



Client Service Delivery Phase Three Consultation

Final Decision Document

**SENSITIVE
INTERNAL**

EMBARGOED Until

5 June 2019, 3:30pm

Phase Three: Thanks for your feedback



Thank you to all of you who took the time to share your thoughts on the Phase Three consultation for Client Service Delivery. The decisions made in Phase Two, which confirmed locations, role types and banding and many of the position descriptions played a critical role in shaping the proposal for Phase Three.

You submitted over 1200 submissions for Phase Three consultation and we received further submissions from the PSA.

Overall, there were 1400 questions relating to your individual situations and terms and conditions. These came through the consultation inbox, engagements with the leadership team, through various Client Transformation roadshows and from the question and answer sessions that were held throughout the consultation period.

We appreciate the time and consideration you put into providing well constructed feedback. We have considered all suggestions over the past few weeks, which has resulted in us undertaking further consultation which has helped shape the final decisions that we are sharing today.

Over 55% of your feedback was supportive of the proposed future structure and model. The main topics of feedback were:

- The Customer Host role – suggesting that every location should have a Customer Host due to distraction from your core role when required to support this duty. You also raised concerns relating to privacy.
- Early or voluntary redundancy should be provided.
- FTE modelling – there was a view that there are not enough FTE in the model to support the volume of work.
- EOI / Eligibility Ringfencing – there was a view that this should be opened so that anyone can apply for any roles.
- Tranche Two timing should be delayed to after the Christmas/New Year holidays to allow for leave over this time and good service over the period.
- Fixed term employees and those on secondment should be eligible to apply for roles – specifically you asked us to lower the constraints and offer equal rights to permanent employees.
- Support for the Payments team in Timaru – there was a general sense of support for our approach to those in the Timaru Payments team.

Your feedback has confirmed some of our proposals and resulted in some changes to what we proposed. Full details are outlined in this pack.

Phase Three: Key themes of feedback - what you told us



Below is an overview of some of the key areas you provided feedback on, outlining what you told us in more detail, what you agreed with or where you asked us to consider an alternative option.

Key feedback area	What you told us
Customer Host	<ul style="list-style-type: none"> • There was a lot of support for the addition of a role dedicated to supporting our clients who visit our locations, and for getting more organised around operational administration tasks. • We heard from many of you that you believed a Customer Host was required at all sites. You told us that by asking Recovery Coordinators or Recovery Partners to support front of house duties that this would distract from their workload. • There were also privacy concerns, in particular around our employees being able to support clients or have client conversations while covering the front of house area. • Since receiving your feedback, we have consulted with you further on the Customer Host proposal.
EOI / Eligibility ringfencing	<ul style="list-style-type: none"> • Many of you felt that the proposed EOI timeframes and eligibility groupings were appropriate and you were supportive of these. • Some of you told us that there should be no ringfencing on roles and that your preference was for everyone to be able to apply for any roles, based on merit. Others felt that eligibility should be based first on location as opposed to similar roles in different locations. • You told us that you believed some of the eligibility groupings for particular roles should be different, especially with the Recovery Partner eligibility grouping.
Early or voluntary redundancy	<ul style="list-style-type: none"> • You felt redundancy should be available to people if they wanted it. You felt it was unfair for people to have to wait for redundancy if they wanted to leave early and asked us to reconsider this. • In particular you told us there would be an impact on employee engagement if people know they are unsuccessful but have to stay until their Tranche Go-Live dates. You felt this wasn't recognising the impact on engagement. You asked us to consider voluntary redundancy for anyone who requests it.
Transition and Tranche timing	<ul style="list-style-type: none"> • There was feedback from many of you outlining your concern around the engagement levels due to extended timeframes for roll out. You felt this may also impact on on-going performance. • Some of you told us that you believe the tranche roll out dates should be closer together. • You specifically asked us to reconsider the tranche timing, especially Tranche 2. You felt the impact of this timing over the Christmas period and school holidays would have a significant impact on people. • You had concerns regarding tranche roll out and how we will support challenges with clients and BAU performance. You also told us that recruitment will be important for the future to resource appropriately. There was concern that recruitment isn't happening when needed and workloads are increasing. • You told us that Treatment and Support and Cover Assessment in Hamilton and Dunedin should be rolled out together, not in separate tranches as proposed.
Fixed term and seconded employees	<ul style="list-style-type: none"> • There was significant support to include those on secondment and those on fixed term arrangements into the EOI and eligibility process. • Additionally you felt the eligibility for those on secondments should either reduce or not be required allowing them to be considered for roles in Client Service Delivery.

Phase Three: Additional feedback – what you told us



Below is an overview of some of the other additional areas you provided feedback on, specifically sharing with you what we heard and what you agreed with or where you asked us to consider an alternative option.

Feedback area	What you told us
Regions, Structure and Modelling	<ul style="list-style-type: none"> You told us some of the regions were too large and specifically asked us to consider changes in Bay of Plenty /Central New Zealand and South Island. We consulted further with you on some of this in response to your feedback. You asked us to reconsider the proposed Team to Leader ratio for Client Service Leaders and within Claims Assessment and Client Administration. You were supportive of the ratios within Assisted, Supported and Partnered Recovery. You told us additional FTE was required in Technical Services to support the lack of technical leadership in Claims Assessment. You asked us to consider including the existing temporary workforce into our FTE modelling, particularly within Administration. There was good support for the increased Operations & Performance function to support the wider model. You had concerns about reducing FTE in regional sites due to the impact this would have on smaller economies and how we would provide support for individuals in those communities. That there should be increased FTE across Sites and Hubs across the model. You fed back that the number of claims per FTE (case load) in Supported Recovery should be lowered. Many of you told us that there was not enough FTE within the Partnered model / structure to cope with the transition, current case loads and increasing sensitive claims volumes. Based on the proposed FTE numbers, there was concern there would be a loss of capability and knowledge within the Partnered.
Leadership	<ul style="list-style-type: none"> You felt the Client Service Leaders would be covering too many sites or that their regions were too large meaning they wouldn't be able to distribute their time between the sites or various locations in their region. There was alternate feedback which suggested the Client Service Leader roles should sit across different teams in different parts of model e.g. one Client Service Leader for both Supported and partnered teams in a site. You asked us to consider adding additional Client Service Leaders to the Payments, and Treatment and Support teams where there was only one role proposed across multiple locations. You were supportive of regional leadership and let us know that as a concept it makes sense to you. You strongly felt that the Operations Administration Leader position should increase in banding and some alternative titles were suggested. Your feedback suggested that Operations and Performance should have an Assistant Manager role similar to the other functions / teams within the model. You recognised that the new structure will lead to increased consistency and thought that it would provide clearer reporting lines and responsibilities. On the flip side you felt it could result in slower decision making.

Phase Three: Additional feedback – what you told us



Below is an overview of some of the other additional areas you provided feedback on, specifically sharing with you what we heard and what you agreed with or where you asked us to consider an alternative option.

Feedback area	What you told us
Remuneration	<ul style="list-style-type: none"> • You asked us to reconsider how people would transfer from their current bands onto new or roles with multiple levels and what this would then mean from a salary and position in range perspective. You specifically told us that people should retain their position in range even if moving up a band or moving across on same salary. • You asked us to reconsider the roles that would be eligible for additional Partnered (MI) Leave. You told us it should include Recovery Assistants, Recovery Administrators and Treatment and Support Assessors supporting complex cases that were focused on Partnered MI clients. • There were a number of roles you asked us to reconsider the banding on. These included: <ul style="list-style-type: none"> ○ The Operations Administration Leader increasing in size or moving to a band 16/17 in line with the Team Leader role. ○ The Analyst roles within Operations and Performance should increasing in pay band. • Additionally in relation to the banding and implementation of any changes, you also told us that: <ul style="list-style-type: none"> ○ We should consider capping the number of people in the higher level in a role within a multi level role. ○ Any increases in salary for those in Cover Assessment and Treatment & Support in Hamilton and Dunedin should occur at the same time rather than at the time of tranche go-live. ○ The Service Needs Assessor team should be given an allowance to continue on in their role. ○ People should have an opportunity to progress to the higher level of the band through the EOI process.
EOI, Selection and Assessment	<ul style="list-style-type: none"> • You were in support of the proposed selection criteria and process with no alternatives suggested. • There was some feedback around the weightings within the front line selection and assessment approach – you felt it should be more even across the various selection methods. • There was feedback around the scope of who needs to do the Resilience Exercise. • You requested that performance and prior experience in a similar role be taken into consideration through the selection process. • You felt the selection and assessment process may cause some people to have increased stress levels.

Phase Three: Additional feedback – what you told us



Below is an overview of some of the other additional areas you provided feedback on, specifically sharing with you what we heard and what you agreed with or where you asked us to consider an alternative option.

Feedback area	What you told us
Use of Te Reo	<ul style="list-style-type: none"> There was good support for the use of Te Reo in our naming conventions, although you felt there should be further consultation to include wider input from the Māori and Cultural Capability Team and Iwi.
EAP and Support	<ul style="list-style-type: none"> You said that additional support is needed rather than just EAP; specifically you requested financial and interview support.

There was also some team-specific feedback received. The main areas are covered below.

Feedback area	What you told us
Payments	<ul style="list-style-type: none"> You said you were very supportive of some of our early decisions within the Payments outcomes, specifically in how we provided support and allowance to those in Timaru. You were supportive of them staying on for a lengthened period to assist with the transition from Pathway to Eos and the migration of claims.
Partnered	<ul style="list-style-type: none"> You felt the eligibility groupings for the following roles should be changed to enable them to be considered for the Recovery Partner role: <ul style="list-style-type: none"> Complex Case Managers and SI Service Coordinators should be eligible to apply to the Recovery Partner role. We sought further feedback from you around the Recovery Partner eligibility grouping. All Case Managers should be able to apply for to the Recovery Partner role.
Assisted	<ul style="list-style-type: none"> You felt the eligibility groupings for the following roles should be changed to enable them to be considered for the Recovery Assistant role: <ul style="list-style-type: none"> Case Administrators, Triage Managers, and Service Need Assessors should be able to align or apply for Recovery Assistant roles through the EOI process. Case Officers (Sensitive Claims) should be aligned to the Recovery Assistant role.
Cover Assessment	<ul style="list-style-type: none"> You felt there would be a loss of specialist knowledge by having Treatment Injury sit within Cover Assessment or that the work may not be appropriate to go to certain teams as indicated in the model. We also heard that you thought Treatment Injury may better align with Technical Service. There was support for growing a Claims Assessment team in Wellington to strengthen the consistency of the three Hubs. You also told us that you would have preferred the Hub location to be based in Hutt Valley.

Phase Three: Key Changes and Confirmations



Below is a summary of some of the key decisions we're **changing or confirming** as a direct result of your feedback in Phase Three and the conversations you've had with us over the past few weeks.

Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
Regions, Structure and Modelling	<ul style="list-style-type: none"> • We have updated the overall FTE numbers to reflect the confirmed decisions where they have altered our staffing levels. <ul style="list-style-type: none"> ○ We have corrected minor errors and added any missed FTE in Claims Assessment and Client Administration. These are reflected in the confirmed structure numbers later in this document. ○ We have also made changes in the structures and FTE numbers to reflect the existing FTE required to deliver work, but that is currently delivered by a temporary workforce over extended periods. We are confirming that we are going to add these temporary numbers into our baseline FTE required to manage the work within Client Service Delivery. This is predominantly within Client Administration. An assessment process will be required for any of our temporary workforce wishing to be considered for these additional roles. This will not disadvantage any of our permanent people currently working in this space as these numbers are additional to our permanent workforce numbers. Permanent employees will also be given preference in any selection processes. • We are confirming a change to the regional groupings as per our recent further consultation we undertook with you. These groupings are outlined further in the document. • We are also confirming that two FTE will move from Client Service Delivery into Clinical and Technical Services to increase capability and capacity to support Treatment Injury work. They will consider how they leverage those FTE to manage the increased. • We are also confirming that one FTE from Cover Assessment will transfer into Operations and Performance in relation to the Third Party Administration and the additional work from the Insurer Liaison Manager. There will also be a fixed term TPA Business Advisor resource for a period of 6-12 months to understand and support the transition of the Insurer Liaison work and the cross over with Third Party Administration. 	<ul style="list-style-type: none"> • We are confirming that the structures and teams are confirmed as per the slides further in this document. • We are also confirming that we believe the FTE calculations for Partnered Recovery are appropriate and will remain as per the proposal. • Additionally we are also confirming that Mental Injury (MI) / and Physical Injury (PI) claims will be supported across Partnered Recovery, Assisted Recovery and Client Administration within the model.
Leadership	<ul style="list-style-type: none"> • We are confirming that we will add additional Client Service Leader roles to support the Treatment & Support, and Payments teams, providing single location leadership for these functions. • We are also adding in a new role that will be available and open to anyone to apply for – an Operations and Performance Assistant Manager. This will allow for consistency with other teams within the model and will support the immediate establishment of new capability within the Operations and Performance team. • Following further consultation, we are also confirming the removal of one Client Service Leader TPA. • The designated site Health and Safety leader (Site Team leader) will receive an allowance for these duties. There is additional information on the specific duties in the supporting documents available on the Sauce. 	<ul style="list-style-type: none"> • We are confirming that there will be two different types of Client Service Leaders across the model. <ul style="list-style-type: none"> ○ Client Service Leaders - Hub Function in a single location; and ○ Client Service Leader - Site Functions in multiple locations.

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Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
<p>Roles</p>	<ul style="list-style-type: none"> The Workforce Planner position description is updated to reflect additional work to support bulk recruitment activities that will execute a different approach to regular/proactive recruitment. As per the further consultation we are confirming that the Customer Hosts in Hub locations will remain permanent, but that there will be three in Dunedin (2 at Otago House and 1 at Princess Street) and three in Hamilton (2 at Te Rapa and 1 at Victoria Street), with two in each of the other Hubs. There is an expectation that the Hub based roles will support and cover each other where there are multiple sites. We will be adding in an extra 22 FTE Customer Host roles in all Sites to support front of house duties, national administration and transition activities. These roles will be fixed term for 18 months. These roles will be stood up from Tranche 1, and will provide BAU support until tranche roll out and then for transition in the implementation of the model. During this period we will continue to monitor productivity and effectiveness to inform any ongoing requirement for the role in the site locations. Anyone can apply for the Customer Host roles however preference will be given to current Customer Support Officers even though it is deemed a non-suitable alternative. The Operations Administration Leader has had a sizing change from band 16 to now be a band 17 to reflect the Health and Safety obligations of the role. We believe we will need continued support from some of the current SI Advisors through until the end of Tranche 5. Any SI Advisor today can email the EOI Inbox and register their interest to remain in their substantive role until the end of tranche 5 instead of finishing in line with the transition of their location. These roles will support profiling/assessments and upskilling the Partnered Recovery team in the new locations. They will report via a Client Service Leader – Partnered Recovery over this period beginning at the start of Tranche 1. We believe we will need the site-based Case Management Mentors to remain through until the end of Tranche 5 to support the sites/regions that have not transitioned to the new model and require ongoing support for BAU. They will report to the Knowledge & Capability Team Leaders over this period beginning at the start of Tranche 1. 	<ul style="list-style-type: none"> We are confirming that the Customer Host role at sites fixed term for 18 months due to the roll out of MyACC, the ongoing automation and process improvement of the national scope of work, and the removal in that time period of the support required for transition. We will undertake a review in late 2020 to determine any on-going need for Customer Hosts – with the recognition that MyACC should reduce the need for clients to visit branches. We are clarifying that it is our expectation that Customer Hosts will not perform Client Administration work. We are confirming that the Practice Mentors will be based in Hub locations, with some travel required for the relationship and leadership focused roles. Practice Mentors will be structured within the Hubs as follows: 3 in Auckland, 4 in Hamilton, 4 in Wellington, 2 in Christchurch, 4 in Dunedin, 1 in any of the 5 Hubs. In addition to the above geographical split, the Practice Mentor group will also have functional allocation to ensure 1 role is focused on Leadership, 7 roles are focused on Supported/Partnered, 2.5 roles are focused on Administration, 4.5 roles are focused on Assisted/Payments, and 3 roles are focused on Claims Assessment. We are also confirming that the dates the Manager Home Modifications and the Manager Transport will move into Technical Services will be at the start of Tranche 1.

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Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
<p>Teams</p>	<ul style="list-style-type: none"> • Following further consultation, Delayed Incapacity claims will be streamed to Supported Recovery. Individuals with capacity and capability will provide focused support for these claims. • We have made changes to the Third Party Administration Team following further consultation in that there will no longer be a dedicated team undertaking this work. These changes will occur at the start of Tranche 1 but will be temporary given there is an ongoing review of the Third Party Administration / Accredited Employer Programme. Following the outcome and recommendations of the review there may be further changes for these. We are confirming that the: <ul style="list-style-type: none"> ○ TPA Manager role will no longer be required in the future model. ○ Business Advisor will have a change of reporting line to the Client Service Leader Performance and a title change to TPA Business Advisor. There are also minor position description changes. ○ Team Leader + Claims Officer (Entitlements) will have a change of reporting line to the Client Service Leader Client Performance, and title changes to TPA Team Leader and TPA Administrator. ○ The team will remain in the Hutt Valley until Tranche 5 at which point the intention is they will move to the Wellington Hub but this will be reviewed closer to the time. There are also minor position description changes. 	<ul style="list-style-type: none"> • We are confirming that the Client Service Leaders and teams in Operations & Performance will be Hub based, not necessarily in Wellington however this is preferred. The Product Ownership team will be required to be Wellington based. • Those individuals currently involved in ISR work will continue to support and be involved in that across the country until their tranche go-live dates, as funding has been approved for another 12 months. As we go through tranche roll out we will look to identify where that support will be best provided from. The Safety Response Advisor role will continue to review the intent and scope of the ISR work until such time as a decision is made regarding the Safety Response programme. • Our Partnered testing has given us full confidence in the model and the tools for our clients with the most complex injuries, and we have gained valuable insights that has enabled us to develop priorities for technology backlogs, and inform learning and development – all of which puts us in a strong position as we start to roll out in August.

