



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

Dear [REDACTED]

On 19 November 2019, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information:

- *Any documents relating to the "Operational Excellence" changes as mentioned in the response to Written Question 37385.*
- *Copies of the monthly progress reports which are mentioned in the reply to Written Question 37385*

On 10 December 2019, you were contacted for the purpose of clarifying your request in relation to the following:

- *Any documents relating to the "Operational Excellence" changes as mentioned in the response to Written Question 37385 which were sent to Case Managers.*

Please find attached the following documents relating to the Operational Excellence changes which were sent to Case Managers:

- *Message from Viv- Operational excellence and supporting more people into employment, dated 17 June 2019*
- *Managers' Weekly Note, dated 17 June 2019*
- *Message from Viv and Kay- Starting as we mean to go on with Operational Excellence, dated 1 July 2019*
- *Service Model Refresh to support Operational Excellence, dated 9 September 2019*

Some contact details have been withheld under section 9(2)(k) of the Act in order to reduce the possibility of staff being exposed to phishing and other scams. This is because information released under the Act may end up in the public domain, for example, on websites including the Ministry's own website.

As you have indicated that you were interested in understanding Operational Excellence, we have also enclosed the following Operational Excellence related PowerPoints and accompanying notes which were used at Weekly Briefs for Service Delivery for your reference:

- *Weekly Brief Slides 19 June 2019- Operational excellence and supporting more people into work*
- *Weekly Brief Slides 3 July 2019- Operational excellence and supporting more people into work*
- *Weekly Brief Slides 10 July 2019- Operational excellence and supporting more people into work*

Photographs of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

The following monthly progress report documents are also enclosed:

- *Monitoring progress on improving employment outcomes – July 2019*
- *Monitoring progress on improving employment outcomes – August 2019*
- *Monitoring progress on improving employment outcomes – September 2019*
- *Monitoring progress on improving employment outcomes – October 2019*

Please note that the Full-Time-Equivalent employee information is derived from a research dataset and differs from the Service Centre reported Full-Time-Equivalent employee information which is used in collective response to WPQs 37385, 37386 and 37387.

You may also be interested in the Minister's response to WPQ 38014 which asks about changes made as part of Operational Excellence:

www.parliament.nz/en/pb/order-paper-questions/written-questions/document/WQ_38014_2019/38014-2019-hon-louise-upston-to-the-social-development

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

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

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

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

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Bridget Saunders', with a stylized flourish at the end.

Bridget Saunders
Manager Issue Resolution
Service Delivery

Message from Viv - Operational excellence and supporting more people into employment

17 June 2019

Kia ora koutou

Our clients know us as Work and Income, but as we all know, we're spending a lot of our time on income and not as much as we'd like on work.

We're doing some things to try to get our focus back onto helping people find sustainable work because we know that helps our clients and their whānau to better lives. It's so much better to be earning a minimum of \$17.70 an hour than getting around \$5 an hour on a benefit and having to keep coming to us for extra help to make ends meet.

The Government is helping us with this by funding an additional 170 case managers from 1 July to support us with our focus on employment.

We're also going to fund another 39 roles in contact centres and 45 in processing centres, so they can do more for clients and take some of the pressure off transactions in service centres. To support this greater focus on transactions in contact and processing centres, the General Manager Contact Centre and Digital Services (Geoff Cook) will report to the Group General Manager, Client Service Support (George van Ooyen).

You've been reducing work queues and looking at our practice to try to meet the client's needs in one interaction wherever we can. These practice things may be as simple as making sure we're paying the right person the right amount but not asking for more verification than we need to.

Doing these things better will free more of our case managers to work proactively with clients, helping them towards work and independence.

You'll see this change reflected in the things we measure from 1 July (next financial year). We're going from measuring 49 things to under 10 all focused on the client experience and on helping people to work and independence.

In the coming weeks we'll send out more information about initiatives in this area. We're also working with regional commissioners and directors to ensure the 170 new case managers are in the places where we can make the most difference in getting our clients into work.

I back us to make a difference in our clients' lives and I'm excited about the opportunity to help our clients into work.

All the best everyone.

Viv

DCE Service Delivery



* MANAGERS' *

Weekly note

..... 17 June 2019

The Managers' Note has talking points to use with your teams and information for you to note.
It's not intended to be forwarded directly to your teams.

Please email any comments to [s 9\(2\)\(k\) OIA](#) @msd.govt.nz

Need to know

More information about 'operational excellence' and supporting people into work

For: everyone

Viv and others have been talking about 'operational excellence' for a little while now. It includes the things we've been doing to reduce our rework and looking at our practice to help clients get what they need in one contact, wherever we can.

Doing these things better will help create some space for us to work more proactively with people, and support more people into work.

Viv sent out a [message](#) about this earlier today, and managers have some time in their Weekly Briefs to discuss with their teams.

This is just the start of work we'll be doing, across Service Delivery. Every team is gearing up to get behind this in our service centres, contact centres, processing centres, regional offices and National Office.

We'll continue to share more detail about what we want to do and how it'll work, as soon as it's available.

July 1: [Viv and Kay message](#)

Message from Viv and Kay – Starting as we mean to go on with Operational Excellence

We want to help whānau into *great* jobs. Not just any jobs. Ones people want to be in, that are right for them, that they can build on for the future. To do this we need the time to work with people proactively.

This is what Operational Excellence has been about – focusing on operating really well - reducing our rework, helping people get what they need in one contact, to help create the time and space to do all this good stuff.

Thanks to our frontline going for it behind the scenes, we've started to create this space and are in a great position to work together to support more whānau into great jobs.

It's important work for us all to get behind and today's just the start - this is a long game! We'll be looking at everything we do to see how we can contribute and do things differently to help you succeed, help our clients succeed.

We're keen to hear your ideas for Op-X.

