

Annual Client Survey

Prepared for



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1. Background

The Accident Compensation Conciliation Service (ACCS) is a Victorian statutory authority established under the Victorian Accident Compensation Act 1985 ("the Act").

In accordance with the Act, the ACCS provides an independent service that helps resolve workers compensation disputes in Victoria by involving key parties to a dispute - Workers, Employers and Victorian Workcover Authority (VWA) agents or self-insurers - in an informal, non-adversarial process to attempt to achieve an agreement that is fair, using the principles of Alternative Dispute Resolution.

Conciliation requests are brought to the Conciliation Service by the worker having a dispute conciliated at ACCS, which is usually a compulsory step before proceeding to court. Conciliation helps resolve disputes by sharing information, clarifying issues in disputes, discussing them and exploring options to try to reach an agreement. It is fair, informal and quick and is offered as a free service.

Conciliation plays a major role in the Victorian WorkCover Authority (VWA) scheme. In the 2011/12 financial year, ACCS received over 14,867 requests for conciliation. This number increased in 2012/13 to 17,144 requests and in 2013/14 rose again to 18,039. For the 2014/15 financial year it is estimated that there has been approximately 17,000 requests for conciliation. With such a large number of requests per annum, ACCS places particular emphasis on client servicing and has conducted research addressing this area for many years.

ACCS has been conducting a client survey since 2002, aiming to understand the service experience of persons involved in the conciliation process, assess how the Conciliation Service has been operating and explore opportunities for improvement. Prior to 2013/2014, the survey had been conducted semi-annually with two waves of research in November and May. newfocus has conducted the research for the past two years (2013/14 and 2014/15) collecting data from three target audiences (clients) involved in the conciliation process:

- Workers
- Employers
- VWA Agents/self-insurers

2. Aims and Outcome

Aims

The overarching aim of the research in 2014/15 was a continuing tracking study across the latter half of the financial year, with a weekly sample of agents, Employers and Workers who had recently gone through the conciliation process.

The aims of the annual client survey are to:

- understand Workers and Employers' expectations about the conciliation process
- measure the service experience of participants involved in the conciliation process
- understand the overall sentiment and satisfaction of participants involved in the conciliation process and identify the key drivers of satisfaction and value
- identify whether or not experiences of participants align with organisational values/objectives and KPIs
- distinguish and differentiate participant sentiment for different stages of their journey (particularly before, during and after the conciliation conference)

Outcomes

The overall outcome of the program is to measure the key performance indicators of service and value set by ACCS and provide results to track these measures over time.

3. Methodology and Sample

A quantitative tracking survey was employed over a 4 month period and involved a 13-minute CATI (Computer Assisted Telephone Interview) survey conducted with three main conciliation participants – Workers, Employers and WorkCover Agents/Self-insurers who had recently been involved in a conciliation process through the ACCS.

It was intended to achieve an equal split of n=200 for both Workers and Employers and a smaller sample of n=50 for insurance agents, since ACCS deals mostly with 5 authorised insurance agents plus self-insurers. To facilitate respondents' participation in the research, Workers and Employers were offered an opportunity to win a \$100 Coles Myer voucher once fieldwork was finished.

The quantitative survey fieldwork began on 25th February and concluded on 9th June 2015. The following table depicts the sample achieved for each segment and corresponding accuracy levels at one point in time. The sample approach is highly accurate and insightful, delivering robust and reliable results. With an overall sample of n=450, results obtained will be accurate to within $\pm 4.59\%$ at a 95% confidence level.

Segment	Assumed Population	Achieved sample	Accuracy at one point in time †
Workers	18,000*	200	$\pm 6.91\%$
Employers	15,000*	200	$\pm 6.90\%$
Workcover Agents/ Self Insurers	200**	50	$\pm 12.15\%$
Overall Total	33,200	450	$\pm 4.59\%$

* Population based on total number of requests for conciliations received by ACCS in 2013/2014 assuming that employers might be asked to participate in conciliation process multiple times per year.

** Assumption is based on the number of insurance agents ACCS currently deals with (n=5).

† Accuracy at one point in time refers to the accuracy of results should you take a sample of the population now compared to if you had results for every single resident. Calculation of the level of accuracy is based on the size of the population that your sample is drawn from. The level of accuracy increases as the size of the sample approaches the size of the population. For example, if the level of accuracy at one point in time is quoted at $\pm 4.59\%$, this means that the measurement of items in the research study accurately represents the measurement of these same items in the population, within a range of $\pm 4.59\%$.

The research was carried out in compliance with International Standard AS ISO 20252.

Overview of previous methodology & sampling (2012 and prior)

The previous methodology involved research being conducted over two data collection periods, the first in early November (Wave 1) and the second in late May (Wave 2), with waves 1 and 2 combined to provide an overall result. The research was conducted via a quantitative approach, employing a combination of CATI (computer aided telephone interviewing) and online surveying techniques to sample three core segments:

- Workers – n ~ 400 (approx. n~200 for Waves 1 and 2)
- Employers – n ~ 400 (approx. n~200 for Waves 1 and 2)
- VWA agents/ self-insurers – n ~ 100 (approx. n~50 for Waves 1 and 2)

For each wave, a random sample was achieved based on contacting persons who have had an experience with ACCS in the previous three months. The results obtained for both Workers and Employers have historically been weighted based on the 2000/01 results in terms of the proportion of the sample that attended a conference. The key drivers of satisfaction for service and value were out of scope in the prior survey methodology.

4. How Results are Reported

Tables and charts are reported in percentage results. Due to rounding some scores may range from 99% to 101%.

n = value

The n= value in the tables and charts represents the total number of respondents included in the study and the number of respondents that answered a specific question (excluding 'don't know' responses except where noted).

n ~ value

In some cases n~ is used. This represents the average number of respondents across two or more questions.

Statistically significant differences between segments

A cross-tabulation or chi-square statistic is a common method of describing whether a relationship exists between two or more variables, ie it allows us to statistically test whether the differences we note in the sample are genuine differences or simply chance occurrences.

Relationships are said to be statistically significant if the P value (chi-square statistic) is less than the chosen significance level. For example, if .05 (5%) is selected as that level, a P value less than .05 implies that there is a relationship between the two variables that have been cross-tabulated. The only outcomes which have been reported on are those found to be statistically significant at $P < .05$.