Phase Three: Key Changes and Confirmations



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Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
<p>EOI / Eligibility</p>	<ul style="list-style-type: none"> We are making changes to the Expression of Interest process. We will allow everyone to submit an EOI form at the same time for any role in the future model, which means people may submit an EOI for a role that is their preference but not aligned to their current role. Eligibility preference will apply as part of the EOI/Selection process so that priority is given to those in similar roles/legal rights to the roles. The eligibility groupings are outlined further in the supporting Future Role one-page information on the Sauce. Following further consultation we are changing the eligibility for the Complex Case Managers in line with the updated Job Change analysis. This reconsidered scope of their work is deemed to be 'similar' to the Recovery Partner role. This means Complex Case Managers will now be included in the eligibility group for the Recovery Partner, Recovery Coordinator and Recovery Assistant roles. We are changing the period of eligibility for those who are on secondment to be considered for a role in line with their seconded role. This period will be reduced from 12 months to 9 months, to reflect the average time to understanding and demonstrating experience and performance in role. This will now provide the opportunity for those on secondment for at least 9 months to be included in eligibility priority unless the seconded role is covering someone on Parental Leave and inclusion would cause that person a disadvantage. 	<ul style="list-style-type: none"> There was confusion around the eligibility preference order so we are clarifying and confirming that the below is how preference will be given when selecting / assessing people for future roles. This is based on our legal requirement to give preference to those where the role has been deemed the same or similar to an existing role through a job change analysis. <ol style="list-style-type: none"> Confirmed into a role based on same / similar and numbers align. No EOI process applies. Similar role, same location. Similar role, different location. Redeployment pool, including non-eligible impacted CSD roles (different role same/different location). All ACC, fixed terms, current temps, externals and anyone originally confirmed into a role who would like a different role. Following job change analysis and discussing the roles in detail with the current managers we are confirming: <ul style="list-style-type: none"> SI Service Coordinators and Case Managers, as per the proposal will not to be included in the Recovery Partner eligibility group as they were not assessed the same or similar - they can however EOI for the role if this is their preference. Case Officers (Sensitive Claims) and Service Needs Assessors are not included in the Recovery Assistant eligibility group as they were not assessed the same or similar - they can however EOI for the role if this is their preference. Clerical Assistant roles are not included in the Recovery Administrator eligibility group as they were not assessed the same or similar - they can however EOI for the role if this is their preference.

Phase Three: Key Changes and Confirmations

Below is a summary of some of the key decisions we're **changing or confirming** as a direct result of your feedback in Phase Three and the conversations you've had with us over the past few weeks.



Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
<p>Selection Process</p>	<ul style="list-style-type: none"> The resilience exercise will apply to the following roles who have daily and constant exposure to sensitive information: <ul style="list-style-type: none"> Recovery Partner MI; Recovery Assistants working with MI cases; Treatment & Support Assessors (IA / Lump Sum) managing MI cases; Recovery Administrator (Recovery - MI/DMT); and Team Leaders (who manage whole teams of MI focused individuals, and support management of MI cases). Anyone already operating in Sensitive Claims will be excluded from the resilience exercise. We are changing the weighting for the selection criteria for core recovery roles. Assessment methods will carry an equal rating of 1/3 within the process – EOI Form, Leader Conversation and Written Exercise. 	<ul style="list-style-type: none"> We are confirming that performance may play a part in moderation, when considering individuals with similar outcomes. Performance data will be used to support the selection moderation processes. Where we only have a certain number of roles and people have an equal score in the assessment process then performance ratings will come into play for selection.
<p>Transition / Roll out</p>	<ul style="list-style-type: none"> We will change the Tranche 2 start date to avoid the Christmas period and January holidays. Tranche 2 will now commence from 10 February 2020. Following further consultation around the regional groupings this also means that there is a change to the roll out timeframes for some sites - New Plymouth will shift to align with Tranche 2 and Hastings will shift to align with Tranche 5. <ul style="list-style-type: none"> In New Plymouth any unsuccessful Case Managers will not finish until the end of Tranche 5 however, will continue to provide support for BAU performance through until the end of roll out. Their reporting line will be determined following EOI and selection. While the Hastings Site will transition in Tranche 5, we are confirming that the Hastings Launch Pad will transition in alignment with Tranche 1 with the Hamilton Launch Pad, and will provide support for claims support as part of the Transition Team. Current Treatment Injury roles in Dunedin, Nelson and Auckland will transition with the Wellington Tranche 5 to ensure appropriate alignment to operating rhythms, smooth handover of specialist activities and support functions. 	<ul style="list-style-type: none"> There will be support during the transition period to manage recruitment and support workloads should individuals leave early. We are actively working through recruitment and other options to help maintain our business performance at a national level. This may mean that work is shifted across regions to help balance efforts and workloads. There are also a number of other mitigation strategies that we will be undertaking to support BAU performance during transition. These are outlined in the supporting information on the Sauce. We recognise this will be a challenging time and will be working with leaders to clarify expectations of performance and behaviours during transition. We are confirming that there will be a transition team in place. The roles and numbers within roles required is outlined further in this document. Some of these roles will be required to travel for periods of between 4-6 weeks at a time. Site based Client Service Leaders will have a travel requirement to be operating within the region they are leading, and while this wont be daily, there will be a need to visit where the teams are based on a regular and overnight basis proportional to their team distribution.

Phase Three: Key Changes and Confirmations



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Key feedback area	Changed decisions – different to the proposal	Confirmed decisions – as per the proposal
Remuneration	<ul style="list-style-type: none"> We intend to extend the Partnered (MI) leave provisions to the following roles: <ul style="list-style-type: none"> Treatment & Support Assessors (IA / Lump Sum) managing MI cases Recovery Administrator (Recovery - MI/DMT) Recovery Assistant (MI): and Team Leaders (who manage whole teams of MI focused individuals, and support management of MI cases). The leave provisions would be linked to those who will be doing work that is currently done by Sensitive Claims and these positions will require a resilience test as part of their EOI process. Those that don't undertake the testing or that do not support MI work on a daily and constant basis within the model would not receive the extra Partnered Leave provisions. 	<ul style="list-style-type: none"> We are confirming that salaries for individuals being confirmed into a higher banded position though EOI process will be on either the higher of their current salary or if they are on the lower of the two bands they would receive uplift to 87% of the Level 1 band. In the interim, where there is a business need to fill gaps at the higher level of the role, this will be managed as part of BAU processes. The Progression Framework will begin in line with PDC rounds in June 2020. The Competency Framework will primarily be used as a development tool from day one however is still in development. As this work progresses this will be shared with you and the confirmed approach will be communicated closer to roll out given the need to align with workload management.
Ways of working	<ul style="list-style-type: none"> We are confirming that we will look to support flexible working arrangements where possible, while ensuring that we are available for our clients. Initial focus will be on areas which are task based first, as a way of understanding how we can apply flexible working within the whole model. We will reform the Change Working Group and one of their actions will be to look at how we can apply and leverage flexible working options within Client Service Delivery. 	<ul style="list-style-type: none"> Those with existing formalised flexible working arrangements (such as Part Time), will retain these within their future roles. We are confirming that remote working is not part of our model and individuals will need to be in their specified location to deliver their role. The Client Service Leader has a role to play in providing support for Team Leaders who are the only leader at a site. Overall Site Health & Safety responsibilities will sit with some Team Leaders and all Operations Administration Leaders – support will be provided to those in these roles. All people leaders will continue to have Health & Safety obligations for their teams.

Phase Three: Key Changes and Confirmations



Below is a summary of some of the key decisions we're **confirming** as a direct result of your feedback in Phase Three and the conversations you've had with us over the past few weeks.

Key feedback area	Confirmed decisions – as per the proposal or clarified
Redundancy	<ul style="list-style-type: none"> We are confirming that there will be no options for early redundancy or voluntary redundancy. We will work with you to find alternative roles to the greatest extent possible. We are confirming the need to have different Tranches and rolling dates for roles to be disestablished. We will be operating in a state of transition for a period of time, where some of us are in BAU and some of us are in the new ways of working. Because of this, we want to minimise the impact of service on our clients, and therefore need our current structure and model to continue throughout transition to support our clients and colleagues.
Use of Te Reo	<ul style="list-style-type: none"> We are confirming that we will add the use of Te Reo to the naming conventions of our regions, locations and roles and that we will do a final piece of validating work to ensure that we get this right for all parties. We will be working with a small group of Client and Maori and Cultural Capability team staff, potentially with external involvement as needed over the coming weeks to finalise our regional names and use of Te Reo through our other naming conventions. We intend to have this work completed by the end of June 2019. At the end of that time period, we will have confirmed names for regions and sites in Te Reo as well as other naming conventions for use within Client Service Delivery.
Property / Locations	<ul style="list-style-type: none"> To confirm, in Dunedin, until our longer term property is ready, we are confirming that the following Client Service Delivery teams will be located as follows: <ul style="list-style-type: none"> Otago House (Hub) - Treatment and Support, Cover Assessment, Client Administration, Operations and Performance Princess Street (Hub) – Payments, Assisted, SNA until end dates McLaggen Street (Site) – Partnered and Supported Recovery, To confirm, in Hamilton, until our longer term property is ready, we are confirming that the following Client Service Delivery teams will be located as follows: <ul style="list-style-type: none"> Te Rapa (Hub) – Treatment and Support, Administration, Cover Assessment, Operations and Performance Victoria Street (Hub) – Launch Pad, Payments, Assisted London Street (Site) – Partnered and Supported Recovery, SNA until end dates We will continue to work with Property to confirm the specific location of each of our Client Service Delivery teams in Hamilton and will confirm as soon as possible prior to the roll out of Tranche 2.
Launch Pad	<ul style="list-style-type: none"> Hamilton and Hastings Launch Pads will both transition over into the new model in Tranche 1, moving to the new technology platform from 12 August. Both teams will be provided training on the new ways of working and receive the same process / system training as the rest of Tranche 1. Note, that these may be similar but not the same to what is currently being utilised in the Launch Pad. Hamilton Launch Pad will continue until when Tranche 2 begins. At that time the Hamilton Launch Pad will transition to the future operating model in line with the rest of Tranche 2, and those currently in the Launch Pad will move into their new future roles at that point in time, if they are successful in gaining a new role. Hastings Launch Pad will continue through until Tranche 5 begins. We will assess when best to stop taking on new claims and as current case load volumes start to drop off, the teams focus will shift on supporting claims for transition.

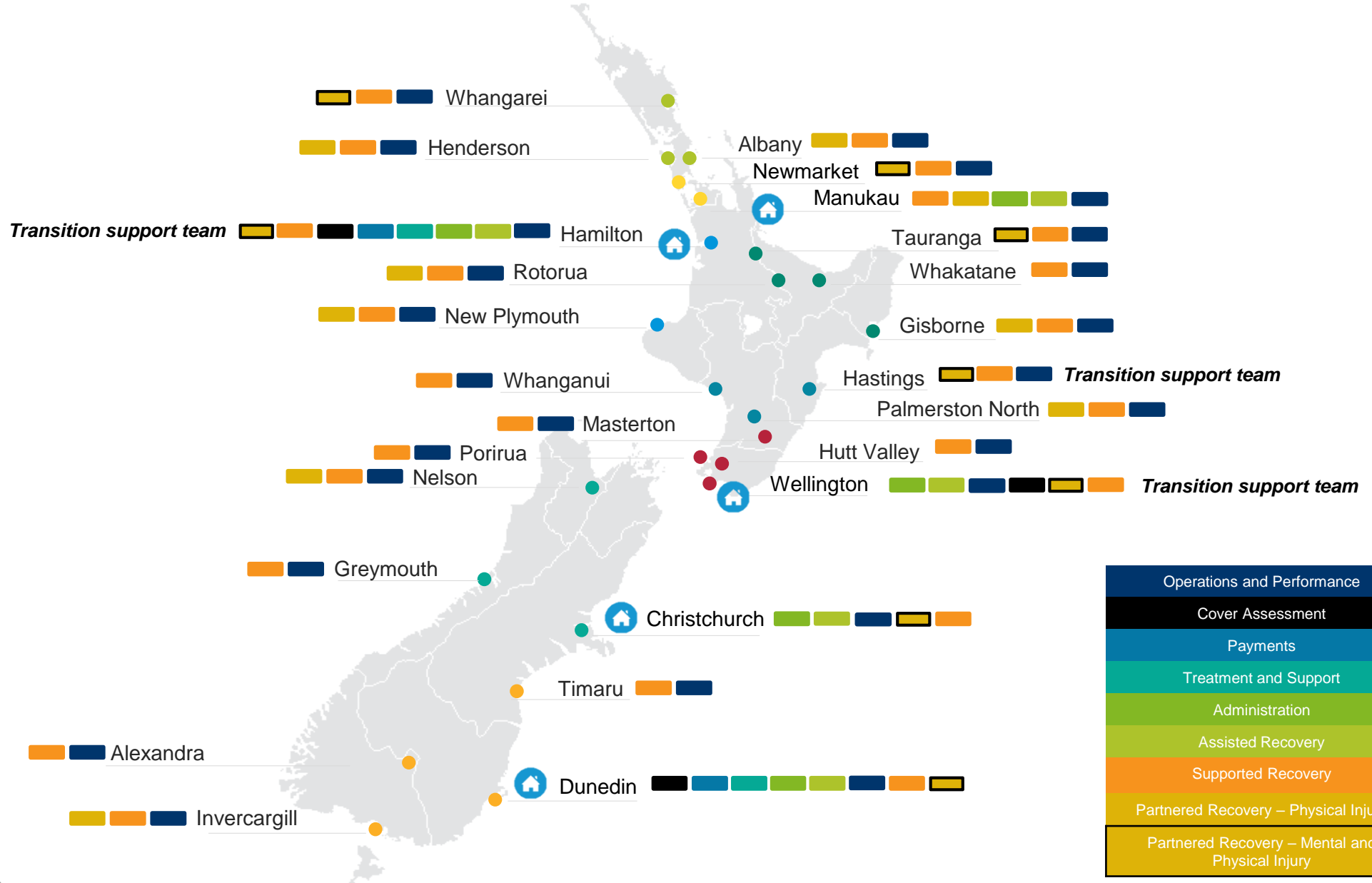
The confirmed Client Service Delivery model



Phase Three: Confirmed locations



The below image confirms our Hub and Site teams by location.



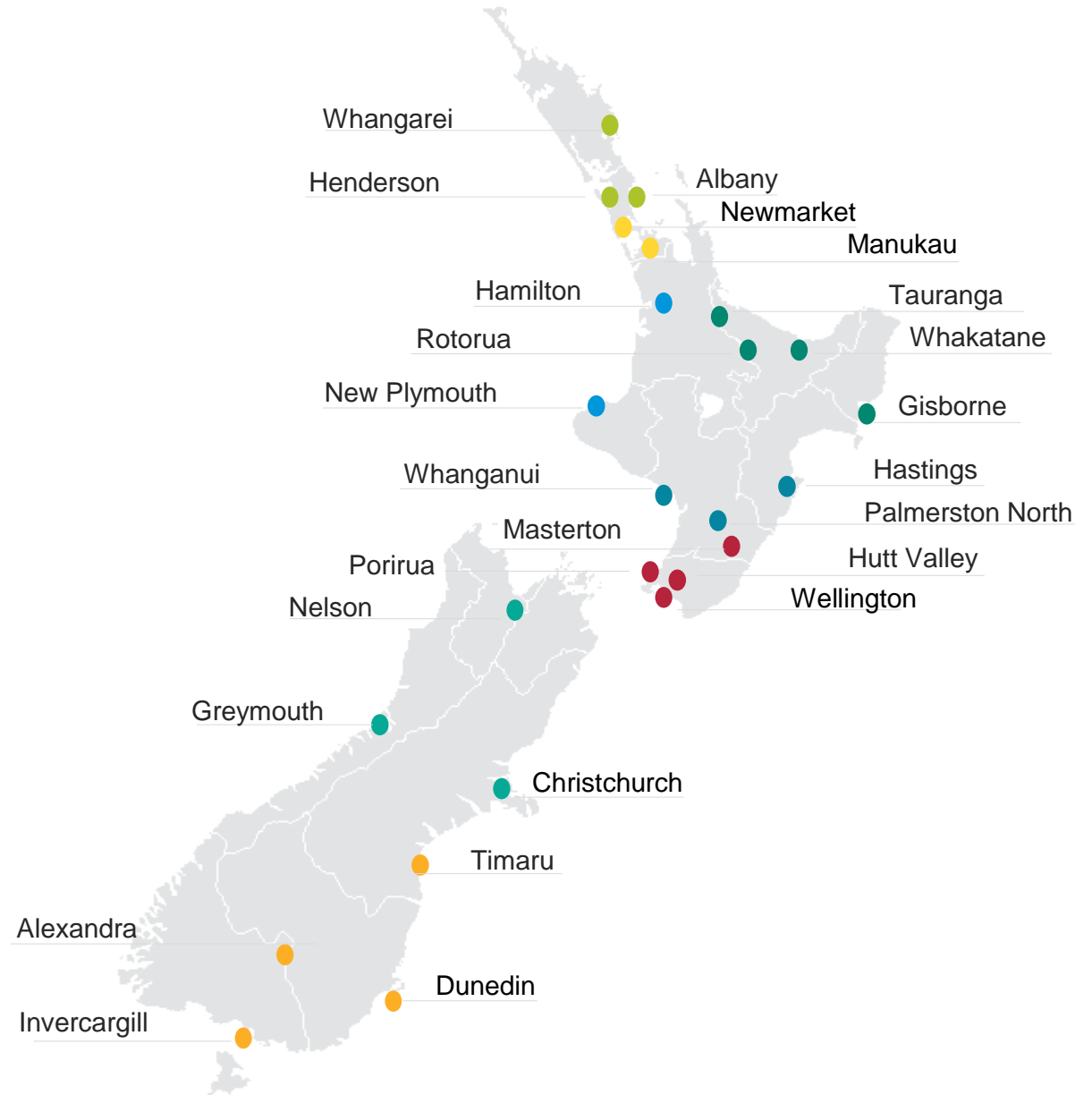
Thank you for sharing your feedback as part of Phase Three consultation. We have thoroughly considered all feedback before confirming any decisions or changes to what was proposed.

