Business Procedu

Individualised Employm
is the way we do busines

Business Procedures

Building better futures through

Business Procedures

Individualised Employment Assistance is the way we do Business

Prepared by
New Zealand Employment Service
for the IEA Implementation Project
1997-1998 and beyond

Building better futures through **Work**

Ka Mahi, Ka Ora

Work and Income NZ Business Procedures
Proposed Chapters

Chapter	Content
Case Management	What/who are our customers? Principles Benefits of Case Management When does case management start and finish Overview of Business Procedures How the Procedures are linked Compass
Caseload Management	Workload Planning Caseload Allocation Managing non-worktested Customers Flow Diagram Follow-up Frequency of contact Type of contact Network Meetings Yearly Planning meeting Appointments Managing the Worktest Business Standards Management Reports Operational Monitoring
Managing Customer Flow	Identifying Customer Requirements Managing waiting customers Flow Diagram Customer Resources Business Standards
Enrolment	What is Enrolment, Re-enrolment, Transfer When to Enrol, Re-enrol or transfer a customer Flow Diagram Information collected from a customer Information provided to a customer Next steps Business Standards Management Reports Operational Monitoring
Customer Assessment	What is an assessment? Flow Diagram Fast Track Assessment Fast Track Questions Self-starter Assessment Needs Based Assessment etc Re-assessment Completing the Assessment Next Steps Business Standards

	Management Reports Operational Monitoring
Income Entitlement	Flow Diagram Business Standards Management Reports Operational Monitoring
Customer Plans	What is a Customer Plan? Who has a Customer Plan? Flow Diagram Contents of a Customer Plan Negotiating a Customer Plan Maintaining a Customer Plan Customer Plan Examples Linking Customer Assessment to Customer Plan steps Business Standards Management Reports Operational Monitoring
Income Maintenance	Flow Diagram Business Standards Management Reports Operational Monitoring
Relationship Management	Employers BOSVA Communities
Determine Activity Availability	Types of Activities Flow Diagram Business Standards Management Reports Operational Monitoring
Obtaining an Activity	Levels of Service Potential Win/Win Situations Account Management Customer Profiling Legal Requirements Activity Details Flow Diagram Business Standards Management Reports Operational Monitoring
Listing an Activity	Promoting an Activity Flow Diagram Business Standards Management Reports Operational Monitoring
Linking a Customer to an Activity	Preparation to Link a Customer to an Activity Customer Referral to an Activity Obtaining Feedback Completing the Referral Flow Diagram Procedure Table

	Business Standards Management Reports Operational Monitoring
Product Management	Work Track Community Work etc Negotiating Wage and Training Subsidies Product Purchase and Design Procedure Tables Business Standards Management Reports Operational Monitoring Contracts and Claims?
Workshops	Planning Business Standards Management Reports Operational Monitoring
Exit Interview	Flow Diagram In-work Assessment Income Assessment Business Standards Management Reports Operational Monitoring
In-work Support	What is In-work Support Who is supported? Level of Support Types of Support Flow Diagram Providing Support Reviewing Support Including the Employer in Support Procedure Table Business Standards Management Reports Operational Monitoring
Glossary	

Foreword

Why do we do what we do at NZES?

We do it to help people get jobs. We work to achieve our mission, "To eliminate long-term unemployment", we keep our attention on employment as the ultimate aim for every client.
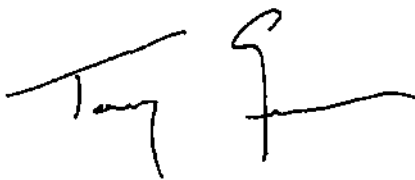
Individualised Employment Assistance is a customer-focused philosophy where each client - job seeker or employer - is acknowledged and supported in ways appropriate to their unique abilities and individual situation. It's an approach where each of us is always trying to look at things from the client's point of view, where we 'walk in the shoes of the client'.

Think on this: While house-builders must always follow certain standards to make houses that stand firm and stable, not all houses end up looking the same. They can be square or round, brick or wood, brown or purple. But they'll stand firm and stable.

So it is with these business procedures – they describe procedures that must be consistent for every client, but they don't specify what the total package for any one client might end up looking like. That's your job.

These business procedures are one of the new tools that support Individualised Employment Assistance in ways that are safe, and consistent with Government policy and legislation. They guide every Employment Advisor to deliver unique solutions for unique clients – solutions that will stand firm and stable.

I'm proud this organisation continues with a client-centred approach, and proud that Individualised Employment Assistance has been developed to support that. I'm proud too, of the commitment, caring, and expertise that you apply to help people get jobs. Go to it!

Tony Gavin
General Manager.

Contents

Chapter 1

Individualised Employment Assistance

Overview

Introduction   Individualised Employment Assistance is the NZES way of doing business. In order to offer Individualised Employment Assistance to clients, you will need to have a thorough understanding of:

- what Individualised Employment Assistance is
- why Individualised Employment Assistance has been developed, and
- the key terms used within Individualised Employment Assistance.

The procedures   These guidelines also give an outline of how the business procedures, based on Individualised Employment Assistance, are delivered. The procedures support you in the delivery of Individualised Employment Assistance.

Terminology   The terms used in this chapter are defined in the following chapters and glossary.

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	1-A-1
B	Benefits of Individualised Employment Assistance	1-B-1
C	Delivering Individualised Employment Assistance	1-C-1

Section A

Background Information

Overview

Introduction	Individualised Employment Assistance is the way we do business. It is essential to have an understanding of some key terms and definitions that relate to Individualised Employment Assistance.

In this section   This section contains the following topics:

Topic	See Page
What is Individualised Employment Assistance?	1-A-2
Principles of Individualised Employment Assistance	1-A-3

What is Individualised Employment Assistance?

Definition

IEA is the way we do business.

Individualised Employment Assistance is the combination of a business philosophy and principles put into action using detailed business processes.

It provides a service that recognises an individual client's abilities and needs, and establishes, using available resources, the partnerships and reciprocal commitments required to move a person into employment as quickly as possible, and improve that person's long-term effectiveness in the labour market.

IEA is the NZES way.

What does this mean?

We want to help individual clients into employment.

Components

Individualised Employment Assistance is a combination of:

- business philosophy
- principles, and
- detailed processes.

Philosophy

People are individuals, and any assistance which NZES provides is tailored to their particular needs.

Core values

Individualised Employment Assistance is consistent with our core values.

We put people first:

- We respect and value all peoples and the individual.
- We act with integrity and are accountable for what we do.
- We are innovative and enjoy the challenge of learning how to do things better.
- We work in partnerships: we value their strength and power.
- We focus on achievement and take pride in our successes.

Note

The Individualised Employment Assistance principles and detailed processes are outlined further in this chapter.

Principles of Individualised Employment Assistance

Individualised assistance	Individualised Employment Assistance is about understanding that the client has their own abilities and needs, which may require individual solutions.
Employment focused	Stable employment is the main goal of Individualised Employment Assistance.
Building relationships	Individualised Employment Assistance is based on establishing good relationships with clients and opportunity providers.
Transparency	Clients need to understand the actions we carry out with them and the reasons for the actions. We can do this by: • explaining each procedure to the client • explaining their obligations, and • ensuring that any personal information held is accessible to them.
Honesty	Honesty with a client is fundamental to Individualised Employment Assistance. If you have identified a need that a client may have, it is important to their progress in securing work, that you are honest with them, and can make them fully aware of their need(s). For example: During Assessment, a client may need feedback about their presentation and/or personal hygiene. The issue must be discussed with the client so that they are fully aware of how it affects their employment situation and are able to resolve it.
Reciprocal obligations	The relationship between a client and NZES is based on the mutual responsibilities or obligations that each of us has, in order to move the client into stable employment. These obligations must be made clear so that the client understands their responsibilities and can show commitment to them.

Principles of Individualised Employment Assistance,
Continued

Page 1-A-4

Quality information	It is important that information collected and recorded from a client is thorough, accurate and of a high standard. NZES should provide a 'seamless service' to all customers, ensuring that no matter who they deal with, the relationship can resume from their last contact with NZES. This will ensure that they do not have to repeat information, or begin the relationship again.
Quality time	Individualised Employment Assistance is about ensuring that the time spent with a client is of a good quality. This means client interviews need to be conducted to ensure: • privacy is provided for the client, and • that interviews are free of interruptions, such as phone calls.

Section B

Benefits of Individualised Employment Assistance

Introduction	There are many benefits to improving the way we do business.

These benefits apply to:

- clients,
- employers,
- other opportunity providers, and
- NZES.

Benefits to clients	The benefits of Individualised Employment Assistance to clients include:

- receiving a service tailored to meet their individual needs
- understanding the reciprocal obligations between themselves, IS and NZES
- having the opportunity to define and clarify their career goals
- having an improved understanding of their position based on an assessment of their needs
- documenting their plan of action in a Workplan
- having the ability to adjust their Workplan as their needs change
- having access to targeted opportunities
- having access to products that increase their ability to gain stable employment
- having access to support to increase the probability that they will stay in the job, and
- being refocused if they begin to lack direction.

Benefits to employers and other opportunity providers	The benefits of Individualised Employment Assistance to employers and other opportunity providers include:

- applicants better suited to their needs
- receiving support after a placement has been made
- the increased probability that they will retain staff
- having a better understanding of our clients' needs
- NZES having a better understanding of their business, and
- improved communication with NZES.

Benefits of Individualised Employment Assistance, Continued

Benefits to staff The benefits of Individualised Employment Assistance to staff include:

- increased job satisfaction from being able to genuinely assist clients
- the opportunity to develop or improve skills, and
- the ability to build relationships with clients and opportunity providers.

Benefits to NZES The benefits of using Individualised Employment Assistance to NZES include:

- the ability to achieve strategic objectives
- the ability to achieve business objectives
- improved continuity of service due to more relevant records
- improved relationships with clients and opportunity providers
- improved understanding of local labour markets
- increased credibility as a result of establishing needs and addressing them
- improved performance measurement and reporting, and
- the ability to deliver an adjustable level of service based on client assessments.

Section C

Delivering Individualised Employment Assistance

Overview

Introduction   An understanding of the philosophy and principles that embrace Individualised Employment Assistance is essential in understanding the way we deliver Individualised Employment Assistance.

This section will provide an overview of the business procedures including :

- a diagram to illustrate how the procedures link together, and
- a summary of each of the business procedures shown on the diagram.

Note   The procedures are outlined in detail in the following chapters of these Guidelines.

In this section   This section contains the following topics:

Topic	See Page
Overview of the Detailed Procedures	1-C-2
How the Procedures are Linked	1-C-3

Overview of the Detailed Procedures

Introduction   Individualised Employment Assistance is supported by detailed business procedures which are based on the Individualised Employment Assistance philosophy and concept.

The business procedures describe how we do business with clients and opportunity providers.

Diagram   The following diagram shows an overview of the detailed business procedures based on Individualised Employment Assistance.

How the Procedures are Linked

Purpose	The goal is to move the client from enrolment through the procedures to the top right hand corner of the diagram which represents stable employment.
Manage customer flow	Once a customer has initially contacted NZES, the first step is to establish their immediate service needs, determine whether NZES can assist and direct the customer to the appropriate service.
Initial Interview	When the client first approaches NZES to enrol or re-enrol, the following three procedures occur at the initial interview: • Enrol Client • Assess Client • Managing the Workplan
Enrol client	If the client is eligible to enrol, and this is the service they require, they are enrolled and NZES collects their basic details in S⊗L☺ and their responsibilities are outlined to them.
Assess client	Following enrolment an assessment must occur. This aims to identify: • the level of assistance a client needs to obtain stable employment • a realistic job choice(s) for a client, and • any barriers which may hinder or prevent the client from obtaining their job choice. Clients can be re-assessed at any time if their circumstances change.
Managing the Workplan	Following the assessment, we will work with the client to develop a Workplan. The Workplan details specific Workplan steps which can be undertaken by NZES or the client in order to progress the client into stable employment. Clients will be seen at regular intervals to continue to develop their Workplan to achieve the goal of stable employment.

How the Procedures are Linked, Continued

Opportunities

Employers and Other Opportunity Providers

Employers and other Opportunity Providers are represented in the top left hand corner of the diagram. An opportunity provider is defined as any person or organisation that can provide a position or service that is of value to our clients. This includes training providers, key agencies and community groups.

Determine opportunity availability

We can determine from client's Workplans the opportunities required, and make a comparison between these and the opportunities which we have available. From this information we can then determine which opportunities need to be obtained to meet clients' needs.

Obtain an opportunity

Once we have determined which opportunities are required, we will obtain the opportunity. This may involve targeting opportunity providers who may be able to offer potential opportunities, or screening opportunities from opportunity providers who approach NZES.

List an opportunity

When an opportunity is obtained, it will then be listed, promoted and monitored to ensure that it continues to meet the needs of clients.

Link a client to an opportunity

Different types of opportunities are represented in the diagram as a series of elevators. A client may step onto any elevator depending on their individual needs. The aim is to link the client with appropriate opportunities in order to advance them towards stable employment.

Support an employed client

When a client is placed into employment, support is available to ensure that the client is able to maintain their employment. The level of this support will depend on the client's needs.

Manage the work test

If a client is in receipt of a Work Tested benefit and is showing that they are not fulfilling their obligations, a Work Test may be initiated. The procedure is designed to answer the fundamental question "is the client actively seeking work?" Once the client has re-complied, NZES will continue to progress the client into stable employment.

Chapter 2

Manage Customer Flow

Overview

Introduction   When customers enter a centre, we need to establish what service they
require, and ensure that, should they need to wait to see someone, their
waiting time is within the guidelines outlined in NZES National Standards.
This chapter outlines the procedure to be followed to manage customer flow.
It includes information on business standards and who can enrol.

Diagram   The following diagram shows where Managing the Customer Flow occurs in
our detailed business procedures.
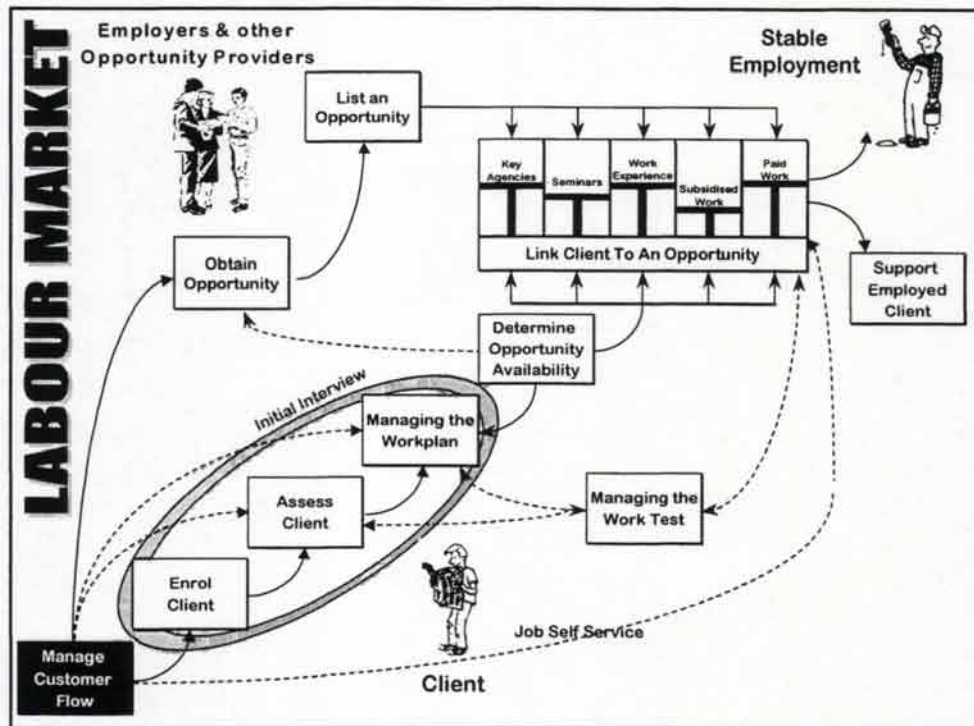
Overview, Continued

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	2-A-1
B	Business Standards	2-B-1
C	Managing Customer Flow	2-C-1

Section A

Background Information

Overview

Purpose   This section provides you with information about what Managing Customer
                     Flow is and the purpose of carrying out this procedure.

In this section This section contains the following topics:

Topic	See Page
Definitions	2-A-2
Diagram of Managing Customer Flow	2-A-4

Definitions

Managing customer flow

Managing customer flow is:

- determining the customer's service needs when they enter the centre
- keeping waiting customers informed, and
- directing the customer, when appropriate, to the correct person or team.

Benefits

The successful management of customer flow ensures the following benefits:

- the immediate needs of each customer are quickly determined
- customer waiting times are kept to a reasonable level, and
- customers are directed to the most appropriate person or team.

Where does it happen?

This procedure will generally occur in the reception area of the centre.

What is a customer?

A customer is any person who visits an NZES centre requiring information or a service. Customers may include:

- clients (enrolled job seekers)
- non-enrolled job seekers
- employers
- people requiring information, and
- training providers.

The centre environment

It is important that when a customer enters a centre, they are able to easily distinguish where to go and what to do next. The centre should have a comfortable and user-friendly environment.

Definitions, Continued

Greeter   Your centre may choose to have a greeter in the reception area to greet customers as they enter the centre, and direct them to the staff member, team, organisation or service which will help meet their immediate needs.

As the greeter is the first point of contact for customers, it is important that they have an excellent knowledge of:

- the products and services of NZES
- your local community
- NZES business standards
- your centre, and
- which staff members deal with which functions in the centre.

Diagram of Managing Customer Flow

Diagram   The following diagram shows the procedure to manage customer flow in a
                   visual form.
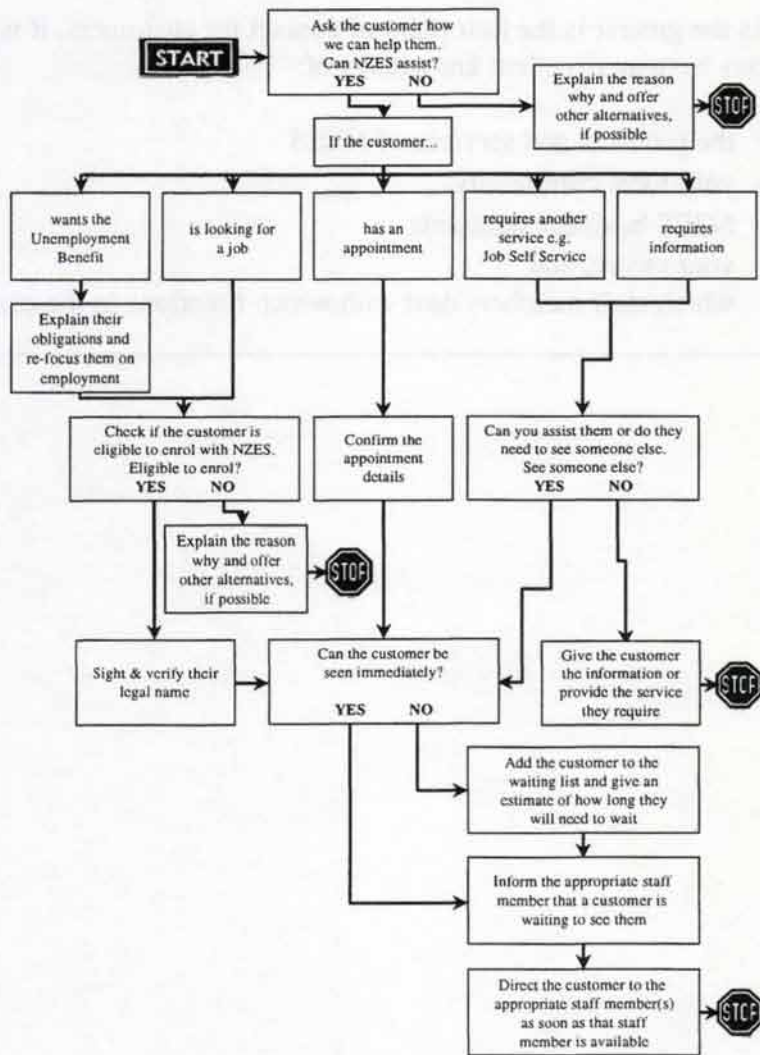
Section B

Business Standards

Overview

Purpose   This section provides information on the principles of managing customer flow to guide staff in carrying out this procedure.

These rules are based on:

- government policies
- the Individualised Employment Assistance processes, and
- NZES National Standards.

In this section   This section contains the following topics:

Topic	See Page
Waiting Customers	2-B-2
Management Reports	2-B-4

Waiting Customers

Waiting times	In accordance with National Standards, customers should not be kept waiting any longer than 15 minutes. Reference: See National Standards for more information.
Keep customers informed	Waiting customers should be given an estimate of the time that they will be kept waiting.
Responsibility	It is the responsibility of the greeter or receptionist to ensure the effective management of customer flow.
Sight and verify a client's legal name	Whenever a client enrols or re-enrols you must sight identification of their legal name.

If the client was born in...	Then one of these forms of identification is required...
• New Zealand • Australia • Cook Islands • Niue, or • Tokelau	• passport • marriage certificate • New Zealand birth certificate • driver's license • community services card • letter from Income Support • firearm's license, • three tax returns (over a period of years), or • steps to freedom.
a country other than one of those above	• New Zealand passport • New Zealand citizenship certificate • residence permit in a non-New Zealand passport, or • open work permit in a non-New Zealand passport.

Waiting Customers, Continued

Note	If a client is unable to produce identification they **cannot** be enrolled with NZES.
	Reference: See Who Can Enrol? Appendix 1 of these guidelines for information on Who Can Enrol.

Management Reports

Introduction   Below are reports available in S⊗L☺ to assist centre managers or a designated staff member to monitor how effectively staff are managing the flow of customers into the centre.

Waiting List   A client's waiting time must be kept within the fifteen minute time-frame set out in the National Standards.

Reference: See National Standards for more information.

Report Available: In a future release of S⊗L☺ you will be able to obtain a report which:

- identifies clients waiting to see a staff member at any one time
- how long they have been waiting, and
- the service that they require.

Reference: In the interim you can view screen S140: Waiting Customers in S⊗L☺ to determine the above on a day-to-day basis.

Appointments   In order to manage resources within the centre, you will need to know the whereabouts of staff and their appointment times.

You can access other staff members schedules in Outlook to:

- identify staff and client appointment schedules for the day, and
- the status of the appointment e.g. whether it has been attended by the client.

Section C

Managing Customer Flow

Overview

Purpose	This section provides information to help you carry out the procedure of Managing Customer Flow. The procedure is in two parts.

In this section   This section contains the following topics:

Topic	See Page
Identifying Customer Requirements	2-C-2
Managing Waiting Customers	2-C-4

Identifying Customer Requirements

Before you begin

Before you begin, you will need to know:

- about the products and services of NZES
- about your centre and local community
- which staff members deal with which functions in the centre
- the whereabouts of staff members, and
- how to contact staff members within the centre.

Procedure

Follow the steps in the table below to identify customer requirements.

Step	Action
1	Ask the customer how we can help them.
2	Determine from your knowledge of the factors outlined above whether the customer can be assisted by NZES. <table><tr><td>**If the customer...**</td><td>**Then...**</td></tr><tr><td>can be assisted by NZES</td><td>go to step 3.</td></tr><tr><td>*can not* be assisted by NZES</td><td>Suggest other alternatives, if possible. Note: The procedure ends.</td></tr></table>
3	Determine the next steps from the customer's service needs. <table><tr><td>**If the customer...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>wants the Unemployment Benefit</td><td>explain that in order to be eligible for that benefit, they must be registered with NZES</td><td>re-focus the client on employment, by explaining that our role is to assist job seekers in their search for work.</td></tr><tr><td>is looking for a job</td><td>go to step 4.</td><td>--</td></tr><tr><td>wishes to be linked to an opportunity</td><td>go to step 5.</td><td></td></tr><tr><td>has an appointment</td><td>confirm the details of the appointment Reference: See S⊛L☺ Appointment On-line Help Text for more information.</td><td>go to Manage Waiting Customers.</td></tr></table>

Identifying Customer Requirements, Continued

Procedure, (continued)

Step	Action
3 Cont'd	<table><tr><td>**If the customer...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>requires information, e.g. Job Plus eligibility criteria</td><td>go to step 5.</td><td>--</td></tr><tr><td>requires another service, e.g. Job Self Service</td><td>go to step 5.</td><td>--</td></tr></table>
4	Check that the customer is eligible to enrol. Reference: See Who Can Enrol? in Appendix 1 for more information. <table><tr><td>**If the job seeker...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>is eligible to enrol</td><td>Sight and verify their legal name.</td><td>go to Manage Waiting Customers.</td></tr><tr><td>*is not* eligible to enrol</td><td>Explain the reasons and offer other alternatives, if possible.</td><td>--</td></tr></table>
5	Determine whether the customer needs to see someone else. <table><tr><td>**If the customer...**</td><td>**Then...**</td></tr><tr><td>can be assisted by you</td><td>give the customer the information/service required.</td></tr><tr><td>needs to see someone else</td><td>go to Manage Waiting Customers.</td></tr></table>

Managing Waiting Customers

Before you begin

Before you begin you will need to know:

- which staff members deal with the various functions in the centre
- the whereabouts of other staff members, and
- how to contact other staff members within the centre.

Procedure

Follow the steps in the table below to manage the waiting customers.

Step	Action
1	Determine if the customer can be seen immediately. <table><tr><td>**If the customer...**</td><td>**Then...**</td></tr><tr><td>can be seen immediately</td><td>go to step 4.</td></tr><tr><td>*cannot* be seen immediately</td><td>go to step 2.</td></tr></table>
2	Add the customer to the waiting list. Reference: See S⊗L☺ Waiting List On-line Help Text for more information if your centre uses the Waiting List function in S⊗L☺.
3	Give the customer an estimate of how long they will need to wait.
4	Inform the appropriate staff member that a customer is waiting to see them.
5	Direct the customer to the appropriate staff member(s) as soon as that staff member is available.

Chapter 3

Initial Interview

Business Standards

Initial interview	When the client approaches NZES to enrol, the following procedures should occur at the same interview, known as the initial interview:

- Enrol Client
- Assess Client, and
- the Workplan.

Exceptions

There will be exceptional cases in which you will not be able to carry out the enrolment, assessment, and development of the Workplan during the initial interview. This is the reason for the separation of the three procedures in this document into the sub-chapters 3A, 3B, and 3C. There is also the continuing need to carry out re-assessments and manage client Workplans after they have been developed.

Centres are responsible for minimising the number of exceptions. Some examples of these exceptional cases could include:

- a client from a non-English speaking background requiring an interpreter in order to complete an assessment
- a client being incapable of dealing with an assessment interview at that time due to a financial emergency, and
- a client being incapable of dealing with an assessment interview at that time due to other pressing issues, such as immediate childcare.

Timeframes of interviews

In the exceptional cases where the enrolment, assessment and development of the Workplan have not occurred in one interview, the following business standards apply:

- All clients must have an assessment within two weeks of their enrolment
- All clients must have a Workplan within two weeks of their assessment

Business Standards, Continued

Diagram   The following diagram shows where enrolling and assessing the client, and developing their Workplan occurs in our detailed business procedures, when carried out at the same interview.
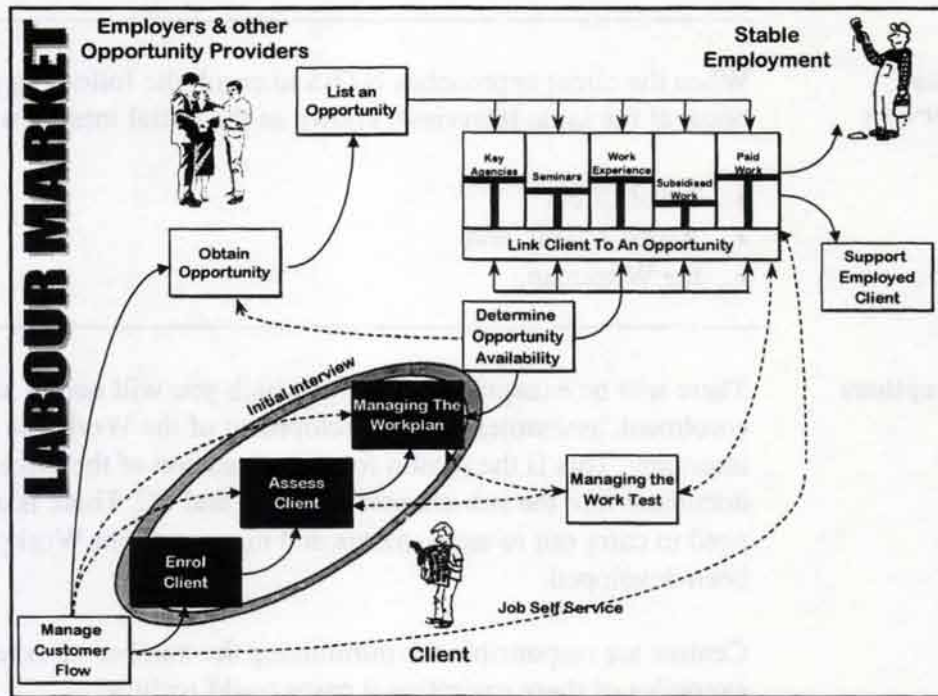
Non-enrolled clients   On some occasions you may wish to collect basic details of a job seeker, without enrolling that person, e.g. when referring a jobseeker who is not enrolled to an opportunity.

Reference: See Appendix 2, Managing a Non-enrolled Client for more information.

Chapter 3A
Enrol Client

Overview

Introduction   This chapter outlines the procedures to be followed to enrol, re-enrol, or transfer a client. It includes information on business standards, who can enrol and what information is to be collected from and provided to a client.

Diagram   The following diagram shows where enrolling a client occurs in our detailed business procedures.
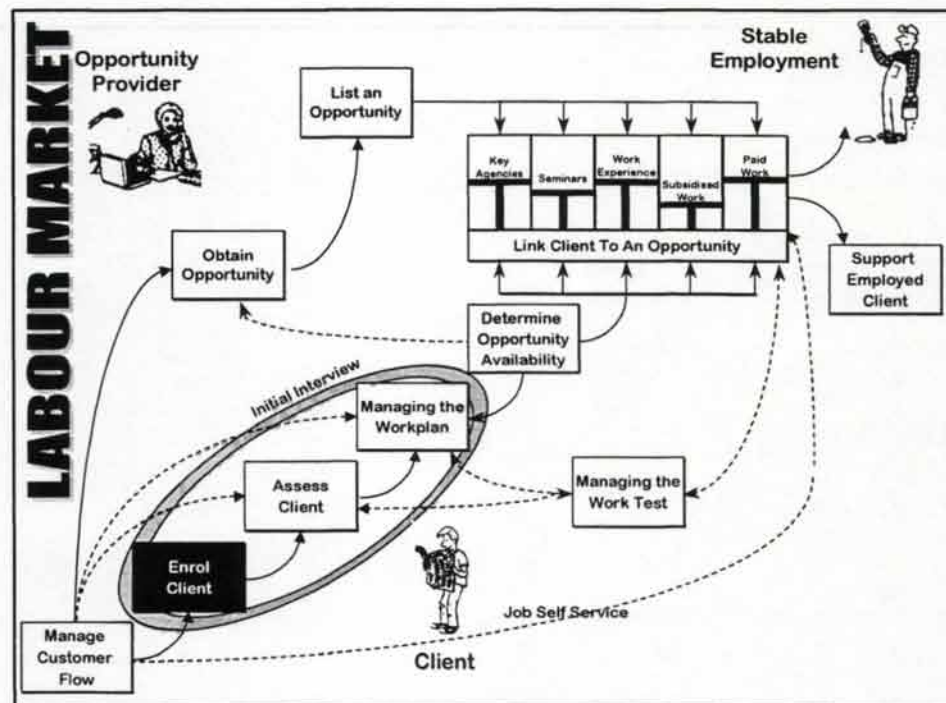
In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	3A-A-1
B	Business Standards	3A-B-1
C	Enrolling, Re-enrolling or Transferring a Client	3A-C-1

Section A

Background Information

Overview

Introduction	This section contains information about enrolling, re-enrolling and transferring clients which you will need to understand in order to deliver the procedure.
In this section	This section contains the following topics:

Topic	See Page
What is Enrolment?	3A-A-2
Diagram of Enrolling a Client	3A-A-3

What is Enrolment?

Definition   Enrolment is the process during which:

- basic details about NZES' clients are collected and updated
- the client is enrolled, and
- information about our joint responsibilities and NZES' services is given to clients.

This occurs when clients:

- have **never** been registered with NZES and are **enrolling**
- **have** been registered previously and are **re-enrolling**, or
- are **transferring** from one centre to another.

Reference: See the Business Standards of this Sub Chapter 3A for more information on basic details and information given to clients.

Purpose   There are four purposes of enrolment. It ensures that:

- we begin the relationship with the client
- we can give the client their unique identification number, and
- we are able to retrieve a client's record quickly and easily
- the client is enrolled on the NZES Register.

Note   No information on job choice, employment history etc. is collected during the enrolment procedure. This information is collected during the assessment of the client.

Reference: See Assess Client, Sub Chapter 3B of these Guidelines for more information.

Diagram of Enrolling a Client

Diagram   The following diagram shows the procedure to enrol, re-enrol or transfer a client in a visual form.
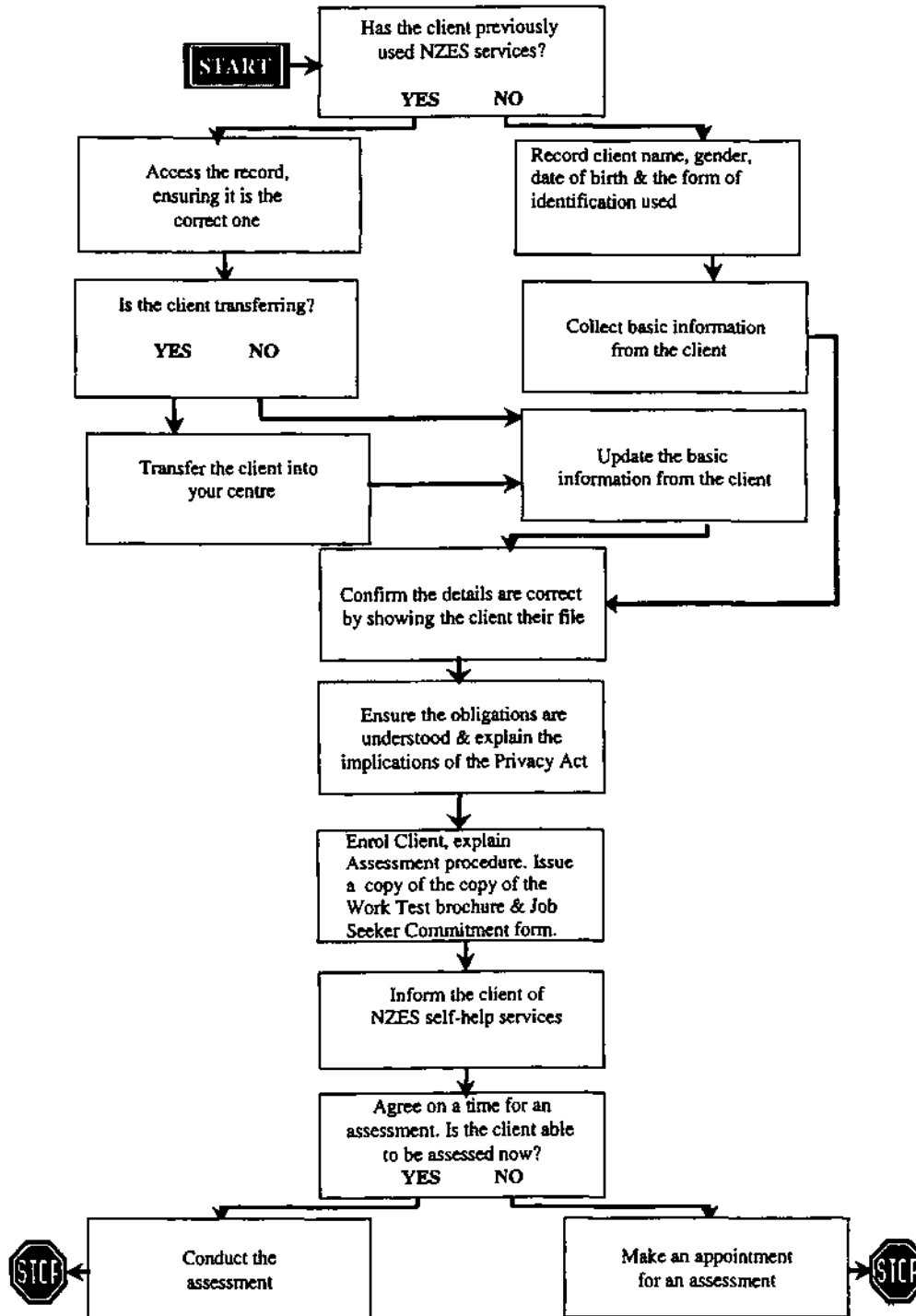
```
                    ┌──────────────────────────┐
                    │ Has the client previously │
    ┌────────┐      │ used NZES services?       │
    │ START  │────▶ │                           │
    └────────┘      │   YES          NO         │
                    └──────────────────────────┘
        ┌────────────────────────┐    ┌────────────────────────────┐
        │ Access the record,     │    │ Record client name, gender, │
        │ ensuring it is the     │    │ date of birth & the form of │
        │ correct one            │    │ identification used         │
        └────────────────────────┘    └────────────────────────────┘
        ┌────────────────────────┐    ┌────────────────────────────┐
        │ Is the client          │    │ Collect basic information   │
        │ transferring?          │    │ from the client             │
        │   YES       NO         │    └────────────────────────────┘
        └────────────────────────┘
        ┌────────────────────────┐    ┌────────────────────────────┐
        │ Transfer the client    │    │ Update the basic            │
        │ into your centre       │    │ information from the client │
        └────────────────────────┘    └────────────────────────────┘
              ┌────────────────────────────────┐
              │ Confirm the details are correct │
              │ by showing the client their file│
              └────────────────────────────────┘
              ┌────────────────────────────────┐
              │ Ensure the obligations are      │
              │ understood & explain the        │
              │ implications of the Privacy Act │
              └────────────────────────────────┘
              ┌────────────────────────────────┐
              │ Enrol Client, explain           │
              │ Assessment procedure. Issue     │
              │ a copy of the copy of the       │
              │ Work Test brochure & Job        │
              │ Seeker Commitment form.         │
              └────────────────────────────────┘
              ┌────────────────────────────────┐
              │ Inform the client of            │
              │ NZES self-help services         │
              └────────────────────────────────┘
              ┌────────────────────────────────┐
              │ Agree on a time for an          │
              │ assessment. Is the client able  │
              │ to be assessed now?             │
              │   YES          NO               │
              └────────────────────────────────┘
    ┌────────────────────┐        ┌────────────────────────┐
    │ Conduct the        │        │ Make an appointment    │
    │ assessment         │        │ for an assessment      │
    └────────────────────┘        └────────────────────────┘
        STOP                              STOP
```

Section B

Business Standards

Overview

Introduction   This section provides information on the principles of enrolment to guide staff in the enrolment process.