Tests for statistical significance have been conducted on particular sub-groups of interest (where bases sizes are large enough to allow for significance testing) in this survey, including:

- Workers
- Employers
- Agents

Statistically significant differences are highlighted throughout the report with the use of the following symbols:

- ↑ Indicates the percentage for 2014/15 is statistically significantly higher than 2013/14 results
- ↓ Indicates the percentage for 2014/15 is statistically significantly lower than 2013/14 results
- α Indicates the percentage for that subgroup is statistically significantly higher than other segments
- β Indicates the percentage for that subgroup is statistically significantly lower than other segments

Use of top/bottom-two box terminology

- top-2-box (T2B) refers to combined responses of *somewhat/very satisfied, agree/strongly agree, good/very good*
- bottom-2-box (B2B) refers to combined responses of *somewhat unsatisfied/not satisfied at all etc*

Regression Analysis

Higher statistical analysis including regression modelling was conducted to determine the main predictors of satisfaction with a number of service points and communication material. Regression analysis has been conducted to determine the strongest influencing factors of satisfaction with the following:

- Going to Conference DVD & Brochure
- Pre-conference communication material
- Conference process
- Conciliation officer
- Conference overall
- Outcome certificate

Drivers of satisfaction have been identified only where results are attributable to 60% or more and are listed in order of influence ie strongest driver of satisfaction listed first.

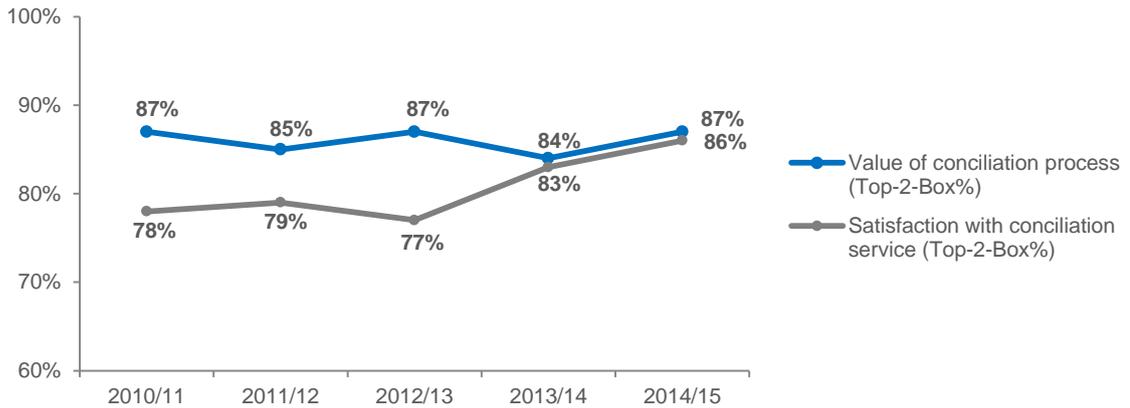
5. Key Findings

5.1 Overarching KPIs

In line with previous iterations of the ACCS Client Survey, two overarching questions relating to overall service quality and perceived value of the conciliation process were asked of all participants.

As displayed in the chart below, results across all segments (Workers, Employers and Agents) increased from the previous financial year by 3% each, recovering to highs set in 2010/11.

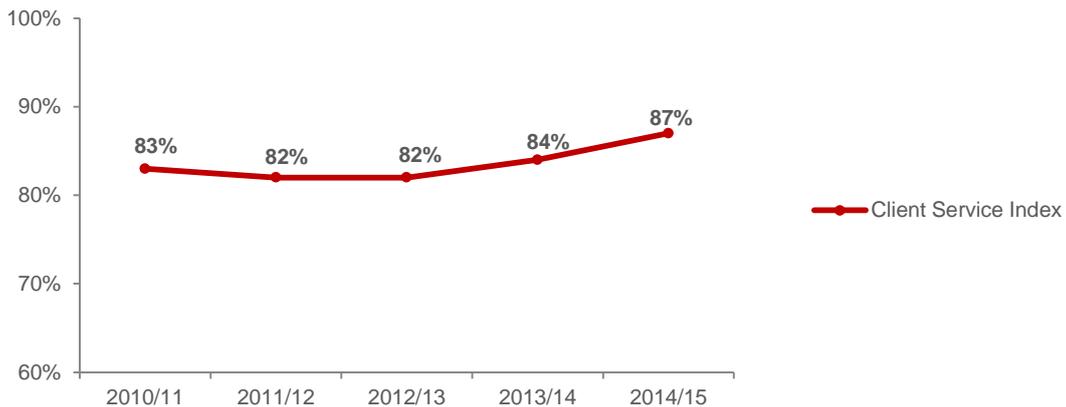
Service quality and perceived value of the conciliation service



Note: In the 2013/14 wave of research, the service question was moved to the end of the survey with the value question, in order for respondents to consider the entire conciliation process in their responses

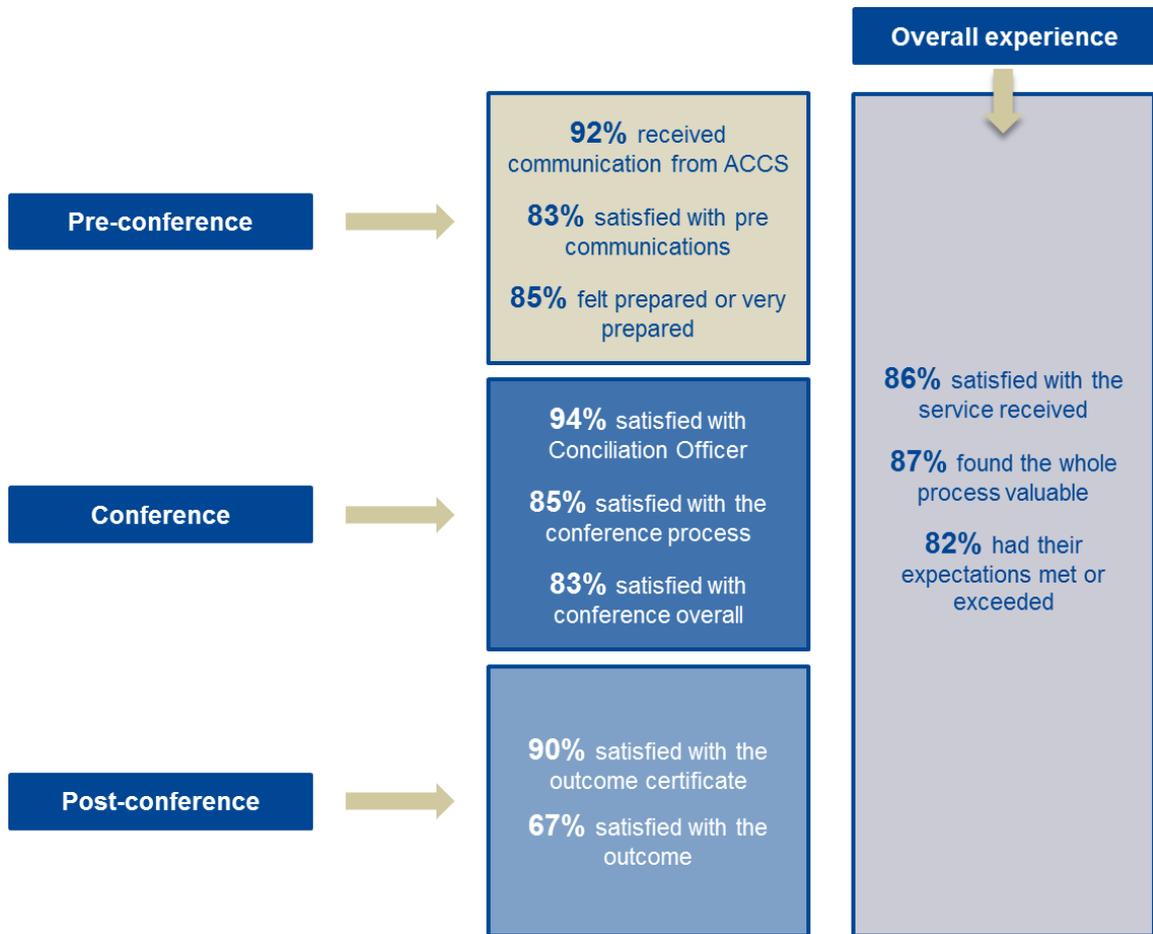
Please refer to pg 3 for an explanation of the change in methodology for 2013/14. Any comparison over time should be made within this context.