I know managers are holding sessions in the Weekly Brief you can use, you can comment here, hook into a Goss session, or talk with me and the leadership team at our next visit. We really want to keep this conversation going and provide the ongoing support you need. Let's keep talking.

We wanted to end with a couple of other significant things happening this week. First up, congrats to Job Connect on their 5th birthday today. It's beautiful timing to celebrate our over-the-phone employment service that's been supporting people into work for the last five years. Have a fantastic birthday team and thanks for all your hard mahi making a difference for all the people you've helped over this time.

Speaking of making a difference, our client surveys are going nationwide this week. With all the different things we're doing to help people get to a better place, it's such a great tool for us to hear how we're doing.

Happy 1 July everyone.

Viv and Kay

9 September - Service Model Refresh to support Operational Excellence

This page provides an overview of the three WFCM services.

On this Page:

[Clients Removed from Active Service](#)

[Changes to WFCM-HCD](#)

[Clients not Selected for Removal](#)

[To Retain a Client in Active Service](#)

[‘Retained’ Client Event Note](#)

[Removed Clients to be MANUALLY untagged](#)

[Clients Leaving Active Case Management](#)

Introduction

As part of the Operational Excellence work programme, we’ve reviewed the service model and adjusted caseload numbers and caseload allocations. We want to help whānau into **great** jobs. Not just any jobs.

[Message from Viv and Kay: 1 July 2019](#)

Service Model Refresh Go Live

From **9 September** we will be working with more clients that have fulltime work obligations across our case management services. The Service Model has been adapted to support Operational Excellence. The goal is to help our people get clients work ready and into sustained employment.

Clients Removed from Active Service

From **4 September** 2019, we’ll move some clients with part-time, or work prep, obligations who have been in the following active services to open spaces for you to work with other clients:

- Work Focused Case Management – General
- Work Search Support.

Changes to WFCM-HCD

From **9 September 2019**, we’ll also be removing clients from Work focus case management – health condition and disability service (WFCM-HCD).

Selected case managers in WFCM-HCD will be moving to WSS or WFCM-Gen, and your Regional Director and Service Centre Managers will know the detail of which case managers are moving to where.

Clients not Selected for Removal

Clients that will not be selected for removal are clients who had previously received Youth Payment (YP) or Young Parent Payment (YPP).

To Retain a Client in Active Service

Your Service Managers will be sent a list of clients selected for removal from service.

You will have until the end of the day **Wednesday 4 September 2019** to decide what clients you are going to keep in service.

If you think some of your clients should remain in service, you can retain them by filling out a CMS note.

'Retained' Client Event Note

The 'Retained' CMS note is to be used when you have decided that a client is close to gaining employment and should remain in active case management service.

You will need to:

1. Click on the 'green arrow' icon, and select 'New'
2. select 'Service Delivery' in the Business Group drop down box
3. select 'Case Management' in the Event Type drop down box
4. select 'WFCM' or 'WSS' in the Sub-type drop down box
5. click 'Save'
6. click 'Create' opposite 'Active Case Management retention' note type
7. enter 'Client Retained' in the 'Short Description'
8. enter the reason why the client is being retained in the free text box below
9. Complete the client event note.

Removed Clients to be MANUALLY untagged

All clients removed as part of the refresh will **NOT** have their case managers untagged automatically.

Sites will need to **MANUALLY** unassign their case managers for clients who end up in general case management.

Clients Leaving Active Case Management

There will also be some clients that you will want to explain this change to because you have been working with them closely.

As a case manager, you know your clients, and which ones should be advised of this change. For example, if you meet with them regularly or have developed a close relationship you should let them know about the change.

Note: it isn't necessary to advise all clients who will be moved out of service, please use your judgement.

If the client asks why:

My role is to work proactively with people for a period of time. After this you'll still be able to get support, but rather than meet with me, you'll meet with the first available case manager and they'll work with you on whatever you need as well. This doesn't change your obligations at all, and you're still expected to look for work (or prepare for work).

We are always here to help. You can ask for an appointment at any time to talk to us about any assistance you need with your job search, or anything else.

Remember to:

- reassure the client we're always here to help with their job search or anything else.
- advise the client they will be able to meet with the first available case manager.
- avoid talking about streaming rules, intensive services, general case management etc.

If you have any questions or comments please

email [s9\(2\)\(k\)OIA@msd.govt.nz](mailto:s9(2)(k)OIA@msd.govt.nz).



Intro

- Setting the scene – [Viv's message](#)
- Op X and our focus on employment
- Our practice is key
- The start

Ask if people have read Viv's message - The link to the message is included on the slide

What do people think?

Does it help explain the work we want to do and why?

Operational Excellence and employment

What is 'operational excellence' and how does it relate to our focus on employment?

Operationally, we need to be excellent to help support more people into work. When we get better at doing things (like reducing re-work and trying to help people get financial assistance in one 'go') we start to improve how we operate. This efficiency will help us create some time and space to work with our clients proactively, and support them into long term employment that's right for them.

Practice is key

Our practice becomes really important to help achieve our employment goals. We need to look at how we're doing things (eg how much verification we ask for when granting a benefit). Getting these things right takes work away from us and our clients. And it's a better experience for everyone!

This is just the start

There will be ongoing changes as we get more efficient and continue to review how we do things in our contact centres/processing centres. As we do this, we increase our capacity to take on more work from service centres and provide a better experience for our clients.



Why this is different

1. You've done the hard work to set us up
2. We have extra resource
3. We're getting more efficient
4. Contact/Processing centres are making changes
5. Every team is behind this

The work we want to do is different to what we've done before, for a number reasons. Here are five key reasons:

1. You've done the hard work to give us the best chance of succeeding. Our queues are the lowest they've been – they'll be less than 5,000 from 1 July
2. We have extra resource to help – 170 case managers, 39 roles in contact centres and 45 in processing centres.
3. We're getting more efficient in how we do things and continuing to find ways to work smarter and faster.
4. Contact centres and processing centres are looking at how they can provide a full service for our clients and working to meet their needs as quickly as possible.
5. *Everyone* in Service Delivery is geared up towards the same goal, supporting people into employment. It's on all our work programmes, and every team has client employment outcomes as a key deliverable.