Phase Three: Confirmed Regions within Supported and Partnered Recovery



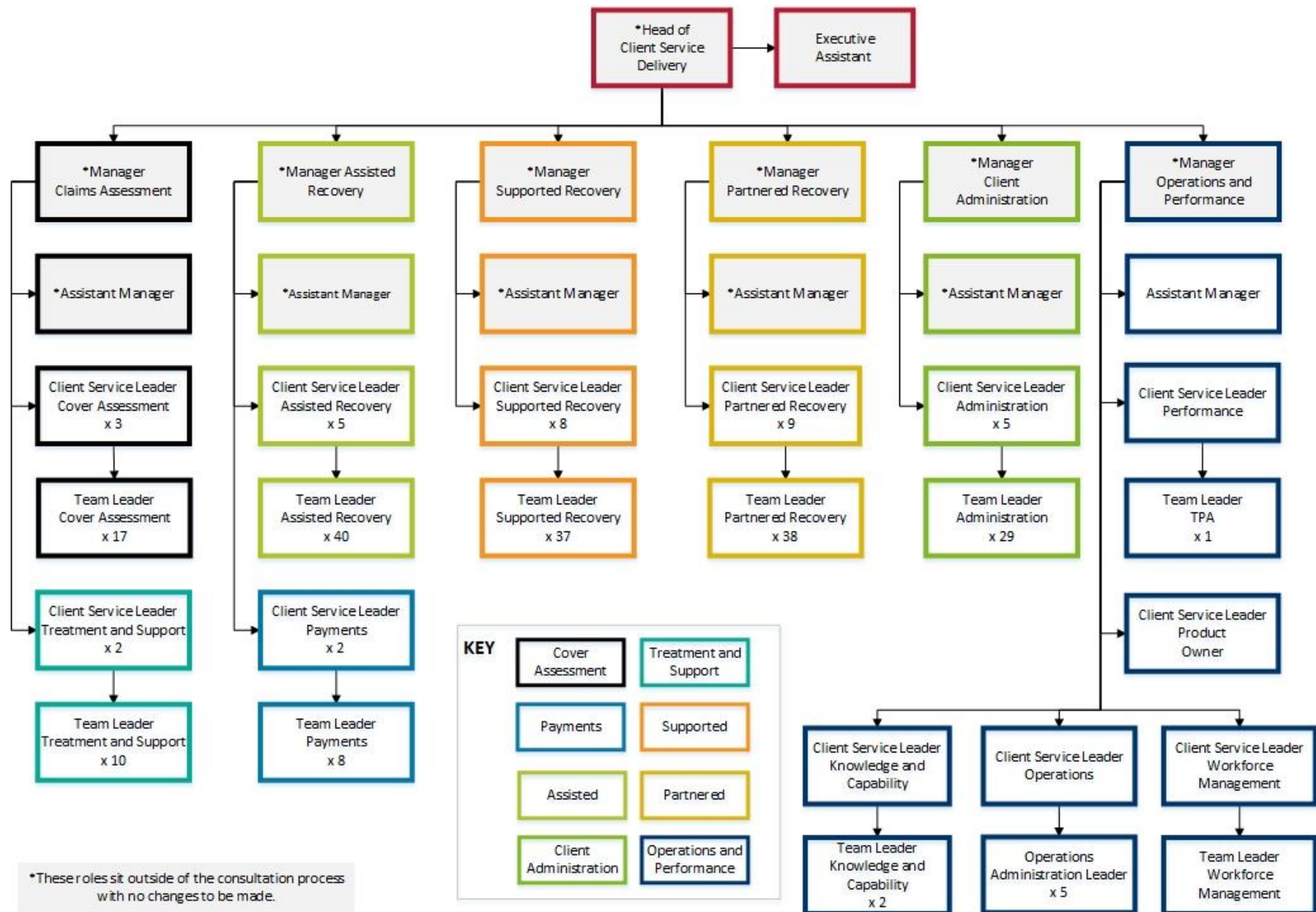
The following image confirms our regional groupings within Supported and Partnered Recovery.

Proposed Name*	Sites in Region
Te Hiku Region	<ul style="list-style-type: none"> ○ Whangarei ○ Albany ○ Henderson
Te Kaki Region	<ul style="list-style-type: none"> ○ Newmarket ○ Manukau
Te Manawa Region	<ul style="list-style-type: none"> ○ Hamilton ○ New Plymouth
Te Urutira Region	<ul style="list-style-type: none"> ○ Tauranga ○ Whakatane ○ Rotorua ○ Gisborne
Te Piha Region	<ul style="list-style-type: none"> ○ Hastings ○ Wanganui ○ Palmerston North
Te Upoko Region	<ul style="list-style-type: none"> ○ Masterton ○ Porirua ○ Hutt Valley ○ Wellington
Te Tauihu Region	<ul style="list-style-type: none"> ○ Nelson ○ Greymouth ○ Christchurch
Te Taurapa Region	<ul style="list-style-type: none"> ○ Dunedin ○ Timaru ○ Alexandra ○ Invercargill

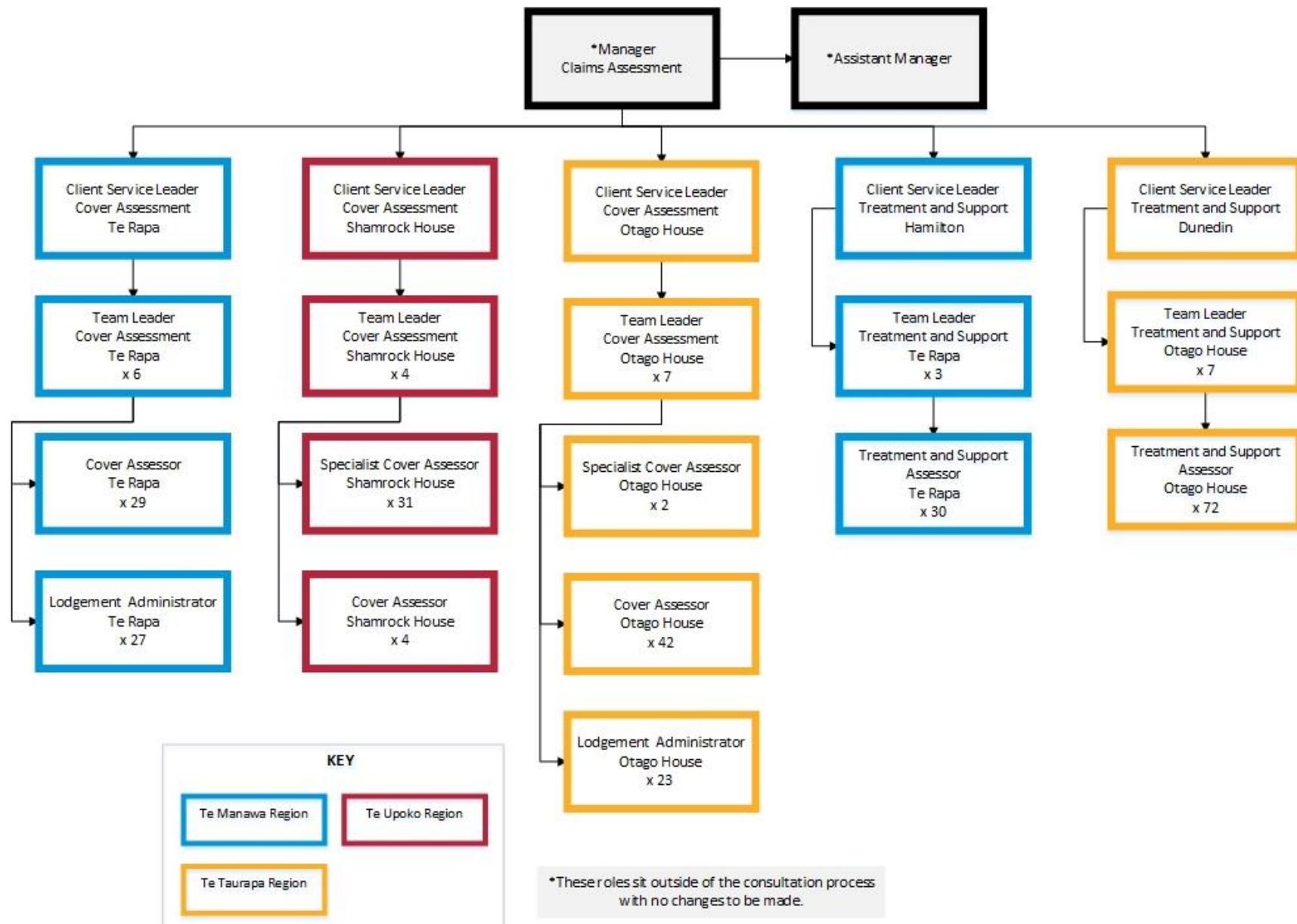


(*Te Reo naming convention to be confirmed).

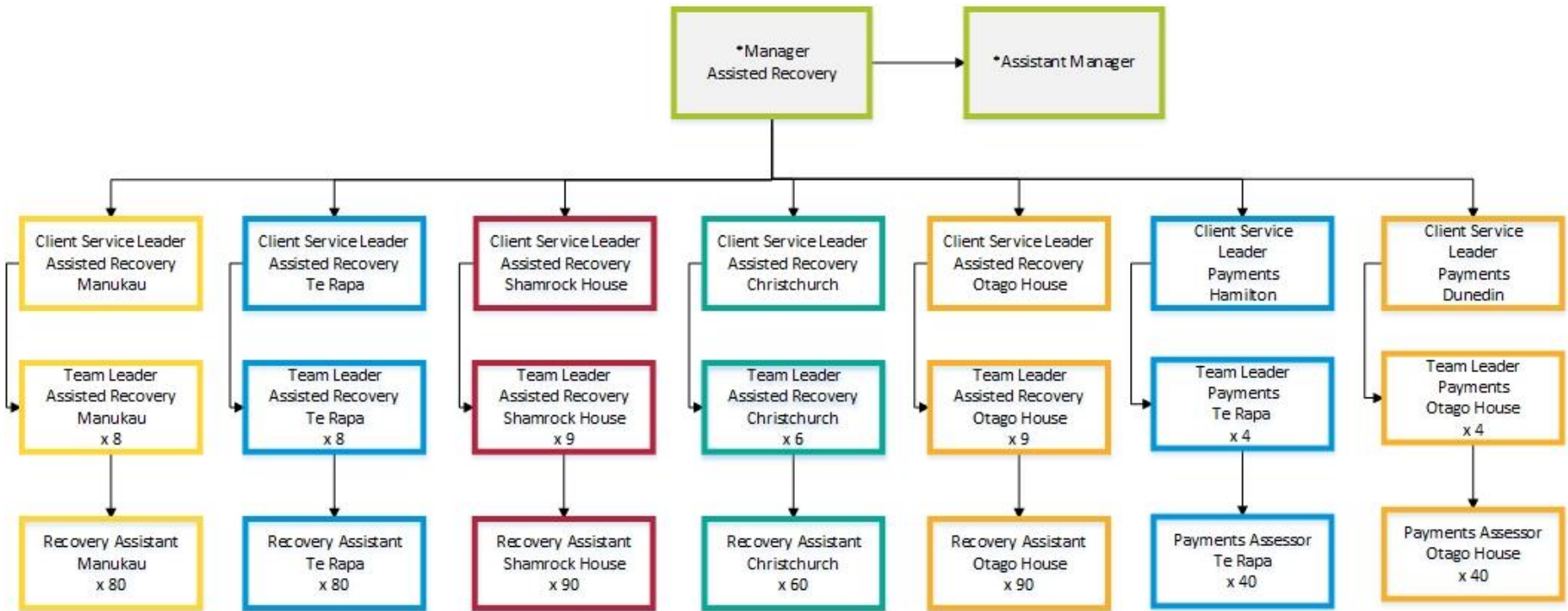
Operating Model: Confirmed Leadership structure



Operating Model: Confirmed Claims Assessment – Cover Assessment and Treatment & Support structure

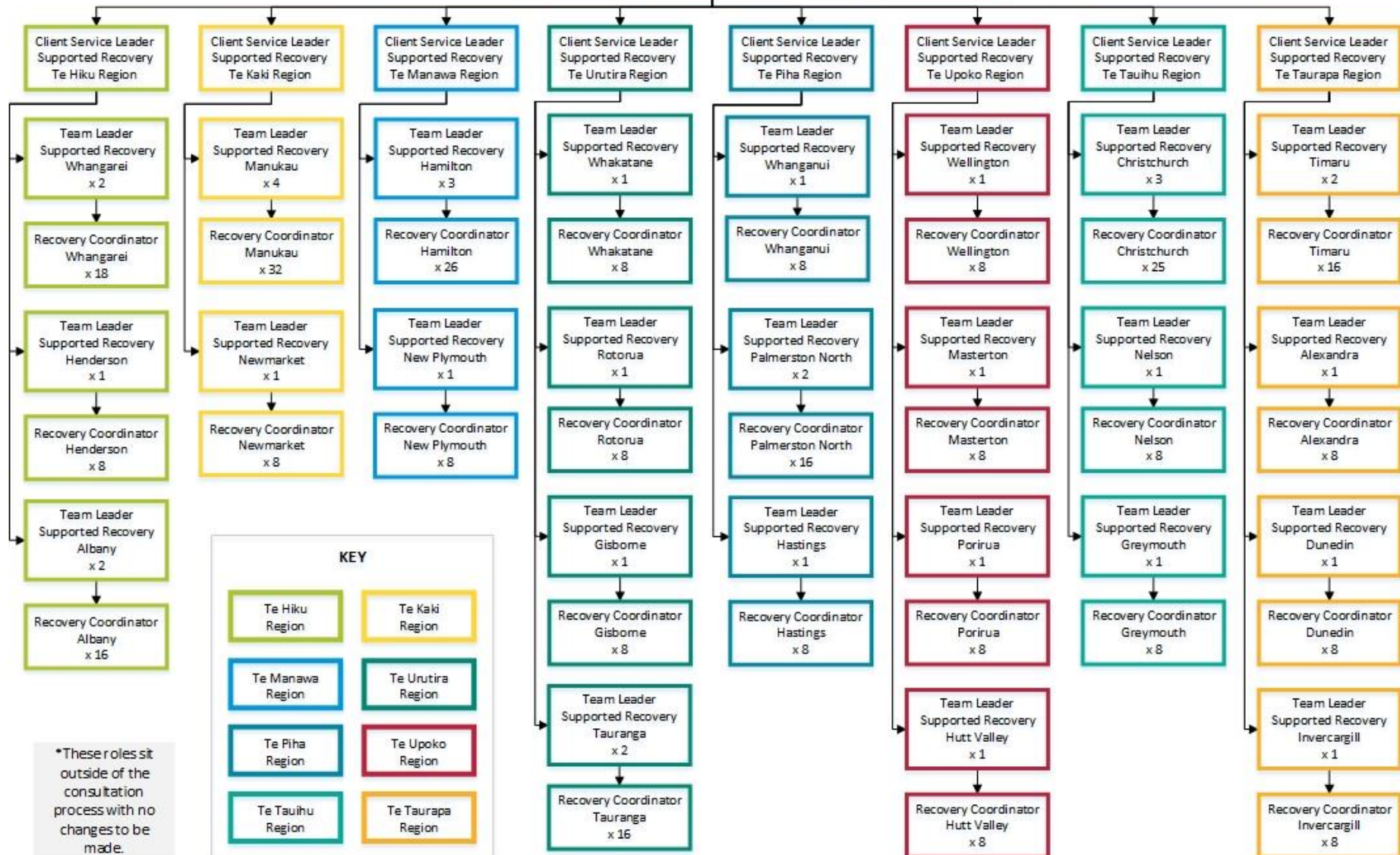


Operating Model: Confirmed Assisted Recovery and Payments structure

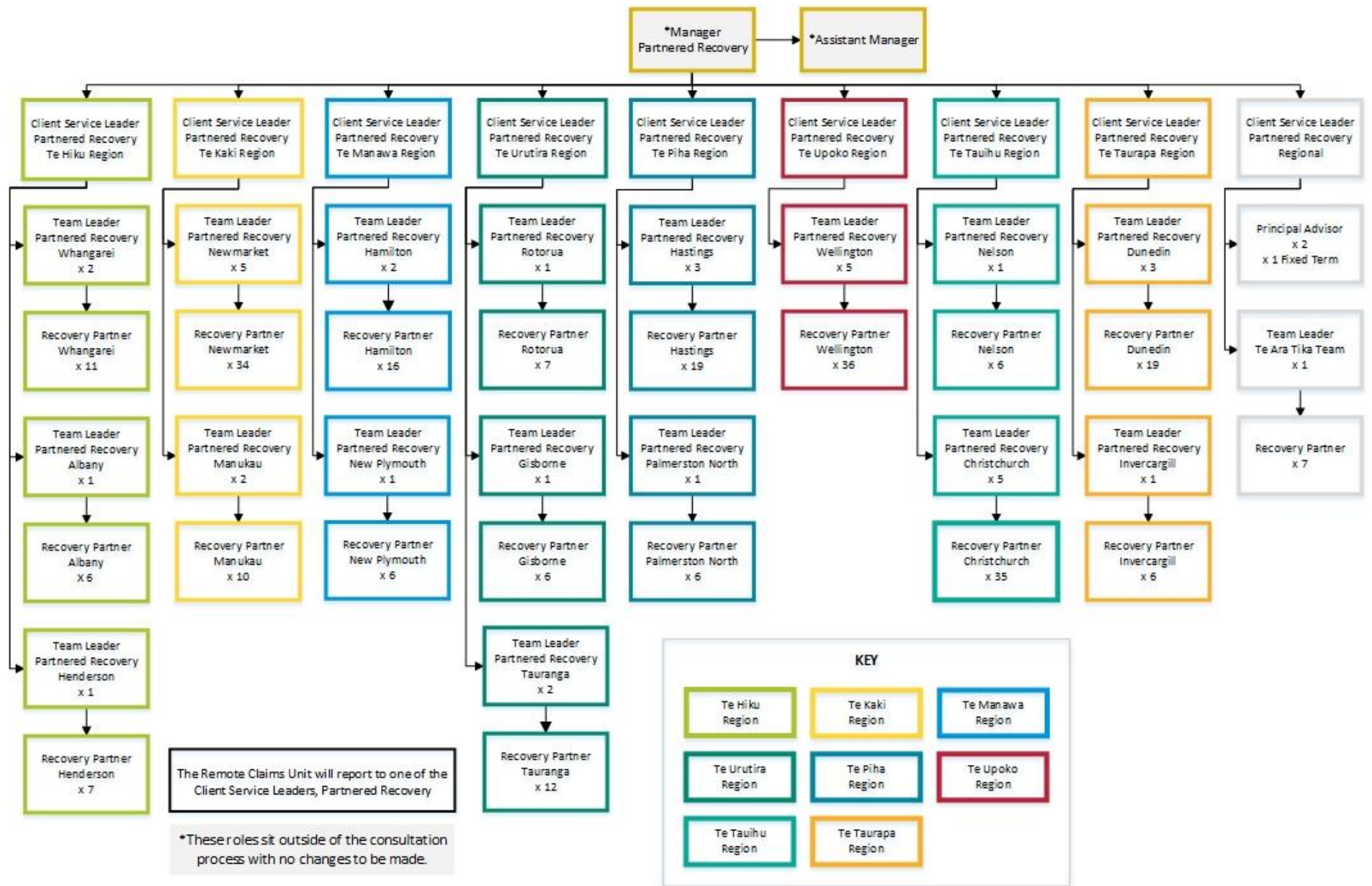


*These roles sit outside of the consultation process with no changes to be made.