Client Service Index



Note: the Client Service Index = average of top-2-box % service rating and value perception rating.

5.2 Snapshot of Client journey



5.3 Analysis of value and service ratings

Perceived value

As displayed below, perceptions of conciliation being a valuable process have improved since the last wave (though not statistically significantly).

Value of the conciliation process (top-2-box)

	Workers (n~197)	Employers (n~199)	Agents (n=50)	Total (n=446)
2013/14	84%	84%	86%	84%
2014/15	89%	84% β	94%	87%

(% α reflects a statistically significantly higher result than other segments)

(% β reflects a statistically significantly lower result than other segments)

Agents continue to hold the conciliation process to the highest value, with over 9 in 10 agreeing or strongly agreeing that conciliation is a valuable process (94%, increasing by 8% from the previous year) and none disagreeing. The only segment that did not record an increase this year were Employers, who are now statistically less likely to agree with the processing being valuable compared to Workers and Agents.

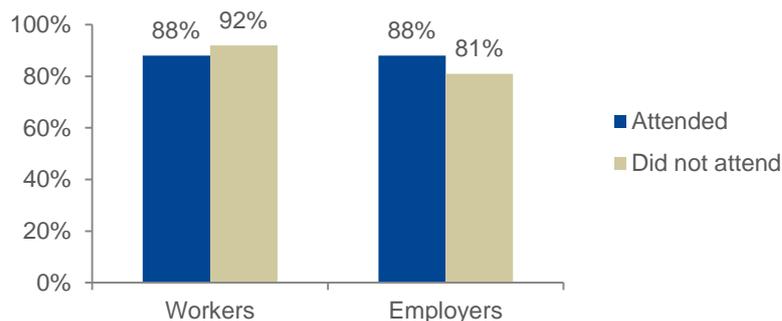
Consistent with results from 2013/14, the most common reasons for agreeing that the conciliation process is valuable related to the *opportunity to resolve conflict/work out a solution and find a way forward* (mentioned by 34%) and *avoiding going to court or the medical board resulting in less cost, stress and time* (mentioned by 31%). Increasingly, having *somewhere to go that is independent, fair and unbiased* was something that respondents valued, with 24% mentioning this as a reason compared to just 16% in 2013/14. This was particularly important amongst Employers (mentioned by 31%).

Only 6% (n=12) of Workers and 7% (n=13) of Employers disagreed or strongly disagreed with the value statement. The reasons behind not seeing this value were consistent, with each segment most likely to cite a bias towards the other parties. Six out of the thirteen Employers who disagreed that the process is valuable felt that *it is employee biased and that they don't have a voice* whilst Workers were most likely to state *it is biased in general or towards the insurer/no-one on the side of the worker/outcome decided before we walk in the door* (n=3) or *insurance companies have the power and get to set the agenda* (n=3).

The concept of value is outcome driven rather than process driven

Conference attendance had minimal impact on perceptions of value, with Workers who did not attend conference slightly more likely to agree or strongly agree that conciliation is a valuable process and Employers who did attend conference slightly more likely to agree or strongly agree. However amongst both Workers and Employers, the perceptions of value were statistically higher amongst those who were satisfied with the outcome and had their expectations of the process met or exceeded.

Value of conciliation process (Top-2-Box%)



Rating of service

In the current study, participants are asked near the end of the survey to weigh up their entire conciliation experience and rate the service received overall, with responses fluctuating between the three segments.

<i>Rating of service received throughout entire experience (top-2-box)</i>	Workers (n~199)	Employers (n~197)	Agents (n=50)	Total (n~446)
2013/14	87% α	76% β	92% α	83%
2014/15	91%	79% β	94%	86%

(%**α** reflects a statistically significantly higher result than other segments)

(%**β** reflects a statistically significantly lower result than other segments)

It is positive to note that increases were recorded amongst all segments year on year, with Agents continuing to be the most likely to rate the service as very good or good (94%, up from 92% in 2013/14). The main reason for this positive rating related to the process being *well organised, professional and efficient*.

Workers were the next most likely to rate the service highly, with 91% (up from 87%) rating it in the top-2-box, closing the gap between Workers and Agents. Workers were most likely to rate the service positively due to feeling *well informed and understanding the process*, though the proportion stating this was lower this year.

The trend of Employers being the least likely to rate the service as very good or good continued, however it is positive to note that this segment recorded an increase of 3% year on year (79%, up from 76% in 2013/14), achieving the highest result recorded since the study began.

Participants were asked to provide reasons why they rated the service as being very good/good. The main reason given this year related to being *well organised, professional and efficient* (27% overall), driven by a large increase in the number of Agents stating this reason (51%, up from 26% in 2013/14). As illustrated in the table below, positive service was driven by different areas for each segment, with Workers being more likely to state reasons relating to the conference or conciliation officer, Employers most likely to value communication and Agents most likely to look at 'other' reasons (such as organisation and professionalism).