These standards are based on:

- government legislation
- the Individualised Employment Assistance processes, and
- NZES National Standards.

Reference: See Who Can Enrol?, Appendix 1 of these guidelines for information on Who Can Enrol.

In this section   This section contains the following topics:

Topic	See Page
When to Enrol, Re-enrol or Transfer a Client	3A-B-2
Information Collected from a Client	3A-B-3
Information Provided to a Client	3A-B-4
Next Steps	3A-B-6
Management Reports	3A-B-7

When to Enrol, Re-enrol or Transfer a Client

Client presence   A client must be present when enrolling, re-enrolling or transferring.

Avoid duplicate records   Before a new record is created, a thorough search in S⊗L☺ must be made for a client's enrolment record in order to:

- avoid duplication of client records, and
- ensure accuracy of information given to clients.

Reference: See the S⊗L☺ Client Search On-line Help Text for more information.

Confirm details   In order to ensure that the information held is accurate and complete, it is essential to confirm the details recorded with the client. You may show the client the computer screen or print it out where appropriate.

Using enrol, re-enrol and transfer   The table below shows the three different types of enrolment and the situations in which they should be used.

If a client...	Then the enrolment type is...
has not been enrolled before **or** their past record has been removed from S⊗L☺	enrolment.
has been enrolled before but their client record has been lapsed **and** is still available in S⊗L☺	re-enrolment.
is managed by one NZES centre and wants to transfer to another centre	transfer.

Note on Transfer   Only the centre that a client is **transferring to** can perform a transfer in S⊗L☺.

Information Collected from a Client

Method of collection No forms are used to obtain the information needed during enrolment, re-enrolment or transfer. Any information required is collected verbally from a client unless they need, for example, to write their name to ensure correct spelling etc.

Basic details The following table outlines the basic details that must be collected or updated, and any business standards specific to that information.

Information to be collected	Business Standards
Name	Must be a legal name and evidence of this must be sighted. Note: A client's preferred or "known as" name can also be recorded.
Date of Birth	Must be recorded.
Address	A residential address must be recorded. If the client has a different postal address, record this also.
Contact Number	This should be recorded if the client has a phone number. Alternatively, if possible, record a contact number where messages may be left for the client.
Gender	Must be recorded as Male or Female.
Ethnicity	You must choose the client's ethnicity from a list.
Birthplace	You must choose the client's birthplace from a list.
Education Level	The highest level of education which the client has attained must be recorded.
Hours of Work	The number of hours the client is available for work. The hours must be between 1 and 40.

Verifying legal name When the customer's eligibility to enrol was established, (during Manage Customer Flow) their legal name should have been verified. You will need to record the form of identification used in S⊛L☺.

Reference: See the Business Standards, Manage Customer Flow, Chapter 2 of these Guidelines for more information.

Information Provided to a Client

Information to be provided	The following must be provided to a client when they enrol, re-enrol or transfer:

- an explanation of their obligations or commitment
- an explanation of the Privacy Act implications of their enrolment
- a copy of the Client Commitment Form
- their client identification card
- a copy of the Work Test brochure, if the client is on a work-tested benefit
- an explanation of the Assessment procedure
- information on NZES' self help services (e.g. job boards or other services specific to the centre), and
- an Assessment or an appointment time for an Assessment.

Privacy Act implications	New Zealand Employment Service collects and holds information about clients to help in their job search and training. It may also be used to help Income Support assess clients' eligibility for benefits.

Relevant information may be collected from, or given to:

- Prospective employers
- Education and Training Support Agency
- Workbridge
- Training Providers
- Income Support
- Other agencies that have a formal arrangement with NZES to provide services related to the work of NZES

Reference: See the Privacy Act for more information.

Client identification number	When a client enrols with NZES, an identification number will be generated by the computer system. This number can only belong to one person and therefore uniquely identifies the client.

Client identification card	The client identification card shows the client's name and client identification number.

Information Provided to a Client, Continued

Reference	See National Standards for more information about what to provide a client at enrolment.

Client commitment	In order to enrol with NZES, it is important that the client shows commitment to their job search.

They must agree to:

- actively seek work
- attend any interviews arranged by NZES
- accept and start a suitable job and/or work related training
- comply with the steps on their Workplan, and
- participate in any other activity which NZES considers will be of benefit to them.

Note: You must record that the client is aware of these obligations.

Reference: See the Client Commitment form for more information.

NZES self help service	You will need to explain to the client the self help services which NZES can offer. These may vary from centre to centre but should include (as a minimum):

- job self service boards
- Quest and Job Quest database
- CV Write, and
- brochures which relate to their job search needs etc.

Next Steps

After enrolment is completed	When an enrolment, re-enrolment or transfer has been completed, a client must have either: • an Assessment, or • an appointment for an Assessment. Reference: See Assess Client, Sub Chapter 3B of these Guidelines for more information.
Assessment timeframe	All clients must have an Assessment within two weeks of enrolment. An Assessment should be conducted immediately following enrolment (or re-enrolment or transfer). However, if this is not a suitable time for the client, an appointment for an Assessment must be made.
Clients from non-English speaking backgrounds	Where English comprehension is limited, it may be difficult to assess clients, and develop and manage a Workplan. In these cases, you will need to manage the situation in order that the client is assessed and receives a Workplan. This may involve: • arranging for the client to come back with an interpreter, or • organising a local initiative for your centre to manage these situations.

Management Reports

Introduction   Below are reports available in S⊗L☺ to assist centre managers or a designated staff member to monitor the enrolment of clients.

No assessment   Following enrolment, a client will need to have an assessment. If the client is unable to complete an Assessment interview immediately after the enrolment, then an appointment for an Assessment must be made for the client within two weeks of their enrolment.

Report Available: You will be able to obtain a report to indicate which clients have been enrolled but have not completed an Assessment interview.

Reference: See Client Activity List Details, in the S⊗L☺ On-line Help Text for more information.

Section C

Enrolling, Re-enrolling or Transferring a Client

Overview

Introduction	This section provides information on the steps to be followed to enrol, re-enrol, or transfer a client.

In this section   This section contains the following topics:

Topic	See Page
Enrolling, Re-enrolling or Transferring a Client	3A-C-2
Completing an Enrolment, Re-enrolment or Transfer	3A-C-3

Enrolling, Re-enrolling or Transferring a Client

Introduction   This part of the procedure consists of:

- searching for a client's record
- creating or updating the client's record, and
- confirming that the details are correct.

Note: The client's eligibility to enrol has been checked during the Managing Customer Flow procedure.

Procedure   Follow the steps in the table below to enrol, re-enrol or transfer a client.

Step	Action
1	Search for the client's record, and ensure that: • you have the correct record, or • no record exists for this client. Note: If the client has been enrolled before, they may know their client number, which will make the search faster. Reference: See S⊗L☺ Client Search On-line Help Text for more information.
2	Determine your next action by following the table below. <table><tr><td>**If the client is...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>enrolling</td><td>obtain and record the client's basic details</td><td>go to step 3.</td></tr><tr><td>re-enrolling</td><td>update the client's basic details</td><td>go to step 3.</td></tr><tr><td>transferring</td><td>transfer, update the client's basic details</td><td>go to step 3.</td></tr></table> Reference: See Information Collected from a Client in Section B of this chapter for more information.
3	Record the type of identification used to verify the client's legal name. This is recorded in S⊗L☺ as a general client note. Reference: See S⊗L☺ Client General Notes On-line Help Text for more information.
4	Confirm that the details are correct by showing the client their S⊗L☺ record.
5	Proceed to Completing an Enrolment, Re-enrolment, or Transfer.

Completing an Enrolment, Re-enrolment or Transfer

Procedure   Follow the steps in the table below to identify the information that is to be provided to a client and at what stage this should occur.

Step	Action
1	Explain to the client their obligations, ensuring that they fully understand. You must record that the client is aware of their obligations. This is recorded in S®L☺ as a general client note. Reference: See S®L☺ Client General Notes On-line Help Text for more information.
2	Explain to the client the implications of the Privacy Act on their enrolment.
3	Give the client a copy of: • their identification card • their client Commitment form, and • the Work Test brochure.
4	Inform the client of NZES self-help services e.g. job self service.
5	Explain the Assessment procedure to the client. Reference: see Assessment, Sub Chapter 3B of these guidelines for more information.
6	Agree on a time for the client to have an Assessment or re-assessment. Note: Only those clients who have exceptional circumstances, and can not be accommodated immediately should be booked for an assessment or re-assessment within the following two weeks. <table><tr><td>**If the Assessment is...**</td><td>**Then...**</td></tr><tr><td>to occur immediately</td><td>go to Assess Client.</td></tr><tr><td>*not* to occur immediately given that the client has exceptional circumstances</td><td>make an appointment for an Assessment.</td></tr></table>

Note   In some instances, all of the above steps may **not** need to be covered as the client may be aware of the information, e.g. if a client is re-enrolling after a very short period off the register.

3 B

Chapter 3B

Assess Client

Overview

Introduction   Once a client has been enrolled an assessment is required. It may also be necessary to re-assess a client if their situation has changed since completing their previous Assessment. This chapter will help you to prepare, conduct, and conclude a client's assessment.

Diagram   The following diagram shows where assessing the client occurs in our detailed business procedures.

Overview, Continued

In this chapter   This chapter contains the following sections:

Section A

About the Assessment

Overview

Introduction   Before preparing for an Assessment, it is important to understand what an assessment is, and be familiar with the business standards and key terms used throughout the Assessment.

In this section   This section contains the following topics:

Topic	See Page
What is an Assessment?	3B-A-2
Diagram of the Assessment Procedure	3B-A-3
Assessment Business Standards	3B-A-5
Assessment Outcomes	3B-A-8
Management Reports	3B-A-9

What is an Assessment?

Definition

An assessment is a one-to-one interview, in which information is gathered about the client through questioning and discussion. From this information we can assess how employable the client is, and how much assistance the client will need to gain stable employment.

There are two main components of an assessment:

- Structured Questions
- Discussion.

Purpose of Structured Questions

The purpose of the Structured Questions is to provide an indication of the level of assistance a client requires to obtain stable employment.

The level of assistance includes the frequency and duration of the client's follow-up.

Reference: See Service Groups in this section for more information.

Purpose of Discussion

The purpose of the Discussion is to:

- gain a more comprehensive understanding of the client's situation and job search needs, and
- determine a realistic job choice that a client will pursue in order to obtain stable employment.

Types of assessments

There are two types of assessment.

First assessment

A first assessment occurs after a client has enrolled with NZES i.e. the client has either never been assessed or their previous record has been removed from S⊛L☺. The Structured Questions and Discussion both occur at this interview.
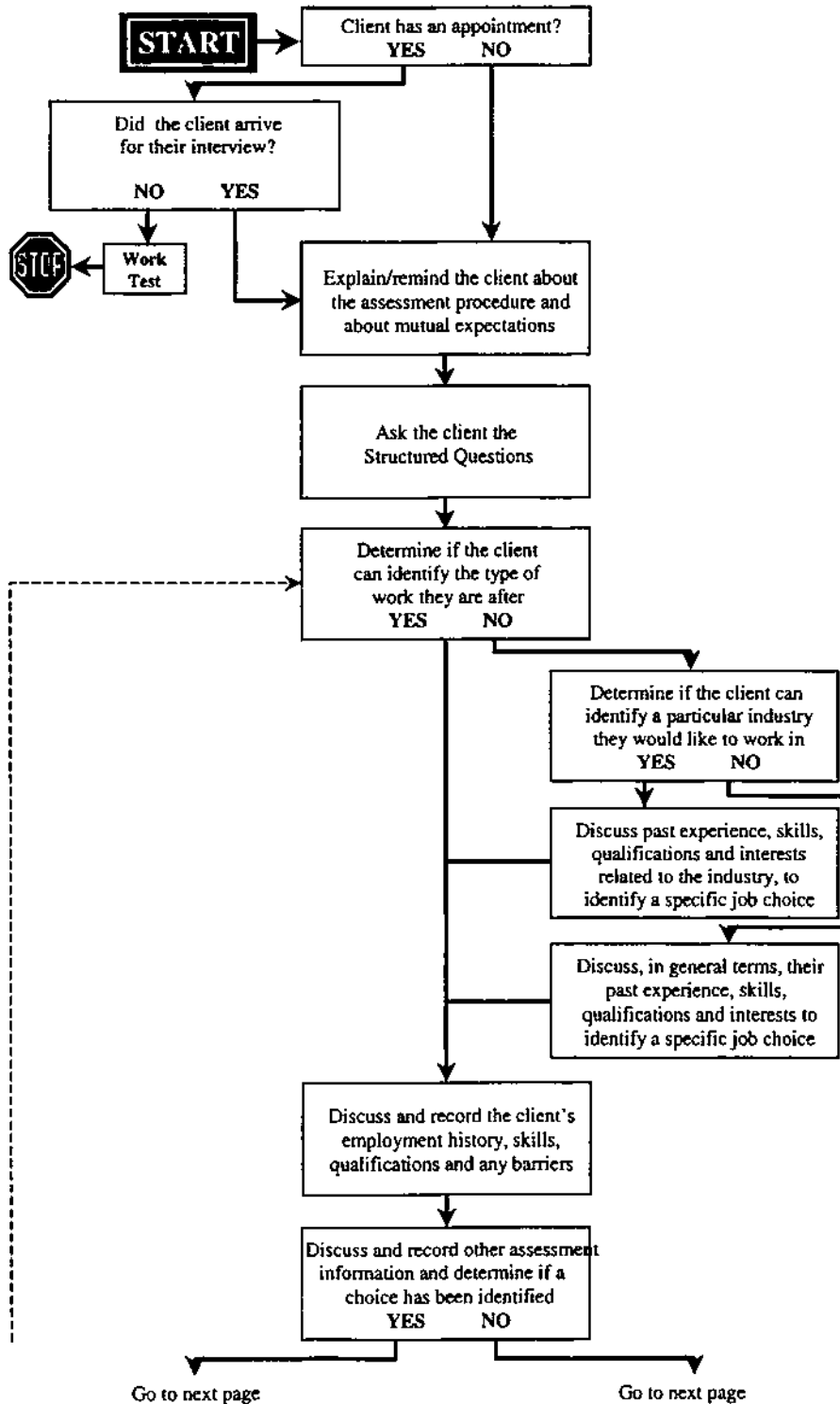
Re-assessment

A re-assessment occurs when the information collected during the client's first or previous assessment is confirmed or updated. You may update either the Structured Questions or the Discussion, or both together.
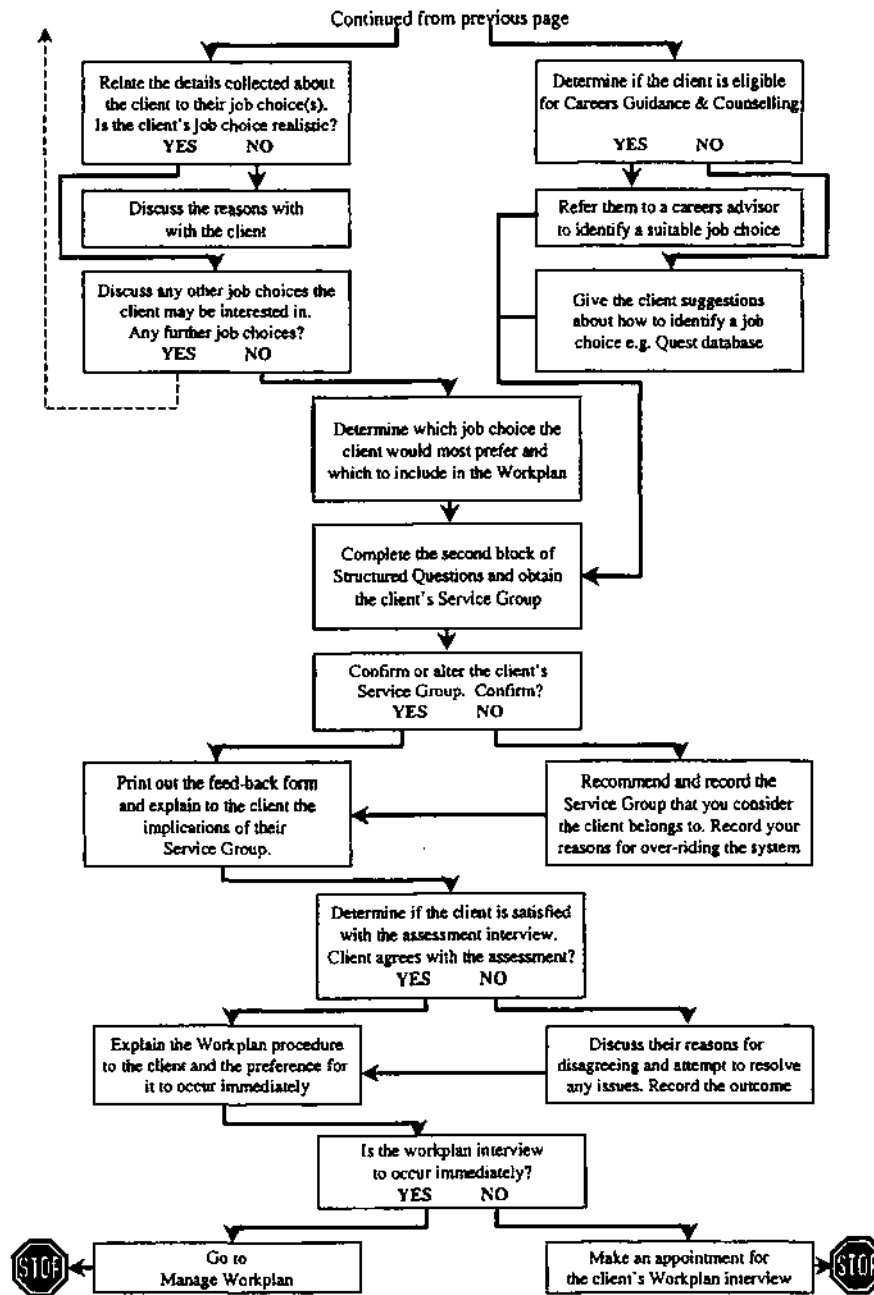
Diagram of the Assessment Procedure

Diagram   The diagram below outlines components in the assessment procedure.

```
   ┌─────────┐      ┌──────────────────────┐
   │  START  │─────▶│ Client has an appointment? │
   └─────────┘      │   YES        NO      │
        │           └──────────────────────┘
        ▼
┌──────────────────┐
│ Did the client arrive │
│ for their interview?  │
│                       │
│   NO        YES       │
└──────────────────┘

 ┌──────┐  ┌──────┐
 │ STOP │◀─│ Work │
 └──────┘  │ Test │
           └──────┘

┌────────────────────────────┐
│ Explain/remind the client about │
│ the assessment procedure and    │
│ about mutual expectations       │
└────────────────────────────┘
              │
              ▼
┌────────────────────────────┐
│ Ask the client the             │
│ Structured Questions           │
└────────────────────────────┘
              │
              ▼
┌────────────────────────────┐
│ Determine if the client        │
│ can identify the type of       │
│ work they are after            │
│   YES        NO                │
└────────────────────────────┘

        ┌────────────────────────────┐
        │ Determine if the client can    │
        │ identify a particular industry  │
        │ they would like to work in      │
        │   YES        NO                 │
        └────────────────────────────┘

        ┌────────────────────────────┐
        │ Discuss past experience, skills, │
        │ qualifications and interests     │
        │ related to the industry, to      │
        │ identify a specific job choice   │
        └────────────────────────────┘

        ┌────────────────────────────┐
        │ Discuss, in general terms, their │
        │ past experience, skills,         │
        │ qualifications and interests to  │
        │ identify a specific job choice   │
        └────────────────────────────┘

┌────────────────────────────┐
│ Discuss and record the client's │
│ employment history, skills,     │
│ qualifications and any barriers │
└────────────────────────────┘
              │
              ▼
┌────────────────────────────┐
│ Discuss and record other assessment │
│ information and determine if a       │
│ choice has been identified           │
│   YES        NO                      │
└────────────────────────────┘

  Go to next page            Go to next page
```

Diagram of the Assessment Procedure, Continued

Diagram (continued)

Continued from previous page

Relate the details collected about the client to their job choice(s). Is the client's Job choice realistic? YES NO	Determine if the client is eligible for Careers Guidance & Counselling YES NO

Discuss the reasons with with the client

Refer them to a careers advisor to identify a suitable job choice

Discuss any other job choices the client may be interested in. Any further job choices?
YES   NO

Give the client suggestions about how to identify a job choice e.g. Quest database

Determine which job choice the client would most prefer and which to include in the Workplan

Complete the second block of Structured Questions and obtain the client's Service Group

Confirm or alter the client's Service Group. Confirm?
YES   NO

Print out the feed-back form and explain to the client the implications of their Service Group.	Recommend and record the Service Group that you consider the client belongs to. Record your reasons for over-riding the system

Determine if the client is satisfied with the assessment interview. Client agrees with the assessment?
YES   NO

Explain the Workplan procedure to the client and the preference for it to occur immediately	Discuss their reasons for disagreeing and attempt to resolve any issues. Record the outcome

Is the workplan interview to occur immediately?
YES   NO

Go to Manage Workplan	Make an appointment for the client's Workplan interview

STOP   STOP

Assessment Business Standards

Who is assessed?	Every client must have a first assessment. Re-assessments will occur as required.
First assessment	A client's first assessment should occur at the time of enrolment and must contain both Structured Questions and Discussion. If this time does not suit the client, they should be assessed within two weeks of enrolment and prior to the development of a Workplan.
Re-assessment	A re-assessment may be required: • if a client is re-enrolling • if a client is transferring into the centre, and • in any other situation where it necessary to ensure the assessment information held is up-to-date.
Maximum assessment duration	The duration of the assessment will vary according to a client's needs. Generally an Assessment interview will take between 15 and 45 minutes. An assessment interview should never take longer than one hour. If the interview is likely to exceed one hour, another appointment should be booked to complete the interview within two weeks.
Observations about the client	Any observations you make of the client, which are relevant to assisting the client move closer to stable employment, must be discussed with the client. Example: If a client wishes to obtain work as a receptionist and you observe they are casually presented (e.g. track suit pants and sweatshirt) then it may be necessary to discuss with the client the appropriate attire for their job choice.

Assessment Business Standards, Continued

Clients requiring more intensive assistance	In some cases, clients will give information during the Assessment, which will indicate that they may require more intensive assistance to get work e.g. clients with disabilities.
	It is important to record this information in S⊗L☺ as a Client Need Category. This is to ensure that the client meets the eligibility criteria within the system for certain products, e.g. ex-prisoners are eligible for Job Plus.
	Reference: See Need Category in S⊗L☺ On-line Help Text for more information on how to record a Need Category. See Product Eligibility in S⊗L☺ On-line Help Text for more information on how to list clients who are eligible to use a product.
Relevancy	Any information collected must be relevant to the client's: • current situation • job choice, and • job search.
Honesty	If you have identified a need that the client has, it is important for their progress in securing work that you are honest with the client, and can make them fully aware of their need.
	Example: If a client has a problem with personal hygiene, you must ensure that they are aware of the issue, and that it may put them at an immediate disadvantage with employers. They will then have the opportunity to solve the problem.
Explanation of assessment	The purpose of the Assessment must be explained to the client at the beginning of the interview.
	Reference: See What is an Assessment, Section A of this chapter for more information.
Service Groups	Every client must be assigned an appropriate Service Group, and the implications of this must be communicated to the client.

Assessment Business Standards, Continued

Client information is transparent	All information collected about a client during the assessment should be available to them.

Assessment Outcomes

Client agreement	Agreement from the client should be obtained about the Assessment interview. If the client does not agree, then the outcome of the discussion must be documented in S⊗L☺. This is recorded in S⊗L☺ as a general client note.
	Reference: See General Notes in S⊗L☺ On-line Help Text for more information about how to record a general client note.

Relate details to the client's job choice	Before the Assessment is completed you will need to relate the details collected about the client to their job choice(s).
	Reference: See S⊗L☺ Assessment Discussion in On-line Help Text for more information on how to relate assessment details.

Assessment outcomes	When an assessment has been completed, a client should have:

- been assigned a Service Group
- at least one realistic job choice that they are willing to pursue
- a feedback form with the results from the Structured Questions, and
- a commitment to prepare a Workplan, either at that time or at a later date.

Note: In a small number of cases, identifying a realistic job choice will not be possible, and the priority for the client and NZES will be to identify one, through the Workplan.

Workplan time-frame	Preparation of a Workplan should occur immediately following an Assessment. If this is not appropriate, an appointment to prepare a Workplan must be made within two weeks of the assessment.

Management Reports

Introduction   Below are reports available in S⊗L☺ to assist centre managers or a designated staff member to monitor the assessment of clients.

Who is assessed?   Every client must have a first Assessment.

Report Available: You can obtain a report to identify enrolled clients who have not completed their first Assessment interview.

Reference: See Client Activity List Details, in S⊗L☺ On-line Help Text for more information on how to obtain this report.

First assessment   A client's first Assessment should occur at the time of enrolment. If this is not appropriate they must be assessed within two weeks of enrolment.

Report Available: You can obtain a report to identify enrolled clients who have not completed their first Assessment interview within a specified timeframe.

Reference: See Client Activity List Details, in S⊗L☺ On-line Help Text for more information on how to obtain this report.

Service Groups   Every client must be assigned a Service Group.

Report Available: You can obtain a report which will identify all the clients within a Service Group.

Reference: See Client Activity List Details in S⊗L☺ On-line Help Text for more information on how to obtain this report.

Management Reports, Continued

Workplan time-frame

Preparation of a Workplan should occur immediately following an Assessment. If this is not appropriate, an appointment to prepare a Workplan must be made within two weeks of the assessment.

Report Available: You can obtain a report to indicate clients who have not completed a Workplan interview within a specified timeframe.

Reference: See Client Query, in S⊗L☺ On-line Help Text for more information on how to obtain this report.

Section B

About the Structured Questions

Overview

Introduction   This section provides information about what the Structured Questions are, their purpose, and the business standards to be followed in order to conduct this part of the Assessment.

In this section   This section contains the following topics:

Topic	See Page
What are the Structured Questions?	3B-B-2
What are the Service Groups?	3B-B-4

What are the Structured Questions?

Definition	The Structured Questions are a series of questions, the results of which will give an indication of how well placed the client is to find their own job and what level of assistance the client requires from NZES to obtain stable employment. The answers are in the form of a list of possible results, from which the answer that best represents the client's response is chosen.
Purpose	The Structured Questions are designed to assess a client's capacity and willingness to find work. The answers to the questions will help to determine how ready for work the client is, how much they can help themselves and the level of assistance they need to get into stable employment.
Capacity to work	The capacity to work is indicated by a client's skills, qualifications and work experience. It also covers both the labour market demand for different jobs and the client's perception of their chances of finding work.
Willingness to work	A client's willingness to work is shown by their attitude to work, how selective they are in the type of work they are looking for, and the amount of money that they would need to move from their current income into a job. Job search behaviour and the motivation to find work are also investigated.
Note	The opportunity to further explore a client's capacity and willingness to work is available in the Discussion phase of the Assessment interview.
Outcome	Once the client's responses to the Structured Questions have been recorded, S⊛L☺ will recommend which of the following Service Groups most closely indicates the client's employability:

• Highly Employable
• Easily Employable
• Employable
• Employable with Assistance
• Employable with Specialist Assistance

Note: See What are the Service Groups? in this section for more information. |

What are the Structured Questions? Continued

All questions completed	The client must answer all of the Structured Questions.
Judgement	You must make a judgement about which of the possible options best represents the client's response to the question.
Explaining Structured Questions	You will need to explain to the client, prior to asking the Structured Questions, that they are a series of questions which will help identify the level of service NZES should offer the client.

What are the Service Groups?

Introduction   Once the client's responses to the Structured Questions have been recorded, S⊗L☺ will recommend a Service Group that the client may belong to.

Note: You can override the S⊗L☺ recommendation, if you do not agree, following the Discussion with the client.

Definition   A Service Group is a classification of clients, which indicates the level of assistance that an individual client will require from NZES, to move into stable employment. It allows you to ascertain:

- the duration each procedure should take with a client, e.g. Workplan interviews, and
- the frequency of follow-up interviews for that client.

Description   The table below gives a description of clients according to Service Groups.

Service Group	Description
Highly Employable	This group of clients demonstrates a high willingness and capacity to gain employment through self assurance and marketable skills.
Easily Employable	Clients in this group have the appropriate skills, qualifications and experience for work but display limited motivation and commitment to their job search.
Employable	A wide range of clients are defined as employable. In general they either have reasonable skills but limited confidence and/or motivation, or high motivation but without the skills and/or experience required by the local labour market.
Employable with Assistance	This group of clients may have a variety of social and/or personal challenges which mean they demonstrate low willingness and/or low capacity to gain work.
Employable with Specialist Assistance	This group of clients face social and personal challenges to such an extent that they will require specialised assistance from other agencies before NZES is able to help them move into employment.

What are the Service Groups? Continued

Policy, eligibility and Service Groups

At the time of publication, there are a number of areas within NZES which are under review. These include:

- priority client categories, and
- products and services.

Until these reviews are completed, it is important that you continue to ensure that:

- clients become priority within the current policy guidelines, and
- eligibility for products remains within the current guidelines.

Therefore, as at the publication of this version of the guidelines, the Service Group gives an indication of the frequency and amount of time that can be spent with a client.

Section C

About the Discussion

Overview

Introduction   This section provides information about the Discussion phase of the
Assessment interview, its purpose, the different components of the Discussion
and the business standards to be followed in order to conduct this phase of the
Assessment.

In this section   This section contains the following topics:

Discussion

Definition   The Discussion phase of the assessment interview focuses on exploring and recording information relevant to the client's:

- job choice
- ability to secure work, and
- job search.

Purpose   The Discussion gives you and the client the opportunity to explore aspects of their situation which affect their job search and ability to secure stable employment, e.g. employment history, skills, qualifications, barriers.

Note: You may confirm or alter the client's Service Group, given their responses to the topics raised in the Discussion.

Reference: See Section I, Completing the Assessment for more information.

Description   The Discussion covers the following areas:

- identifying and confirming a job choice for the client
- exploring the job choice and background
- collecting other Assessment information, and
- determining if the job choice is realistic.

Explanation of the Discussion   You will need to explain the following points about the Discussion phase of the Assessment interview:

Together, you and the client will need to:

- identify at least one 'realistic' job choice (see note below)
- collect information about the client's employment history, qualifications and skills
- identify any 'barriers' that may hinder them from obtaining stable employment, and
- identify any strengths that may assist them to obtain stable employment.

Note: In a small number of cases identifying a realistic job choice will not be possible, but the priority for you and the client will be to identify one through the Workplan.

Job Choice

Definition	A client's job choice refers to the type of work which the client may have: • the experience, qualifications or skills to pursue, and/or • an interest in pursuing.
Identifying a job choice	It is necessary to identify a job choice as soon as possible to focus the client on achieving employment. The opportunity to identify and discuss a client's job choice in-depth is in the Discussion phase of the assessment interview.
No job choice	In a small number of cases, you and the client may find it difficult to identify a realistic job choice. You have the option to record No Job Choice in the Job Choice field within S⊗L☺. It may be necessary for the client to seek careers advice, either through a career guidance opportunity provider, or less formal means, e.g. the Quest database. This must be a priority for the client and NZES, and should be the first step in the client's Workplan.
Recording a job choice	A job choice should be recorded if the client: • requests that you do so, or • demonstrates during the interview an interest in a specific job choice. Note: Job choices which are not realistic may be recorded. When recording the client's job choice, you will need to choose a job title from a list in S⊗L☺, e.g. Accounts Clerk. You will then be able to record a custom title which may better describe the client's job choice, e.g. Accounts Payable Clerk. This is a free text field. Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to record a client's job choice.

Job Choice, Continued

Preferred job choice

If more than one job choice has been identified, the preferred job choice is the one most suitable for the client to attain quickly.

The client's preferred job choice:

- must be included in the Workplan, and
- must be realistic.

Note: This job choice will appear first in the client's Workplan.

Realistic Job Choice

Definition	A realistic job choice is a job choice for which the client already has the attributes or could obtain them within a reasonable time frame, to gain employment in that field.

Determining a realistic job choice	A realistic job choice is determined by you and the client in relation to their: • employment barrier(s) • employment history • skill(s) • qualification(s), and • other assessment information collected.

Realistic job choice	Every client should have at least one realistic job choice that they are willing to pursue. In the small number of cases where a job choice cannot be identified this must be the priority task for the client to achieve, and should therefore be the first step in the client's Workplan.

Employment History, Qualifications and Skills

Introduction	You will need to collect the client's employment history, qualifications and skills. Generally this information should be relevant to their job choice. You may also need to collect this information in order to identify either a realistic job choice, or another job choice option for a client.
Employment history	A client's employment history is information about their previous or current employment in paid or unpaid work.
Skills	A skill is the ability to perform a certain function in order to carry out a specified task. Note: If a client is able to communicate in another language, e.g. Maori, this is a skill.
Recording skills	When recording the client's skills in S⊗L☺ you will need to choose from a list of skill categories, e.g. Food and beverage. From this you will then need to choose a type of skill which is more specific than the category, e.g. Bakery. Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to record a client's skills.
Qualifications	A qualification is certification that has been received for a recognised level of competence in a specific field of study.
Recording qualifications	When recording the client's qualifications in S⊗L☺ you will need to choose from a list of qualification categories, e.g. License. You will then need to choose a type of qualification which is more specific than the category, e.g. Private Motor Vehicle B. Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to record a client's qualifications.

Employment History, Qualifications and Skills, Continued

Example   Employment History
Sally's last job commencing 12 March 1997 was working as a waitress at Zing's Café in Auckland for two months. Prior to that she worked as a barmaid while she was overseas.

Skills
Sally's job developed her customer service and cash handling skills.

Qualifications
Sally has completed a Diploma in Business at Massey University in 1996.

Employment Barriers

Definition

An employment barrier is an attribute of the client or an aspect of their situation which is likely to limit their opportunity to obtain work.

Business standard

All identified barriers must be:

- made known to the client, and
- relevant to the client's job choice.

Example: Grant would like to be a taxi driver but does not have a C licence. In this situation not having a C licence is a barrier to Grant obtaining his job choice. However, if Grant was seeking work as a typist, then it is unlikely to be a barrier.

Types of barriers

The following table gives a description of each barrier category.

Barrier Category	Description
English Language	The client's ability to speak English may prevent them from getting a job.
Presentation	The client has one or more physical attributes that are potentially unacceptable, e.g. hygiene issues.
Literacy/Numeracy	The client has difficulty with reading, writing and/or mathematics.
Emotional/Confidence/ Motivation/Attitude	The client demonstrates a lack of motivation, particularly to work or job search, and/or a lack of confidence in their ability, and/or a poor or negative attitude (e.g. is abusive), and/or strong signs of emotional stress or distress.
Work Experience/Skills	The client lacks work experience (including recent or local) and/or skills relevant to their job choice(s).
Education/Training	The client lacks formal qualifications and/or training (e.g. Word 7.0) relevant to their job choice(s).
Job Search Skills/Resources	The client lacks the basic skills and/or resources for successful job seeking (e.g. interview techniques, up-to-date CV).
No Definite Job Choice	The client is uncommitted to at least one realistic job choice.

Employment Barriers, Continued

Types of barriers (continued)

Barrier Category	Description
Disability	The client has a physical disability or mental illness which may prevent them from pursuing their job choice. For definitions of each type of disability, see the next table.
Work-related Resources	The client does not have access to equipment and/or clothing essential to carry out the job.
Geographic Location	The client is permanently resident in a particularly isolated area and does not have ready access to opportunities.

<u>Reference</u>: See Assessment Discussion in S⊛L☺ On-line Help Text for more information on how to record a client's employment barriers.

Disabilities

Disability types   The following table gives a definition of each disability type.

Disability Type	Description
Hearing	The client has difficulty with, or cannot hear what is said in conversation with one other person, or in a group conversation, or both.
Seeing	The client has difficulty with or cannot see ordinary newsprint, or the face of someone from across the room, or both, even when wearing corrective lenses.
Mobility and Agility	The client has limited mobility, strength, stamina or dexterity, e.g. has difficulty with or cannot walk about 350 metres without resting, carry a 5 kg object 10 metres, stand for 20 minutes, bend down and pick something up off the floor, grasp or handle small objects, reach in any direction.
Speaking	The client has difficulty speaking or being understood when they speak. Note: This does not include clients who speak English as their second language.
Intellectual	The client has a permanently impaired learning ability which prevents or inhibits them from developing the range of physical and social skills usually found in a client of that age.
Mental Health	The client has experienced a temporary, permanent, or periodic psychological or psychiatric condition that impairs their mental health, e.g. has disturbances of thought, mood or body rhythms.
Learning Disability	The client has a specific learning disability which is not related to their intellect or educational opportunities, e.g. has difficulties with reading comprehension, writing, spelling, sentence structure, or numerical skills
Alcohol and Drug Dependency	The client is currently dependent on alcohol or other drugs.
Other	The client has a long-term condition which has not been included in any other category that causes them difficulty with, or stops them doing, work activities, e.g. some infections, skin conditions.

Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to record client's disabilities.

Other Assessment Information

Introduction	Other Assessment information refers to the following:

- Other history
- Personal strengths
- Availability
- Transport availability
- Client notes

These terms are defined below.

Purpose	The purpose of collecting other assessment information is to gain an understanding of the client to:

- determine if the client's job choice is realistic, and
- enable you to link the client to opportunities.

Other history	Other history refers to significant periods of time (outside of those periods recorded in the client's employment history) which will help to provide a more comprehensive picture of the client's background.

Example: Periods of time on another benefit, overseas, in training, prison, etc. |

Personal strengths	Personal strengths are the attributes of the client which will enhance their ability to obtain stable employment.

Example: The ability to work well under pressure. |

Personal strengths business standard	The personal attributes described should be relevant to the client's job choice(s).

Example: 'Physically active' may be relevant if Sandra wished to work as a gardener, because this can be a physically demanding job. However, if Sandra is seeking work as a data entry operator, then this personal strength is unlikely to be as relevant. |

Other Assessment Information, Continued

Client availability	Client availability is the hours per week, and duration of employment that the client is available for. Example: Child care responsibilities may affect the client's availability for work.
Transport availability	Transport availability includes all modes of transport available to the client for getting to and from work and other work-related activities.
Client notes	Client notes include information that will enhance the management of the relationship between NZES and the client which is not captured elsewhere.

