



30 JUN 2021

Dear

On 12 May 2021, you emailed the Office of Hon Carmel Sepuloni, Minister for Social Development and Employment, requesting, under the Official Information Act 1982 (the Act), the following information:

1. *The number of WINZ claimants denied food grants from 2018-2021, including reasons why?*
2. *Number of WINZ claimants denied assistance for basic essential household items and the reasons why for years 2018-2021?*
3. *Total amount of MSD staff designated as Case Managers/CSR's along with a full and succinct description of their duties/responsibilities?*
4. *Total number of complaints made against Case Managers/CSR's in relation to denial of any grants and/or behaviour of Case Managers/CSR's and the outcome of those complaints?*
5. *Total ratio of male to female Case Managers/CSR's? (I.e, how many male against how many female CM's/CSR's)*

On 1 June 2021, your request was transferred to the Ministry of Social Development (the Ministry) as it relates to operational matters.

I will respond to your questions in turn.

1. *The number of WINZ claimants denied food grants from 2018-2021, including reasons why?*

Please find **Table One** in **Appendix One**, showing the number of hardship application declines for food in the calendar years 2018 to 2020, and the first quarter of 2021, broken down by reason for decline and calendar year.

2. *Number of WINZ claimants denied assistance for basic essential household items, and the reasons why, for years 2018-2021?*

Please find **Table Two, Three, Four and Five** in **Appendix One**, showing the number of hardship application declines for essential household items in the calendar years 2018 to 2020, and the first quarter of 2021, broken down by reason for decline and calendar year.

3. *Total amount of MSD staff designated as Case Managers/CSR's along with a full and succinct description of their duties/responsibilities?*

Please find **Table Six** in **Appendix One**, showing the number of case managers and Customer Service Representatives (CSR) in the Ministry as at 31 May 2021, broken down by gender.

The descriptions of the case managers' and CSRs' duties and responsibilities is attached as **Appendix Two**. Please note, the Ministry is unable to provide this type of information for the following roles:

- Case Manager (Reception),
- Case Manager (Recovery), and
- Case Manager (Temporary Accommodation Assistance).

These roles were either discontinued or are not occupied by any staff at this time. This information is, therefore, refused under section 18(g)(i) of the Act as the information is not held by the Ministry and I have no grounds to believe that the information is held by another department or Minister of the Crown or organisation.

4. *Total number of complaints made against Case Managers/CSR's in relation to denial of any grants and/or behaviour of Case Managers/CSR's and the outcome of those complaints?*

On 9 June 2021, the Ministry contacted you, seeking clarification on the interpretation of this question of your request. The Ministry has not received a response from you to date. Therefore, the Ministry interpreted the question the way officials believe it was meant to be interpreted by you. We have interpreted your question as referring to the following:

- The total number of reviews of decisions completed against decisions to decline applications for supplementary assistance, broken down by outcome, since 1 July 2017 to 31 May 2021, and
- The total number of complaints in relation to the behaviour of MSD frontline staff, broken down by outcome, since 1 July 2017 to 31 May 2021.

Please find this information in **Table Seven** and **Table Eight** in **Appendix One**.

5. *Total ratio of male to female Case Managers/CSR's? (I.e, how many male against how many female CM's/CSR's)*

This information is included in **Table Six**. Please note that prior to 2019, the Ministry's HR systems only allowed for two genders to be recorded – male and female. In 2019, other options were added including gender diverse and undeclared.

The principles and purposes of the Act under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government

- to increase the ability of the public to participate in the making and administration of our laws and policies
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@Ministry.govt.nz.

