



Malatest
International

In-Work Support and Payment Trial: Qualitative Evaluation

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Executive Summary

Background

The In-Work Support (IWS) service aims to support clients who leave the benefit system for employment to stay in work during their first twelve months off a benefit to increase their chances of longer-term employment.

IWS customer service representatives (CSRs) support three groups of clients: those who frequently leave and return to a main benefit, known as High Entry-Exit Clients (HEEC); people who had been receiving a benefit with a health condition, injury or disability (HCID); and those who had been receiving the Jobseeker Support benefit (JS). Clients are supported via phone, email or text and are contacted regularly throughout the year. As part of the IWS service, HEEC clients are offered an in-work payment (IWP) of \$3,000, with payments spread over 12 months.

About the evaluation

The purpose of the IWS evaluation is to determine the effectiveness of IWS in supporting clients to maintain employment over the longer-term. This report presents the qualitative component of the evaluation. It complements the quantitative evaluation completed by Insights MSD.

The qualitative component aimed to better understand client experiences of In-Work Support and the In-Work Payment and how best to support clients to remain in work by exploring the following four domains of the intervention logic for the service:

1. Clients make an informed decision about opting in/out of IWS (uptake).
2. The support that clients receive is useful and timely (service provision).
3. The IWP incentivises HEEC clients to opt into IWS and remain in work for the first 12 months (incentive).
4. IWS and IWP act as a springboard for HEEC, HCID and JS clients to remain off a benefit over the longer-term post-IWS (impact).

For the fourth of these domains, the qualitative component explored *perceptions* of impact (ie, perceptions of the difference that the

service made to participants). It was not intended that this study would estimate the degree to which it was the service itself, rather than other factors, that accounted for the changes people experienced. That was the task of the quantitative evaluation.

This report describes findings from in-depth interviews with 68 IWS clients and six CSRs. We used the data collected through interviews to construct composite case stories that represent a range of IWS client profiles which were then validated in focus groups with CSRs.

Participants were selected from the population of clients who were receiving or had received the IWS service. All HEEC clients selected had received the associated IWP. We added a booster sample of HCID/JS clients as the number of clients in these groups in the initial sample was small.

In common with many other studies with this population group, the proportion of clients approached who agreed to participate was low. HEEC clients had the highest response rate (51%, n = 27), followed by HCID clients (36%, n = 26). JS clients had the lowest response rate (11%, n = 2).

Given the very low numbers of JS clients interviewed, we do not separately report results for this client group, but do report results for the combined HCID/JS group. The low response rates mean a particularly cautious approach needs to be taken to generalising what participants told us in their interviews as indicative of the experiences of IWS/IWP clients overall. This is especially the case for HCID and JS clients.

The CSRs

The IWS team was made up of 13 CSRs. All had Work and Income call centre backgrounds and they enjoyed the outbound calls, flexibility, and amount of time they had to spend talking to clients that the IWS role offered.

There were three key areas of the CSR workload: inviting clients to IWS, providing follow up contact and support to IWS clients, and seeking information and services to address different areas of client need.

CSRs shared the IWS workload and rotated between each of the service tasks. For the most part, CSRs found the IWS caseload to be manageable, however they were often unable to get through the

daily list of clients to invite into the service, and this could cause a backlog.

CSRs reported they often received positive feedback from clients about the support they provided.

Do clients make informed decisions about opting in/out of IWS? (uptake)

CSRs used a personalised script to introduce clients to the IWS when they invited them into the service. CSRs first attempted to contact clients three times by telephone. If unsuccessful, they sent clients a text explaining the IWS service.

Most clients interviewed felt they had received enough information to make an informed decision about whether or not to engage with the service. Some clients suggested more specific information would have been useful such as examples of help available including accommodation, work gear, and health provider referrals.

Being offered the IWP appeared to be associated with better client understanding of IWS and choice of opting in. HEECs were more likely to be satisfied with the amount and content of information received about IWS compared to the HCID and JS clients.

The main reason clients gave for declining the IWP service was their belief that they were managing well on their own and did not need the service. A small number of clients thought that the CSR was a hoax caller or that the service was a scam, and in these cases, the CSR directed them to the IWS website and also provided the 0800 number.

For some clients, previous negative experiences with Work and Income influenced their decision of whether to engage with the service. Clients who opted out of the service tended to have poor memories of what had happened when the service was offered. Some had a language barrier and may not have understood what was being offered.

Is the support that clients receive useful and timely? (service provision)

In general, HEEC clients' expectations were met or exceeded by IWS, and the HCID/JS clients interviewed were mostly satisfied with the service. Overwhelmingly, clients were positive about the

professionalism of the CSRs. Clients said CSRs were friendly, polite and respectful in their dealings with them. Their experience with the IWS service had changed some clients' negative perceptions of Work and Income that had been formed on past experiences. CSRs reported having more flexibility in their work to spend time with clients and listen to them.

Almost all clients noted that it was reassuring to know 'someone was there' for them, and 'on their side'. They appreciated a listening ear. CSRs provided information and connected clients with other services such as Work and Income case managers and budget advisors, but clients felt they would have been supported better by the IWS providing tangible assistance. CSRs also voiced a desire for more autonomy to provide food grants and emergency housing without having to refer clients to other Work and Income departments.

Contact methods were client-centred. When clients were unavailable during work hours, the CSRs contacted them by text so that clients could call back at a convenient time. The CSRs were not individual case managers and clients were contacted by different members of the team. A small number of clients voiced a preference to have just one CSR consistently where possible.

Some clients were pro-active contacting IWS and there were many issues they wanted to discuss with the CSRs. These clients wanted to talk intensively about what was happening at their work, their living conditions, and their relationships with others. Most clients interviewed responded to regular texts and emails from CSRs and occasionally required information about different aspects of their working lives. These included general support such as seeking accommodation, financial assistance and transport options, but also encompassed employment-specific needs, eg support for workplace bullying, gaining a truck license, or strategies to deal with belligerent customers.

CSRs contacted the majority of clients interviewed within two to three weeks of having their benefit cancelled, although some were contacted a month or six weeks into their new job. A number of clients commented that having information about the service before starting their new job would have been more helpful to them, eg, to gain assistance purchasing work boots, and other requirements.

Clients and CSRs agreed that the 12 month duration of the service was 'about right', but overall, clients thought that six to 18 months would benefit them. Differences were due to variability in client

needs: some were very confident in their employment after six months, but others wanted support to continue beyond the twelve months.

To what extent does the IWP incentivise HEEC clients to opt into IWS and remain in work for the first 12 months? (incentive)

The IWP was a critical factor in clients' willingness to engage with IWS. Many clients reported the IWP made a significant difference in their lives. It allowed them to buy work tools or clothing, to put deposits on cars or fix their existing cars, pay debt or backlogged bills, and give their children a treat.

Both clients and CSRs felt that the combination of the IWS and the IWP incentivised clients to stay in work longer than they otherwise would have. The IWP provided a safety net for clients. Spreading the IWPs over the 12 months, with the last instalment being one of the largest, motivated many clients to stay in work.

A number of HEEC clients thought that they would have stayed in work without the IWP. However, when compared with the HCID and JS clients who did not receive the IWP, HEEC clients interviewed for this evaluation were more engaged with the service and more positive about the service.

The ability of clients in casual, temporary and seasonal roles to stay in work was influenced to a greater degree by the availability of local employment opportunities than by the IWP. However, these clients found the IWS helpful in negotiating the low work hours or jobless period that lay ahead. For example, the IWP was used by some clients to cover living expenses when their work hours were low. Additionally, where contracts ended, CSRs helped clients obtain food grants or assistance finding temporary employment until their workplace re-opened.

To what extent do IWS and IWP act as a springboard for HEEC, HCID and JS clients to remain off a benefit over the longer-term post-IWS? (perceptions of impact).

Most clients interviewed wanted to stay in their job long term, however this often depended on the work environment, pay rates, and co-workers. CSRs and clients agreed that the IWS and IWP made the transition into employment easier and made employment

more likely to be sustainable in the longer-term. With the support of IWS and the financial safety net of IWP, many clients were able to build confidence in their work and also in other aspects of their lives. A few clients had been promoted by the end of their year with IWS, and many reported they had richer lives, joining sports teams and participating in community activities.

Overall

Bearing in mind that the low response rate to the invitation to participate in interviews means we need to be cautious in generalising what interview participants told us in their interviews as reflections of the experiences of IWS/IWP clients overall, the qualitative data collected in this study provide useful insights.

The perception of interviewees was that IWS and IWP for HEEC clients helped them remain in employment over the 12 months they received IWS. CSRs and clients expected the benefits to continue in the longer-term. The influence of the service on HCID and JS clients, who did not have access to IWP, was also positive but seen as less marked. Although it is not possible to draw firm conclusions, given the small numbers and low response rates, the IWP appears to motivate clients to be more engaged with the service.

The IWS has been offered in a useful and timely manner. Some clients would have benefitted from the service before they commenced their new job, but most were happy to be contacted two to six weeks into their employment. For the most part, clients who declined the service felt that they did not need it but some were influenced by their previous negative experiences with Work and Income. Interpreters would help some clients to understand the service better.

CSRs appreciate the flexibility they have in their work, and their ability to tailor the IWS to meet client needs. This was also valued by clients, who welcomed the opportunity to have someone looking out for them and support them in workplace and lifestyle issues.

Potential improvements to the service would include CSRs having the capacity to provide grants directly to clients instead of referring them to other Work and Income departments, and better communication within the various Work and Income teams about the service.

The IWP has provided a safety net for HEEC clients and assisted them with day-to-day needs as well as treats for their families. Although the IWP motivated clients to opt into the service and stay in work, many clients reported that the support provided by CSRs was equally important to them. Overall, the perception of interviewees was that IWS made a positive difference in people's lives.