Outlined in the table below is an overview of the categories of service that Clients appreciated:

<i>Overview of rating of service received throughout entire experience</i>	Workers (n=181)	Employers (n=157)	Agents (n=47)	Total (n=385)
Conference/Conciliation Officer related	49%	39%	36%	44%
Communication	43%	50%	47%	46%
Other reasons	38%	48%	62%	45%

Outlined below is a breakdown of the top specific reasons that Clients were satisfied with the service received throughout the entire conciliation process:

<i>Rating of service received throughout entire experience</i>	Workers (n=181)	Employers (n=157)	Agents (n=47)	Total (n=385)
Well organised/professional/efficient/everything happened as it was supposed to/people conducted themselves appropriately	19%	29%	51%	27%
Well informed/it was clear/everything was explained in plain/simple terms/understood the process	27%	24%	19%	25%
Conciliator was professional/took control/very aware of the law/calm/patient/friendly/well prepared	15%	20%	11%	17%
Good communication/keep in contact/clear/concise/returned calls	12%	17%	28%	16%

Only 4% overall rated the conciliation service as poor or very poor, including 5% (n=9) of Employers, 4% (n=7) of Workers and 2% (n=1) of Agents. As with the reasons for good service, reasons for poor service differed between groups and represent key areas for ACCS to concentrate on for each group, however it must be noted that with such small bases, these results should be interpreted with caution.

For Workers, a perceived bias or the feeling of not being listened to during the conference was the key reason for perceived poor service, suggested by 43%.

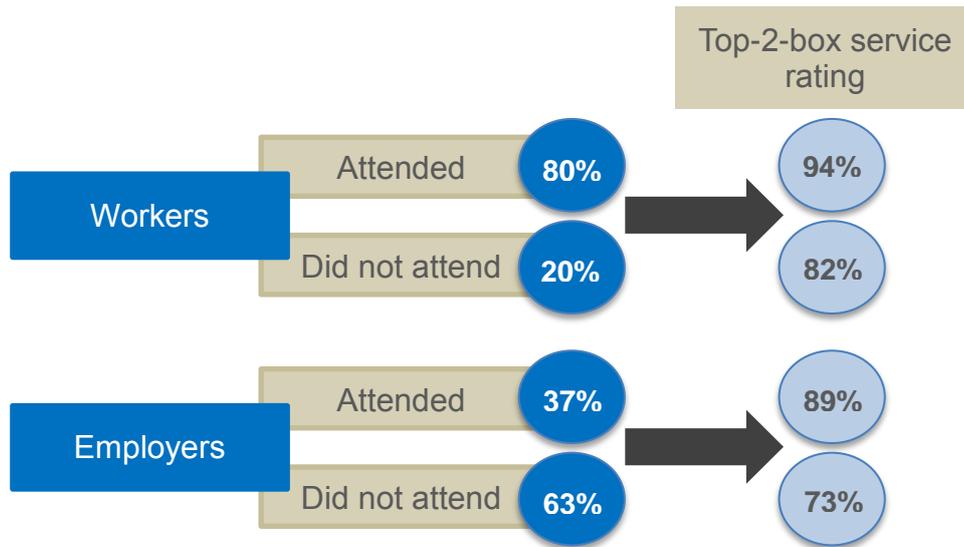
As highlighted above, communication is key amongst Employers (with half listing this as the reason they are satisfied with the service received). The importance of getting communication right amongst this segment is further highlighted with the main reason for dissatisfaction relating to a *lack of communication* (mentioned by 33% of dissatisfied Employers).

The one Agent who felt the service was poor or very poor gave reasons relating to not being able to have their say or not being listened to, and a negative attitude from staff.

Conference attendance plays a significant role in service rating among Employers

Not surprisingly, conference attendance had a significant impact on perceptions of service, with Workers and Employers who had attended the conference significantly more likely to rate the service highly.

Impact of conference attendance on service rating



Recommendation

With Employer attendance low and attendance at conferences directly impacting on perceptions of service, consider strategies to engage with Employers early on in the process to encourage attendance.

Communication that effectively demonstrates the value of attendance amongst Employers, ie giving the Employer an opportunity to put forward their point of view (identified as a driver of satisfaction with the conference process) could assist in building attendance levels amongst this group.

Claim history has little impact on service rating across all groups

Involvement in previous disputes had only minimal impact on perceptions of service across the board, with Workers seeing the largest impact amongst those who had been involved in 5 or more disputes (significantly less likely to rate the service highly than those involved in 4 or less disputes).

The easier ACCS were to deal with, the higher service ratings were

Consistent with the results recorded in 2013/14 relating to the effort required by customers, conciliation clients from each segment were more likely to rate the service higher if they believed that it was easy to deal with ACCS.

5.4 Preconference stage

Expectation setting

Resolving the dispute or getting an outcome continues to be the primary expectation of the conciliation process

Once again, the expectations of the conciliation process were consistent across all participants with the majority believing the main aim or objective is to *resolve the dispute/get an outcome*, mentioned by two-thirds of the sample. The number of conciliation clients mentioning this declined this year (64%, down from 76% in 2013/14), with Workers in particular less likely to have this expectation this year (52%, compared to 70% last year).

Expectations were primarily developed through past experiences of conciliation, with 64% of Agents, 49% of Employers and 27% of Workers suggesting this. Workers also base their expectations on a personal belief of what they should be doing (25%).

Recommendation

It will be important for ACCS to make it clear to all participant groups early on in the process about what the overall purpose of the conciliation process is, affording them the opportunity to develop realistic expectations of the process and likely outcomes.

Contact from ACCS

Similarly to results seen in 2013/14, over 9 in 10 clients had some form of contact with ACCS prior to the conference (92%)

Ninety two percent of clients had some form of contact with ACCS prior to conference, with receipt of notification of the time and date being the most common piece of information, followed by the 'going to conference' ACCS materials (brochure and DVD) to help participants prepare for conference. Direct, personal contact via phone, email or letter were less common forms of communication, however there was a statistically significant increase in the number of people who could recall having received a letter in the mail this year (25%, compared to just 8% in 2013/14).

Employers were the least likely to have had communication from ACCS prior to conference (87%), with Workers the most likely (97%).