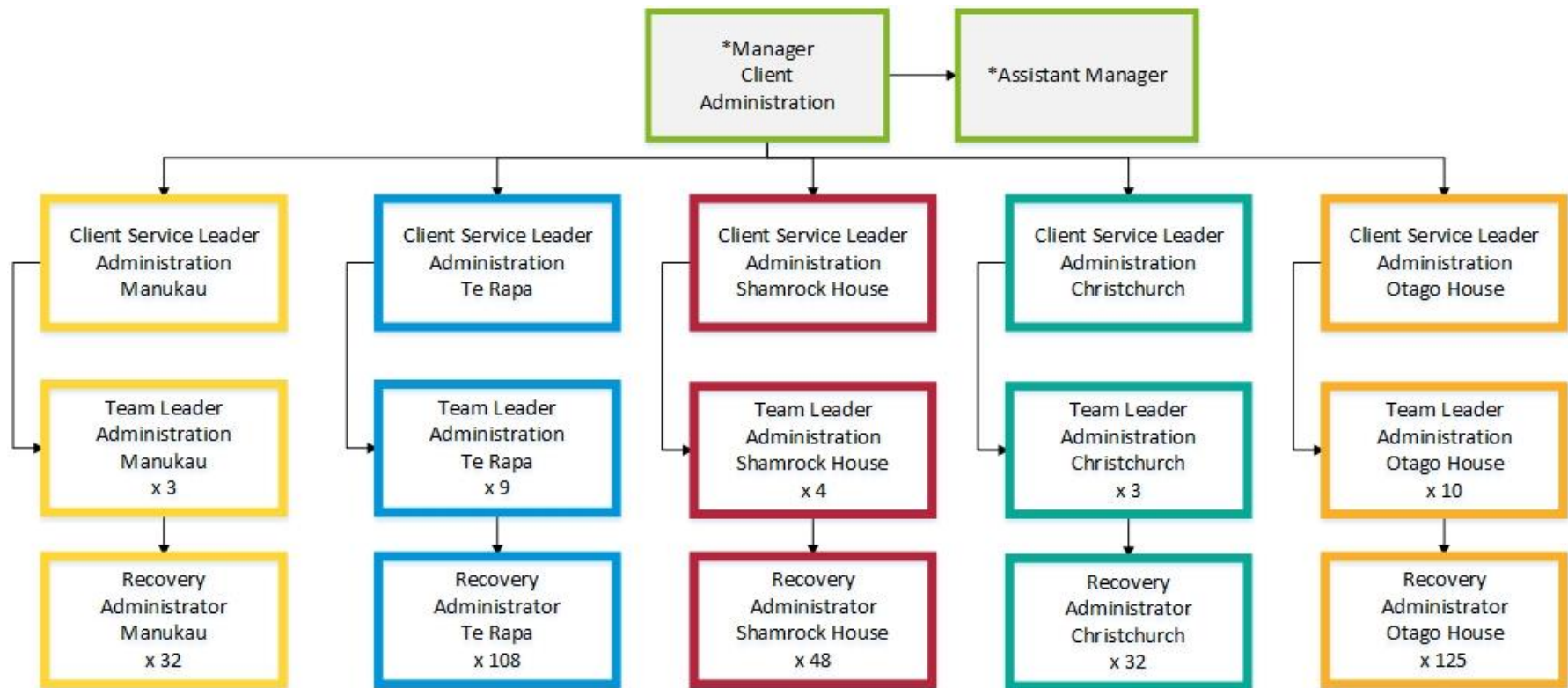
Operating Model: Confirmed Supported Recovery structure



Operating Model: Confirmed Partnered Recovery structure

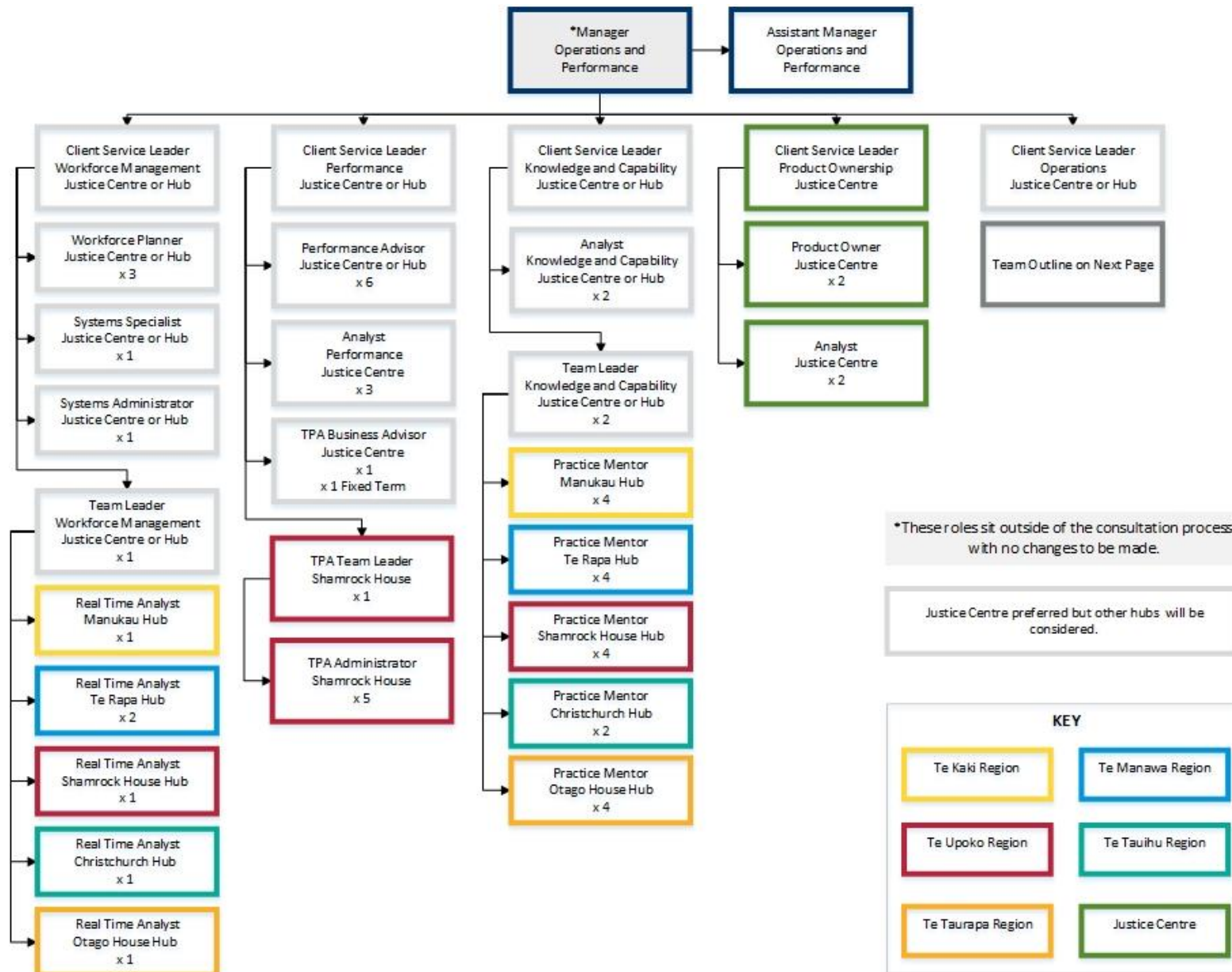


Operating Model: Confirmed Client Administration structure

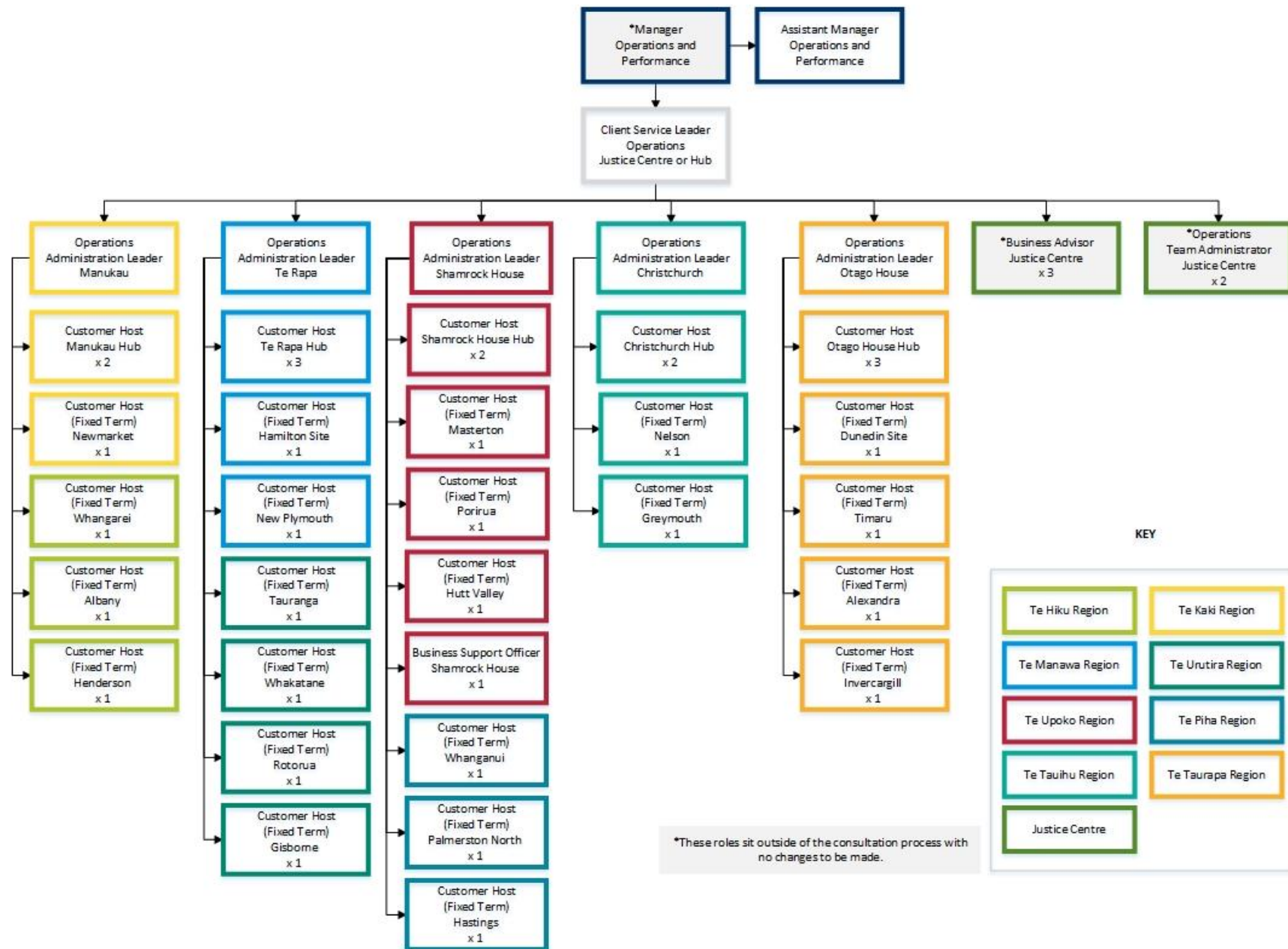


*These roles sit outside of the consultation process with no changes to be made.

Operating Model: Confirmed Operations and Performance structure



Operating Model: Confirmed Operations and Performance structure



*These roles sit outside of the consultation process with no changes to be made.



Phase Three: Confirmed future Client Service Delivery roles



Confirmed Permanent Future Roles	Location	Confirmed Band	FTE #s
Analyst	Justice or Hub	16	7
Assistant Manager	Justice Centre	19	6
Business Advisor	Justice Centre	16	4
Business Support Officer	Wellington	11	1
Client Service Delivery Leadership Team	Justice Centre	N / A	8
Client Service Leader	Hubs and Sites	18 / 19	39
Cover Assessor	Hamilton, Dunedin and Wellington Hubs	13 / 14	75
Customer Host	All Sites and Hubs	12	12
Executive Assistant	Justice Centre	15	1
Lodgement Administrator	Hamilton and Dunedin Hubs	11 / 12	50
Operations Administration Leader	All Hubs	17	5
Payments Assessor	Hamilton and Dunedin Hubs	13 / 14	80
Performance Advisor	Justice Centre or Hub	17	6
Practice Mentor	All Hubs	16	18
Principal Advisor	Any location	18	2
Product Owner	Justice Centre	18	2
Real Time Analyst	All Hubs	13	6

Phase Three: Confirmed future Client Service Delivery roles



Confirmed Permanent Future Roles	Location	Confirmed Band	FTE #s
Recovery Administrator	All Hubs	11 / 12	345
Recovery Assistant	All Hubs	14 / 15	400
Recovery Coordinator	All Sites	14 / 15	301
Recovery Partner	Some Sites	15 / 16	249
Specialist Cover Assessor	Hamilton, Dunedin and Wellington Hubs	16	33
Systems Specialist	Justice Centre	15	1
Systems Administrator	Justice Centre	13	1
Team Administrator (Operations)	Justice Centre	12	2
Team Leader	Sites and Hubs	16 / 17	182
TPA Administrator	Wellington Hub	12	5
TPA Business Advisor	Wellington Hub	16	1
TPA Team Leader	Wellington Hub	16 / 17	1
Treatment and Support Assessor	Hamilton and Dunedin Hubs	13 / 14	102
Workforce Planner	Justice Centre	16	3

The Remote Claims Unit will have FTE that isn't included in the above numbers.

Phase Three: Confirmed future Client Service Delivery roles



Confirmed Fixed Term Future Roles	Rationale	Location	Confirmed Band	FTE #s
Principal Advisor – Safety Response	18 months – to support the rapidly evolving cross Governmental work in the family violence/sexual violence space. We believe that in 18 months we will have a much clearer idea of the direction of this work which will inform what role ACC will play as an organisation and what will be required from the role in the future.	Open Location	18	1
Customer Host	18 months – to support front of house duties, on-site administration and a portion of national operational administration both in BAU and as sites transition until the end of roll out.	All Sites	12	22
Transition Support Role	Up to 18 months – variable depending on the role	Hastings and Wellington preferred however would consider Hamilton also	Will be based upon individuals current band	60

Transition Teams

As outlined in proposal we are confirming that there will be Transition Teams that will provide BAU support to teams that are transitioning to the new ways of working. These roles will manage any operational matters caused by the disruption and respond to any business continuity events that could occur during this period. Transition roles will support the roll out of Client Service Delivery over the next 18 month period. These roles, while not permanent, are open for all to apply for and you will see this option on the EOI form.

We have a number of transition roles that we require support from individuals on, these are:

- **Claims Support Roles**

- Hastings – These roles will be predominantly filled by individuals in the Hasting Launch Pad. Where there are additional individuals who wish to operate in this space, then please indicate this through your EOI preferences.
- Wellington – We will be looking for two Team Leaders and 25 Case Management support roles. Please indicate your interest or preference through EOI.
- Hamilton – If we don't secure enough interest for transition support roles in Hastings and Wellington then Hamilton will be our alternative option for a Transition Team. Please indicate your interest or preference through EOI.

- **Location Specific Transition Support Roles**

- We require support at every site across the country to provide on-site transition support. This will require travel to participate in some prior tranche roll outs so that you can understand the expectations and scope of role. You would then operate as SMEs and the ongoing support for teams long term in your Site (post transition). We are looking to leverage some of our Change Champions and Project SMEs in these roles, however we recognise we will need more individuals to support this. If you are interested and able to travel for a period of time please indicate your interest or preference through EOI. These roles can come from any locations across the model.

Transition claims work will be undertaken by the Launch Pad Hastings team (27 roles), and teams based in Wellington (27 roles) focused on the following areas of the model – Partnered, Supported, Assisted and Administration. Predominantly the work will focus on supporting migration, claim support, overflow claims for transitioning Hubs/Sites, data quality, engaging with clients and helping transition on a national basis. We are limiting the transition claim work to two locations due to oversight and support. We are proposing Wellington on the basis of identifying appropriate resources to achieve this. Alternatively if there isn't enough interest from Wellington, we would consider Hamilton as an alternative option however this would require teams to complete transition support through until Tranche 5, before transferring into their future roles.

Phase Three: Confirmed impacts of proposal



The implications of this decision are different for all roles and this is due to how the numbers align and how similar the work you do today is, to the role we require in the future. The below outlines the specific impact on your substantive role. Unless specifically outlined below, the following roles will no longer exist within the future Client Service Delivery model. The 'Confirmed implications and what this means' section outlines the next steps or EOI eligibility options for you. Please read the confirmed impacts below in conjunction with the confirmed new role one page information available on The Sauce.

