MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

28 April 2023

Tēnā koe

On 7 March 2023, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

1. *number of Pacific peoples employed in your ministry in 2014 to 2022. The list would provide specific racial background of Pacific employees such as Samoans, Cook Islands Maori, Tokelauans, Tongans and people of Niue, Tuvalu and Kiribati ethnicity. Staff information must also specify the gender, age group and disability background.*
2. *copy of your organisation's latest Human Resource Plan*
3. *Inclusiveness and diversity policy documents (guidance to employ a diverse front-line staff or policies to deliver inclusive front-line services).*
4. *other documents that may help us understand how your organisation is working towards promoting ethnic, gender and disability representativeness in the front-line services.*

On 9 March 2023, you wrote a follow up email to the Ministry requesting the following information:

5. *Please consider adding to the OIA request, information about the main duties of front-line or front-desk staff in your organization.*
6. *I would appreciate if I could get copies of the post-descriptions for the front-line employees.*

On 23 March 2023, you responded to the Ministry's refinement email dated 22 March 2023 with the questions below:

Here is what I meant to obtain from the latest HRM plan of your ministry:

1. *a workforce plan detailing all Full-Time positions/jobs (including front-line posts) being occupied and vacant and the demographic background of occupants such as ethnicity and disability etc).*
2. *your ministry's plan to fill-in the vacancies. How many will be advertised for recruitment and which to be filled by internal promotion etc.*

3. what is the plan to fill-in postions soon to be vacant for retirement.
4. set of targets if any on how the vacancies will be filled in. Are there demographic considerations on which the recruitment or promotion would be based on?
5. Does the Ministry of Social Development have data to monitor performance on recruitment target for diversity and inclusion? If yes, I would ask if I could get a copy of the policy.

For clarity, I will respond to your request in turn. Some questions have been placed together as they are the same topic.

1. number of Pacific peoples employed in your ministry in 2014 to 2022. The list would provide specific racial background of Pacific employees such as Samoans, Cook Islands Maori, Tokelauans, Tongans and people of Niue, Tuvalu and Kiribati ethnicity. Staff information must also specify the gender, age group and disability background.

Ethnicity is a self-perceived measure of cultural affiliation. Te Kawa Mataaho – Public Service Commission (PSC) has published guidance about common workplace information standards, which includes ethnicity reporting. You can access this guidance on PSC's website, here: www.publicservice.govt.nz/guidance/information-standards-and-guidance/

Staff who do share their ethnicity are able to select up to three ethnicities in the Ministry's system. The Ministry then groups the staff member's selection into major ethnic groups, as defined by Tatauranga Aotearoa – Stats NZ's Ethnicity New Zealand Standard Classification 2005 V2.1.0. The major ethnic groups used by the Ministry are as follows:

- Asian
- European
- Māori
- MELAA (Middle Eastern/Latin American/African)
- Pacific Peoples
- Other Ethnicity
- Residual Categories

It is optional for staff members to provide the Ministry with their ethnicity. As such, staff members who do not share their ethnicity will be captured within the 'Residual Category' or will be excluded from data sets. Breaking down this data into all ethnicities, would require substantial collation across multiple systems, and divert Ministry staff from their core duties. As such, your request for the breakdown of the number of staff who identify as *Samoans, Cook Islands Maori, Tokelauans, Tongans and people of Niue, Tuvalu and Kiribati* is refused under section 18(f) of the Act. The greater public interest is in the effective and efficient administration of the public service.

I have considered whether the Ministry would be able to respond to your request given extra time, or the ability to charge for the information requested. I have concluded that, in either case, the Ministry's ability to undertake its work would still be prejudiced.

Please see **Table One** in the below **Appendix One**, outlining the Ministry's headcount of permanent and fixed-term staff showing Pasifika demographics for years 2014 to 28 February 2023, broken down by gender and reported disability.

Please note that staffing demographics for years 2014 to 2016 includes staff from Child, Youth and Family. On 1 April 2017, Oranga Tamariki was established as a separate agency from the Ministry. As such, the headcount for permanent and fixed-term staff will be higher for the years 2014 to 2016.

