



16 June 2023

Tēnā koe

On 4 May 2023, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

*Please provide a copy of MSD current policy on performance expectations, including Key Performance Indicators, for Work & Income case managers on both an individual and site-level basis under the Official Information Act.*

On 31 May 2023, the Ministry contacted you to advise that more time was required to respond to your request as consultations were necessary to make a decision on the request. As such, we advised you that the Ministry's decision will be with you no later than 16 June 2023.

Individual Case Managers (CM) and Work and Income Service Centres are not subject to Key Performance Indicators. As such the Ministry does not have a policy on performance expectations, including Key Performance Indicators, your request for this information is refused under section 18(e) of the Act as this document does not exist or, despite reasonable efforts to locate it, cannot be found.

While the Ministry does not have a policy on performance expectations for Case Managers at an individual or site-level, we do have Client Service Principles and Standards that we expect our staff to adhere to.

Competencies and key responsibilities are stated in Case Managers job descriptions and Managers expect staff to meet these requirements in their daily roles.

The Ministry's client commitments are about ensuring that staff in frontline roles, including case managers, are focused on understanding the individual situations of Ministry clients and making sure they receive the right support upfront. Case managers are trained to deliver the products and services provided by the Ministry including across employment support, income support and superannuation services, and housing support.

To support these commitments case managers are expected to take an individualised approach when supporting clients. However, they are still expected to adhere to the overall Client Service Principles and Standards:

- Service Centres will deal with incoming client demand and either complete the request at first contact or book an appointment with the site (phone or face-to-face). Demand will not be added to the region's processing queues
- If a client presents with a need at any Service Centre, the site will respond to the request (client won't be advised to phone the Contact Centre)
- If a client requests a face-to-face appointment, the Service Centre should meet that need and book an appointment
- Staff in regions will complete adequate screening for any Housing Assessment and Emergency Housing Special Need Grant (EH SNG) requests and submit the Housing Assessment or Housing EH SNG Straight to Processing (S2P) queue for the Housing staff in region to manage.

There are different levels of case management services available depending on the specific needs of clients. Case managers working in dedicated, integrated and intensive case management services, which require higher levels of engagement with clients, have the following core expectations for supporting their clients:

- Caseloads are maintained at full capacity at all times, and clients are selected for service in line with regional service priorities.
- Clients who have full or partial work obligations have:
  - a completed Jobseeker Profile.
  - an up-to-date CV saved in CMS.
  - a Pathways to Employment plan, where appropriate.
  - referrals to Virtual Talent Pools, where appropriate.
  - complete engagement logs outlining discussions and any referrals.
- Clients who have full or work preparation obligations have:
  - clearly identified plans relating to their goals and aspirations.
  - complete engagement logs outlining plans and next steps and any supports being provided.
  - clients are referred to contracted services or work services teams, including profiling to work brokers, where appropriate.
- Clients have an active MyMSD profile.
- At each client engagement they check other Ministry systems and work queues for any further client needs that can be resolved.
- Every client included in case manager's caseload has a future engagement booked which is aligned to their plan (excluding suspended clients and people who have an active Obligations Failure)

While your request for KPIs is focused on individual and site-level Case Managers, you may be interested to know that we report KPIs at a national level that measures accuracy and timeliness for granting income entitlements.

The Ministry's National Quality Team provides an independent check of actions processed by Ministry staff in Service Centres, Contact Centres and Centralised Services offices to ensure they provide an accurate and timely service to our clients.

The team is committed to fostering a client-focused, quality culture by providing advice, support and feedback which helps to empower staff to make good decisions that meet our clients' needs, while still complying with legislative and business requirements.

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 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](mailto: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](http://www.ombudsman.parliament.nz) or 0800 802 602.

Ngā mihi nui

*Bridget Saunders*

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