Current Substantive Role	Confirmed implications and what this means
Administration Officer	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Administrator, Band 12 and Customer Host, Band 12. You are eligible to participate in EOI and selection for either of these preferences. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Branch Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Branch Support Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Business Advisor (Operations)	<ul style="list-style-type: none"> There are no changes to your current role. You will continue in your role of Business Advisor in the future model.
Business and Programme Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Business Support Officer - Sensitive Claims	<ul style="list-style-type: none"> We are confirming a reporting line change to Operations Administration Leader Wellington and minor position description changes. There are no other changes to your current role. You will continue in your role of Business Support Officer in the future model.
Case Administrator	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Case Coordinator	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Assistant, Band 14 and Recovery Coordinator, Band 14. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Case Coordinator (WRGP)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Case Management Mentor	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option - Practice Mentor, Band 16. You are eligible to participate in EOI and selection for your preference within the role type (task, relationship or leadership). Where the numbers and preferences align, you will be confirmed into the role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Case Manager (including ECS and the Diversity team)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Assistant, Band 15 and Recovery Coordinator, Band 15. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Case Manager (Complex Claims)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to three future options - Recovery Assistant, Band 15; Recovery Coordinator, Band 15; and Recovery Partner, Band 15. You are eligible to participate in EOI and selection for any of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Case Officer (Long Term Service Claims Unit)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Administrator, Band 12 and Customer Host, Band 12. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Case Officer - Sensitive Claims	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Administrator, Band 12 and Customer Host, Band 12. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Centre Manager (Includes CACS, TI, STCC)	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Centre Support Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Claims Administrator (Treatment Injury)	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Claims Advisor TI	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Specialist Cover Assessor, Band 16. As the numbers align in the locations of Hamilton, Wellington and Dunedin we are confirming you will be placed into this role in the future model in your current location. For those in this role outside of these locations we were not able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Claims Manager - ACC32 Treatment Assessment	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Manager - Accidental Death	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Manager - Dental	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Manager - Elective Surgery	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Claims Manager - Hearing Loss	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. You are not eligible to participate in the EOI process.
Claims Manager - Lump Sum IA	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 14. As the numbers align we are confirming you will be placed into this role in the future model in your current location. You are not eligible to participate in the EOI process.
Claims Manager - Client Information	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. This means your role is disestablished. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Claims Manager - Weekly Comp	<ul style="list-style-type: none"> We confirmed that your current role is the same or similar to one future option - Payments Assessor, Band 14. As the numbers aligned we placed you into this role in the future model in the locations of Hamilton and Dunedin. You are not eligible to participate in the EOI process. For those in this role outside of Hamilton and Dunedin we were not able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Claims Officer Assessment - WIIT	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer - Client Information	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Recovery Administrator, Band 12 focusing on Client Information. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Accidental Death	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Additional Treatment and ACC32	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Claims Officer Entitlements - Dental	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Elective Surgery	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Hearing Loss	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Lump Sum and IA	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Treatment and Support Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - Transport	<ul style="list-style-type: none"> We confirmed that your current role is the same or similar to one future option - Payments Assessor, Band 13. As the numbers aligned we placed you into this role in the future model in the locations of Hamilton and Dunedin. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer Entitlements - TPA Support	<ul style="list-style-type: none"> We are confirming a title change to TPA Administrator, a location change to the Wellington Hub and a temporary change in reporting line through into the Client Service Leader Performance in the Wellington Hub. There are also minor changes to your position description. As this is a confirmed role, you are not required to participate in EOI.
Claims Officer - TI	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Cover Assessor, Band 13. As the numbers align we are confirming you will be placed into this role in the future model in your current location. As this is a confirmed role, you are not required to participate in EOI.
Claims Reviewer	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position.. You are eligible to participate in EOI for any roles that are open to all to apply for. If you don't secure a position through EOI, you are able to apply for any vacant roles that are not filled through EOI.
Clerical Assistant	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are eligible to participate in EOI for any roles that are open to all to apply for. If you don't secure a position through EOI, you are able to apply for any vacant roles that are not filled through EOI.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Cover Assessor	<ul style="list-style-type: none"> We are confirming there are minor changes to your current role. You will continue in your role of Cover Assessor in the future model.
Customer Support Officer	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options – Customer Host, Band 12 and Recovery Administrator, Band 11. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Entitlements Payments Officer	<ul style="list-style-type: none"> We confirmed that your current role is the same or similar to one future option - Payments Assessor, Band 13. As the numbers aligned we placed you into this role in the future model in the locations of Hamilton and Dunedin. You are not eligible to participate in the EOI process. For those in this role outside of Hamilton and Dunedin we were not able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Executive Officer	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options – Team Leader, Band 16 and Operations Administration Leader, Band 16. You are eligible to participate in EOI and selection for either of these preferences. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Lodgement Administrator	<ul style="list-style-type: none"> There are no changes to your current role. You will continue in your role of Lodgement Administrator in the future model.
Manager Business Customer Centric Services	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Manager Home Modifications	<ul style="list-style-type: none"> We are confirming a minor change to the position description and a job title change to Service Support Lead. This role will move into Technical Services with a reporting line change to the Technical Policy Team Manager. As this is a confirmed role, you are not required to participate in EOI.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Manager Practice and Assessment	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Manager Sensitive Claims	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Manager Serious Injury	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Manager Supported Assistance	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Manager Transport for Independence	<ul style="list-style-type: none"> We are confirming a minor change to the position description and a job title change to Service Support Lead. This role will move into Technical Services with a reporting line change to the Technical Policy Team Manager. As this is a confirmed role, you are not required to participate in EOI.
Operations Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Performance Advisor	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Performance Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Programme Manager DSS	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Senior Cover Assessor	<ul style="list-style-type: none"> We are confirming there are minor changes to your current role. You will be placed into the role of Cover Assessor at Band 14 in the future model. As this is a confirmed role, you are not required to participate in EOI.
Serious Injury Advisor	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply. If you wish to remain in your role through to Tranche 5 to support, please indicate in the EOI form.
Service Coordinator - Sensitive Claims Unit	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to three future options - Recovery Assistant, Band 15; Recovery Coordinator, Band 15; and Recovery Partner, Band 15. You are eligible to participate in EOI and selection for any of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Service Coordinator - Serious Injury	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Assistant, Band 15 and Recovery Coordinator, Band 15. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Service Needs Assessor	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that your role will continue to be required for a period of time to support transition to the new model. This means your role will be disestablished in 12 months. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Service Portfolio Manager SCU	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Support Coordinator - Serious Injury	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option - Recovery Partner, Band 16. You are eligible to participate in EOI and selection for this preference. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Team Administrator – Operations	<ul style="list-style-type: none"> There are no changes to your current role. You will continue in your role of Team Administrator in the future model.
Team Administrator - Sensitive Claims	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Administrator, Band 12 and Customer Host, Band 12. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Team Administrator TI	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to two future options - Recovery Administrator, Band 12 and Customer Host, Band 12. You are eligible to participate in EOI and selection for either of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Team Leader (across all CSD functions)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Team Leader, Band 16. You are eligible to participate in EOI and selection for this preference across functions in your current location as well as Operations Administration Leaders and Client Service Leaders in your region. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply. Current Lodgement Team Leaders will have a title change to Cover Assessor Team Leader and be confirmed into those roles due to recent Client Service Delivery CFEE change that needed to be set up in advance.

Phase Three: Confirmed impacts of proposal



Current Substantive Role	Confirmed implications and what this means
Team Manager (across all CSD functions)	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Team Leader, Band 17. You are eligible to participate in EOI and selection for this preference across functions in your current location as well as Operations Administration Leaders and Client Service Leaders in your region. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply. Current Lodgement Managers will have a title change to Cover Assessor Client Service Leader and be confirmed into those roles due to recent Client Service Delivery CFEE change that needed to be set up in advance.
TPA Relationship Leader	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. We are confirming that you are eligible to participate in EOI and selection for any people leader roles. Including the Client Service Leader, Team Leader and Operations Administration Leader positions. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Treatment Injury (TI) Cover Specialist	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option – Specialist Cover Assessor, Band 16. As the numbers align we are confirming you will be placed into this role in the future model in the locations of Hamilton, Wellington and Dunedin. As this is a confirmed role, you are not required to participate in EOI. For those in this role outside of these locations this means your role is disestablished and you would have the option to relocate. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Treatment Injury Practice Mentor	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to one future option - Practice Mentor, Band 16. You are eligible to participate in EOI and selection for your preference within the role type (task, relationship or leadership). Where the numbers and preferences align, you will be confirmed into the role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Triage Manager	<ul style="list-style-type: none"> We have not been able to confirm any same or similar future role to your current position. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.
Triage Service Coordinator - Sensitive Claims	<ul style="list-style-type: none"> We are confirming that your current role is the same or similar to three future options - Recovery Assistant, Band 15; Recovery Coordinator, Band 15; and Recovery Partner, Band 15. You are eligible to participate in EOI and selection for any of these preferences. Where the numbers and preferences align, you will be confirmed into a future role without having to go through the selection and assessment process. You are also able to participate in EOI for any roles that are open to all to apply for, although order of preference will apply.

What this means for EOI and transition



Phase Three: Confirmed EOI and selection process



The below information provides an overview of the confirmed selection process and assessment method by role. Additional information is available in relation to each of the roles as part of the supporting information available on The Sauce.

Position/s	Confirmed Method						Interview Panel (2–3 panel members)	Moderation Panel
	EOI Form	Behavioural Interview	Interview Presentation	Conversation with leader	Written Scenario	Resilience Exercise		
Client Service Leaders (CSL) – All Types	✓	✓	✓	X	X	X	CSD LT member Assistant Manager Business Leader	CSD Leadership Team Assistant Managers
Team Leader Operations Administration Leader	✓	✓	✓	X	X	If supporting Partnered	Client Service Leaders* Business Leader	CSD Leadership Team Assistant Managers
Recovery Administrator	✓	X	X	✓	✓	If supporting Partnered	X	Administration Client Service Leader* Assistant Managers
Recovery Assistant	✓	X	X	✓	✓	If supporting Partnered	X	Assisted Client Service Leaders* and Assistant Managers
Recovery Coordinator	✓	X	X	✓	✓	X	X	Supported Client Service Leaders* and Assistant Managers
Recovery Partner	✓	X	X	✓	✓	If supporting MI or not already working in this area	X	Partnered Client Service Leaders* and Assistant Managers
Principal Advisor Principal Advisor, Safety Response	✓	✓	X	X	X	X	Manager Partnered Recovery Partnered Client Service Leaders* Injury Prevention Representative	Manager Partnered Recovery CSD LT member
Performance Advisor Product Owner Real-Time Analyst Workforce Planner Systems Specialist Systems Administrator CSD Analyst	✓	✓	X	X	X	X	Operations and Performance Client Service Leaders* Business Leader	Manager Operations and Performance* CSD LT member Operations and Performance Client Service Leaders*
Customer Host	✓	✓	X	X	X	X	Operations Administration Leaders* Operations and Performance Client Service Leaders*	

- *Depending if or when position is filled. This page should be read in conjunction with the location one page information and relates only where we have indicated an EOI process is required.
- Talent Representatives will support and facilitate interview and moderation panels.
- Individual performance (PDC) ratings may be used as supplementary information throughout the EOI process.

Phase Three: Confirmed EOI and selection process



The below information outlines the process steps relating to confirmations, eligibility groupings and EOI process. For more information please refer to the supporting documents on the Sauce.

Confirmed roles	Process Overview
<p>Where you have been confirmed into a future role and EOI process does not apply</p>	<ul style="list-style-type: none"> You will receive an outcome letter uploaded into the HRIS system confirming your new position title and which band this role is in. You will transition to your new role in line with your Tranche Go-Live date or as outlined in your letter. As you have been directly placed into a suitable role, you are not required to participate in the EOI process. If there are roles you are interested in, you can EOI but will be considered after the selection process for those who are impacted. You can also apply for any vacancies that are advertised at the end of the process.
EOI Process, Selection & Assessment	Process Overview
<p>Where you have been confirmed to participate in the EOI process either in an eligibility group or for open roles</p>	<ul style="list-style-type: none"> The EOI process consists of: <ol style="list-style-type: none"> Complete an EOI form – link will be sent to you (permanent, seconded and fixed term people). You can EOI for any options however we recommend you EOI in line with your eligibility grouping. We will review all data and preferences – where preferences and numbers in locations align and you are in the eligibility group, you will be placed into a suitable alternative role without going through the selection and assessment process (how this will work is outlined on the next page). Where preferences and numbers in locations don't align, then you will be invited to participate in the selection and assessment process. If you don't make it through to the assessment stage in a role outside of your eligibility group, then following the numbers or shortlisting check, you will receive an email Org Change. You will of course still be considered in your eligibility group and for other preferences. Selection and assessment will begin with Client Service Leaders, followed by Team Leaders and Operations and Performance roles, followed by all front line roles. Future leaders will be involved in the selection of future teams. This will be followed by a moderation process to ensure consistency of decision making. The Confirmed questions that will be used on the EOI form and what to think about are outlined in more detail on the Sauce.
Eligibility groupings	Process Overview
<p>How preference is considered</p>	<ul style="list-style-type: none"> There will be eligibility groups for preference considerations through the EOI process. These are outlined further in the Future Role one pages on the Sauce. We recommend you EOI in line with your eligibility group and where you think you will have the best opportunity to secure a permanent role in the future model. The best option is to stay in your eligibility group - this forms what we are determining the first EOI round. Ideally choose between 1-3 preferences on your EOI form as we are keen to understand where your greatest interest lies. You will however, have an opportunity to indicate interest in as many roles as you wish. Your preference will be considered in line with business need and FTE requirements.

Phase Three: Confirmed EOI and selection process



The below information outlines the process steps relating to secondments, fixed term and temporary people, outcome management and BAU recruitment. For more information please refer to the supporting documents on the Sauce.

Secondments	Process Overview
<p>Those that have been on secondment for more than 9 months</p>	<ul style="list-style-type: none"> • If you have been on secondment for more than 9 months and you want to EOI in line with your seconded role then you would have the option to do so on the EOI form. You can choose to align to your seconded or your substantive role, but not both. Where the seconded role is covering someone on Parental Leave and would cause that person a disadvantage then you would need to align to your substantive role. • People on secondment may be given notification of confirmation in line with their substantive role, you are however able to choose not to go into that role and instead go through EOI and align with your seconded position if you met the 9 month test.
Fixed Term and Temporary people	Process Overview
<p>Those in fixed term or temporary roles in CSD</p>	<ul style="list-style-type: none"> • If you are in a fixed term or temporary role within Client Service Delivery you are able to EOI at the same time as everyone else. We will consider your preferences, and preference will be given based on the following order: <ul style="list-style-type: none"> ○ Client Service Delivery people in a similar role, same location. ○ Client Service Delivery people in a similar role, different location. ○ Redeployment pool, and impacted Client Service Delivery people in a non-eligible roles (different role same/different location). ○ All ACC, fixed terms, current temps, externals and anyone originally confirmed into a role who would like a different role.
Outcome Management	Process Overview
<p>What happens after assessments</p>	<ul style="list-style-type: none"> • Following the moderation process you will have a conversation with a Client Service Delivery leadership team member or Client Service Leader to discuss your outcome. • Where you are offered or placed in a future role, a Client Service Leader will confirm this with you and you will receive an outcome letter which will be uploaded into the HRIS system either confirming your new position title and which band this role is in or making an offer to a new role. • Where you are not successful in being offered or placed in a future role, a Client Service Leader will have a conversation with you and will outline the areas where you didn't meet the criteria, giving you an opportunity to provide further examples or detail to take into consideration. A final decision will then be made and you will be advised as part of the process. • All roles will have their outcomes confirmed by 16 August.
BAU Recruitment	Process Overview
<p>Vacancies following the EOI and selection process</p>	<ul style="list-style-type: none"> • Once we have completed the EOI, selection and moderation process, any vacancies would be managed as part of normal BAU processes. Where Tranches haven't yet moved into the new model, roles would be recruited for based on the new position descriptions with a clear overview of the intention to transition to the new way of working at Tranche Go-Live dates. • Any recruitment would be undertaken as both internal and external however impacted Client Service Delivery individuals and those in the redeployment pool will be given preference of course. Recruitment would generally occur in line with Tranche Go-Live dates.

Phase Three: EOI data review / eligibility for Front Line roles

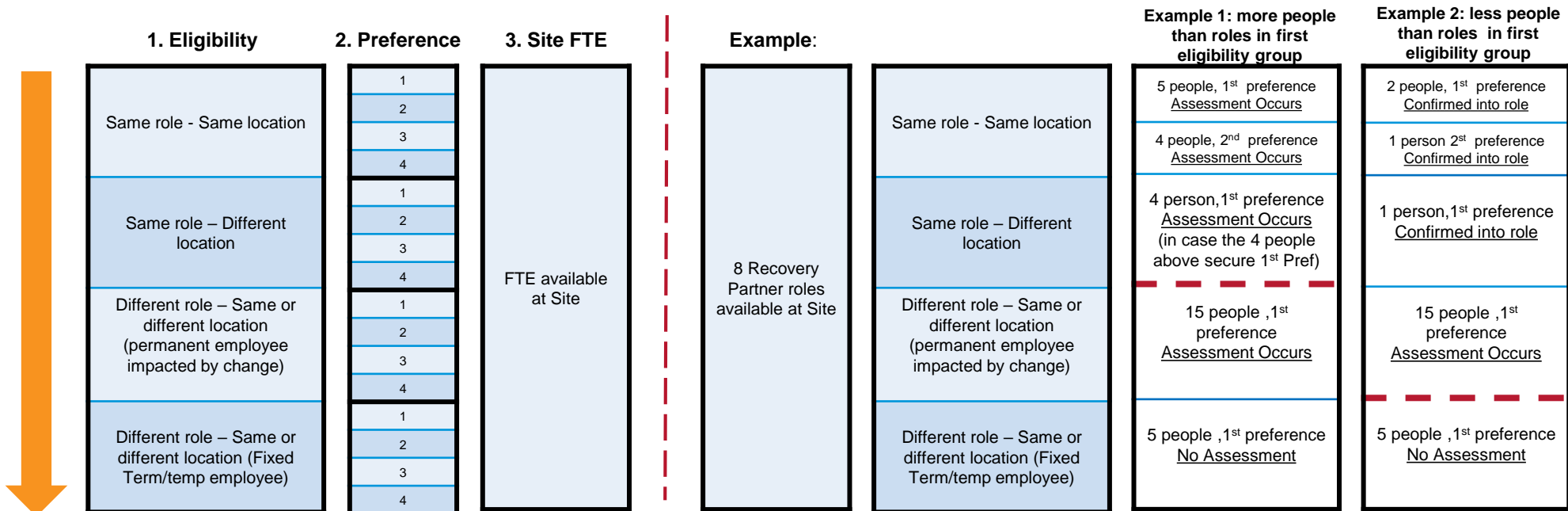


Approach

- Following EOI closing, the below principles will be applied to determine who will be confirmed or placed into roles and which frontline assessment individuals will receive.