'Going to Conference' DVD & brochure

Use of the 'going to conference' brochure and DVD was lower this year

This year saw significantly fewer Workers and Employers receiving both the DVD (33% overall, down from 45% in 2013/14) and brochure (40%, down from 50%). Clients were also less likely to be using the DVD and brochure compared to last year, with Employers significantly less likely than Workers to watch the DVD or read the brochure. However amongst those using the DVD and brochure, satisfaction was high overall with Workers preferring the brochure over the DVD.

Usage of 'Going to Conference' DVD and Brochure

		Received Material		Read/ Watched		Overall satisfaction with materials
Workers	Brochure	68%	➔	82%	➔	92%
	DVD	57%	➔	68%	➔	88%
Employers	Brochure	21%	➔	57%	➔	88%
	DVD	17%	➔	27%	➔	100%*

*interpret with caution, due to low base of n=9

Over the past 5 years there has been a steady decline in the proportion of Workers who recall having received the DVD, with this year seeing the largest decline (19%). Despite the fluctuation in the number of Workers who received the DVD, the proportion who watched the DVD has remained relatively consistent throughout the research. As mentioned previously, a large decline in the number of Workers who received the brochure was recorded this wave, dropping by 16%, however this has not had a large impact on the proportion of those who read the brochure.

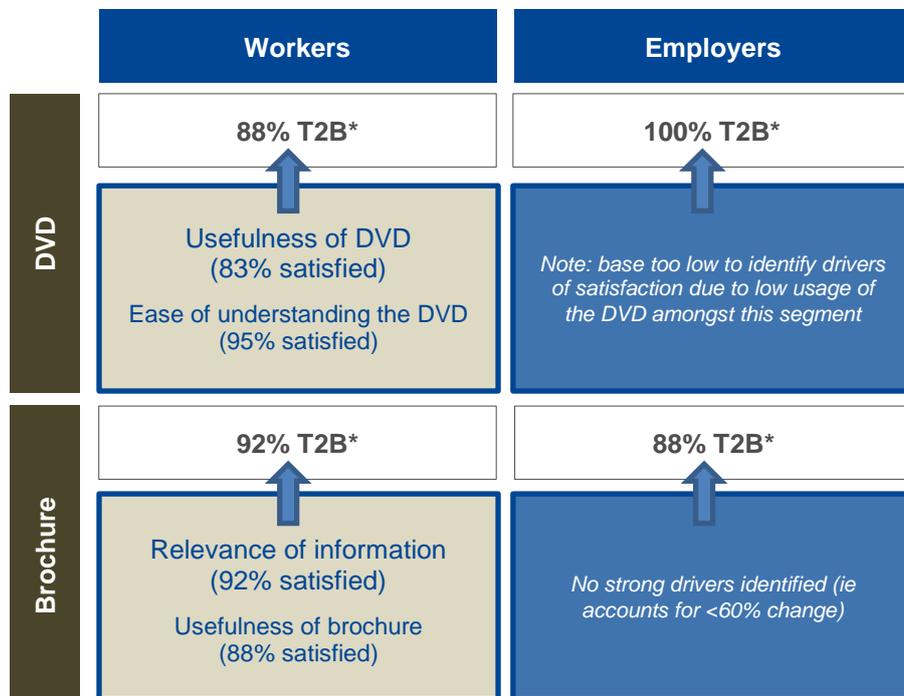
Usage of 'Going to Conference' DVD and Brochure among Workers – over time

		2010/11	2011/12	2012/13	2013/14	2014/15
DVD	Received	87%	86%	81%	76%	57%
	Watched	70%	70%	58%	70%	68%
Brochure	Received	n/a	n/a	n/a	84%	68%
	Read	70%*	66%*	62%*	87%	82%

*Does not take into account those who did not recall receiving the brochure

Regression analysis has identified the main drivers of satisfaction with each of the materials, with the usefulness of the materials, relevance of information and ease of understanding all key:

Drivers of satisfaction with the 'Going to Conference' DVD and Brochure



*T2B = %very satisfied/ satisfied

Note: Drivers are listed in order of influence

Recommendation

Consider investigating workers' perceptions of 'usefulness' of the materials as this is a driver of overall satisfaction with the materials and currently receives lower satisfaction results than other aspects of the materials.

Overall satisfaction with pre-communication

Over 8 in 10 clients were satisfied with the pre-conference communication overall, which is an increase from 78% last year:

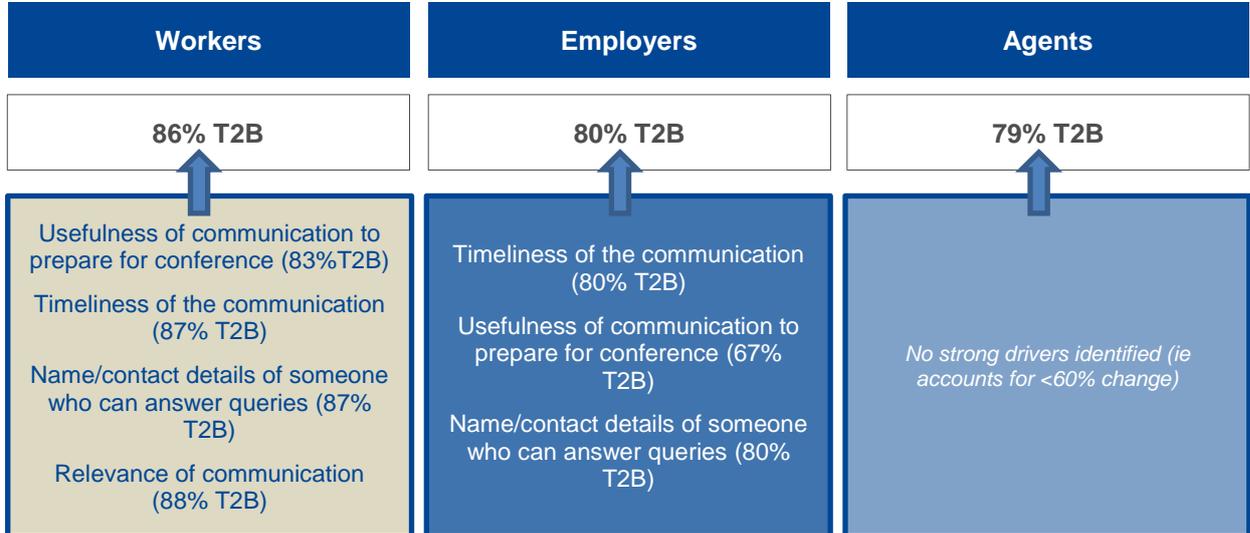
Satisfaction with pre-conference communication overall	Workers (n~194)	Employers (n~163)	Agents (n=57)	Total (n~404)
2013/14	82%	71% β	87%	78%
2014/15	86%	80%	79%	83%

(%**α** reflects a statistically significantly higher result than other segments)
 (%**β** reflects a statistically significantly lower result than other segments)

Workers were the most satisfied client this year (86%) and it is positive to note that amongst Employers, satisfaction has improved after last year being significantly less likely than clients from other segments to be satisfied with the pre-communication.