1. Introduction

1.1. The In-Work Support service (IWS) and the In-Work Payment (IWP)

In-Work Support (IWS) and the In-Work Support Payment (IWP) aim to support clients to remain in work during their first 12 months in employment after being on a main benefit, and thereby increase clients' likelihood of longer-term employment.

The IWS is delivered through an in- and out-bound call centre staffed by 13 customer service representatives (CSRs). The trial of the service began in February 2015 with four full-time CSRs. The service operates from 9am – 6pm during the work week. CSRs provide clients with information, support and referrals to services. Special training to deliver IWS has been provided for CSRs as they have a broader role and more flexibility to help clients compared with other call centre staff. The service does not use an individualised case management approach so multiple CSRs may contact a client during their time in IWS, and inbound calls are handled by the first available CSR.

Clients are eligible for IWS if they are no longer in receipt of a main benefit and had gained employment within the previous three months. Three groups of clients were supported: those who frequently leave and return to a main benefit, known as High Entry-Exit Clients (HEEC); people who had been receiving benefit with a health condition, injury or disability (HCID);¹ and those who had been receiving the Jobseeker Support benefit (JS).

HEEC clients are defined as:

- On Jobseeker Support (JS), Sole Parent Support (SPS) or Emergency Benefit (EB) with either a current, suspended or expired benefit
- Aged 18 to 64.
- On and off a benefit at least three times in the past two years

¹ HCID clients include former Jobseeker Support clients who were limited in their capacity or unable to work full-time due to a health condition, injury or disability; or in employment but because of a health condition, injury or disability could not work, or could only work at a reduced level.

- At least one of the off-benefit spells was three months or longer
- The minimum spell off a benefit is 14 days.

MSD generated a list of eligible clients weekly, and provided it to CSRs. Clients could also self-refer or be referred by their case managers. CSRs phoned clients to introduce the IWS and invite them into the service. The IWS trial had capacity to support up to 6,000 clients over the three-year period. As at 29 September 2017, approximately 5,591 clients had received the service. As at 29 September there were 1,871 clients actively participating. Participation in the service was voluntary.

CSRs contact clients opted-in to the IWS proactively through up to 13 phone calls, at least eight email contacts and unlimited text messages over a 12 month period. Clients selected their preferred contact method and frequency upon opting in to IWS. Clients could also initiate contact with IWS.

The types of assistance offered include but not limited to, are:²

- Advice about financial support for which the client may qualify, eg, Accommodation Supplement, Working for Families, childcare support
- Information about other services, eg, additional tax credits from Inland Revenue, budgeting, relationship services
- Regular check-ins to see how things are going at work
- Work-related advice, eg learning the new job, training, and mentoring
- Advice on how to manage a disability or health condition while working, eg workplace modifications.

The IWP was introduced in April 2015 and was intended to further encourage HEEC clients to participate in the service and move into sustained employment. The IWP has \$3m of funding. This equates to \$3,000 per client for 1,000 clients delivered through four payments spread over 12 months:³

² This list of types of assistance was taken from the Work and Income website <https://www.workandincome.govt.nz/move-into-work/in-work-support.html>

³ A client may change jobs over the 12-month period. If the client returns to benefit, payments cease.

- 1) \$500 at the end of the first month of being in the IWS trial (28 days)
- 2) \$500 at three months (84 days)
- 3) \$1,000 at six months (168 days)
- 4) \$1,000 at 12 months (336 days).

1.2. About the evaluation

This paper reports the findings of the qualitative component of the evaluation and complements the quantitative evaluation completed by Insights MSD. The qualitative component addresses the primary evaluation question:

How effective is the IWS and IWP in supporting HEEC clients to maintain employment over the longer-term and how effective is the IWS in supporting HCID and Jobseeker Support clients over the long term?

Effectiveness is 'unpacked' into four domains aligned to the intervention logic for the service:

1. Clients made an informed decision about opting in/out of IWS (uptake),
2. The support that clients received was useful and timely (service provision)
3. The IWP incentivised HEEC clients to opt into IWS and remain in work for the first 12 months (incentive)
4. IWS and IWP acted as a springboard for HEEC, HCID and JS clients to remain off benefit over the longer-term post-IWS (impact).

For the fourth of these domains, the qualitative component explored *perceptions* of impact (or the difference that the service made to participants). It was not intended that this study would estimate the degree to which it was the service itself rather than other factors that accounted for the changes people experienced. That was the task of the quantitative evaluation.

This report describes findings of in-depth interviews with 68 IWS clients and six CSRs. Additionally, composite case stories representing a range of IWS client profiles were constructed based on data from client interviews, which were then validated in focus groups with CSRs. As this is a qualitative study, the frequency of

responses have been described as many, some, a small number, or a few.

1.2.1. Client interviews

We selected clients from the population of clients who had been offered, or were receiving, or had received, the IWS service between February 2015 and August 2017. The selection of HEEC clients was limited to clients who were eligible to receive the IWP. We added a booster sample of HCID/JS clients as the number of clients in these groups in the initial sample was small.

HEEC, HCID and Jobseeker clients were intended to be grouped into a further three categories:

- Off-benefit at the 12 month completion of IWS
- Returned to benefit during IWS
- Opted out of IWS.

We agreed target interview numbers with MSD for each group across the nine client categories. The sample supplied by MSD in November 2017 identified HEEC clients by category as: HEEC off-benefit, HEEC on-benefit, and HEEC opt-out. However, HCID and JS clients were not able to be categorised as this information was extracted from a different database which did not contain information about who was offered and who declined the service and some of these clients may have self-referred to the service. We were able to use the supplied IWS start and end dates to assign tentative categories to some of the clients but were unable to identify opt-out HCID and JS clients until after speaking to them.

This constraint meant we were unable to speak to any HCID and JS opt-out clients. These clients may have self-selected out of interviews as several HCID and JS clients who were contacted declined to be interviewed, some because they had no memory of the IWS and others for unspecified reasons. We also spoke to more HCID clients and fewer JS clients than expected, due to clients not responding or declining to be interviewed, and the greater number of HCID clients on the contact list. Table 1 shows the completed interviews at the close of the interview phase compared to the initial interview goals.

Table 1: Completed interviews by client category

	HEEC clients	HCID clients	JS clients
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	Target	Actual	Target	Actual	Target	Actual
Off benefit	11	19	6	19	6	2
On benefit	11	15	6	7	6	0
Opt-out	5	6	3	0	3	0
Total	27	40	15	26	15	2

We conducted interviews using semi-structured interview guides which were based on the evaluation questions. Interview guides are appended.

Clients were selected from a contact list provided by MSD and sent an introductory text explaining the evaluation, notifying them they would receive a phone call to offer them an interview, and offering a \$40 koha in the form of a supermarket voucher to thank them for their participation. Clients were then called later the same day or the following day and asked if they would be willing to participate in an interview. Three attempts were made to contact clients before they were marked as having made no response.

In total, we attempted to contact 173 clients. Interviews were successfully completed with 68 (39%) clients, 35 (20%) declined to be interviewed, and 80 (46%) did not respond (Table 2). Given the very low numbers of JS clients interviewed, we do not report results for this client group separately, but do report results for the combined HCID/JS group. The low response rates mean a cautious approach needs to be taken to generalising what participants told us in their interviews as reflecting the experiences of IWS/IWP clients overall. This is especially the case for HCID and JS clients.

Table 2: Summary of contact attempts

	Declined	No response	Interviewed
HEEC clients	8	30	40
HCID clients	11	40	26
JS clients	6	10	2
Total	35 (20%)	80 (46%)	68 (39%)

Prior to their interview, we informed clients of their anonymity. We asked them to give verbal consent to the interview and asked permission for the interview to be audio recorded for note-taking purposes. Typed notes were taken during the interviews. At the conclusion of the interview, clients were asked for an address to which the koha could be posted. Five clients requested that their koha be donated to a charity. A donation of \$200 was therefore made on behalf of these clients to the City Mission.

1.2.2. CSR interviews

We emailed an introductory letter to six experienced CSRs telling them about the evaluation and inviting them to take part in an interview. We followed up CSRs by telephone and all consented to be interviewed. Interviews took place over the phone. CSRs consented to have their interviews audio-recorded and we took notes throughout the interviews.

We held two focus groups with CSRs at call centre meeting rooms in Lower Hutt. The purpose of the focus groups was to gather data for writing composite case stories representing a range of IWS client profiles.

Interviews and focus groups were semi-structured. The guides are appended.

2. The customer service representatives (CSRs)

The IWS team comprised 13 Work and Income CSRs. All had call centre backgrounds with Work and Income and said they enjoyed the outbound calls, flexibility and length of time they had to spend talking with clients that the IWS role offered.

There were three key areas of the CSR workload: inviting clients to IWS, providing follow up contact and support to IWS clients, and seeking information and services to address different areas of client need.

CSRs shared the IWS workload and rotated between each of the service tasks. For the most part, CSRs found the IWS caseload manageable, however they were often unable to get through the daily list of clients to invite into the service, and this could cause a backlog.

CSRs reported they often received positive feedback from clients about the support they provided.

Thirteen CSRs provided the IWS service to clients. All had prior experience working at Work and Income call centres, including on the general enquiries line, JobConnect, and StudyLink. CSRs had training about the IWS and IWP systems in their first week of joining the team, and on-going learning on the job. The CSR team was co-located, and were very supportive of each other, and constantly strived to improve their service.

CSRs enjoyed the variation of the IWS work and the longevity of the support in informing and connecting clients with practical solutions to their needs. CSRs found the IWS role was a different way of working. Their previous Work and Income call centre interactions were inbound calls, and generally involved a quick resolution, whereas IWS calls were mostly outbound and were longer and more in-depth.