Principles:

- If an individual is ringfenced for a role in their location and:
 - It is their first preference and numbers within the eligibility group align (either the same or more positions available in their location) then they will be confirmed into that role. No further assessment will be required.
 - It is their first preference and numbers within the eligibility group do not align then they will complete an assessment.
 - It is their second or later preference, then depending on the factors outlined below they may complete an assessment.
- If an individual is ringfenced for a role in their location, and they have not indicated a preference for this role, e.g. Case Manager only interested in Recovery Partner, then they will not complete an assessment for their ringfenced role. However, during moderation they still may be placed into any remaining suitable vacancies. If they decline the offer of a ringfenced role, they would not be eligible for redundancy compensation.
- If an individual is interested in a role outside of their ringfenced group e.g. Case Manager interested in Recovery Partner then the factors in the examples will apply to determine whether they complete an assessment. We would continue to move down the eligibility groups until there were enough assessments taking place to fill positions.
- Moderation would take into account two set of individuals:
 - Those who have completed the assessment
 - Those that are ringfenced for the role but have not completed an assessment
- The below diagram displays what factors would be considered when completing the numbers check and provides two example situations.



*Individuals in the first eligibility group are treated the same, regardless of preference. We cant disadvantage them if they have indicated other preferences. It may mean however, they might receive multiple offers.

Phase Three: Confirmed EOI and selection timeframes



Below is an overview of key upcoming dates within Client Service Delivery.

April			May				June				July				August				
15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug

Easter/ANZAC/School Hols

Pub Hols

School Holidays

Payments EOI, Outcomes
+ Recruitment

Client Service Delivery Consult	Decisions & Outcome	EOI	Selection – waterfall approach (CSLs / TLs / Ops & Perf/ CSD team roles)
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Key Activity	Confirmed Timing
Payments Final Decision Outcome Briefings	Thursday 2 May 2019
All of Client Service Delivery Final Decision Outcome Briefings	4 June and 5 June 2019
Expression of Interest (EOI) process for all confirmed positions within Client Service Delivery	Thursday 6 June – Thursday 13 June 5pm 2019
Client Service Leader selection & assessment process	17 June – 21 June 2019
Client Service Leader decision outcomes	28 June 2019
Team Leader selection & assessment process	4 July – 12 July 2019
Team Leader decision outcomes	19 July – 26 July 2019
Operations and Performance and Specialist roles selection & assessment process	4 July – 12 July 2019
Operations and Performance and Specialist roles selection decision outcomes	19 July – 26 July 2019
All frontline roles selection & assessment process	24 June – 2 July 2019
All frontline roles scoring, moderation prep and moderation process by regions **Tranche 1 will be prioritised to all be moderated and outcomes received between 16 July – 23 July	3 July – 5 August
All frontline roles decision outcomes	6 August – 16 August 2019
Second round EOI - recruitment for vacant roles	19 August – 31 October 2019

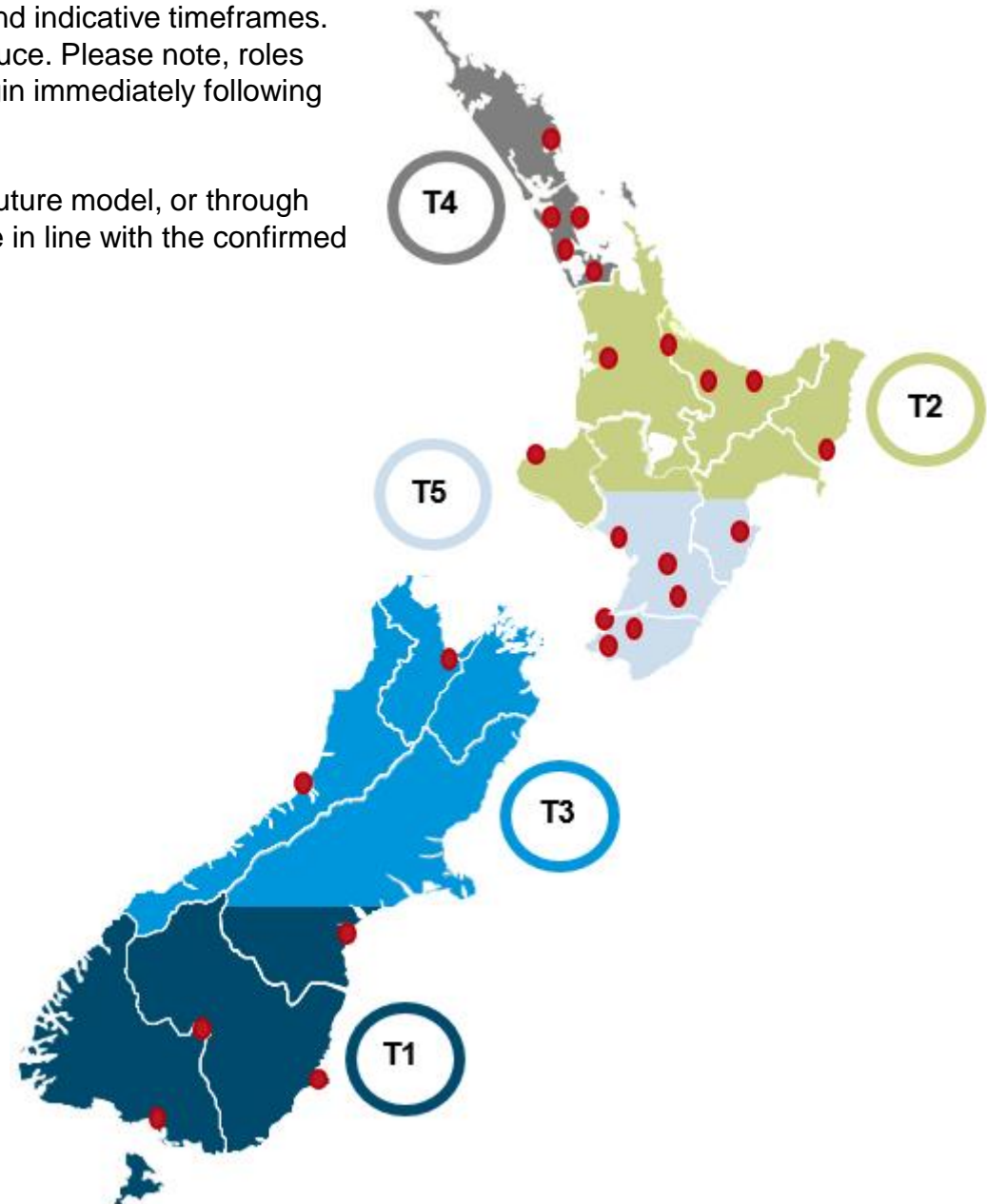
Please speak to your current manager if you have leave planned during the expression of interest (EOI) and selection process timeframes

Phase Three: Confirmed roll out and tranche information

The below information sets out the confirmed tranche groupings and indicative timeframes. There is more information in the supporting information on The Sauce. Please note, roles within Operations and Performance and Principal Advisors will begin immediately following selection.

Where an individual is not successful in gaining a new role in the future model, or through other vacancies within ACC, they will finish in their substantive role in line with the confirmed Tranche Go-Live dates in that regions / location.

<ul style="list-style-type: none"> Tranche 1 August 2019 	Dunedin Hub and Site / Timaru / Alexandra / Invercargill / Remote Claims Unit (November) / Transition support teams
<ul style="list-style-type: none"> Tranche 2 February 2020 	Hamilton Hub and Site / Tauranga / Whakatane / Rotorua / Gisborne / New Plymouth / Te Ara Tika Team
<ul style="list-style-type: none"> Tranche 3 March 2020 	Christchurch Hub and Site / Nelson / Greymouth
<ul style="list-style-type: none"> Tranche 4 April 2020 	Manukau Hub and Site / Newmarket / Whangarei / Albany / Henderson
<ul style="list-style-type: none"> Tranche 5 June 2020 	Wellington Hub and Site / Hastings / Whanganui / Palmerston North / Hutt Valley / Masterton / Porirua



Phase Three: Confirmed transition support



As we move into the new ways of working and new teams within Client Service Delivery, we need to ensure all our teams and Tranches are supported and trained to operate in the new systems.

- Following each Tranche Go-Live there will be early life support teams in place in those locations to ensure teams and leaders are well supported over the initial months of working in the new ways. Early life Support will run for up to six weeks and in Hub locations there will be 2-3 Super Users on site at all times through the ELS period.
- Role-specific training will run throughout your Tranches early life support period.
- The wider transition team supporting the tranche roll out will also assist and be available to all teams during this time.

Below is an overview of key upcoming dates related to transition and roll out.

Activity	Indicative timing
Tranche 1 structure and technology (version one) Go-Live	19 August 2019
Tranche 1 Transition Team Support within region	5 August – 4 October 2019
Tranche 1 disestablished roles that are not successful in gaining a new role within ACC finish	16 August 2019
Payments Auckland and Rotorua teams and Payments bubble workforce finish	30 August 2019
Tranche 1 technology (version two) Go-Live	18 November 2019
Tranche 2 structure and technology Go-Live	10 February 2020
Tranche 3 structure and technology Go-Live	9 March 2020
Tranche 4 structure and technology Go-Live	20 April 2020
Tranche 5 structure and technology Go-Live	1 June 2020
Client Service Delivery full model operating in the new ways of working	31 July 2020
<i>Please speak to your current manager if you have leave planned during your specific tranche or training timeframes</i>	

Phase Three: Continued communication and support



Communication

Your manager, Unit Leader and union representative will continue to be available to answer queries and escalate common questions on your behalf over the coming months. They will be available for you to feed any information through to us or ask questions around process and approach. Talent will continue to support Unit Leaders to respond as required. We will do our best to respond to you or provide you with updates between now and confirmed outcomes following EOI and selection as well as through transition and roll out. For any specific queries, you can also email any questions regarding EOI or selection through to the inbox, ClientSDEOI@acc.co.nz

Exiting ACC

For those of you whose position has been confirmed disestablished and who are now in the redeployment pool there is more information available on the [Sauce](#). You will also receive a letter confirming your notice period and any redundancy calculations at least four weeks prior to your end date. We will continue to look for any other suitable opportunities within ACC up until that time. You will also have access to ACC's Career Transition Programme. More information on this can be found [here](#).

Support

- [ACC's Employee Assistance Programme](#) provides you with up to four one-hour sessions to help you.
- EAP are aware ACC is undergoing change, and will ensure they are available for ACC employees throughout consultation. They can provide support in relation to financial advice or interview support and will connect you to the right people within their service should you require this. You will be able to contact them at any time to speak with someone who can help.
- You are also able to seek support from your personal network – family, friends, or if you are a PSA member, from your PSA representative.
- There is also Professional Supervision available to anyone impacted and operating within areas impacted by dealing with Sensitive Claims.

Online Resources

- The [Change@ACC](#) pages on the Sauce outlines the different stages of change, and provides an overview of change and how it may impact you.
- The [Change related support](#) page shows a step by step guide to the Org Change process and provides several different resources for you to use during Organisational Change.
- The [Organisational Change Policy](#) provides you with a simple and concise explanation of the policy principles and standards that apply to organisational change.
- The [Career Centre](#) helps you to discover your values, motivators, skills and talents with an online career development tool.

Wellbeing

- Our [Thrive](#) team space has some great resources including the five ways of wellbeing to help you through change.
- [ACctivate](#), ACC's workplace wellness programme, provides you with resources, tips and advice to support your wellbeing.

Thank you for your participation, professionalism and help to shape the future of Client Service Delivery throughout the recent Phase Three consultation and feedback period.

We look forward to implementing and embedding the confirmed changes and ways of working within Client Service Delivery over the coming year.

Due to these changes, we may also be fare-welling some of our colleagues over the coming year, either to other teams within ACC or outside of the organisation. For those of you who may be leaving us as a result of these changes, I would like to sincerely thank you for your valued contribution and work during your time in Client Service Delivery.

There will be time to recognise and farewell people in due course.

There will also be additional information available on The Sauce on the following:

- 1 page Future Role Eligibility pages based on confirmed roles (includes eligibility preference and EOI options)
- 1 page Location Impact pages
- FAQs
- Finalised position descriptions
- Supporting Slides with extra information relating to decisions

For further information:

- Visit the Organisational Change page on The Sauce
- Discuss any questions with your leader.

Phase Three: Leadership feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Client Service Leaders</p> <ul style="list-style-type: none"> ✓ Client Service Leaders would operate within a team of the model, but would work with their colleagues to drive an integrated service for our clients. ✓ We proposed to have 38 Client Service Leaders within the whole model. <ul style="list-style-type: none"> ✓ Within Assisted Recovery, Client Administration, Payments and Claims Assessment, the Client Service Leaders would be physically based in one of our five Hub locations and responsible for a number of teams in that Hub. We anticipate that only limited travel will be required for our Hub-based Client Service Leaders ✓ For Supported and Partnered Recovery, our Client Service Leaders would each be responsible for a region made up of two to five Sites. The role would be located within the region it supports. Travel would be required for this role to support the other Sites within the region. Further information on the regions can be found on slide 6 in this document and in the supporting information. ✓ We also proposed to have Client Service Leader roles within the Operations and Performance team, which would be based in either a Hub or at Justice Centre in Wellington. 	<ul style="list-style-type: none"> • There was some support for this concept where others of you felt the Client Service Leader to Team Leader ratio was too tight and you requested more Client Service Leaders in certain areas of the model. • For the most part you were in support for the proposed team structures and split of Client Service Leaders across Hubs and Sites. • There was extensive support for Regional Leadership and you all felt the new model and structures would help to drive consistency. 	<ul style="list-style-type: none"> • We are confirming that there will be 39 Client Service leaders - an additional two Client Service Leaders to go into Payments and Treatment and Support. • There will no longer be a Client Service Leader TPA. • We are confirming there will only be two types of Client Service Leader: <ul style="list-style-type: none"> ○ Client Service Leaders - Hub Function in a Single Location; and ○ Client Service Leader - Site Functions in Multiple Locations. • Those that are required to travel will need to support their teams in all the locations and be there regularly, on an overnight basis. There would be a vehicle for those that travel driving distances.
<ul style="list-style-type: none"> ✓ We proposed that the Client Service Leader roles would be open for anyone to apply for, as this is a new role within the Client Service Delivery model. ✓ The proposed selection process would include some experience-based questions for shortlisting and a behavioural-based interview which would include a presentation. 	<ul style="list-style-type: none"> • You generally were supportive of the EOI and selection process for leaders however there were some alternative suggestions around the eligibility for the roles with the preference being only open to the current leader group. 	<ul style="list-style-type: none"> • We are confirming that the EOI process for the Client Service Leader role will be open to all to apply for.

Phase Three: Leadership feedback and changes continued



What we proposed	What you told us	What we are changing or confirming
<p>Team Leaders / Operations Administration Leaders</p> <ul style="list-style-type: none"> ✓ Team Leaders will report to the Client Service Leaders, and run specific teams aligned to one of the areas of the operating model. ✓ We proposed 175 Team Leaders across Client Service Delivery. ✓ In addition, we proposed to have five Operations Administration Leaders, one in each of the Hub locations. These roles will be responsible for the effective running of our large operational Sites and oversee our proposed Customer Hosts. 	<ul style="list-style-type: none"> • For the most part the feedback we received was supportive and no alternatives were suggested. 	<ul style="list-style-type: none"> • We are confirming that there will be 183 Team Leaders within the model and across the various functions. • We are confirming that there will be 5 Operations Administration Leaders within the model and across the various Hubs.
<ul style="list-style-type: none"> ✓ Within Assisted Recovery, Client Administration, Payments and Claims Assessment, Team Leaders would be physically based in one of our five Hub locations and be responsible for teams in that Hub. ✓ For Supported and Partnered Recovery, our Team Leaders would be located in the Site of the team they are leading. 	<ul style="list-style-type: none"> • You liked the split of Hub and Regional focus and felt this would drive consistency in the model. 	<ul style="list-style-type: none"> • We are confirming that within Assisted Recovery, Client Administration, Payments and Claims Assessment, Team Leaders will be physically based in one of our five Hub locations and be responsible for teams in that Hub. • In Supported and Partnered Recovery, our Team Leaders will be located in the Site of the team they are leading.
<ul style="list-style-type: none"> ✓ We also proposed that the Team Leader and the Operations Administration Leader roles would be open to all current people leaders and Operations Administration Leaders would have remote management of their teams. ✓ The proposed selection process would include some experience-based questions for shortlisting and a behavioural-based interview which would include a presentation. 	<ul style="list-style-type: none"> • You were supportive of the EOI and selection method approach and offered no alternative suggestions. • There were concerns around the presentation and what this would consist of. 	<ul style="list-style-type: none"> • We are confirming that the Team leader and Operations Administration Leader roles will be open to all current people leaders and Operations Administration Leaders will have remote management of their teams. • The selection process will include a behavioural based interview and a presentation.