Relating Assessment Information to Job Choice

Definition   Relating Assessment information to the client's job choice enables you to link the job choice(s) and the client's:

- employment history
- skill(s)
- qualification(s), and/or
- employment barrier(s).

Purpose   This will allow you to view a summary of the key Assessment information which relates to a client's job choice(s).

Reference: See Assessment Discussion in S®L☺ Online Help Text for more information on how to relate assessment details.

Benefits   The ability to relate Assessment information to the client's job choice may assist you when:

- you are interviewing the client regarding a particular opportunity, or
- an opportunity provider contacts you regarding a client and a particular opportunity.

All the information which is relevant to the client's job choice can be easily identified, enhancing your ability to:

- ascertain the client's suitability for an opportunity, and/or
- link a client with an opportunity by providing only the relevant information to an opportunity provider.

Section D

Preparing for an Assessment

Introduction   By now you should have an understanding of the:

- purpose of an assessment
- Structured Questions
- Service Groups
- information covered during the Discussion phase of the Assessment, and
- outcomes required from the interview.

This section will assist you to prepare for an assessment.

Before you begin   Prior to commencing an Assessment, you will need to ensure that you have read any relevant background information. This may include:

- previous assessment details
- an existing Workplan, and/or
- reports from other agencies (e.g. ACC, Workbridge).

Note   Throughout the interview you will need to observe the client for anything that could assist or inhibit their job search, and which may be relevant for later discussion.

Example: You may see that a client is well presented. This may be relevant for later discussion when you talk about the client's personal strengths.

Preparing for an Assessment, Continued

Procedure   Follow the steps in the table below to prepare for an assessment.

Step	Action
1	From the following table determine your first steps. Note: Only those clients who are an exceptional case, and can not be accommodated immediately should have an appointment for an Assessment or re-assessment. | If the client... | Then | | has an appointment because they are unable to continue with the initial interview | go to step 2. | | is continuing from an enrolment interview | go to step 3. |
2	Check for the client's arrival. | If the client... | Then... | | does not arrive for their interview | go to Work Test. Reference: See the Work Test Guidelines for more information. | | arrives for the interview | go to step 3. |
3	Explain to or remind the client about the assessment interview and what is expected of them during the interview.
4	Go to Structured Questions.

Section E

Starting the Structured Questions

Overview

Introduction   Prior to asking the client the Structured Questions you will need to:

- understand and be familiar with the information covered in the preceding sections, and
- have explained the purpose of the Assessment to the client.

Description   Structured Questions are a series of questions that will 'pop up' on the computer screen together with a range of possible answers. You will need to make a judgement about which answer best represents the client's response to the questions and record the answer.

The Structured Questions will occur in two blocks with a discussion between the two blocks of questions.

<u>Reference</u>: See Structured Questions in S⊗L☺ Online Help Text for more information for more information on how to use Structured Questions.

Note   As well as the information gathered from asking the client the Structured Questions, S⊗L☺ takes into account additional information captured at enrolment, to calculate a client's Service Group. This includes:

- age
- education level
- hours available for work
- gender, and
- ethnicity.

Overview, Continued

In this section   This section contains the following topics:

Topic	See Page
Willingness to Re-locate	3B-E-3
Time out of Paid Work	3B-E-4
Attitude to Work	3B-E-5
Level of Self-confidence	3B-E-7
Role of Money	3B-E-8

Willingness to Re-locate

Why this question?

Clients who are able to move to an area where work is available may be more likely to find employment. They will have access to a greater number of jobs which are suitable for them. The question below determines whether the client is willing and able to re-locate where work is available.

Procedure

Follow the steps in the table below to determine the client's willingness to re-locate to get work.

Step	Action
1	Ask the client: Are you willing and able to move to get to work? 1. No, unwilling and unable 2. No, able to but not willing 3. No, willing but unable 4. Yes, willing and able to move anywhere to find work 5. Yes, willing and able, depending on the circumstances 6. Don't know
2	Record the client's response.
3	Go to Time out of Paid Work.

Time Out of Paid Work

Why this question?

The longer a client has been out of work the more likely it is that they will experience difficulty getting back into the workforce. The question below determines how long the client has been out of paid employment.

Procedure

Follow the steps in the table below to determine how long the client has been out of paid unemployment.

Step	Action
1	Ask the client: How long is it since you were last in paid work? 1. More than two years 2. More than a year but less than two years 3. More than six months but less than a year 4. Between a month and six months 5. Less than a month or currently in paid part time work 6. Never worked
2	Record the client's response.
3	Go to Attitude to Work.

Attitude To Work

Why this question?

In order to determine the client's attitude towards work you will need to ask a series of questions:

The first question examines the client's attitude towards work and whether they believe that they have a responsibility to work.

Clients who believe it is not their responsibility to find work are less likely to find work. The second question assesses the client's view of NZES's role finding work.

Emotions may be a key motivator for a client. Negative feelings towards the expectation of being unemployed for a long period of time will help motivate a person to find work. The third question assesses the client's feelings towards being unemployed.

Procedure

Follow the steps in the table below to determine the client's attitude to work.

Step	Action
1	Ask the client: Do you believe that everyone who can work should work if work is available? 1. Strongly disagree 2. Disagree 3. Indifferent 4. Agree 5. Strongly agree 6. Don't know
2	Record the client's response.

Attitude To Work, Continued

Step	Action
3	Ask the client: How much responsibility do you think NZES has to find you a job? 1. NZES must find me a job 2. NZES has the majority of responsibility to find me a job 3. NZES and I have equal responsibility to find me a job 4. I have the majority of responsibility to find a job 5. None. The responsibility is mine to find a job 6. Don't know
4	Record the client's response.
5	Ask the client: How would you feel if you were still looking for work in 6 months? 1. Really good 2. Good 3. OK 4. Bad 5. Really bad 6. Don't know
6	Record the client's response.
7	Go to Level of Self-confidence.

Level of Self-confidence

Why this question?

If self esteem is low, the chances of securing work is more difficult. The question below assesses the client's confidence level about their chances of finding work.

Procedure

Follow the steps in the table below to determine the client's level of self confidence.

Step	Action
1	Ask the client: How long do you think it will be before you find any job? 1. I won't ever find a job 2. I don't think I will find a job 3. I think I will find a job sometime, but after six months 4. I think I'll find a job in-between a month and six months 5. I think I'll find a job in a month 6. I don't know
2	Record the client's response.
3	Go to The Role of Money.

The Role of Money

Why this question?

Money is a major factor in why people go to work and why some clients remain unemployed. If a client believes they will receive adequate money on a benefit, or through other sources, they are less likely to look for work.

The question below determines the role money plays in the client's search for employment. There are two sets of answers which are linked together. One is more appropriate for clients who are on a benefit and know how much the benefit offers them, and the other is more appropriate for other clients.

Procedure

Follow the steps in the table below to determine the client's attitude towards the role of money.

Step	Action
1	Ask the client: What would a job have to pay for you to be likely to take the job rather than remain unemployed? 1. At least $200 more than my benefit OR at least $400 per week 2. Between $81 and $199 more than my benefit OR between $250 and $399 per week 3. Up to $80 more than my benefit, OR $150 to $249 per week 4. Equal to my benefit OR $100 to $149 per week 5. Whatever the employer is willing to pay 6. Don't know
2	Record the client's response.
3	Go to Discussion.

Section F

Conducting the Discussion

Overview

Introduction   Once you have completed the first block of Structured Questions with the client, you can begin the Discussion phase of the Assessment interview. This provides you and the client with the opportunity to:

- explore and discuss the client's job choice, and
- discuss other aspects of a client's situation which may affect their job search.

In this section   This section contains the following topics:

Topic	See Page
Identifying the Client's Job Choice	3B-F-2
Exploring Job Choice and Other Assessment Information	3B-F-3
Determining if the Job Choice is Realistic	3B-F-5

Identifying the Client's Job Choice

When to use   Use this procedure once you have completed the first block of the Structured Questions.

Note   If a client cannot immediately identify a job choice that they are willing to pursue, a quick and general discussion of the client's background and interests may help to identify a possible job choice. It may be necessary to make suggestions to the client about a job choice, based on what they are able to do.

If a possible job choice cannot be identified from general discussion, you will need to explore these topics in more detail in Exploring the Job Choice and Other Assessment Information.

Procedure   Follow the steps in the table below to identify the client's job choice.

Step	Action
1	Determine if the client can identify the kind of work they are prepared to do. <table><tr><th>If the client...</th><th>Then...</th></tr><tr><td>can identify a specific job choice</td><td>go to step 2.</td></tr><tr><td>can identify a particular industry</td><td>discuss their past experience, skills, qualifications and interests, particularly relevant to the industry, to identify a specific job choice.</td></tr><tr><td>*has no* industry or job choice they can identify</td><td>discuss, in general terms, their past experience, skills, qualifications and interests to identify a specific job choice.</td></tr></table>
2	Go to Exploring the Job Choice and Other Assessment Information.

Exploring Job Choice and Other Assessment Information

When to use   Use this procedure after you have:

- prepared for an assessment interview
- completed the first block of the Structured Questions, and
- identified the client's job choice, if possible.

Discussion   The job choice provides the basis for discussion but it should not limit it. In general, you should discuss information which is relevant to the client's job choice.

In cases where a job choice has not been identified, keep in mind that you and the client may be able to identify a job choice from discussion.

Procedure   Follow the steps in the table below to explore the job choice and other assessment information:

Step	Action
1	Discuss and record the client's: • employment history • skills, and • qualifications.
2	Discuss and record any barriers that may prevent the client from gaining stable employment.
3	Discuss and record other assessment information including the client's: • personal strengths • availability for work • transport availability, and • other history.
4	Record any other notes that may have been covered in the discussion, if it will enhance the management of the relationship with the client.

Exploring Job Choice and Other Assessment Information,
Continued

Procedure (continued)

Step	Action
5	Determine whether a job choice has been identified.

If a job choice...	Then...	And
has already been identified	go to step 7.	--
can now be identified	record the job choice(s)	go to step 7.
still can not be identified	go to step 6.	--

Step	Action
6	Determine if the client is eligible for Careers Advice.

If the client is...	Then...	And...
eligible for assistance with payment for careers advice Reference: See Product Reference, Appendix 3 in these Guidelines for more information.	refer them to the centres' contracted provider of Career Guidance to identify a suitable job choice	go to Structured Questions Continued.
not eligible for assistance with payment for careers advice	give the client suggestions about how to identify a job choice, e.g. Quest database.	go to Structured Questions Continued.

Step	Action
7	Go to Determining if the Job Choice is Realistic.

Determining if the Job Choice is Realistic

When to use	Use this procedure after you have:

- identified the client's job choice, and
- explored the job choice and other assessment information.

Before you begin	To determine if the client's job choice is realistic you will need to take into account:

- the client's employment history
- the client's skills
- the client's qualifications
- other Assessment information collected
- the availability of opportunities of this type in the labour market, and
- the length of time it may take for the client to achieve this job choice.

Procedure   Follow the steps in the table below to determine if the client's job choice is realistic.

Step	Action
1	Relate the details collected about the client to their job choice(s). Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to relate assessment details.
2	Determine if the client's job choice is realistic. <table><tr><td>**If the job choice...**</td><td>**Then...**</td></tr><tr><td>*is not* realistic</td><td>discuss the reasons with the client.</td></tr><tr><td>is realistic</td><td>go to step 3.</td></tr></table> Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information on how to record whether a job choice is realistic.

Determining if the Job Choice is Realistic, Continued

Procedure (continued)

Step	Action
3	Discuss any other job choice(s) the client may be interested in, by repeating the steps in: • Identifying the client's job choice, and • Exploring Job Choice and Other Assessment Information. Note: It may not be necessary to collect further information in step 3 of Exploring Job Choice and Other Assessment Information.
4	From the job choice(s) discussed, identify which one the client would prefer to pursue most. Note: This must be a realistic job choice.
5	Determine if the job choice is to be included in the Workplan. Note: Only realistic job choices may be included in the Workplan.
6	Go to Structured Questions Continued.

Note: Both realistic and unrealistic job choices may be recorded.

Section G

Continuing the Structured Questions

Overview

Introduction	The questions in the second block of Structured Questions have been separated from the first because they cover topics which have already been covered in the Discussion phase of the Assessment interview. Therefore, most of the questions can be answered by you, rather than asking the client. This section provides you with the information necessary to conduct the second block of Structured Questions.
Note	The first two questions outlined in this section are to be asked by you to gain the client's response. However, the remaining five questions can be answered by you, from the information which you gathered during your discussion with the client.
In this section	This sections contains the following topics:

Topic	See Page
Job Selectivity	3B-G-2
Disabilities	3B-G-3
Job Choice	3B-G-4
Labour Market	3B-G-5
Barriers	3B-G-6
Transport	3B-G-7
Realistic Job Choice	3B-G-8

Job Selectivity

Why this question?

A client who is very selective about the type of work they are prepared to do, may find it more difficult to find work than a person who is less selective. This question assesses how selective the client is about the kind of employment they are prepared to take.

Procedure

Follow the steps in the table below to determine the client's job selectivity.

Step	Action
1	Ask the client: When will you look for another job if you have not found the sort of job you would like? 1. Never 2. After a year 3. After six months 4. After three months 5. After a month 6. Don't know
2	Record the client's response.
3	Go to Disabilities.

Disabilities

Why this question?

Certain disabilities may limit the range of work a client can undertake. This topic has been discussed previously and is a confirmation of the Discussion about disabilities.

Procedure

Follow the steps in the table below to determine whether the client has any disabilities which may affect the range of work they can undertake.

Step	Action
1	Ask the client: Do you have a disability or long term health condition (6 months or more) that affects your ability to gain employment or undertake certain types of work? 1. I am very limited in the range of work I can undertake 2. I am limited in the range of work I can undertake 3. I am able to undertake a range of work 4. I am able to undertake a wide range of work 5. I am able to undertake any type of work 6. Don't know
2	Record the client's response.
3	Go to Job Choice.

Job Choice

Why this question?   Clients who know the kind of job they wish to do are more likely to find a job. Clients who are prepared to do anything lack direction and often are the hardest to place in employment. This affects their capacity to work.

Procedure   Follow the steps in the table below to identify whether the client has a job choice.

Step	Action
1	From the information covered in your discussion with the client, answer the following question: Does the client have a job choice they wish to pursue? 1. Yes 2. No 3. Anything
2	Record your response.
3	Go to Labour Market.

Labour Market

Why this question?

NZES can more accurately assess a client's capacity for different types of work if we have information about their:

- skills
- qualifications, and
- experience.

Clients who have the skills, qualifications and experience which best fits the needs of the labour market, are likely to find work more easily.

Procedure

Follow the steps in the table below to determine how well the client fits with the labour market.

Step	Action
1	From the information covered in your discussion with the client, answer the following question: Taking into account the client's skills, qualifications and experience, how many jobs do you feel that this client could do in the district that they are looking for work in? 1. None of the jobs 2. A few of the jobs 3. Some of the jobs 4. Many of the jobs 5. Most of the jobs 6. Don't know
2	Record your response.
3	Go to Barriers.

Barriers

Why this question?

A client with fewer barriers to finding work will tend to find work faster than someone who has many barriers.

Procedure

Follow the steps in the table below to confirm whether the client has any barriers which may stop them from finding work.

Step	Action
1	From the information covered in your discussion with the client, answer the following question: Does the client have any serious barriers, aside from disabilities, which will stop them from finding work? 1. Yes 2. Maybe 3. No 4. Don't know
2	Record your response.
3	Go to Transport.

Transport

Why this question?
A client who has access to transport is more likely to be able to find and keep a job than someone who does not. This question assesses how easy it will be for the client to get to and from work, and is confirmation of the previous discussion about transport.

Procedure
Follow the steps in the table below to confirm a client's access to transport.

Step	Action
1	From the information covered in your discussion with the client, answer the following question: How easy is it for the client to get to work? 1. Unable to get to work. 2. May be unable to get to work 3. Should be able to get to work 4. Easily able to get to work 5. Don't know
2	Record your response.
3	Go to Realistic Job Choice.

Realistic Job Choice

Why this question?

The more realistic a client's job choice is, the more able that client should be to find work.

Procedure

Follow the steps in the table below to record how realistic the client's job choice is.

Step	Action
1	From the information covered in your discussion with the client, answer the following question: How realistic is the client's job choice? 1. Very realistic 2. Realistic 3. Don't know 4. Unrealistic 5. Very unrealistic
2	Record your response.
3	Go to Confirm the Client's Service Group.

Section H

Confirming the Service Group

Introduction   Once you have completed the Structured Questions and the Discussion with the client, you will be able to obtain the S⊗L☺ recommendation of which Service Group a client belongs to.

If you disagree with the Service Group recommended by S⊗L☺, you may override this by changing the Service Group and recording your reason for this decision.

Reference: See Structured Questions in S⊗L☺ Online Help Text for how to calculate and confirm the Client's Service Group.

Verifying information collected   The client must confirm that the information collected is accurate. The following information should be confirmed:

- Job Choice(s)
- Employment Barriers
- Qualifications
- Skills
- Availability
- Personal Strengths

Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for more information about printing the Assessment Summary.

Confirming Service Group, Continued

Procedure   Follow the steps in the table below to confirm the client's Service Group.

Step	Action
1	Obtain the client's Service Group as recommended by S⊗L☺.
2	Review the information collected during the assessment, with the client, to ensure that it is correct.
3	By considering the information gathered during the Discussion and Structured Questions either confirm or alter the client's Service Group as recommended by S⊗L☺.

If you...	Then...	And...
agree with the Service Group recommended in S⊗L☺	go to step 4.	--
disagree with the Service Group recommended in S⊗L☺	recommend and record the Service Group that you consider the client belongs to	record your reasons for over-riding S⊗L☺'s recommendation. Reference: See S⊗L☺ On-line Help Text for more information on how to do this.

Step	Action
4	Discuss with the client the implications of their Service Group. You will need to explain: • the reasons that the client has been assigned to the particular Service Group (this will highlight both positive areas and areas for improvement), and • how much assistance they can expect to receive from NZES. Note: You may wish to print out the feedback form to do this. Reference: See Structured Questions in S⊗L☺ On-line Help Text for more information for how to print out this report.
5	Go to Complete the Assessment.

Section I

Completing the Assessment

Introduction   Before you can complete the Assessment you must have finished:

- preparing for the Assessment
- the Structured Questions
- the Discussion, and
- confirming the Service Group.

This section outlines how to review the Assessment interview and organise the next steps for the client.

Procedure   Follow the steps in the table below to complete the assessment interview.

Step	Action
1	Ensure that the client is satisfied with the assessment interview and its results.

If the client...	Then...	And...
agrees with the assessment made	go to step 2.	--
does not agree with the assessment	discuss their reasons for disagreeing	attempt to resolve any issues and record the outcome.

Step	Action
2	Record the status of the assessment interview. Note: The clients' assessment status appears as a significant event. Reference: See Assessment Discussion in S⊗L☺ On-line Help Text for how to update a clients' assessment interview status See Significant Events in S⊗L☺ On-line Help Text for how to view significant events.
3	Explain the Workplan procedure to the client. Reference: See Manage the Workplan, Chapter 3C of these guidelines for more information.

Completing the Assessment, Continued

Procedure (continued)

Step	Action
4	Agree on a time to create or update a Workplan.
	Note: Only those clients who are an exceptional case, and cannot be accommodated immediately should be booked for a Workplan interview within the following two weeks.

If the Workplan interview is...	Then...
to occur immediately	go to Manage the Workplan.
not to occur immediately, given that the client is an exceptional case	make an appointment for the client's Workplan interview.

3 C

Chapter 3C

Managing the Workplan

Overview

Introduction	When an assessment of a client has been completed a Workplan must be prepared to detail how the client will progress towards stable employment. This chapter provides guidelines on how to create and update a Workplan.
Diagram	The following diagram shows where Managing the Workplan occurs in our detailed business procedures.
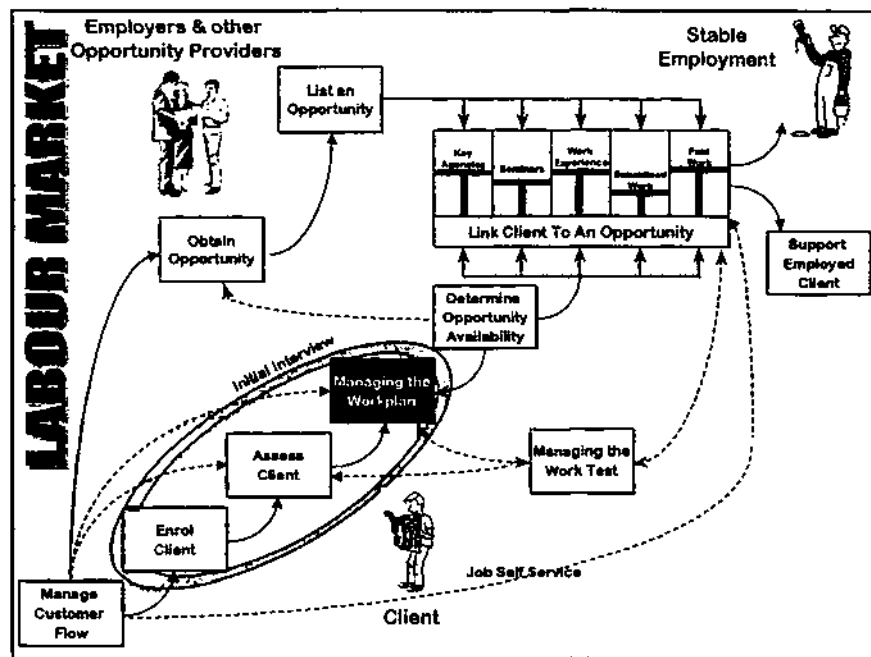
In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	3C-A-1
B	Business Standards	3C-B-1
C	Managing a Workplan	3C-C-1

Section A

Background Information

Overview

Introduction   This section provides information about what a Workplan is and the purpose of creating and managing a Workplan. It also tells you what information a Workplan should contain and provides some examples to guide you when creating a Workplan.

In this section   This section contains the following topics:

Topic	See Page
What is a Workplan?	3C-A-2
Diagram of Managing a Workplan	3C-A-3
Contents of a Workplan	3C-A-4
Workplan Example (1)	3C-A-5
Workplan Example (2)	3C-A-6
Workplan Example (3)	3C-A-7

What is a Workplan?

Introduction   When a person is looking for a job it is likely that they will need to follow a number of steps to achieve their goal of stable employment. These steps may be simple, e.g. updating their Curriculum Vitae (CV) or more complex, e.g. attending careers counselling, undertaking training etc.

NZES staff's role is, as far as practical, to help clients achieve stable employment.

Definition   A Workplan is a 'living' document that contains:

- the job choice(s) of a client
- steps to achieve the job choice(s)
- timeframes for achieving each step, and
- who is responsible for achieving each step.

Benefits of a Workplan   There are benefits for a client in formally identifying, in a Workplan, the steps required, namely:

- it focuses the client on the goal of stable employment
- a client is forced to take responsibility for finding employment
- positive steps are taken to reach goals and objectives
- a client is advised specifically of what is expected, and
- a client's commitment, motivation and progress can be easily monitored.

Diagram of Managing a Workplan

Diagram   The following diagram shows the procedure to manage a Workplan in a visual form.

```
  ┌────────┐      ┌──────────────────────┐
  │ START  │─────▶│ Explain the Workplan │
  └────────┘      │ procedure to the client│
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ Negotiate a Workplan step with │
                  │ client, taking into consideration │
                  │ their job choice, needs and barriers │
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ Negotiate a realistic timeframe │
                  │ to complete the step. │
                  │ Create more steps? │
                  │   YES      NO │
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ Record details of the Workplan │
                  │ steps and discuss with │
                  │ the client. Agreement reached? │
                  │   YES      NO │
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ Print the workplan and review │
                  │ it to confirm │
                  │ details and ensure │
                  │ the client's commitment │
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ Remind the client of their │
                  │ obligations and schedule a │
                  │ follow-up interview │
                  └──────────────────────┘
                             │
                             ▼
                  ┌──────────────────────┐
                  │ At the follow-up interview │
                  │ discuss the client's progress. │
                  │ Workplan step completed? │
                  │   YES      NO │
                  └──────────────────────┘
              │                        │
              ▼                        ▼
  ┌──────────────────┐      ┌──────────────────┐
  │ Was this a       │      │ Is this client on │
  │ recompliance step?│      │ a Work-tested Benefit? │
  │                  │      │                  │
  │  NO      YES     │      │  YES      NO     │
  └──────────────────┘      └──────────────────┘
                  │                    │
                  ▼                    ▼
       ┌──────────────────┐   ┌──────────────┐
       │ Advise Income Support│ │ Manage the   │  STOP
       │ to remove benefit  │ STOP │ Work Test  │
       │ abatement/         │   │              │
       │ suspension         │   └──────────────┘
       └──────────────────┘
```

Contents of a Workplan

Job choice   A Workplan will contain a job choice or several job choices, as identified during the assessment of the client. Achievement of the job choice(s) will be the primary goal(s) within the Workplan. From each job choice Workplan steps will be identified.

Workplan steps   A Workplan will contain a series of steps to assist the client to move closer to stable employment.

The step will show what NZES staff or the client will do, how it will be done and when it will be done by. There may be several steps in a Workplan or only one or two, depending on the needs of each individual client.

Steps may be:

- a referral to an opportunity
- job search strategies
- career guidance
- training (both job search and job related)
- work experience
- personal development activities (e.g. self motivation, hygiene), or
- any other activities to assist the client gain stable employment.

SMART steps   Workplan steps should meet the SMART formula. They should be:

Specific - identifies **what** job search, training or other action will be taken.

Measurable - client can explain **how** the step will be achieved and will know when it has been completed.

Achievable - client is capable of achieving the step.

Realistic - considers client's personal circumstances, experience, skills and qualifications and the local labour market, centre services etc.

Timeframed - a deadline indicates **when** each step will be completed.

Number of steps   Clients will generally be able to manage a small number of current steps at any one time.

Reference: See Workplans and Service Groups for more information.

Workplan Example (1)

Introduction   The following is an example of a Workplan created for a fictional client whose Service Group is Highly Employable. She has good skills, experience and qualifications and is confident that she will find work quickly.

Workplan

Client Name	**Ruth Jones**
Job Choice	**Office Manager**

Action	Update your CV to include the details of the job you have just finished and any new skills you have acquired. Obtain sufficient copies to send with job applications or to leave with employers when you visit them.
By	Client
Start From	16/06/97 **Finish By** 23/06/97

Action	Contact suitable employers and private employment agencies directly to discuss potential job opportunities.
By	Client
Start From	16/06/97 **Finish By** On-going

Client Number : 12345678   16/06/97

Workplan Example (2)

Introduction   The following is an example of a Workplan created for a fictional client whose Service Group is Employable. He is motivated, but has low qualifications and needs training in the job choice which he is willing and able to pursue.

Workplan

Client Name	**Tau Winiata**
Job Choice	**Apprentice Panel Beater**

Action	Visit the Traffic Department of the Police and make an appointment to sit restricted driver's license.		
By	Client		
Start From	16/06/97	**Finish By**	30/06/97

Action	Contact the employer you completed your work experience with and obtain a reference.		
By	Client		
Start From	16/06/97	**Finish By**	04/07/97

Action	Complete the CV Seminar on Friday 1st of July. (Appointment card and information given to Tau.)		
By	Client		
Start From	16/06/97	**Finish By**	11/07/97

Client Number : 5106334   16/06/97

Workplan Example (3)

Introduction   The following is an example of a Workplan created for a fictional client whose Service Group is Employable with Assistance. He has a history of unemployment, and a tendency to lose motivation in his job search. He has several barriers to overcome in order to attain stable employment.

Workplan

Client Name	Brad Raymakers
Job Choice	Kitchen Hand

Action	Meet with Trevor from Workbridge to discuss back injury and workplace needs. (Appointment confirmed and details given to Brad.)
By	Client
Start from	16/06/97

Finish by   30/06/97

Action	Complete the *CV Seminar*. Photocopy CVs for job search, using *NZES* copier. (Appointment card and information given to Brad.)
By	Client
Start from	16/06/97

Finish by   1/07/97

Action	Write a letter suitable to send with your CV when applying for jobs. Use the information you receive during the CV seminar and the booklet we discussed today for examples. Bring the letter to our next appointment so we can go over it together.
By	Client
Start from	16/06/97

Finish by   4/07/97

Action	NZES will approach suitable employers to obtain interview opportunities for you.
By	NZES
Start from	16/06/97

Finish by   4/07/97

Client Number : 47918297   16/06/97

Section B

Business Standards

Overview

Purpose   This section provides information on the principles of managing a Workplan to guide staff in carrying out this procedure.

In this section   This section contains the following topics:

Topic	See Page
Manage the Workplan	3C-B-2
Workplans and Service Groups	3C-B-4
Workplan Steps and Service Groups	3C-B-6
Management Reports	3C-B-8

Manage the Workplan

Who has a Workplan?	All clients must receive a Workplan.
Preparing a Workplan	A Workplan must be prepared for a client within two weeks of an assessment.
Failure to complete a Workplan step	Failure to complete a Workplan step will result in the client being Work Tested.
	If the client has good and sufficient reason for not completing a step, the completion date can be extended.
	Reference: See Appendix 3, Managing the Work Test for more information.
Follow-up Interviews	Follow-up interviews should be scheduled regularly to assist staff to:
	• reinforce the purpose • assess whether or not the client is committed to their job search • alter or update the plan if required, and • sustain the client's level of motivation.
Follow-up frequency	The frequency of follow-up will depend on the individual client's needs and can be based upon the Service Group which the client falls into as a result of completing the Assessment.
	Reference: See Workplans and Service Groups in this section for more information.
Mutual agreement	The Workplan could be directive but preferably mutually agreed, with each step identified jointly by you and the client.

Manage the Workplan, Continued

Copies of Workplans	Clients must be given their own copy of their Workplan, and a copy must be held in S⊗L☺.
Changing Workplans	A Workplan can be amended or updated at any time, according to the needs of the client.

Ensuring client commitment

To ensure their commitment a client should:

- acknowledge their individual needs
- understand why they need to take these steps, and
- show a commitment to carrying out the steps.

<u>Note:</u> There is no requirement for a client to sign a Workplan.

No job choice

When a job choice cannot be identified for a client during Assessment, the first Workplan step must be aimed at identifying a job choice as quickly as possible.

<u>Reference:</u> See Step 6, Page 3B-F-4.

Workplans and Service Groups

Introduction   The Service Group which a client falls within when they have completed the Assessment will guide you in:

- how often it will be necessary to follow up with that client
- how long the Workplan interview should take, and
- how detailed that client's Workplan should be.

Follow-up   Follow-up interviews for clients should be made according to the client's:
frequency

- Service Group, and
- Workplan step timeframes.

Workplan   The table below is a guide outlining the:
follow-up

- minimum frequency of follow-up interviews with a client, and
- average time for a workplan interview.

Service Group	Frequency of follow-up interview	Average Time (mins) for a Workplan Interview
Highly Employable	Within 13 weeks of previous interview	10
Easily Employable	Within 13 weeks of previous interview	10
Employable	Within 8 weeks of previous interview	10
Employable with Assistance	Within 4 weeks of previous interview	15
Employable with Specialist Assistance	Within 13 weeks of previous interview	15

Note: Some clients may require more frequent follow-up interviews than is outlined above.

Reference: See Workplan Steps and Service Groups in this section for more information.

Workplans and Service Groups, Continued

Youth Action, Job Action and Work Focus	When a client becomes eligible for Youth Action or Job Action, staff will need to mark the first interview **after** that eligibility date as the Youth Action Interview or Job Action Interview in S⊗L☺.

Workplan Steps and Service Groups

Workplan steps   The table below provides a guide to the level of detail and contents in a Workplan according to the client's Service Group.

Service Group	Workplan Steps
Highly Employable	• 1 or 2 steps • Brief general steps • Generally self help activities
Easily Employable	• 1 or 2 steps • Generally self help activities but more directive or specific than above Note: These clients **must** have a step in their Workplan to contact NZES, by phoning the centre in 4 weeks, to update staff on their job search progress. If necessary staff may request a client to make further contact prior to their follow-up interview.
Employable	• 2 to 4 steps • Quite specific in detail Note: These clients **may** have a step in their Workplan to contact NZES, by phoning the centre in 4 weeks, to update staff on their job search progress.
Employable with Assistance	• 2 to 4 steps • Very specific and quite directive • Short-term steps leading to medium/long term goals.
Employable with Specialist Assistance	• 1 or 2 steps • Very specific steps • Steps should generally involve linking the client with specialist agencies appropriate to their needs.

Note   Clients will generally be able to manage a small number of Workplan steps at one time.

Workplan Steps and Service Groups, continued

Step responsibility

A Workplan step must be the responsibility of either:

- the client
- New Zealand Employment Service, or
- both the client and New Zealand Employment Service.

The table below is a guide to who has primary responsibility for Workplan steps, according to the client's Service Group.

Service Group	Workplan Step Responsibility
Highly Employable	Client responsibility
Easily Employable	Client responsibility
Employable	Mixed but generally client responsibility
Employable with Assistance	Mixed
Employable with Specialist Assistance	Will tend to be a joint responsibility

Management Reports

Introduction	Below are reports available in S⊗L☺ to assist centre managers, or a designated staff member, to monitor the management of Workplan interviews.

Who has a Workplan?

All clients will receive a Workplan which should be developed with the client within two weeks of their initial assessment.

Report Available: You can obtain a report to identify clients who have not completed a Workplan interview within a specified timeframe.

Reference: See Client Query, in the S⊗L☺ On-line Help Text for more information on how to run a client query.

Workplan reviews

The frequency of Workplan reviews will depend on the individual client's needs, and can be based upon their Service Group.

Report Available: You can obtain a report to identify clients who have not had a re-assessment or a Workplan review within the recommended time-frame for their Service Group.

Youth Action, Job Action and Work Focus

When a client becomes eligible for Youth Action or Job Action, staff will need to mark the first interview *after* the eligibility date as the Youth Action Interview or Job Action Interview.

Report Available: You can use Business Objects to obtain a report from the Data Repository. In S⊗L☺ you can view clients who are eligible for Youth Action or Job Action.

Reference: See View Clients Access to Products and Service in the S⊗L☺ On-line Help Text.

Management Reports, Continued

**Step
responsibility**

A Workplan step must be the responsibility of either:

- the client
- New Zealand Employment Service, or
- both the client and New Zealand Employment Service.

Report Available: You can report on each individual client's Workplan steps, and from this identify which steps need to be completed by NZES.

Reference: See Workplan in S⊗L☺ On-line Help Text for more information on how to print workplan reports.

Workplan

Report Available: You can obtain a report for each individual client to indicate the number of Workplans steps which are:

- current, and/or
- achieved, and/or
- completed.

Reference: See Workplan in S⊗L☺ On-line Help Text for more information on how to print workplan reports.

Section C

Managing a Workplan

Overview

Purpose   This section provides information to help you carry out the procedure of Managing a Workplan. In the first instance a Workplan will need to be created. Once it has been created, it may need updating.

In this section   This section contains the following topics:

Topic	See Page
Creating a Workplan	3C-C-2
Updating a Workplan	3C-C-4

Creating a Workplan

Before you begin

Before creating a Workplan you will need to:

- review the client's assessment notes, and
- explain the Workplan procedure to the client.

Procedure

Follow the steps in the table below to create a Workplan.

Step	Action
1	From the following table determine your first steps. <table><tr><th>If the client...</th><th>Then...</th></tr><tr><td>has a Workplan appointment</td><td>go to 2.</td></tr><tr><td>is continuing from an assessment interview</td><td>go to 3.</td></tr></table>
2	Check for the client's arrival. <table><tr><th>If the client...</th><th>Then...</th></tr><tr><td>*does not* arrive for their interview</td><td>go to the Work Test.</td></tr><tr><td>arrives for their interview</td><td>go to step 3.</td></tr></table>
3	Explain the Workplan procedure to the client.
4	Negotiate a Workplan step with the client, taking into consideration the job choice, any barriers they may have, and their needs.
5	Negotiate a realistic time-frame to complete the step.
6	Repeat 4 and 5 in this table until an appropriate number of workplan steps have been identified.
7	Record details of the steps discussed. Reference: See Workplan in S⊕L☺ On-line Help Text for more information on how to record workplan steps.
8	Discuss the Workplan with the client. <table><tr><th>If you and the client...</th><th>Then...</th></tr><tr><td>both agree with the contents of the Workplan</td><td>go to 9.</td></tr><tr><td>disagree with the contents of the Workplan</td><td>return to 4 to re-negotiate the Workplan steps.</td></tr></table>

Creating a Workplan, Continued

Procedure (continued)

Step	Action
9	Print the Workplan and give a copy to the client.
10	Review the Workplan together to confirm its details, and ensure commitment from the client.
11	Remind the client of their obligations and record that you have done so.
12	Schedule a follow-up interview with the client, taking into account the timeframes associated with their Workplan steps.

Recording information

It may be easier and more appropriate in some instances, to record information after step 5 rather than step 6, in the above table.

Updating a Workplan

Before you begin

Before you begin updating the client's Workplan, you may need to review your client's:

- assessment, and/or
- existing Workplan.

Procedure

Follow the steps in the table below to review and update the Workplan.

Step	Action
1	Discuss with the client their progress with their Workplan steps.
2	Review each Workplan step. **If the client...** / **And...** / **Then...** (see table below)

If the client...	And...	Then...
has completed the Workplan step	it was *not* a re-compliance or clean-slate step	go to 3.
	it was a re-compliance or clean-slate step <u>Reference</u>: See Appendix 3, Managing the Work Test for more information.	advise NZISS to remove benefit abatement/ suspension.
failed to complete the Workplan step within the required timeframe	the client is on a work-tested benefit	the client must be Work Tested. <u>Reference</u>: See the Appendix 3 Managing the Work Test for more information.
	is not on a work-tested benefit	go to 3.

Step	Action
3	Update the Workplan by progressing through steps 4 - 12 in Creating a Workplan.

Chapter 4

Determine Opportunity Availability

Overview

Introduction   Once clients' needs have been identified and documented in their Workplan, NZES must ascertain whether we have suitable opportunities to meet those needs or whether a suitable opportunity will have to be sourced for them.

This procedure will enable staff to determine whether:

- a suitable opportunity is currently listed with NZES
- an opportunity will need to be obtained, or
- consideration for purchasing and developing a new product is required.

