

4 July 2016

Ms P A Hamill
Via email: fyi-request-4100-ea280835@requests.fyi.org.nz

Dear Ms Hamill

Official Information Act request

Your Request

Thank you for your request of 3 June 2016, asking for the following information under the Official Information Act 1982:

1. *What is the R3 terms mentioned in the remuneration and performance policy?*
2. *Why are the pay bands mentioned in the policy different for those who accept the R3 offer?*
3. *What are the set objectives and competencies set out at the beginning of the performance year for a case manager? Are they individually worked out for each case manager or ACC position or is there a one size fits all list of objectives. Please list them for a case manager who is:*
 - a) *based in SCU*
 - b) *based in a branch such as Christchurch, Nelson Alexandra etc*
 - c) *based in the remote claims unit*
 - d) *based in the Wellington central Branch (intricate claims)*
4. *What is the five point scale that is used, which is known as the Performance Development Cycle? Please list the points of the scale.*
5. *What is the required standard a case manager has to meet to be eligible to receive the performance based pay increase mentioned?*
6. *Please supply copies of the performance year pay tables for case managers for the 2015/16 year*
7. *Performance rewards as mentioned in the remuneration and performance policy for those who have accepted the R3 offer are made by way of base salary increases, lump sum payments or a combination of the PIR. What specifically is the lump sum payments made for and what criteria in the PIR do case managers have to meet to receive a lump sum payment?*

Our Response

Please find ACC's response to each of your questions below.

Question 1

The term R3 refers to an offer that was made to all eligible ACC employees in 2013. It was a variation to their employment terms and conditions. The offer was available to permanent and fixed-term employees and included the following four items for variation:

- Pay Bands (15 pay bands as opposed to the previous 85+ pay for points ranges)
- Performance Pay Table
- Superannuation Savings Allowance (flat 9% employer contribution, no employee contributions required and no vesting)
- Working Hours (80 hours per fortnight as opposed to the previous 75 hours per fortnight)

At the time the offer was made, those employees who chose to sign the variation were able to retain all other existing terms and conditions in their employment agreements.

The offer was not available to the following groups of staff (these members of staff remained on their existing terms and conditions):

- The Executive
- The Investments Team
- Casual staff
- Contractors

Employees could either sign the variation or if they choose not to take up the R3 offer they remained on their existing employment terms and conditions.

Signing the R3 variation is no longer an option for those employees who started with ACC before 16 January 2014. These members of staff, if they are eligible, will now need to sign an entirely new contract and forego their existing terms and conditions.

Employees who joined after 16 January 2014 automatically acquired the benefit of the R3 Offer.

The PSA Collective Employment Agreement includes the R3 terms and conditions, and if an employee elects to become a member, they will move to the R3 terms.

Question 2

The pay bands in the R3 offer differed from the previous bands because ACC wanted fewer bands with more roles sitting under each band rather than having several individual bands for similar roles. This was to prevent minor variations in salary ranges for very similar roles.

Question 3

The objectives and competencies set out at the beginning of the performance year are the same for all Case Managers regardless of which office they work in or the location.

The table below sets out the current case manager objectives:

Abbreviations in table below:

ECO - Expected Client Outcome

CEA - Collective Employment Agreement

IRP - Individual Rehabilitation Plan

LTCP - Long Term Claim Portfolio

NSIS – National Serious Injury Service

Objective	Measure
<p>1. PLANNING</p> <p>Effectively manages their caseload through the use of available tools to organise, prioritise and plan work load in order achieve business unit objectives.</p> <p>Links to ACC Values:</p> <ul style="list-style-type: none"> • Responsible stewards • Good Partners • Fair and Open 	<p>Use of ECO to prioritise individual claim and workload management (ref. CEA sections 2.3, 3.1.).</p> <p>Client centric Individual Rehabilitation Plan on 90% of claims (ref. CEA Section 3).</p>
<p>2. IMPLEMENTATION</p> <p>Regularly follows up with clients and stakeholders at key milestones to ensure rehabilitation continues to progress as planned and is adjusted as required.</p> <p>Links to ACC Values:</p> <ul style="list-style-type: none"> • Responsible stewards • Good Partners • Fair and Open 	<p>Appropriate use of rehabilitation/support services to ensure timely individualised and tailored return to work/independence within optimal timeframes (ref. CEA Section 4).</p> <p>Undertakes pro-active customer follow up to achieve planned outcomes (ref. CEA sections 2 and 4, and Stakeholder call feedback).</p>
<p>3. OUTCOMES</p> <p>Achieves claim outcomes that strike the desired balance between achieving performance measures and delivering a quality customer experience across their caseload.</p> <p>Links to ACC Values:</p> <ul style="list-style-type: none"> • Responsible stewards • Good Partners • Fair and Open • People before Process 	<p>Unit 70day/273days/LTCP/NSIS 90 day planning targets met, with individual contributions taken into account.</p> <p>Enabling Independence</p> <p>Manage to target claim volumes and throughput</p>