In time, you should start to notice less work coming through service centres



WEEKLY BRIEF

Taking things away from service centres

Work being taken away from 1 July

1. Reduce regular debt repayments
2. Make changes to payees
3. Re-start extra financial support
4. Complete change of bank account
5. Change payments from one supplier to another

We're starting with these five tasks - our contact centres will do these things from now on instead of handing them over to service centres:

- Reduce a client's regular debt repayments to make them more manageable.
- Make changes to payees - eg increase/decrease the amount of a client's benefit that's redirected to a payee
- Re-start extra financial support when we already have documentation/evidence scanned on file
- Complete change of bank account when information/verification has been scanned on file.
- Change payments from one supplier to another

Notes:

- 2) Doesn't include redirections for arrears eg to pay off bills for power, rent etc.
- 3) Example of verification on file – A case manager has requested verification of accommodation supplement costs which has been scanned on file but is still showing in the Ready-To-Process queue

Our processing teams are working on some things they can do. Some of these will start on 1 July – we'll update you in another session.

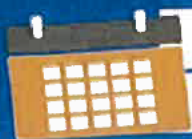
Are we ready?

Getting back to basics

Where are we at in the journey?

Lead a discussion with your teams"

- As a team are we really ready to focus on employment?
- Is our operation at the point where it's excellent? (some of these indicators are the rebooking/re-visits, queues)
- Are we ready to talk about employment and where our opportunities lie?
- Are we still creating space and need a bit more time to get tidy? (We've still got two weeks)
- Or are we actually quite tight and tidy, and now ready to think and plan and work in this employment space.
- Example: A client who has just lost their job comes into the service centre – what would our conversation with them look like?



WEEKLY BRIEF

3 HÖNGONGOI 2019

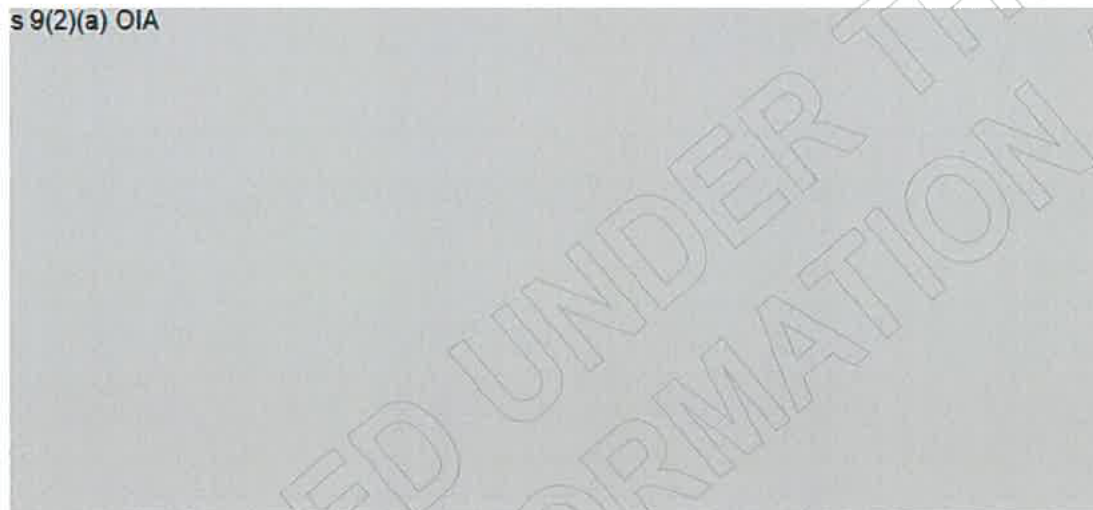
MANA MANAAKI: A POSITIVE EXPERIENCE EVERY TIME

KOTAHITANGA: PARTNERING FOR GREATER IMPACT

KIA TAKATŪ TĀTOU: SUPPORTING LONG-TERM SOCIAL AND ECONOMIC DEVELOPMENT

Op-X and supporting more people into work

s 9(2)(a) OIA



Facilitators: service centre managers will lead this session with their teams – talking about the work we've been doing, and want to do more of, to help support people into long term employment.

This week's focus: Our new business appointment.



To ask or not to ask – that is the question

Not-so-fun FACT: Around 80% of clients have been with us before.

We already have most clients' info...
so we shouldn't need to ask for it again



Setting our new clients up to succeed

Q1. What's the best thing we can do for a client who has recently finished work or is work ready? Help them get into work as soon as possible.

Q2. When is a perfect opportunity to help people get into work? At our new business appointment.



New business appointment

- Great opportunity to help set people up
- Do everything to grant assistance
- Take time up-front whenever you can
- Only verify when you need to
- People won't need to come back for extra help

Intro

- People attending a new business appointment provide us with a great opportunity to set them up to return to the workforce quickly - through good support and advice.
- We should do everything we can to make sure the client's financial assistance is granted by the time they leave their appointment.
- This includes taking the time to fully review their entitlement for all financial assistance types at the time, *and* anything foreseeable in the next while.
- This means having a full discussion about their circumstances and ensuring they're getting everything they're entitled to. It will take time up-front, but it's so worth it for the client and us. If we get this right it means the client is well set up, and they won't need to come back to us for extra help.
- Whenever possible we should use the information our client gives us to make decisions on their application and we need to trust what they tell us. Verification should be the *exception* apart from identification, benefit application, bank account.



What are things in a new business appointment that will best help the client to succeed?