Diagram   The following diagram shows where Determine Opportunity Availability occurs in our detailed business procedures.
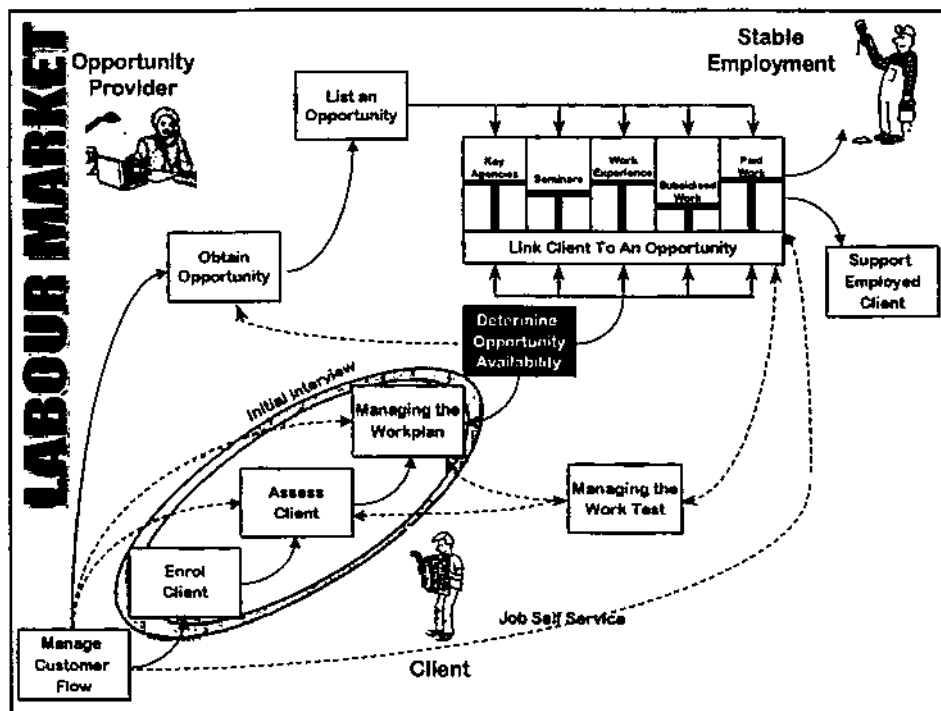
Overview, Continued

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	4-A-1
B	Business Standards	4-B-1
C	Determining if an Opportunity is Available	4-C-1

Section A

Background Information

Overview

Introduction   Before any action, it is important to understand and be familiar with some key terms used when determining if an opportunity is available.

In this section   This section contains the following topics:

Topic	See Page
What is Determining Opportunity Availability?	4-A-2
Diagram of Determining Opportunity Availability	4-A-3
List of Client Requirements	4-A-4
Paid Employment	4-A-5
Work Experience	4-A-6
Training	4-A-7
Specialist Assistance	4-A-9
Products	4-A-10

What is Determining Opportunity Availability?

Definition   Determining Opportunity Availability is the process of establishing if NZES has opportunities available to meet clients' needs.

Purpose   The purpose of Determining Opportunity Availability is to ascertain whether an opportunity is available or needs to be obtained.

Assessing where there are gaps (i.e. where NZES needs to obtain opportunities) allows staff to focus on selecting opportunity providers who may be able to offer appropriate opportunities to meet our clients' needs.

Reference: See Obtain Opportunity, Chapter 5 of these Guidelines for more information.

For single or   Staff may determine whether an opportunity is available for either:
multiple clients

- a single client, or
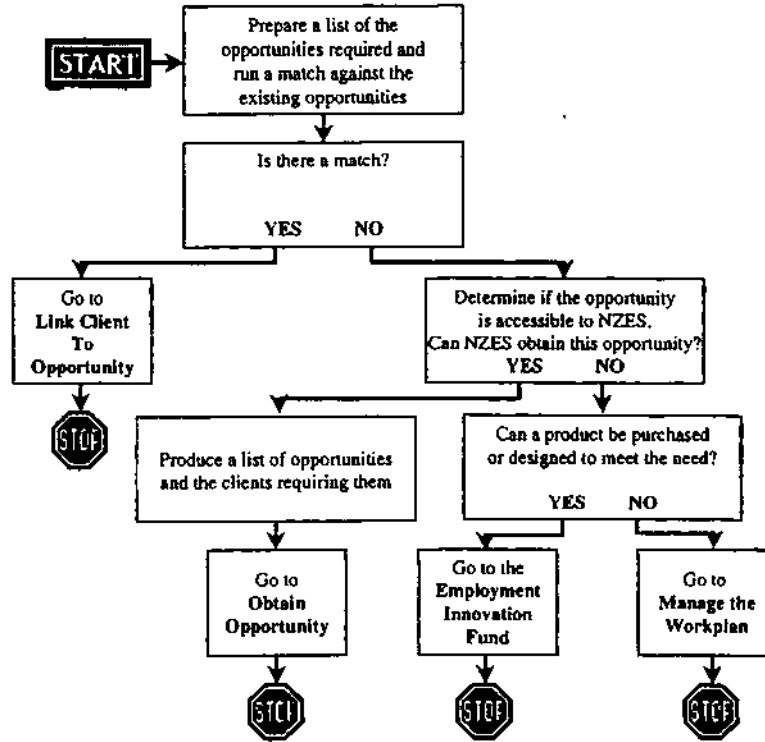- a group of clients requiring similar opportunities.

Example   A client may indicate that their job choice is a hairdresser but does not have any relevant qualifications. Staff will need to determine if NZES can access a training opportunity to meet this client's needs.

Diagram of Determining Opportunity Availability

Diagram   The following diagram shows the procedure to obtain opportunities in a visual form.

```
                          ┌─────────────────────┐
                          │  Prepare a list of the │
           ┌───────┐      │ opportunities required and │
           │ START ├─────▶│  run a match against the │
           └───────┘      │  existing opportunities │
                          └──────────┬──────────┘
                                     ▼
                          ┌─────────────────────┐
                          │   Is there a match?  │
                          │                      │
                          │   YES      NO        │
                          └──────────────────────┘
              ┌────────────┘            └─────────────────┐
              ▼                                            ▼
      ┌──────────────┐                        ┌──────────────────────────┐
      │    Go to     │                        │ Determine if the opportunity │
      │  Link Client │                        │  is accessible to NZES.     │
      │     To       │                        │ Can NZES obtain this opportunity? │
      │ Opportunity  │                        │    YES        NO            │
      └──────┬───────┘                        └──────────────────────────┘
             ▼                        ┌────────────┘          └──────┐
          ┌─────┐                     ▼                              ▼
          │STOP │          ┌──────────────────────┐   ┌──────────────────────┐
          └─────┘          │ Produce a list of opportunities │ │ Can a product be purchased │
                           │ and the clients requiring them │   │ or designed to meet the need? │
                           └──────────┬───────────┘   │    YES        NO     │
                                      ▼                └──────────────────────┘
                             ┌──────────────┐    ┌──────┘            └────┐
                             │    Go to     │    ▼                        ▼
                             │   Obtain     │ ┌──────────────┐   ┌──────────────┐
                             │ Opportunity  │ │   Go to the  │   │    Go to     │
                             └──────┬───────┘ │  Employment  │   │  Manage the  │
                                    ▼         │  Innovation  │   │   Workplan   │
                                 ┌─────┐      │     Fund     │   └──────┬───────┘
                                 │STOP │      └──────┬───────┘          ▼
                                 └─────┘             ▼               ┌─────┐
                                                  ┌─────┐           │STOP │
                                                  │STOP │           └─────┘
                                                  └─────┘
```

List of Client Requirements

Definition	A list of clients' requirements outlines the opportunities needed by a client(s).
Purpose	The purpose of the list of client requirements is to enable staff to view the opportunities required by clients, in order to know which opportunities need to be obtained.
Compiling the List of Clients' Requirements	A list of Client Requirements can be compiled several ways. Single Client: For a single client refer to the Client's Workplan for a list of Workplan Step Categories. Multiple Clients: Client Query will provide a list of clients who have a Workplan Step Category included in their Workplan.
Relationship between Workplan and Opportunity	The following values are the same for a Work Plan Step Category and Opportunity Type: • Work Experience • Pre-employment and Job Search Training • Vocational Training • Self Employment Training • Specialist Assistance Paid Employment is only used to classify Opportunities. It is assumed that all clients required Paid Employment opportunities so they are not listed as a separate Workplan Step.

Paid Employment

Definition	Paid Employment opportunity is a job. The person or organisation hiring the client is responsible for meeting all the legal requirements of an employer (e.g. Employment Contract Act, Occupational Safety and Health regulations).
Products	Products that may be used to link a Client with a Paid Employment opportunity include: • Task Force Green • Job Plus • Job Connection

Work Experience

Definition	Work experience is defined as practical experience in a job. It is typically a short duration placement.

Description	Work Experience opportunities can assist the client to move closer to stable employment by developing their:

- skills
- knowledge
- experience, and/or
- behaviors.

Products	Products that may be used to link a Client with a Work Experience opportunity include:

- Community Task Force
- Job Link
- Job Intro

Training

Definition	Training, whether on or off the job, is a structured activity designed to result in the achievement of an identified skill.

Description	Training opportunities can assist the client to move closer to stable employment by developing their:

- skills
- knowledge
- experience, and/or
- behaviours.

Training providers	Training may be provided by NZES (e.g. a seminar) or by another organisation (e.g. Training Opportunities Programmes [TOPS]).

Example 1: NZES provided	Examples of training opportunities provided by NZES include:

- CV seminars
- Tane Atawhai
- Hikoi ki pae-rangi, and
- Job search seminars.

Example 2: another organisation	An example of a training opportunity provided by another organisation is a welding course at a local institute of technology.

Training, Continued

Training Opportunities Classified	Training opportunities are classified as: • Pre-employment and Job Search Training • Vocational Training • Self Employment Training
Pre-employment and Job Search Training	Examples of Pre-employment and Job Search Training include: • NZ Conservation Corps • CV Seminar • Job Club • Maori Youth • Tama Tane
Vocational Training	An example of Vocational Training is Training Opportunities Programme (TOPS). Products that may be used to link a Client with a Vocational Training opportunity include: • Job Plus Training Pre-employment • Job Plus Training On the Job
Self Employment Training	An example of Self Employment Training is Wahine Pakari.

Specialist Assistance

Definition	Specialist assistance refers to the specific help given to NZES clients by another organisation.
Purpose	The purpose of referring clients to specialist agencies is to give clients access to the services they need, which NZES cannot provide directly, enhancing their employability.
Examples	Examples of organisations that provide specialist assistance include: • Careers Service • Income Support • Industrial Relations Service • Occupational Safety and Health • NZ Immigration Service • Budget Advisory Service

Products

Definition   A product is any intervention administered by NZES to meet the needs of clients.

Products may include but are not limited to:

- workshops
- work experience
- training
- subsidies, and
- programmes, e.g. Job Action.

Reference   See Chapter 10, Products of these Guidelines for a list of the NZES products available. The list gives a brief description of the product and where to access more information about it.

Section B

Business Standards

Introduction   This section provides information about the principles of determining the availability of opportunities, which will guide staff in carrying out this procedure.

In this section   This section contains the following topics:

Topic	See Page
Business Standards	4-B-2
Management Reports	4-B-3

Business Standards

Determining opportunity availability for Service Groups

Generally, staff will determine the availability of opportunities for clients in the following Service Groups:

- Employable
- Employable with Assistance, and
- Employable with Specialist Assistance.

However, there may be times when you wish to determine the availability of an opportunity for a client belonging to the remaining Service Groups:

- Highly Employable, and
- Easily Employable.

Note: Generally, opportunities for those clients within the Service Group Employable with Specialist Assistance will be provided by external agencies who are more able to assist these clients.

Management Reports

Introduction	Below are reports available in S⊗L☺ to assist centre managers or other staff members to manage transactions with Opportunity Providers.

Determining opportunity availability for Service Groups	<u>Report Available:</u> In S⊗L☺ you can view a list of Clients who have a Workplan Step Category in their Workplan. <u>Reference:</u> See Client Query in S⊗L☺ On-line Help Text for more information on how to perform a client query.

Section C

Determining if an Opportunity is Available

Procedure   Follow the procedure in the table below to determine if an opportunity is available.

Step	Action
1	Prepare a list of the opportunities required by the client as identified on their Workplan by the Workplan Step Category. Reference: See Client Query in S⊗L☺ On-line Help Text for more information on how to perform a client query.
2	Run a match against opportunities that NZES has available. Reference: See Match Opportunities in S⊗L☺ On-line Help Text.
3	Determine if there is a match between opportunities required and existing opportunities.

If there is...	Then...
a match	go to Link Client to Opportunity.
not a match	go to step 4.

Step	Action
4	Determine if the opportunity is accessible to NZES (i.e. it can be obtained using our current methods or products).

If the opportunity...	Then..	And...
is accessible	produce a list of clients requiring the opportunity Reference : See Client Query in S⊗L☺ On-line Help Text.	go to Obtain Opportunity.
is not accessible	go to step 5.	--

Determining if an Opportunity is Available, Continued

Procedure (continued)

5	Determine whether a product can be purchased or designed to meet the needs of the client(s).

If a product...	Then...
can be purchased or designed	go to the Employment Innovation Fund. Reference: See Employment Innovation Fund Guidelines for more information.
can not be purchased or designed	go to Manage the Workplan. Reference: See Manage the Workplan, Chapter 3C of these Guidelines for more information.

Chapter 5

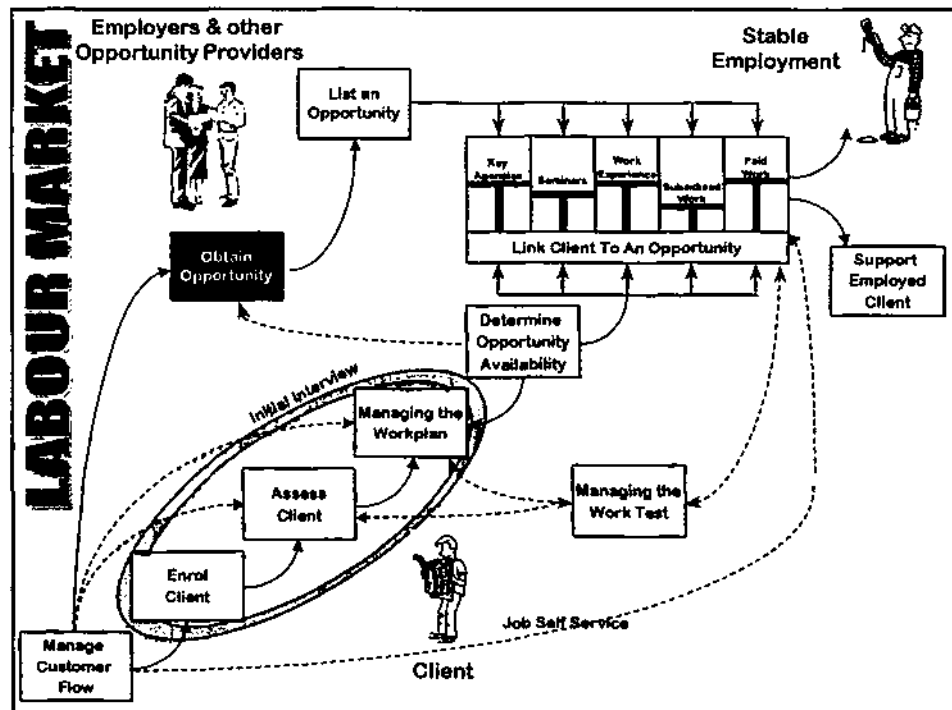# Obtain Opportunity

Overview

Introduction   In order to link clients to stable employment, opportunities that meet their needs are required. Obtaining these opportunities will depend upon building and strengthening relationships with employers and other opportunity providers.

This chapter will help you by providing guidelines to:

- build a relationship with employers or other opportunity providers
- prepare to target an opportunity
- initially screen an opportunity
- explore an opportunity further, and
- determine if an opportunity is suitable for our clients.

Diagram   The following diagram shows where Obtain Opportunity occurs in our detailed business procedures.

Overview, Continued

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	5-A-1
B	Business Standards	5-B-1
C	Obtaining Opportunities	5-C-1

Section A

Background Information

Overview

Introduction   Before taking any action it is better to understand and be familiar with some key terms used when obtaining opportunities.

In this section   This section contains the following topics:

Topic	See Page
Build Relationship with Employer or other Opportunity Provider	5-A-2
BOSVA	5-A-3
Levels of Service	5-A-4
Potential Win/Win Situations	5-A-6
Account Management	5-A-7
What is an Opportunity?	5-A-8
Obtaining an Opportunity	5-A-9
Diagram of Obtain Opportunity	5-A-11
Legal Requirements	5-A-12
Opportunity Details	5-A-13

Build Relationship with Employer or Other Opportunity Provider

Definition of Employer or Other Opportunity Provider

An employer or other opportunity provider is any person or organisation that can provide an opportunity that meets the needs of NZES clients. This includes employers, training providers, key agencies, and community groups.

Purpose

The purpose of building a relationship with an employer or other opportunity provider is to obtain opportunities for our clients.

Techniques

Techniques used by an employment advisor to build and maintain a relationship with an employer or other opportunity provider include:

- BOSVA
- Assigning a level of service
- Account Management

Information Maintained

The following information is obtained about an employer or other opportunity provider:

- Person or organisation name
- Address details
- Contact numbers, e.g. telephone number, fax number, mail address
- Contact persons within the organisation and their contact details

Details about contact we have with the employer, other opportunity provider or people within their organisation are also recorded.

Reference: Refer to Opportunity Provider in S⊛L☺ On-line Help Text for information on how to record information about an employer or other opportunity providers.

BOSVA

Introduction	The BOSVA technique is used when exploring an opportunity with an employer or other opportunity provider where:

- NZES has targeted the employer or other opportunity provider, or
- the employer or other opportunity provider has offered an opportunity to NZES clients.

Definition	BOSVA is an acronym for a relationship building method detailed in the Building Relationships with Employers Guide.

B refers to the **background** of the organisation, e.g. number of staff employed, details of the product or service involved etc.

O refers to any **opportunity** that the employer or other opportunity provider may have, e.g. requires kitchenhands for a restaurant.

S refers to the **size** of the opportunity or problem, e.g. the number of kitchenhand positions available.

V refers to **value** or benefits of the solution that we are able to offer the employer or other opportunity provider, e.g. NZES will be able to put forward a number of candidates for the positions.

A refers to the **action** which NZES can now commit to, e.g. promoting the opportunity and following up with the employer on a regular basis.

Reference: See the Building Relationships with Employers Guide for more information.

Levels of Service

Definition	'Levels of service' refers to the amount of effort NZES invests in managing and maintaining an opportunity. This includes: • the frequency with which NZES contacts the employer or other opportunity provider, and • the type of contact (e.g. personal visits, telephone calls) to follow-up with the employer or other opportunity provider.

Purpose	The purpose of assigning a level of service to an opportunity is twofold. It ensures:
	
	• that we are able to manage and meet the employer or other opportunity provider's expectations, and
	• that there is efficient allocation of staff time and effort to maintain the opportunity. This means:
	  • minimising staff input to opportunities which provide minimal chances for clients, and
	  • maximising staff input into opportunities which are closely aligned to our client's needs.

Suggested levels of service	Your centre will determine the levels of service to assign to an opportunity according to your local area. However, the table below outlines some suggestions to consider about the levels of service offered depending on whether the employer or other opportunity provider is offering a current opportunity or not.

Level of service	Services offered for a current opportunity	Services offered where there is no current opportunity
Level One	• Contact the employer or other opportunity provider on a daily basis. • Opportunity promoted through actively matching clients, and through Job Self Service.	• Regular personal contact on agreed timeframes. • Invitations to promotional functions. • Include on mailing lists • Ensure accurate and complete S⊗L☺ records.

Levels of Service, Continued

Suggested levels of service (continued)

Level of Service	Services offered for a current opportunity	Services offered where there is no current opportunity
Level Two	• Contact the employer or other opportunity provider when sufficient referrals are made. • Opportunity promoted through Job Self Service and matching.	• Contact on agreed timeframes. • Invitations to promotional functions. • Include on mailing lists. • Ensure accurate and complete S⊗L☺ records.
Level Three	• Contact the employer or other opportunity provider on an 'as required' basis. • Promote opportunity through Job Self Service.	• Include on mailing lists. • Ensure accurate and complete S⊗L☺ records.

Levels of service according to opportunity providers

The level of service agreed with the employer or other opportunity provider should depend largely on the opportunity being offered and how closely this matches the needs of clients.

The table below offers some suggestions for determining which employer or other opportunity providers get which level of service.

Employer or other opportunity providers	Level of Service
Offering multiple opportunities which closely match client needs.	Level One
Offering a single opportunity which closely matches client needs.	Level Two
Offering a single opportunity which generally matches client needs.	Level Three
Possibility of future opportunities or ongoing opportunities which closely match client needs.	Level Two

Potential Win/Win Situations

Page 5-A-6

Definition

A potential win/win situation is when staff have explored a potential opportunity and have determined that by listing the opportunity NZES may be able to meet the needs of both clients and the employer or other opportunity provider.

Reference: See the Building Relationships with Employers Guide for more information.

Example

An example of a potential win/win opportunity would be a situation in which an opportunity provider offers a training course in cabinet-making when training in this industry has been identified as a need for a number of clients.

Non-example

An example of an opportunity that is not potentially win/win would be one in which the employer specifies that applicants to a vacancy must be of a certain ethnicity.

In this case it is not a potential win/win opportunity as it breaches the Human Rights Act. Therefore, it does not meet our legal requirements.

Account Management

Definition	Account management is when an employer or other opportunity provider is assigned to a particular staff member or team who then will deal exclusively with the management of their opportunity.

Centre discretion	Each centre will need to decide:

- whether to account manage any employer or other opportunity providers
- who they are account managed by, and
- how they are account managed.

This is at the discretion of each centre.

Note	Research conducted for NZES by Colmar Brunton has shown that employers like to deal with an Account Manager who will be dedicated to dealing with their needs.

Reference: See the Colmar Brunton NZES Employers Research 1996 for more information.

What is an Opportunity?

Definition   An opportunity is any position or service that meets the needs of NZES clients by moving them closer to stable employment. Opportunities are the outcome of building effective relationships between NZES and:

- employers
- key agencies
- community organisations, and
- training providers.

Purpose   Opportunities must be obtained when:

- client's needs have been identified, and
- NZES does not have any suitable opportunities to meet those needs.

Note   Any listed opportunities must meet the clients' needs and NZES requirements.

Opportunity types   There are a number of types of opportunities including:

- paid employment
- work experience
- training, and
- specialist assistance.

Reference: Refer to Chapter 4, Determine Opportunity Availability for more information.

Opportunity sources   Opportunities may come from a number of sources including:

- training providers seeking participants for their courses
- employers seeking staff
- contracted providers of careers guidance or career counselling, and
- community organisations offering work experience or other services.

Obtaining an Opportunity

Definition   Obtaining an opportunity is the approach used when NZES staff:

- contact employers or other opportunity providers to secure opportunities (i.e. target an opportunity), and/or
- screen potential opportunities offered by employers or other opportunity providers.

Purpose   The purpose of obtaining an opportunity is to ensure that:

- opportunities which meet the needs of clients are secured, and
- effective relationships are built or strengthened with employer or other opportunity providers.

When to use   The two methods of obtaining opportunities are utilised in different situations.

We target opportunities when:

- staff contact employer or other opportunity providers to secure opportunities to meet a client's or clients' needs as identified in their Workplan(s).

We screen opportunities when:

- an employer or other opportunity provider contacts NZES to offer a potential opportunity.

Example 1: target opportunity   Staff have identified several clients (from their Workplans) who wish to train as butchers. However, no current opportunities exist to meet the clients' needs. Therefore, staff will target opportunities by contacting employers and other opportunity providers to investigate if they have any suitable training opportunities available in this field of work.

Example 2: screen opportunity   NZES has been contacted by an opportunity provider who intends to provide a trainee hairdressing course for clients. Staff will need to screen the opportunity, in order to establish whether it meets the needs of our clients and is consistent with our legal requirements.

Obtaining an Opportunity, Continued

Note   The approach taken to target an opportunity is different from the method used to screen potential opportunities.

Targeting opportunities emphasises a 'selling' perspective in which NZES is marketing the assistance that we can offer to employers and other opportunity providers.
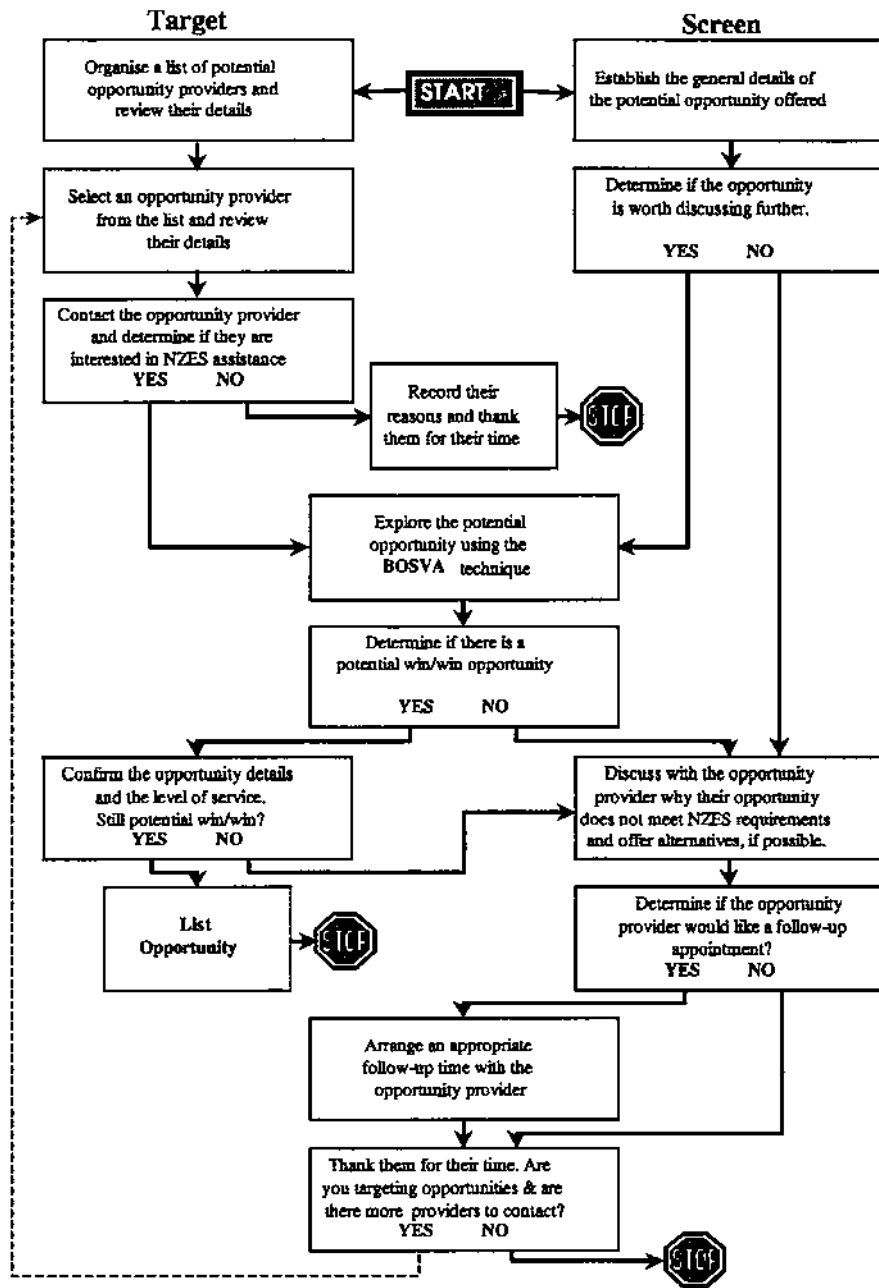
Screening opportunities emphasises a 'purchasing' perspective in which NZES determines if a potential opportunity, offered by the employer or other opportunity provider, meets the requirements of clients. For some products (e.g. Taskforce Green, Community Taskforce) opportunity providers are required to fill in an application form which is used to assess their proposed opportunity.

Diagram of Obtaining Opportunity

Diagram   The following diagram shows the procedure to obtain opportunities in a visual form.

Target   **Screen**

Organise a list of potential opportunity providers and review their details	**START**	Establish the general details of the potential opportunity offered

Select an opportunity provider from the list and review their details

Determine if the opportunity is worth discussing further. YES   NO

Contact the opportunity provider and determine if they are interested in NZES assistance YES   NO

Record their reasons and thank them for their time	**STOP**

Explore the potential opportunity using the BOSVA technique

Determine if there is a potential win/win opportunity YES   NO

Confirm the opportunity details and the level of service. Still potential win/win? YES NO		Discuss with the opportunity provider why their opportunity does not meet NZES requirements and offer alternatives, if possible.

List Opportunity	**STOP**

Determine if the opportunity provider would like a follow-up appointment? YES   NO

Arrange an appropriate follow-up time with the opportunity provider

Thank them for their time. Are you targeting opportunities & are there more providers to contact? YES NO	**STOP**

Legal Requirements

Definition   Legal requirements refer to the rules that registered opportunities must meet in order for NZES to promote them to clients.

Opportunities must meet the requirements of:

- the Human Rights Act
- statutory minimum employment conditions (for employees)
- Health and Safety in Employment Act

Reference   See Human Rights Act, Minimum Conditions of Employment, Health and Safety in Employment Act, Section B of this chapter for more information.

Opportunity Details

Definition	Opportunity details provide information about targeted or potential opportunities which have been discussed and/or collected by staff during the process of: • exploring, and • determining if the opportunity is suitable.
Purpose	The purpose of discussing and collecting opportunity details is to ensure that NZES has enough information to: • determine if the opportunity is suitable for clients, and • accurately promote the opportunity.
What are the opportunity details?	See the Opportunities – Create New in S⊗L☺ On-line Help Text for more information about what details are recorded for opportunities, and how to record opportunity details.

Section B

Business Standards

Overview

Introduction	Before obtaining opportunities you will need to know not only the definitions but also the business standards relevant to securing or obtaining opportunities.

In this section   This section contains the following topics:

Topic	See Page
Business Standards	5-B-2
Human Rights Act, Minimum Conditions of Employment, Health & Safety in Employment	5-B-3

Business Standards

Account Managing	Centres should determine whether each employer and other opportunity provider are account managed.
Legal requirements	Listed opportunities must meet the requirements of: • the Human Rights Act • statutory minimum employment conditions (for employees) • Health and Safety in Employment Act
Client needs	All listed opportunities should meet the needs of a client or a group of clients.
Levels of service	Prior to listing an opportunity a decision should be made on the level of service that the employer or other opportunity provider will receive.
Products	If an opportunity provider is offering a product it must: • be consistent with clients' needs, and • address a need not already addressed by our current products. Reference: Refer to Chapter 10 Products for further information about products offered.

Human Rights Act

Introduction   The Human Rights Act provides protection for people facing unfair discrimination. NZES must take the Act into consideration whenever we obtain an opportunity (and when we list an opportunity or link a client to an opportunity).

Discrimination   If an employer or other opportunity provider is using our services, they may do so on the basis that they do not discriminate on:

- Age - between (and including) age 16 and the age of eligibility for national superannuation in matters to do with work and training
- Sex (gender) - including pregnancy and childbirth
- Race or colour
- Ethnic or national origins - including nationality or citizenship
- Disability - including for example: physical disability and illness, sensory impairment, psychiatric illness, presence in the body capable of causing illness - e.g. HIV that causes AIDS
- Employment status - i.e. being unemployed, or a beneficiary
- Family status - including having or not having responsibility for children or dependants
- Marital status - i.e. being single, married, separated, divorced, widowed, or in a de facto relationship
- Sexual orientation - i.e. heterosexual, homosexual, lesbian or bisexual orientation
- Religious or ethical belief
- Political opinion - including not having a political opinion

Human Rights Act, Continued

Exceptions   There are some exceptions to the above. These are summarised below:

Employment   *General exceptions*
- *A genuine occupational qualification* - an exception applies where any of
  the grounds is a genuine qualification for the job - e.g. bar staff who must
  be over 20 years of age in order to serve in licensed premises.

Age
- *Youth rates* - the position is for a person under 20 years of age where
  Youth Rates apply.
- *Authenticity* - a person of a particular age is required for authenticity - e.g.
  an actor filling a particular part, modelling clothes for a particular age
  group.
- *Domestic employment in a private household*
- *National security* - a person under 20 years of age can be refused
  employment if the work requires a secret or top security clearance
- *Work outside New Zealand* - where the law or customs require someone of
  a particular age to perform the work

Sex (gender)
- *Privacy* - the job requires reasonable standards of privacy - e.g. fitting
  room attendant, toilet attendant
- *Authenticity* - a person of a particular age is required for authenticity - e.g.
  an actor filling a particular part
- *Domestic employment in a private household*
- *Counselling* - the work involves counselling on highly personal matters
  e.g. counselling on sexual matters, or the prevention of violence.
- *Religion* - where the doctrines or customs of a religion require employees
  of a particular sex.
- *Single-sex accommodation provided by an employer* - where it is
  unreasonable for an employer to provide accommodation for more than
  one sex.
- *Armed forces* - the army can require that only men serve in active combat
  roles.
- *Work outside New Zealand* - where the law or customs require someone of
  a particular sex to perform the work

Human Rights Act, Continued

Employment (continued)

Race
- *Counselling* - as above

Ethnic or National Origins
- *Counselling* - as above
- *Work involving national security*

Disability
- *Domestic employment in a private household*
- *Risk of harm to applicant or other employees* (Check with the Human Rights Commission in these circumstances).
- *Work involving national security*

Family status
- *Work involving national security*

Sexual orientation
- *Domestic employment in a private household*
- *Counselling* - as above

Religious or ethical belief
- *Domestic employment in a private household*
- *Teacher of religious instruction, teacher in a private school*
- *Social worker for a religious organisation, people involved in propagation of religious belief* - e.g. clergy, officials, or teachers.
- *Work outside New Zealand* - where the law or customs require someone of a particular religious or ethical belief to perform the work
- *Work involving national security*

Political opinion
- *Domestic employment in a private household*
- *Secretary to an MP, political advisor to a local authority or national politician or candidate, staff member of a political party*
- *Work involving national security*

Training

NZES can obtain, list, and link to the following training opportunities:

- Government supported work or training schemes for a particular age group, e.g. young people.
- Government supported work or training schemes for people with a particular family status - e.g. sole parents.
- Courses which give preferential access to people requiring special training because they have not had regular full-time employment.

Note

See the Human Rights Act, or contact the Human Rights Commission for more information.

Minimum Conditions of Employment

Introduction   The following minimum employment conditions apply by law to employees. NZES must take these conditions into consideration whenever we obtain an opportunity (and when we list an opportunity or link a client to an opportunity).

Contact the Industrial Relations Service for more information.

Legal Requirements   The main legal requirements are:

- **minimum wages** for employees aged 20 or more
- **minimum wages** for employees aged 16 to 19
- an employer must **pay male and female employees equally** if the only difference is their sex
- three weeks paid **annual leave** after being in the job for a year
- 11 paid statutory or **public holidays** per year, when these fall on days of the week an employee would otherwise work
- after 6 months employment, 5 days **special leave** for the next year, which can be used as sick leave, domestic leave or bereavement leave
- up to 12 months unpaid **parental leave**
- leave for **defence force volunteers**.

Health & Safety in Employment

Introduction   The Health and Safety in Employment Act requires employers to take all practical steps to ensure the safety and health of workers and others while at work. Specifically employers are required to:

- Provide and maintain a safe working environment
- Provide and maintain facilities for the safety and health of workers
- Ensure that machinery and equipment in the place of work is designed, made, set up and maintained to be safe for workers.
- Ensure that workers are not exposed to significant hazards
- Provide procedures to deal with emergencies that may arise while people are at work such as accidents, earthquake, fire, flood, and so on.

Note   Contact Occupational Safety and Health for more information.

Section C

Obtaining Opportunities

Overview

Introduction   Obtaining opportunities which meet the needs of clients and the requirements of NZES involves a series of steps.

This section outlines the steps to obtain opportunities.

Note   You will need to be familiar with the information in the Building Relationships with Employers Guide.

In this section   This section contains the following topics:

Topic	See Page
Prepare to Target an Opportunity	5-C-2
Promote NZES Services	5-C-4
Screen a Potential Opportunity	5-C-5
Explore the Opportunity	5-C-6
Determine if the Opportunity is Suitable	5-C-7
Decline the Opportunity	5-C-8

Prepare to Target an Opportunity

Introduction   You will need to contact the employer or other opportunity provider once you have determined which opportunities need to be obtained in order to meet clients' needs.

Use this procedure when you need to contact employers and other opportunity providers to find opportunities for client(s).

Reference: See the National Standards for more information about preparing to contact employers and other opportunity providers.

Procedure   Follow the steps in the table below to prepare to target an opportunity.

Step	Action
1	Generate a list of employers and other opportunity providers to contact, based on the identified needs of the clients. Note: This function will be available in a later release of S⊗L☺.
2	Organise the list of employers and other opportunity providers that are to be contacted. <table><tr><td>**If there is...**</td><td>**Then...**</td></tr><tr><td>more than one employer or other opportunity provider to contact</td><td>prioritise those you will contact. Note: Contact the employer or other opportunity provider who might best meet the client's or clients' needs first.</td></tr><tr><td>only one employer or other opportunity provider to contact</td><td>go to step 4.</td></tr></table>
3	Select an employer or other opportunity provider from the prioritised list.

Prepare to Target an Opportunity, Continued

Procedure (continued)

Step	Action
4	Check to see if the employer or other opportunity provider is currently being account managed. <table><tr><th>If the employer or other opportunity provider is...</th><th>Then...</th></tr><tr><td>account managed</td><td>determine with the account manager who will approach the employer or other opportunity provider.</td></tr><tr><td>*not* account managed</td><td>go to step 5.</td></tr></table>
5	Gather and review information about the employer or other opportunity provider's background. <u>Reference:</u> see Opportunity Provider Profile in S⊗L☺ for an employer or other opportunity provider's background.
6	Go to Promote NZES.

Promote NZES' Services

Introduction	Once you have identified an employer or other opportunity provider to target you will need to promote the services that NZES can offer to that employer or other opportunity provider.

Before you begin	You will need to determine the appropriate method of contact, and when and where to contact the employer or other opportunity provider, by taking into account:

- the type of business, e.g. retail, and
- peak hours, e.g. lunch time.

Procedure	Follow the steps in the table below to promote NZES' services.

