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Personalised Services 101-17021300

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Background

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This document explains the processes used by Personalised Services (PS) Service Support Managers and Personalised Services Service Officers (PSSO).

Personalised Services overview

The national Personalised Services team objectives include:

- providing a dedicated point of contact (OMC) between the customer and Services Australia
- manage the customer by phone and online servicing to reduce the impact of aggressive behaviour on customers and staff in service centres/smart centres
- manage persistent complainants and restrict any negative impacts on the business
- improve customer and business outcomes by:
  - a collaborative approach to complex case management, and
  - external referrals
- support customers through crisis
- enable the customer to resolve their issues and meet responsibilities through self-managed services
- correct errors and address systemic service issues
- provide the customer and stakeholder with appropriate strategies to manage customers experiencing vulnerability

Staff must refer customers with complex or vulnerability issues to Personalised Services.

Tailored Proof of Record Ownership

Staff helping Managed Service Plan (MSP) customers with enquiries or claims for Centrelink payments and services must:

- complete authentication to make sure the person interacting with the agency is:
  - the right person, and
  - the owner of the record being accessed

For the authentication process, see Authenticating Managed Service Plan (MSP) customers who have a Personalised Services or One Main Contact arrangement.

Personalised Services Mandate

The Personalised Services Mandate provides a guide of action between impacted business areas before making a decision.

Roles and responsibilities

Personalised Services Manager

Support and lead PSSO to help customers with complex and/or escalated issues return to greater self-management of their Services Australia matters.

Personalised Services Service Officers (PSSO)

- Determine and document any outstanding issues for the customer, for example:
    - privacy breaches
    - compensation claims
    - complaints
    - Freedom of Information (FOI) requests, or
    - escalations or third party involvement
- Determine and document any special customer contact conditions and discuss the communication approach between the agency and the customer
- Provide:
    - applications
    - forms
    - phone conferences, or
    - other information required by the business
- Advise specialist decision makers of any outstanding issues on the case, for example:
    - privacy breaches
    - compensation claims, or
    - complaints
- Discuss the decision and implications with the specialised decision maker and agree on how to communicate to the customer. **Note**: a PSSOs involvement does not replace the authority or delegation of the specialist decision maker
- When a Managed Service Plan (MSP) is due for review, or Customer Management Plan (CMP) when there are other specialist activities to complete, consult with the service zone and/or any other relevant business stakeholders as part of the process to provide recommendations for effective management of these customers in accordance with the Personalised Services Mandate

Specialist Officer

A Specialist Officer is a case officer working in a specialist area such as:

- Compensation
- Privacy team
- Litigation
- FOI and Complaints
- Change of Assessment
- Non-compliance
- Agreement and care teams
- Objections and Appeals
- Business Integrity
- Participation Solutions Team (PST), and
- Assessment Services

The Specialist Officer must:

- consult the PSSO:
    - before taking any action or
    - advising the customer of a decision
- liaise with the PSSO while in contact with a PS customer
- tell the PSSO of any changes which may impact the PS customer
- consult the PSSO before taking any action or notification of a decision

Note: when there is a need for a specialised activity, the specialist decision maker must contact the PSSO to consult on the case before taking any action. This does not replace the authority or delegation of the specialist decision maker. See Personalised Services Mandate.

The Resources page has contact details, information on documentation for Child Support PS, links to the Customer Incident Management System (CIMS), Office Locator, supporting resources for Personalised Services (including letter and templates), and links to Services Australia Intranet homepages.

Contents

Related links

Customer aggression – Prevention and management

Customer aggression Managed Service Plan (MSP)

Customer aggression Response

Adding or rejecting a nominee request

Blueprint documents - Child Support

Managing complaints and feedback

Contact with Child Support customers

Customer aggression Reporting and recording incidents

Documenting Child Support information

Family and domestic violence

Social worker and other service referrals for Child Support customers

Identifying customer vulnerability and risk issues

Risk identification and management of threats to the safety or welfare of a child

Changing name, sex and/or gender details

Changing the legal name of customers or their children

Personalised Services Cuba Process Help

Sensitive issue management Cuba Process Help

Transfer or lock a customer Cuba Process Help

Client Profile Window Help

Customer Management Plan Overview Window Help

PS CSO Actions List Window Help

PS Service Manager Actions List Window Help

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Process

This document explains the processes used by Personalised Services (PS) Service Support Managers and Personalised Services Service Officers (PSSO).

Centrelink

Centrelink

On this page:

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Management and review of Personalised Services customer

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Proactive Direct Referral Managed Service Plans managed by Personalised Services

Actioning a referral to Centrelink Personalised Services

Table 1

Step	Action
1	**Referral received in Personalised Services (PS)** + Read more … Referrals from these areas are made directly to PS: • Escalated and External complaints • Media Branch • National Restricted Access Team (NRAT) • Senior Executives • Social Work Services • Smart Centres • Intelligence and Investigations Branch • MATS - customers identified as high risk via proactive data analysis PS accepts referrals and decides the customer aggression risk and appropriate ongoing management. **Direct referrals** are only for customers who meet this criteria: • No current restriction(s) on accessing agency services • No aggression incidents in the last 12 months within the face to face environment • No current case management by Zones To make a referral see Referring customers to and handling enquiries and correspondence for Personalised Services. The PS team will complete an initial review and determine if the customer is: • an aggression risk and • appropriate ongoing management **All other referrals** • Email the Personalised Services mailbox, outlining the reasons for the referral. Personal Services will assess the referral to decide on the suitability for PS case management. See Referring customers to and handling customer enquiries and correspondence for Personalised Services • The referral is reviewed by a Personalised Services Service Officer (PSSO) **Has the referral been accepted for PS?** • **Yes**, go to Step 2 • **No**, contact the referrer by email to explain why the case was not accepted and confirm follow-up options. Procedure ends here
2	**Action the referral for initial case review - PSSO** + Read more … The allocated PSSO will action the referral within 5 working days (2 days for urgent referrals): • for all Proactive Direct referrals, see Table 4 • inform the Zone CANOC representative and local Service Centre Manager (SCM) the customer is accepted to PS and the PS mandate takes effect • Record PS acceptance notes in CIMS • Record a s47E(d) **DOC** on the customer's record to note: ○ the customer is managed in PS, and ○ to refer to CIMS for details • Set up s47E(d) in Workload Manager (WLM) • Review: ○ The customer's record ○ CIMS information and case history ○ Payment details ○ s47E(d) screen ○ Vulnerabilities