If you are not satisfied with this response regarding hardship grants and statistics of Ministry staff, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely


Bridget Saunders

**Manager, Issue Resolution
Service Delivery**

Appendix One

Table One: The number of hardship application declines food in the calendar years 2018 to 2020, and the first quarter of 2021, broken down by reason for decline and calendar year

| Reason for decline | Calendar year | | | |
|---|---------------|---------------|---------------|----------------------|
| | 2018 | 2019 | 2020 | 2021 (first quarter) |
| Already received help for same/similar need in the past | 2,634 | 5,277 | 11,841 | 3,357 |
| Cash assets/income exceed limit | 1,788 | 2,487 | 5,355 | 1,407 |
| Circumstances could have been reasonably foreseen | 2,487 | 3,756 | 10,737 | 3,507 |
| Cost of funeral – unveiling or koha must be met by client | 24 | 78 | 177 | 78 |
| Did not participate in budgeting | 432 | 252 | 834 | 372 |
| Does not meet all the criteria (rural sector) | 45 | 78 | 195 | 60 |
| Lack of representation | 552 | 1,068 | 3,525 | 1,257 |
| More than one person applied to meet the same expense | 9 | 27 | 54 | 21 |
| Need can be met in another way | 2,619 | 4,554 | 12,510 | 3,483 |
| Not a qualifying need | 1,563 | 2,463 | 7,035 | 2,259 |
| Not an economic purchase | 105 | 123 | 321 | 144 |
| Not an emergency situation | 888 | 1,119 | 3,063 | 621 |
| Not an essential need | 432 | 654 | 1,593 | 384 |
| Outstanding balance exceeds 6-week limit | 759 | 516 | 600 | 48 |
| Sufficient financial resource | 174 | 339 | 1,131 | 231 |
| Other | 3,381 | 3,489 | 5,820 | 1,494 |
| Total | 17,898 | 26,286 | 64,788 | 18,726 |

Table Two, three, four and five: The number of hardship application declines for essential household items in the calendar years 2018 to 2020, and the first quarter of 2021, broken down by reason for decline and calendar year

| Reason for decline | 2018 Calendar year | | | | Total |
|---|----------------------|------------------|-----------------|--------------------------|--------------|
| | Reason | | | | |
| | Beds, Tables, Chairs | Other Appliances | Other Furniture | Washing Machines, Fridge | |
| Already received help for same/similar need in the past | 24 | 36 | 15 | 240 | 315 |
| Cash assets/Income exceed limit | 33 | 12 | 24 | 123 | 192 |
| Circumstances could have been reasonably foreseen | 9 | 6 | 12 | 21 | 48 |
| Need can be met in another way | 48 | 39 | 60 | 135 | 279 |
| Not a qualifying need | 21 | 30 | 27 | 81 | 156 |
| Not an economic purchase | 84 | 24 | 63 | 18 | 189 |
| Not an emergency situation | 6 | 18 | 12 | 24 | 60 |
| Not an essential need | 18 | 48 | 36 | 51 | 153 |
| Outstanding balance exceeds 6-week limit | 21 | 15 | 27 | 48 | 108 |
| Other | 72 | 54 | 57 | 198 | 384 |
| Total | 339 | 282 | 330 | 939 | 1,890 |

| Reason for decline | 2019 Calendar year | | | | Total |
|---|----------------------|------------------|-----------------|--------------------------|--------------|
| | Reason | | | | |
| | Beds, Tables, Chairs | Other Appliances | Other Furniture | Washing Machines, Fridge | |
| Already received help for same/similar need in the past | 96 | 138 | 48 | 267 | 549 |
| Cash assets/Income exceed limit | 57 | 24 | 57 | 162 | 297 |
| Circumstances could have been reasonably foreseen | 12 | 9 | 12 | 33 | 66 |
| Need can be met in another way | 114 | 129 | 105 | 222 | 573 |
| Not a qualifying need | 21 | 93 | 57 | 153 | 324 |
| Not an economic purchase | 138 | 57 | 150 | 24 | 363 |
| Not an emergency situation | 15 | 30 | 27 | 33 | 108 |
| Not an essential need | 33 | 132 | 78 | 75 | 321 |
| Outstanding balance exceeds 6-week limit | 36 | 18 | 36 | 36 | 129 |
| Other | 153 | 111 | 129 | 243 | 639 |
| Total | 681 | 741 | 705 | 1,245 | 3,369 |