Manager to lead discussion

What are things in a new business appointment that will best help the client to succeed?

Here's a list of things you can talk about:

1. A great experience with the case manager and work broker, leading with employment
2. Understanding exactly what support the client is expecting from this appointment
3. Our conversation about work uncovers a) the level of support a client needs and b) what's going to work best for them
4. Connecting the client with a service that will help them - this could be a work broker, one of our programmes or a seminar to help them look for work
5. The client knows they will get their full entitlement, and when this will start
6. We let clients know the ways they can get income support service in the future - MyMSD, 0800 number etc
7. Appropriate employment support tools have captured quality relevant information

All of these things added up =

- ☺ Your client shouldn't need extra appointments for financial assistance because we've set them up well (emergencies are the exception)
- ☺ They've had a great experience

- ☺ You feel good because you've done everything you can to help support one of your clients into a great job
- ☺ You're helping to create more space in the business by helping to get things right the first time

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Centralised Services

- Training people in some financial assistance products & services
- Start doing these tasks end-to-end for the client
- From 1 July, picking up more tasks for **medical certificates** and **declare wages**
- Next focus: **change in circumstances** and **online working age**

Update from our processing teams

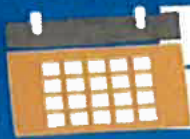
Centralised Services are:

- looking at how to reduce the work they send to case managers
- taking on more processing tasks currently being done in service centres and contact centres
- maximising what they can do for clients when they're with them, to meet all their needs.

The focus is on the four key areas identified with the highest number of transfers from processing teams to service centres: medical certificates, declare wages, change in circumstances and online working age.

Numbers:

From early investigations – across these four areas, around 60,000 tasks are transferred to service centres each year.



WEEKLY BRIEF

10 HŌNGONGOI 2019

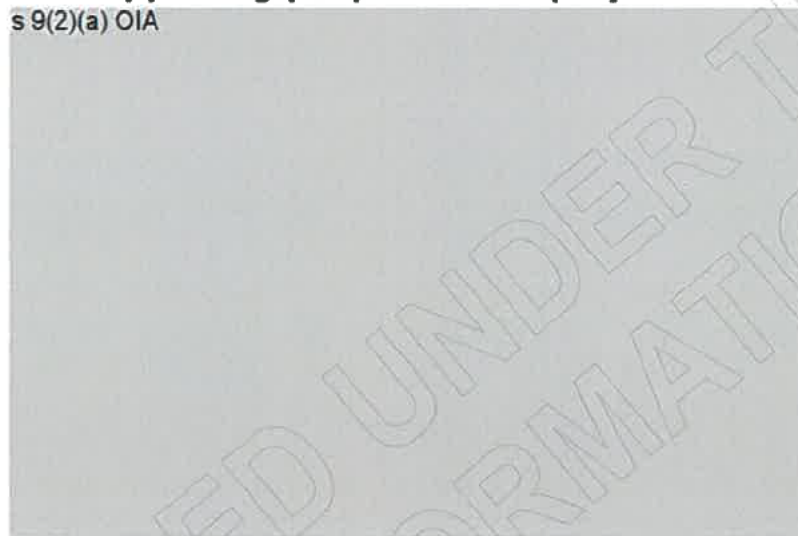
MANA MANAAKI: A POSITIVE EXPERIENCE EVERY TIME

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Operational Excellence and Supporting people into employment

s 9(2)(a) OIA



Facilitators: service centre managers will lead this session with their teams – talking about the work we've been doing, and want to do more of, to help support people into long term employment.

This week's topic: What does a great interview look like?



Great interviews, great practice, great results

**What does a great interview
look and feel like?**

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Starting on a positive

1. Being on time
2. Saying if you're not going to be
3. Giving a warm Kia ora, Talofa, Hello
4. Walking and talking

Starting off on a positive note

Seeing your client on time...that means at the time they've booked with us.

If we're running a little late, its about giving our client a heads-up about this sooner rather than later (no later than the time of their appointment).

A warm greeting in your own personal style

Collecting your client from the waiting area and walking them to your work station



Your time is the best thing you can give someone

Taking time

- **Knowing** your client - understanding their story
- **Sweeping** the SWN
- **Completing** everything you can
- **Weaving** employment into your conversations

Taking time with your client

Understanding everything that's happening with your client. What they need now and what's coming up that we might be able to help with.
Focusing on work, income, their living situation, how things are at home.

Looking backwards and forwards across your client's case (Sweeping the SWN). What's still waiting to be done? And what's coming up for them? Look at anything in our system (appointments, 52-week reapplications, renewals etc)

Completing everything while you're with your client, making sure you have fully assessed all their entitlements, and your client leaves knowing their request has been processed (and the result of that).

Weaving employment into the interview for working age clients - talk about current job vacancies, our programmes, take them to the Employment Zone, or introduce them to a work broker. Whatever is right for your client and their situation.



The appointment

- Appointment time is the *start*.
- Do everything you need to do
- Close the appointment well – what's next?

The appointment

Use the appointment time as the starting point for your interview.

The time you take should be what's needed for you to achieve everything you need to do with your client.

Close the appointment with your client with a conversation around 'what next' for them - that could be a plan you've discussed, for our streamed clients this will be an agreed follow-up date and time with a proactive engagement appointment (phone, face to face, txt, email).



Some things to think about

Did you know?