It was a bit overwhelming at first. Things weren't so fast-paced and I could work with clients, taking time to learn their stories. (CSR)

There were three key areas of the CSR workload: inviting clients to IWS, providing follow up contact to clients who opted in to IWS and completing 'homework' for clients who requested help. This 'homework' varied depending on client need. The areas that clients

asked for help with were broad, but included: job seeking, accommodation searches, information about employee rights, counselling, doctors and dentists, debt consolidation, finance, KiwiSaver, and home ownership.

The workload was split evenly across CSRs and they rotated between each area of the service.

Some of us are quicker at screening; some are better at calls. We talk to each other to make sure everything is covered. (CSR)

For the most part, CSRs found their caseloads manageable, however they were often unable to get through the daily list of clients to invite into the service, and this could cause a backlog.

CSRs reported they often received positive feedback about the support they provided. The feedback from clients was something CSRs enjoyed about delivering IWS. The service allowed them to do more to help clients than in their previous call centre roles, and they were motivated to continue providing a good service.

Pretty much every day I'll talk to someone who has something good to say about us. (CSR)

3. **Do clients make an informed decision about opting in/out of IWS? (uptake)**

CSRs based their first contact with clients on a script which comprehensively explained the service. Almost all clients heard about the IWS for the first time from a call from the CSR, although some had already been told about it by their Work and Income case manager. Most clients reported receiving enough information to make an informed decision about whether or not to engage with the service, although some felt that more specific information would have been useful, such as examples of the help available.

Clients who received the IWP were better informed about IWS than the HCID and JS clients who had less understanding and fewer expectations of the service.

Most clients who declined the service did so because they felt they were managing fine by themselves and did not need it. Clients who opted out of the service tended to have poor memories of what had happened when the service was offered to them.

A small number of clients thought that the CSR was a hoax caller or the service was a scam, and in these cases, the CSR directed them to the IWS website and also provided the 0800 number. Previous negative experiences with Work and Income influenced some clients in their decision of whether to engage with IWS. A small number of clients faced language barriers when being offered the service.

3.1. **Client profile**

IWS clients were a diverse group from a variety of backgrounds and professions. Among the clients interviewed, jobs included: retail and sales, management, nannying, professional horse riding, cleaning, painting, factory work, teaching, counselling, the public service, and others. The time clients had been on a benefit also differed. Some clients had been out of work for a few months and others had not been employed for close to a decade.

Clients were divided into three categories: high entry, high exit (HEEC), health condition, injury and disability (HCID), and

Jobseeker Support (JS) clients. HEEC clients were those who had frequently been in and out of work and on and off a main benefit over a significant period. These clients included seasonal workers, people who had difficulties relating to colleagues and supervisors, and those whose family situations made it difficult for them to stay in work. HCID clients had received a main benefit for a health condition, injury, or disability prior to starting work and IWS. These included people who had a physical disability, some with prosthetic limbs, those who suffered from mental health conditions such as anxiety and depression, or people who had undergone significant surgeries. JS clients were a small proportion of the IWS clients and had received a Jobseeker Support benefit prior to IWS but did not have the level of entry and exit on to a benefit that the HEEC group did.

3.2. The IWS invitation

MSD provided CSRs with a list of clients whose benefits had recently been cancelled. CSRs then called these clients to invite them to join IWS. CSRs noted that because of the large number of clients, there was sometimes a backlog in contacting people on this list.

Clients typically received the call inviting them to IWS within the first two weeks of starting their new job. The CSRs received referrals through a workflow tool after a benefit has been cancelled, so there could be a slight delay between the client starting a job and being invited to the IWS service. One client reported having been in part time work for over a year before receiving the IWS invitation as they were still receiving an HCID benefit until they completely returned to full-time work.

The latest a client reported hearing about IWS after returning to full-time work was a year and a half. This was an outlier and it was unclear whether there was true delay or if the client had returned to a benefit for a short period and not counted this in their own mind as having been out of work.

Clients thought earlier was better to hear about IWS, and ideally would have preferred to find out about it within a week of starting their job. Some clients mentioned that they would have liked to have heard about IWS while they were job seeking so that they could be aware that support would be there and it would motivate them to find work.

There is not enough support for people who want to get out there and find work (HEEC Client)

CSRs made three attempts to contact clients by phone to invite them to IWS. If the client did not respond after three calls, they sent a text message with a brief description of the service and provided an 0800 number which clients could call if they wished to opt in. If the client did not respond, they were marked as an opt-out response in the system. The text message was a recent IWS initiative being trialled to determine if it increased uptake. Previously, clients who could not be contacted after three calls were immediately marked as an opt-out response.

We have had a fair number of people call back once they got that text. (CSR)

CSRs had a script to follow during the invitation call. CSRs reported they used the script to ensure they had conveyed all the key messages to clients. They did not read the script verbatim as the clients tended to be more receptive to a conversational tone.

It sounds less robotic without the script, but it is nice to have that handy, so you don't miss anything. (CSR)

During the invitation call, CSRs gave clients an overview of IWS. This included explaining:

- CSRs were part of a dedicated team available 9am-6pm during the working week
- They would continue to make contact at certain intervals through the year
- The client could contact them for help
- What the CSRs could do to help the client
- The IWS duration was 12 months.

CSRs also established convenient times and modes for client contact.

Most clients interviewed felt that the initial contact sufficiently informed them about the service, although a small number said they would have appreciated more examples of the help available. The majority of clients heard about IWS for the first time when they received a call from the CSR, and many expressed surprise at being contacted 'out of the blue'.

I was shocked when they called me and they told me we will support you all the time and they pay me. (HEEC Client)

Some clients were told about the IWS by their Work and Income case manager, but this was relatively rare. A small number of clients self-referred to IWS after hearing about it through word of mouth or on the Work and Income website. Clients reported feeling frustrated when they raised IWS with Work and Income staff and case managers who had no knowledge of the service.

Clients who opted in to IWS were added to the service list which CSRs used to track contacts with clients. The service list informed CSRs which clients were due for follow up contact each week. Clients were contacted on a weekly or fortnightly basis to check how things were going with their work and ask if they needed any help.

3.3. Clients' understanding of the service

HEEC clients interviewed generally had a better understanding of IWS than the HCID and JS clients who were not offered the IWP. HEEC clients talked about how CSRs explained the IWP and its requirements and payment schedule and discussed how they could provide help and support on other areas of client need through IWS. CSR discussion of the IWP with HEECs included more concrete information about payment dates and requirements. Several HCID and JS clients were more uncertain on why they were offered the service, or what help the IWS could provide for them.

I don't really know what to expect or what I can gain from the service because I haven't had to use it. (HCID Client)

One client noted that she didn't realise IWS was optional and thought instead that she was being transferred from one Work and Income department to another.

3.4. Reasons for clients opting out of the service

Most clients who opted out of the service who were interviewed felt capable self-managing and considered they had no need for IWS. These clients tended to have been on a benefit for a shorter time, were more familiar with work and already had their own routines and strategies.

Many of the clients who opted out of IWS reported historical problems with Work and Income. These included: bad experiences with case managers, feeling there were systemic barriers to

obtaining help from Work and Income, and owing money to Work and Income. These previous experiences sometimes influenced clients' willingness to hear about IWS. Some stopped listening to the CSR when they called, and others misunderstood the service.

When they (IWS) told me about it I just didn't really want to listen. I didn't want to end up owing WINZ more money. (HEEC Client)

A third group of clients who opted out had very little recollection of being offered the service and several declined without fully understanding what IWS was and how it could help. HCID and JS clients reported that they would have liked more examples of specific ways the IWS could help them such as procuring work gear, assisting with transport, and accommodation options.

Other reasons for not opting in to IWS included: language barriers and communication issues between the CSR and client, receiving the invitation call at an inconvenient time such as when they were at work, or clients feeling that they were generally too busy to be contacted regularly by a CSR.

A few clients thought an email or letter explaining the service would have been useful. However, some of these clients could not clearly recollect the information they had received around the time of being invited into the service, although all would have been sent an email.

They probably did send an email early on. I probably didn't read it. (HCID Client)

A small number of clients were suspicious of IWS when they received the initial call, especially those who were offered the IWP. The idea of being given "free money" seemed implausible and led some clients to suspect that the IWS call was a scam.

Why are these people wanting to give you money? (HEEC Client)

CSRs referred these clients to the IWS section on the Work and Income website, or the 0800 number for general enquiries, both of which had information confirming IWS was legitimate.

4. Is the support that clients receive useful and timely? (service provision)

In general, the expectations of HEEC clients were met or exceeded by IWS, and HCID/JS clients interviewed were mostly satisfied with the service. Clients thought that CSRs were friendly, polite, and respectful which contrasted with many clients' past experiences of Work and Income. CSRs had more flexibility in their work and time to listen to clients than in previous call centre roles.

Having someone show an interest in their lives and be 'on their side' was valued by most clients, however it was thought that the service would be improved by CSRs being able to provide assistance directly, without having to refer to other Work and Income departments.

IWS contact methods centred on client needs. CSRs communicated by text, email and phone calls at convenient times for clients. A few clients voiced a preference to have one CSR consistently, instead of different CSRs.

Clients required different levels of support from the CSRs. Some needed intensive debriefing about a wide range of issues, and others responded to regular texts and emails and occasionally required specific information about different aspects of their working lives.

Most clients were contacted within two to three weeks of having their benefit cancelled, although some were contacted a month or six weeks into their new job. Some clients would have preferred being informed about the service before starting their new job, to gain assistance with purchasing work gear.

The 12 month IWS period was thought to be an appropriate length of time but overall, depending on need, clients thought that between 6 and 18 months of IWS would benefit them.

4.1. Client expectations were met or exceeded by the IWS service

Most clients we interviewed who accepted the invitation to IWS had low expectations of the service and some were unclear about the

goal of IWS. Although these clients tended to have low expectations of what the service would be like or how it would work, these expectations were met or exceeded for most clients. This was due to the professionalism and warmth of the CSRs, alongside the help that they provided, and the IWP.