Step	Action
1	Contact the employer or other opportunity provider by phone or personal visit. Note: You may wish to send a letter before contacting the client.
2	Discuss whether the employer or other opportunity provider may be interested in NZES assistance. <table><tr><td>If the employer or other opportunity provider is...</td><td>Then...</td><td>And...</td></tr><tr><td>interested</td><td>go to Explore Opportunity.</td><td>--</td></tr><tr><td>not interested</td><td>record their reasons</td><td>thank them for their time.</td></tr></table> Reference: • See the National Standards contact checklist for more details. • See Opportunity Provider – Profile S⊗L☺ On-line Help Text for more information on how to record details about contact with an employer or other opportunity provider.
3	If an opportunity is still required, go to step 3 of Prepare to Target Opportunity.

Screen a Potential Opportunity

Introduction   When an employer or other opportunity provider contacts NZES to list a potential opportunity you will need to screen the opportunity. This involves:

- identifying the type of opportunity the employer or other opportunity provider is offering
- ensuring the conditions of the opportunity meet legal requirements, and
- determining if the opportunity is worth discussing further.

Note   To determine whether the opportunity is worth discussing further you will need to take into account:

- whether it meets clients' needs
- the local labour market, and
- whether it fits with NZES products.

Procedure   Follow the steps in the table below to screen a potential opportunity.

Step	Action
1	Establish general details of the potential opportunity, such as the type of opportunity (e.g. training course), the industry (e.g. cabinet-making) and the location.
2	Determine if the opportunity is worth discussing further.

If the opportunity is...	Then...
worth further discussion	go to Explore Opportunity.
not worth discussing further	go to Decline Opportunity.

Explore the Opportunity

Introduction   You will need to explore the potential opportunity using the BOSVA technique.

Reference: See the Building Relationships with Employers Guide for more information on the BOSVA technique.

Procedure   Follow the steps in the table below to explore an opportunity.

Step	Action
1	Discuss with the employer or other opportunity provider the **background** of their organisation.
2	Discuss any potential **opportunities** which the employer or other opportunity provider may have available.
3	Determine the **size** of the problem or opportunity.
4	Discuss the **value** of any solutions that NZES may be able to offer.
5	Determine what **action** NZES can take now.

Determine if the Opportunity is Suitable

Introduction   Once you have explored the potential opportunity you will need to determine if it is suitable for NZES' clients.

You will need to take into account:

- the client's or clients' needs
- the opportunity details, and
- NZES' legal requirements.

Procedure   Follow the steps in the table below to determine if the opportunity is suitable.

Step	Action
1	Determine if both the employer or other opportunity provider and NZES clients may benefit from the opportunity. <table><tr><td>**If there is...**</td><td>**Then...**</td></tr><tr><td>a potential win/win opportunity</td><td>go to step 2.</td></tr><tr><td>*not* a potential win/win opportunity</td><td>go to Decline Opportunity.</td></tr></table>
2	Confirm the opportunity details.
3	Agree on an appropriate level of service. Reference: See What are Levels of Service?, in Section B of this chapter for more information.
4	Determine if the opportunity still meets NZES requirements. <table><tr><td>**If the opportunity still is...**</td><td>**Then...**</td></tr><tr><td>a potential win/win opportunity</td><td>go to List Opportunity.</td></tr><tr><td>*not* a potential win/win opportunity</td><td>go to Decline Opportunity.</td></tr></table>

Decline the Opportunity

Introduction   If you determine that the opportunity is not suitable you will need to discuss with the employer or other opportunity provider the reasons for this.

Use this procedure once you have determined that the opportunity is not suitable.

Procedure   Follow the steps in the table below to decline the opportunity.

Step	Action
1	Discuss with the employer or other opportunity provider the reasons why their opportunity is not suitable.
2	Determine if there are alternative solutions. <table><tr><td>**If you...**</td><td>**Then...**</td></tr><tr><td>can identify other options for the employer or other opportunity provider</td><td>recommend them to the employer or other opportunity provider.</td></tr><tr><td>*cannot* identify other options for the employer or other opportunity provider</td><td>inform the employer or other opportunity provider.</td></tr></table>
3	Determine if follow-up at a later date would be appropriate. <table><tr><td>**If follow-up**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>is appropriate</td><td>arrange a time with the employer or other opportunity provider</td><td>at the agreed time go to Promote NZES.</td></tr><tr><td>*is not* required</td><td>go to step 4.</td><td>--</td></tr></table>
4	Follow the table below to determine your next actions. <table><tr><td>**If you are ...**</td><td>**And...**</td><td>**Then...**</td></tr><tr><td>targeting opportunities</td><td>there are more providers to contact</td><td>go to step 3 of Prepare to Target Opportunities.</td></tr><tr><td>screening an opportunity</td><td>--</td><td>thank them for their time.</td></tr></table>

Chapter 6

List an Opportunity

Overview

Introduction

Once an opportunity has been obtained, it must be promoted to clients, and monitored to ensure it continues to meet clients' needs. This chapter outlines the procedure to be followed to list an opportunity.

Diagram

The following diagram shows where List an Opportunity occurs in our Detailed Business Procedures.
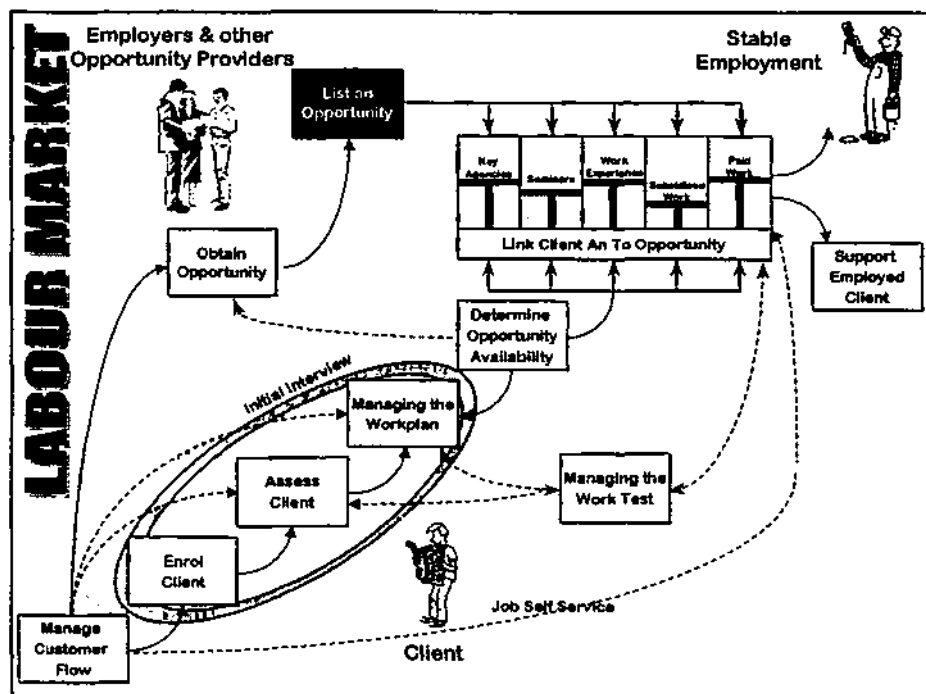
In this chapter

This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	6-A-1
B	Business Standards	6-B-1
C	Listing an Opportunity	6-C-1

Section A

Background Information

Overview

Introduction	This section provides information about aspects of listing opportunities, to guide staff in carrying out this procedure.
In this section	This section contains the following topics:

Topic	See Page
Definitions	6-A-2
Diagram of Listing an Opportunity	6-A-4

Definitions

Listing an opportunity	Listing an opportunity is the: • recording of opportunity details • promotion of opportunities, and • monitoring of those opportunities to ensure that they continue to meet the clients' needs.
Purpose	The purpose of listing an opportunity is to ensure that: • clients are informed of the opportunities available to them, and • opportunities remain appropriate to the clients' needs.
Recording opportunities	Recording opportunities refers to inputting the details of the opportunity into S⊗L☺. Reference: See Opportunity – Create New in S⊗L☺ On-line Help Text for more information about how to record an opportunity.
Promoting opportunities	Promoting opportunities refers to informing clients of the opportunities that are available to them through NZES.
Methods of promoting opportunities	Centres may have different methods of promoting opportunities. Most will use the Job Self Service boards, but some will also use other methods, such as: • radio shows • notice boards in the community, and/or • newspaper articles, etc.
Monitoring opportunities	Monitoring opportunities is: • checking the progress of these opportunities • doing what is necessary to ensure the opportunity continues to meet the clients' needs, and • ensuring that the employer or other opportunity provider is kept up-to-date with progress NZES is making towards satisfying their requirements.

Definitions, Continued

Matching opportunities   Matching opportunities is the identification of a potential link between a client or group of clients and an opportunity. Matching involves short listing clients' needs to:

- identify appropriate opportunities to meet the needs of a particular client or group of clients, or
- identify appropriate client(s) to fulfil the requirements of a particular opportunity.

Diagram of Listing an Opportunity

Diagram   The following diagram shows the procedure to list an opportunity in a visual form.

```
                    ┌───────┐      ┌──────────────────────────┐
                    │ START │ ───▶ │ Record the opportunity details │
                    └───────┘      └──────────────────────────┘
                                              │
                                              ▼
                                   ┌──────────────────────────┐
                                   │ Was the opportunity obtained │
                                   │ for specific client(s)?     │
                                   │   YES          NO           │
                                   └──────────────────────────┘

                                   ┌──────────────────────────┐
                                   │ Promote the opportunity and │
                                   │ determine whether the       │
                                   │ opportunity is to be matched │
                                   │   YES          NO           │
                                   └──────────────────────────┘

                                   ┌──────────────────────────┐
                                   │ After the opportunity has been │
                                   │ promoted, check whether it     │
                                   │ has been linked with a client  │
                                   │   YES          NO              │
                                   └──────────────────────────┘

   ┌──────────────────────────┐            ┌──────────────────────────┐
   │          Go to           │            │ Can the opportunity details │
   │ Link Client To An Opportunity │        │ change to fit the clients' needs? │
   └──────────────────────────┘            │   YES          NO           │
            STOP                           └──────────────────────────┘

                         ┌──────────────────────────┐
                         │ Is the opportunity provider │
                         │ prepared to alter the       │
                         │ details of the opportunity  │
                         │   YES          NO           │
                         └──────────────────────────┘

   ┌──────────────────────────┐            ┌──────────────────────────┐
   │          Go to           │            │   Cancel the opportunity  │
   │    Obtain Opportunity    │            └──────────────────────────┘
   │ to re-negotiate the opportunity │
   └──────────────────────────┘
            STOP
                         ┌──────────────────────────┐
                         │ Is it appropriate to        │
                         │ follow-up with this         │
                         │ opportunity provider?       │
                         │   YES          NO           │
                         └──────────────────────────┘

   ┌──────────────────────────┐            ┌──────────────────────────┐
   │ Schedule the follow-up at │           │ Thank the opportunity provider │
   │ a time agreed with the    │           │ for using NZES and remind      │
   │ opportunity provider      │           │ them we would                  │
   └──────────────────────────┘           │ like to help them in the future │
            STOP                          └──────────────────────────┘
                                                    STOP
```
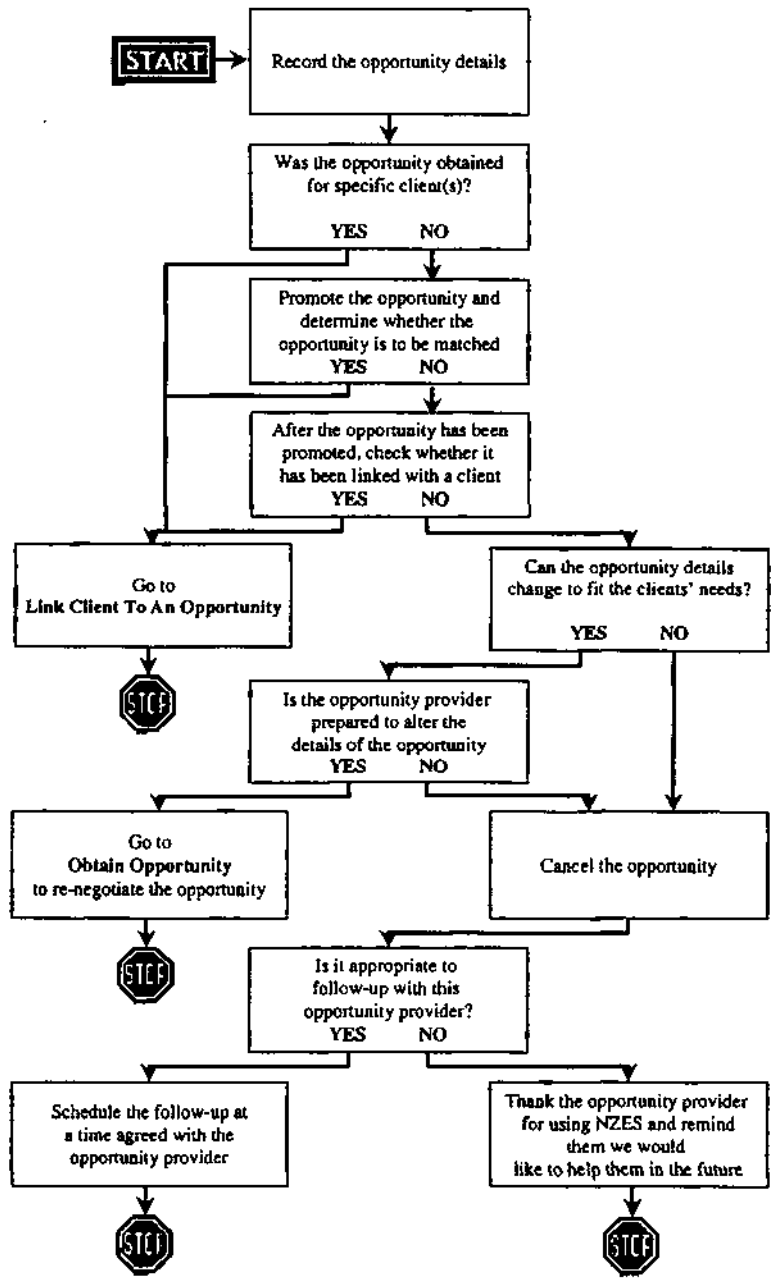
Section B

Business Standards

Promotion of opportunities	All opportunities must be promoted to all clients, unless obtained for a specific client or group of clients.

Recording opportunities	Once an opportunity has been obtained it must be recorded as soon as possible. Reference: See Opportunity – Create New in S⊗L☺ On-line Help Text for more information about how to record an opportunity.

Which clients to match

The table below gives an outline of which clients to match, according to the Service Group they fall within after completing the Assessment.

Service Group	Matching
Highly Employable	No matching should occur on behalf of these clients.
Easily Employable	No matching should occur on behalf of these clients.
Employable	Matching should occur for these clients where necessary.
Employable with Assistance	These clients should be actively matched with opportunities.
Employable with Specialist Assistance	These clients should generally be matched with specialist agencies appropriate to their needs.

Section C

Listing an Opportunity

Overview

Introduction   In order to list an opportunity, you will need to carry out a number of steps. This section provides the information needed to carry out the procedure.

In this section   This section contains the following topics:

Topic	See Page
Promoting an Opportunity	6-C-2
Monitoring an Opportunity	6-C-3

Promoting an Opportunity

Before you begin

Before you begin, you will need to know:

- the details of the opportunity obtained, and
- whether the opportunity was obtained for a specific client or group of clients, or for all clients.

Procedure

Follow the steps in the table below to promote an opportunity.

Step	Action
1	Record the opportunity details. Reference: See Opportunity – Create New in S⊗L☺ On-line Help Text for more information about how to record an opportunity.
2	Determine whether the opportunity is to be promoted to all clients. <table><tr><td>**If the opportunity...**</td><td>**Then...**</td></tr><tr><td>was obtained for a specific client or group of clients</td><td>go to Link Client to an Opportunity, Chapter 7 of these Guidelines.</td></tr><tr><td>*was not* obtained for a specific client or group of clients</td><td>go to Step 3.</td></tr></table>
3	Promote the opportunity.
4	Determine whether the opportunity is to be matched. <table><tr><td>**If the opportunity...**</td><td>**Then...**</td></tr><tr><td>is to be matched</td><td>go to Link Client to Opportunity, Chapter 7 of these Guidelines.</td></tr><tr><td>*is not* to be matched</td><td>go to Monitoring an Opportunity.</td></tr></table>

Monitoring an Opportunity

Before you begin

You will need to:

- take into account the level of service discussed with the employer or other opportunity provider when the opportunity was obtained
- have knowledge of the make up of your centre's register, and
- have knowledge of the needs of the local labour market.

When to use this procedure

This procedure will occur once the opportunity has been promoted, whether to one client, a group of clients or all clients.

Note: The length of time between the promotion and the monitoring of the opportunity will depend largely on the level of service agreed with the employer or other opportunity provider when the opportunity was obtained.

Procedure

Follow the steps in the table below to monitor an opportunity.

Step	Action
1	Check whether the opportunity has been linked with a client. 	If the opportunity...	Then...		has been linked with a client	go to Link Client to Opportunity, Chapter 7 of these Guidelines for more information.		*has not* been linked with a client	go to step 2.	 Reference: see Opportunity – Referrals in S®L☺ On-line Help Text.

Monitoring an Opportunity, Continued

2	Contact the employer or other opportunity provider to discuss the opportunity, and determine if the details (such as pay rate, or skills required) can change to fit the clients' needs more closely.

If the details of the opportunity...	Then...	And...
can be changed	go to Obtain Opportunity, Chapter 7 of these Guidelines, to re-negotiate the opportunity details.	--
cannot be changed	explain that we cannot help with their opportunity.	go to step 3.

3	Cancel the opportunity. Reference: See Opportunity – View Modify in S⊗L☺ On-line Help Text for more information about how to cancel an opportunity.

4	Determine whether it is appropriate to follow-up with this employer or other opportunity provider at a later date about potential opportunities.

If follow-up is...	Then...
appropriate	schedule the follow-up at a time agreed with the employer or other opportunity provider. Reference: See Appointments in S⊗L☺ On-line Help Text for more information about making an appointment with an employer or other opportunity provider.
not necessary	go to step 5.

5	Thank the employer or other opportunity provider for using NZES services and remind them that we would like to hear from them in the future, should they have another opportunity.

CHAPTER 7

Chapter 7

Link Client to an Opportunity

Overview

Introduction   This chapter outlines the procedure to link a client to an opportunity. This involves steps staff may be required to take to ensure clients gain access to opportunities.
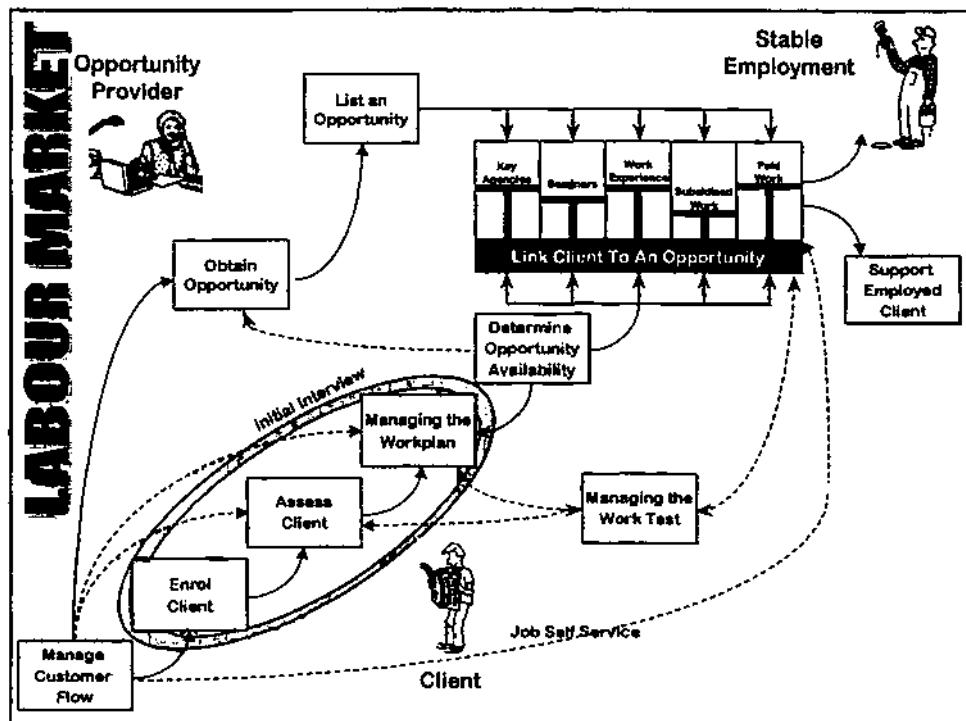
In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	7-A-1
B	Business Standards	7-B-1
C	Linking a Client to an Opportunity	7-C-1

Section A

Background Information

Overview

Introduction   It is important to understand what linking clients to opportunities is, in order to carry out the procedure effectively.

In this section   . This section contains the following topics:

Topic	See Page
What is Linking a Client to an Opportunity?	7-A-2
Diagram of Linking a Client to an Opportunity	7-A-3

What is Linking a Client to an Opportunity?

Definition   Linking a client to an opportunity is the process of connecting a client or clients with a person or organisation (opportunity provider) that is able to meet their specific needs, e.g. work, training etc.

Purpose   The objective of linking a client to an opportunity is to establish a link between clients and opportunity providers that meets the needs of both, ensuring that the links are stable.

Initiating links   There are a variety of ways a client and an opportunity may be linked together.

An opportunity may be:

- identified by a client (e.g. choosing a vacancy from NZES job boards)
- obtained by a client from their own job search
- specifically targeted by NZES for clients according to their needs, or
- matched to a client.

The steps followed in each of these situations will vary slightly, depending on the type of opportunity and the way it has become available or been identified.

Reference: See Linking a Client to an Opportunity, Section C of this chapter for more information.

Diagram of Linking a Client to an Opportunity

Diagram   The following diagram shows the procedure to link a client to an opportunity in a visual form.


```
START ──► If an opportunity is......

   ┌──────────┬──────────────────┬──────────────────┬──────────┐
   ▼          ▼                  ▼                  ▼
Matched   Identified via     Sourced via        Targeted
          Job Self Service   client's job search

   ▼
Match the
opportunity to
client(s)

   ▼
Identify suitable          Discuss the details of the
clients for      ────►     opportunity with the client   ◄──────
the opportunity

                           Is the opportunity suitable
                           for the client?
                              YES        NO
```

Are there any obstacles that
may prevent the client taking
up this opportunity?
   YES   NO

Discuss the reasons why
with the client and offer
alternatives

STOP

Discuss the obstacles and
attempt to identify solutions.
Can the obstacles be overcome?
   NO   YES

Update the client's
Assessment and Workplan

Is the client willing
to be referred?

   YES   NO

STOP

Refer the client to the opportunity,
taking into account the referral
instructions and issue them
with a referral card

Work Test

Continued on next page

STOP

Diagram of Linking a Client to an Opportunity, Continued

Diagram (continued)

From previous page

Discuss the interview or referral
with the client and
opportunity provider and obtain
their feedback

Is the opportunity provider
willing to offer the client
the opportunity?
YES   NO

Is the client willing
to take up the opportunity?

YES   NO

Check why the opportunity provider
will not offer the client the position
Can the reason be overcome?
YES   NO

Determine if a product
(e.g. Job Plus) is required to link
the client and the opportunity
YES   NO

Work Test

Result the referral
and provide
feedback to
the client

Negotiate the conditions of the
product with the opportunity
provider. Agreement reached?
YES   NO

Is a product being used
which requires
further approval?
YES   NO

Identify any issues and
discuss possible solutions.
Issues resolved?
YES   NO

Result the referral
and provide feedback
to the client

Apply to the appropriate
person for their approval.
Approved?
NO   YES

Result the referral and determine
if the client remains on the register
Client remains on the register?
YES   NO

Manage
Workplan

Support
Employed Client

Section B

Business Standards

Overview

Introduction   There are a number of principles relating to linking clients and opportunities. Understanding these principles ensures links between clients and opportunities are effective and efficient.

In this section   This section contains the following topics:

Topic	See Page
Preparation to Link a Client to an Opportunity	7-B-2
The Referral Process	7-B-4
Obtaining Feedback	7-B-6
Complete Linking a Client to an Opportunity	7-B-7

Preparation to Link a Client to an Opportunity

Promotion of opportunities	All opportunities must be promoted to all clients, unless obtained for a specific client or group of clients.

Assessing suitability	The client needs to be assessed in relation to every opportunity they have been identified as potentially suitable for. The steps in a client's Workplan may assist in assessing their suitability for an opportunity. Consideration should also be given to their:

- skills
- experience
- qualifications
- personal attributes, and
- any barriers they may face.

Note: Jobseekers who are not enrolled with NZES but wish to apply for a vacancy listed with us will need to be screened for the opportunity. This will require discussing the factors outlined above.

Contacting clients	Attempts should be made to contact the client(s) as soon as possible after being identified as potentially suited to an opportunity.

Obstacles to opportunities	Once an opportunity has been identified for a particular client, staff must determine whether any obstacles exist that prevent the client from applying for, or attending the opportunity.

If obstacles are identified they should be minimised as much as possible.

Examples: Obstacles that a client may need assistance to minimise include:

- arranging child care
- transport to the interview, and/or
- suitable clothing for an interview etc.

Preparation to Link a Client to an Opportunity, Continued

Page 7-B-3

Opportunity not suitable

If an opportunity selected by a client is not suitable for them, staff must:

- explain to the client why it is not suitable, and
- attempt to offer the client other alternatives (e.g. a referral to a similar opportunity).

Meeting obligations

The Work Test must be applied if a client fails to meet their obligations, without good and sufficient reason, by:

- being unwilling to be referred to a suitable opportunity, or
- not making an acceptable effort to secure a suitable opportunity.

Reference: See Appendix 2 – Managing the Work Test, for more information.

The Referral Process

Referral methods	Once a decision has been made that an opportunity is suitable for a client, and vice versa, the client can be referred to that opportunity.

Referring involves arranging for the client and the opportunity provider to find out more about each other. This may involve, for example:

• faxing the client's curriculum vitae to the opportunity provider
• arranging an interview for the client and opportunity provider, or
• attending a meeting between a client and an opportunity provider.

Note: You may need to take into consideration the opportunity provider's preferred method of receiving referrals. |
| **Referral cards** | All clients must be given a referral card when they are referred to an opportunity. This card states:

• details of who the client is to contact
• the date and time of the interview
• opportunity providers contact details
• the location of the interview, and
• who the referring NZES staff member is. |
| **Informing the client** | If a client does not already know the result of a referral, staff must advise the client and discuss how and why that decision was reached. |

The Referral Process, Continued

Does client remain enrolled?

If a referral is successful staff must determine whether a client remains enrolled. This will depend on the:

- type of opportunity, and
- client's personal circumstances.

Examples of when a client is no longer enrolled includes when they are engaged in the following:

- Temporary and full-time Work
- Placed into part-time work between 21 and 29 hours per week
- Task Force Green
- Enterprise Allowance
- Job Plus Training (only if it is pre-employment and runs for more than two weeks)
- Training Opportunity Programmes

Obtaining Feedback

Feedback	Feedback must be obtained from both clients and opportunity providers. Any feedback should be recorded and actioned, e.g. if an employer tells us that a client was poorly presented at interview, this should be discussed with the client. This applies for any type of opportunity, e.g. job, training course or other service (e.g. careers advice). Reference: See Referrals in S⊗L☺ On-line Help Text for more information about how to record referral notes.
Purpose of feedback	Obtaining feedback gives us the chance to: • assess whether opportunities are appropriate for clients • obtain constructive feedback for clients about their performance in the interview • determine if clients require additional steps in their Workplan, e.g. to attend an interview technique seminar • determine if a client is meeting their commitment in relation to the Work Test, and • assess whether opportunity providers are receiving the appropriate service from NZES.
Resulting referrals	Staff must record the result of all referrals. This may involve updating or closing the opportunity. Reference: See Opportunity – View/Modify in S⊗L☺ On-line Help Text for more information about how to update or close an Opportunity.

Complete Linking a Client to an Opportunity

Introduction	When a successful link has been made, consideration may be given to providing assistance to the client or opportunity provider to support and maintain the link, e.g. a product, such as Job Plus.

Client product eligibility

When negotiating with an opportunity provider any assistance NZES may provide for a client, staff must:

- check that the client is eligible for the product or service required, and
- only offer products and services for which the client is eligible.

Opportunity provider product eligibility

NZES is accountable for ensuring that the funding we are given for products and services is used appropriately. Centres should ensure that all opportunities where a payment will be made meet the following requirements:

- the business and the particular opportunity are **legal.**

- the business and the particular opportunity would be **acceptable to the wider community** (i.e. is an appropriate use of taxpayers' money, would not cause embarrassment to NZES or the Government if it was made public).

- the opportunity is **based in New Zealand** so that the Centre can adequately monitor the use of the funding and recover the payment (if necessary)

- the opportunity does **not** involve **working as part of political activities.**

Note: subsidies should not be granted for positions within NZES and the wider Department of Labour as this represents a conflict of interest.

Complete Linking a Client to an Opportunity, Continued

Confirming assistance

When assistance in the form of a product (e.g. Job Plus) is offered by NZES, and requires a **contract**, you will need to have the conditions of that assistance confirmed by another person in your centre. The person approving use of a product will usually be your Centre Manager/Projects Manager or an Employment Advisor with delegated authority, but in some cases you will need approval from your Regional Manager or even a Group Manager or the General Manager.

The person recommending the use of a product must be different from the person approving the use of a product to ensure robust decision making and to reduce the risk of fraud.

Note: If either the client or opportunity provider is an immediate family member (including de-facto or business associate) of an NZES staff member; or an NZES staff member plays a significant role in an organisation applying for a subsidy, then approval must be sought from your Regional Manager.

Reference: See Chapter 10 Products for more information on who can approve each product.
See Chapter 9 Contracts and Claims for more information about how to create a contract.

Section C

Linking a Client to an Opportunity

Overview

Introduction   This section outlines the procedures to be followed to link clients and opportunities.

In this section   This section contains the following topics:

Topic	See Page
Preparing to Link Clients	7-C-2
Determining the Suitability of the Link	7-C-3
Referring a Client to an Opportunity	7-C-5
Obtaining Feedback about the Referral	7-C-6
Confirming the Product Conditions	7-C-8

Preparing to Link Clients

Introduction   The process of linking clients to opportunities begins with opportunities being identified and discussed with clients.

Procedure   Follow the steps in the table below to commence linking clients and opportunities.

Step	Action
1	Decide if an opportunity is to be matched. Reference: See List Opportunity, Chapter 8 of these Guidelines for more information.
2	From the table below determine your next steps to commence linking clients and opportunities. <table><tr><td>**If an opportunity...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>is to be matched Reference: See List Opportunity, Chapter 6 for more information on which clients to match.</td><td>match the opportunity to the needs and abilities of the client(s)</td><td>identify suitable clients for the opportunity from the matched list.</td></tr><tr><td>is identified by a client from Job Self Service</td><td>go to step 4.</td><td>--</td></tr><tr><td>is obtained by a client from their own job search</td><td>go to step 4.</td><td>--</td></tr><tr><td>is identified by NZES following a client's assessment or Workplan interview</td><td>go to step 4.</td><td>--</td></tr><tr><td>is specifically targeted by NZES for a client, or group of clients, according to their needs</td><td>go to step 3.</td><td>--</td></tr></table>
3	Contact the client.
4	Go to Determine the Suitability of the Link.

Determining the Suitability of the Link

Before you begin

Once you have determined if there is a possibility of a suitable link between the client and the opportunity, you will need to prepare a client for referral. Some key points to discuss include the following:

- whether the client is interested in the opportunity
- the benefits of the opportunity for the client, and
- the client's needs in relation to the opportunity.

Procedure

Follow the steps in the table below to determine the suitability of the link.

Step	Action
1	Discuss the details of the opportunity with the client taking into account the points above.
2	Determine from the discussion if the opportunity is suitable for the client. <table><tr><td>**If the opportunity is...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>suitable</td><td>go to step 3.</td><td>--</td></tr><tr><td>selected by the client but is *not* suitable</td><td>discuss the reasons with the client</td><td>offer alternatives if possible, e.g. another opportunity. Note: Procedure ends here.</td></tr></table>
3	Identify any obstacles that may prevent the client taking up the opportunity. <table><tr><td>**If there are...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>obstacles</td><td>discuss the obstacles</td><td>identify solutions.</td></tr><tr><td>*no* obstacles</td><td>go to step 5.</td><td>--</td></tr></table> Reference: See Business Standards in Section B of this chapter for more information.

Continued on next page

Determining the Suitability of the Link, Continued

Procedure (continued)

4	Determine if the obstacles can be overcome.

If they...	Then...
can be overcome	go to step 5.
cannot be overcome	go to update the client's Assessment and Workplan. Reference: See Workplan, Chapter 3 of these Guidelines for more information. Note: Procedure ends here.

5	Check that the client is willing to be referred to the opportunity.

If the client is...	Then...
willing to be referred	go to Referring a Client to An Opportunity.
not willing to be referred	administer the Work Test. Reference: See Appendix 2 – Managing the Work Test, for more information.

Referring a Client to an Opportunity

Introduction   Once a decision has been made that an opportunity is suitable for a client, and vice versa, the client can be referred to that opportunity.

Reference: See Business Standards in Section B of this chapter for more information about the referral process.

Procedure   Follow the steps in the table below to refer a client to an opportunity.

Step	Action
1	Refer the client to the opportunity, taking into account any details about the methods of referral that the opportunity provider would prefer.
2	Issue the client with a referral card. Reference: See the Business Standards of this chapter for more information.
3	Go to Obtaining Feedback about the Referral.

Obtaining Feedback about the Referral

Introduction   After an interview you will need to obtain feedback from both the client and opportunity provider as soon as possible to determine if there is a link between the two.

Procedure   Follow the steps in the table below to obtain feedback about the referral.

Step	Action
1	Discuss the interview or referral with the client and the opportunity provider and obtain their feedback.
2	Determine whether the opportunity provider will offer the client the opportunity.

Step 1 sub-table:

If the client and/or opportunity provider...	Then...	And...
contacts NZES to provide feedback	obtain and record the feedback. Reference: See Referrals in S⊗L☺ On line Help Text for how to record referral comments.	--
does not contact NZES to discuss and provide feedback	contact them both to discuss the referral	obtain and record the feedback.

Step 2 sub-table:

If the opportunity provider will...	Then...
offer the client the opportunity	go to step 4.
not offer the client the opportunity	go to step 3.

Continued on next page

Obtaining Feedback about the Referral, Continued

Procedure (continued)

3	Establish why the opportunity provider will not offer the client the position.

If the reason can...	Then...	And...
be overcome	go to step 4.	--
not be overcome	result the referral Reference: See Referrals in S⊗L☺ On line Help Text for how to result a referral.	provide feedback to the client.

4	Determine if the client is willing to take up the opportunity.

If the client...	Then...
is willing to take up the opportunity	go to step 5.
is not willing to take up the opportunity without good and sufficient reason	administer the Work Test. Reference: See Appendix 3 – Managing the Work Test, for more information. Note: Procedure ends here.

5	Determine if a product (e.g. Job Plus) is required to link the client and the opportunity.

If a product is...	Then...
required	go to Confirming Product Conditions.
not required	go to step 6.

Reference: See Chapter 10 Products to determine where you can get more information on products.

6	Determine if the client is to remains enrolled with NZES.

If the client ...	Then...
does remains enrolled	go to Manage Workplan.
does not remain enrolled	go to Support Employed Client.

Confirming the Product Conditions

Introduction   When a product is required to link a client with an opportunity, you will need to discuss and confirm the conditions of the product with the opportunity provider to complete the linking procedure.

Result the referral   An attempt to link a client to an opportunity may result in a successful or unsuccessful outcome. The result of the referral must be documented in S⊛L☺.

Reference: See Referral in S⊛L☺ On-line Help Text for more information about how to result a referral.

Procedure   Follow the steps in the table below to discuss and confirm the product conditions.

Step	Action
1	Negotiate the conditions of the product with the opportunity provider. <table><tr><td>**If agreement is...**</td><td>**Then...**</td></tr><tr><td>reached</td><td>go to step 3.</td></tr><tr><td>*not* reached</td><td>go to step 2.</td></tr></table>
2	Identify the issue(s) and discuss possible solutions. <table><tr><td>**If the issue(s) can...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>be resolved</td><td>go to step 3.</td><td>--</td></tr><tr><td>*not* be resolved</td><td>result the referral</td><td>provide feedback to the client.</td></tr></table>
3	Determine whether the product requires further approval. <table><tr><td>**If the product...**</td><td>**Then...**</td></tr><tr><td>requires further approval</td><td>go to step 4.</td></tr><tr><td>*does not* require further approval</td><td>go to step 5.</td></tr></table>

Confirming the Product Conditions, Continued

Procedure (continued)

4	Apply to the appropriate person for approval.

If the product is...	Then...	And...
approved	result the referral	go to step 5.
not approved	return to step 1.	--

5	Determine if the client is to remain enrolled with NZES.

If the client ...	Then...
remains enrolled	go to Manage the Workplan.
does not remain enrolled	go to Support an Employed Client.

Chapter 8

Support an Employed Client

Overview

Introduction   Support Employed Client is the process of assisting a client to make the transition from unemployment to stable employment. It involves helping a client and, at times, their employer, to resolve any issues that may arise during the initial period of employment.