Information on staffing demographics dating back to 2002 is publicly available and can be found on the Te Kawa Mataaho website: www.publicservice.govt.nz/research-and-data/guidance-data-drilldown-and-technical-guidance/. This website uses Workforce Data tables and visualisations that enables you to generate the information that you have requested.

> 3. *Inclusiveness and diversity policy documents (guidance to employ a diverse front-line staff or policies to deliver inclusive front-line services).*
> 4. *other documents that may help us understand how your organisation is working towards promoting ethnic, gender and disability representativeness in the front-line services.*

The Ministry supports New Zealanders from all walks of life and increasing our diversity and inclusive capability will enable us to deliver better services and outcomes to New Zealanders, our communities, and stakeholders.

We apply a holistic approach to inclusion, by ensuring that several of our in-house learning solutions have interwoven messages around benefits of diversity, the role of unconscious bias and how we can increase our empathy.

Our diversity and inclusion direction is in line with the vision of Te Kawa Mataaho - Public Service Commission to promote fair, inclusive, and diverse workplaces in the public service.

Our Employee led networks build a sense of community for our people so that they can contribute, belong and thrive. Through knowledge sharing, networks create opportunities to raise issues and build connections. As at the end of June 2022 we have more than 25 networks. Around the country we have five Māori networks and twelve Pasifica people networks.

The Ministry does not have a specific policy on inclusiveness and diversity as these dimensions are woven into our work programmes, approaches, policies, and documents which apply to all Ministry employees. I have provided overviews of key documents referencing diversity and inclusion below. While these documents are not specific policy on inclusiveness and diversity, I believe they will be of interest to you.

Recruitment Policy and Guidelines

Unconscious bias should be considered, including the affinity or "like me" bias. The "affinity" bias means people typically prefer to hire or promote people who are similar to themselves. To help you manage this risk consider the following when selecting a panel:
- Diverse perspective – does the panel reflect a diverse range of viewpoints and backgrounds consistent with the Ministry's organisational values, strategies (Te Pae Tawhiti, Te Pae Tata) and principles of the Treaty of Waitangi e.g., Māori representation
- Gender and ethnic diversity

Interview questions should be consistent with the guidelines provided by Diversity Works New Zealand. Be mindful that people from different cultural backgrounds may interview differently, and the panel needs to take this into consideration e.g., eye contact.

Our Fair Pay Approach

- Here at the Ministry, we are all committed to promoting a workplace that is fair, equal and more diverse, knowing that having an equitable and inclusive environment is fundamental to becoming a successful public service organisation.

Flexible Working Policy and Guidelines

- Having flexible working options helps the Ministry to build a more diverse and inclusive workplace.
- The Ministry is committed to increasing diversity and inclusion to ensure our workforce reflects, values, and understands the communities we serve. Workplace flexibility is a big enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. Flexibility is one of the main tools for disabled people to secure and succeed in employment. Disabled people are currently employed less in the Public Service than the private sector.

Reasonable Accommodation in Employment Policy
- One of the Policy principles is:
  - **Whānau** – we are inclusive and build a sense of belonging by valuing diversity and encouraging everyone at MSD to be who they are.

Papa Pounamu

- Papa Pounamu is the cross-agency steering group of Chief Executives who oversee the diversity and inclusion work programme for the Public Sector, as a key priority. More information on this can be found here: www.publicservice.govt.nz/guidance/papa-pounamu/

The Ministry has a range of publicly available information which can be viewed on our website. I have provided links to the following information that you may be interested in:

- **2021/2022 Annual Report** which includes information on our Strategic Direction; Values; Pacific Prosperity; Our Māori Strategy Action Plan and our He Korowai Manaaki (Our People Strategy) which can be found on page 118. To view this document please click here: www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/annual-report/2022/annual-report-2021-2022.pdf
- **Tauākī Whakamana Atu Statement of Intent 2022-2026** which can be found here: www.msd.govt.nz/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2022/index.html
- **Gender and Ethnic Pay Gap Action Plan 2022-2023** which can be found here: www.msd.govt.nz/about-msd-and-our-work/publications-resources/corporate/gender-pay-gap-action-plan/2022-2023/index.html

7. *Please consider adding to the OIA request, information about the main duties of front-line or front-desk staff in your organization.*
8. *I would appreciate if I could get copies of the post-descriptions for the front-line employees.*