4.2. Clients were positive about their interactions with CSRs

Overall, clients interviewed were extremely positive about the way the CSRs worked with them. Clients described the CSRs as friendly, polite, and respectful. Most clients felt that their background and situation were clear to all the CSRs they spoke to and this reduced any difficulties in dealing with multiple CSRs.

Even though it was a different person, they pre-read their notes. It was a really good service. (HEEC Client)

However, some interviewed clients would prefer to have had a single CSR assigned to them to avoid them having to repeat their story.

The method of contact used by the CSRs centred on client needs. Many clients had opted to receive texts and would then call the CSR back at a suitable time, as they were unable to receive phone calls at work.

The frequency of contact differed between clients. Most clients did not initiate contact with the CSRs and they were contacted by the CSRs approximately once a month. The most intensive contact was from clients who called the IWS themselves to vent, chat or seek advice. They often called weekly. Many clients compared the way CSRs communicated with them with other interactions with Work and Income case managers and call centre staff.

It (IWS) gave me the impression that there is help out there, there is hope... I find that the WINZ system is bureaucratic, dehumanising - it's a horrible experience to deal with WINZ... It's almost designed to be so un-user friendly that people give up. (HEEC Client)

Clients thought the CSRs were different because they were kind, willing to help and were more invested in the client as a person. For some, previous negative perceptions of Work and Income had changed after positive interactions with CSRs.

I couldn't help but think 'wow I wonder if the rest of the service had that same demeanour when you phone in and interact with them, whether the overall experience of WINZ would be quite a lot more positive'. (HCID Client)

When asked about the appropriateness of the service duration, client preferences ranged from six to 18 months. Most agreed that the 12 month period was 'about right' but their responses depended on their individual circumstances. Some clients were very motivated and confident in their employment after six months, and some thought they would still need the service after a year.

4.3. What IWS provided to clients

CSRs provided information and/or assistance for myriad issues. They were able to assist with both employment and general issues in the lives of clients. The challenges faced by clients in returning to work covered broad domains of wellbeing, including financial and physical challenges, mental health, and family.

Financial challenges encompassed practical matters such as paying for work tools or clothes, transport to work, waiting to be paid after a benefit had been cancelled, or needing to move for work, and not having accommodation. These challenges overlapped with family needs such as having enough food in the house, getting children to school or childcare, and relationship issues. IWS helped with these by connecting clients with other Work and Income departments to provide food grants and emergency accommodation. IWS provided information to clients to assist them in their area of need, such as finding a local doctor, providing a list of childcare and community facilities, or searching for rental properties.

CSRs noted that when clients were in full-time employment, it could be too time consuming and overwhelming to also search for accommodation or make appointments with different organisations. These were practical areas where the service could step in and help.

A couple of weeks ago I asked for help finding a cheaper apartment and they did a search and found a bunch for me to go look at. (HEEC Client)

Some clients required support for their mental wellbeing. For many, returning to work after a long period was daunting. Some clients lacked confidence and CSRs were able to help them set a new routine, plan their travel route to work, and help boost their confidence with resources that targeted mindfulness and other self-help strategies.

I had been out of work for so long and with my limited mobility I was unsure I was going to adapt to the work.... It took a bit of adjusting mentally getting back into work (HCID Client)

HCID clients faced health-related barriers in their employment and in their lives. There were physical challenges such as artificial limbs affecting their ability to stand for long periods or lift heavy objects. The most common mental health issues experienced by clients were anxiety and depression which could affect their ability to relate to their co-workers.

CSRs helped many clients to resolve issues with employers and co-workers by providing information and referring clients to appropriate supports.

...they have helped with making the appointment with WINZ and help get finances sorted and stuff for while I am not being paid. (HCID Client)

CSRs asked clients about what they needed. They then tailored their support to meet that need. CSRs used different channels to gather information for clients including: Google searches for information; TradeMe and Facebook for accommodation and jobs; and their own collated contact lists and networks for services such as debt consolidation and medical professionals.

We are accumulating more and more knowledge as we go along. We save links and templates and we always refer back. (CSR)

Information about each client's needs was collated and sent to clients through email where possible or through the post where clients did not have email access. Overwhelmingly, clients who had been provided with information or assistance valued the help that they had received.

It made me more confident when I was at work because I knew that if I was going to have issues at work that I could always call them and talk to them about it and see what they thought. (HEEC Client)

However, a small number of clients felt that the assistance offered to them was not a good fit with their preferences. IWS clients were a diverse group with a wide range of needs.

Clients and CSRs were asked about whether the service met people's cultural needs. Neither group could pinpoint examples of different cultural needs, however in other parts of the interviews, clients and CSRs described needs that were cultural. For example, one client preferred talking to women rather than men, and the CSRs noted this and ensured that the client always had a woman CSR contact her. For clients who had a disability, cultural needs were taken into account when employers enabled people to feel safe and included in workplace activities. HCID clients were asked if

their employers had made necessary accommodations for their disability. Most clients had not asked for this, but accommodations had been made for all HCID clients that requested them.

He [employer] can tell when I am pretty run down... he tells me if I need to go home I can go home. (HCID Client)

4.4. Having IWS in place was valued by clients

Clients felt that one of the most valuable aspects of the service was the feeling that someone was 'on their side'. Whether in receipt of intensive⁴ or some⁵ support, clients appreciated being contacted regularly, being asked about their needs and how they were getting on in their job. Clients who required little or no support still valued the check-ins from CSRs each month. Just knowing that there was 'someone there' was very reassuring and motivating for clients.

A lot of clients say that if they didn't have someone checking up on them, they wouldn't feel motivated. (CSR)

However, some clients felt that the service provided them with too little, too late, and that it made no difference for them.

Why are you doing this now? This is the help I needed before I got the job. (HEEC Client)

4.5. IWS limitations and suggested solutions

CSRs provided information and connected clients with other services but some clients felt they would have been better supported by IWS providing direct assistance without having to refer to other departments. CSRs also wanted to be able to offer tangible assistance in the form of food grants and emergency housing. Sometimes the CSRs struggled to navigate the different rules and processes within the Work and Income system and there were a number of examples where Work and Income case managers had not consented to provide the assistance clients needed. CSRs

⁴ 'intensive' - clients who have received 13 phone calls over the year of participation

⁵ 'some' – clients who have received six phone calls or fewer over the year of participation

suggested that a 'One Stop Shop' would provide a more integrated, efficient service for clients.

Us being able to grant the assistance for her, us being able to give her a food grant, us being able to start that process for her to get on the benefit. I think that would have been beneficial for her. (CSR)

5. **To what extent does the IWP incentivise HEEC clients to opt into IWS and remain in work for the first 12 months? (incentive)**

CSRs and clients reported that the IWP made a positive difference in the lives of many clients and was used to pay for a variety of clients' expenses. The spread of payments over 12 months, with the last instalment being one of the largest, motivated many clients to stay in work.

HEEC clients interviewed were more engaged and more positive about the service than the HCID and JS clients interviewed, who did not receive the IWP. Although it is not possible to draw firm conclusions, given the small numbers of interviewees and low response rates, the IWP appears to motivate clients to learn about and be more engaged with the service.

The main influence on the ability of some clients, such as temporary, casual and seasonal workers, to stay in work was their workplace shutting down over certain periods. However, these clients found the IWS and IWP helpful in negotiating the jobless period that lay ahead.

5.1. **The IWP incentivised HEEC Clients to opt in to IWS**

HEEC clients were told during their initial IWS invitation call that the IWP had a total value of \$3000 and would be split across several payments. CSRs also explained there were requirements to meet to receive each payment in the form of minimum contacts across the period.

The IWP motivated many HEEC clients to learn more about IWS and be more engaged with the service than HCID and JS clients who did not receive the IWP. Many of these HEEC clients later used IWS for support, while others were content making the minimum contact to get the IWP. The IWP helped clients to a very large degree in purchasing necessities and luxuries.

I was super broke, and the job was part time... primarily in the beginning I thought the value would be in the financial assistance (HEEC Client)

For other clients, the payment was an added bonus. Although they greatly appreciated the payment, they would have accepted the service for the support alone.

If they (IWS) hadn't helped me, I probably wouldn't be in employment now. (HEEC Client)

I would have done it even without the payment. But the incentives were good, landed at the right times. (HEEC Client)

5.2. How the IWP was used by clients

The IWP made a considerable difference to the lives of clients who received it. The payments were used for a variety of needs such as purchasing work tools or clothing; rent and food; deposits on cars or fixing existing cars; paying off debt or backlogged bills; and treats for their families.

I've hire-purchased a car with the IWP. Now my dentures are getting bad so I can get that fixed. I'd be in a bad way without the IWP, a really bad quality of life. (HEEC Client)

It was a great relief just for help with paying bills (HEEC Client)

The IWP relieved pressure on clients and removed some of their monetary concerns that were contributing to stress. This helped clients to focus more on their work.

5.3. The IWP incentivised clients to stay in work for 12 months, but IWS was also important

The IWP provided a safety net which was much needed by clients who had precarious work hours by assisting clients to stay in work when hours were low. Spreading the payments over the year, with the last payment being one of the largest, provided an incentive to stay in the job.

It certainly gave me an incentive to try and stay in the job. (HEEC Client)

Many clients felt that the IWP, alongside the IWS, incentivised them to stay in work longer than they otherwise would have. Others stressed that the support component of the IWS was more important to them than the payments.

It (IWP) has made a huge difference; it really did give me that extra incentive to keep going to work. (HEEC Client)

It's not just there for the payments, it's there for the support as well... it's tight out there in the job market and you need all the support you can get. (HEEC Client)

Although the IWP incentivised clients to stay in work, there were other factors that influenced seasonal and temporary workers which meant they sometimes had no choice but to return to a benefit. CSRs helped these clients to try and find alternative employment, but this was difficult in some locations.