Diagram   The following diagram shows where Supporting an Employed Client occurs in our detailed business procedures.
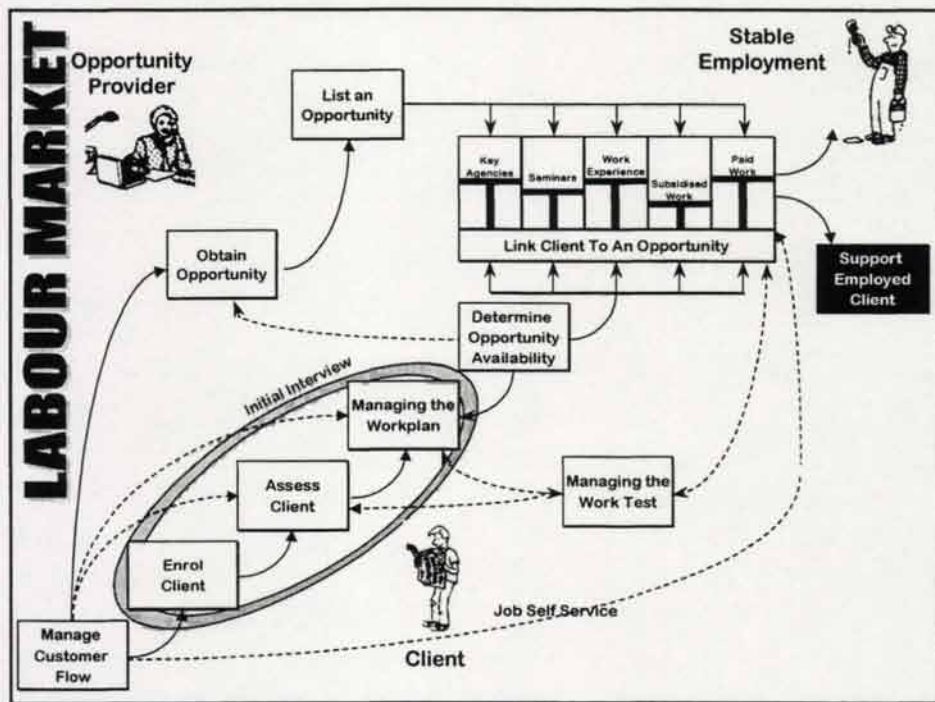
Overview, continued

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	8-A-1
B	Business Standards	8-B-1
C	Supporting an Employed Client	8-C-1

Section A

Background Information

Overview

Introduction   This section provides definitions and information about the concept of providing support to an employed client, to guide staff in carrying out the procedure.

In this section   This section contains the following topics:

Topic	See Page
What is Supporting an Employed Client?	8-A-2
Diagram of Supporting an Employed Client	8-A-3

What is Supporting an Employed Client?

Definition   Supporting an Employed Client is the provision of support to newly employed clients and if required, their employers.

Purpose   The purpose of providing this support is to:

- offer a "signpost" to assist both clients and employers to find information to resolve issues, and
- reduce the likelihood of clients returning to enrol with NZES.

Scope   Support is in the form of regular contact and, if necessary, advice on where to find assistance to resolve issues. Issues will generally be of a work-related nature. However, they may, at times be of a more personal nature, e.g. time management.

Signposting   Signposting is assisting the client and/or their employer to access information and assistance which:

- is provided by organisations other than NZES, and/or
- will help to ensure that the employment remains secure.

Levels of support   Some clients may need a lot of support while others may require little or no support. The level of support required will depend on the individual client and their employment situation, and should be based upon the Service Group which the client falls within as a result of their assessment.

Reference: See Support and Service Groups in Section B of this chapter for more information.

Examples   Examples of support could include:

- assisting a client to work out a bus route to get to their job
- giving information on Family Support and a contact number for the Inland Revenue Department
- assisting a client to develop strategies to deal with issues arising in their workplace, or
- giving information and a contact number for the Industrial Relations Service.

Diagram of Supporting an Employed Client

Diagram   The following diagram shows the procedure to support an employed client in a visual form.
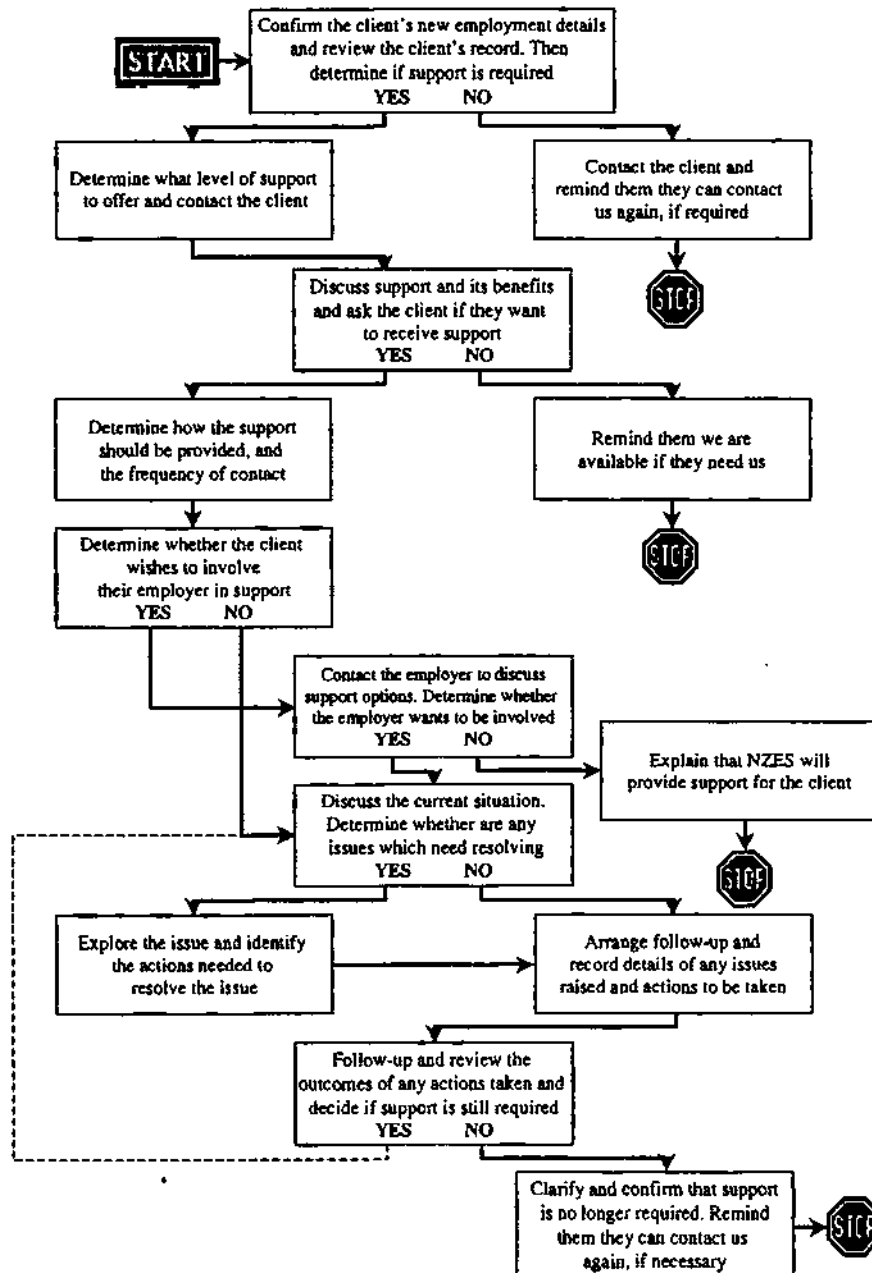
Section B

Business Standards

Overview

Introduction	This section provides information on the principles of supporting an employed client to assist you in providing this service.

In this section   This section contains the following topics:

Topic	See Page
Business Standards	8-B-2
Support and Service Groups	8-B-4
Management Report	8-B-6

Business Standards

Who can be supported?	The following clients can be supported: • any client who has gained employment of more than 20 hours per week • Job Action and Youth Action clients • Job Plus or Job Connection placements, and • Enterprise Allowance placements. <u>Reference</u>: See Support and Service Groups in this section for more information.
Support and Post Placement Support	Post Placement Support is a product offered by NZES. Its purpose is the same as Supporting an Employed Client. However, Post Placement Support is aimed at a select group of clients including: • Youth Action clients, and • Job Action clients. Support for Employed Clients can be offered to any client, if given on the basis that it will enhance the client's chance of staying in employment.
Support start date	Clients become eligible for support on: • the referral result date (if successfully referred to a full-time or part-time [more than 20 hours per week] vacancy), and • the Job Plus or Enterprise Allowance approval date.
Support period	Support should last until a client: • decides they no longer need support, or • is deemed by NZES staff not to require support.
Levels of support	The level of support offered to a client will depend upon: • the client's enrolment duration, employment history, personal circumstances etc. • the Service Group which the client belongs to • the employer's involvement in support, and • the details of the placement.

Business Standards, Continued

What does support include?	Support is based on maintaining regular contact with the client. It may include: • contacting the client by letter, telephone or site visits • contacting the employer by letter, telephone or site visits • assisting the client and/or employer to resolve issues, or • giving information on where the client or employer can get advice or assistance ("signposting").
Support for employers	While support is primarily for clients, employers may also raise concerns which will require some support. NZES may offer information or suggestions in order to provide support to employers as well as clients. On occasion, an employer may contact NZES in need of support, which may indicate that a client who is not receiving support does, in fact, need it. In these cases, support should be offered to the client (even if it has already been offered and turned down). The benefits of support should be emphasised.
What if support is required outside work hours?	Support will generally be provided during normal work hours. However, there may be some instances where it is necessary to provide support outside these hours. In these cases, the Centre Manager should be advised, with the intention of reaching some agreement about how the support can be provided.
Support visits	It is good business practice to obtain the employer's permission before visiting an employed client at work. In some cases, the employer may not give their permission for support to occur on their premises. Contact may need to occur: • through other means, e.g. telephone, or • at another location.
Support and subsidised opportunities	The end of a wage subsidy can be a time of risk to the client's continued employment. Therefore, you may decide that support should be available to the client at this time.

Support and Service Groups

Introduction   The Service Group, which a client falls within when they have been assessed, will indicate how much support to offer a client once they have gained employment, and what form that support contact should take. However, you will also need to consider the characteristics of the employer or employment.

Support follow-up   The table below indicates how much support follow-up an employed client may need, according to their Service Group.

Service Group	Support follow-up
Highly Employable	Support should not be necessary for these clients. They should be advised that, if they need our help, they are welcome to contact us.
Easily Employable	Support should not be necessary for these clients. They should be advised that, if they need our help, they are welcome to contact us.
Employable	Contact should be made at least once a month until it is deemed no longer necessary.
Employable with Assistance	Contact should be made at least once a fortnight until it is deemed no longer necessary.
Employable with Specialist Assistance	Contact should be made at least once a week until it is deemed no longer necessary. These clients may need support for longer than others, and you should keep in mind the point at which the client has been employed for 91 days.

Note: Some clients may require support contact more frequently than is outlined above.

Support and Service Groups, Continued

Contact methods

The method of contacting employed clients to provide support will be at staff's discretion. However, the table below is a guide to methods of contacting employed clients according to their Service Group.

Service Group	Contact methods
Highly Employable	No support initiated by New Zealand Employment Service.
Easily Employable	No support initiated by New Zealand Employment Service.
Employable	Generally support contacts should be made using the telephone.
Employable with Assistance	Support contacts should involve a mixture of work site visits and telephone contacts.
Employable with Specialist Assistance	Support should be available mainly through work site visits.

Management Report

Introduction

Below is a report available in S⊗L☺ to assist centre managers or designated staff to monitor the Support of Employed Clients.

Support

Report Available:
In a future release of S⊗L☺ you will be able to obtain a report to indicate the clients currently receiving support. In the interim you will be able to view the clients currently receiving support.

Reference: See Clients Receiving Support in S⊗L☺ On-line Help Text for more information on how to view a list of clients currently receiving support.

Section C

Supporting an Employed Client

Overview

Introduction   This section outlines the actual provision of support to an employed client and the steps to be followed to provide that support.

In this section   This section contains the following topics:

Topic	See Page
Preparing to Support an Employed Client	8-C-2
Offering Support to an Employed Client	8-C-3
Including the Employer in Support	8-C-5
Providing Support	8-C-6
Reviewing Support	8-C-7

Preparing to Support an Employed Client

Introduction Before offering support to an employed client a review of the client's situation is necessary. This helps to determine if support is necessary and the appropriate type of support to provide.

Procedure Follow the steps in the table below before any offer of support is made.

Step	Action
1	Confirm that the client has obtained employment. This may involve speaking to the client or employer, or checking in S⊗L☺. Reference: See Referral in S⊗L☺ On-line Help Text.
2	Identify the details of the client's employment, such as: • the location of the job • who the employer is • the hours and remuneration offered, and • whether a subsidy is involved. Note: You may need to check the employer's record.
3	Review the client's record. This includes the client's: • Service Group • Assessment notes, and • Workplan.
4	Based on what you know about the placement (from the above steps), determine if support is required. <table><tr><td>If support is...</td><td>Then...</td></tr><tr><td>required</td><td>go to step 5.</td></tr><tr><td>*not* required</td><td>contact the client and remind them that they can contact you again, if necessary. Note: Procedure ends here.</td></tr></table>
5	Determine the level of support to offer the client.
6	Go to Offer Support to Client.

Offering Support to an Employed Client

Introduction   When support is offered to a client, they may choose to accept or decline this assistance. They may also wish to have their employer involved in the support or they may prefer not to include the employer.

Procedure   Follow the steps in the table below when offering support to a client.

Step	Action
1	Contact the client and: • discuss the benefits of support • explain the type of support available, and • explain that if they decline support, they are able to take it up at a later date.
2	Ask the client if they want to receive support. <table><tr><td>**If support is...**</td><td>**Then...**</td></tr><tr><td>accepted by the client</td><td>go to step 3.</td></tr><tr><td>*declined* by the client</td><td>remind them that they can contact you again, if necessary. Note: Procedure ends here.</td></tr></table>
3	Determine how the support should be provided by discussing, with the client: • how long support should be provided • how often support contacts should be made, and • the most effective contact method to be used. Reference: See Business Standards, Section B of this chapter for more information.

Offering Support to an Employed Client, Continued

Procedure (continued)

Step	Action
4	Discuss whether the client wishes to involve their employer in support.

If the client...	Then...
wishes to involve their employer	go to Include Employer in Support.
does not wish to involve their employer	go to Provide Support.

Including the Employer In Support

Introduction   At times a client may wish to have their employer involved in support. In this situation the employer should be contacted and the provision of support discussed with them. The employer may or may not want to be included in support.

Procedure   Follow the steps in the table below if a client wants their employer to be involved in the support:

Step	Action
1	Contact the employer, and: • explain what support is, and • discuss the benefits of support.
2	Ask the employer if they want to be involved in the support. <table><tr><td>**If the employer...**</td><td>**Then...**</td></tr><tr><td>wants to be involved in support</td><td>go to Provide Support.</td></tr><tr><td>*does not* want to be involved in support</td><td>explain that NZES will provide support for the client.</td></tr></table>

Note   In most instances support should be offered to the client before the employer is contacted.

Employer agreement   While it is desirable to have the employer's agreement to support, it is not essential. NZES will provide support to a client, even if the employer does not wish to be involved.

Providing Support

Introduction   Supporting an employed client will generally be quite a simple process. In some instances however, it may be more involved. This will depend on the needs of each client.

Procedure   Follow the steps in the table below to provide support to a client.

Step	Action
1	Determine whether any issues have arisen, through discussion with the client, and, if appropriate, their employer. Note: Ensure both the client and employer feel able to raise any issues, if necessary. <table><tr><td>**If issues...**</td><td>**Then...**</td><td>**And...**</td></tr><tr><td>arise</td><td>explore the issue, by probing, if necessary</td><td>go to step 2.</td></tr><tr><td>*do not* arise</td><td>go to step 4.</td><td>--</td></tr></table>
2	Decide on the action(s) required to resolve any issues raised.
3	Assign responsibility for the action(s) to either the client, employer or NZES staff and set a timeframe for completion of the action(s).
4	Arrange a follow-up time with the client, and if appropriate, the employer. This timing of the follow-up will depend upon the needs of the client and the timeframe set in step 3.
5	Record the details of any issues raised and the actions to be taken. Reference: See Support Employed Clients - Contact and Issues S⊗L☺ On-line Help Text for more information on how to record details of any issues raised.
6	When the follow-up date is reached, go to Reviewing Support.

Reviewing Support

Introduction   The provision of support should be reviewed regularly to determine if the client still requires support.

Determining if support is still necessary   When deciding whether further support is required, you will need to consider:

- the progress that the client is making towards remaining in their employment
- the employer's attitude towards the client's employment
- the agreed period of support, and
- whether the employer is being paid a subsidy towards the client's wage.

Procedure   Follow the steps in the table below to review the provision of support.

Step	Action
1	Review client's record and any previous support notes. Reference: See Support Employed Clients - General Support Details & Support Employed Clients - Contact and Issues in S☺L☺ On-line Help Text.
2	Review the outcome of any actions taken as a result of issues.
3	Decide whether further support is required. | If further support...	Then...
is required	go to Provide Support.
is not required	go to step 4.	
4	Clarify and confirm with the client, and their employer if appropriate, that no further support is required.
5	Remind the client, and their employer if appropriate, that they can contact you again if they need to.

CHAPTER 9

Chapter 9

Contracts and Claims

Overview

Introduction   When you use a product to link a client to an opportunity, obtain an opportunity or support a client in an opportunity, you will often need to create a contract between NZES and the provider, and process any claims from the provider.

This chapter provides information on the procedures for:

- creating a new contract in S⊗L☺
- placing a client on a contract in S⊗L☺
- paying a claim
- maintaining and ending contracts, and
- recovering overpayments and debts.

In this Chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	9-A-1
B	Business Standards	9-B-1
C	Contracts and Claims	9-C-1

Section A
Background Information

Overview

Introduction	This section provides information about aspects of managing contracts and processing claims to guide staff in carrying out these procedures.

In this section   This section contains the following topics:

Topic	See Page
What is Contracting?	9-A-2
Contracting Diagram	9-A-3
Payment Procedures	9-A-4
Payment Procedures Diagram	9-A-8

What is Contracting?

Definition	A contract is a formal agreement, with an employer or another opportunity provider, to provide an opportunity. The employer or other opportunity provider, NZES and sometimes the client sign it. A contract is legally enforceable on the parties who have signed it.

Purpose

The purpose of a contract is to describe:

- what is to be provided
- who provides the opportunity
- within what timeframe, and
- at what cost.

A contract ensures all parties are clear about their involvement and obligations in the opportunity, and that they understand these obligations can be enforced by law.

Which NZES Products have S⊗L☺ Contracts

There are sixteen products that can be used to create contracts in S⊗L☺. These are: Business Training and Advice Grant, Careers Advice (both Careers Advice and Careers Counselling), Community Taskforce, Enterprise Allowance, Enterprise Allowance Capitalisation, Job Action Workshops, Job Start, Job Intro, Job Link, Job Plus Maori Assets, Job Plus, Job Plus Training Pre-employment, Job Plus Training On-the-Job, Modification Grant, and Taskforce Green.

For other products and new and local initiatives, you may need to develop your own contract.

Reference

See *A Guide to Contracting and Purchasing* for more information on contracting and purchasing in NZES.

Contracting Diagram

Diagram

The following diagram shows the procedure to create a contract in S⊗L☺ in a visual form.

```
                          ┌─────────────────────────┐
                          │ Has the opportunity been listed? │
        ┌────────┐        │                         │
        │ START  │───────▶│   YES        NO         │
        └────────┘        └─────────────────────────┘
                               │             │
                               │             ▼
                               │        ┌─────────────────────────┐
                               │        │                         │
                               │        │  Go to Obtain Opportunity │
                               │        │                         │
                               │        └─────────────────────────┘
                               ▼
                  ┌─────────────────────────┐
                  │ Does the Opportunity Provider │
                  │      exist in SOLO?     │                ┌─────────────────────────┐
                  │                         │                │ Create an Opportunity Provider │
                  │   YES        NO         │───────────────▶│       in SOLO           │
                  └─────────────────────────┘                └─────────────────────────┘
                       │         │                                       │
                       ▼         └──────────┐                            │
                  ┌─────────────────────────┐                           │
                  │     Create Contract     │◀──────────────────────────┘
                  └─────────────────────────┘
                               │
                               ▼
                  ┌─────────────────────────┐
                  │    Approve a Contract   │
                  └─────────────────────────┘
                               │
                               ▼
                  ┌─────────────────────────┐
                  │  Has the client been linked │
                  │   to an Opportunity?    │              ┌─────────────────────────┐
                  │                         │              │ Go to Link Client to Opportunity │
                  │   YES        NO         │              └─────────────────────────┘
                  └─────────────────────────┘                        │
                       │         │                                   │
                       ▼         └──────────┐                        │
                  ┌─────────────────────────┐                        │
                  │ Place Clients on the Contract and │◀─────────────┘
                  │  create a payment schedule  │
                  └─────────────────────────┘
                               │
                               ▼
                  ┌─────────────────────────┐
                  │     Sign the Contract   │
                  └─────────────────────────┘
                               │
                               ▼
                  ┌─────────────────────────┐
                  │  Gain the Client Commitment │
                  └─────────────────────────┘
                               │
                               ▼
                  ┌─────────────────────────┐
                  │ Approve Payment Schedule │──▶ (STOP)
                  └─────────────────────────┘
```

Payment Procedures

Background

For some NZES products, claims can be processed directly in S⊗L☺ and paid automatically via the S⊗L☺ to DOLFIN link. (DOLFIN is the Department of Labour's financial system.)

For other products and new or local initiatives, the claims must be forwarded to Accounts Payable in National Office for manual processing to DOLFIN.

The diagram on the following page shows which claims can be processed directly in S⊗L☺ and which are processed manually.

Contact Accounts Payable in National Office for any queries about payment procedures.

S⊗L☺ To DOLFIN Translation

Some of the terms used about claims in S⊗L☺ are different from those used in DOLFIN. The table below shows the translation from S⊗L☺ to DOLFIN.

S⊗L☺	DOLFIN
Opportunity Provider	Supplier S⊗L☺ #Zxxxx FM # Project Identifier & Number e.g. JP1060969
Contract	Order Number or Project Number
Claim	Invoice
Payment to Opportunity Provider	Payment to Supplier

Payment Procedures, Continued

Diagram   **Payment Processing Procedure**

```
┌─────────────┐      ┌─────────────────────────┐      ┌─────────────┐
│   SOURCE    │      │        Job Plus         │      │  WHERE TO   │
│     OF      │      │     Job Connection      │      │   PROCESS   │
│   CLAIM     │      │   Enterprise Allowance  │      │    CLAIM    │
│             │      │ Enterprise Capitalisation│     │             │
│             │      │    Business Advice &    │      │             │
│             │      │     Training Grant      │      │             │
│             │      │  Job Plus Maori Assets  │      │             │
│             │      │   Job Plus Training     │      │             │
│             │      │   Community Taskforce   │      │             │
│             │      │     Taskforce Green     │      │             │
└─────────────┘      └─────────────────────────┘      │   Process   │
                                                        │  Directly   │
┌─────────────┐      ┌─────────────────────────┐      │     In      │
│     New     │      │        Job Start        │      │    S⊗L☺     │
│  Contract   │      │        Job Action       │      │             │
│  Created    │      │      Careers Advice     │      │             │
│   In S⊗L☺   │      │       Wahine Ahuru      │      │             │
│             │      │      Wahine Pakari      │      │             │
│             │      │    Hikoi Ki Pae-Rangi   │      └─────────────┘
│             │      │      Tane Atawhai       │
│             │      │   Other Miscellaneous   │
│             │      │    Subsidy Contracts    │
└─────────────┘      └─────────────────────────┘

┌─────────────┐      ┌─────────────────────────┐
│     Old     │      │        Job Plus         │
│  contract   │      │     Job Connection      │
│  converted  │      │   Enterprise Allowance  │
│    from     │      │ Enterprise Capitalisation│
│  FastMatch  │      └─────────────────────────┘
│             │
│             │      ┌─────────────────────────┐      ┌─────────────┐
│             │      │    Job Plus Training     │     │   Send to   │
└─────────────┘      │   Community Taskforce   │      │  Accounts   │
                     │     Task Force Green     │     │ for manual  │
┌─────────────┐      └─────────────────────────┘      │processing to│
│ Other Dept  │                                        │   DOLFIN    │
│  invoices   │                                        │             │
│reimbursement│ ──────────────────────────────────▶   │             │
│     etc     │                                        └─────────────┘
└─────────────┘
```

Payment Procedures, Continued

Creating an Opportunity Provider in S⊗L☺

It is important to enter the names of Opportunity Providers into S⊗L☺ in a standardised way to make it possible to search for these Opportunity Providers/suppliers once they have been translated to DOLFIN.

See table below for the standardisation rules:

Opportunity provider	Shortname (15 characters)
• For Enterprise Allowance and Capitalisation enter: First name/s, Surname, and Trading As --------- *e.g. John David Smith T/A J D Smith Company*	First name, then initials *e.g. Smith JD*
• For other opportunity providers (Job Plus, Job Connection, Business Advice, CTF, TFG etc) enter: Trading name, or if no trading name then the employer name *e.g. J D Smith Ltd The Photo Warehouse Dept of Conservation*	*e.g. JD Smith Ltd Photo Warehouse Dept of Conserv*
• The following should be abbreviated: *New Zealand* *NZ* *Limited* *Ltd* *Incorporated* *Inc* *Company* *Co* *Department* *Dept* *Ministry* *Min* *Unlimited* *Unltd* *Saint* *St*	• The following should be abbreviated in shortname only: *Wellington* *WN* *Auckland* *AK* *Christchurch* *CH* *University* *Univ*

Payment Procedures, Continued

Creating an Opportunity Provider in S⊗L☺ (continued)

The following should be omitted in the shortname only:	
The	The Warehouse Wellington *becomes* Warehouse WN
Apostrophe (')	John O'Connel *becomes* OConnel John
Hyphen (-)	John Ford-Smith *becomes* Smith Ford John
Spaces between initials	Joy A & James S Smith *becomes* Smith JA & JS
Quotation marks (" ")	"The Warehouse" *becomes* Warehouse
Full stops (.)	J.P. Bloggs *becomes* JP Bloggs

Creation & Amendment of Opportunity Provider Details (In S⊗L☺ & Fastmatch)

The following table shows the different procedures for creating Opportunity Provider details in S⊗L☺ and Fastmatch.

Contract created in S⊗L☺	Project Created in Fastmatch
1. Create Opportunity Provider Details in S⊗L☺.	2. Fax Create Supplier Details (CSD) form to Accounts.
3. Update in S⊗L☺ only, any changes to the Opportunity Provider details such as address or bank account details. • **Do not fax Create Supplier Details forms to Accounts**	4. Any supplier details amendment (address or bank account) a) Update details in S⊗L☺. b) Fax new CSD form to Accounts for DOLFIN update.
5. If bank details belong to a finance company or non-trading bank: *e.g. PSIS, Wrightson Finance Co* *or Ashburton Permanent Building Society.* a) Enter the trading holding bank account number of the finance company or non-trading bank. b) Add the client's bank account number in the 3rd row of the address field of the "supplier details" screen in S⊗L☺: *e.g. PSIS a/c 1234567-01* *Wrightson Finance a/c 123456-15*	

Claim Payment Process

Diagram   The following diagram shows the procedure to process a claim in a visual form.
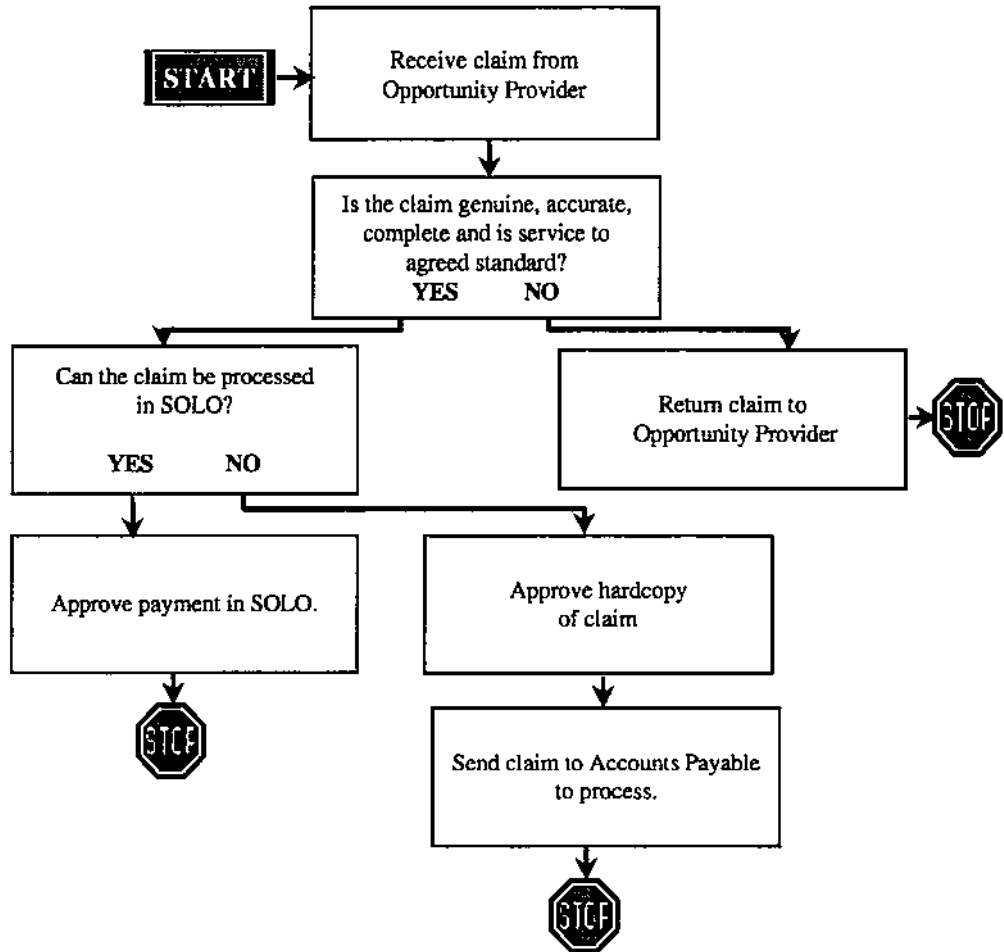
```
                    ┌──────────────────────┐
   ┌───────┐        │ Receive claim from   │
   │ START │───────▶│ Opportunity Provider │
   └───────┘        └──────────────────────┘
                              │
                              ▼
                    ┌──────────────────────┐
                    │ Is the claim genuine,│
                    │ accurate, complete   │
                    │ and is service to    │
                    │ agreed standard?     │
                    │   YES        NO      │
                    └──────────────────────┘
          ┌──────────┘              └──────────┐
          ▼                                     ▼
┌────────────────────┐           ┌──────────────────────┐
│ Can the claim be   │           │ Return claim to      │──▶ STOP
│ processed in SOLO? │           │ Opportunity Provider │
│                    │           └──────────────────────┘
│  YES      NO       │                     │
└────────────────────┘                     │
    ┌──────┘   └────────────┐              │
    ▼                       ▼              ▼
┌──────────────────┐   ┌──────────────────────┐
│ Approve payment  │   │ Approve hardcopy     │
│ in SOLO.         │   │ of claim             │
└──────────────────┘   └──────────────────────┘
         │                       │
         ▼                       ▼
       STOP            ┌──────────────────────┐
                       │ Send claim to        │
                       │ Accounts Payable     │
                       │ to process.          │
                       └──────────────────────┘
                                │
                                ▼
                              STOP
```

Section B
Business Standards

Overview

Introduction	This section provides information about the principles of signing, changing and ending a contract and paying claims, which will guide staff in carrying out these procedures.

In this Section	This section contains the following topics:

Topic	See Page
Business Standards	9-B-2
Management Reports	9-B-4

Business Standards

Signing a Contract

When the contract is between NZES and the opportunity provider, only the "Obtain Opportunity" process must have been successfully completed before a contract is signed.

When the client is part of the contract, the "Link Client to an Opportunity" process must have been successfully completed before a contract is signed.

All parties involved in the contract (e.g. the opportunity provider, NZES and the client) must have signed the contract before the opportunity starts.

All parties involved in the contract (e.g. the opportunity provider, NZES and the client) must have signed the contract before the claim schedule in S⊗L☺ is updated to "Approved" and any payments are made.

The person signing the contract on behalf of NZES must have the required operational delegated authority to do so (see Chapter 10 Products for more information).

Changing Contracts

Changes can only be made when all the parties of that contract agree, or for reasons provided for in the contract.

All parties involved with the contract must sign the amendment(s) before they occur.

Ending Contracts

Contracts can only be ended early for reasons provided for in the contract.

Business Standards, Continued

Checking Claims   All claims presented for payment must be checked to determine that they are:
- genuine (NZES agreed to purchase the service/s provided)
- accurate (calculations are correct)
- complete (documents are signed, dated and coded; provider's/supplier's bank account details have been verified - i.e. a pre-printed deposit slip, statement or handwritten deposit slip confirmed with the bank's stamp)
- the service has been provided to the standard specified in the relevant contract (if any)
- the claim is being made within the time period specified in the relevant contract i.e. 3 months for most products (Centre Managers have discretion to approve claims outside this period), and
- any supporting documentation (e.g. quotes) is attached and checked before the claim is approved for payment.

Approving Claims   All claims must be approved by an NZES staff member with the appropriate level of financial delegated authority.

Notes   In the case of products providing wage subsidies:

- if the client is off work for less than a week (5 days) the payment is not affected. If the client is paid ACC Weekly Compensation or a Sickness Benefit, the employer should not be paid a subsidy for that time
- subsidies are payable for statutory, annual and sick leave taken during the subsidy period, but not for lump sum holiday or severance payments
- employers are legally responsible for paying PAYE and ACC levies, and
- all subsidies are paid GST inclusive.

In the case of Community Taskforce – the allowance is not paid if the client is absent for any reason or if they are unable to attend because of a public holiday.

Management Reports

Introduction	Below are reports available in S⊗L☺ to assist centre managers or other staff members to manage contracts and claims.
Advances	Report Available: The Advances Report shows all details of advances issued by an NZES Centre or Office Group to Opportunity Providers. Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.
Completed Contracts with Outstanding Claims	Report Available: The Completed Contracts with Outstanding Claims Report shows all contracts with a status of completed where there are still claims outstanding. Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.
Detailed Unlodged Claims	Report Available: The Detailed Unlodged Claims Report shows all details of Unlodged Claims to be presented to an NZES Centre or office group by opportunity providers for a given period of time. Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.
Advances Exceeding Four Weeks	Report Available: The Advances Exceeding Four Weeks Report shows all details of claims exceeding four weeks approved by an NZES Centre or office group to employers or other opportunity providers for a given time period. Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.

Management Reports, Continued

Potential Overpayments Report

Report Available: The Potential Overpayments Report shows any overpayments that may have been made to an employer or other opportunity provider, e.g. when claims have been paid up to date but the client finished prior to that date.

Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.

Re-Print Claim Forms

Report Available: In S⊗L☺ it is possible to re-print the claim forms that are sent to an employer or other opportunity provider.

Reference: See Printing Contract Payment Reports in S⊗L☺ On-line Help Text for more information on how to print this report.

Section C

Contracts and Claims

Overview

Creating a New Contract in S⊗L☺

Introduction	Once the "List Opportunity" process has been successfully completed a contract for that opportunity can be created. This is the process of creating a new contract for an opportunity in S⊗L☺.

Procedure	Follow the steps in the table below to create a new contract.

Step	Action
1	Find opportunity provider. Note: For Enterprise Allowance the client is also the opportunity provider.
2	From the opportunity provider record go to **Create a Contract.**
3	Identify the product or service the contract is being created for. This will determine what fields need to be completed.
4	Fill in the details as required. The bank account number will default to the one in the opportunity provider record.* This may be changed if necessary. Any changes will need to be authorised. The contract, at this stage, has a status of "Under Negotiation".
5	For contracts that are between NZES and the opportunity provider only, it is recommended that you print the contract and get it signed at this stage.
6	Get the contract approved in S⊗L☺.

* The bank account details must be verified before entering them on the opportunity provider's record, and when changing the details. The requirement is that the provider must provide either:

• a computerised pre-printed deposit slip, or
• the top of a bank statement showing the full account name and number, or
• a deposit slip with the account number (handwritten) and a bank stamp.

Placing a Client on a Contract in S⊗L☺

Introduction   Once a contract has been created, and a client is linked to an opportunity through the "Link Client to an Opportunity" process (Chapter 7), the client can be placed on a contract.

Procedure   Follow the steps in the table below.

Step	Action
1	Check the client has been linked to an opportunity.
2	Go to **Contract Placements** screen. Identify the contract.
3	Identify the client to be placed to the contract.
4	Complete the details on this screen, including the contract placement source.
5	If a payment is attached to the contract: 1. Go to **Contract Client Payment Subsidies.** 2. Create the payments schedule (as per what was negotiated in the "Link Client to an Opportunity" process). When creating this schedule you need to use one line per payment type, e.g. one line for a one-off payment and another line for the weekly payments. 3. Either ensure the contract has been signed or print the contract and get it signed by all parties. 4. Where the client doesn't sign the contract you must gain commitment from the client that they will participate in the opportunity (this will vary depending on the product or service; an example is the "Commitment Form" a client signs with NZES for Community Taskforce). 5. When the contract is signed by all parties and the client has given a commitment to the opportunity, the payment schedule in S⊗L☺ can be approved.

Paying a Claim

Introduction   Contracts will often involve either a one-off payment or series of payments to the opportunity provider. Payment is usually made to the provider following receipt of a claim and supporting material from the provider which shows that the service or opportunity has been provided as agreed in the contract.

Procedure   Follow the steps in the table below.

Step	Action
1	Claim is received from an opportunity provider.
2	Check the claim is genuine, accurate, complete, that the service has been provided to the specified standard, that the claim is within the time period specified in the contract; and that all supporting documentation (as necessary) has been attached.
3	Determine your next action by following the table below.<table><tr><td>**If the claim**</td><td>**Then…**</td></tr><tr><td>Can be processed in S⊗L☺</td><td>Go to step 4</td></tr><tr><td>Cannot be processed in S⊗L☺</td><td>Go to step 7.</td></tr></table>
4	Go to **Create Claim** screen and enter the details into the system. This will then move you into the **Maintain Claim** screen – complete the details in this screen (as necessary).
5	When all details are correctly entered, confirm claim.
6	Get claim approved in S⊗L☺ - the payment will be processed automatically via the S⊗L☺ to DOLFIN link.
7	Get hardcopy of claim approved and send the claim and any supporting documents to Accounts Payable for manual processing to DOLFIN.

Reference – See DOLFIN Enquiry Training Guide for information on how to check if a claim has been paid.

Amending and Ending a Contract

Introduction   Contracts occasionally need to be amended (including extending the contract period) and/or ended early, e.g. a participant leaves early.

Procedure   The following procedures should be followed when amending a contract or ending a contract early.

	Action
Amending	Depending on the complexity of the changes you can either: • make the changes on the signed contract and get all parties to initial those changes, or • print a new contract, with the changes made, get all parties to sign the new contract, and end the original contract.
Ending	Potentially a contract can be ended early by any of the parties involved in it. Contracts can only be ended early for reasons provided for in the contract. The party wanting to end the contract must formally notify all other parties of this intention and their reasons. If the contract ends early the record in S⊗L☺ must also be ended early. Reference: See Contracts in the S⊗L☺ On-line Help for more information how to do this.

Recovery of Overpayments and Debts

Introduction   Centres and Project teams are responsible for initiating the recovery of overpayments to providers and debts owing.