| Reason for decline | 2020 Calendar year | | | | Total |
|---|----------------------|------------------|-----------------|--------------------------|--------------|
| | Reason | | | | |
| | Beds, Tables, Chairs | Other Appliances | Other Furniture | Washing Machines, Fridge | |
| Already received help for same/similar need in the past | 348 | 537 | 156 | 492 | 1,533 |
| Cash assets/Income exceed limit | 114 | 63 | 99 | 330 | 609 |
| Circumstances could have been reasonably foreseen | 60 | 51 | 54 | 60 | 222 |
| Need can be met in another way | 351 | 504 | 378 | 555 | 1,791 |
| Not a qualifying need | 126 | 357 | 153 | 306 | 942 |
| Not an economic purchase | 279 | 141 | 288 | 54 | 762 |
| Not an emergency situation | 69 | 111 | 90 | 78 | 348 |
| Not an essential need | 75 | 453 | 219 | 183 | 927 |
| Outstanding balance exceeds 6-week limit | 51 | 63 | 51 | 69 | 234 |
| Other | 273 | 267 | 222 | 387 | 1,149 |
| Total | 1,743 | 2,544 | 1,713 | 2,514 | 8,514 |

| Reason for decline | 2021 first quarter | | | | Total |
|---|----------------------|------------------|-----------------|--------------------------|--------------|
| | Reason | | | | |
| | Beds, Tables, Chairs | Other Appliances | Other Furniture | Washing Machines, Fridge | |
| Already received help for same/similar need in the past | 147 | 192 | 54 | 120 | 513 |
| Cash assets/Income exceed limit | 24 | 15 | 15 | 72 | 129 |
| Circumstances could have been reasonably foreseen | 12 | 9 | 12 | 15 | 45 |
| Need can be met in another way | 102 | 135 | 96 | 153 | 486 |
| Not a qualifying need | 39 | 93 | 48 | 105 | 282 |
| Not an economic purchase | 54 | 27 | 60 | 15 | 159 |
| Not an emergency situation | 15 | 30 | 18 | 18 | 81 |
| Not an essential need | 15 | 123 | 78 | 24 | 240 |
| Outstanding balance exceeds 6-week limit | 3 | 3 | 9 | 6 | 21 |
| Other | 75 | 75 | 51 | 90 | 294 |
| Total | 486 | 705 | 438 | 621 | 2,247 |

Notes for all tables:

- The tables show the number of declines, not the number of clients. A client may have more than one decline during the reported period.
- Essential household items include beds, tables, chairs, washing machine/fridge, 'other furniture' and 'other appliances'.
- The reason for decline 'Other' includes all other reasons that are not listed,
- To protect confidentiality, the Ministry uses processes to make it difficult to identify an individual person or entity from published data. These data tables have had random rounding to base three applied to all cell counts in the table. A value of one or two may be rounded to zero or three. The

impact of applying random rounding is that columns and rows may not add exactly to the given column or row totals. The published counts will never differ by more than two counts.

Table Six: The number of Case Managers and Customer Service Representatives (CSR) in the Ministry as at 31 May 2021, broken down by gender

| Role | Female | Male | Other | Total |
|--------------|---------------|-------------|--------------|--------------|
| Case Manager | 2,026 | 543 | 9 | 2,578 |
| CSR | 862 | 369 | 7 | 1,238 |
| Total | 2,888 | 912 | 16 | 3,816 |

Notes:

- If a staff member is seconded into a case manager position from a CSR position, the staff member is counted as a case manager and will not be included in the CSR count.
- This table does not include 'Case Manager Here Toitu Trial' (total 4 headcount).
- 'Case manager' for this response is defined as:
 - Case Manager
 - Case Manager (Housing)
 - Case Manager (RCS)
 - Case Manager (Reception)
 - Case Manager (Recovery)
 - Case Manager (Remote Client Services)
 - Case Manager (Residential Subsidy)
 - Case Manager (Integrated Services)
 - Case Manager (Temporary Accommodation Assistance)
- 'CSR' for this response is defined as:
 - Customer Service Representative
 - Contact Centre Officer
 - StudyLink Officer Contact Centre
 - Employment Support Representative