Satisfaction with pre-communication is driven by three key metrics: 1) the usefulness of communication in preparing for the conference 2) the timeliness of the communication and 3) having the name/contact details of someone who can answer queries:

Drivers of satisfaction with the pre-conference communication



T2B = %very satisfied/ satisfied
 Note: Drivers are listed in order of influence

Recommendation

Similarly to the 'going to conference' brochure and DVD, further investigation into what clients consider to be 'useful' and relevant information could assist to improve satisfaction with these elements and in turn boost overall satisfaction with the pre-conference communication. This is particularly important amongst Employers, where only two-thirds were satisfied with the usefulness of the information to prepare them for conference.

As was recommended in the 2013-14 wave of research, ACCS could consider building on the Employer section of the brochure and DVD, providing more detailed information and develop a tailored checklist of what to do to prepare.

Proactive contact with ACCS

A phone call to an ACCS staff member was the most likely form of contact initiated by clients

Just over half of Workers (56%) and Agents (48%) initiated some form contact with ACCS prior to the conference or outcome, compared to just one-quarter of Employers (23%).

Calling an ACCS staff member was the most likely form of contact amongst all segments, with Workers and Employees also visiting the website. No Agents visited the website; emailing an ACCS staff member was the second most likely form of initiating contact.

Overall, all forms of contact were well received by Clients, with the exception of Employers, where only two-thirds were satisfied with the website.

Satisfaction with initiated contact	Contact				Satisfaction			
	Workers	Employers	Agents	Total	Workers	Employers	Agents	Total
Phone contact with ACCS staff member	47%	17%	38%	32%	87%	88%	100%	89%
Email contact with ACCS staff member	17%	4%	28%	12%	88%	86%	85%	87%
Visited website	21%	9%	-	13%	90%	65%	-	82%

Website

The website had low visitation overall, increasing only slightly from last wave with the most likely method of finding out about the website being through a search engine (40% of Workers and 53% of Employers). One quarter of Workers and 35% of Employers found out about the website through documentation they had received from ACCS, suggesting that Employers in particular are looking for more information than that provided to them directly by ACCS. This is supported by the results showing that only 67% of Employers found the pre-communication received from ACCS to be useful. Amongst Employers, usefulness of content was identified as the main driver of overall satisfaction with the website, and only 65% were satisfied with this.

Workers however were far more likely to be satisfied with the website, despite the low visitation, with 9 in 10 Workers who used the site satisfied overall, and were slightly more likely to be satisfied with the website than other forms of contact (87% satisfied with phone contact and 88% with email contact).

Recommendation

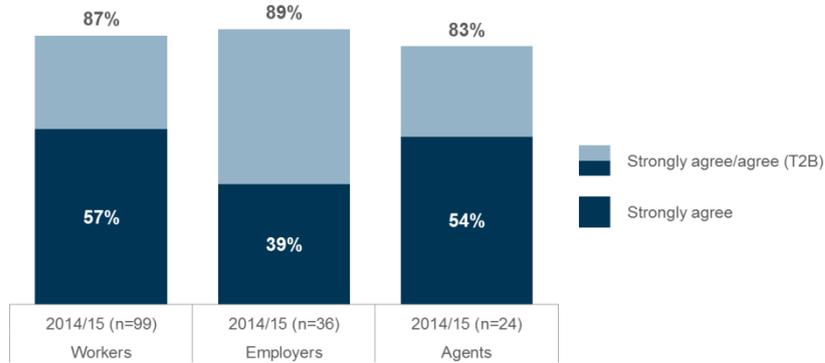
The results suggest that the website is a key source of information and plays an important role in helping participants form expectations about the conciliation process. This is particularly the case amongst Employers, where only two-thirds found the pre-communication from ACCS to be useful in preparing them for conference, driving Employers to possibly look for further information elsewhere (such as through the website).

Currently the website is meeting the needs of Workers, however once again further investigation into the type of information that Employers are looking for prior to conference could assist in providing more useful, relevant information to Employers on the website and in the documentation provided by ACCS prior to conference, therefore improving satisfaction with pre-conference communication amongst this segment.

ACCS needs to address the low satisfaction amongst Employers, whilst ensuring that the information is kept up to date for Workers.

Ease of interaction with ACCS

For those participants who initiated phone or email contact, it is positive to note that the majority agreed that it is easy to deal with ACCS (T2B). This is due to over half of Workers (57%) and Agents (54%) 'strongly agreeing' that it is easy to deal with them. Only 7% of Workers and 6% of Employers disagreed or strongly disagreed that it was easy to deal with ACCS.



5.5 Conference stage

Attendance

The majority of Workers attended the conference whilst Employers were significantly less likely to attend

Four in five Workers (80%) had attended their conference, whilst only 37% of Employers had attended (a statistically significant difference).

The main reason Workers did not attend a conference was due to the matter being resolved beforehand (63%), or they were not able to (due to being interstate, overseas or having work commitments etc). Employers were more likely to feel that they did not need to attend (36%) or that the matter had already been resolved (19%).

Of those Workers who did not attend, over half (54%) would have liked the opportunity to attend, mainly to be able to have their say, be listened to and get things off their chest (mentioned by 67%). Similarly to results seen in 2013/14, this suggests that this is a core motivation for attending a conference and ACCS should consider promoting it as a reason to attend.

The majority of Clients who attended a conference did so in person, with only a small proportion attending over the phone (3% Workers, 4% Employers and 4% Agents). Nobody attended via Skype or video conference.

Day of conference

There is room for improvement in terms of the conference process

Overall, results suggest that Clients are very satisfied with the staff at ACCS, receiving best practice satisfaction score for the greeting at reception and the Conciliation Officer, and were less satisfied with feeling prepared for the conference, the conference itself, value and overall service received.