Phase Three: Cover Assessment feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Cover Assessment Hubs</p> <ul style="list-style-type: none"> ✓ We proposed that all roles within the Cover Assessment team would sit in Hubs within the three locations of Hamilton, Wellington and Dunedin. ✓ We proposed that team sizes would be based on a ratio of 1:10 within Cover Assessment. ✓ In terms of how teams and numbers were proposed to be spread, these are not equal due to certain property constraints. 	<ul style="list-style-type: none"> • You told us that the leader to team ratios were too high and you requested we reconsider this. • You were however supportive of the overall structure. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 10 team members. • This means you will be aligned to a Hub and have a Client Service Leader located physically in your Hub.
<p>Cover Assessment</p> <ul style="list-style-type: none"> ✓ We proposed that we would retain our existing number of Lodgement Administrator positions as today. We are also proposing to have 71 Cover Assessor positions; and 29 Specialist Cover Assessor positions. Over time as attrition occurs we will be building Treatment Injury capability and Specialist Cover Assessor roles in one of the other two Hub locations. ✓ We proposed that most current Lodgement and Triage and Cover Assessment Centre roles would align to the Cover Assessment team and could therefore be confirmed with a minor change. ✓ We proposed that Wellington based Cover Assessment roles would shift to be undertaken from the Wellington Hub at Shamrock House. If you are outside of these three locations we are proposing that your role would be disestablished and centralised to one of the three Hub locations. 	<ul style="list-style-type: none"> • You were in support of these changes as it meant you wouldn't need to go through an EOI process having recently been through change with the CFEE consultation. • You told us we may have some of the team numbers wrong within Cover Assessment and were concerned we hadn't modelled the correct FTE numbers to undertake the work. • You told us that TI roles should reference Clinical in their role titles. 	<ul style="list-style-type: none"> • We are confirming that the structure and team sizes will increase slightly from the proposal as more information became available it allowed us to understand the actual resources and number of people required to perform this work in the locations of Hamilton and Dunedin. • We are confirming anyone in a Lodgement Administrator, Cover Assessor and Specialist Cover Assessor role into Lodgement Administrator or Cover Assessor roles in Hamilton, Wellington and Dunedin. The numbers are on our structure pages. • We are confirming that the Wellington based cover roles will sit in the Wellington Hub location from the start of their Tranche. • We are confirming those Treatment Injury roles outside of Wellington will remain in their role through to Tranche 5.
<p>Cover Assessment EOI and Selection</p> <ul style="list-style-type: none"> ✓ As we proposed confirmation or disestablishment there was no proposed EOI or selection process for the Cover Assessment roles. ✓ Where there are vacancies in Cover Assessment, a second round of EOI would be run after the rest of Client Service Delivery EOI and selection and would follow a standard business as usual (BAU) recruitment approach. First preference would be given to those in the redeployment pool and impacted roles. 	<ul style="list-style-type: none"> • You told us that you felt movement between the bands should reflect position in range or be higher than the starting wage if someone new started in the role. • You were in support of the proposed process to confirm roles into Cover Assessment. • There was also feedback that the Wellington Hub should be based in Lower Hutt. 	<ul style="list-style-type: none"> • We are confirming that there will be no EOI process into roles within the Cover Assessment team as numbers align in locations and all roles will be filled from current CACs or Treatment Injury roles that are deemed same or similar. • This means that if you are in a Claims Officer TI, TI Specialist, Cover Assessor, Senior Cover Assessor or Lodgement Administrator role today, you don't need to do anything regarding EOI or selection as we will confirm you straight into a Cover position. • Where you are currently on a lower salary than the new position band, you will receive uplift to 87% of the new band or move across on your current salary in line with the new positions band.
<p>Cover Assessment Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be three Client Service Leaders in the Cover Assessment function located in either Hamilton, Wellington or Dunedin Hub and responsible for Cover teams across the Hub locations. Current Lodgement Managers would be confirmed into the Client Service Leader Cover Assessment roles. ✓ We also proposed that there would be 15 permanent Team Leaders within the Cover Assessment function across the three locations. Current Lodgement Leaders would be confirmed into Team Leader Cover Assessment roles. 	<ul style="list-style-type: none"> • There was support for the Cover Assessment leadership structure however there were some concerns around leaders not having clinical expertise to be able to offer support. 	<ul style="list-style-type: none"> • We are confirming there will be three Client Service Leaders in the Cover Assessment function located in either Hamilton, Wellington or Dunedin Hub and responsible for Cover teams across the Hub locations. Current Lodgement Managers will be confirmed into the Client Service Leader Cover Assessment roles. • We are also confirming that there will be 17 permanent Team Leaders within the Cover Assessment function across the three locations. Current Lodgement Leaders will be confirmed into Team Leader Cover Assessment roles.

Phase Three: Treatment & Support feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Treatment & Support Hubs</p> <ul style="list-style-type: none"> ✓ We proposed to have a number of teams in each of the two Hubs, Hamilton and Dunedin. ✓ We proposed that team sizes would be based on a ratio of 1:10 within Treatment & Support. ✓ In terms of how teams and numbers are proposed to be spread, these were not equal due to certain property constraints. 	<ul style="list-style-type: none"> • You told us that the leader to team ratios were too high and you requested we reconsider this. • You were however supportive of the overall structure. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 10 team members. • This means you will be aligned to a Hub and have a Client Service Leader located physically in your Hub.
<p>Treatment & Support</p> <ul style="list-style-type: none"> ✓ We proposed a change of name from Entitlements team to Treatment & Support team and a change in position title to Treatment and Support Assessor, in line with a move to more client centred language. ✓ We proposed that in total we would have 95 Treatment & Support Assessor positions, of which 47 would be in Hamilton and 48 would be in Dunedin. ✓ We also proposed that anyone in a Claims Officer Entitlements (except Hearing Loss and Accidental Death) role in Hamilton or Dunedin would be confirmed into a Treatment & Support Assessor role as they align directly to the Treatment and Support Assessor role. ✓ We also considered if the work focused on Delayed Incapacity which is currently undertaken in the Short Term Claims Centre (STCC) and Branches should transition to Treatment & Support. We explained this would be one team of approximately 13 people and one Team Leader, however we hadn't yet worked through the analysis of what recovery team would reduce in numbers to accommodate this. We welcomed your feedback on this. 	<ul style="list-style-type: none"> • You told us we may have some of the team numbers wrong within Treatment and Support and were concerned we hadn't modelled the correct FTE numbers to undertake the work. • Generally you were in support of the structure and the proposal to confirm you into the Treatment and Assessor roles. • There was no significant feedback on Delayed incapacity moving into this team but there was some feedback to suggest it should still sit within Supported Recovery. 	<ul style="list-style-type: none"> • We are confirming that the structure and team sizes will increase slightly from the proposal as more information became available it allowed us to understand the actual resources and number of people required to perform this work in the locations of Hamilton and Dunedin. • We are confirming that the CACS team will not exist as it does today however anyone in a Claims Officer Entitlements or Claims Manager Entitlements role in Hamilton or Dunedin will have minor changes to the role and be confirmed into 102 Treatment and Support Assessor roles in Hamilton and Dunedin. • We are confirming that Delayed Incapacity claims will be undertaken through Supported Recovery. Individuals with capacity and capability will provide focused support for these claims.
<p>Treatment Assessor EOI and Selection</p> <ul style="list-style-type: none"> ✓ We proposed that where there are vacancies in Treatment & Support after roles are confirmed, a second round of EOI would be run after the rest of Client Service Delivery EOI and selection and would follow a standard BAU recruitment approach. First preference would be given to those in the redeployment pool and those impacted by this change. ✓ Proposed selection criteria for the Treatment & Support Team Leader role is based on the Team Leader position description that we confirmed as part of Phase Two. We are proposing that the selection process would include a behavioural interview and presentation. ✓ Current Team Leaders within Entitlements teams would need to participate in the EOI and selection process as outlined further in this document. 	<ul style="list-style-type: none"> • You told us that you felt movement between the bands should reflect position in range or be higher than new people coming into the role. • You were supportive of the proposed process to confirm current roles into Treatment and Support. 	<ul style="list-style-type: none"> • We are confirming that there will be no EOI process into roles within the Treatment and Support team as numbers align in locations and all roles will be filled from current CACs roles that are deemed same or similar. • This means that if you are in a Claims Officer Entitlements (except Hearing Loss and Accidental Death) role in Hamilton or Dunedin today you don't need to do anything regarding EOI or selection as we will confirm you straight into a Treatment and Support Assessor position. • Current Team Leaders within these teams will need to participate in EOI and selection as per the Team Leader process. • Where you are currently on a lower salary than the new position band, you will receive uplift to 87% of the new band or move across on your current salary in line with the new positions band.
<p>Treatment & Support Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be one Client Service Leader in the Treatment and Support team located in either Hamilton or Dunedin Hub and responsible for the teams across both Hub locations. ✓ We also proposed that there would be ten Team Leaders within the Treatment & Support team across the two locations. 	<ul style="list-style-type: none"> • You told us that you thought there should be two Client Service Leaders – one in each location. • You were supportive of the Team Leader ratios. 	<ul style="list-style-type: none"> • We are confirming that there will be two Client Service Leaders, one in each Hub, to ensure consistency across the model with other teams. • We are confirming there will be 10 Team Leaders across Treatment and Support.

Phase Three: Payments feedback and changes



Payments - What we proposed	What you told us	Payments - What we are changing or confirming
<p>Payments Hubs</p> <ul style="list-style-type: none"> ✓ We proposed that team sizes would be based on a ratio of 1:10 within the Payments team. 	<ul style="list-style-type: none"> • Generally you supported this concept and were in agreement with the proposed ratios. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 10 team members.
<p>Payments</p> <ul style="list-style-type: none"> ✓ We proposed that in total we would have 80 Payments Assessor positions, of which 40 would be in Hamilton and 40 would be in Dunedin. ✓ We also proposed that anyone in a Payments role (excluding IA Lump Sum) in Hamilton or Dunedin would be confirmed into a Payments Assessor role or Payments Team Leader role. ✓ Additionally anyone in a permanent Payments role (excluding IA Lump Sum) outside of these locations would be offered relocation and confirmed into a Payments Assessor or Payments Team Leader role if they wish to move to Hamilton or Dunedin. ✓ We proposed that anyone in a Payments role in Timaru would continue operating in their current role for a period of up to 12 months to support transition from Pathway to Eos and the migration of claims in CP2. At that point in time we proposed the role would be disestablished and we would look to see if there were any suitable alternatives within the organisation. ✓ We introduced a short-term Payments workforce to support transition through until August 2019. This means 12 people supporting BAU tasks during ramp up and while our Payments Assessors are training in the new systems and technology (Eos). 	<ul style="list-style-type: none"> • You told us that you supported the even team sizes within Hamilton and Dunedin. • You supported the proposal to confirm those in Hamilton and Dunedin through into Payments Assessor roles without a process. • You told us that you felt the Team Leader process was not consistent especially with recent Lodgement change and felt that some Team leaders in Hamilton and Dunedin would be disadvantaged through this change. • You told us that Timaru should be recognised for their support through transition in what will be a challenging time for them. 	<ul style="list-style-type: none"> • We are confirming that the structure and team sizes will remain as per the proposal and that these are in line with the original design principles. • We are confirming anyone in a Payments role (excluding IA Lump Sum) in Hamilton and Dunedin into Payments Assessor roles in Hamilton and Dunedin. • We are confirming anyone in a Payments Team Leader / Manager role (excluding IA Lump Sum) in Hamilton and Dunedin into Payments Team Leaders in Hamilton and Dunedin. • We will provide an allowance to the Timaru Payments team for the duration of the transition support period.
<p>Payments EOI and Selection</p> <ul style="list-style-type: none"> ✓ As we proposed confirmation, relocation or disestablishment there was no proposed EOI or selection process for the Payments Assessor or Payments Team Leader role within the Payments function. This excluded individuals in an IA Lump Sum role. ✓ Current Team Leaders (excluding IA Lump Sum) outside of Hamilton or Dunedin within Payments would have the option to relocate to Hamilton or Dunedin and be confirmed into a Payments Team Leader role. Alternatively they could wait and participate in line with the Team Leaders EOI and selection for the rest of Client Service Delivery. ✓ Anyone interested in any vacant roles within the Payments function, preference in the first instance would be given to those currently in Payments roles. Where there are vacancies in Hamilton and Dunedin, a second round of EOI would commence and selection would follow with a BAU recruitment approach. First preference would be given to those in the redeployment pool and anyone impacted by this change. 	<ul style="list-style-type: none"> • As above, you supported the proposal to forgo a process and be confirmed into Payments Assessor roles. • You told us the EOI proposal for Team Leaders was inconsistent especially with recent Lodgements change, and may disadvantage other Cacs Team Leaders in those same locations . • You told us that you felt those working in Payments Fixed Term or seconded roles in Hamilton and Dunedin should be given preference following relocation options and not have to go through a process given they are already working in the roles. 	<ul style="list-style-type: none"> • We are confirming there will be no EOI or selection process for anyone in a Payments role (excluding IA Lump Sum) in Hamilton or Dunedin. • Within the recent CFEE change, Team Leaders were not included in the eligibility group for the Lodgement Leaders. The key differences around this are due to the fact that within Lodgement there was a proposed reduction in numbers at that level and it was a single banded role at a band 17 which was the same as Team Managers. Team Leaders were banded at a band 15 and therefore weren't included as the analysis suggested the roles were not aligned. • We will include current Payments Fixed Term and seconded roles into the EOI process however preference will be given first to those impact by CSD change and in the redeployment pool. A minor assessment will apply.
<p>Payments Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be one Client Service Leader (in either Hub location) who would be responsible for the Payments teams within both Hub locations. Travel would be required in this role. ✓ We also proposed that there would be eight Team Leaders within the Payments function across the two locations. 	<ul style="list-style-type: none"> • You told us that you thought there should be two Client Service Leaders – one in each location. • You supported the Team Leader ratios. 	<ul style="list-style-type: none"> • We are confirming that there will be two Client Service Leaders to ensure consistency across the model with other teams. This is different to the earlier Payments outcome decisions.

Phase Three: Assisted Recovery feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Assisted Recovery Hubs</p> <ul style="list-style-type: none"> ✓ We proposed that team sizes would be based on a ratio of 1:10 within Assisted Recovery. ✓ Within the Assisted function, there would be dedicated people focused specifically on complex claims (such as sensitive claims) and there would be an option to EOI for this if you are interested. ✓ In terms of how teams and numbers are proposed to be spread, these were not equal due to certain property constraints. 	<ul style="list-style-type: none"> • There was support for the Assisted Hub locations however we also heard that you felt there should be Assisted teams in other locations / Sites as well. • In particular you told us that the Te Rapa Hub should be located closer to the city centre. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 10 team members. • We are confirming you will be aligned to a Hub and have a Team Leader and a Client Service Leader located physically in your Hub. • Team sizes will be more balanced than they are today however some Hubs have more teams than others due to property constraints and availability.
<p>Assisted Recovery</p> <ul style="list-style-type: none"> ✓ We proposed that in total we would have 402 Recovery Assistant positions. ✓ Within this number, 70 positions would focus on clients with more complex needs. Work will be allocated based on capacity, capability and preferences. ✓ We proposed that anyone in a Service Needs Assessor role in a Hub location would continue operating in their current role for a period of 12 months to support transition. At that point in time we proposed the role would be disestablished and we would look to see if there were any suitable alternatives within the organisation. 	<ul style="list-style-type: none"> • We heard that you felt the proposed FTE numbers within Assisted Recovery were too low. • There was good support for Assisted Recovery's customer-centric approach to client outcomes and support for sharing clients as a whole tea. 	<ul style="list-style-type: none"> • We are confirming that Case Coordinator, Case Manager (all types excluding Complex) and Service Coordinator (all types) positions, will be eligible to be considered for the Recovery Assistant and Recovery Coordinator positions as they are deemed similar to your current role. • We are confirming that there will be 400 Recovery Assistant positions based on modelling and testing to date. • Within this number, 70 positions will focus on clients with more complex needs and of that 20 will focus on MI cases. Work will be allocated based on capacity, capability and preferences.
<p>Recovery Assistant EOI and Selection</p> <ul style="list-style-type: none"> ✓ Proposed selection criteria is based on the Recovery Assistant position description that we confirmed as part of Phase Two. We proposed that the selection process would be looking to assess key elements of the role including team work, communication, customer focus, adaptability, and a task focus. ✓ For those interested in roles within Assisted Recovery, preference would be given to those currently in Case Coordinator, Case Manager (all types) and Service Coordinator (all types) roles across Branch and Short Term Claim Centres. 	<ul style="list-style-type: none"> • We heard from some roles that they specifically thought their roles aligned or mapped to the Recovery Assistant position and should be included in the eligibility preference group for the role. • You also told us that people should be able to EOI for any role they were interested in. • You also told us that prior experience and PDC ratings should be considered or factored into the EOI process and that there should be progression in the bands through this change. 	<ul style="list-style-type: none"> • We are confirming that Case Management, Case Coordinator or Service Coordinator roles (all types) within Branch and STCC will have first preference to be considered for the Recovery Assistant or Recovery Coordinator position through the EOI process. These roles are able to EOI for any roles, however eligibility preference will be considered. • Where we are reducing in numbers then an EOI and selection process will apply. Where numbers align following EOI preferences then you will be confirmed into a role and not need to participate in assessment. • Where there are vacancies following EOI, then other impacted roles within Client Service Delivery would be given preference. • PDC ratings may be used in moderation where required. • We are confirming that progression within the bands will occur as part of PDC round 2020 however where there is a business requirement this may occur earlier. The bands for Recovery Coordinators and Recovery Assistant are confirmed as 14 / 15.
<p>Assisted Recovery Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be five Client Service Leaders (one in each Hub) who would be responsible for the Assisted teams within that Hub. ✓ We also proposed that there would be 40 Team Leaders within Assisted Recovery. 	<ul style="list-style-type: none"> • You told us you were supportive of the Client Service Leader and team leader proposals. 	<ul style="list-style-type: none"> • Wherever you are based there will always be a Team Leader and a Client Service Leader at the Hub. • We are confirming that there will be five Client Service Leaders, one in each Hub, to ensure consistency across the model with other teams. • We are confirming there will be 40 Team Leaders across Assisted Recovery.