Please find the position descriptions for Case Managers and Customer Service Representatives in **Attachments One and Two.**

1. *a workforce plan detailing all Full-Time positions/jobs (including front-line posts) being occupied and vacant and the demographic background of occupants such as ethnicity and disability etc).*
2. *your ministry's plan to fill-in the vacancies. How many will be advertised for recruitment and which to be filled by internal promotion etc.*
3. *what is the plan to fill-in postions soon to be vacant for retirement.*
4. *set of targets if any on how the vacancies will be filled in. Are there demographic considerations on which the recruitment or promotion would be based on?*

5. Does the Ministry of Social Development have data to monitor performance on recruitment target for diversity and inclusion? If yes, I would ask if I could get a copy of the policy.

All permanent positions are advertised internally and externally, and the people best suited are appointed to the positions based on merit, consistent with the by the Public Service Act 2020. The Ministry is an inclusive employer whereby recruitment is based on merit and as such, does not have demographic targets in the recruitment process. The Ministry's plan to fill positions soon to be vacant due to retirement is the same for every other vacancy that occurs and the normal recruitment practices will be followed. Should the position become vacant then normal recruitment practices shall occur as per the Ministry's Recruitment Policy. Please see **Attachment Three** for a copy of the Ministry's Recruitment Policy.

As at 28 February 2023, the Ministry had 365 job requisitions which equated to 642 permanent and fixed-term active vacancies. Please refer to **Attachment Four** for the list of Position Titles for permanent and fixed-term active vacancies by Job Requisition as at 28 February 2023.

Please refer to **Table One** in the below **Appendix Two,** which shows the number of Ministry's Full-time Equivalent (FTE) permanent and fixed term staff by Business Group.

Please refer to the following tables in the below **Appendix Three**:

- **Table One**: Headcount of staff by Gender and Business Group
- **Table Two**: Headcount of staff ethnicity responses vs non-responses
- **Table Three**: Headcount of Māori staff by Business Group
- **Table Four**: Headcount of Pasifika staff by Business Group
- **Table Five**: Headcount of Asian staff by Business Group
- **Table Six**: Headcount MELAA staff by Business Group
- **Table Seven**: Headcount of Other Ethnic staff group by Business Group
- **Table Eight**: Headcount of European staff by Business Group.

Please note in certain circumstances low numbers may potentially lead to individuals being identified. Therefore, to protect the privacy of natural persons, numbers of five or less for certain categories have been of staffing suppressed under 9(2)(a) of the Act to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information. Suppressed numbers have been replaced by an 'S':

The principles and purposes of the Official Information Act 1982 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 and
- 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'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@msd.govt.nz.

If you are not satisfied with this response, 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.

Ngā mihi nui

Amanda Neemia
Director Planning and Governance
People

Appendix One

Table One: Ministry Headcount showing Pasifika demographics for years 2014 to 28 February 2023, broken down by gender and reported disability

	Total MSD headcount	Total MSD FTE	Headcount Pacific Staff	Pacific Staff %	Disability	Pacific Gender				Pacific by Age Group						
						Male	Female	Gender Diverse	Undeclared	a <20	b 20<30	c 30<40	d 40<50	e 50<60	f >=60	unknown
30/06/2014	10,205	9,931.30	1,316	13.6	51*	410	906			9	316	425	338	178	49	1
30/06/2015	10,358	10,077.60	1,360	13.8	49	408	952			6	318	441	342	195	54	4
30/06/2016	10,468	10,214.30	1,409	14.1	57	438	971			3	356	425	349	215	61	
30/06/2017	6,921	6,799.30	1,018	15.5	51	265	753			6	314	294	233	145	26	
30/06/2018	6,684	6,571.50	994	15.6	34	246	747		1	4	299	272	235	158	26	
30/06/2019	7,045	6,916.50	1,094	16.3	35	269	824	1		8	349	288	231	174	44	
30/06/2020	8,105	7,971.70	1,304	16.9	40	329	973	1	1	9	425	359	271	184	56	
30/06/2021	9,313	9,172.10	1,577	17.8	43	387	1188	1	1	14	552	440	313	199	59	
30/06/2022	8,938	8,805.80	1,549	18.2	52	380	1168		1	9	469	472	303	228	68	
28/02/2023	9,286	9,149.40	1,625	18.3	50	390	1234		1	14	441	524	324	243	79	