Overpayments may occur for a number of reasons e.g:

- a client who has received an Enterprise Allowance Capitalisation grant fails to submit purchase receipts within one month of receiving the grant
- a client has received an Enterprise Allowance Capitalisation grant and their business closes soon after starting (or does not start)
- a provider is granted an advance of Taskforce Green and subsequently the client/s do not start or the project ends early
- an employer or other opportunity provider misrepresents the hours the client worked or participated in the opportunity, or
- a payment is made to an incorrect bank account.

Recovery Procedure   Following is the procedure for initiating recovery of overpayments and debts.

Step	Action
1	Identify the size of the overpayment or debt (see note below for specific information on calculating repayment of the Capitalisation grant).
2	Phone the provider or client immediately to alert them to the situation and to see if it can be resolved immediately. If the overpayment or debt is paid, no further action is required.
3	Write to the provider or client explaining how the overpayment or debt occurred, what the provider or client is liable for, and the date by which they must respond. If the overpayment or debt is paid, no further action is required. Note: Keep a copy of the letter on file and note a warning on the provider or client's file in S⊛L☺.
4	If no reply is received within 2 weeks, notify Accounts Receivable. Provide a copy of any letters, the contract, physical address and contact numbers of the provider/client.
5	Accounts Receivable will provide a debtor number to the Centre which should be noted on the file (and quoted whenever contacting Accounts Receivable).
6	Accounts Receivable issues an invoice to the provider, and if necessary will later refer the matter to a debt collection agency.
7	Notify Accounts Receivable immediately if the provider or client contacts the Centre or makes a payment.

Recovery of Overpayments and Debts, Continued

**Payments
Received**

Any payment received should be sent to Accounts Receivable with supporting information.

Note any payments received in S⊗L☺.

Direct credit is the preferred method of payment if the provider or client is paying by instalments i.e.

- client fills in and signs Automatic Payment form (a copy is kept on file)
- forward Automatic Payment form to Accounts Receivable to complete, and
- Accounts Receivable forwards the form to the provider/client's bank.

Reports

A regular report will be provided to Centre Managers and Project Managers listing all outstanding debts against the Centre.

**Enterprise
Allowance
Capitalisation
Recovery**

A recovery measure is included in the Enterprise Allowance Capitalisation agreement to cover the possibility of the business closing shortly after commencing, failing to start, or a breach of the agreed terms and conditions.

For the purpose of the recovery we assume that the grant was paid at a rate of $214 per week (maximum weekly grant). To calculate the amount owed multiply $214 by the number of weeks worked. If this total is less than the grant paid, subtract this total from the amount of the grant. The result is the amount the client owes NZES.

Example 1
$3,000 grant paid, client worked for 8 weeks

8 weeks x $214 = $1,712 then
$3,000 - $1,712 = $1,288

The amount owed is $1,288

Example 2
$3,000 grant paid, client worked for 16 weeks

16 weeks x $214 = $3,424
$3,424 is greater than the grant paid $3,000

Recovery of Overpayments and Debts, Continued

Enterprise Allowance Capitalisation Recovery (continued)	The client has "used up" the grant and nothing is owed. The Centre should ask the client to sell any capital assets purchased with the Capitalisation portion of their Enterprise Allowance and repay the amount owed.

Diagram of Procedure to Initiate Debt Recovery

Diagram   The following diagram shows the procedure to initiate recovery of a debt or overpayment.
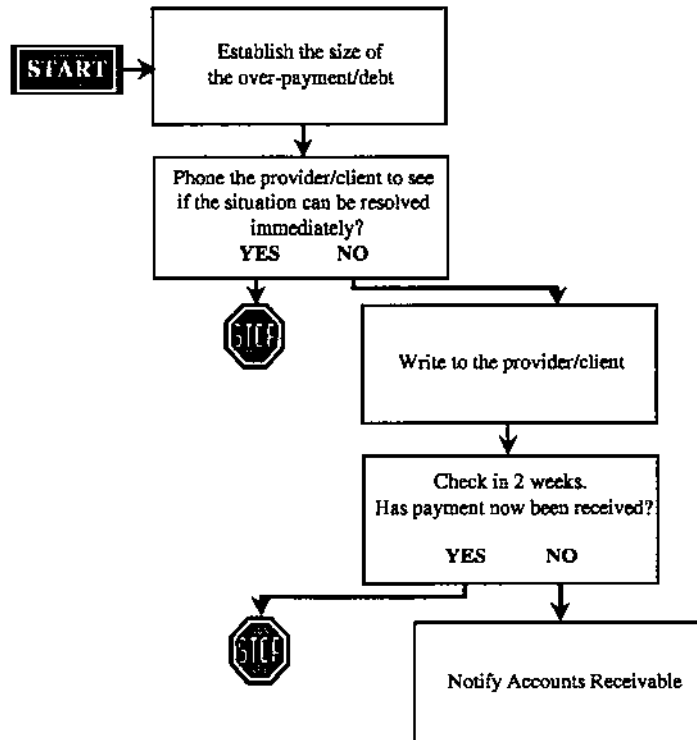
Chapter 10

Products

Overview

Introduction   Products assist in moving clients closer to, or into, employment. Products may be provided by NZES or contracted out to other Opportunity Providers.

In this Chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Information about NZES Products	10-A-1
B	Product specific processes	10-B-1
C	Product monitoring	10-C-1

Section A

Information about NZES Products

Overview

Introduction   This section provides information on products offered by NZES, approval requirements, and details about where to obtain further information.

In this section   This section contains the following topics:

Topic	See Page
Product Descriptions and Approvals	10-A-2
Detailed Supporting Information about Enterprise Allowance and Capitalisation, Business Training and Advice Grant, Job Plus Maori Assets and Community Taskforce.	10-A-6

Product Descriptions and Approvals

Introduction

The Employment Advisors' Handbook provides information about NZES products including product intent, description, requirements and expected results.

Product description and approval

The table below provides a basic description of each product and whether Employment Advisors need approval from a Centre Manager, Projects Office Manager, Employment Advisor with approval delegation (or higher level of delegation) before using the product to link a client or clients to an opportunity.

Refer to Section B of this chapter for detailed supporting information on Enterprise Allowance and Capitalisation, Job Plus Maori Assets and CTF.

Products	Description	Approval Required
Work Ready		
Client Self Help	Client Self Help are resources provided by the centre to encourage clients to help themselves to find employment	
Job Self Service	Job Self Service provides clients with a description of current employment and work experience opportunities available in the local area. Clients apply, through an Employment Advisor, for positions for which they have appropriate work experience and qualifications	
Seminars	Centres may run a range of job search seminars for clients including Job Club, Job Wise, Curriculum Vitae Seminar, Job Search Seminar, Interview Skills Seminar and specific labour market seminars.	

Product Descriptions and Approvals, Continued

Skills Training		
ESOL – English Skills for Professionals	English Skills for Professionals are provided through full-time (20 – 25 hours per week), externally contracted 15 - 18 week English Language courses, run by a range of Private Training Establishments and Polytechnics.	Nationally negotiated contracts with external providers – refer clients directly to training opportunities as advised by NATO
Job Plus Training	Job Plus Training can be used on its own or in conjunction with Job Plus. The training can be pre-employment or on-the-job training.	Centre Manager, Projects Office Manager, or EA with delegated approval
Work Experience		
Community Taskforce	Project based work experience with community or environmental organisations.	CM/ Projects Office Manager, or EA with delegated approval
Job Intro	Short-term unpaid work experience for young clients designed to help them make career choices.	CM, or EA with delegated approval
Job Link	Short-term unpaid work experience for up to four weeks for eligible clients.	CM or EA with delegated approval
Work Subsidy		
Job Connection	A wage subsidy for employers to take on very long-term clients for up to six months.	CM, or EA with delegated approval
Job Plus	Job Plus is a partial and temporary wage subsidy given to an employer who provides an employment opportunity.	CM, or EA with delegated approval

Product Descriptions and Approvals, Continued

Job Plus Maori Assets	A partial and temporary wage subsidy for Maori organisations to develop Maori assets and community projects.	CM, or EA with delegated approval
Job Start	A non-refundable grant of up to $250.00 for costs related to a specific vacancy.	CM, or EA with delegated approval
Modification Grant	A one-off grant made to employers, or employees with disabilities, to fund modifications to the workplace, adaptation of equipment, purchase of work-related specialised equipment, or assist employees to retain work.	CM or EA with delegated approval (contact BA, People with Disabilities re availability of funding)
Taskforce Green	A wage subsidy paid to sponsors who employ clients for finite projects of work that are beneficial to both communities and the client.	CM / Projects Office Manager, or EA with delegated approval
Work Confidence		
Careers Guidance & Counselling	A grant enabling eligible clients to receive professional careers guidance or counselling.	CM, or EA with delegated approval
Commissioned Youth Action Training	Short-term courses (average length six weeks) designed to meet the needs of disadvantaged youth clients.	Nationally negotiated contract - refer clients directly to training opportunities advised by ETSA
Hikoi Ki Pae rangi/New Horizons	A motivational job search seminar to assist women sole parents re/entering the work force.	Nationally negotiated contracts with external providers – refer clients directly to training opportunities as advised by NATO

Product Descriptions and Approvals, Continued

Job Action Workshop	A workshop for long-term clients aimed at enhancing their self-esteem, communications skills, motivation and job search skills.	CM, or EA with delegated approval
Maori Youth Programme	A six week course designed to assist young Maori clients into work, primarily through training in tikanga Maori, and identifying career and training options.	CM or EA with delegated approval
Residential Motivational Training	An intensive residential motivational training programme that is outdoor education-based (includes Limited Service Volunteers).	Nationally negotiated contract – contact Business Support, Operations to make referrals
Tama Tane o le Pasefika	A five day job information seminar for Pacific Island men over 35 years of age.	CM or EA with delegated approval
Tane Atawhai	A motivational seminar for Maori men which is facilitated by Maori men and is often run on a Marae or alternative community based premises.	CM, or EA with delegated approval, or Regional Maori Co-ordinator, or BA Maori Employment
Wahine Ahuru/Turning Point	A motivational, supportive and highly interactive seminar for women to identify transferable skills and provide information and advice.	
Self Employment		
Business Advice & Training Grant	A non-repayable grant that may be used for generic business skills training, preparing a business plan, vetting the plan, professional advice, and preparing a mid-project financial report.	CM, or EA with delegated approval

Product Descriptions and Approvals, Continued

Enterprise Allowance	A temporary subsidy given to eligible clients to assist them into self-employment.	CM, or EA with delegated approval
Enterprise Allowance Capitalisation	To assist eligible clients to achieve self-sufficiency through self employment, by providing financial assistance to meet the essential business start-up costs.	CM, or EA with delegated approval
Wahine Pakari	A business skills training course designed and delivered by Maori women for Maori women.	CM, or EA with delegated approval
Targeted Initiatives		
Employment Innovation Fund	A contestable project fund to assist those clients most disadvantaged in the labour market.	RM for projects up to $35,000
Maori Employment Fund	A project fund assisting Centres to undertake initiatives that will assist Maori clients into employment.	BA Maori Employment, Operations
Pacific Island Employment Fund	A project fund assisting Centres to undertake initiatives that will assist Pacific Island clients into employment.	BA, Pacific Island Employment, Operations
Women's Employment Fund	A contestable, internal project fund which allows NZES staff to address the needs of local women clients.	BA Women's Employment, Operations

Detailed Supporting Information

Introduction   This section provides detailed supporting information for Enterprise
Allowance and Capitalisation, Business Training and Advice Grant, Job Plus
Maori Assets, and Community Taskforce and Taskforce Green.

Detailed Supporting Information For Enterprise Allowance, Enterprise Capitalisation & Business Training and Advice Grant

Business Plan for Self Employment

The business plan should include the following information:
- the legal status of the business;
- evidence that the business location is suitable and an indication that equipment is available to start work;
- the goods or services that the business will produce or supply;
- the market demand and marketing strategies;
- identification of competitors and their impact;
- financial information (including a cash flow; sources of finance; provision for tax; charge out rate; production costs; how any stock will be financed and minimum personal expenses);
- knowledge of taxation and relevant business laws/levies/regulations/licences;
- a list of financial/legal advisors;
- opportunities for expansion/diversification in the future;
- threats to business establishment and growth;
- prospects for employing staff in the future;
- a contingency plan if things do not go as planned; and
- evidence that the applicant has the skills necessary to run the business and the strengths/weaknesses of the plan.

Detailed Supporting Information For Enterprise Allowance, Enterprise Capitalisation & Business Training and Advice Grant, Continued

Vetting Reports   The vetting report should provide an impartial assessment of:
- productivity levels;
- actual versus forecast cash flow;
- cash flow expectations for the next six months; and
- comment on the likely success of the business.

Mid-project financial report   The minimum requirement for the financial report is that the client allows you to sight the cash book and provides a written report which includes:
- productivity levels (for example the number of jobs, items manufactured etc);
- the actual cash flow;
- a comparison of performance against the original business plan;
- cash flow expectations for at least the next six months; and
- comment on the likely success of the business.

Detailed Supporting Information For Job Plus Maori Assets

Maori Assets

What is meant by Maori assets?

Maori assets include assets in which Maori organisations or individuals demonstrate an interest/either by ownership, use or management that is New Zealand based.

This includes multiple-owned land, and assets held in trust (this could include fisheries quota).

It can also include intangible assets such as te reo Maori.

Note that this includes only current Maori assets. Future assets may include those currently held by Government in land banks and are subject to Raupatu settlements.

What do we mean by developing Maori assets?

Projects by Maori groups or organisations which involve economic or other development of Maori-owned assets such as Land development; forest development; fisheries; operation of local community social services; provision of Marae-based health services (which lead to the development of Maori owned assets) etc.

There are no simple answers in considering policy options for the development of Maori land. We accept that different areas of land and different communities will be treated in different ways. We have to respect that a separate, distinctive Maori culture still exists.

Maori perceive their assets differently from non-Maori. Therefore non-Maori may not necessarily share the same opinion. *I roto i te Ao Maori he TAONGA* (In the Maori world it is a treasure) not an asset. Legally an asset is something that is worth $100 or more, that can be moved. However from a Maori perspective our language is an asset. Within these two terms there is a vast difference which has the potential to open or close endless possibilities.

Detailed Supporting Information For Job Plus Maori Assets, Continued

Guidelines of Maori Groups/Organisations

This information has been taken from Te Whare Wananga o Waikato 1996 (background notes and readings - Maori Land and Communities) and Te Whare Wananga o te Upoko o te ika a Maui. Te Puni Kokiri has also assisted.

This is a guide only.

Iwi:	**Tribe**
Hapu:	**Sub tribe**
Whanau:	**Family**

Trusts

The constitution of a trust does not serve the ties of an owner of the land. Turangawaewae (standing place, identity with Marae and tribe/sub tribe) is maintained. A feature of the trust provisions is that the constitution of the trust will stop further succession to interests in the land. This will stop fragmentation and foster retention of Maori freehold land.

(Simply, a trust is a group of trustees or body nominated by the owners to manage their interest in the land. When ordered by the court the trust is deemed the legal owner.)

The Act provides for **five** different types of trust.

Putea Trust

These deal with interests in land that have become impractical to administer (for example, small, uneconomical blocks or blocks where owners cannot be located). The income (if any) is pooled for the common benefit of owners and further fragmentation of title is stopped by preventing future succession.

Whanau Trust

These family trusts are designed to preserve a family's Turangawaewae while extinguishing their individual interests in the land. A whanau trust can only be established with the consent of all the land owners. The land, money or other assets can be vested in a tipuna of the owners. Income from the land may be pooled and used for such purposes as promoting the health, social, cultural and economic development of the beneficiaries. Future succession is stopped.

Detailed Supporting Information For Job Plus Maori
Assets, Continued

Aha Whenua Trust	These are equivalent to the present Section 438 trusts under the Maori Affairs Act 1953. The purpose of these trusts is to promote and facilitate the use and administration of the land in the interest of the beneficial owners. Future succession is not affected.
Whenua Topu Trust	These are iwi-based and may be set up to include the whole or a large part of the total land interest of an Iwi or Hapu. The Maori Land Court must be satisfied that the trust will promote and facilitate the use and administration of the land and that there is no objection among owners for forming the trust. Income from the trust will benefit members of the Iwi or Hapu.
Kaitaiki Trust	These trusts may be established to take care of the interest of minors or people with disabilities.
Maori Community Purposes	This is fully defined under Section 218 of the Te Ture Whenua 1993 Act. Briefly, where there is any income of the trust, the trustees may provide money for promoting health, social, cultural, economic welfare, education or vocational training for the benefit of the beneficiaries or Hapu named in the court order.
Maori Incorporation	Maori incorporations are similar to companies, with owners becoming shareholders, rather than land owners. The incorporation will hold land and other assets in trust for the owners but the owners retain the beneficial ownership and therefore their link to the land.
Te Ture Whenua Moari Act 1993	The Act is an historic milestone that charts a new course in Maori land legislation. The Act took effect in July 1993.

The underlying principles of the Act are that it:

- recognises that land is a taonga tuku iho of special significance to Maori

- promotes the retention of that land in the hands of its owners, their Whanau and Hapu

- facilitates the occupation, development and use of that land for the benefit of its owners and their descendants.

Detailed Supporting Information For Job Plus Maori
Assets, Continued

National Kohanga Reo Trust

The Te Kohanga Reo (TKR) National Trust is an independent, registered charitable (non-profit-making) trust that acts as a bridge - and buffer between Government and individual TKR centres. It acts as the umbrella organisation for the kohanga reo movement, which began in 1981 and now includes over 800 individual kohanga. Further information should be obtained either directly from the Trust or through the Ministry of Education.

Runanga

The traditional meaning of "Runanga" is a tribal meeting. Now the term often refers to an elected body that carries out certain business on behalf of an Iwi or a Hapu. Some runanga have been established under the Maori Trust Board Act or by their own legislation (e.g. *Te Runanga o Ngati Porou Act 1987*). Others have no founding legislation or have had their founding legislation repealed (i.e. *the Runanganui Iwi Act 1990*). While these runanga have no legislative status as runanga per se, many have become constituted as incorporated or friendly societies or charitable trusts. Each runanga has its own functions and authority derived from its particular constitution.

Detailed Supporting Information For Job Plus Maori
Assets, Continued

Marae

Several different types of marae are recognised:

- **PARAMOUNT MARAE**
  These are major centres of Maori activity such as Waitangi, Turangawaewae, Ratana, Orakei and Ngati Poneke.

- **TRADITIONAL, COMMUNITY-BASED MARAE**
  These are the mainstream marae where land and buildings are set aside specifically for the use of a tribe or Hapu from within its own resources.

- **CHURCH-BASED MARAE**
  These are established by adherents to a particular faith, and are usually urban, but not necessarily so. For example, Te Unga Waka in Auckland and Hui Te Rangiora in Hamilton.

- **FAMILY MARAE**
  These have some similarities with the traditional community-based marae but are restricted in use by extended family, Whanau, for family gathering and functions.

- **EMERGENT COMMUNITY-BASED MARAE**
  These are the mainly urban marae where land has been acquired for a marae for relocated Maori individuals and families. Some such as John Waititi Memorial Marae, have been built for the use of Maori people from different tribes who are living permanently in Auckland.

- **MARAE COMMITTEES**
  Marae committees, unlike Maori communities, are not set up by an Act of Parliament. Marae committees are established to administer the marae and their functions are restricted to the activities of the marae. For example, renovating a marae, maintenance of the marae etc.

This is a guide only. If you are unsure ask your Maori Perspective Advisor.

Detailed Supporting Information for Community Taskforce & Taskforce Green

CTF & TFG Project Sponsors

Community Organisations

A Certificate of Incorporation or Trust Deed is required to confirm registration as a charitable trust or incorporated society under the Charitable Trust Act (1957). The trust document should include a "wind up" clause indicating that organisational assets will be dispersed within the community.

Educational Authorities

Projects in schools can be approved to complete tasks that schools are not already funded to undertake.

If you are unsure whether a proposal has already been funded by other means for example, bulk funding, you should contact the Ministry of Education or the relevant Teachers' Association.

Projects can include activities which are sometimes undertaken by parents in a voluntary capacity.

Participants cannot work directly with students unless the work involves teaching assistance under the guidance of qualified staff.

Participants cannot undertake routine maintenance of school property.

Government Departments

Work which meets the project conditions can be sponsored by any Government Department, with the exception of the Department of Labour.

Local Authorities

For example local City Councils.

Detailed Supporting Information for Community Taskforce & Taskforce Green, Continued

Private Sector Employers

Projects sponsored by private sector employers must be of benefit to the community or the environment.

A private sector employer is defined as any private or limited liability company, any trading arm of an incorporated society or any individual in business on their own account, such as farmers or partnerships approved by NZES, as a project sponsor.

To be a project sponsor an organisation must have a legal identity. Private individuals cannot be sponsors.

Home Based Care

Home based care projects can be sponsored by Regional Health Authorities, church groups, volunteer agencies or other support groups.

Ensure that projects are finite and that individual/s will not need permanent on-going care.

Check that ISS, Regional Health Authorities or other agencies do not already fund organisations or individuals to provide the type of care to be undertaken.

People paid by other agencies should not be displaced by project participants.

Detailed Supporting Information for Community Taskforce & Taskforce Green, Continued

Benefit to the Community and Environment

Community Benefit

Taskforce Green projects for community benefit must achieve **at least one** of the following objectives, namely:

- help create or expand community organisations, facilities, or amenities that are readily available to the wider community at no or low cost;
- help increase public awareness of community organisations;
- help develop ethnic cultures;
- help maintain or improve cultural assets.

Environmental Benefit

Taskforce Green projects for the benefit of the physical or natural environment must achieve **at least one** of the following objectives, namely:

- protect animals and plants of special interest and the places they live in
- provide public access to the natural world
- increase community awareness and participation in caring for the environment
- enhance or increase awareness of resource management practices
- investigate means for reducing adverse environmental impacts
- create environmental amenities and/or facilities for public use
- pest control and eradication of noxious weeds
- environmental protection (excluding environmental protection for commercial gain)
- environmental research the results of which will be publicly available
- clean-up public areas, and
- clean up and repair damage after a natural disaster

Taskforce Green projects should not damage Sites of Special Wildlife Interest/Recommended Areas for Protection.

If you are in doubt about the environmental benefit of a project you should check with organisations like the Department of Conservation.

Clearing of manuka or kanuka must have Department of Conservation approval before approval for a Taskforce Green project can be given.

Detailed Supporting Information for Community Taskforce & Taskforce Green, Continued

Conditions for Community TaskForce Sponsors

The sponsor pays the participants the appropriate allowance on behalf of the crown. This allowance is not considered income for the sponsor. The reimbursement of work related costs is not subject to GST.

- Sponsors are required to ensure a safe and healthy working environment is maintained for the participants (under the Health and Safety Act 1992, as cited in the Social Security Act (Section 60M (5)).

- Sponsors agree to allow participants to carry out their job search, attend job interviews, receive employment advice or attend NZES seminars during work time if necessary.

- Sponsors are required to inform NZES Centres of the results of any Community Taskforce referrals.

- This includes if a client fails to report to, or complete, a project without notifying the sponsor or has absences without good and sufficient reason.

- This should be done as soon as is reasonably practicable, regardless of whether the participant is in receipt of a work tested benefit or not.

- Sponsors must provide participants with a reference or certificate of participation when they complete the project.

Sponsors are not required to pay ACC levies.

Detailed Supporting Information for Community Taskforce & Taskforce Green, Continued

Conditions for Taskforce Green Sponsors (continued)

- that the work is additional to the normal work of the organisation; and

- that the work does not displace existing workers in the organisation, or workers the organisation had already planned to employ, or workers in other organisations, such as sub-contractors, who would have usually done the work; and

- that the project is structured to last a finite period; and

- that all subsidised workers will be eligible and approved by NZES; and

- to pay their wages and collect PAYE; and

- to meet all additional costs including holiday pay, ACC levies, GST, material costs, and supervision, if necessary; and

- to provide and maintain a safe working environment in accordance with any relevant legislation and including the requirements of the Occupational Safety and Health Service of the Department of Labour.

Note: As the Taskforce Green subsidy includes GST, organisations that are liable for GST should be registered with the Inland Revenue. If in doubt, they should contact their local IRD.

Section B

Product Specific Processes

Overview

Introduction   This section provides additional information that is not covered by Chapter 7, Link Client to an Opportunity.

In this section   This section contains the following topic:

Topic	See Page
Product specific process for Job Start	10-B-2

Section B

Product Procedures

Product Guidelines remain the reference for product procedures until such time as they are condensed and included in this section.

Product specific process for Job Start

Introduction   Use this procedure when a client requires the Job Start grant.

Reference: See the Product guideline in the Employment Advisor Handbook
for information about the intent, description, requirement and expected result
from using Job Start.

Procedure   Follow the steps in the table below.

Step	Action
1	Client to discuss their requirements with Employment Advisor and reach agreement on items necessary.
2	Employment Advisor to confirm the client's eligibility for Job Start.
3	Client to obtain quotes from suppliers, showing type, quantity and price of items needed.
4	Employment Advisor to complete the Job Start approval form.
5	Employment Advisor to enter details of expenditure and reasons in General Comments, and add "Job Start" under Membership Details
6	Staff member with delegated approval authority to approve items and sign form.
7	Client to take copy of approval form to Income Support Service who will arrange payment details and administer the Income and Asset test.
8	Employment Advisor to file copy Job Start application form with copy of quotes attached.
9	Refer client to the opportunity in S®L☺ (refer Chapter 7, Business Procedures).

Section C

Monitoring of Products

Introduction   Whenever you use products to link a client to opportunities you must have a strategy in place to monitor:

- That the client's needs are adequately met by the product
- That the product is used in the way expected and to the standard agreed in the relevant contract
- The outcomes from using the product.

Where the product is used to place the client in employment, monitoring will occur in conjunction with the process of supporting an employed client.

Monitoring Requirements   The table below describes the current monitoring requirements relating to NZES products.

REQUIREMENT	WHAT TO CHECK

Career Guidance & Career Counselling
 Prior to payment to provider
	• Job Choice Reports
	   * received within agreed time frame
	   * completed to satisfactory standard
	   * endorsed by client

Commissioned Youth Action Training ETSA is responsible for monitoring the standard of training provided, numbers of clients attending and outcomes (they report to National Office) Centres should receive and monitor attendance reports from providers so that non-attendance can be followed up with clients.	• Clients' attendance on training
Hikoi Ki Pae-rangi Providers are expected to report on outcomes into training or employment.	• Clients' attendance at seminar (i.e. only those clients who are registered with NZES)

Monitoring of Products, Continued

Monitoring Requirements (continued)

REQUIREMENT	WHAT TO CHECK
Job Action Workshops Contact with clients or providers, visits to workshops as appropriate	• Clients' attendance on training • Training meets standards in service agreement with provider • Clients' satisfaction with training • Quality of Job Action Plans produced
Maori Youth Programme 3 site visits during course After course – outcome reports at 3, 6 & 12 months.	• Questions detailed on Maori Youth Programme monitoring form
Residential Motivational Training National Office is responsible for overall monitoring. Centres should monitor the progress of clients they refer to RMT.	• Clients' attendance at training • Clients' satisfaction with training
Tama Tane o le Pasefika	• Clients' attendance at seminar
Tane Atawhai Contact with clients or providers, visits to seminars as appropriate	• Clients' attendance on training • Training meets standards in service agreement with provider • Clients' satisfaction with training
Wahine Ahuru/Turning Point Contact with clients, and/or providers (where programme contracted out)	• Clients' attendance on training • Training meets standards in service agreement with provider • Clients' satisfaction with training
Community Taskforce • High risk project (at least) - 2 on-site visits per 26 week project, or 1 on-site visit per shorter project • Medium risk project (at least) - 1 or 2 on-site visits depending on length of project • Low risk project (at least) 1 on-site visit	• Project operating as agreed • Materials, transport, facilities available as agreed • Allowances being paid to clients • Clients working agreed hours • Working conditions are safe • Appropriate supervision being provided • Clients achieving skills/ experience agreed in Action Plan • Any other concerns raised by opportunity provider or client

Monitoring of Products, Continued

Monitoring Requirements (continued)

REQUIREMENT	WHAT TO CHECK
Job Intro & Job Link Contact employer at least once. Visits recommended in the case of new opportunity providers	• Client is receiving work experience as agreed • Client working agreed days/hours • Working conditions are safe • Appropriate supervision being provided
Job Connection At least 1 phone contact or site visit (more often if high risk placement) Regular contact in first week/s of placement is recommended	• Client is still employed • Client is working agreed hours • Client is receiving agreed wages and travel allowance if Job Connection • Client is receiving appropriate supervision • Client is gaining agreed skills/work experience • Whether client is likely to remain employed at end of subsidy • Any other concerns raised by opportunity provider or client
Job Plus & Job Plus Maori Assets At least 1 phone contact or site visit (more often if high risk placement)	• Client is still employed • Client is working agreed hours • Client is receiving agreed wages • Whether client is likely to remain employed at end of subsidy • Any other concerns raised by opportunity provider or client
Job Start Contact client or employer as appropriate	• (Where possible) client spent grant on agreed items • Reconciliations (monitor SWIFFT report to confirm which clients received the grant)
Modification Grant Prior to payment to provider/suppliers	• Modification/equipment is satisfactory for both client & employer

Monitoring of Products, Continued

Monitoring Requirements (continued)

REQUIREMENT	WHAT TO CHECK
Taskforce Green • High risk project (at least) - 2 on-site visits per 26 week project, or 1 on-site visit per shorter project • Medium risk project (at least) - 1 or 2 on-site visits depending on length of project • Low risk project (at least) 1 on-site visit	• Project operating as agreed • Materials, transport, facilities available as agreed • Wages being paid to clients • Clients working agreed days/hours • Working conditions are safe • Appropriate supervision being provided • Clients achieving skills/experience agreed in Action Plan • Any other concerns raised by opportunity provider or client
Employment Innovation Fund, Maori Employment Fund, Pacific Island Employment Fund, Women's Employment Fund Monitoring/evaluation of project as agreed when project approved	
Business Training & Advice Grant Prior to payment to providers	• Client has received training or advice as agreed & to a satisfactory standard
Enterprise Allowance & Enterprise Allowance Capitalisation Centre or Vetting Agent contacts and/or visits as appropriate based on level of risk	• Mandatory mid-project financial report • Capital grant spent as agreed (receipts received and checked within one month of grant)
Wahine Pakari Contact with clients or providers, visits to seminars as appropriate	• Clients' attendance on training • Training meets standards in service agreement with provider • Clients' satisfaction with training
ESOL National Office is responsible for overall monitoring. Centres should monitor the progress of clients they refer to RMT.	• Clients' attendance at training • Clients' satisfaction with training
Job Plus Training Contact client, training provider, employer as appropriate	• Client receives training as agreed

Appendix 1

Who Can Enrol?

Criteria	Clients must meet certain criteria before they may enrol, re-enrol or transfer with NZES. They are:

- age criteria
- citizenship criteria, and
- availability for work criteria.

Age criteria

Clients must be aged between 15 and 65 years of age, inclusive.

Note: an exemption form from the Ministry of Education is required if a client is less than 16 years old (the school leaving age).

Citizenship criteria

Clients must either:

- be a New Zealand citizen, or
- be a New Zealand permanent resident, or
- be a holder of a valid, open work permit, or
- have applied for refugee status, or
- have been born in the Cook Islands, Nuie or Tokelau, and
- be able to produce valid identification.

Availability for work criteria

Clients must be available for work, and not currently employed, for 30 or more hours per week.

They must not be currently participating in:

- Job Plus
- Enterprise Allowance
- Job Connection, or
- Task Force Green.

Note: Job seekers do not have to be seeking full-time work to enrol.

Benefit status

A client does not have to be in receipt of a benefit to enrol, re-enrol or transfer with NZES.

Who Can Enrol? Continued

Jobseekers who are currently employed

Jobseekers who fall into the following categories may also enrol, re-enrol or transfer:

- in part-time work of less than 30 hours per week and seeking **additional** hours or a **full-time** replacement job, or
- in work and about to be made redundant.

Note: People in work and seeking an alternative job **may not** enrol unless they meet the above criteria; however, they may use self service facilities.

Students

Jobseekers who fall into the following categories may also enrol, re-enrol or transfer:

- a current or intending tertiary student seeking **vacation** work from 1 October to 28 February (only where there is no Student Job Search), or
- a secondary school or full-time tertiary student seeking work during the school or tertiary term.

Note: If enrolling for full-time work a student must be prepared to leave their studies.

Examples

These are some examples of jobseekers who may wish to enrol with NZES:

- someone unemployed, looking for a full-time job and needing income support
- school leavers looking for their first job
- someone on the Domestic Purposes benefit seeking full-time or part-time work, or
- someone on sickness benefit or ACC seeking to return to work part-time.

Note

Any customer who meets the enrolment criteria **is to be** encouraged to enrol and use NZES to obtain work.

Appendix 2

Managing a Non-enrolled Client

Overview

Introduction   This chapter outlines the procedures to be followed for managing a non-enrolled client. It includes information on business standards, and what information is to be collected from, and provided to, a client.

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	2-2
B	Business Standards	2-5
C	Managing a Non-enrolled Client	2-11

Section A

Background Information

Overview

Introduction   This section contains information about managing non-enrolled clients that you will need to understand in order to deliver the procedure.

In this section   This section contains the following topics:

Topic	See Page
What is an Non-enrolled Client?	2-3
Diagram of Managing a Non-enrolled Clients	2-4

What is an Non-enrolled Client?

Definition	An non-enrolled client is a client who does not wish to register with NZES as unemployed.

This process involves:

- collecting and updating basic details about NZES' clients,
- informing the client about the Privacy Act and NZES Services, and
- linking a client to an opportunity.

This occurs when clients:

- have **never** used NZES services and now wish to use our services
- **have** previously used NZES services and are **again** using our services, or
- are **transferring** from one centre to another.

<u>Reference:</u> See the Business Standards of this Chapter for more information on basic details and information given to clients. |
| **Purpose** | There are four purposes of collecting client information. It ensures that:

- we begin the relationship with the client
- we can give the client their unique identification number,
- we are able to retrieve a client's record quickly and easily, and
- we are able to link a client with an opportunity. |
| **Note** | No information on job choice, employment history etc, is collected for an non-enrolled client. |

Diagram of Managing a Non-enrolled Client

Diagram   The following diagram shows the procedure to for managing a non-enrolled client in a visual form.
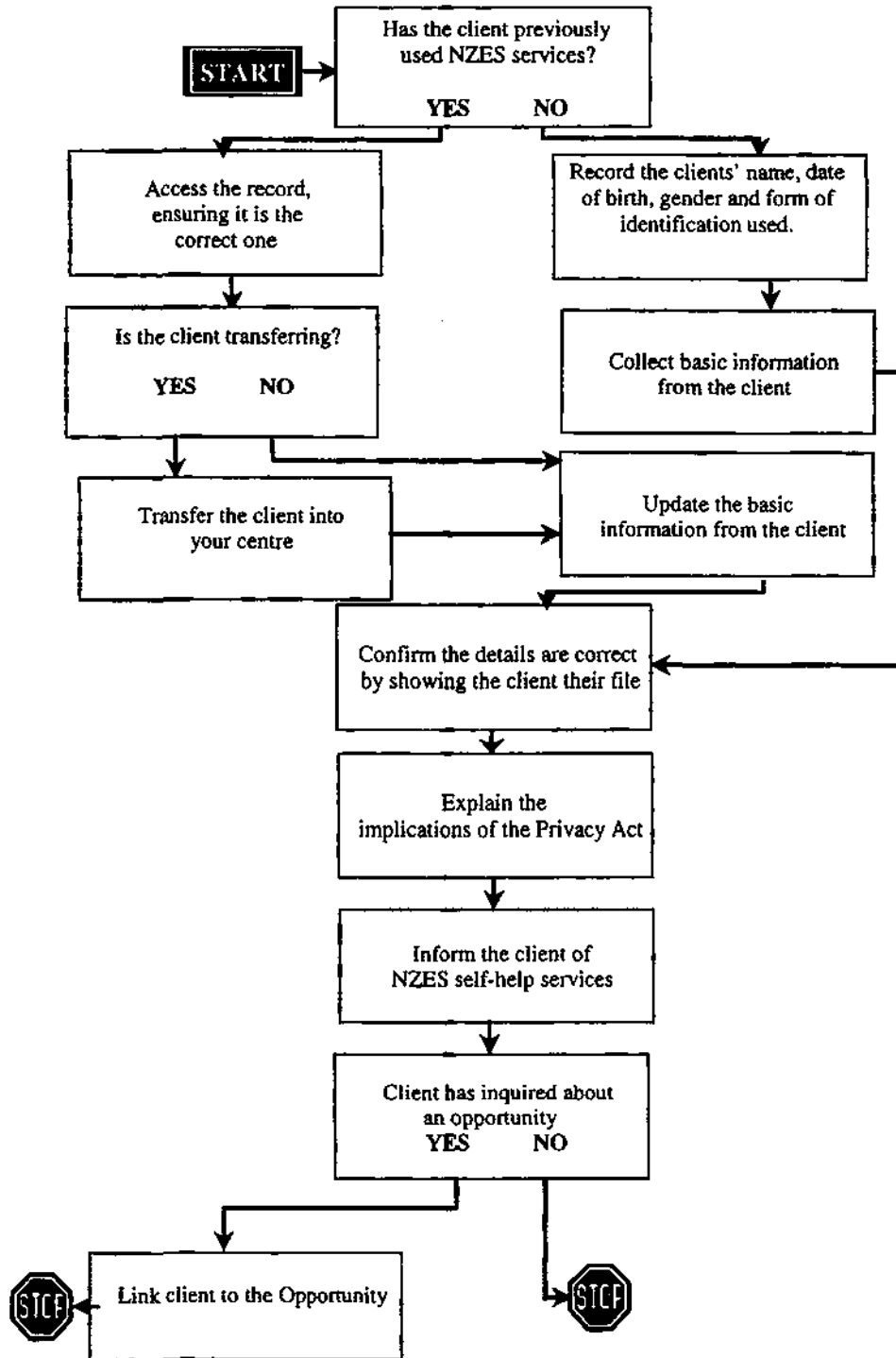
```
                              ┌─────────────────────────┐
                              │ Has the client previously│
          ┌─────────┐         │   used NZES services?    │
          │ START   │ ──────► │                          │
          └─────────┘         │   YES         NO         │
                              └─────────────────────────┘
                                   │              │
              ┌────────────────────┘              └──────────────┐
              ▼                                                   ▼
   ┌─────────────────────┐                      ┌─────────────────────────┐
   │   Access the record,│                      │ Record the clients' name,│
   │   ensuring it is the│                      │  date of birth, gender   │
   │     correct one     │                      │  and form of             │
   └─────────────────────┘                      │  identification used.    │
              │                                  └─────────────────────────┘
              ▼                                              │
   ┌─────────────────────┐                                  ▼
   │ Is the client       │                      ┌─────────────────────────┐
   │ transferring?       │                      │  Collect basic information│
   │  YES       NO       │                      │    from the client       │
   └─────────────────────┘                      └─────────────────────────┘
        │        └──────────────────────┐                    │
        ▼                                ▼                    ▼
   ┌─────────────────────┐    ┌─────────────────────────┐
   │ Transfer the client │    │   Update the basic       │
   │  into your centre   │──► │ information from the client│
   └─────────────────────┘    └─────────────────────────┘
                                         │
              ┌──────────────────────────┘
              ▼
   ┌─────────────────────────┐
   │ Confirm the details are  │◄────
   │ correct by showing the   │
   │   client their file      │
   └─────────────────────────┘
              │
              ▼
   ┌─────────────────────────┐
   │     Explain the          │
   │ implications of the      │
   │     Privacy Act          │
   └─────────────────────────┘
              │
              ▼
   ┌─────────────────────────┐
   │    Inform the client of  │
   │  NZES self-help services │
   └─────────────────────────┘
              │
              ▼
   ┌─────────────────────────┐
   │ Client has inquired about│
   │    an opportunity        │
   │   YES         NO         │
   └─────────────────────────┘
        │              │
        ▼              ▼
  ┌──────────────────────┐  ┌──────┐
  │ Link client to the   │  │ STOP │
  │    Opportunity       │  └──────┘
  └──────────────────────┘
```

Section B

Business Standards

Overview

Introduction   This section provides information on the principles of enrolment to guide staff in the enrolment process.