Phase Three: Supported Recovery feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Supported Recovery Sites</p> <ul style="list-style-type: none"> ✓ We proposed that there would be eight Supported regions consisting of between two and five Sites within each region. 	<ul style="list-style-type: none"> • There was support for Supported Recovery to be in all Site locations. • There was also good support for the geographic regional groupings, however there were alternative suggestions around the Te Urutira, Te Manawa and Te Piha groupings. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 8 team members and that you will be aligned to a Site and have a Team Leader located physically in your Site. • We have changed the regional groupings from the consultation – these are outlined in this document. • Regions for Supported Recovery and Partnered Recovery are aligned (however as confirmed in Phase Two, not all Sites will have a Partnered presence).
<p>Supported Recovery</p> <ul style="list-style-type: none"> ✓ We proposed that in total we would have 301 Recovery Coordinator positions. ✓ These roles would be based across our 25 Sites. ✓ There would be at least one team in each Site, and we proposed that team sizes would be at a ratio of 1:8 Recovery Coordinators in a team. ✓ We proposed to distribute the teams based on the volume of claims and where our clients are based – as well as considering distribution within our regions. 	<ul style="list-style-type: none"> • We heard that you felt the proposed FTE numbers within Supported Recovery were too low in some locations. • You were supportive of the leader to team ratio of 1:8 • You were supportive of administration being removed from case work and believed the model would drive national consistency. • There was also support for Delayed Incapacity to sit within Supported Recovery. 	<ul style="list-style-type: none"> • We are confirming that Case Coordinator, Case Manager (all types excluding Complex) and Service Coordinator (all types) positions, will be eligible to be considered for the Recovery Assistant and Recovery Coordinator positions as they are deemed similar to your current role. • We are confirming that there will be 301 Recovery Coordinator positions across all of our Sites.
<p>Recovery Coordinator EOI and Selection</p> <ul style="list-style-type: none"> ✓ Proposed selection criteria is based on the Recovery Coordinator position description that we confirmed as part of Phase Two. We proposed that the selection process would be looking to assess key elements of the role including communication and relationship skills, problem solving, customer focus and planning. ✓ For those interested in roles within Supported Recovery, preference would be given to those currently in Case Management or Case Coordination roles across Branch and Short Term Claim Centres. 	<ul style="list-style-type: none"> • You told us that Case Managers should be able to apply or EOI for the Recovery Partner role. • We heard from some roles that they specifically thought their roles aligned or mapped to the Recovery Coordinator position and should be included in the eligibility preference group for the role. • You also told us that people should be able to EOI for any role they were interested in. • You told us that you felt the bands for Recovery Coordinators should be higher than the bands for Recovery Assistants. 	<ul style="list-style-type: none"> • We are confirming that Case Management, Case Coordinator or Service Coordinator roles (all types) within Branch and STCC will have first preference to be considered for the Recovery Assistant or Recovery Coordinator position through the EOI process. These roles are able to EOI for any roles, however eligibility preference will be considered. • Where we are reducing in numbers then an EOI and selection process will apply. Where numbers align following EOI preferences then you will be confirmed into a role and not need to participate in assessment. Where there are vacancies following EOI, then other impacted roles within Client Service Delivery would be given preference. • The bands for Recovery Coordinators and Recovery Assistant are confirmed as 14 / 15.
<p>Supported Recovery Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be eight Client Service Leaders (one in each of the eight regions) who would be responsible for the Supported teams within that region. ✓ We also proposed that there would be 37 Team Leaders within Supported Recovery. Where there are more than one Team Leader in a Site there would be additional Health and Safety (H&S) responsibilities for one of them for that Site. Where there is only one Team Leader in a Site they would hold H&S responsibilities for that Site. 	<ul style="list-style-type: none"> • There was good support for Client Service Leaders managing multiple locations – you felt this would lead to better consistency. 	<ul style="list-style-type: none"> • Wherever you are based there will always be a Team Leader physically at your Site and a Client Service Leader in your region. • We are confirming there will be 8 Client Service leaders and 37 Team Leaders across Supported Recovery. • We are confirming that where there are more than one Team Leader in a Site there will be additional Health and Safety (H&S) responsibilities for one of them for that Site. Where there is only one Team Leader in a Site they will hold H&S responsibilities for that Site. There will be an allowance for these additional duties.

Phase Three: Partnered Recovery feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Partnered Recovery Sites</p> <ul style="list-style-type: none"> ✓ We proposed that there would be eight Partnered regions consisting of between one and three Sites within a region. ✓ We proposed that Team Leaders may lead a team which includes a mix of both Mental Injury and Physical Injury focused Recovery Partners. Sites with a Partnered presence would have a minimum of six people in Recovery Partner roles. ✓ The number of teams and Recovery Partners is based on where our clients are located. 	<ul style="list-style-type: none"> • There was support for Partnered having a whole of person approach. • You told us that clients should be able to be managed via a different site if they wished – due to re-traumatising clients. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at a minimum of 1 leader to 6 team members and that you will be aligned to a Site and have a Team Leader located physically in your Site. • We have changed the regional groupings from the consultation – these are outlined in this document. • Regions for Supported Recovery and Partnered Recovery are aligned (however as confirmed in Phase Two, not all Sites will have a Partnered presence).
<p>Partnered Recovery</p> <ul style="list-style-type: none"> ✓ We proposed that in total we would have 139 Mental Injury Recovery Partner positions and 121 Physical Injury Recovery Partner positions. ✓ We also proposed to have two Principal Advisor roles dedicated to a Mental and Physical Injury portfolio and one Principal Advisor Safety Response role. These could be based in any location and would be open for anyone to express and interest in. ✓ For Wellington Central Branch we proposed a team name change to be called the Te Ara Tika Team that would sit within Partnered Recovery. This team would manage all types of clients. ✓ We proposed to disestablish all current Serious Injury support roles (Serious Injury Manager, SI Advisors, Manager Practice and Assessment, Business and Programme Manager, and Programme Manager DSS) except for the Manager Home Modifications and Manager Transport. We proposed that these two roles would move to Technical Services, as part of our recovery support team. 	<ul style="list-style-type: none"> • Many of you told us that you felt there was not enough FTE within the Partnered model / structure to cope with the transition, current case loads and increasing sensitive claims being moved through the model to Partnered recovery. • Based on the proposed FTE numbers, some of you felt there would be a loss of capability and knowledge within the Partnered team. You also had some concerns with the assumptions and modelling used to calculate the proposed Partnered FTE numbers. • There were some concerns around the level of testing within Partnered and the unknown impacts for the model. 	<ul style="list-style-type: none"> • We are confirming that roles that sit within Serious Injury (SI) and Sensitive Claims (SCU) teams will now align to different parts of the future Client Service Delivery model. The roles that align to the future Recovery Partner role are SI Support Coordinators, Sensitive Claims Service Coordinators, Sensitive Claims Triage Service Coordinators and Complex Case Managers. • We are confirming that SI Service Coordinators align to either Recovery Coordinator or Recovery Assistant roles in line with Job Change analysis work that was undertaken. • We are confirming that the Manager Home Modifications and Manager Transport have minor changes to the position descriptions and job title changes to Service Support Lead. There will be a reporting line change to the Technical Policy Team Manager in Technical Services as of 1 August 2019. • We are confirming that the Wellington Central Branch will have a team name change to Te Ara Tika team. • The five weeks leave that applies as per the Collective and Individual Employment Agreements to those working within Sensitive Claims will apply Partnered (MI) and the following roles: <ul style="list-style-type: none"> ○ Treatment & Support Assessors (IA / Lump Sum) managing MI cases ○ Recovery Administrator (Recovery - MI/DMT) ○ Recovery Assistant (MI): and ○ Team Leaders (who manage whole teams of MI focused individuals, and support management of MI cases).

Phase Three: Partnered Recovery feedback and changes continued



What we proposed	What you told us	What we are changing or confirming
<p>Partnered Recovery EOI and Selection</p> <ul style="list-style-type: none"> Proposed selection criteria is based on the Recovery Partner position description that we confirmed as part of Phase Two. We proposed that the selection process would be looking to assess key elements including relationship management, risk assessment, problem solving, customer focus, resilience and planning. 	<ul style="list-style-type: none"> We heard that you felt SI Service Coordinators should be aligned or mapped to the Recovery Partner position and should be included in the eligibility preference group for the role. We also heard that there would be a loss of expertise without SI Advisors in the structure. You also told us that people should be able to EOI for any role they were interested in. It wasn't clear who would undertake the resilience exercise as part of the Recovery partner roles 	<ul style="list-style-type: none"> The SI Support Coordinators, Sensitive Claims Service Coordinators, Sensitive Claims Triage Service Coordinators and Case Managers (Complex Claims) will have eligibility preference to be considered for the Recovery Partner position through first round of EOI. The roles that align to the future Recovery Assistant and Recovery Coordinator role are SI Service Coordinators and they would have eligibility to be considered for these positions through first round EOI. Frontline roles within Wellington Central Branch today will be confirmed into a Recovery Partner position in the Te Ara Tika team – no EOI process is required. The resilience exercise will apply to the following roles who have daily and constant exposure to sensitive information: <ul style="list-style-type: none"> Recovery Partner MI; Recovery Assistants working with MI cases; Treatment & Support Assessors (IA / Lump Sum) managing MI cases; Recovery Administrator (Recovery - MI/DMT); and Team Leaders (who manage whole teams of MI focused individuals, and support management of MI cases). We are also changing the proposal so that any SI Advisor today can EOI (to the EOI Mailbox) to remain in their substantive role until the end of tranche 5 instead of finishing in line with their locations transition.
<p>Partnered Recovery Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be nine Client Service Leaders: one in each of the eight regions (responsible for all Partnered teams within that region) and one to lead our Principal Advisors, and Te Ara Tika team. ✓ We also proposed that there would be 39 Team Leaders within the Partnered function. 	<ul style="list-style-type: none"> There was good support for Client Service Leaders managing multiple locations – you felt this would lead to better consistency. 	<ul style="list-style-type: none"> Wherever you are based there will always be a Team Leader physically at your Site and a Client Service Leader in your region. We are confirming there will be 9 Client Service leaders and 39 Team Leaders across Partnered Recovery. We are confirming that where there are more than one Team Leader in a Site there will be additional Health and Safety (H&S) responsibilities for one of them for that Site. Where there is only one Team Leader in a Site they will hold H&S responsibilities for that Site. There will be an allowance for these additional duties.

Phase Three: Client Administration feedback and changes



What we proposed	What you told us	What we are changing or confirming
<p>Client Administration Hubs</p> <ul style="list-style-type: none"> ✓ We proposed that team sizes would be based on a ratio of 1:12 within Client Administration. ✓ Within Client Administration, there would be three dedicated team areas – Recovery Administration supporting the whole Client Service Delivery model with a sub group of this focused on complex claims (such as sensitive claims) and there would be an option to EOI for this if you are interested; Privacy and Client Information; and Inbound and Outbound Documentation. ✓ In terms of how teams and numbers are proposed to be spread, these are not equal due to certain property constraints. 	<ul style="list-style-type: none"> • There was support for having Client Administration in Hub locations. • There was also good support for the overall Client Administration structure, team ratios and for having dedicated administration teams. 	<ul style="list-style-type: none"> • We are confirming that team sizes will be at an average of 1 leader to 12 team members. • We are confirming you will be aligned to a Hub and have a Team Leader and a Client Service Leader located physically in your Hub.
<p>Client Administration</p> <ul style="list-style-type: none"> ✓ We proposed that in total we would have 271 Recovery Administrator positions, of which 40 positions would focus on more complex cases and 100 of those positions would focus across the areas of Privacy, Client Information and Documentation. ✓ As there will be three dedicated groups within Client Administration, we proposed to confirm any current administration roles within Inbound / Outbound Document Management, Privacy, and Client Information and Scanning teams in Hamilton and Dunedin as they align directly to the groups within the Recovery Administrator role. 	<ul style="list-style-type: none"> • You had some concerns around trust and capability between the various teams within the model. • Overall you felt the FTE within Client Administration should be slightly higher than proposed. 	<ul style="list-style-type: none"> • We are confirming that the structure and team sizes will increase slightly from the proposal due to certain roles within CACS that have been undertaken on a temporary basis for a number of years now being included into our future workforce numbers. • We are confirming that there will be 345 Recovery Administrator positions across all of our Hubs. • Of these, 40 positions will focus on more complex case (24 on MI specific cases) and 100 of those positions will focus across the areas of Privacy, Client Information and Documentation.
<p>Client Administration EOI and Selection</p> <ul style="list-style-type: none"> ✓ Proposed selection criteria is based on the Recovery Administrator position description that we confirmed as part of Phase Two. We proposed that the selection process would be looking to assess key elements that are deemed critical to the role such as teamwork, attention to detail, adaptability, communication and customer focus. 	<ul style="list-style-type: none"> • There was specific feedback asking that the temporary workforce currently supporting administration work be included in the modelling and EOI and selection process. • We heard from some roles that they specifically thought their roles aligned or mapped to the Recovery Administrator position and should be included in the eligibility preference group for the role. • You also told us that people should be able to EOI for any role they were interested in. • You told us that you felt the bands for Recovery Administrators should be reviewed. 	<ul style="list-style-type: none"> • We are confirming that any current administration roles within Inbound / Outbound Document Management, Privacy, and Client Information and Scanning teams in Hamilton and Dunedin will be confirmed to Recovery Administrator as they align directly to the groups within the Recovery Administrator role. EOI process is not required for these roles. • For all other administration roles, where numbers align following EOI preferences then you will be confirmed into a role and not need to participate in assessment. Where there are vacancies following EOI, then other impacted roles within Client Service Delivery would be given preference. • The bands for Recovery Administrator is confirmed as 11 / 12.
<p>Client Administration Leadership</p> <ul style="list-style-type: none"> ✓ We proposed that there would be five Client Service Leaders (one in each Hub) who would be responsible for the Administration teams within that Hub. ✓ We also proposed that there would be 23 Team Leaders within the Administration function. 	<ul style="list-style-type: none"> • You told us you were supportive of the Client Service Leader and Team Leader proposals however felt there were fewer opportunities with the Team Leader and Team Manager level becoming one in the structure. 	<ul style="list-style-type: none"> • Wherever you are based there will always be a Team Leader and a Client Service Leader at the Hub. • We are confirming that there will be five Client Service Leaders, one in each Hub, to ensure consistency across the model with other teams. • We are confirming there will be 29 Team Leaders across Client Administration.

Phase Three: Operations & Performance feedback and changes



What we proposed

- ✓ The roles needed in Operations and Performance in the future are both new and different. The operating environment will be heavily dependent on analytics and insights to frame up our interventions with leaders and teams. Interventions will be cross cutting to effect improvements across the whole Client Service Delivery model.
- ✓ Selection and assessment for all of the roles is proposed to include EOI shortlisting criteria and questions as well as a behavioural interview. A presentation may be required for some roles.

Operations - We proposed:

- ✓ One Client Service Leader role which would be open to all to apply for
- ✓ Five Operations Administration Leaders, each based in a Hub location and would be open to all people leaders to apply for
- ✓ A new role of Customer Host that would be responsible for interacting with and servicing clients, Site or Hub based administrative tasks, and national admin task based activity. We think that our current Team Administrator and Customer Support Officer roles would align to this position. To support the model we are proposing that 12 Customer Hosts would be based in Hubs (with three in each of Hamilton and Dunedin and two in each of the other Hubs); and there would be six Customer Host roles based across our small Sites.
- ✓ Additionally our current Business Advisors and Team Administrators would be confirmed as is currently today.

Performance - We proposed:

- ✓ One Client Service Leader role which would be open to all to apply for and based in Justice Centre
- ✓ Six Performance Advisor roles which would be open to all to apply for and based in Justice Centre or a Hub
- ✓ Three Analyst roles which would be open to all to apply for and they would be based in Justice Centre or a Hub

Third Party Administration – We proposed:

- ✓ That the team would stay the same as it currently is however the Manager Third Party Administration would have a change in position title to Client Service Leader TPA.

Product Owner – We are proposing:

- ✓ That the team name changes from Continuous Improvement to Product Owner
- ✓ One Client Service Leader (Product Owner) role which would be open to all to apply for and based in Justice Centre Wellington
- ✓ Two Product Owner roles which would be open to all to apply for and based in Justice Centre Wellington
- ✓ Two Analyst roles which would be open to all to apply for and based in Justice Centre Wellington

Knowledge and Capability – We proposed:

- ✓ One Client Service Leader role which would be open to all to apply for
- ✓ Two Team Leaders which would be open to all people leaders to apply for
- ✓ 18 Practice Mentors (focused on Task / Relationships / Leaders) which would give eligibility preference to current Case Management Mentors and T1 Practice Mentors; we are proposing that the task focused roles would be based in Hubs and tasks would be remote managed. The Relationships and Leaders team could be based in Hubs and / or Sites and the Team leaders would have remote management
- ✓ Two Analysts (with a knowledge focus) which would be open to all to apply for but based in Justice Centre
- ✓ That Team Leader roles won't necessarily be at the same Site as the Practice Mentors or Analysts

Workforce Management – We proposed:

- ✓ One Client Service Leader role which would be open to all to apply for
- ✓ One Team Leader role which would be open to all people leaders to apply for
- ✓ Three Workforce Planners roles which would be open to all to apply for
- ✓ One Systems Specialist role which would be open to all to apply for
- ✓ One Systems Administration role which would be open to all to apply for
- ✓ Six Real Time Analyst roles which would be open to all to apply for
- ✓ All these roles would be based in either Justice Centre or a Hub

Phase Three: Operations & Performance feedback and changes continued



What you told us

- We heard that the Customer Host role was required at all Sites. We also heard that those supporting cases should be expected to cover the Customer Host role as it would distract from their core work too much
- You also told us the Clerical Assistant role should align to the Customer Host position.
- There was feedback suggesting that Practice Mentors should be based in both Sites and Hubs.
- You also told us that relocation was a barrier for current Case Management Mentors based outside of Hub locations.
- We received feedback about the scope and responsibilities of the Operations Administration Leader being sized incorrectly, specifically requesting we re-look at this.
- We also heard that you felt some of the EOI eligibility groupings should be opened up to allow people to align to preferences.

What we are confirming or changing

- We are removing the Client Service Leader TPA.
- We are confirming that Customer Hosts in Hub locations will remain permanent, but that there will be three in Dunedin and three in Hamilton Hubs, with two in each of the other Hubs. There is an expectation that the Hub based roles will support and cover each other where there are multiple sites.
- We are also confirming that there will be an extra 22 FTE Customer Host roles in all Sites to support front of house duties, national administration and transition activities. These roles will be fixed term for 18 months. Anyone can apply for the Customer Host roles however preference will be given to current Customer Support Offers even though it is deemed a non-suitable alternative.
- We are confirming a change in band for the Operations Administration Leader: from band 16 to now be a band 17 to reflect the Health & Safety obligations of the role.
- We are changing the proposal to confirm that the site-based Case Management Mentors will need to remain through until the end of Tranche 5 to support the sites/regions that have not transitioned to the new model and require ongoing support for BAU. They will report to the Knowledge & Capability Team Leaders over this period beginning at the start of Tranche 1.
- There will be a new Assistant Manager Operations and Performance.