Table notes:

- Please note, it is optional for Ministry staff to provide their ethnicity therefore the ethnicity reporting in the table above is based staff who have chosen to report it. Therefore, the ethnicity data may be an underrepresentation of the actual staff who identify as Pasifika.
- Ministry staff can choose up to three ethnicities that they identify with. This may result in staff being double counted by identifying themselves as multiple ethnicities.
- From 2014 to 2016 the Ministry included Child, Youth and Family and as a result the headcount was higher during these years.
- The data extracted for years 2014 to 2022 is date stamped 30 June for each of these years. The data extracted for 2023 is date stamped 28 February which is in line with the date of this request.
- It is optional for Ministry staff to provide any information about their Disability as it is self-reported on our HR systems.

Appendix Two:

Table One: The number of Ministry Full Time Equivalents (FTEs) by Business Group as at 28 February 2023

Business Group	Fixed Term	Permanent	Total FTE
CEO Office		7	7
Maori Communities and Partnerships	59.6	235.9	295.4
Organisational Assurance and Communication	20.7	219.4	240.1
People and Capability	47.7	524.6	572.3
Policy	5.6	114.1	119.8
Service Delivery	442.9	6741.8	7184.7
Strategy and Insights	11.3	203.9	215.2
Transformation	10.9	504	514.9
Total	**598.6**	**8550.7**	**9149.4**

Table Notes:
- The data in the table above provides the total number of Fulltime Equivalent (FTE) Ministry Employees by Business Group as at 28 February 2023.
- The data is for active, permanent, and fixed-term employees only.

Appendix Three:

Table One: Headcount of staff by Gender and Business Group

Business Group	Female	Gender Diverse	Male	Undeclared	Unknown	Total FTE
CEO Office	S		S			7
Maori Communities and Partnerships	210	S	89		S	302
Organisational Assurance and Communication	161		82			243
People and Capability	397	S	181			582
Policy	91	S	31	S		124
Service Delivery	5367	21	1891	9	S	7290
Strategy and Insights	109	S	110	S		221
Transformation	179		333	S	S	517
Total	**6519**	**29**	**2719**	**15**	**4**	**9286**

Table Notes:
- As indicated in the table above, there are 15 staff whose gender is undeclared and 4 staff whose gender is unknown.

Table Two: Headcount of staff ethnicity responses vs non-responses

Business Group	Response to Ethnicity	No Response to Ethnicity	Total Headcount
CEO Office	S	S	7
Maori Communities and Partnerships	287	15	302
Organisational Assurance and Communication	225	18	243
People and Capability	541	41	582
Policy	114	10	124
Service Delivery	7051	239	7290
Strategy and Insights	206	15	221
Transformation	456	61	517
Total	**8885**	**401**	**9286**

Table Three: Headcount Māori staff by Business Group

Business Group	Total not identified as Maori	Total identified as Maori	Total Headcount
CEO Office	6	S	7
Maori Communities and Partnerships	215	87	302
Organisational Assurance and Communication	213	30	243
People and Capability	492	90	582
Policy	116	8	124
Service Delivery	5402	1888	7290
Strategy and Insights	199	22	221
Transformation	464	53	517
Total	**7107**	**2179**	**9286**

Table Four: Headcount Pasifika staff by Business Group

Business Group	Total not identified as Pasifika	Total identified as Pasifika	Total Headcount
CEO Office	7		7
Maori Communities and Partnerships	234	68	302
Organisational Assurance and Communication	227	16	243
People and Capability	539	43	582
Policy	118	6	124
Service Delivery	5852	1438	7290
Strategy and Insights	212	9	221
Transformation	472	45	517
Total	**7661**	**1625**	**9286**

Table Five: Headcount Asian staff by Business Group

Business Group	Total not identified as Asian	Total identified as Asian	Total Headcount
CEO Office	7		7
Maori Communities and Partnerships	268	34	302
Organisational Assurance and Communication	217	26	243
People and Capability	493	89	582
Policy	111	13	124
Service Delivery	6106	1184	7290
Strategy and Insights	169	52	221
Transformation	372	145	517
Total	**7743**	**1543**	**9286**