- Reviews and appeals and
- Child Support information
- Use the research to identify suitable servicing strategies and referral options for the customer to help with discussions
- Record relevant information in the PS notes in the MSP in CIMS. See Managed Service Plan (MSP) Proposing, recording and approving
- Record details of action plan to help the customer. For example, include:
  - options that could be provided to the customer
  - special contact details if the agency has imposed contact restrictions on the customer
- If required, email the Personalised Services Program Manager to consult the social work network or Assessment Services for a specialist case review

Contacting Personalised Services customers

Table 2

Step	Action
1	**Initial customer contact** + Read more … Contact the customer to: • explain Personalised Services, and • Identify and develop suitable servicing strategies to help the customer Resources has a guide to discussions with the customer.
2	**Record contact** + Read more … After contacting the customer: • record details of the contact in the Customer Incident Management System (CIMS), s47E(d) • update the customer record if required • update strategies and referrals in the MSP

3	**Writing to customers** + Read more …
	
	 • Write to the customer at the following stages:
	     ○ when they are introduced to PS and their PSSO
	     ○ following each contact with the customer
	     ○ to reply to written correspondence
	     ○ when the customer is exiting from PS
	 • create the required letter confirming discussion points and agreed options where appropriate, and submit to the PS Service Support Manager for approval
	 • print the letter to send to the customer
	 • send a copy to the nominee (if applicable)
	 • upload the letter to the customer's MSP
	
	 Note: letters must be issued with the Personalised Services Service Officer (PSSO) signature block and signed by the PSSO before scanning to the customer's record.

4	**Correspondence received** + Read more … • Record details of the correspondence in the Customer Incident Management System (CIMS), s47E(d) • Save the email to the customer's file in the s47E(d) • Investigate the case • Assess if action is within the customer s management plan • If a written response is required, coordinate the response with the External Complaints Resolution Team (ECRT): ○ To complete the written response, see Step 3. **Note:** letters must be issued with the Personalised Services Service Officer (PSSO) signature block and signed by the PSSO before scanning to the customer's record • Update action taken into the s47E(d) in CIMS • Continue with management of the case

	• If issues are resolved, see Exiting process for PS Team table
5	**Customer contact via voicemail messages** + Read more … On notification of receipt of a voicemail message, review the message and take appropriate action. Customer contact via the voicemail service should be recorded as a PS case note in the MSP.

Management and review of Personalised Services customer

Table 3

Step	Action
1	**Ongoing management** + Read more … For ongoing customer contact: • Discuss new or further information which has been identified from case review • Regularly review the customer record • Contact relevant business areas where required - for example, Workforce Australia providers where participation requirements are an issue • Review payment options where there is a history of urgent payment requests or crisis payments • Consider referral options, such as social work, assessment services or mental health services • Manage customer expectations about timeframes, expected outcomes and the agency's expectations about respectful interactions • Discuss servicing strategies and confirm their understanding of the next step • Gain or provide commitment to take action within a specified timeframe Note: discuss options with the PS Service Support Manager where a risk of escalating behaviour is identified. Continue ongoing contact with the customer until issues have been resolved. Resources has a guide to discussion points at each stage. If issues are: • resolved, see Step 1 in Table 4 • not resolved, continue with PS Management

2	**Consider a referral for case review by Assessment Services (Personalised Services (PS) Service Support Manager)** + Read more …
	
	If ongoing management is the result of a customer's behaviour consider a referral for a case review by specialist staff in Assessment Services. Examples of behaviour include:
	
	• inability to accept information, explanations of decisions
	• non-compliant
	• threats and violent behaviour
	
	Referrals to Assessment Services may be considered at any stage during management by PS.
	
	To refer a PS customer to Assessment services, PSO to email PSM:
	
	• Use the subject heading- Assessment Services Consultation Request, include:
	    ◦ a summary of the case history
	    ◦ examples of customer correspondence or interactions, and
	    ◦ customer management actions to date
	
	Assessment Services will review case notes and communication from the customer to look for additional options available that can help manage the customer.
	
	Assessment Services may include the review in the Managed Service Plan (MSP) and will discuss actions identified with the:

- Service Manager
- Service Support Manager, and
- PSO

Record the Assessment Services referral in the Customer Incident Management System (CIMS), s47E(d) .

- If a review is required, consult with:
- Workforce Australia
- Disability Employment Services provider
- Assessment Services, or
- Social Workers
- Identify if the use of a nominee will help the customer

3	**Managed Service Plan (MSP) review process** + Read more …
	The MSP review process is 28 days.

- 28 days before the end of the MSP, an email is sent to the PSSO, Personalised Services mailbox and zone contact by the Customer Incident Management System (CIMS)
- PSO will make 2 phone attempts to contact customer within 3 business days of the email. Record a s47E(d) for each attempted contact
- If phone contact is made, conduct the MSP Review interview over the phone or make an appointment to call the customer to:
    - determine if the customer understands the servicing strategy, and
    - check their understanding of expected behaviours and goals moving forward
- If phone contact is not made, write to the customer:
    - Invite them to contribute to the review
    - Send the letter within 7 days of the CIMS email
    - The letter must nominate a due date for their response
    - The due date **must** be before day 14 of the review process
    - Attach the review letter to the MSP
- Use s47E(d) document and paste into s47E(d) in MSP, detailing recommendations, customer input and reasons for recommendations
- Add review documentation to the MSP by day 14 of the review process, and email Zones to notify when review is completed
- Zones can access all review information in the MSP. Zones can copy details from the s47E(d) into their template
- Personalised Services will contribute to any Zone Panel Meetings when requested. Zones will send invites to Personalised Services mailbox with a CC to the owning PSSO for a meeting within the last 14 days of the MSP review process

Will the customer remain in PS?

- **Yes**, go to Step 4
- **No**, go to Step 1 in Table 4

4	**Outcome of review - remain in PS** + Read more …
	The Zone will update the customer record and create a new MSP.

The PSSO must contact the customer and:

- discuss the outcome, and tell the customer about changes in service arrangements
- discuss any remaining issues, or behavioural expectations
- include the reasons for decision in the PS notes page in the MSP
- Continue to manage the customer

For more information, see Managed Service Plan (MSP) - Reviewing.