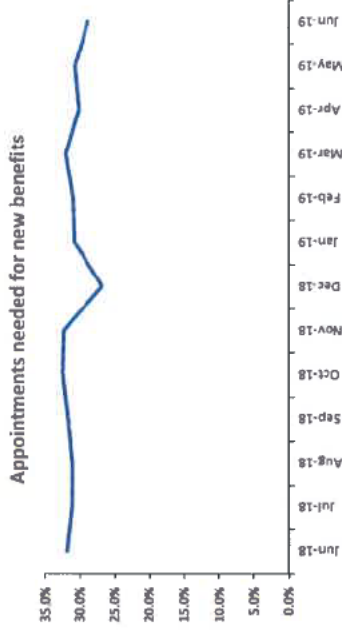
- Timings for appointments are only a guide
- We don't need a CV to grant a benefit
- We don't need to complete the evidence screen
- For online applications - we don't need to print, scan, save and link the obligations

- While we set our appointments based on average overall appointment by type, this doesn't mean we should run our interviews to the scheduled timings. Some will take longer, some will be quicker. The timings for appointments are *a guide only*.
- We don't need a CV to grant a benefit, you don't need to complete the evidence screen, and for online applications you don't need to print, scan, save and link the obligations – a client can do this for themselves online
- There are only a few instances when verification should hold up a request for assistance. Using great judgement and decision making, you can look for ways to get the information you need from your client and using that at the time. You can use what the client tells you and note it, the internet, view the clients own online records from their phone etc, just make good notes.
- We'll talk about some key myths around verification in an upcoming Weekly Brief session.

Monitoring progress on improving employment outcomes

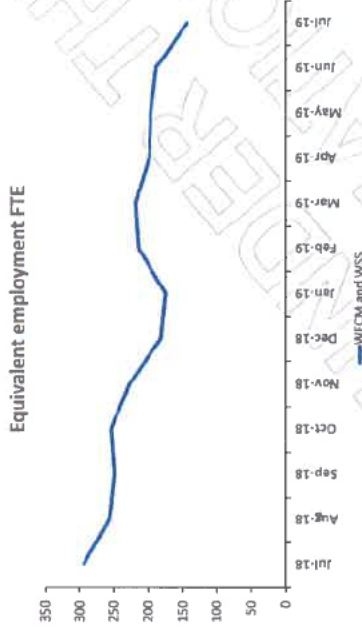
July 2019

Create space for employment: try to complete the first time



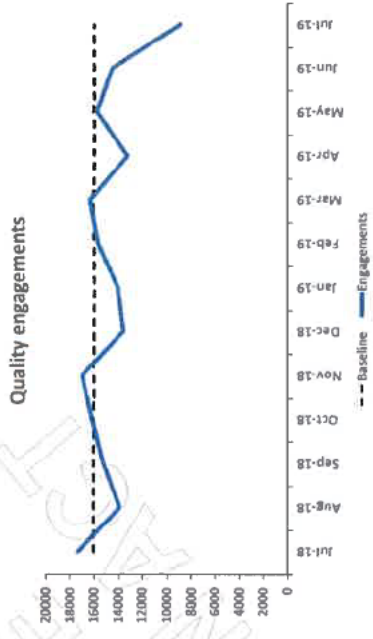
Measures the proportion of New Business appointments that had a subsequent appointment booked within 21 days. Fewer appointments mean clients are getting the income support they need quicker and can engage in employment conversations.

We have more case managers focusing on employment



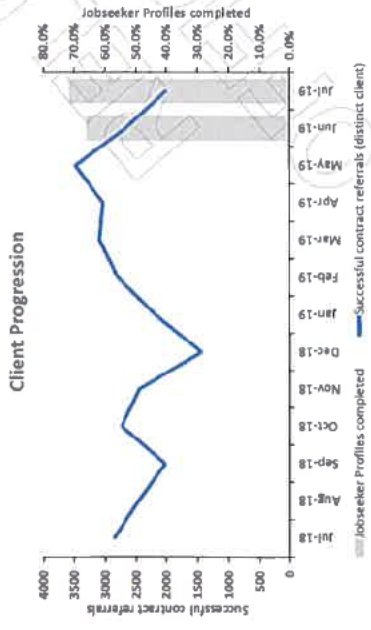
Measures all time spent on employment conversations by WFCM and WSS case managers, which is then converted to full-time equivalents. This shows the resources we're investing in employment case management.

Clients are getting regular work focused conversations



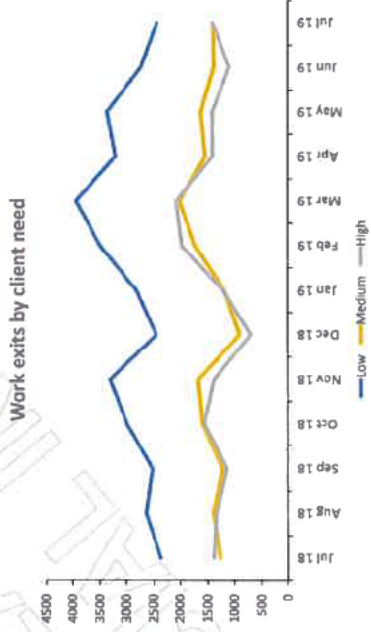
Measures the number of WFCM and WSS clients who have had at least one quality engagement over the past 28 days to ensure we are supporting clients finding employment.

Clients are progressing and getting closer to employment



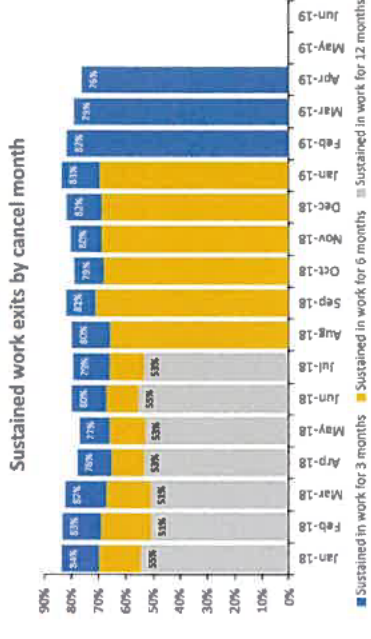
Identifies the proportion of the client population that are staircasing towards employment through various indicators. These indicators include clients with Jobseeker Profiles completed and successful contract referrals (numbers may vary to existing reports as this is defined by clients that have started programmes, regardless of outcomes).