Table Seven: The total number of reviews of decisions completed against decisions to decline applications for supplementary assistance, broken down by outcome, since 1 July 2017 to 31 May 2021

| Outcome | 1 Jul to Dec 2017 | 2018 | 2019 | 2020 | 1 Jan to 31 May 2021 | Total |
|--|-------------------|--------------|--------------|--------------|----------------------|--------------|
| Withdrawn prior to Benefit Review Committee | 234 | 408 | 425 | 584 | 552 | 2,203 |
| Overtured at internal review | 143 | 332 | 347 | 345 | 301 | 1,468 |
| Declined at Out of Time (OOT) stage | 0 | 2 | 6 | 3 | 9 | 20 |
| Upheld at BRC | 177 | 262 | 238 | 371 | 183 | 1,231 |
| Partially Upheld at Benefit Review Committee | 9 | 14 | 5 | 9 | 7 | 44 |
| Overtured at Benefit Review Committee | 23 | 39 | 31 | 34 | 15 | 142 |
| Not within Benefit Review Committee Jurisdiction | 8 | 1 | 0 | 0 | 1 | 10 |
| Total | 594 | 1,060 | 1,052 | 1,350 | 1,062 | 5,118 |

Notes:

- The supplementary assistance categories included in this table are: Advance Payments, Away From Home Allowance, Care Supplement, Child Disability Allowance, Childcare Subsidy, Community Services Card, Community Services Card Reimbursement, COVID-19 Emergency Benefit, COVID-19 Income Relief Payment Programme, COVID-19 New Zealanders Stranded Overseas Support Programme, Disability Allowance, Employment and Work Readiness Assistance Programme (EWRAP). EWRAP - additional costs - employment study employment related training, EWRAP - education and employment-related training, EWRAP - extra / specialist assistance people with sickness Injury or disability, EWRAP - job search assistance employment placement in-work support services, EWRAP - self-employment, EWRAP - transition into employment, EWRAP - wage subsidies, Funeral Grant, Homehelp, Housing, Housing - Support Products, Living Alone Payment, Oscar Subsidy, Other, Recoverable Assistance Payment, Residential Care Subsidy, Residential Support Services, Seasonal Work Assistance, Special Benefit, Special Needs Grant, Temporary Additional Support, Training Incentive Allowance, Transition to work payment, Winter Energy Payment, Work Start Grant.

Table Eight: The total number of complaints in relation to behaviour of Ministry frontline staff, broken down by outcome, since 1 July 2017 to 31 May 2021.

| Year | Outcome | | | | | | | | | Grand Total |
|-----------------------------|--------------------------------|----------------------------------|---|-------------------------|------------------------------------|---|---------------------------------|--|--------------------------------|---------------|
| | Closed: Lack of representation | Closed: Message left/letter sent | Emergency Housing Complaints: No Further Action | Complaint made in Error | Resolved: Complainant dissatisfied | Resolved: Complainant dissatisfied; client referred to review of decision process | Resolved: Complainant satisfied | Resolved: Complainant satisfied; client referred to review of decision process | Resolved but outcome not noted | |
| 1 Jul to 31 Dec 2017 | 193 | 229 | 0 | 29 | 123 | 6 | 732 | 3 | 1 | 1,316 |
| 2018 | 326 | 423 | 0 | 51 | 249 | 10 | 1,350 | 6 | 8 | 2,423 |
| 2019 | 359 | 576 | 0 | 66 | 196 | 14 | 1,347 | 9 | 14 | 2,581 |
| 2020 | 395 | 577 | 0 | 73 | 245 | 19 | 1,416 | 8 | 9 | 2,742 |
| 1 Jan to 31 May 2021 | 158 | 248 | 3 | 22 | 88 | 9 | 578 | 5 | 27 | 1,138 |
| Grand Total | 1,431 | 2,053 | 3 | 241 | 901 | 58 | 5,423 | 31 | 59 | 10,200 |

Appendix Two

1. Case Manager

The role of the Case Manager is to engage with and work alongside clients as they plan and prepare to move towards work readiness, sustainable employment, independence, retirement or other desirable outcomes. The Case Manager works towards this by ensuring clients:

- are getting all the support they need
- are aware of the full range of support and assistance available
- can easily connect to services, support and opportunities available
- can successfully transition to work readiness, training, work, maintain independence, or otherwise maximise their potential

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within the Ministry's operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, and consider each client's situation and the potential impacts of decisions made, to ensure the client and their family are supported

Interaction and communication with clients

- Culturally aware, using an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood
- Show Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate
- Identify clients with emergency housing needs and work together with clients to provide access to housing assistance as appropriate

Build and maintain ongoing relationships

- Proactively build and maintain client relationships to develop a deeper understanding of their situation and provide effective ongoing support
- Develop an understanding of the wider organisation to help build relationships and linkages between colleagues and external providers (where applicable) to ensure a seamless service is provided

Planning

- Work hand-in-hand with clients to develop an individualised plan of action, proactively initiate coaching conversations and drive shared responsibility for the achievement of desired outcomes

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access the Ministry's services

Influencing

- Work with clients to influence them to take up training, work readiness and employment opportunities where appropriate, to help each client to maximise their potential

Referral to specialist services

- Connect clients to internal and external providers of specialist services using the Ministry's formal referral process to help clients with specific needs achieve their potential outcomes

Proactive Transitional Support

- Proactively provide clients who have recently stopped receiving financial assistance from the Ministry with continued advice and access to the Ministry's resources to support sustained independence

Review of decision

- Attempt to resolve any issues when they are first raised and engage others as needed to assist the client, to provide clients with fast resolution wherever possible
- Where required, manage Reviews of Decision, Benefit Review Committee hearings and requests for information to uphold the Ministry's policy and legislative requirements

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times.

2. Case Manager (Housing)

The role of the Case Manager (Housing) is to support people who are looking for help to secure affordable and stable housing which can lead to outcomes in a number of other areas such as employment and health.

Key responsibilities

Client Entitlement and Management

- Manage client housing assessments and enquiries, ensuring provision of full entitlement to housing support within legislative rules.
- Engagement with clients, to identify and meet individual client's needs.

Client Information Management

- Maintain complete, concise and up to date client information.

Supporting Housing Outcomes

- Access current local housing market information.
- Engage with Housing Providers and other frontline staff to refer clients to suitable housing services.
- Facilitation of seminars

3. Case Manager (Remote Client Services)

Remote Client Services focuses on maintaining services to clients who have a history of violent or aggressive behaviour and are no longer able to receive services through other channels because they have been trespassed. The role of the Case Manager (Remote Client Services) is to develop a relationship that enables them to engage with and work alongside clients as they plan and prepare to move towards employment. Case management is conducted remotely, and client communication is managed through standard communications such as telephone, text, fax and e-mail. The Case Manager (Remote Client Services) also manages provision of services to internal staff that receive Ministry products and services, to ensure their integrity and privacy is maintained.

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within the Ministry's operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, taking into account each client's situation and the potential impacts of decisions made, to ensure the client and their family are supported

Interaction and communication with clients

- Culturally aware, using an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood
- Show Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate
- Identify clients with emergency housing needs and work together with clients to provide access to housing assistance as appropriate

Build and maintain ongoing relationships

- Proactively build and maintain client relationships to develop a deeper understanding of their situation and provide effective ongoing support

- Develop an understanding of the wider organisation to help build relationships and linkages between colleagues and external providers (where applicable) to ensure a seamless service is provided

Referral to Specialist Services

- Connect clients to internal and external providers of specialist services using the Ministry's formal referral process to help clients with specific needs achieve their desired outcomes

Manage Remote Clients

- Conduct detailed investigations and reviews of incoming and outgoing referrals of clients, to ensure the suitability of clients to be managed via remote services
- Provide the full range of financial assistance, products and services to clients, to ensure these clients continue to receive all the help and support available while interacting through remote communication channels

Review of decision

- Attempt to resolve any issues when they are first raised and engage others as needed to assist the client, to provide clients with fast resolution wherever possible
- Where required, manage Reviews of Decision, Benefit Review Committee hearings and requests for information to uphold The Ministry's policy and legislative requirements

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times

Safe and healthy

- Understand and adhere to the Ministry's health, safety and security (HSS) policies and procedures. Implement HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.