If the customer contacts the agency on a regular basis, go to Step 5

5	**Cold transfer review** + Read more …
	Ongoing management required Personalised Services Service Officer (PSSO)

Determine if customer has urgent business

	call arrives, answer call and conduct POI
	
	identify if the customer is calling outside of their servicing restrictions
	
	Does the customer have urgent business?
	
	  • **Yes**, transfer to the PSSO if available. Procedure ends here
	  • **No**, go to Step 6

6	**Customer does not have urgent business** + Read more …
	
	PSSO identifies caller is:
	
	  • contacting persistently
	  • displaying aggressive or inappropriate behaviours, and
	  • calling outside of their servicing restrictions
	
	PSSO must:
	
	  • tell the customer their enquiry is answered, tell the customer not to call again today and warn customer about:
	    ○ behaviour, and
	    ○ their Servicing arrangements
	  • record Customer Incident Management System (CIMS) incident and ESS if appropriate
	
	Does customer call back again?
	
	  • **Yes**, go to Step 8
	  • **No**, go to Step 7

7	**Record PS case note** + Read more …
	
	  • Complete s47E(d) with details of conversation, including warning and direction to stop calling
	  • Code a CIMS incident and ESS if appropriate
	  • Procedure ends here

8	**Approval for cold transfer** + Read more …
	
	  • Consult Service Support Managers (SSM). (If SSM unavailable go directly to Service Managers (SM))
	  • Provide brief background of previous calls and rationale for cold transfer
	
	Has the cold transfer been approved?
	
	  • **Yes,** go to Step 9
	  • **No**:
	    ○ PSSO identifies caller has been contacting persistently and is displaying aggressive or inappropriate behaviours
	    ○ Warn customer about behaviour, tell them that their enquiry has been answered today. Tell them that no more calls about the issue will be responded to today
	    ○ Record Customer Incident Management System (CIMS) incident and ESS if appropriate
	    ○ Procedure ends here

9	**Approval received for transfer** + Read more …
	
	  • If approved, the customer details are added by PSSO to PS Team whiteboard
	  • If the customer calls, transfer them using the relevant phone number in Personalised Services Centrelink. There is no need to tell the customer this is happening. PSSO to record case note in MSP
	  • The PSSO who manages the customer will record CIMS with details of the number of calls
	  • SSM to email the Zone escalation team to alert of the action to cold transfer

10	**Review customer history** + Read more …

	The PSSO and SSM will review the customer history including the MSP with service strategies and restrictions. • Issue a warning or reminder letter as necessary • If changes are considered necessary consult with the Zone • Follow the PS Review process

Exit process for the Personalised Services (PS) Team

Table 4

Step	Action

1	**Review case** + Read more …
	
	 Most exits from PS occur during the [review of the customer's Managed Service Plan (MSP)](#).
	
	 The customer may be exited from PS when:
	
	 • All issues raised in the referral to PS are addressed
	 • Servicing Strategies are resolved or implemented
	 • The customer is able to:
	  ○ manage Services Australia business, and
	  ○ display and understand appropriate behaviour when returning to mainstream servicing
	  ○ use online and digital services to manage their Centrelink business (where appropriate)
	 • Any written responses from Ministerial or Ombudsman complaints have been received and understood by the customer
	 • The customer has been notified of any decisions
	 • Future case management arrangements outside of PS have been discussed with the customer and the Service Zone
	 • PS manage the MSP as a proactive direct referral and PS has addressed the MSP servicing strategies and reason for the referral. For more information, see [Managed Service Plan (MSP) - Reviewing](#)
	
	 [Go to Step 2](#)

2	**Discussion with PS Service Support Manager (SSM)** + Read more … The SSM will quality check the exit recommendation before submitting the MSP review to the Zone. The Personalised Services Service Officers (PSSOs) will: • use the **s47E(d)** and • email a draft exit review document to the SSM for feedback **SSM supports PSSO recommendation to exit customer from PS?** • **Yes** - [Go to Step 3](#) • **No -** Update recommendation and continue with PS management of the case. Procedure ends here
3	**Consultation with zone** + Read more … To discuss a potential exit from PS the Personalised Services Service Officers (PSSO) will: • Contact the relevant Service Centre Manager (SCM)/Team Leader (TL) and/or • Contact the Customer Aggression Network-Operational Contact (CAN-OC) Zone, and • Record any details of the discussion in the MSP review. [Go to Step 4](#) **Note:** for all Proactive Direct Referrals - PSSO notifies the CAN-OC that the customer is being exited from PS Case Management, see [Table 5](#)
4	**Recording PS MSP Review Note in MSP** + Read more … The PSSO will:

	• Using the s47E(d) update and save the review in MSP with: **evidence of positive changes in customer behaviour,** including:
	  ○ The reduced risk the customer poses to staff, business and community
	  ○ Evidence customer issues have been resolved or appropriate connections are in place for ongoing support for example, social casework to mitigate any repeated counterproductive behaviour
	  ○ Options that will help with the development of the future MSP and the customer's return to mainstream service
	  ○ PSSO to reference recommendation endorsed by PS SSM and Zones about customers exit from PS
	• Finalise the MSP review, send an email to Zone CAN OC, cc PS Mailbox

5	**Outcome of review** + Read more … The Zone will update the customer record and record details into a new MSP. The PSSO must contact the customer and: • discuss the outcome, explaining the transfer out of PS and the return to mainstream service and any new MSP • discuss return to regular PoRO processes tailored PoRO can only be applied to current Personalised Services customers • advise changes in service arrangements - online, use of Smart Centre, office visits • if there is a One Main Contact (OMC) to be put in place, consider an introduction call between PSSO, customer and OMC • reinforce the positive aspects of the customer's change in behaviour and future expectations • stop any s47E(d) **DOC**s about the PS management and annotate the **DOC** with cessation of Personalised Servicing • include the reason for decision in the s47E(d) in the MSP For more information, see Managed Service Plan (MSP) - Reviewing