CSRs made clients aware they would lose their IWP if they left their employment before the end of their IWS period. They encouraged clients in seasonal or temporary work to budget and save to cover them through the off-season or holiday close-outs. They also helped clients apply for additional support, though CSRs conceded that in most cases this was not a feasible option for clients.

Despite the IWP, other clients in casual or temporary work also had difficulty staying off a benefit. Variable hours meant that they needed a benefit to supplement their income during different periods.

It's very difficult. I'm on casual work, so some weeks I might only get eight hours and some weeks I might get 30 hours. It's just the frustration of not having a regular income and when I do get a few more hours... you just don't get any better off financially [because the Work and Income support is reduced]. (HEEC Client)

6. To what extent do IWS and IWP act as a springboard for HEEC, HCID and JS clients to remain off a benefit over the longer-term post-IWS? (perceptions of impact).

CSRs interviewed reported that the IWS and IWP worked hand-in-hand to set a foundation for clients in the longer-term. The IWS provided information and support as clients settled into a work routine, while the IWP was a safety net to help with financial needs.

At the conclusion of the IWS and IWP, staying in work depended on a number of factors, such as the work environment, pay rates, and co-workers. Many clients thought they would stay employed after IWS and IWP support ended, and agreed that IWS had made their transition into longer-term employment easier.

Some challenges faced by clients to staying in work were unable to be changed by the IWS and IWP.

6.1. The IWS and IWP help set the foundation for long-term employment

CSRs reported that the IWS and IWP worked hand-in-hand to set a foundation for clients in the longer-term. In the early stages of clients starting work, the IWS helped with practical aspects such as forming a routine and becoming used to the requirements of having a job.

IWS provided information and connection, and assisted clients to navigate difficult work situations which might have otherwise caused them to leave their job.

The IWP relieved some of the financial stresses for HEEC clients and played a part in motivating them to stay in their jobs for longer. The payments helped them to get through the initial difficult stage of working. By the time the IWP ended, clients had developed a routine that worked for them and they were ready to do things on their own.

They kind of forget the benefit life after that... they fly away, and we never see them again, and that is what we want. (CSR)

6.2. **Being supported to stay in work long-term enhances the lives of IWS clients**

After a year of IWS, many clients interviewed felt they had become confident and capable in their work roles, and these positive changes had a ripple effect through to other aspects of their lives. Some clients attributed this to having the support of the CSRs, and CSRs thought that IWS had helped to increase clients' self-reliance.

They get into a routine and then they have a life. They are joining sports groups or whatever, so they have activities. There is a new life. (CSR)

Some IWS clients blossomed throughout their year with the service and their efforts were recognised and rewarded by their employers. A few clients had built enough confidence and expertise to venture out on their own and start a small business. CSRs noted that over the course of their IWS engagement, some clients had been promoted or moved into senior roles with more responsibility. In certain cases, clients were able to use the IWP to facilitate this.

The third payment, it was a thousand dollars ... he used it to upgrade his licence so that he could apply for another job within his company.... Then he got the job and he got that promotion and it just went from there. (CSR)

6.3. **The IWS and IWP cannot influence all barriers to long-term employment**

Some challenges faced by clients to staying in work are unable to be changed by the IWS and IWP. These include health issues, redundancy, and temporary or casual contracts ending, and seasonal work.

[IWS] certainly encouraged me to stay in work but I was made redundant after five months. (HEEC Client)

Some clients did not feel happy in their current position for various reasons, including physical difficulties, workplace conflicts, and a dislike for the type of work they were doing. These clients were split between those who had left or planned to leave and return to a benefit, and those who continued in the role until they could find a better position. CSRs encouraged clients to stay in work until they found a more suitable job rather than return to a benefit.

We try and job search for them to prevent them going back to the benefit if we can, but you can't always, sometimes they have to return to the benefit. (CSR)

CSRs reported that the HCID clients were more likely than other groups to return to benefit during the IWS. In these cases, they often left work at the recommendation of a doctor. Reasons for leaving included physical health problems that began to recur. Examples of these were chronic pain, and injuries that limited the type of work that could be done by the client. Other reasons for returning to a benefit included mental health issues that were exacerbated by stressful work situations.

After a while, I got so depressed I tried to quit. So they reduced me down to a four day week, eventually it got down to three days a week I think. (HCID Client)

Sometimes a combination of factors such as childcare, work hours and travel to work culminated in employment becoming unfeasible for clients. Despite the best efforts of the CSR and the client, a return to the benefit was the only option.

It was just not right; I was gone by four in the morning, back at eight. My daughter needed to be at school. It was 10kms to get her to the school bus. The timing of both picking her up off the school bus and dropping her off in the morning didn't work, so I had to give up the job. (HCID client)

Seasonal workers were also more likely to return to a benefit compared to other groups. Although CSRs helped them to try to search for jobs so that they could stay off-benefit during the off-season, in some areas there were no jobs available. Those in temporary jobs and on casual contracts had similar issues where they would need to return to the benefit through a lack of work opportunities after their contract expired or hours were decreased.

7. Key findings and opportunities

7.1. This section summarises key themes based on the interviews. It is important to reiterate that the low response rate to the invitation to participate in interviews mean a cautious approach needs to be taken when generalising from what participants told us in their interviews as reflecting the experiences of IWS/IWP clients overall. This is especially the case for HCID and JS clients. Similarly, more experienced CSRs were recruited to participate in the one-on-one interviews for the study, and their responses may not be generalisable to the CSR team overall. Despite these limitations, the interviews provide some useful insights.

7.2. Do clients make an informed decision about opting in/out of IWS? (uptake)

Successes

The CSRs are a committed and cohesive team. All have Work and Income call centre backgrounds and enjoyed the opportunity to provide IWS. CSRs had a comprehensive script to use when they invited people into IWS.

Most clients gained a clear understanding of the service and were able to make an informed decision about opting in or out. Receipt of the IWP positively influenced client understanding of the IWS service and the choice of opting in. The HEECs are more likely to be satisfied with the amount and content of IWS information received than the HCID and JS clients.

For the most part, interviewed clients who declined the service did so because they were managing well on their own, and did not feel like they needed any support.

Challenges

Most clients who are unclear about what the service could offer them were HCID/JS clients who did not receive the IWP. These clients are less enthusiastic about the service and have fewer expectations of the service as a whole.

Some clients opted out of IWS due to their negative perceptions of Work and Income. CSRs recognised that some people think they are a hoax caller, and they directed clients to the IWS 0800 number

and website in those instances. A small number of clients experienced language barriers and required a translator.

Most people who opted out of IWS have poor memories of what happened when the service was offered.

7.3. Is the support that clients receive useful and timely? (service provision)

Successes

Overall, clients were positive about their experiences of IWS. They found the CSRs to be friendly and responsive. CSRs had more flexibility in their work to spend time with clients and to listen to them. The IWS service has changed some clients' negative perceptions of Work and Income.

Contact methods were client-centred. When clients were unavailable during work hours, the CSRs contacted them by text, enabling clients to call back at a convenient time. Some clients required intensive support and they contacted IWS frequently, but most were happy to have the service in the background. Knowing that 'someone is there' is reassuring to clients.

IWS helped clients navigate difficult situations such as workplace conflicts. CSRs armed the clients with information and skills to resolve issues, where in the past the client may have left their job and returned to benefit.

The majority of clients were contacted within two to three weeks of having their benefit cancelled, although some were contacted a month or six weeks into their new job.

Clients and CSRs agree that the 12 month duration of the service is about right, but overall, clients said that six to 18 months would benefit them. This is due to the variability in client needs. Some were very confident in their employment after six months and others required on-going support after the year is up.

Challenges

CSRs would have been aided in their work if they were able to provide food grants and emergency assistance to clients in crisis. CSRs provide information and connect clients with other services, but both CSRs and clients feel that the service would deliver better support by providing tangible assistance.

CSRs do not provide individualised case management, and clients were contacted by different members of the team. Most clients were happy with this but a small number would have preferred to speak to the same CSR each time.

It was suggested by some clients that information about IWS before starting their new job would have been helpful.

7.4. To what extent does IWP incentivise HEEC clients to opt into IWS and remain in work for the first 12 months? (incentive)

Successes

The IWP made a positive difference in the lives of many clients. It allowed them to buy work tools or clothing, to put deposits on cars or fix their existing cars, pay debt or backlogged bills, and treat their families.

Findings suggest that the combination of the IWS and the IWP incentivised clients to stay in work longer than they otherwise would have. The IWP provided a safety net for clients. Spreading the IWPs over 12 months, with the last instalment being one of the largest, motivated many clients to stay in work.

HEEC clients are more engaged with the service and more positive about the service than those who do not receive the IWP, namely the HCID and JS clients.

Challenges

The ability of casual, temporary and seasonal workers to stay in work is influenced to a greater degree by the availability of local employment opportunities than by the IWP. However, IWS and the IWP helped clients to negotiate the jobless period ahead.

7.5. To what extent do IWS and IWP act as a springboard for HEEC, HCID and JS clients to remain off benefit over the longer-term post-IWS? (perceptions of impact).

Successes

IWS helped clients to develop a routine and adjust to working life. CSRs send regular emails containing tips and tricks that give clients extra knowledge to help them succeed in their jobs.

Most clients want to stay in their job long-term, however this often depends on the work environment, pay rates and co-workers.

Clients and CSRs interviewed agree that IWS and IWP smooth the transition into longer-term employment, but this also has a wider effect in the lives of clients. With the support of IWS and the financial safety net of IWP, many clients build confidence in their work and also in other aspects of their lives, leading to greater independence and a better quality of life.

Challenges

For some clients, location, employment opportunities and health issues can be mitigated but not solved by the IWS or IWP, and they returned to a benefit.

7.6. Opportunities

Five areas of opportunity have been identified for improving the IWS and IWP.

1. Extending the IWP to HCID and JS clients

Extend the IWP to HCID/JS clients might improve their understanding and uptake of IWS.