Table Six: Headcount MELAA staff by Business Group

Business Group	Total not identified as MELAA	Total identified as MELAA	Total Headcount
CEO Office	7		7
Maori Communities and Partnerships	299	S	302
Organisational Assurance and Communication	242	S	243
People and Capability	568	14	582
Policy	121	S	124
Service Delivery	7165	125	7290
Strategy and Insights	214	7	221
Transformation	509	8	517
Total	**9125**	**161**	**9286**

Table Seven: Headcount Other Ethnic Group staff by Business Group

Business Group	Total not identified as Other Ethnic Group	Total Identified as Other Ethnic Group	Total Headcount
CEO Office	7		7
Maori Communities and Partnerships	301	S	302
Organisational Assurance and Communication	242	S	243
People and Capability	576	6	582
Policy	123	S	124
Service Delivery	7229	61	7290
Strategy and Insights	220	S	221
Transformation	517		517
Total	**9215**	**71**	**9286**

Table Eight: Headcount European staff by Business Group

Business Group	Total not identified as European	Total identified as European	Total FTE
CEO Office	S	S	7
Maori Communities and Partnerships	127	175	302
Organisational Assurance and Communication	63	180	243
People and Capability	192	390	582
Policy	27	97	124
Service Delivery	3353	3937	7290
Strategy and Insights	85	136	221
Transformation	265	252	517
Total	**4114**	**5172**	**9286**

Table Notes:

- The data in the tables above are based on the Ministry headcount as at 28 February 2023.
- It is optional for Ministry staff to provide their ethnicity therefore the ethnicity reporting in the tables above is based staff who have chosen to report it. As indicated in Table Four, as at 28 February 2023, 401 staff have chosen not to indicate their ethnicity.
- In certain circumstances, low numbers may potentially lead to individuals being identified. As such, numbers totalling five or less for some categories, will be suppressed under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.
- Staff who do share their ethnicity are able to select up to three ethnicities in the Ministry's system. The Ministry then groups the staff member's selection into major ethnic groups, as defined by Tatauranga Aotearoa – Stats NZ's Ethnicity New Zealand Standard Classification 2005 V2.1.0. The major ethnic groups used by the Ministry are as follows:

- o Asian
- o European
- o Māori
- o MELAA (Middle Eastern/Latin American/African)
- o Pacific Peoples
- o Other Ethnicity
- o Residual Categories

Case Manager
Client Service Delivery

Our purpose
Manaaki tangata, Manaaki whanau
We help New Zealanders to be safe, strong and independent

Our commitment to Māori
As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

Our strategic direction

Mana manaaki
A positive experience every time

Kotahitanga
Partnering for greater impact

Kia takatū tātou
Supporting long-term social and economic development

Our Values

Manaaki
We care about the wellbeing of people

Whānau
We are inclusive and build belonging

Mahi tahi
We work together, making a difference for communities

Tika me te pono
We do the right thing, with integrity

Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

The outcomes we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Public housing assistance and emergency housing
- Resolving claims of abuse and neglect in state care
- Student allowances and loans

He Whakataukī*

Unuhia te rito o te harakeke	If you remove the central shoot of the flaxbush
Kei hea te kōmako e kō?	Where will the bellbird find rest?
Whakatairangitia, rere ki uta, rere ki tai;	Will it fly inland, fly out to sea, or fly aimlessly;
Ui mai ki ahau,	If you were to ask me,
He aha te mea nui o te ao?	What is the most important thing in the world?
Māku e kī atu,	I will tell you,
He tangata, he tangata, he tangata*	It is people, it is people, it is people

* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

Position detail

Overview of position

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

Location

Service Centres

Reports to

Service Centre Manager

Key responsibilities

Knowledge

- Maintain up to date knowledge of MSD'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 MSD 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/client and their family are supported

Interaction and communication with clients

- Culturally aware, and uses 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: welcomes and makes 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 works 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 initiates coaching conversations and drives 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 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

Referral to specialist services

- Connect clients to internal and external providers of specialist services using MSD'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 MSD with continued advice and access to MSD's resources to support sustained independence

Review of decision

- Attempt to resolve any issues when they are first raised and engages 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 MSD'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 MSD's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times.

Embedding Te Ao Māori

- Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
- Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.