Proactive Direct Referral Managed Service Plans managed by Personalised Services

Table 5

Step	Action
1	**Direct Proactive Referral received** + Read more … Referrals are made by: • Escalated or External Complaints • Media Branch • National Restricted Access Team (NRAT) • Proactive analysis of a customer, and identification as high risk • Senior Executives • Smart Centres • Social Work Services • Intelligence and Investigations Branch Referrals are received through the Personalised Services Centrelink mailbox. For more information, see Step 12 in Table 1 of Proposing and recording a Managed Service Plan (MSP) Go to Step 2
2	**Referral Triage** + Read more … PS Program Support Manager (PSM): • Reviews referral • Returns referral to business area if criteria for proactive MSP is not met or referral process not followed. Provide an explanation and suggest next steps **Note:** SSM approval is required to refuse a referral • If referral is accepted: • Create MSP in CIMS (default 4 months unless unique circumstances)

	• Add customer details in PSSO Tracker • Allocate to the most appropriate PSSO Prepare an email to Zone CAN OC (cc referring team) advising referral has been accepted. [Go to Step 3](#)
3	**Ongoing MSP Management** + Read more … The PSSO will: • Contact customer where appropriate, see [Table 2](#) • Consider the Social Work role in MSP and make necessary referral • Draft a s47E(d) letter and email the PS SSM for feedback • Send a s47E(d) template letter (including the PSSO first name and team in the signature block), once approved by SSM • Manage ongoing customer issues for life of the MSP • Conduct fortnightly reviews on the customer's record and record PS Case Notes, see [Table 3](#) [Go to Step 4](#)

4	**PSSO to review the MSP before the end date** + Read more …
	
	The PSSO will review the MSP and:
	
	• request an early review, depending on the customer's circumstances, [go to Step 5](#)
	• initiate the MSP as reactive, depending on the customer's behaviour
	   ○ consult with the PS SSM
	   ○ if the decision is supported, consult with the Zone to discuss changing the MSP from proactive to reactive
	• record any details of discussion in the MSP Case Notes
	• If the Zone agree to change the MSP to reactive, they are responsible for the MSP management
	
	[Go to Step 5](#)

5	**Exit Process** + Read more … • PSSO prepares exit recommendation for SSM approval, see [Table 4](#) • If approved, PSO prepares email to relevant Zone notifying exit • PSO to update and end MSP as required Procedure ends here

Child Support

Child Support

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[Finalising a case - action](#)

[Customer requires ongoing reactive management](#)

Actioning a referral to Child Support Personalised Services

Table 1

Step	Action
1	**Referral received** + Read more … Customers are referred to PSSO via intrays: • PS Referral (TL only) • Complaints referral to PS • Customer Assigned to PS • ACER referral to PS • Centrelink referral to PS **Note:** urgent referrals to PS must be made by a Team Leader contacting the PS Service Support Manager before referring a customer. Once confirmed as urgent use s47E(d) intray.
2	**Action intray** + Read more … Within 5 working days of receiving the intray (2 days for urgent referrals) lock and assign the primary customer and any associated customer: • check Customer First to see if there is a [Managed Service Plan (MSP)](#) in place. If unsure how to proceed, discuss with the PS Service Support Manager • reallocate customers as necessary (including associates or non-customer assigned to PS intrays) • place a Special Recovery Condition indicator to manually intercept TRIPS • create a Customer Management Plan (CMP) for the customers. See [Step 2 in Table 2](#) • create a stacking document with s47E(d) as the first notepad in the stacking document • complete the s47E(d) document in the s47E(d) document • contact the primary customer • update the CMP with the stacking document location and customer segment, including where the referral came from and the main referral reason • contact the associated customer (if required). See [Table 4](#) • if the customer is an **international** related customer and the PS screens are not enabled, create a s47E(d)
3	**Create record in the** s47E(d) **Portal** + Read more … Use the s47E(d) tool to create a customer record in the s47E(d) Portal.

Reviewing the customer's record and creating a Customer Management Plan

Table 2

Step	Action
1	**Review case history** + Read more … Use the [Personalised services](#) s47E(d) Review the case details including: • s47E(d) r windows • s47E(d) windows • checking the s47E(d) [window](#) for escalations

	• the Customer History Report • the s47E(d) screen for historical CIRTs and sensitive indicators • checking Customer Incident Management System (CIMS) for active MSPs • refer active MSP customers to PSM for cross program discussion Use the research to identify available options for the customer and help with discussions.
2	**Create Customer Management Plan** + Read more … Use the s47E(d) window in Cuba to create a Customer Management (CMP). See the [Resources](#) page for s47E(d) If the customer is reallocated from another PSSO, update the existing CMP. The CMP must be completed within 21 days.
3	**Record information in the Customer Management Plan** + Read more … Update the CMP with: s47E(d) See the [Customer Management Plan Overview window help](#).
4	**Approve the Customer Management Plan** + Read more … Update the CMP status in Cuba to [approved](#) once it has been completed.

Proposing/reviewing Service Channel restrictions

Table 3

Step	Action
1	**Determining if service channel restriction is applicable** + Read more … If a customer continues to show [counterproductive behaviours](#), limiting the customer's contact with Services Australia may be appropriate. This may include the withdrawal of face to face in Service Centres and/or phone interactions. A customer must be managed by PS before restricting a customer's service options. If the customer is not managed by PS, see [Customer referral guidelines for Child Support staff](#). If a customer continues to contact inappropriately and all resolution options identified within the MSP have been exhausted, it may be appropriate to review the CMP and/or MSP with a proposal of service channel restrictions.
2	**Consider Service Channel restriction** + Read more … Restricting a customer's access to any of Child Support's service delivery options should be made only where the customer continues to display [counterproductive behaviour](#). **Note:** service channel restrictions apply across the whole of Services Australia. Impacts to the customer across the programs must be considered. The decision to restrict a customer's access to service channels should only be made after • **all** other reasonable avenues of service and • administrative review options have been exhausted and • the customer continues to display counterproductive behaviours Actual and threatened physical violence is unacceptable under any circumstances and it may be necessary to consider restrictions immediately in consultation with a PS Service Support Manager. When there is immediate threat of violence, see [Customer aggression - Response](#).