We're helping more people into work



Exits from benefit to work, split into whether the client was expected to need low, medium or high support from MSD in future based on LET scores. We want to make sure we're supporting all types of clients into employment, not just those who are already close to the labour market.

Clients are in sustainable employment and getting the support they need to be successful



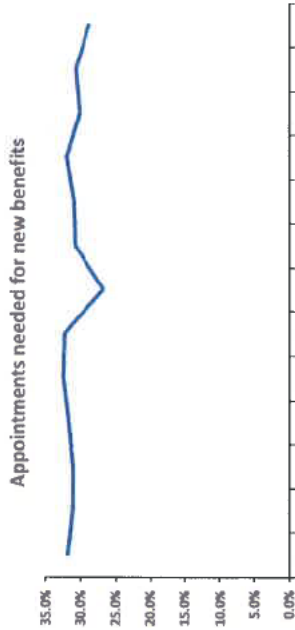
Measures the proportion of sustained work exits for 3, 6 or 12 months. We want to get clients into work that's suitable and sustainable for them.

Operational Excellence - MSD secured funding in Budget 2019 for 170 FTE in 2019/20 to increase the number of clients receiving employment focused services, increasing to 263 by 2020/21. Through the Operational Excellence change programme MSD will deliver an additional 18,000 employment related engagements with clients per month.

Monitoring progress on improving employment outcomes

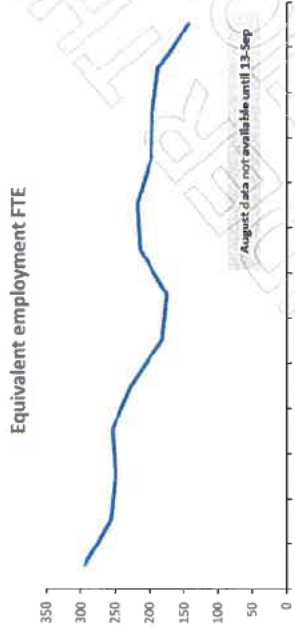
August 2019 *

Create space for employment: try to complete the first time



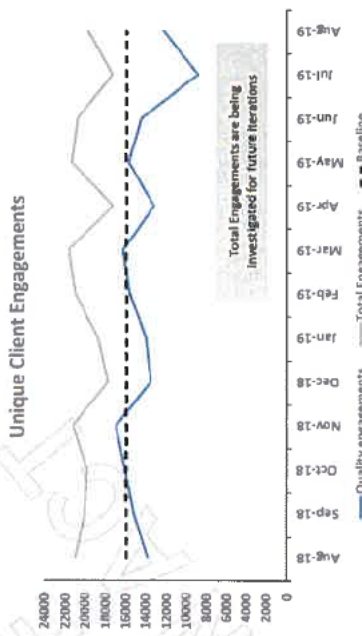
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We have more case managers focusing on employment



Measures all time spent on employment conversations by WFCM and WSS case managers, which is then converted to full-time equivalents. This shows the resources we're investing in employment case management.

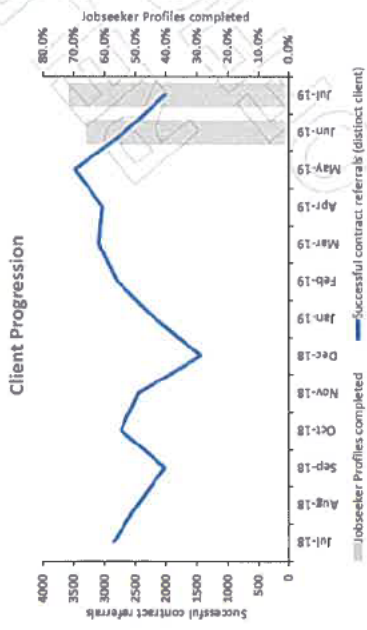
Clients are getting regular work focused conversations



Measures the number of WFCM and WSS clients who have had at least one quality engagement over the past 28 days to ensure we are supporting clients finding employment.

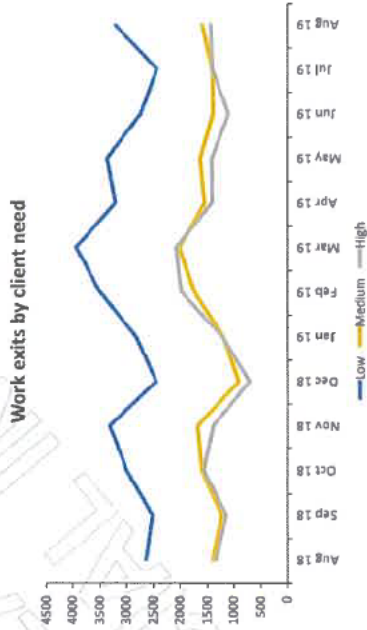
*Baseline only relates to Quality Engagements for WFCM & WSS clients.

Clients are progressing and getting closer to employment



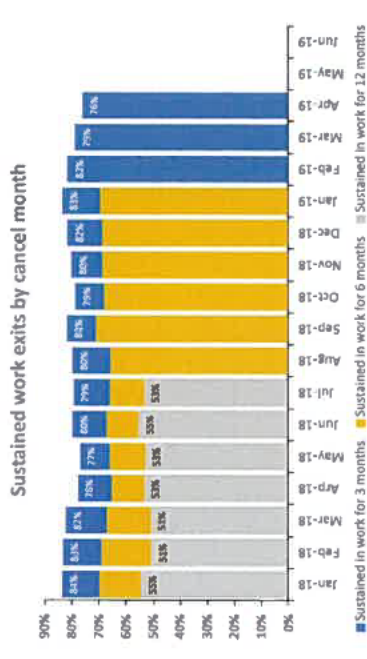
Identifies the proportion of the client population that are staircasing towards employment through various indicators. These indicators include clients with Jobseeker Profiles completed and successful contract referrals (numbers may vary to existing reports as this is defined by clients that have started programmes, regardless of outcomes).