4. Case Manager (Residential Subsidy)

The Case Manager (Residential Subsidy) analyses, assesses and determines eligibility for financial assistance for clients in residential care to support their health, security and well-being. Case Managers (Residential Subsidy) deliver quality service to the Ministry's clients so that they have a positive experience every time they engage with the Ministry.

Key responsibilities

Client Needs Assessment

- Interpret and analyse a wide range of legal and financial documentation against relevant legislation and policy to form accurate assessments for eligibility
- Analyse and complete a full financial means assessment of assets and income, in order to determine eligibility for financial assistance and to process the clients' application so that they receive the appropriate assistance, support and entitlement
- Review and update clients' changes in circumstances into the Ministry's systems to ensure accurate client records and/or eligibility to financial assistance.

Communication and Engagement

- Provide specialist information to clients or their representatives, Service Providers and the Ministry of Health regarding decisions, outcomes and/or other assistance available and the process to apply for this assistance
- Interview clients and/or their legal and financial representatives in depth to understand their unique situation, to review information provided or request further information, so that a decision on eligibility can be reached and the application processed
- Engage with clients and/or their representatives so that they understand the rationale for a decision and are afforded the opportunity to provide any further information that needs to be considered.

Relationship Management

- Network, build and maintain collaborative relationships with internal and external stakeholders to ensure the effective sharing and flow of information; and to ensure a seamless service is provided
- Proactively build and maintain client relationships to develop deeper understanding of their situation and provide on-going support.

Advisory Support

- Provide information and specialist Residential Subsidy advice to both internal and external stakeholders within the Social Sector, including stakeholders working in legal and finance, so that accurate information can be provided to clients and/or the correct actions taken.

Knowledge

- Maintain up to date specialist knowledge of relevant Ministry products and services, Residential Subsidy policy and practise and relevant legislation to ensure support and assistance for clients and other stakeholders can be provided
- Utilise specialist knowledge and experience to contribute to Review of Decision, Benefit Review Committee hearings and requests for information.

Information Management and Client Privacy

- Maintain complete, concise and up-to-date client record information in Ministry systems to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy and confidentiality.

Safe and Healthy

- Understand and adhere to the Ministry's health, safety and security (HSS) policies and procedures
- Implement HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.

5. Case Manager (Integrated Services)

The role of the Case Managers (Integrated Services) is to assess the complex needs of the most at risk families and individuals referred to them and link in appropriate services to meet their needs. Case Managers (Integrated Services) will work with key agencies to develop comprehensive plans to address clients' needs and provide ongoing monitoring/reporting on progress and outcomes achieved for each family or individual.

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within the Ministry's operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, taking into account each client's situation and the potential impacts of decisions made, to ensure the client and their family are supported

Interaction and communication with clients

- Culturally aware, and use an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood
- Shows Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate
- Identify clients with emergency housing needs and work together with clients to provide access to housing assistance as appropriate

Build and maintain ongoing relationships

- Proactively build and maintain client relationships to develop a deeper understanding of their situation and provide effective ongoing support
- Develop an understanding of the wider organisation to help build relationships and linkages between colleagues and external providers (where applicable) to ensure a seamless service is provided

Planning

- Work hand-in-hand with clients to develop an individualised plan of action, proactively initiate coaching conversations and drive shared responsibility for the achievement of desired outcomes

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access their Ministry's services

Influencing

- Work with clients to influence them to take up training, work readiness and employment opportunities where appropriate, to help each client to maximise their potential

Referral to specialist services

- Connect clients to internal and external providers of specialist services using the Ministry's formal referral process to help clients with specific needs achieve their potential outcomes

Proactive Transitional Support

- Proactively provide clients who have recently stopped receiving financial assistance from the Ministry with continued advice and access to the Ministry's resources to support sustained independence

Review of decision

- Attempt to resolve any issues when they are first raised and engage others as needed to assist the client, to provide clients with fast resolution wherever possible
- Where required, manage Reviews of Decision, Benefit Review Committee hearings and requests for information to uphold the Ministry's policy and legislative requirements

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times

Safe and healthy

- Understand and adhere to the Ministry's health, safety and security (HSS) policies and procedures. Implements HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.