	Consider issuing a warning before imposing a service channel restriction. To see if a warning (verbal or written) has been given to a customer, outside of Personalised Services, check CIRT and CIMs.
3	**Warning Letter - Child Support Personalised Services-specific information** + Read more … Create a warning letter using the s47E(d) template (found on the resources tab of the Issuing warnings to customers in response to customer aggression or counterproductive behaviour page). Update the s47E(d) document in the s47E(d) with subject heading Warning letter issued. Past a copy of the warning letter into the notepad. The PS Service Support Manager **must** approve and sign the **Warning** letter. Add s47E(d) intray for visibility for next 28 days.
4	**Options for restricting customer contact** + Read more … Full or partial service channel restrictions can be placed on each of the primary service channels for customer contact as part of a reactive MSP. If a channel is available, it means it is fully available for the customer to access services normally through that channel. See Service channel restrictions applied as part of a Managed Service Plan (MSP). For information about one off servicing variations, go to Step 8.
5	**Proposing a service channel restriction** + Read more … If a customer continues to show counterproductive behaviour after receiving the warning, a service restriction may be imposed. Use the Personalised services s47E(d) to provide a comprehensive review of the core issues, the customer's behaviour and service implications. Consider: - reasons for proposing customer service restrictions - details of the customer's behaviour - impacts of this behaviour on staff and the agency - outstanding or sensitive issues and prior options provided to the customer (including any impacts the restriction may have) - impacts on internal and external customers - type of restriction to be imposed - contact arrangements while restrictions are in place, and - timeframe for service channel restriction **Note:** service channel restrictions apply across the whole of Services Australia and the impacts to the customer across the programs must be considered. The PSSO will: - update the s47E(d) document in the s47E(d) window with subject heading - record that the process for implementing a service channel restriction has started and submission forwarded to PS Service Support Manager for approval - update the Personalised services s47E(d) when the submission has been sent to the approver
6	**Service channel restriction recommendation** + Read more … The PSSO will: - discuss the effect of the customer's behaviour with the PS Service Support Manager, including: - staff safety - disruption to services - case workload, and - any impact on other customer/s in the case, and - previous action taken on the case to address the issues - draft a unique service arrangements letter from the MSP letter templates. See the MSP letter guide for relevant information

- refer Personalised services s47E(d)
  and letter to the PS Service Support Manager

The PS Service Support Manager will review submission and letter and forward to the PS Service Manager.

The PS Service Manager will review the submission and letter and send to the Approvers.

See Approving a Managed Service Plan.

7	**Decision, recording and customer notification** + Read more …
	If the decision is to **implement** a service channel restriction, the Approvers will email the PS Service Manager, PS Service Support Manager and PSSO the approved service channel restriction including the:
	- date of review of this decision - s47E(d) template, and - Service arrangements letter, including any changes if required
	The PSSO will:
	- create two new subiects in the s47E(d) document: - s47E(d) and place a copy of the approved Personalised services s47E(d) - s47E(d) and place a copy of the letter issued to the customer in the notepad - send a copy of the approved service arrangements letter with the Approvers' signature to the customer
	Update the s47E(d) on the s47E(d) window
	Record a brief summary of the service channel restriction, for example:
	- Telephone - partial restriction, times of contact/PSSO contact only - Telephone - full restriction - Full F2F and Telephone restriction **Note**: special contact note on front screen of Cuba should only read as 'MSP SEE NOTE'
	Update the PS customer segment to s47E(d) and record customer segment in the s47E(d) in the s47E(d) and review date.
8	**Cold transfer review** + Read more …
	Ongoing management required Personalised Services Service Officer (PSSO)
	Determine if customer has urgent business:
	- call arrives, answer call and conduct PoRO - identify if the customer is calling outside of their servicing restrictions
	Does the customer have urgent business?
	Yes, transfer to the PSSO if available. Procedure ends here **No**, go to Step 9
9	**Customer does not have urgent business** + Read more …
	PSSO identifies caller is:
	- contacting persistently - displaying aggressive or inappropriate behaviours, and - calling outside of their servicing restrictions
	PSSO must:
	- tell the customer not to call again today and warn customer about: - behaviour, and - their Servicing arrangements - record Customer Incident Reporting Tool (CIRT) and ESS if appropriate

	Does customer call back again? - **Yes**, go to Step 11 - **No**, go to Step 10
10	**Record PS case note** + Read more … - Complete ^{s47E(d)} note with details of conversation, including warning and direction to stop calling - Code a CIRT incident and ESS if appropriate - Procedure ends here

11	**Approval for cold transfer** + Read more …
	
	- If the customer is on a MSP service restriction, no additional approval is needed. Transfer them using the relevant phone number in Personalised Services Child Support
	- Consult Service Support Managers (SSM). If SSM unavailable, go directly to Service Managers (SM)
	- Provide brief background of previous calls and rationale for cold transfer
	
	Has the cold transfer been approved?
	
	- **Yes,** go to Step 12
	- **No**:
	  - PSSO identifies caller has been contacting persistently and is displaying aggressive or inappropriate behaviours
	  - Warn customer about behaviour, tell them that their enquiry has been answered today. Tell them that no more calls about the issue will be responded to today
	  - Record Customer Incident Reporting Tool (CIRT) incident and ESS if appropriate
	  - Procedure ends here

12	**Approval received for transfer** + Read more … - If approved, the customer details are added by SSM to PS Team whiteboard - If the customer calls, transfer them using the relevant phone number in Personalised Services Child Support. There is no need to tell the customer this is happening. PSSO to record case note in the s47E(d) doc - The PSSO who manages the customer will record CIRT with details of the number of calls - SSM to telephone CAPT CANOC to advise the Zone CANOC representative to alert of the action to cold transfer. The PSSO will record details of restriction with the name of the CAPT CANOC representative in CIMS
13	**One-off servicing variations** + Read more … A one-off variation to a Managed Service Plan (MSP) with restrictions may be implemented in certain circumstances. The PSSO will consider any impact on providing those customers with procedural fairness, particularly customers subject to Change of Assessment. See One-off servicing variation to a Managed Service Plan (MSP) in exceptional circumstances
14	**Customer not complying with service channel restrictions** + Read more … Services Australia implement service channel restrictions as part of a customer's Managed Service Plan (MSP) to: - reduce the risk of customer aggression recurring, or - address escalating or counterproductive behaviour Customers are required to comply with the service channel restrictions in their MSP unless a one-off servicing variation in exceptional circumstances has been approved. See Customer not complying with a Managed Service Plan (MSP).