We're helping more people into work



Exits from benefit to work, split into whether the client was expected to need low, medium or high support from MSD in future based on LEI scores. We want to make sure we're supporting all types of clients into employment, not just those who are already close to the labour market.

Clients are in sustainable employment and getting the support they need to be successful



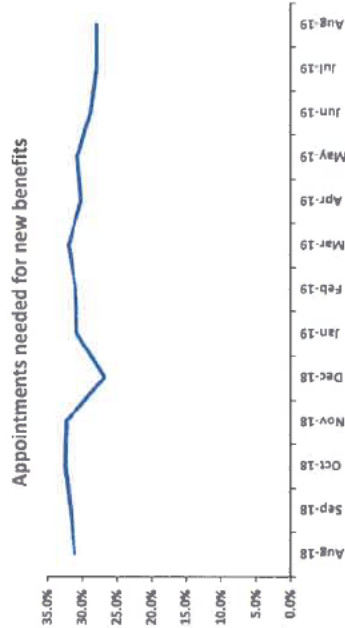
Measures the proportion of sustained work exits for 3, 6 or 12 months. We want to get clients into work that's suitable and sustainable for them.

Operational Excellence - MSD secured funding in Budget 2019 for 170 FTE in 2019/20 to increase the number of clients receiving employment focused services, increasing to 263 by 2020/21. Through the Operational Excellence change programme MSD will deliver an additional 18,000 employment related engagements with clients per month.

Monitoring progress on improving employment outcomes

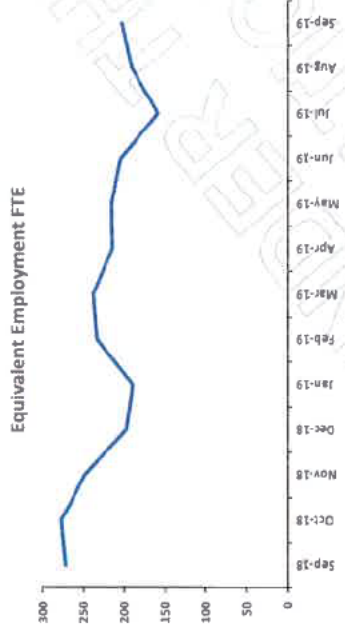
September 2019

Create space for employment: try to complete the first time



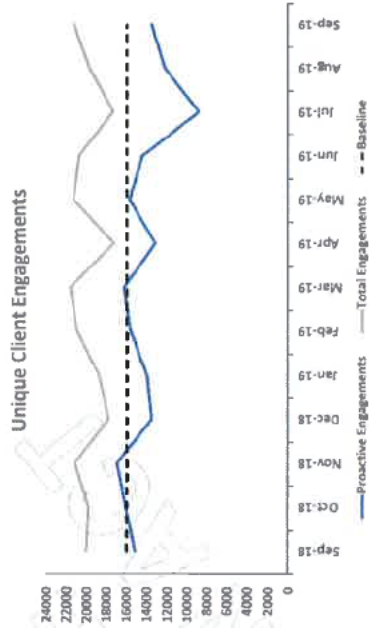
Measures the proportion of New Business appointments that had a subsequent appointment booked within 21 days. Fewer appointments mean clients are getting the income support they need quicker and can engage in employment conversations.

We have more case managers focusing on employment



Measures all time spent with streamed clients by WFCM and WSS case managers, which is then converted to full-time equivalents. This shows the resources we're investing in employment case management.

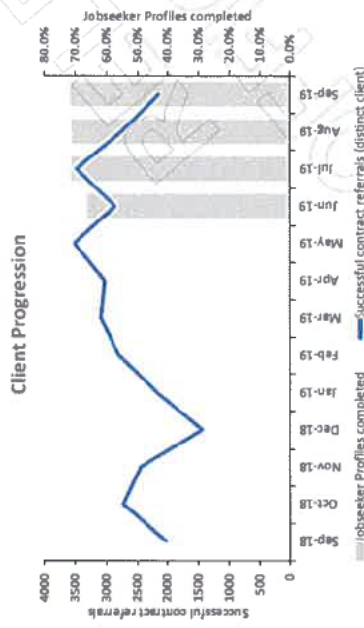
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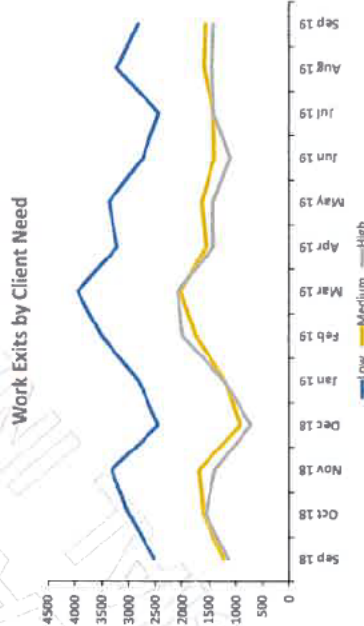
*Baseline only relates to Quality Engagements for WFCM & WSS clients.

Clients are progressing and getting closer to employment



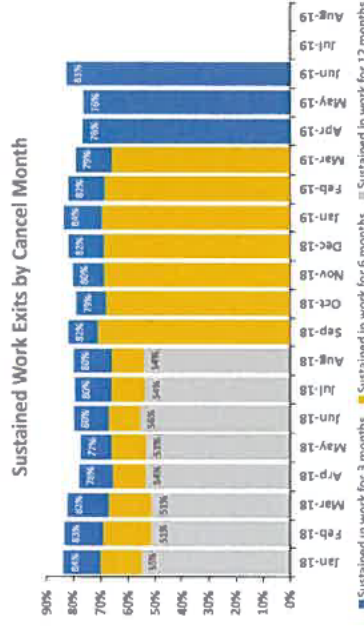
Identifies the proportion of the client population that are staircasing towards employment through various indicators. These indicators include clients with Jobseeker Profiles completed and successful contract referrals (it should be noted that the volume of participation starts for the most recent month/s is subject to change due to the lag in resulting some referrals).