Health, Safety and Security

- Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework
- Ensure you understand, follow and implement all Health, Safety and Security and wellbeing policies and procedures

Know-how

- A high level of technical and professional skills/knowledge in job-related areas.
- Develop and maintain knowledge by keeping abreast of current developments and trends.
- Detailed knowledge, understanding and experience in:
    - identifying, processing and maintaining benefits, including New Zealand Superannuation
    - providing a comprehensive range of Service Delivery products and services.
    - local labour market, opportunities, demands and issues.

- o   resources available from government agencies, providers and the community.
- Sound knowledge of relevant legislation/regulations/policies and how it applies
- Excellent verbal communication style and active listening skills
- Ability to adapt communication style to a range of situations
- Able to demonstrate an ability to provide good customer service
- Excellence in customer service and people relationship skills
- Takes accountability for quality and accuracy
- A good level of computer literacy and key board skills
- A good level of numeracy and literacy skills
- Able to analyse information and solve problems
- Effective interpersonal and team skills
- Proficient in using IT and Business applications
- Strong self-management skills
- A high standard of personal presentation
- Ability to adapt to a busy and changing environment

Attributes

Leadership Behaviours

Honōnga: Connecting to the why
To connect physically, socially and spiritually, we connect everything we do to why we're doing it and the picture of the future – to help people understand where we're going and why.

Manāakitanga: Looking after each other
Support, honest, trust, inclusion, kindness, generosity - the process of showing respect and care for others. Care for a person's mana (well-being, in a holistic sense). Building and nurturing a supportive and caring environment.

Whakawhanāungatanga: Building relationships
The process of getting to know one other, establishing relationships and relating well to others. Creating a relationship through shared experiences and working together to provide a sense of belonging. The ability to recognise strengths within a team and as individuals, working collaboratively and collectively.

Kotāhitanga: Working as one
Unity, togetherness, solidarity, collective action. A collaborative response towards a commonly held vision, goal or other such purpose or outcome.

Whakanui: Celebration
To celebrate, honour by unity, togetherness, solidarity, collective action.

Additional Requirements
- Recognises and understands the Ministry's obligations under the principles o Te Titiri o Waitangi, when considering the circumstances and issues facing Maori and others in the communities the Ministry works with
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected
- Willing to travel to fulfil job requirements
- Holds current drivers licence and is prepared to drive the Ministry's vehicles if required

Key Relationships

Internal

- Service Centre Manager
- Work brokers
- Support staff
- Other Service Delivery staff

External

- Members of the public/clients
- Stakeholders
- Community groups
- Health services
- Local MPs and other government agencies

Other

Delegations

- Financial – No
- Human Resources – No

Direct reports – No

Security clearance – No

Children's worker – No

Limited adhoc travel may be required

Customer Service Representative Client Service Support

Our purpose
Manaaki tangata, Manaaki whanau
We help New Zealanders to be safe, strong and independent

Our commitment to Māori
As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

Our strategic direction

Mana manaaki
A positive experience every time

Kotahitanga
Partnering for greater impact

Kia takatū tātou
Supporting long-term social and economic development

Our Values

Manaaki
We care about the wellbeing of people

Whānau
We are inclusive and build belonging

Mahi tahi
We work together, making a difference for communities

Tika me te pono
We do the right thing, with integrity

Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

The outcomes we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Public housing assistance and emergency housing
- Resolving claims of abuse and neglect in state care
- Student allowances and loans

He Whakataukī*

Unuhia te rito o te harakeke
Kei hea te kōmako e kō?
Whakatairangitia, rere ki uta, rere ki tai;
Ui mai ki ahau,
He aha te mea nui o te ao?
Māku e kī atu,
He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people

* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

Position detail

Overview of position

The Customer Service Representative provides an accessible, comprehensive service for Ministry of Social Development 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 MSD 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 of Social Development products.

Location

Various

Reports to

Service Manager Contact Centre Services

Key responsibilities

Knowledge

- Maintains up to date knowledge of MSD'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 uses 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: welcomes and makes clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listens empathetically and gathers 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

- Provides accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within MSD operational policy to ensure clients receive appropriate financial assistance for their needs
- Makes 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

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

Promoting self-service

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

Influencing

- Works 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 MSD with continued advice and access to MSD'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 MSD's delivery channels.
- Ensures client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times.