2. Supplementing information and providing interpreters when inviting some clients into the service

The CSRs already had robust processes in place to communicate IWS information to prospective clients and this included follow-up emails at the time of client recruitment. However some clients suggested a further email or letter about the service would have complemented their phone call.

Some clients have a language barrier and would have understood the service better with the help of an interpreter.

3. A 'One Stop Shop' IWS

CSRs provided information and referred clients to other services, but a 'One Stop Shop' IWS would have enabled more efficient provision of food grants and emergency housing, so that CSRs could help clients in crisis without having to refer them to other Work and Income departments.

4. Identifying clients who would be better supported by an individualised case management model

Most clients were happy to be contacted by multiple CSRs; however some wanted to have a single IWS case-manager. Identifying these clients and those with complex situations at the invitation stage of

the service would have provided a service more suited to their needs.

5. Changes across Work and Income departments

Most clients responded positively to the way the CSRs worked with them and CSRs enjoyed the flexibility and time they had to spend with clients. The IWS approach is an example of successful CSR/client interaction that can be used by other departments and services.

There is scope to improve communication about IWS across Work and Income departments.

8. Case story examples

These case stories are composite examples of client experiences representing a range of IWS client profiles that were constructed based on client interviews and then validated by the experiences of the CSRs working with clients. The examples include quotes from client interviews; however, the clients themselves are fictitious, as are the personal characteristics and employment information.

CSRs do not know what happens to clients after they exit the service, therefore all the examples detail benefit status up to 12 months.

The clients in the case stories are also described as receiving intensive or some support. 'Intensive' support is classified as 13 or more phone calls over the year of participation. 'Some' support denotes six or less phone calls.

Case Story 1: Marla

HEEC, intensive support, on-benefit

About the client

- Age: 50-54
- Ethnicity: NZ European
- Client type: HEEC
- Job: Chef
- Region: Hawkes Bay

The situation

- Marla worked in a high-pressure role at a restaurant
- The work was casual and she found the variation in hours from week to week very stressful.

[Barriers to staying in work are] Health, stresses, work stresses, employers, or just the job not suited sometimes. (CSR)

How the CSRs worked

- Because she had been in and out of temp work for a while, Marla received the IWP
- The CSRs helped her find new accommodation when her lease ran out
- Because of her stressful job, Marla called the CSRs weekly just to chat and vent about work. She found it helpful to unload on someone who wasn't a family member or friend.

The hours were unpredictable, but I just had to go with it. I couldn't take another job because it would affect the other job's hour and the tax rate would be too high. The work just wasn't coming. (Client)

What happened

- The IWP helped Marla cover her rent on the weeks where her hours were low
- She felt happier in her job because she had someone to talk through her stresses with
- She was very impressed with the helpfulness of the CSRs.

Short term outcomes

- Marla stayed in her job longer than she thought she would because of the IWS and IWP
- After the IWS and IWP finished, the stress got on top of Marla and she left
- Marla is now on the HCID benefit for mental health issues while she recovers.

Dealing with WINZ is absolutely horrible, I hate it and I think most people do... I felt like IWS was a breath of fresh air. (Client)

[Some clients who return to benefit] are at a point and time when they are not able to cope working full time. (CSR)

Today

- Marla would like to return to work soon but in a different industry with more regular hours
- She's glad she had the support from the CSRs while it was there, and she learned tips and tricks from the CSRs that will help her in the future.

Case Story 2: Rawiri

HEEC, intensive support, off-benefit

About the client

- Age: 45-50
- Ethnicity: Māori
- Client type: HEEC
- Job: Truck driver
- Region: Northland

The situation

- Rawiri has worked as a truck driver before but came on and off the benefit a few times while he was working temp and casual contracts
- He found a new truck driving job with the potential to turn into a permanent contract and was offered IWS and the IWP.

He was needing housing, the current house that he was in, something happened with the person he was living with. (CSR)

How the CSRs worked

- When he started IWS, Rawiri asked the CSRs to help him find new housing as his flatmate was causing problems
- The CSRs found a new place so that he could move
- When his contract was near expiry, the CSRs helped Rawiri job hunt and found him a permanent position with another trucking company.

What happened

- Rawiri moved into a permanent job with opportunities for promotion
- He moved closer to his work and without flatmate issues his stress levels dropped
- Rawiri phoned the CSRs regularly as he enjoyed having someone to talk to.

It's a good feeling to have that support. IWS is excellent. I give it a 10 out of 10! (Client)

Short term outcomes

- With the support of IWS, Rawiri's living situation became significantly less stressful so that he could focus on work
- He used the third IWP payment to gain a higher level truck licence which enabled him to obtain a promotion within his company.

Today

- Rawiri keeps in contact with the CSRs and he emails them photos of the places he's been while he drives his truck
- He couldn't be happier with his job and the support he received.

He got the job and he got that promotion and it just went from there. That was his initiative doing that, we just encouraged him. (CSR)

Case Story 3: Astrid

HEEC, some support, on-benefit

About the client

- *Age:* 30-35
- *Ethnicity:* European
- *Client type:* HEEC
- *Job:* Fruitpicker
- *Region:* Nelson

The situation

- Astrid was a fruit picker
- She typically went on benefit in the off-season as she did not have the qualifications for other jobs in her area.

With the seasonal, they may have a shut down period, especially over Christmas time or just when its just not the right time of the year for the season, especially when they are in the horticulture area, pruners and fruit pickers and that sort of thing. (CSR)

How the CSRs worked

- The CSRs texted Astrid every 2 weeks as she couldn't receive calls at work
- Although they helped her search for jobs, there was competition for the few available positions and she was unable to secure an off-season job.

Short term outcomes

- At the end of the season, Astrid had saved three weeks rent from the IWP and did some job searching with the CSRs' help.
- She couldn't find anything, so went back on the Jobseeker benefit until the orchard reopened.

We will say look at options, like try to find them another job in the interim but a lot of places that do big seasonal [jobs]... they are very limited to what sort of job opportunities they have down there, so it's a bit of a catch 22 depending on where they live. (CSR)

Today

- Astrid went back to her fruit picking job when the season started up again
- She feels that this is just how things are in this industry. Eventually she'd like to move away to live somewhere with more permanent work throughout the year.

Case Story 4: Logan

HCID Intensive support, off-benefit

About the client

- Age: 18-24
- Ethnicity: Māori
- Client type: HCID
- Job: Mechanic
- Region: Manawatu

The situation

- Logan had just got a new job as a mechanic and was to start in the next week
- Logan kept coming up against barriers at Work and Income. He had no food but was unable to obtain assistance
- Logan had struggled with anxiety and depression for a long time and was anxious about starting his new job.
- Everything started to get on top of Logan and he began to feel suicidal. He disclosed this to the CSRs.

What happened

- Police made contact with Logan to check up on how he was and make sure he was okay
- CSRs followed up the next day, and helped Logan to organise a food grant, counselling and transport so that he could still start his new job when he felt well enough.

He said he did want to kill himself and we needed to find out where he was so we could get the police there and make sure he was okay. So we just kept pestering him with emails and txts and he finally did respond and told us where he was. (CSR)

His employer will take him back on a second chance. He hadn't even started work, he was pretty lucky. (CSR)

How the CSRs worked

- When the CSRs heard that Logan was suicidal, they kept contacting him through text, email and phone calls until he responded and let them know where he was
- They called the police to ensure that he would be safe
- CSRs then followed up to see what longer term support he would need
- They found out that he had been struggling with WI to obtain a food grant and they alerted WI managers to Logan's situation.

Short term outcomes

- Ongoing contact from the CSRs alongside practical support, mitigated Logan's anxiety and he was able to start work
- Logan's immediate needs were met. He was safe, he had a food grant and was connected with counselling
- WI case managers were made aware of the situation.

A big email went out to all the (WI) managers... we included the manager of the contact centre and the next morning I got in and he had a food grant waiting for him. (CSR)

Today

- Logan is coping well in his job and is progressing with his counselling
- He calls the CSRs for support on good and bad days and having someone to talk to helps him a lot.

Case Story 5: Ngaire

HCID, some support, off-benefit

About the client

- *Age:* 25-30
- *Ethnicity:* NZ European
- *Client type:* HCID
- *Job:* Call centre
- *Region:* Auckland

The situation

- Ngaire was off work for two years to deal with mental health issues including anxiety and depression.
- She liked her new job but struggled with verbal abuse from disgruntled customers.

How the CSRs worked

- Ngaire told CSRs about verbal abuse at work and that she wanted to quit
- The CSR provided some suggestions on coping with difficult clients. It was comforting to Ngaire when CSRs told her they have to deal with difficult callers too.

I got a lot of work with disconnections and sending people to debt collections. I got a lot of verbal abuse from those customers. I had to deal with the mental impact of dealing with that. (Client)

[The CSRs are] in a similar sort of situation working with Work and Income as part of a call centre, so they were in a position to help with that. They offered different strategies to deal with it. One being if you had a person yelling, turn down the volume. (Client.)

Short term outcomes

- Having a listening ear and some advice on dealing with difficult customers helped Ngaire stick with her job.

Today

- Ngaire has been in her role for 18 months. She is confident in dealing with all types of customers and she is applying for a promotion.

It's just so nice to know that clients are able to carry on in what they were intending to do, instead of giving up. (CSR)

It's changing that whole mindset, a lot of these people. They are so used to the idea of, if things turn to custard, I'll just go back on the benefit... we are trying to change that. (CSR)

Case Story 6: Bev

HCID, intensive support, on-benefit

About the client

- *Age:* 55-60
- *Ethnicity:* Pacific Island
- *Client type:* HCID
- *Job:* Retail manager
- *Region:* Auckland

The situation

- Bev started a new job three months ago but her anxiety made the job unbearable
- She had taken unpaid sick leave for most of the past two months
- This meant she had no wages and was let go two weeks ago

How the CSRs worked

- Bev felt more comfortable talking to women so the IWS team ensured that only female CSRs supported her
- CSRs were able to identify that Bev had lost her job and had no money
- They urged her to go to her doctor for a medical certificate to get back on the HCID benefit
- The CSR booked the appointment with Bev's GP and arranged for the costs to be paid in instalments once she was on the benefit
- They also arranged for an advocate to attend the Work and Income appointment instead of Bev so she could get back on benefit.