6. Customer Services Representative

The Customer Service Representative provides an accessible, comprehensive service for Ministry enquiries, delivering a high standard of service excellence and quality interactions.

Customer Service Representatives assist clients by

- responding to requests for information
- listening and providing all the financial and other support needed by the client
- processing, updating and managing client information
- making outbound contact where required on specific topics or campaigns
- providing support to assist with wider Ministry services as required

A Customer Service Representative establishes each client's needs in a timely and efficient manner and is required to have a wide range of knowledge about Ministry products.

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Interaction and communication with clients

- Culturally aware, and use an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood

- Show Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within the Ministry's operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, taking into account each client's situation and the potential impacts of decisions made, to ensure the client/client and their family are supported

Referral to specialist services

- Connect clients to internal and external providers of specialist services using the Ministry's formal referral process to help clients with specific needs achieve their potential outcomes

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access our services

Influencing

- Work with clients to influence them to take up employment, training or other opportunities where appropriate, in order to help each client to maximise their potential

Proactive Transitional Support

- Proactively provide clients who have recently stopped receiving financial assistance from the Ministry with continued advice and access to the Ministry's resources to support sustained independence

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times

Safe and healthy

- Understands and adheres to the Ministry's health, safety and security (HSS) policies and procedures. Implement HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.

7. Contact Centre Officer

The Contact Centre Officer position will manage and respond to a wide range of inbound client phone enquiries whilst delivering a high quality and consistent client experience. Alongside generic enquiries, the Contact Centre Officer will also be responsible for completing in depth client assessments when required, including completing social housing screening and assessments. The Contact Centre Officer will engage with clients to deliver services by providing the appropriate information, advice and options. They work closely with clients to resolve a range of issues and enquiries and will maintain the integrity of client information. Client engagement will be both reactive, and proactive through outbound calling campaigns. The Contact Centre Officer will be responsible for waitlist management and review of decisions.

Key responsibilities

Client Entitlement and Management

- Engagement with clients, to identify and meet individual client's needs
- Manage client assessments and enquiries, ensuring provision of full entitlement to support within legislative rules

Processing

- Assess and process a variety of transactions including entitlements for clients
- Actions relating to provision of client information are processed with the necessary data recorded and correspondence issued and managed appropriately
- Ensure mail management and administration functions are completed as required
- All actions are completed accurately and within agreed timeframes
- Adhere to systems in place to minimise risk and security breaches
- Manage low level risks and issues for the organisation and escalate as necessary
- Prepare information for review of decisions
- Contribute to any projects and initiatives as and when required

Client service

- Ensure all communications are clear and tailored for the audience
- Ensure service excellence for clients and other stakeholders
- Effectively build and maintain relationships with internal and external stakeholders
- Assess the information provided by the client, determine their circumstances and choose an appropriate course of action
- Complete outbound calling initiatives to clients following a predetermined process
- Arrange appointments with clients as required
- Liaise with other staff and agencies as required
- Ensure the provision of advice is well researched and accurate
- Display an awareness of individual client's needs and address these needs in accordance with Ministry guidelines

Client Information Management

- Maintain complete, concise and up to date client information.

Knowledge and awareness

- Maintain awareness of Ministry products, services and systems
- Stay abreast of policy, procedure and legislative changes
- Interpret and apply relevant policies, procedures and legislation to work activities
- Maintain an awareness of other relevant agency's policies and procedures
- Maintain an awareness of organisational strategic direction

Teamwork

- Participate and contribute to the achievement of the unit and team goals

- Work enthusiastically and constructively as part of the team
- Be flexible and show initiatives to support the teamwork requirements
- Encourage and support other team members and provide advice and assistance as required
- Assist with on the job training as required
- Readily share information and knowledge

8. StudyLink Officer Contact Centre

The StudyLink Officer provides a full and professional service to students looking to enter into, or currently in study by providing information, advice and options in regard to financial assistance to help students make well informed decisions.