These standards are based on:

- government legislation
- the Individualised Employment Assistance processes, and
- NZES National Standards.

Reference: See Who Can Enrol?, Appendix 1 of these guidelines for information on Who Can Enrol.

In this section   This section contains the following topics:

Topic	See Page
When to Transfer a Client	2-6
Information Collected from a Client	2-7
Information Provided to a Client	2-8
Next Steps	2-10

When to Transfer a Client

Client presence	A client must be present when transferring.
Avoid duplicate records	Before a new record is created, a thorough search in S⊗L☺ must be made for a client's enrolment record in order to: • avoid duplication of client records, and • ensure accuracy of information given to clients. Reference: See the S⊗L☺ Client Search On-line Help Text for more information.
Confirm details	In order to ensure that the information held is accurate and complete, it is essential to confirm the details recorded with the client. You may show the client the computer screen or print it out where appropriate.
Using transfer	If the client is managed by one NZES centre and wants to transfer to another centre, then this is a transfer.
Note on Transfer	Only the centre that a client is **transferring to** can perform a transfer in S⊗L☺.

Information Collected from a Client

Method of collection	No forms are used to obtain the information needed. Any information required is collected verbally from a client unless they need, for example, to write their name to ensure correct spelling.

Basic details	The following table outlines the basic details that must be collected or updated, and any business standards specific to that information.

Information to be collected	Business Standards
Name	Must be a legal name and evidence of this must be sighted. Note: A client's preferred or "known as" name can also be recorded.
Date of Birth	Must be recorded.
Address	A residential address must be recorded. If the client has a different postal address, record this also.
Contact Number	This should be recorded if the client has a phone number. Alternatively, if possible, record a contact number where messages may be left for the client.
Gender	Must be recorded as Male or Female.
Ethnicity	You must choose the client's ethnicity from a list.
Birthplace	You must choose the client's birthplace from a list.
Education Level	The highest level of education that the client has attained, must be recorded.
Hours of Work	The number of hours the client is available for work. The hours must be between 1 and 40.

Verifying legal name	When the customer's eligibility to use our services was established, (during Managing Customer Flow) their legal name should have been verified. Reference: See the Business Standards, Managing Customer Flow, Chapter 2 of these guidelines for more information.

Information provided to a Client

Information to be provided	The following must be provided to a client when they wish to use our services:

- an explanation of the Privacy Act implications of their enrolment
- their client identification card, and
- information on NZES' self help services (e.g. job boards or other services specific to the centre).

Privacy Act implications	New Zealand Employment Service collects and holds information about clients to help in their job search and training. It may also be used to help Income Support assess clients' eligibility for benefits.

Relevant information may be collected from, or given to:

- Prospective employers
- Education and Training Support Agency
- Workbridge
- Training Providers
- Income Support
- Other agencies that have a formal arrangement with NZES to provide services related to the work of NZES

Reference: See the Privacy Act for more information.

Client identification number	When a client uses NZES services, an identification number will be generated by the computer system. This number can only belong to one person and therefore uniquely identifies the client.

Client identification card	The client identification card shows the client's name and client identification number.

Information Provided to a Client, Continued

Reference	See National Standards for more information about what to provide a client at enrolment.

NZES self help service	You will need to explain to the client the self-help services that NZES can offer. These may vary from centre to centre but should include (as a minimum):

- job self service boards
- Quest and Job Quest database
- CV Write, and
- brochures that relate to their job search needs.

Next Steps

Link Client to   If the client has inquired about an opportunity offered by NZES then link the
an Opportunity   client to this Opportunity. The client must be eligible to use the opportunity.

The following are examples of the types of opportunity a non-enrolled client
may be linked with:

- Wahine Ahuru
- Stepping Stones
- Hikoi ki pae-rangi
- Paid employment opportunity

Reference: See Link a Client to an Opportunity, Chapter 7 of these guidelines
for more information.

Section C

Managing a Non-enrolled Client

Overview

Introduction   This section provides information on the steps to be followed to manage a non-enrolled client.

In this section   This section contains the following topics:

Topic	See Page
Managing a Non-enrolled Client	2-12
Complete Managing a Non-enrolled Client	2-13

Managing a Non-enrolled Client

Introduction   This part of the procedure consists of:

- searching for a client's record
- creating or updating the client's record, and
- confirming that the details are correct.

Note: The client's eligibility to use NZES services has been checked during the Managing Customer Flow procedure.

Procedure   Follow the steps in the table below to manage a non-enrolled client.

Step	Action
1	Search for the client's record, and ensure that: • you have the correct record, or • no record exists for this client. Note: If the client has been enrolled before, they may know their client number this will make the search faster. Reference: See S⊗L☺ Client Search On-line Help Text for more information.
2	Determine your next action by following the table below. <table><tr><th>If the client is...</th><th>Then...</th><th>And...</th></tr><tr><td>a new client</td><td>obtain and record the client's basic details</td><td>go to step 3.</td></tr><tr><td>an existing client</td><td>update the client's basic details</td><td>go to step 3.</td></tr><tr><td>a transferring client</td><td>Transfer and update the client's basic details</td><td>go to step 3.</td></tr></table> Reference: see Information Collected from a Client in Section B of this appendix for more information.
3	Record the type of identification used to verify the client's legal name.

Managing a Non-enrolled Client, Continued

Procedure   (continued)

Step	Action
4	Confirm that the details are correct by showing the client their S⊗L☺ record.
5	Proceed to Complete Managing a Non-enrolled Client.

Complete Managing a Non-enrolled Client

Procedure   Follow the steps in the table below to identify the information that is to be provided to a client and at what stage this should occur.

Step	Action
1	Explain to the client the implications of the Privacy Act on their enrolment. This is recorded in S®L☺ as a general client note. Reference: See S®L☺ Client General Notes On-line Help Text for more information.
2	Give the client a copy of their identification card.
3	Inform the client of NZES self-help services, e.g. job self-service.
4	If the client has identified an opportunity go to Link Client to an Opportunity.

Appendix 3

Managing the Work Test

Overview

Introduction   The work test is a set of requirements under the Social Security Act (1964) which must be met by people who wish to receive, and continue to receive, a work-tested benefit (e.g. the unemployment benefit).

The aim of the work test is to ensure that people in receipt of work-tested benefits are actively looking for work and that they take up opportunities offered to them that will assist them to find work.

Diagram   The diagram below shows where the work test fits with the other procedures that support Individualised Employment Assistance.
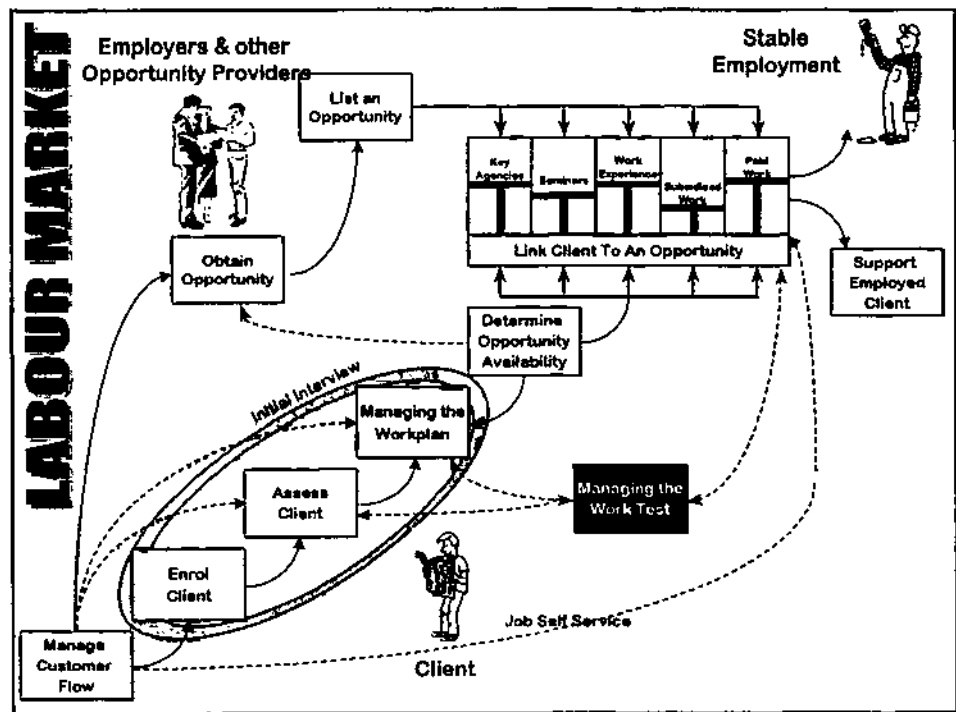
Overview, Continued

In this chapter   This chapter contains the following sections:

Section	Topic	See Page
A	Background Information	3-3
B	Business Standards	3-6
C	Administering a Work Test	3-16

Section A

Background Information

Overview

Introduction   This section provides definitions and information about administering a work test.

In this section   This section contains the following topics:

Topic	See Page
What is a Work Test?	3-4
Diagram of Administering a Work Test	3-5

What is a Work Test?

Definition

Work test is the process of identifying when a client has not met their job search obligations and informing them of this fact.

Purpose

The purpose of the work test is to ensure that people in receipt of work-tested benefits are meeting their legal obligations by actively looking for work and taking up opportunities that will assist them to find work.

The work test process begins from the moment that the client enrols with NZES and accepts a work-tested benefit from Income Support.

Diagram of Administering a Work Test

Diagram   The following diagram shows the work test procedure in a visual form.

```
                    ┌──────────────────────┐
                    │  Has the client failed to │
 ┌─────────┐        │  complete an activity    │
 │  START  │───────▶│                          │──────────────▶ (STOP)
 └─────────┘        │   YES        NO          │
                    └──────────────────────────┘
                           │
                           ▼
                    ┌──────────────────────┐
                    │ Is the client work testable │
                    │   YES        NO          │──────────────▶ (STOP)
                    └──────────────────────────┘
                           │
                           ▼
                    ┌──────────────────────┐
                    │  Record the Work test Event │
                    │ and make up to two attempts to │
                    │      contact the client    │
                    └──────────────────────────┘
                           │
                           ▼
                    ┌──────────────────────┐
                    │ Has the client made contact? │
                    │   YES        NO          │
                    └──────────────────────────┘
                           │
                           ▼
                    ┌──────────────────────┐
                    │    Does the client has    │
                    │ good and sufficient reason? │
                    │   YES        NO          │
                    └──────────────────────────┘
           ┌───────────────┘         └──────────────┐
           ▼                                          ▼
 ┌─────────────────┐                       ┌────────────────────┐
 │  Record the work │                       │ Recommend failure to the │
 │ test event as passed │                   │    Centre Manager       │
 └─────────────────┘                       │  (or delgated authority) │
                                           └────────────────────┘
                                                     │
                                                     ▼
                                           ┌────────────────────┐
                                           │ Centre Manager confirms or │
                                           │   declines the decision  │
                                           │                          │
                                           │  Declines    Confirms    │
                                           └────────────────────┘
                                                     │
                                                     ▼
                                           ┌────────────────────┐
                                           │ Notify client of decision │
                                           │      and options         │
                                           └────────────────────┘
                                                     │
                                                     ▼
 ┌─────────────────────┐                   ┌────────────────────┐
 │ Link re-complianceor clean slate │◀─────│ Client decides to re-comply │
 │ activity to the Work Test Event │        │    or clean slate        │
 └─────────────────────┘                   └────────────────────┘
        │
        ▼
     (STOP)
```
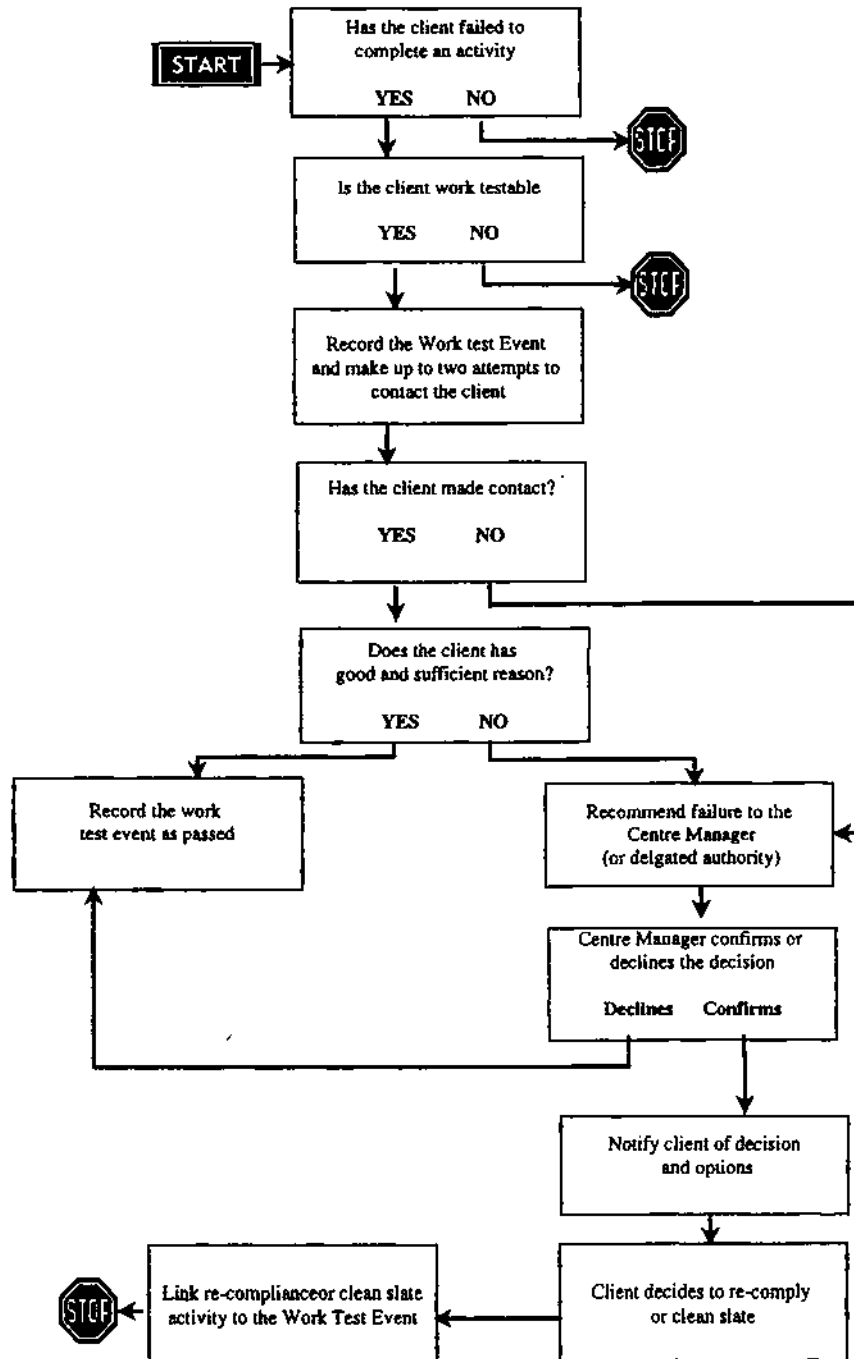
Section B

Business Standards

Overview

Introduction   This section provides information on the principles of administering a work test.

In this section   This section contains the following topics:

Topic	See Page
Which Clients Can Be Work Tested?	3-7
What Activities are Suitable for Work Testing?	3-9
What happens if the Client does not perform the activity?	3-10
Sanctions Imposed by Income Support	3-12
Re-compliance and Clean-slate Activities	3-13
Work Test Appeal	3-14
Management Reports	3-15

Which Clients can be Work Tested?

Work-testable clients	Work-testable clients are beneficiaries who are subject to either the: • Full-time work test • Part-time work test

Full-time work test	Clients are subject to the full-time work test if they are: • in receipt of the Unemployment Benefit, • a spouse of a client receiving the Unemployment Benefit with no dependant children or their youngest child is 14 years or older, • in receipt of Independent Youth Benefit, • in receipt of Job Search Allowance. Full-time work testable clients are obliged to participate in full time job search activities. They are required to be available for at least 30 hours per week.

Part-time work test	Clients are subject to the part-time work test if they are: • a widow with no dependent children, or their youngest child is 14 years or older, or • in receipt of the Domestic Purposes Benefit with no dependent children, or their youngest child is 14 years or older. Part-time work testable clients are obliged to participate in part time job search activities including work and training. They are required to be available for at least 15 hours per week.

Which Client's can be Work Tested? Continued

Exceptions to being work tested

Exemptions from the work test process are managed by Income Support. The following clients are exempt from the work test process:

- principal caregiver for a dependant child with special needs
- principal caregiver for a person with a disability
- person with a disability or illness that would qualify them for a Sickness or Invalids Benefit
- a pregnant woman with a medical certificate
- a person over 55 years of age in receipt of a work-tested benefit for more than six months (since turning 55)
- widow whose husband has died within the last six months, or
- a DPB beneficiary who has separated from their partner within the last six months.

What Activities are Suitable for Work Testing?

Suitable Activities	The overlying principle in determining the suitability of the activity is **reasonableness**. Having considered the circumstances, would it be 'reasonable' for the client to perform the activity? NZES can expect work-testable beneficiaries to take part in any activity, that we deem suitable, in order to test the clients' commitment to find work.

Examples of suitable activities

A suitable activity, may include:

- An approved training course
- An Interview (NZES or other)
- Community Task Force
- A Job (including temporary or seasonal work)
- Completing an agreed Workplan step

Assess each case individually

Before commencing the work test assess each case individually and think about:

- Is the client capable of this activity?
- Would it assist the person to obtain employment?
- Can the client be realistically expected to transport him or herself?
- Is it personally offensive for the client (on reasonable grounds)?
- Does the employer have a sound reputation?
- Does the job meet the minimum wage criteria?

Also for part-time work-testable beneficiaries think about:

- Can satisfactory supervision be arranged for dependants?
- Does the activity involve working during hours when it would be unreasonable to expect the child to be without that person's supervision?

What happens if the Client does not perform the activity?

Contact the Client

If a client does not perform a 'suitable' activity that they have been referred to, NZES must make contact with them to assess their reason.

We must make at least two attempts to contact the client. If we send a letter, it is now considered reasonable to give the client five days to contact us.

Assess Client's Reason

If contact is made with the client it is important to assess their reason for not taking part in the activity. If the client has good and sufficient reason then they cannot fail their work test.

The guiding principle in determining 'good and sufficient' reason is one of 'reasonableness'. Having considered the circumstances, would it be 'reasonable' for the client to take up the opportunity.

All cases must be assessed individually and should be assessed through a face-to-face interview.

Other People Involved

In order to properly assess a work test event the Employment Advisor must talk to all the people.

Besides the client this includes the employer and other opportunity providers. Decide in favour of the client if any doubt remains.

Examples of good and sufficient reason

A good and sufficient reason may include:

- The person was temporarily medically unfit - i.e. they have a medical certificate
- Death or illness in the family
- A genuine misunderstanding
- Due to unforeseen circumstances, the person could not realistically transport themselves on the day
- New information indicates that the activity was not suitable for the individual
- In the case of Community Task Force, that the person had accepted a part-time job of at least eight hours a week or of a temporary nature (10+ days)

What happens if the Client does not perform the activity,
Continued

What is a work test failure   A client will fail their work test if:

- without good and sufficient reason, they fail to accept/attend/start/complete a suitable activity,
- the Employment Advisor recommends a failure, and
- the Centre Manager (or delegate authority) approves the failure.

Sanctions Imposed by Income Support

Introduction Income Support is responsible for imposing the benefit sanctions that result from a client failing a work test.

If the client fails a work test an immediate benefit sanction is imposed. If they do not re-comply the sanction imposed continues to increase.

Sanctions Imposed The table below indicates the benefit sanctions imposed as a result of a client failing a work test.

	1st Failure	2nd Failure	3rd Failure
For the 1st month	20% benefit reduction (At least one week of this is unrecoverable)	40% benefit reduction (At least one week of this is unrecoverable)	13 week stand-down (At least four weeks of this is unrecoverable)
After the 2nd month	40%	100%	
After the 3rd month	60%		
After the 4th month	80%		
After the 5th month	100%		

Third work test failure The 3rd work test 'failure' results in an immediate 13-week benefit stand down. The full benefit can be restored again by undertaking a 'clean state' activity.

If a client does undertake a clean-slate activity, their minimum benefit stand down period is four weeks.

If the client fails to complete the clean-slate activity, Income Support can recover the first six weeks of benefit paid.

Sanctions Imposed by Income Support, Continued

**Additional
Information**

Clients subject to work test failure:

- are not entitled to Special Needs Grants, and
- have the money deducted from the **base benefit only** (spouses' income is not affected).

Re-compliance and Clean-slate Activities

First or second work test failure	To get their work-tested benefit reinstated to the full amount the client must undertake a re-compliance activity that NZES deems suitable.
Identifying a Re-compliance Activity	To be a suitable for re-compliance the activity should be: • Relevant to the work test failure • Fair and reasonable
Examples	Some possible re-compliance activities include: • Job Action Workshop • Community Task Force • Training Opportunities Programme • Job • NZES interview
Third work test failure	To get their work-tested benefit reinstated to the full amount the client must undertake a 'clean state' activity. The clean-slate activity must be for six weeks or more.
Identifying a Clean-slate Activity	To be suitable for clean slating, the activity should be: • Relevant to the work test failure • Fair and reasonable
Examples	Some possible re-compliance activities include: • Community Task Force • Training Opportunities Programme • Job • Appropriate work related activity as determined by the Employment Advisor

Work Test Appeal

Introduction   If a client disputes a sanction imposed by failing the work test they have the right to appeal.

To appeal the work test the client must apply in writing to the Benefit Review Committee, within three months of benefit sanction being applied. The forms for this are held at NZES Centres (Stationary reference Lab 300).

Work test appeal stages   The steps below describe the stages of a work test appeal.

Step	Action
1	Informal review (centre manager)
2	Benefit Review Committee
3	Social Security Appeal Authority
4	High Court (on a point of law)

Judicial Review   A client may seek a Judicial Review on a point of law at any stage of the appeal process.

NZES Decision   The centre manager (or delegate) can also overturn a work test failure at any point should new information come to light.

Client's Benefit   During the appeal process if the client re-complied, then the full benefit is resumed.

If the client doesn't wish to re-comply, they can still appeal the decision, but the benefit sanctions continue.

Management Reports

Introduction   Below are the reports available in S⊗L☺ to assist centre managers or designated staff to monitor the work testing of clients.

Work test Event Status

Report Available: In S⊗L☺ you can view and print a list of clients by:

- work test status
- work test reason
- actual failure number, or
- a combination of the above.

Reference: See Work Test in S⊗L☺ On-line Help Text for more information on how to view a list of clients.

Work test Appeal Summary

Report Available: In S⊗L☺ you can view and print a list of clients who are appealing a work test event.

Reference: See Work Test in S⊗L☺ On-line Help Text for more information on how to view a list of clients.

Section C

Administering a Work Test

Overview

Introduction   This section outlines the steps to be followed to work test a client.

In this section This section contains the following topics:

Topic	See Page
Create a Work Test Event	3-17
Decide whether the client has failed the Work Test Event	3-18
Record a re-compliance or clean-slate activity	3-19
Appeal a Work Test	3-20

Create a Work Test Event

Introduction   The procedure below describes how to create a work test event.

Procedure   Follow the steps in the table to create a work test event.

Step	Action
1	Determine if the Client is able to be work tested.
2	Determine if the Client has a current work test event.
2	Record the details of the work test event including the reasons for work testing the client. Reference: See Work Test in S⊛L☺ On-line Help for more information about creating a work test event.
3	Go to decide whether the client has failed the work test.

Step 1 sub-table:

If client is...	Then...
work testable	go to step 2.
not work testable	the procedure ends.

Step 2 sub-table:

If client ...	Then...
has a current work test event	record any additional work test reasons against this event. Reference: See Work Test in S⊛L☺ On-line Help for more information about recording work test event reasons. Note: The procedure end here.
does not have a current work test event	go to step 3.

Decide whether the client has failed the Work Test Event

Introduction   The procedure below describes how to decide if the client has failed a work test event.

Procedure   Follow the steps in the table to decide if the client has failed a work test event.

Step	Action
1	Attempt to contact the client. <table><tr><td>**If client is...**</td><td>**Then...**</td></tr><tr><td>contacted</td><td>go to step 2.</td></tr><tr><td>*not* contacted</td><td>the procedure ends. Note: The client's enrolment will lapse.</td></tr></table> Note: Two attempts must be made to contact the client.
2	Determine if the client has a good and sufficient reason for not performing the activity. <table><tr><td>**If client ...**</td><td>**Then...**</td></tr><tr><td>has a good and sufficient reason</td><td>record the work test event as Passed and the reason for your decision.</td></tr><tr><td>*does not* have good and sufficient reason</td><td>record the work test event as Recommend Failure and the reason for your decision.</td></tr></table> Reference: See Work Test in S⊗L☺ On-line Help for more information about recording work test event decisions.
3	Recommend failure to the Centre Manager (or delegate authority). <table><tr><td>**If centre manager ...**</td><td>**Then...**</td></tr><tr><td>confirms the decision</td><td>record the work test event as Failure Confirmed.</td></tr><tr><td>decline the decision</td><td>record the work test event as Passed.</td></tr></table> Reference: See Work Test in S⊗L☺ On-line Help for more information about recording work test event decisions.
4	Notify the client of the decision and options.

Record a Re-compliance or Clean-slate Activity

Introduction   The procedure below describes how to record a re-compliance or clean-slate activity.

Procedure   Follow the steps in the table to record a re-compliance or clean-slate activity.

Step	Action
1	Discuss and agree the re-compliance or clean-slate activity with the client.

If client does...	Then...
agree to re-comply or clean-slate	go to step 2.
not agree to re-comply or clean-slate	the procedure ends. Note: The Income Support will continue to apply benefit sanctions.

Step	Action
2	Link the re-compliance or clean-slate activity to the work test event. Reference: See Work Test Event in S⊛L☺ On-line Help Text for information on how to link a re-compliance or clean-slate activity to a work test event.

Appeal a Work Test

Introduction   If a client disputes a sanction imposed by failing a work test they have the right to appeal.

Procedure   Follow the steps in the table below to manage a work test appeal.

Step	Action
1	Provide the client with the Work Test Appeal form (Stationary reference Lab 300).
2	Informal review by the Centre Manager.
3	Record the work test appeal details in S⊗L☺. Reference: See Work Test Appeal in S⊗L☺ On-Line Help Text for more information about how to record a work test appeal.

Appendix 4
Glossary

Account management	Account management is when an opportunity provider is assigned to a particular staff member or team who they will deal with exclusively for the management of their opportunity.
Assessment	An assessment is a one-to-one interview, in which information is gathered about the client through questioning and discussion. From this information we can assess how employable the client is and how much assistance the client will need to gain stable employment.
Benefit status	Benefit status indicates whether a client is currently in receipt of a benefit.
BOSVA	The technique used when exploring an opportunity with an opportunity provider. It is a relationship building method detailed in the Building Relationships with Employers Guide.
Business standards	Business standards are the rules which staff must follow when delivering the procedures. These rules are based on government policies, individualised employment assistance processes, and NZES National Standards.
Client	A client is any individual who is currently enrolled with NZES.
Client availability	Client availability refers to the hours per week, and duration of employment, that the client is available for.
Client commitment form	The form given to a client on their enrolment, re-enrolment or transfer, which outlines their obligations while they are receiving a work-tested benefit. The client must understand and sign the form.

Glossary, Continued

Client employment history	A client's employment history is details about their previous or current employment in paid or unpaid work.
Client identification card	A client's identification card is issued to the client during enrolment and contains their name and client identification number.
Client identification number	The number which is assigned to the client by the computer system, and which identifies that client as unique from any other.
Client notes	Client notes includes information that will enhance the management of the relationship between NZES and the client that cannot be captured elsewhere.
Client requirement list	A list of clients' requirements that outlines opportunities needed by clients, as identified in their Workplans.
Client skills	A client skill(s) is the ability to perform a certain function in order to carry out a specified task.
Customer	A customer is any person who visits an NZES centre requiring information or a service, e.g. clients, non-enrolled job seekers, employers, people requiring information, and training providers.
Demographic information	The basic details about a client including their name, address, contact details, date of birth, gender, and education level.
Determining opportunity availability	Determining opportunity availability is when staff establish if NZES has opportunities available to meet client needs.

Glossary, Continued

Discussion	The Discussion phase of the Assessment interview focuses on exploring and recording information relevant to the client's job choice, ability to secure work, and job search.
Easily employable	Clients in this group may have the appropriate skills, qualifications and experience for work but display low motivation and commitment to their job search.
Employable	A wide range of clients are defined as employable. In general they either have reasonable skills but low confidence and/or motivation, or high motivation but without the skills and/or experience required by the local labour market.
Employable with assistance	This group of clients may have a variety of social and/or personal challenges which mean they demonstrate low willingness and/or capacity to gain work.
Employable with specialist assistance	This group of clients face social and personal challenges to such an extent that they will require specialised assistance from other key agencies before NZES is able to help them move into employment.
Employment barrier	An employment barrier is an attribute of the client or an aspect of their situation which is likely to hinder their obtaining work.
Enrolment	The enrolment process is when basic details about NZES' clients are collected and updated and information about our joint responsibilities and NZES' services is given to clients. This occurs when clients are enrolling, re-enrolling, or transferring from one centre to another.
Follow-up	A follow-up is any subsequent interaction following a contact between NZES and a client and/or an opportunity provider. They may be initiated by any party and can occur for a variety of reasons, e.g. Workplan follow-up.

Continued on next page

Glossary, Continued

Greeter	A greeter is a person who is located in the reception area who greets the customers as they enter the centre, identifies and directs them to the staff member, organisation, or service which will help meet their need.
Highly employable	This group of clients may demonstrate a high willingness and capacity to gain employment through self assurance and marketable skills.
Initial Interview	The initial interview is the combined procedure of Enrol Client, Assess Client, and Managing the Workplan. Initial interviews occur when a client requires assistance to find employment for the first time, or returns for assistance after a period away. The Initial interview complies with the "Registration" requirement included in the Social Security Act 1964 and subsequent amendments.
Job choice	A client's job choice refers to the type of work in which the client may have the experience and/or the qualifications and/or an interest in pursuing.
Key agencies	Key agencies are agencies which NZES have formed a partnership with to help clients move closer to stable employment.
Lapse	When a client's computer record changes status from Active to Inactive.
Legal requirements	NZES' requirements refer to the rules that registered opportunities must meet. Opportunities must meet the requirements of the Human Rights Act, statutory minimum adult wage rates, and statutory minimum youth wage rates.
Levels of service	Levels of service refers to the amount of effort NZES invests in managing and maintaining an opportunity. This includes the frequency with which NZES contacts the opportunity provider and the type of contact (e.g. personal visits, telephone calls) to follow-up with the opportunity provider.

Glossary, Continued

Link	A match between a client's employment requirements and the needs of an opportunity provider.
Link client to opportunity	Linking a client to an opportunity is the process of connecting a client or clients with a person or organisation (opportunity provider) that is able to meet their specific needs, e.g. work, training, etc.
List an opportunity	Listing an opportunity is the recording of opportunity details, promotion of opportunities, and monitoring of those opportunities to ensure that they continue to meet the clients' needs.
Manage customer flow	Managing customer flow is ensuring that, as customers enter the centre, their service needs are quickly determined, and any waiting customers are kept informed and are directed when appropriate to the correct person or team.
Matching opportunities	Matching opportunities is the identification of a potential link between a client or group of clients and an opportunity.
Monitoring opportunities	Monitoring opportunities is checking the progress of opportunities, and doing what is necessary to ensure that the opportunity continues to meet the clients' needs.
Mutual agreement	Mutual agreement refers to the agreement between NZES staff and a client regarding action(s) each party has agreed to take in order to assist the client into stable employment.
NZES self help services	NZES self help services are the services provided by NZES which require minimal assistance from staff. These services include the Job Self Service boards, Quest database, and facilities to produce a client's curriculum vitae.

Continued on next page

Glossary, Continued

Obligations (reciprocal)	The relationship between a client and NZES is based on mutual responsibilities or obligations. These obligations must be made clear so that the client understands their responsibilities, and can show commitment to them.
Obtain opportunity	Obtain opportunity is an approach used when NZES staff contact opportunity provider(s) to secure opportunities (i.e. target an opportunity), and/or screen/investigate potential opportunities offered by opportunity providers.
Opportunity	An opportunity is any position or service that meets the needs of NZES' clients by moving them closer to stable employment. Opportunities are the outcome of building effective relationships between NZES and employers, key agencies, community organisations, and training providers.
Opportunity details	Opportunity details are the specific pieces of information about targeted or potential opportunities which have been discussed and/or collected by staff during the process of exploring and determining if the opportunity is suitable. Opportunity details may be specific to a seminar, a vacancy, work experience or training.
Opportunity provider	Any person or organisation that can provide an opportunity that meets the needs of NZES clients. Providers include employers, training providers, key agencies, and community groups.
Other history	Other history refers to significant periods of time (outside of those periods recorded in the client's employment history) which will help to provide a fuller picture of the client's background, e.g. periods of time on ACC, another benefit, in training or education, prison etc.
Personal strengths	Personal strengths are the attributes of the client that will enhance their ability to obtain stable employment, e.g. the ability to work well under pressure.

Continued on next page

Glossary, Continued

Potential win/win situation   A potential win/win situation is when staff have explored a potential opportunity, and are yet to determine whether the opportunity meets NZES requirements.

Product   A product is a structured form of support allocated to clients according to eligibility, to assist them into opportunities. Products should be allocated to provide the most appropriate and cost-effective assistance, given clients' abilities and motivation, and the local labour market. Products include work experience support, wage subsidies, training, and development grants and funds.

Promote opportunities   Promoting opportunities refers to informing clients of the opportunities that are available to them through NZES.

Qualifications   A qualification is certification that has been received for a recognised level of competence in a specific field of study.

Relate assessment information to job choice   Relate assessment information to job choice is a system function which enables you to link a client's job choice(s) to their employment history, skill(s), qualification(s), and employment barrier(s).

Realistic job choice   A realistic job choice is one where the client already has the attributes, or could obtain them within a reasonable time frame, to gain employment in their job choice.

Re-enrol   A client is re-enrolled when they have been enrolled with NZES previously, have an inactive record in any office, and wish to re-register with NZES.

Referral cards   A card outlining the details of the interview arranged for the client, such as location, date and time, interviewer's name, and referring staff member's name.

Screening opportunities   Screening opportunities is checking whether an opportunity meets the needs of clients and the legal requirements of NZES.

Glossary, Continued

Service Groups	The Service Group which a client belongs to gives an indication of the type of clients in a particular group, the duration of each procedure, e.g. Managing the Workplan, and the frequency of follow-up interviews for clients.

SMART formula	Workplan steps should meet the SMART formula. They should be:

Specific - identifies what job search, training or other action will be taken.

Measurable - client can explain how they intend to achieve the step.

Achievable - client is capable of achieving the step.

Realistic - considers client's personal circumstances, experience, skills and qualifications, and the local labour market, Centre services etc.

Time-framed - a deadline indicates when each step will be completed.

Specialist assistance	Specialist assistance refers to the specific help given to clients by another organisation to which we have referred them.

Stable employment	Stable employment is work that engages the client for a minimum period of three months.

Structured Questions	The Structured Questions are a series of questions, the results of which will give an indication of the level of assistance the client requires to obtain stable employment.

Support Employed Client	Support Employed Client is the provision of support to newly employed clients and, if required their employers. Support is in the form of regular contact and, if necessary, advice on where to find assistance to resolve issues.

Target opportunities	Target opportunities is when staff contact opportunity providers to secure opportunities to meet a client or clients' needs as identified in their Workplans.

Continued on next page

Glossary, Continued

Training	Training refers to a 'learning' opportunity where a client may obtain a certificate or qualification once they have completed the training or attained a certain level of competence in the subject area.
Transfer	A transfer is carried out when a client belongs to another office, has moved to a location that falls within the boundaries of your office, and wishes to maintain their involvement with NZES.
Transport availability	Transport availability includes all modes of transport available to the client for getting to and from work and other work-related activities.
Unemployment benefit	The unemployment benefit is the welfare assistance received by unemployed job seekers who are enrolled with both NZES and NZISS.
Work experience	Work experience is defined as practical experience in a job. It is typically a short duration placement.
Workplan steps	A Workplan will contain a series of Workplan steps to assist the client to move closer to stable employment. The Workplan steps will show what NZES staff or the client will do, how it will be done, and when it will be done by.
Workplan	A Workplan is a living document that contains the job choice of a client, steps to achieve the job choice, time-frames for achieving the steps, and who is responsible for achieving each step.

Continued on next page

Glossary, Continued

Work test   The work test is a set of requirements under the Social Security Act (1964) which must be met by people who wish to receive, and continue to receive, a work-tested benefit (e.g. the unemployment benefit).

The aim of the work test is to ensure that people in receipt of work-tested benefits are actively looking for work and that they take up opportunities offered that will assist them to find work.