She doesn't see the point anymore, she has tried and tried and things are harder ... she lost her job, she has been borrowing money from her son who has now pretty much put a stop to it. (CSR)

The other issue was her going into the appointment to apply for the benefit so I rung [the] benefit advocates up there and spoke to them and they organised for somebody to make contact with her... so they could take all that information into the office on her behalf. (CSR)

Today

- Bev returned to the HCID benefit and is recovering.
- Once Bev is well enough she will seek employment.

Case Story 7: Harold

JS/HEEC, some support, on and off-benefit

About the client

- Age: 50-60
- Ethnicity: NZ European
- Client type: JS/HEEC
- Job: System Admin
- Region: Canterbury

The situation

- Harold was a high-functioning alcoholic but he was not ready to talk to anyone about it
- He required support to find accommodation, travel to work and have enough food in the house.

He was an alcoholic so we pretty much fed his habit with the payments and then as soon as the payments stopped he went straight back to benefit. (CSR)

How the CSRs worked

- Harold did not disclose alcohol addiction to the CSRs, so they were unaware of this problem
- CSRs dealt with the issues Harold presented to them. They organised a grant to cover petrol until his first pay came in and they searched for accommodation closer to work for Harold. They also connected Harold with a food grant.

What happened

- Harold stayed in work with the help of the CSRs but he did not receive support for his mental health issues
- At the conclusion of his IWS, and without the IWP, Harold's living costs outweighed his income and he left his job.

He did get back into work and he did go back off the benefit, he did come back into our service again. (CSR)

Today

- Harold is an IWS client again
- The CSRs are now aware of Harold's addiction issues and they are able to be transparent in their support for him
- Harold is well and in work.

Short-term outcomes

- Harold independently sought treatment for his addiction issues
- After a short period on-benefit, he found another job.

Case Story 8: Helen

JS, some support, on-benefit

About the client

- *Age:* 30-35
- *Ethnicity:* NZ European
- *Client type:* JS
- *Job:* hospitality -Hotel reception
- *Region:* Otago

The situation

- Helen suffered a broken bone just as she was about to start her new job.
- Her employer was able accommodate her, but hours were reduced to part-time
- Helen needed to attend a lot of physio appointments, but due to the part time hours, she had no money and limited transport.

What happened

- The CSRs sent ACC information to Helen's employer.
- CSRs also investigated benefits for low-income non-beneficiaries
- They contacted the WINZ office to explain the case.

"We sent emails through to the (WINZ) office - please look into this urgently, because this person may have to give up work and it'd be a real shame if that was the outcome." (CSR)

How the CSRS worked

- Helen explained her situation to a CSR over the phone.
- The CSR team identified a lack of transport, support and finances as a barrier to treatment and work for Helen

Short term outcomes

- WINZ were able to provide a grant for Helen to get her through her period of treatment.
- Because she was not mobile, WINZ were able to process Helen's application over the phone and by post.

"We stepped in with a clear set of eyes on the case. If we weren't there, she might have just gone "oh well" and missed out on that opportunity ". (CSR)

Today

- Helen's bone is almost healed and she will soon take up a job at the hotel.

Case Story 9: Emilio

JS/HEEC, some support, off-benefit

About the client

- Age: 30-35
- Ethnicity: Asian
- Client type: JS/HEEC
- Job: Farmhand
- Region: Canterbury

The situation

- Emilio had a new job on a diary farm
- Accommodation for Emilio and his family was part of the job
- Emilio's work hours were precarious and he began to have conflicts with the farm owner.

[For] farm workers ... it's hard for them to manage disputes with their employers because it is a small business...the farmer is normally set in their ways, they are not open and willing to change how they have worked in the past with employees. (CSR)

How the CSRs worked

- CSRs listened to Emilio's grievances with his employer
- They made suggestions to help Emilio negotiate with his employer
- They connected him with an employment advocate.

I have anger issues and I kept blowing up at my bosses. I just walked off the job. (Client)

What happened

- Emilio was able to access the IWP through the IWS
- The IWP helped Emilio to get through his lean periods at work
- After support to negotiate with his employer, Emilio's hours were standardised and he decided to remain at his job
- This meant that Emilio also retained accommodation for his family.

Today

- Although Emilio's employer has provided more consistent work hours, he is not a good fit for Emilio and the CSRs are helping Emilio to look for work on another farm.

There is that issue as well, they have the accommodation, it's all tied in, it does make it a bit more complex. (CSR)

[Because of the IWP] we lived a little happier that year. (Client)

9. Appendices

9.1. Client Interview Guide

Introduction

Questions in italics are only for HEEC clients.

I'd like to ask you some questions about the In Work Support service [*For HEEC clients -and the In Work Payment*]. It should take about 30 minutes. Is now a good time to talk with you? *If not schedule an alternative time.*

I'm calling from Malatest International, an independent research company. The Ministry of Social Development has asked us to find out about how well the In-Work support service has worked for you. [*HEEC -also the In Work Payments*].

The Ministry of Social Development has asked us to interview you and other clients to hear what you think about the service.

If it's alright with you, I'll record our conversation so I can listen to you now and take down notes later.

Before we get started, I'd just like to emphasise that everything you say in this interview is confidential – no one else will know what you have said to us. You can decide not to answer any questions you're not comfortable with, or stop the interview at any time you want. Your entitlements and benefits won't be affected, whether you choose to do the interview or not.

To thank you for your time, we will send you a \$40 grocery voucher after the interview. At the end of the interview I'll ask for your address and which supermarket you'd like the voucher for.

What you say will be combined with what everyone else we speak to says and used to write a report for the Ministry. We will be very careful to make sure everything in the report is anonymous. We will not use your name.

Do you have any questions about that?

Are you OK to continue with the interview?

Participant number: _____ Interview date: _____ Interviewer name: _____

I'd like to start by asking you some questions about what happened for you after you started being supported when you started work.

Note for client interviews: *We expect many clients may not connect with the terms IWS or In Work Support. For these clients, interviewers will focus questions on the contact they've had with Work and Income since beginning employment.*

Evaluation question	Interview questions	Prompts/topics to cover
Consent and background.		
<i>Interview consent</i>	<i>The interviewer will provide information about the project and the interview and seek informed consent.</i>	The evaluation Purpose of the interview Consent to participate Consent to be audio recorded \$40 koha Any questions from the participant

<p><i>About the client's situation</i></p>	<p>Can you tell me a bit about your situation now – are you working?</p>	<p>Establish details of client's current employment status:</p> <ul style="list-style-type: none"> - When you started work - Current employment status - still working and in the same job or a different job - What kind of job? Hours, industry, full/part time, temp/permanent - Have the job/jobs you've been in since leaving benefit been a good fit for you (hours, type of work, sustainability, satisfaction, etc) <p>if no longer working:</p> <ul style="list-style-type: none"> - How long were you working and what are you doing now (returned to Work and Income support, studying, other) - What are your aspirations/goals for the future? <p><i>For HCID clients:</i></p> <ul style="list-style-type: none"> - Did the employer make any adjustments to help make the job work for you? E.g. childcare, housing, flexible hours
<p>Clients make an informed decision about opting in/out of IWS (uptake).</p>		
<p>How and when do clients find out about IWS?</p>	<p>How did you first hear about In Work Support?</p>	<p>Who told you about it? Was it someone you had already worked with from Work and Income?</p>

Is there an optimal time(s) to give eligible clients information about IWS?	When did that happen (finding out about IWS)? <i>NB: Focus is on timing in relation to the client finding/starting work</i>	What stage were you at in getting into your new job (job seeking, informing Work and Income about coming off benefit, or how long after starting employment?) Would another time have been better? Would you have wanted to know earlier or later? What would have changed if you found out then instead?
Is the information clients receive about IWS sufficient and helpful for them to make a decision to opt in/decline the invitation?	What did you know about IWS after that initial conversation?	What did they tell you? What else would you have wanted to know? Did you have enough information to decide whether or not you wanted IWS? Did you try to get more information anywhere else?
Why do clients decide <i>not</i> to accept the IWS invitation?	Did you decide to accept the IWS invitation? Why/why not?	What other sorts of things affected your decision to take part? <i>[HEEC clients -Would you have said yes if you didn't get the payment?]</i>
How can uptake be increased?	What could have made you decide to say yes to IWS?	What would have had to be different – client/job/Work and Income factors
The support that clients receive is useful and timely (service provision).		
What did clients who have received IWS expect to get from the	What did you think the IWS would do for you?	Monetary support (HEEC clients -IWP) Other support (IWS) How was it different to what you expected?