StudyLink Officers manage interactions from clients or other members of the public by

- responding to requests for information
- accurately assessing/determining all the help available
- updating and managing client information
- making outbound contact where required on specific topics or campaigns
- providing support to assist with wider Ministry services as required

A StudyLink Officer establishes each client's need in a timely and efficient manner and may also processes student applications for financial support (student loans, allowances and extra help) to ensure clients receive all the help available within the Ministry's operational policy.

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Interaction and communication with clients

- Culturally aware, and use an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood
- Show Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within the Ministry's operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, taking into account each client's situation and the potential impacts of decisions made, to ensure the client/client and their family are supported

Referral to specialist services

- Connect clients to internal and external providers of specialist services using the Ministry's formal referral process to help clients with specific needs achieve their potential outcomes

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access our services

Influencing

- Work with clients to influence them to take up employment, training or other opportunities where appropriate, in order to help each client to maximise their potential

Proactive Transitional Support

- Proactively provide clients who have recently stopped receiving financial assistance from the Ministry with continued advice and access to the Ministry's resources to support sustained independence

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times

Safe and healthy

- Understand and adhere to Ministry health, safety and security (HSS) policies and procedures. Implement HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.

9. Employment Support Representative

The Employment Support Representative matches Ministry clients to vacancies provided by employers. This may vary from engaging directly with employers, through to managing referrals from work brokers. The matching process involves screening, recruiting, and short-listing candidates with the aim of successfully placing clients into employment. The role also involves maintaining regular engagement with employers to keep them updated throughout the matching process, and potentially providing additional support such as subsidy administration and Immigration New Zealand skills-match reports.

Key functions include:

- Vacancy management
- Relationship management and liaison with employers and work brokers in regard to vacancies/clients.
- Identification and maintenance of client talent groups
- Entering, updating, utilising and analysing information within the Ministry's client and employment systems
- Proactively engaging with clients by conducting multiple job searches and providing advice on CV and interview preparation.
- Administering requirements of clients moving into work including subsidy negotiations
- Reviewing occupation and skill level details of vacancies against published criteria to verify whether employers should be directed to Immigration New Zealand

Key responsibilities

Knowledge

- Maintain up to date knowledge of the Ministry's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Employment Knowledge

- Maintain knowledge of ANZSCO Immigration skills-match requirements, and other common job requirements across multiple industries, to offer a credible job-matching service to employers and clients
- Review the CV of matched clients and identify areas of improvement to ensure they are referred to employers in the best light

Interaction and communication with clients

- Culturally aware, and use an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood
- Shows Manāakitanga: welcome and make clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Interaction and Communication with Employers

- Maintain a professional and open manner in communications with employers to facilitate a productive relationship and improve potential outcomes for referred clients
- Proactively promote Work and Income products and services to employers where appropriate, to ensure the Ministry meets their needs

Suitability Assessment

- Produce detailed and accurate descriptions of employer requirements and match against the skills of work-ready clients to identify a list of potential referrals
- Proactively contact clients, gathering and assessing information about their work history, skills, capability and amenability to refer them to suitable vacancies
- Provide accurate and timely advice to ensure clients and employers are sufficiently informed to make quality job-matching decisions

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access our services

Influencing

- Work with clients to influence them to take up training, work readiness and employment opportunities where appropriate, to help each client to maximise their potential

Manage Employment Information

- Maintain up to date client profiles and industry-grouped talent pools to support the delivery of an efficient and effective job-matching service
- Proactively contact employers after the vacancy process has concluded to evaluate job-matching outcomes and improve the quality of future referrals
- Provide accurate and timely advice to ensure clients and employers are sufficiently informed to make quality job-matching decisions

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across the Ministry's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times

Safe and healthy

- Understand and adhere to the Ministry's health, safety and security (HSS) policies and procedures
- Implement HSS accountabilities at work to keep themselves, colleagues, clients and others safe and well.