Contacting Personalised Services customers

Table 4

Step	Action
1	**Contact customer** + Read more …
	Tailor the conversation to the customer's individual circumstances. [Resources](#) has a discussion guide.
	For initial contact use the [Personalised services](#) s47E(d)
	If a customer has displayed inappropriate behaviour or has contact restrictions imposed by the agency, before making contact:
	• review [Table 2](#) • check the s47E(d) [document](#) in the s47E(d) , and • discuss with the PS Service Manage or Team Leader if unsure how to proceed or how to address inappropriate behaviour with the customer
	If the referral relates to the customer contacting a Member of Parliament or the Ombudsman, determine if any further contact with the customer is required.
	If no more contact is needed, contact the External Complaints Officer to confirm the customer's issues have been resolved, see [Table 5](#).
2	**Post customer contact** + Read more …
	After contacting the customer:
	• update the s47E(d) document. See the [Resources](#) page for the Documentation table • record the products and services provided to the customer • create a s47E(d) intray and delete the s47E(d) intray • update special contact details in the s47E(d) window if there has been a [security incident](#) • write to the customer or send copies of Child Support correspondence if required
3	**Add sensitive issue indicator** + Read more …
	Add a sensitive issue indicator if required - see the s47E(d) window help. See the following for information about when this may be appropriate:
	• [Family and domestic violence](#) • [LGBTI + Terminology](#) • [Customers experiencing vulnerability](#) • [Deceased Child Support customer management](#) • [Security incident reporting](#) • [Customer Incident Recording Tool](#) (CIRT)
	Document the reasons for the indicator in the s47E(d) window including any specific conditions.
4	**Create** s47E(d) **intray** + Read more …
	After identifying the customer's child support issues, create an appropriate PS dedicated intray to reflect if follow up is needed.
5	**Customer contact - follow-up** + Read more …
	After initial contact with the customer, contact them again as arranged to:
	• discuss new or further information which has been identified as a result of further case review, such as inappropriate behaviour continuing • provide their options and consequences depending on their behaviour with agency staff • confirm their understanding of the next step • gain or provide commitment to take action to address their issues within a specified timeframe and they will be contacted
	See [Contact with Child Support customers](#).
	Note: if a referral to a social worker is being considered discuss this with the PS Service Support Manager.

	Several follow up contacts may be needed before the customer decides whether or not to take up their options.
6	**Writing to customers** + Read more … When preparing a unique letter or generating system letters for a customer, go to: • Letters for Child Support customers • Letters List Window Help • Separated parents letter and email templates **Note:** PS unique letters are signed off by the PSSO rather than on behalf of the General Manager.

Identifying options and resolving customer issues

Table 5

Step	Action
1	**Allocate customer segment** + Read more … Personalised Services (PS) customers are allocated to a customer segment based on: • the source of the PS referral • the issues presented by the customer • interactions between the customer and the agency • the assessment of the actions likely to be required to manage and resolve the customer's issues Allocate customer segment either: • Personalised Services customer segment 1 • Personalised Services customer segment 2 • Personalised Services customer segment 3 While managing the customer, change the customer segment if this is indicated. Record the customer segment in the: • s47E(d) box in the s47E(d) window • s47E(d) Portal Update both records each time the customer segment changes. **Note:** PSSO can allocate a customer to a different segment if the customer characteristics change.
2	**Identify options to resolve customer issues** + Read more … When identifying options to resolve the customer's issue/s, consider the strategies suggested for the relevant customer segment, see Customer Segments.
3	**Record customer options** + Read more … Record the options identified in the s47E(d) document after considering: • publications which may help the customer • processes available to the customer to address their child support issues • if a referral to a specialised activity such as objection, change of assessment, compensation or privacy is appropriate. Discuss possible outcomes with specialist officers from the relevant business area. A conference call with the customer and specialist officer is an option • social worker referral if provided external organisations that may help the customer to resolve the issues. See Social worker and other service referrals for child support customers Speak to the PS Service Support Manager to discuss any issues or for help determining options available to the customer.
4	**Confirm customer issues and options in writing** + Read more …

	Send the s47E(d) letter to the customer.
	The s47E(d) letter may not be appropriate for segment 1 and some segment 2 customers where it is unlikely to provide further clarification of a straightforward issue.

Finalising a case - submission and review

Table 6

Step	Action
1	**Finalise case** + Read more … Finalise the case when: • all Customer Management Approach activities are completed. See [Customer Management Approach (CMA) for Child Support](#) • all issues managed by Personalised Services (PS) are finalised • all actions in the Customer Management Plan (CMP) are completed • there are no outstanding intrays (except where these relate to other specialised issues that are still in progress) • any written responses from Ministerial or Ombudsman complaints are received and understood by the customer • the customer is notified of any decisions • relevant feedback has been provided • active MSP cases have been discussed with PSM and referred to cross program if appropriate Contact the customer to advise all current child support issues have been addressed and the case is to be referred back to the general business area for ongoing management. If the customer cannot be contacted by phone, issue the s47E(d) [Letter](#). Provide the customer 14 days to respond before submitting a finalisation request. In some circumstances, it will be appropriate to submit a finalisation request with no customer contact. Discuss these circumstances with the PS Service Support Manager.
2	**Submit finalisation for approval and exit request** + Read more … To submit a customer management finalisation request to the PS Service Support Manager to exit the customer from PS.: • use the Personalised Services s47E(d) document • transfer the customer in CUBA for finalisation and approval to exit to the PS Service Support Manager • update the s47E(d) Portal

3	**Review case (PS Service Support Manager)** + Read more …
	
	 When a finalisation request to exit customer from PS is submitted by a PSSO:
	
	 • review finalisation document in the s47E(d) document. See the [Resources](#) page for Documentation for Child Support PS table
	 • review the PS Customer Management Plan (CMP)
	 • decide whether to approve the finalisation request for 1 of the following reasons:
	    ○ the customer's child support issues have been addressed as per the MSP and Customer Management Approach
	    ○ the customer has declined to take up their options
	    ○ a specialist process involving the customer is ongoing but all other child support issues have been resolved
	    ○ the customer is recommended for a segment 3 customer
	
	 Note: before finalising a s47E(d) activity and returning a customer to the relevant business area for ongoing management, all actions in Step 1 must be completed.