<p>service? Were their expectations met? If no, why not?</p>	<p>Can you talk us through what you have got out of IWS so far?</p>	<p>How often have you heard from the Customer Service Representative? How have they contacted you – has that worked for you? What was your relationship with them like? Were they polite? Friendly? Helpful? Were the Customer Service Representatives culturally appropriate? Did they ask about your cultural needs? Did you have one Customer Service Representative or lots of different ones? -would you prefer the same person each time? Has Work and Income done anything to help you? <i>HEEC- Monetary support</i> or other support? E.g. accommodation supplements, family tax credits, childcare assistance, disability allowance Has it been what you expected?</p>
<p>What difference (if any) has IWS made for clients? Why?</p>	<p>What difference did having that support make for you?</p>	<p>Would anything have gone differently for you if you didn't have IWS? Your employment? Other aspects of your life? -finances, childcare, health</p>
<p>What support did clients need?</p>	<p>What were your support needs returning to work? What were your biggest challenges?</p>	<p>Were they personal support needs or work support needs? What were your biggest sources of supports? -family, friends, Work and Income How did you manage those challenges? Did they change over time?</p>

<p>What do clients who have received IWS value the most about IWS? Why?</p>	<p>What part of IWS made the biggest difference for you?</p>	<p>What would have happened without that?</p>
<p>The IWP incentivises clients to opt into IWS and remain in work for the first twelve months (incentive). IWS and IWP act as a springboard for clients to remain off benefit for over the longer-term post-IWS (impact). To what extent do IWS and IWP facilitate employment over the longer-term?</p>	<p><i>If still employed and pre-twelve months:</i> Looking ahead to the twelve-month mark since you started working, do you think you'll still be working? Why/why not?</p> <p><i>If still employed and post-twelve months:</i> Do you think you will stay in this job long-term? *only mention IWP to HEEC clients</p>	<p>Would you still be working even without IWS/ (HEEC - IWP?) Is there anything that makes it hard for you to stay working? Could Work and Income help with that? How? How long do you think the IWS is useful for? Did it stop too soon or was it the right length of time?</p> <p>Would you still be working even without IWS/(HEEC IWP?) Is there anything that made it hard to stay working to the twelve-month mark? Is there anything still making it hard to stay working? Could Work and Income help with that? How? How long do you think the IWS is useful for? Did it stop too soon or was it the right length of time?</p>
	<p><i>If client is no longer employed:</i> Why did you stop working? When did that happen?</p>	<p>Work and non-work reasons Could Work and Income have helped with that at all? Did IWS (HEEC and IWP) help you keep working longer than you would have otherwise? Have you come off benefit to start work before? How long did the jobs last other times? How was this time different?</p>

Other comments	Is there anything else you would like to say about Work and Income support since you started work?	
Address for koha	What is your address for us to send you the \$40 supermarket voucher?	Also, would you prefer a voucher for Countdown or Pak n Save?

9.2. CSR Interview Guide

Introduction

I'd like to ask you some questions about the In Work Support service and the In Work Payment. It should take about 30 minutes. Is now a good time to talk with you? If not schedule an alternative time.

I'm calling from Malatest International, an independent research company. The Ministry has asked us to find out about the effectiveness of the In Work Support service and the In Work Payments.

The Ministry has asked us to interview you and other CSRs to hear what you think about the programme.

Before we get started, I'd just like to emphasise that everything you say in this interview is confidential – no one else will know what you have said to us. You can decide not to answer any questions you're not comfortable with, or stop the interview at any time you want.

What you say will be combined with what everyone else we speak to says and used to write a report for the Ministry. We will be very careful to make sure everything in the report is anonymous. We will not use your name.

Do you have any questions about that?

Are you OK to continue with the interview?

We record our interviews so that if we miss anything in our notes, we can listen back later. Do you mind if I record the interview?

Participant number: ___ Interview date: _____ Interviewer name: _____

I'd like to start by asking you some questions about what happens when you first contact clients.

Evaluation question	Interview questions	Prompts/topics to cover
Consent and background.		
<i>Interview consent</i>	<i>The interviewer will provide information about the project and the interview and seek informed consent.</i>	The evaluation Purpose of the interview Consent to participate Consent to be audio recorded Any questions from the participant
<i>About the CSR's role</i>	Can you tell me what your role as a CSR involves?	What training did you have? Did you have any prior experience with that sort of role? What support do you get in the role? How long have you been in the role? What does a normal day look like for you?
Clients make an informed decision about opting in/out of IWS (uptake).		
How and when do clients find out about IWS?	How do you let potential clients know about IWS?	What is the method of communication e.g. text, phone. How much do you persist with communication? At what point do you stop? -three calls, a text? Do you use a script? If so, do you follow it or deviate from it? -see if we can get a copy Is it with clients you have previously contacted When does the CSR make contact? How do you explain the IWS? What do you do if the client doesn't respond? How many times do you attempt contact?

Is there an optimal time(s) to give eligible clients information about IWS? ⁶ (eg while they are job seeking; when they inform W&I about going off benefit; in the first month of employment; in the second month etc?)	When do you tell clients about IWS? (<i>focus on relation to them starting work</i>).	What stage are clients at in getting their new job (job seeking, informing work and Income about coming off benefit, or how long after starting employment?) Have you noticed whether any of these times is more successful than other times?
Is the information clients receive about IWS sufficient and helpful for them to make a decision to opt in/decline the invitation?	Do you think the information you give clients is enough for them to decide whether to opt in to IWS?	What do you tell clients? Is there anything else they should know? Do clients make an informed decision? Do they ask questions or for more information before they opt in or out of IWS?
Why do clients decide <i>not</i> to accept the IWS invitation?	What reasons do clients give for not accepting the IWS invitation?	Have clients given specific reasons for declining? Can you give specific examples? If clients haven't given specific reasons, what do you suspect the reasons are?
How can uptake be increased?	Is there anything you think would make more people participate in the IWS programme?	Are there any groups of clients who respond differently to the IWS invitation? Do you have any examples of the kinds of responses you have had? What would need to be different – client/job/Work and Income factors
The support that clients receive is useful and timely (service provision).		

⁶ Clients are offered IWS within the first three months of going off benefit.

What did clients who have received IWS expect to get from the service? Were their expectations met? If no, why not?	What do clients expect IWS to do for them? Do you think the IWS service meets clients' expectations? Why/why not?	Specific client feedback-what do they tell you? Your impression of clients' expectations What issues have clients asked for help on? How did the service respond? Do you have an example of an issue you've helped a client with?
What difference (if any) has IWS made for clients? Why?	Have you seen any differences IWS is making for clients?	What would be different for clients if they didn't get IWS? In their employment? In other aspects of their lives?
What do clients who have received IWS value the most about IWS? Why?	What part of IWS makes the biggest difference for clients?	Specific client feedback -what do they tell you? What would be different without that?
The IWP incentivises HEEC clients to opt into IWS and remain in work for the first 12 months (incentive). IWS and IWP act as a springboard for clients to remain off benefit over the longer-term post-IWS (impact).		
What difference (if any) does the IWP make for clients' decision-making about: - opting into IWS. Why? - staying in employment over the 12 months? Why? <i>If the IWP makes little or no difference: Why does the IWP make little or no difference?</i>	Do more clients stay in IWS because of the IWP? Do more clients stay in work for over 12 months if they get the IWP?	Have clients on the IWP stayed in work longer? <i>Does the IWP help more people to opt in to the IWS programme?</i>

<p>Do clients face barriers to remaining in employment that IWS does not address? If yes, what are these barriers?</p>	<p>Are there any reasons that clients leave work that IWS doesn't help with? What work related reasons are there? What non-work related reasons are there?</p>	<p>Reasons given by clients for having trouble staying in work eg co-workers, conditions, management, childcare, transport, illness</p>
<p>How could IWS better support clients to remain in employment? - from clients' perspective? - from the CSRs' perspective?</p>	<p>What could be done so that IWS better supports clients to remain in employment?</p>	<p>Your experience with clients: who have left employment and who have stayed in employment Specific client feedback -what do they tell you?</p>
<p>What are the implications of the findings for Work and Income to better address the needs of clients? (eg implications for service provision?; for capability?).</p>	<p>What could Work and Income need to do to address the need of clients better?</p>	<p>Is there enough capability and capacity to provide IWS? How is the workload? E.g. how many calls per day, length of conversation? Do they feel rushed or stressed? Do you have other work to do in addition to the IWS? Is the service provision good enough?</p>
<p>Other comments</p>	<p>Is there anything else you'd like to say about the IWS and IWP?</p>	

9.3. Focus group guide

Evaluation question	Interview questions	Prompts/topics to cover
Consent and background.		
<i>Interview consent</i>	<i>The interviewer will provide information about the project and the interview and seek informed consent.</i>	The evaluation Purpose of the interview Consent to participate Consent to be audio recorded Any questions from the participant
<i>Groups of clients</i>	<i>The facilitator will give a brief presentation giving an overview of client groups and profiles based on the data collected through interviews with clients and CSRs</i>	Should any of these groups of clients be different? Are there any client groups missing? Does anyone want to comment or ask any questions about the client groups before we start digging into the details?
Clients make an informed decision about opting in/out of IWS (uptake).		
Is there an optimal time(s) to give eligible clients information about IWS? ⁷	Generalising across the different groups of clients, are there any differences in how and when it's best to communicate with them about IWS?	Discussion of each group considering: Time of contact in relation to starting employment Contact method Time of week/day

⁷ Clients are offered IWS within the first three months of going off benefit.

Is the information clients receive about IWS sufficient and helpful for them to make a decision to opt in/decline the invitation?	Are there any differences in the sorts of information different groups of clients need about IWS?	The support available through IWS The IWP How to communicate the information – resources etc
How can uptake be increased?	Are there differences in the reasons clients across the different groups are reluctant to participate?	How do the barriers differ across groups How do approaches to overcoming the barriers differ across groups
The support that clients receive is useful and timely (service provision).		
What difference (if any) has IWS made for clients? Why?	How do the groups of clients differ in how they benefit from IWS and IWP?	Do some groups benefit more or less? How do they differ?
What do clients who have received IWS value the most about IWS? Why?	What part of IWS makes the biggest difference for each group of clients?	IWP IWS Other
Do clients face barriers to remaining in employment that IWS does not address? If yes, what are these barriers?	How do the barriers to staying in employment differ across each of the client groups?	List barriers that apply across all groups List barriers that apply differently for some groups
How could IWS better support clients to remain in employment? - from clients' perspective? - from the CSRs' perspective?	What changes to IWS would be beneficial to the different groups of clients?	Would changes differ in how they affected each group? Are there any changes that would negatively affect some groups while positively affecting others?
Other comments	Is there anything else you'd like to say about client groups or how IWS and IWP affect different groups?	

