



26 APR 2017

9(2)(a)



On 12 January 2017 you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *Any reports, briefings, aide memoirs, research, and advice given to minister executives or floor managers that are about, or include mention of, targets and/ or objectives for frontline staff at the Ministry in regards to benefits and/ or clients from January 2015 to January 2017.*

Performance management helps create an environment where staff are recognised for their performance, supported to perform at the best of their abilities and are encouraged to develop these abilities. This helps turn the Ministry's Statement of Intent into action and to ensure that day-to-day work supports the Ministry's vision, purpose, and values, allowing the Ministry to deliver the outcomes expected by the Government. The Statement of Intent can be found on the Ministry's website: [www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2016/strategic-intentions-2016.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2016/strategic-intentions-2016.pdf)

The Performance Development and Assessment (PDA) system has been developed to support clear, supportive and constructive communication between managers and staff about performance expectations, standards, and on-going training and development.

The PDA system:

- shows people how their role supports the Ministry's vision and outcomes
- values and recognises people's contribution
- encourages open communication between managers and staff
- ensures people to understand what's expected of them
- encourages performance and behaviour that is in line with our values
- encourages regular feedback and coaching
- recognises strengths and focuses on training and development.

Templates for all PDAs are available on the Ministry's Intranet and accessible by all employees. Performance indicators for management roles are generally agreed between an employee and their manager, based on the key strategies and initiatives relevant to the current performance year. Performance records are retained by an employee and their manager and are not recorded centrally or nationally.

As your request is in regards to benefits and clients, documents only relevant to Work and Income services of the Ministry of Social Development have been provided.

Please find enclosed the below PDA templates, containing full performance indicator details, for the following Work and Income job positions:

- Administration Officer Claims Processing Unit
- Case Manager
- Case Manager(Housing)
- Centralised Processing Officer
- Claims Processing Officer
- Contact Centre Officer
- Contracts Processing Officer
- Customer Service Representative (Contact Centre)
- Employment Support Representative
- Executive Administrator (Contact Centre)
- Fraud Investigators Unit
- Fraud Investigator Services
- Health and Disability Coordinator
- In2WRK/Work Track Facilitator
- Integrated Services Case Manager
- Intensive Client Support Manager
- Regional Disability Advisor
- Regional Health Advisor
- Service Centre Trainer
- Service Quality Officer
- Specialist Case Worker
- Support Officer (Contact Centre)
- Technical Officer - Housing
- Trainer (Contact Centre)
- Training Manager (Contact Centre)
- Work Broker-Service Centre

In addition to the above PDAs, on this occasion from January 2015 to January 2017, the Ministry provided information to Minister Tolley's office regarding PDAs. Please find attached an email dated 14 December 2016; the names of some individuals in this email are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

You will also note that some information in the above mentioned email correspondence has been identified as out of scope.

There were no reports, briefings, aide memoirs, or research in the time period requested, as such, your request for this information is refused under section 18(e) of the Official Information Act as this information does not exist.

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

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

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

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding documents which mention targets and / objectives, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



*RV* Ruth Bound  
**Deputy Chief Executive, Service Delivery**