Embedding Te Ao Māori

- Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
- Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.

Health, Safety and Security

- Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework
- Ensure you understand, follow and implement all Health, Safety and Security and wellbeing policies and procedures

Know-how

- Sound knowledge of relevant legislation/regulations/policies and how it applies
- Takes accountability for quality and accuracy
- A good level of computer literacy and keyboard skills
- A good level of numeracy and literacy skills
- Able to analyse information and solve problems
- Proficient in using IT and Business applications

Attributes

- Strong self-management skills
- A high standard of personal presentation
- Ability to adapt to a busy and changing environment
- Able to demonstrate an ability to provide good customer service
- Excellence in customer service and people relationship skills
- Excellent verbal communication style and active listening skills
- Effective interpersonal and team skills

Key Relationships

Internal

- Staff and managers in Contact Centre Services and other Service Delivery offices
- Staff and managers from other MSD units

External

- Clients and customers of MSD
- Other agencies
- Employers and other providers
- The general public

Other

Delegations

- Financial – No
- Human Resources - No

Direct reports - No

Security clearance - No

Children's worker - No

Limited adhoc travel may be required

Recruitment Policy

This pages outlines the Ministry of Social Development's recruitment policy.

On this Page:

Purpose

To outline the principles for recruiting employees at the Ministry of Social Development (MSD), enabling us to develop a skilled and diverse workforce that supports the strategic direction of MSD.

Policy statement

MSD's Recruitment Policy aims to ensure:

the people best suited are appointed to positions, based on merit

appointments are based on the skills, behaviours and abilities necessary to carry out the roles effectively

compliance with legislative obligations, including the Public Service Act 2020, Employment Relations Act and Human Rights Act

our practices are consistent with MSD's strategic priorities including Te Pae Tawhiti, Te Pae Tata and our obligations under Te Tiriti o Waitangi.

Scope

The Recruitment Policy applies to the appointment of permanent, temporary (fixed term), and casual employees to positions in MSD.

Policy principles

Our recruitment practice is informed by the Public Service Act 2020 including:

Appointment on Merit – Section 72
Obligation to Notify Vacancies – clause 1 of Schedule 8
Obligation to Notify Appointments – clause 4 of Schedule 8

This means:

Appointment is merit based, meaning the ability of a person to perform a job taking into account:
knowledge
skills
qualifications and experience
personal attributes
potential for future development.

Wherever practicable, MSD will advertise all vacancies in an appropriate manner to attract suitably qualified applicants.
Each recruitment process is consistent, fair and transparent.
Selection decisions are merit-based and do not discriminate (either directly or indirectly).
Applicants are given sufficient information that provides an accurate understanding of the role and selection criteria.
Recruitment and selection processes are professional and objective, with selection based on relevant and specific selection criteria.
We value diversity and purposefully recruit people who reflect and understand the diversity of New Zealand and the communities we serve.
All processes and recommendations can be evidenced

We have a robust recruitment process to ensure that every decision appoints the best person with the right skills and values at the right time.

Our standard appointment process normally includes written applications, short listing, competency-based interviewing and reference checking. Additional selection tools can be used such as ability testing and personality profiling.

Responsibilities

Person/Party	Responsibilities

Hiring Manager	Manage the recruitment process ensuring all decisions are fair, transparent and consistent with legislation and MSD policy and practice. Makes recruitment recommendation to the Approving Manager.
Approving Manager	Approves the request to fill the vacancy, confirms that the role is within budget and current structure. Approves the panel composition, that the appropriate selection process was applied, the recommendation and remuneration offer.
Recruitment Partner	Provides guidance and support to hiring managers.

Definitions

Word/Phrase	Definition
Hiring Manager	The manager responsible for the vacant position. This will usually be the manager the appointee will report to.
Approving Manager	The manager two levels above the vacant position, ie usually the person the hiring manager reports to.
Recruitment Partner	Recruitment subject matter expert.
Appointment on Merit	The person best suited to the job is appointed to the position.

Related policies

Appointment Review Guide [http://doogle/working-here/managing-staff/recruiting-staff/review-of-appointments.html]

Content owner: Human Resources   **Last updated:** 10 May 2022