respond better to the needs of Māori learners and communities. Its initial focus will be on RoVE as it is important that we get it right for Māori when we design the new vocational education system and its key organisations. This advice can also be a major contributor to ensure TECs career products and services help meet the needs of Māori learners.

We will strengthen connections between our careers work and other Active Labour Market Policies (ALMPs)

63. In response to COVID-19, Ministers and agencies are working on scaling up and better aligning ALMPs. You and other Ministers have received advice: *Active Labour Market Programmes and Policies: Responding to COVID-19* led by the Ministry of Social Development (MSD) that MoE and TEC contributed to.
64. ALMP are government enabled measures in the form of policies, programmes, services or products that help people remain in or get back to work. With employment interventions including employment brokerage and advice, labour market-focused education and training, and job creation, ALMPs can help limit periods of unemployment and wage scarring (reduced wages) and support workers into sustainable employment.
65. ALMPs generally refer to three main types:
 - a. Information, advice and job brokering or placement which helps people identify opportunities available, what they need to do to access those opportunities, and matches job seekers with employers. In some instances, job placement services include pastoral care to support the person to retain the job.
 - b. Labour market training or work readiness including wraparound support which incorporates industry specific training and qualifications (such as micro-credentials), pastoral care and driver's licence training and career advice to upgrade the skills of job seekers so that they are relevant to employment opportunities.
 - c. Direct job creation through public sector employment opportunities or through the subsidisation of private sector jobs.
66. Our careers work is a key provider of information and advice. In addition, the careers work is a key way of supporting other ALMPs, including identifying priority areas for training, informing the design of courses and delivery (including micro-credentials), and supporting people to be aware

of future and upcoming opportunities connected to government investment initiatives. For example increased constriction of housing and infrastructure.

Longer-term work

67. Although this paper focuses on the immediate to short-term careers response, it is worth noting that TEC is developing a long-term careers response, including closer integration into our investment decisions. The purpose of this work is to support New Zealanders and New Zealand businesses as they transition and recover from the impacts of COVID-19. This longer-term work (six to 18 months) has three key outcomes:

- a. To ensure New Zealand and New Zealanders have the skills required to recover and thrive in a post-COVID-19 world.
- b. To support all New Zealanders in understanding the full range of options they have and the possible pathways open to them so they are able to make the best possible decisions for their situation.
- c. To ensure that New Zealanders who are the most disadvantaged are given fair and equitable access to help. For example, we will develop a focused strategy on how to engage and provide assistance to Māori and Pacific groups.

68. We will keep you updated on this work as it progresses.

Consultation

69. This briefing has been developed in consultation with The Ministry of Education, the Ministry of Social Development, the Ministry of Business, Innovation and Employment, New Zealand Qualifications Authority, the Office for Seniors and CDANZ.

70. Career services will be sought by a diverse range of New Zealanders at different life stages but with a common need for information and support. It is therefore important that we continue to consult and work with these agencies as we move through the short-term to the medium and longer-term response.

Next steps

71. Our immediate next steps are to finalise the implementation and delivery of the short-term response programme of enhanced careers initiatives. This includes engaging with key agencies and industries to ensure that delivery is fit for purpose.

72. We will also continue to develop and evaluate new initiatives as data becomes available regarding the sectors, communities and industries most impacted by job losses as a result of COVID-19.

73 9(2)(f)(iv)

Appendix A: Job Hunters' Workbook