Finalising a case - action

Table 7

Step	Action
1	**Finalise customer management when options declined (PS Service Support Manager)** + Read more … The finalisation request can be approved when all of the following conditions are satisfied: • all issues, including other agencies' have been addressed appropriately. See the [Resources](#) page for Documentation for Child Support PS table • the PSSO has clearly communicated all available options to the customer either over the telephone or in writing • the PSSO provided the customer with a suitable timeframe in which to take up the options • ongoing management in PS will not resolve the customer's issues Is the finalisation request approved? • **Yes**, go to Step 2 • **No**, go to Step 3
2	**Finalisation request approved (PS Service Support Manager)** + Read more … • make sure the status of all issues in the s47E(d) box in the s47E(d) window is s47E(d) • document the approval in the s47E(d) document • action the finalisation request in the s47E(d) window Go to Step 5
3	**Finalisation request not approved (PS Service Support Manager)** + Read more … • reject the s47E(d) window • discuss the reasons for the decision with the PSSO • agree on the next steps to resolve the customer's issue • document the decision in the s47E(d) document and s47E(d) window Update the Customer Management Plan (CMP) to: • s47E(d) • If the customer requires • reallocation to Segment 3, see [Table 8](#) • transfer to a specialist business area, go to Step 4 Otherwise, go to Step 5
4	**Transfer customer to a specialist business area (PS Service Support Manager)** + Read more … Approve the customer transfer to a specialist business area when: • all issues, including other agencies have been addressed appropriately • the only outstanding issue is the process managed by the specialist business are, for example, change of assessment, objection • the customer does not have a history of escalating Child Support decisions Procedure ends here.
5	**Action finalisation outcome to exit customer (PSSO)** + Read more … If the finalisation request is approved by the PS Service Support Manager:

- document that the case has been transferred from PS in the s47E(d) window notepad
- unlock the customer in accordance with the Customer Management Approach. Make sure the case is transferred to the relevant business line. See Transfer or lock a customer Cuba process help
- remove the s47E(d) (unless there is an overpayment)
- update the s47E(d) Portal

If the finalisation request is not approved by the PS Service Support Manager:

- reactivate the customer
- review the PS Service Support Manager comments in the CMP and s47E(d) document
- action unresolved issues

To resolve the customer issue, see Table 5.

Customer requires ongoing reactive management

Table 8

Step	Action
1	**Referral for ongoing reactive management (PSSO)** + Read more … Consider moving the customer to segment 3 for ongoing reactive management when: • all issues, including other agencies have been addressed appropriately. See the Resources page for Documentation for Child Support PS table • the customer has a history of escalating issues with the agency and ongoing management by PS is likely to restrict the impact on the business • the customer has service channel restrictions in place for CSP or agency-wide telephony or write only service restrictions in place • Go to Step 6. Discuss the recommendation with the PS Service Support Manager. If recommendation for reclassification to segment 3 is: • approved, go to Step 3 • rejected, go to Step 4 If the case is to be reviewed by Assessment Serv ces, go to Step 2.
2	**Consider a referral for case review by Assessment Services (PS Service Support Manager)** + Read more … If the main reason for a segment 3 relates to a customer's entrenched behaviour which is unable to accept information, explanation of decisions and non-compliant, consider a referral for a case review by specialist staff in Assessment Services. Referrals to Assessment Services may be considered at any stage during management by PS. Assessment Services will review case notes and communication from the customer to determine if there are any additional options available, which may help the management of the customer. PS Service Support Managers must record the subject heading as Assessment Services Consultation Request. Include in the email a summary of the case history, some examples of customer correspondence or interactions and customer management actions to date. The PS Service Support Manager will approve the referral for the case review and forward email to the Assessment Services mailbox. Any potential actions identified by Assessment Services will be discussed with Service Manager, Service Support Manager and PSSO and where possible included in the customer management plan. Make a record in the s47E(d) document that a referral has been made to Assessment Services for a review of the case management approach. Go to Step 5
3	**Approve customer as segment 3 (PS Service Support Manager)** + Read more …

Approve classification of the customer to segment 3 for one of the following reasons:

- the customer requires a high level of ongoing support and reactive management including sensitivities/vulnerabilities
- the customer has telephony, write only or face to face restrictions imposed by the agency

See the Resources page for the Allocate customer segment 3 table.

Refer case to PSM who will:

- document the decision in the s47E(d) document.
- update s47E(d) Portal
- set a s47E(d) of no longer than 3 months.

Go to Step 5

4	**Reject ongoing reactive management- segment 3 recommendation (PS Service Manager)** + Read more …
	If the outcome of considering the recommendation is that, there are some unexplored options, which may lead to a quick resolution of the customer issues, discuss with the PSSO and retain segment 2 classification.
	If there are outstanding issues, see **T**able 4.
	If all outstanding issues are resolved, see **T**able 5.
5	**Review ongoing reactive management (PS Service Manager)** + Read more …
	At the end of the review period:
	- review the case and customer records
	- discuss any the outstanding issues on the CMP with the PS Service Support Manager
	- document the outcome of the review in the s47E(d) document. See the Resources page for Documentation for Child Support PS table
	If the outcome of the review is that ongoing reactive management is **no longer required**, update the customer segment to segment 2.
	- If there are still outstanding issues, see Table 4
	- If all outstanding issues are resolved, see Table 5
	If the outcome of the review is that ongoing reactive management is **still required**, update the review date on the sensitive indicator for no more than 3 months.
	Procedure ends here.
6	**Customer has service channel restrictions (PS Service Support Manager)** + Read more …
	Assign the customer to segment 3 if they demonstrate continued unreasonable conduct in their interactions with the agency and limiting the customer's contact with the agency is appropriate. See Table 3.
	Document the decision in the Issue Comments dialogue box in the s47E(d) window. See Documenting Child Support information in Cuba.

References

Policy

The Child Support Guide 4, Objecting, seeking a review, appealing & applying to court

The Child Support Guide 1.4.1, Family & domestic violence

The Child Support Guide 6.11, Compensation & waiver of debts

Family Assistance Guide 6.1, Centrelink review & appeal process

Social Security Guide 6.10, Review of social security decisions & the appeals system

Paid Parental Leave Guide 7, Review of decisions

Legislation

Links to the Federal Register of Legislation site go to a 'Series' page. Select the 'Latest' version.

There are no specific sections, which relate directly to Personalised Services.