Top-2-Box rating of conciliation day – among Workers

	Preparedness	Receptionist greeting*	Video presentation at reception**	Conference Process	Conciliation Officer	Overall satisfaction with the conference	Value of conciliation process	Overall service received
TOTAL	85%	95%	75%	85%	94%	83%	87%	86%

* Receptionist greeting = being greeted in a polite and professional manner

** Video presentation at reception = usefulness of presentation. Low recall of this presentation resulted in a low base for this measure so please interpret with caution

newfocus customer satisfaction benchmark ranges:

Best practice (≥90%)	Good (80-89%)	Room for improvement (70-79%)	Poor (≤69%)
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newfocus' has devised the above customer satisfaction benchmark ranges from results from hundreds of customer satisfaction studies. In our experience, the above ranges provide a good indication of where customer satisfaction should be sitting, and what areas may require further attention:

- best practice (90% and above) – performing at a high standard
- good (80% - 89%) – within benchmark and tracking along well
- room for improvement (70% - 79%) – not far off desired levels
- poor (69% or less) – areas requiring further attention

Experience at reception

Nearly all clients attending a conference could recall speaking to the receptionist or staff member, with 90% of both Workers and Agents recalling this. Employers were slightly less likely to recall speaking with the receptionist (82%). Satisfaction with this interaction was extremely high, with 95% satisfied with the greeting and 94% with the experience overall.

Recall of the new video presentation playing in the reception area in Melbourne was low, with just 38% of Workers, 23% of Employers and 40% of Agents recalling the TV screen presentation. There is some room for improvement regarding the presentation, with Workers and Agents less likely to agree that the presentation was easy to understand, relevant and useful.

Preparedness

Levels of preparedness for conference are relatively high overall, with nearly all Agents claiming to feel prepared.

Agents were statistically more likely than Employers and Workers to have felt prepared or very prepared before entering the conference, with results seeing only minimal changes compared to 2013/14.

Levels of preparedness for conference

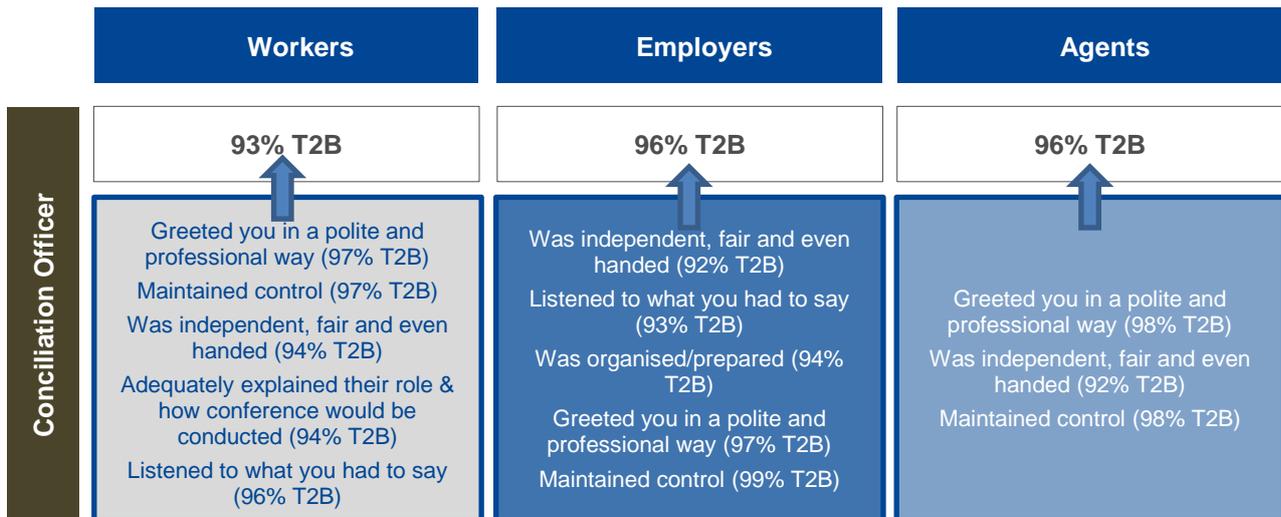
	Workers		Employers		Agents		Total	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Very prepared/ prepared	81%	83%	86%	84%	98% α	96% α	85%	85%
Very prepared	39% β	44%	52%	51%	72% α	62% α	48%	49%

(% α reflects a statistically significantly higher result than other segments)

(% β reflects a statistically significantly lower result than other segments)

Satisfaction with the Conciliation Officer

Satisfaction with the Conciliation Officer was extremely high overall, achieving best practice scores across all segments. Clients were particularly satisfied with the CO maintaining control (98% satisfaction overall) and with being greeted in a polite and professional manner (97%). Below, we have identified the main drivers of overall satisfaction with the CO:



T2B = % very satisfied/satisfied

Note: Drivers are listed in order of influence

Satisfaction with the conference process overall

As mentioned previously, satisfaction with the conference itself leaves room for improvement

Agents were statistically more likely than Workers and Employers to be satisfied with the conference process overall:

	Total	Workers	Employers	Agents
Introduction stage - where the conciliation officer/mediator introduced themselves, relevant parties and the reason for the conference	95%	95%	92%	100%
That the conference process was well structured	90%	86% β	96%	94%
That the conference left you with a clear understanding of next steps	89%	86%	89%	96%
Explanation of next steps	88%	84% β	92%	94%
Private discussion - where the conciliation officer speaks to the individual parties separately	87%	85%	87%	94%
Joint discussion - where each party put their point of view across	84%	81%	84%	96% α
Summary of conference or agreement	84%	80%	83%	96% α
That the conference provided you with an opportunity to put your point of view forward	84%	82%	79%	94% α
With the conference process overall	85%	82%	82%	98% α