Behavioural Competencies:

Role Title	Customer Focus	Motivation to Achieve	Teamwork	Leadership
Case Manager	2	2	1	0

Customer Focus

- Actively manages client information to ensure privacy protocols are adhered to
- Proactively addresses customer concerns/issues contributing towards a reduction in the number of Unit complaints and reviews

Motivation to Achieve

- Plans and prioritises work and tracks delivery to meet objectives via quality action planning and tasking
- Delivers a great customer experience by understanding the right thing, acting the right way, delivering at the right time (Tika)

Teamwork

- Actively contributes towards the Unit goals/business plan objectives ahead of individual success and challenges silo behaviours.

Question 4

The list of the five point scale used in the Performance Development Cycle is:

- Unacceptable,
- Partially Achieved,
- Successfully Achieved,
- Excellent, and
- Outstanding

Question 5

The required standard for a case manager to meet in order to be eligible to receive a performance based pay increase is:

- For those in the lower range (85 – 104% Position in Range), they need to achieve a minimum of 'Partially Achieved'.
- For those in the higher range (105 – 120% Position in Range), they need to achieve a minimum of 'Successfully Achieved'.

Question 6

You have asked for copies of the performance year pay tables for case managers for the 2015/16 year. The performance pay tables for 2015/16 have not yet been confirmed. However, I can provide you with the 2014/15 tables which are set out below.

Table 1

Non R3 tables for 2014/15	
Unacceptable	0.0%
Partially Achieved	1.8%
Successfully Achieved	2.4%
Excellent	3.5%
Outstanding	4.2%

Table 2

R3 tables for 2014/15					
Position in Salary Range %	Unacceptable	Partially Achieved	Successfully Achieved	Excellent	Outstanding
85 - 89	0.0%	2.5%	5.0%	6.0%	8.0%
90 - 94	0.0%	2.0%	4.0%	5.0%	7.0%
95 - 99	0.0%	1.5%	3.0%	4.0%	6.5%
100 - 104	0.0%	1.0%	3.0%	4.0%	5.5%
105 - 109	0.0%	0.0%	2.5%	3.0%	4.0%
110 - 114	0.0%	0.0%	2.5%	2.5%	3.0%
115 - 119	0.0%	0.0%	2.5%	2.5%	2.5%
120+	0.0%	0.0%	0.0%	0.0%	0.0%

Question 7

Lump sum payments are made for employees who achieve Excellent/Outstanding and are in the higher salary range. They may be entitled to a lump sum or a combination of lump sum and a base salary increase.

If their remuneration will increase above 120% then the portion of the increase that will result in the remuneration being above 120% will be paid in a lump sum. The portion below 120% (if any) will be paid as a base salary increase.

The lump sum and base salary increase percentages are outlined in the table below:

Table 3

R3 tables										
Position in Salary Range %	Unacceptable		Partially Achieved		Successfully Achieved		Excellent		Outstanding	
	Base salary	Lump sum	Base salary	Lump sum	Base salary	Lump sum	Base salary	Lump sum	Base salary	Lump sum
85 - 89	0.0%	0.0%	2.5%	0.0%	5.0%	0.0%	6.0%	0.0%	8.0%	0.0%
90 - 94	0.0%	0.0%	2.0%	0.0%	4.0%	0.0%	5.0%	0.0%	7.0%	0.0%
95 - 99	0.0%	0.0%	1.5%	0.0%	3.0%	0.0%	4.0%	0.0%	6.5%	0.0%
100 - 104	0.0%	0.0%	1.0%	0.0%	3.0%	0.0%	4.0%	0.0%	5.5%	1.0%
105 - 109	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	3.0%	1.0%	4.0%	2.5%
110 - 114	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	2.5%	1.5%	3.0%	3.5%
115 - 119	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	2.5%	1.5%	2.5%	4.5%
120+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	6.5%

ACC is happy to answer your questions

If you have any questions about the information provided, I will be happy to work with you to resolve these. I can be contacted via email at GovernmentServices@acc.co.nz.

Yours sincerely

Government Services