Child Support (Assessment) Act 1989

Child Support (Registration and Collection) Act 1988

Social Security Act 1991

Social Security (Administration) Act 1999

A New Tax System (Family Assistance) Act, 1999

Paid Parental Leave Act 2010

Resources

Contact details

Personalised Services (Centrelink)

Child Support

Complaints

Australian Taxation Office (ATO)

Documentation for Child Support PS

Table 1

Step	Action
1	**Documentation in Personalised Services (CS)** s47E(d)
2	**Principles for the use of stacking documents (CS)** Record the date the PS stacking document is created in the s47E(d) box in the s47E(d) window. Create the PS stacking document in the s47E(d) window: • the first notepad is to be titled s47E(d) and must provide the reason why the customer has been referred for PS • the second notepad is the s47E(d) . It is to be titles s47E(d) • use a meaningful subject heading for each new notepad within the stacking document, for example s47E(d) s47E(d)

	• record details of the discussions with a customer including:
	  ◦ options provided
	  ◦ actions either the PSSO or the customer have committed to take
	  ◦ agreed timeframes
	• if the agency have imposed service channel restrictions, the stacking document has a record of the case review, recommendation, approval to restrict the service and the letter sent to the customer
	• PS Service Support Managers record their decision to approve or not approve the transfer and exit of the customer back to the general business area for ongoing management.
	• the stacking document does not replace function specific notepads, for example non agency payments, income, change in care. Add a s47E(d) in the stacking document referring to the function specific notepad

Allocate customer segment 1 Low

Table 2

Step	Action
1	**Personalised Services customer segment 1 Low** **Referral source** A customer is generally allocated to segment 1 Low: • when they are an associated customer and a decision is made that this short term management is required • following a proactive referral to Personalised Services when identified short term management or early intervention may resolve the customer issues
2	**Customer characteristics** A customer is generally identified as being in segment 1 when they: • have not been previously managed in Personalised Services (PS) • usually manage their own business with Services Australia • meet their Services Australia commitments • present with a single issue and there is no history of long-term or entrenched issues • need support to identify options to resolve their issue • are likely to self-manage once the issue is resolved
3	**Strategies for resolving issues for segment 1 customers** A customer allocated to segment 1 will generally return to managing their own matters following a short-term period of intensive management by a PSSO. Strategies for managing and resolving customer issues may include: • reviewing the customer communication and case records to make sure the relevant details are correct and all issues including other agency's • undertaking any actions required to correct the assessment • referring the customer to the PS Service Support Manager for finalisation once the immediate customer issue has been resolved

Allocate customer segment 2 Medium

Table 3

Step	Action
1	**Personalised Services customer segment 2 Medium** **Referral source** A customer is allocated to segment 2 when referred to PS following an escalated enquiry, including:

	• an enquiry from a Member of Parliament • an Ombudsman enquiry • a Ministerial response • a Level 2 complaint • a privacy breach • escalation to the media • most new referrals
2	**Customer characteristics** A customer is generally identified as being in segment 2 when they: • have previously been managed in PS • have multiple Services Australia issues and a substantial case review is required to address these • have issues external to the agency which impact on their interactions with the agency • are experiencing difficulty identifying and accessing their options • do not meet their Services Australia responsibilities • demonstrate behaviours which may require longer term management by a PSSO

3	**Strategies for resolving issues for segment 2 customers**
	
	A customer allocated to segment 2 may require longer-term intensive case management by a PSSO to enable them to move towards management of their own Services Australia matters.
	
	Strategies for managing and resolving customer issues may include:
	
	• conducting a comprehensive review of the customer communication and case records
	• a letter to the customer:
	  ○ confirming the outcome of the review of all issues on the case
	  ○ clearly stating which issues are outside the responsibility of the agency
	  ○ explaining the customer's options to resolve the issues
	• setting clear timeframes and monitoring to make sure the customer complies
	• seeking and documenting the customer's acknowledgement that issues are resolved
	• taking a collaborative case management approach with other PSSOs and the PS Service Support Managers to make sure all options are identified to resolve the customer's issues in a timely manner

Allocate customer segment 3 High

Table 4

Step	Action
1	**Personalised Services customer segment 3 High** **Referral source** A customer is allocated to segment 3 (after a discussion with the PS Service Support Manager) when the customer has: • service channel restrictions in place for CSP or Services Australia wide telephony or write only service restrictions in place • a history of escalating issues and ongoing management by PS is likely to restrict the impact on the rest of the business
2	**Customer characteristics** A customer may be identified as being in segment 3 when they: • have previously been managed in PS and elected not to take up options to resolve the identified issues • have a history of escalating issues, including multiple Level 2 complaints • have displayed ongoing unreasonable behaviour including repeated customer aggression or self-harm threats • require intensive management due to the highly sensitive nature of the case

	• do not meet their Services Australia commitments on an ongoing basis • are assessed as requiring ongoing management by PS to minimise the impact on other officers
3	**Strategies for resolving segment 3 customer issues** A customer allocated to segment 3 requires ongoing intensive case management by a PSSO to restrict negative impacts on the business and on customer and stakeholder confidence in the agency. In addition to the strategies for managing and resolving the issues for customer segment 2, the PSSO should: • objectively review **all contended issues** by conducting an intensive retrospective case review of previous assessment and decisions, issues outcomes and communications • address issues thoroughly, communicating clearly and with care. The aim is to make sure the issue is demonstrably addressed in a way which can be easily understood, correct any error and limit further responses on the issue • keep relevant stakeholders informed of key changes to the customer's case which could impact on that stakeholder • take a structured collaborative approach to make sure all communications with customer are consistent • use written communication as a means of informing and confirming actions and outcomes

Supporting resource - Child Support

Security Incident Reporting

Customer Incident Recording Tool (CIRT)

Macro

Personalised Services

Letters

Child Support

See s47E(d)

See s47E(d)

s47E(d)

s47E(d)

s47E(d)

Centrelink

See s47E(d)

s47E(d)

s47E(d)

s47E(d)

Template

To edit the following attachment follow this workaround.

s22

Services Australia/ATO Complaint Support Template

[Incident Severity Level](#)

CIMS homepage

[Customer Incident Management System](#)

Intranet links

[Staff support and employee assistance](#)

[Reporting and recording workplace health and safety (WHS) incidents](#)

[Customer Aggression Home](#)

[Multicultural and Tailored Services Branch homepage](#)

[LGBTI+ Terminology](#)

[Reporting a child safety concern](#)

[Privacy and Secrecy](#)

[Gender Equality](#)

Office Locator

[Office Locator](#)