We're helping more people into work



Exits from benefit to work, split into whether the client was expected to need low, medium or high support from MSD in future based on LET scores. We want to make sure we're supporting all types of clients into employment, not just those who are already close to the labour market.

Clients are in sustainable employment and getting the support they need to be successful



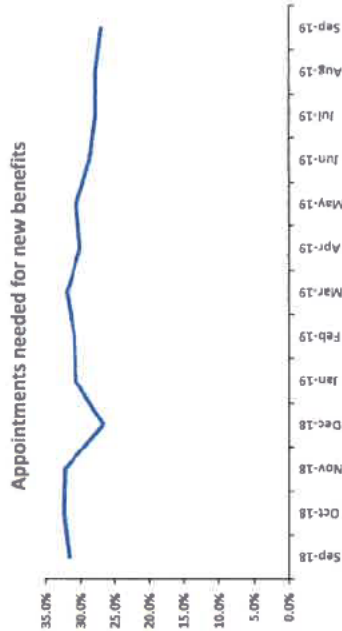
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Monitoring progress on improving employment outcomes

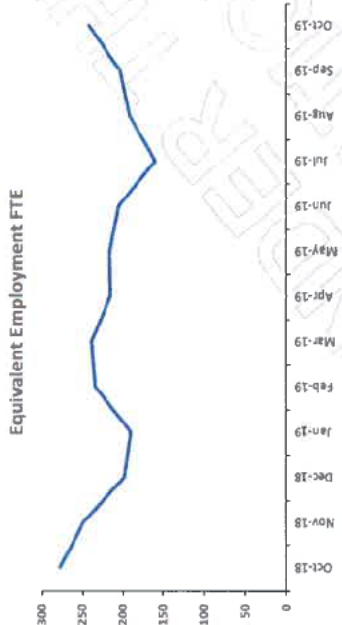
October 2019

Create space for employment: try to complete the first time



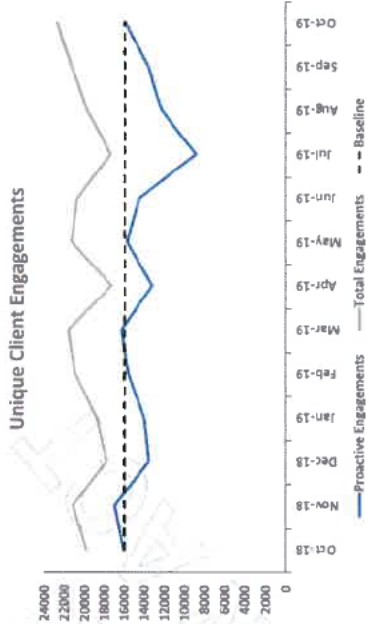
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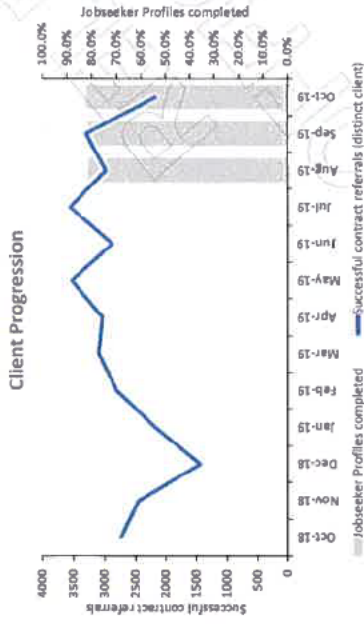
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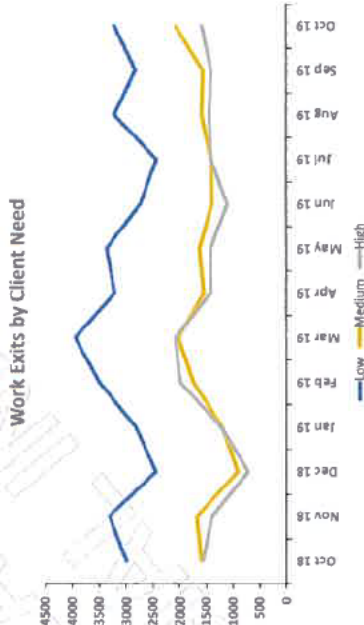
*Baseline only relates to Quality Engagements for WFCM & WSS clients.

Clients are progressing and getting closer to employment



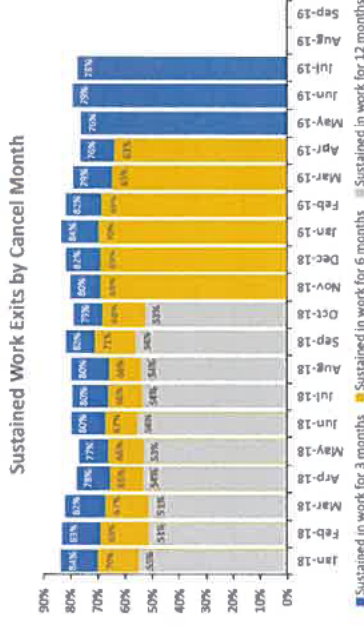
Identifies the proportion of the client population that are staircasing towards employment through various indicators. These indicators include clients with Jobseeker Profiles completed and successful contract referrals (it should be noted that the volume of participation starts for the most recent months is subject to change due to the lag in resulting some referrals).

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