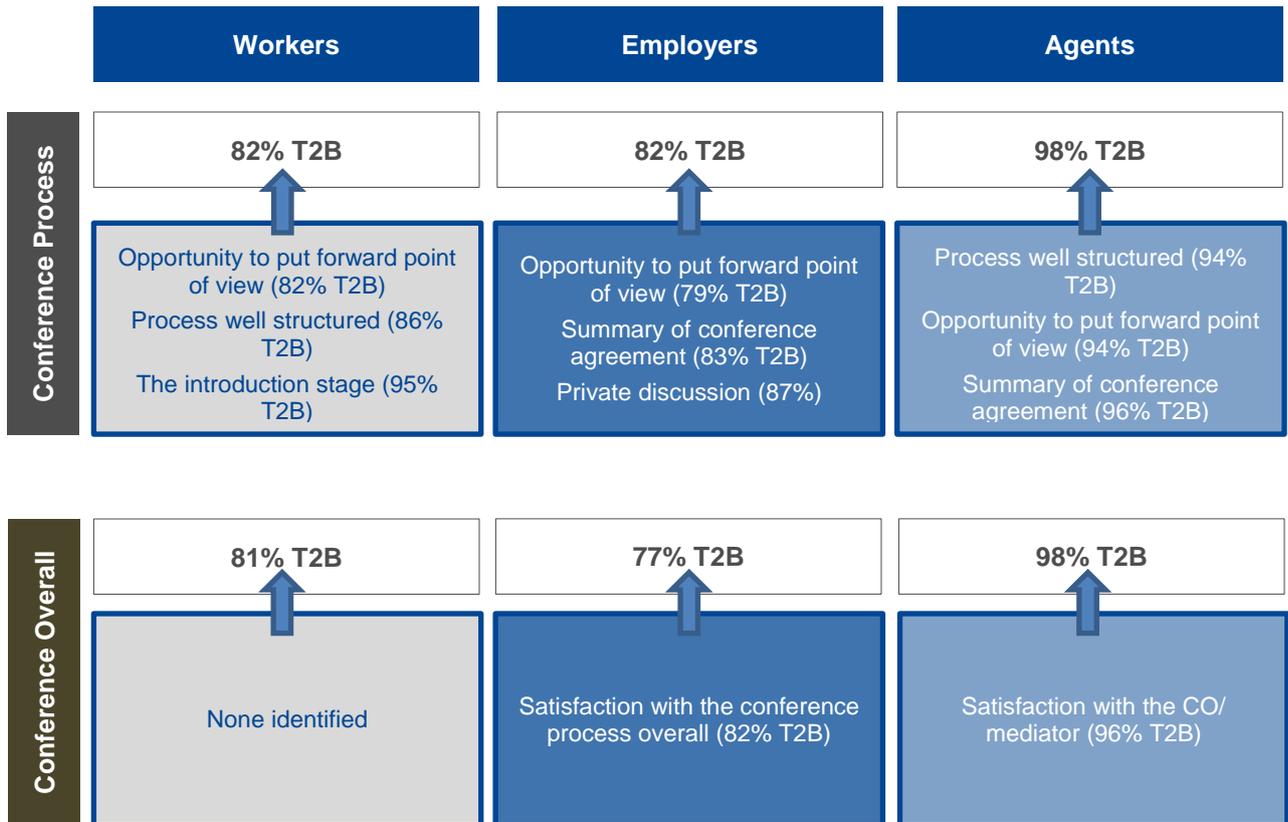
(% α reflects a statistically significantly higher result than other segments)

(% β reflects a statistically significantly lower result than other segments)

For Workers, the introduction stage was the area with highest satisfaction, and was also identified as a driver of satisfaction amongst this group, suggesting that Workers may be feeling ill at ease prior to conference, with the introduction assisting to make them feel comfortable etc. Some areas of concern amongst Workers are the conference process being well-structured and explanation of next steps which both received statistically lower satisfaction scores than amongst Employers and Agents. The process structure is particularly important to address considering it has been identified as a driver of overall satisfaction amongst this segment.

Being able to put forward their point of view was identified as a driver of satisfaction amongst all clients. Agents were the most likely to be satisfied with this (94% T2B), with room for improvement in this area amongst both Workers and Employers (82% and 79% respectively).

Drivers of satisfaction with the conference process and conference overall



T2B = % very satisfied/satisfied
 Note: Drivers are listed in order of influence

Recommendation

Having the opportunity to put forward their point of view was identified as a driver of satisfaction with the conference process amongst all segments. Currently, Agents were statistically more likely than Workers and Employers to be satisfied with this aspect of conference (94% T2B). Amongst clients who believed the Conciliation process was not valuable, the main reason related to not having a voice during the conciliation process, therefore ensuring all parties have the opportunity to have their say will be important in improving overall satisfaction with the conference process amongst Workers and Employers.

5.6 Post-conference

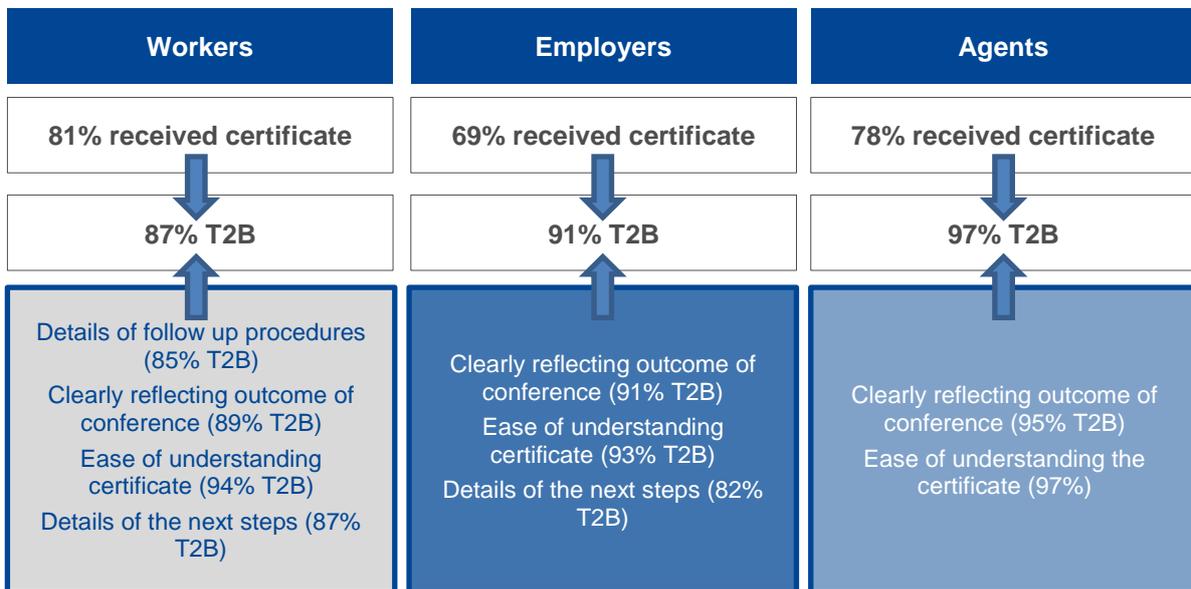
Outcome certificate

An increase in satisfaction with the outcome certificate amongst Workers this year has driven high satisfaction overall

Both Agents and Employers were statistically less likely to recall receiving an outcome certificate compared to the results recorded for 2013/14, with Workers the most likely to recall receiving the certificate.

Satisfaction with the certificate was high overall, particularly amongst Agents and it is positive to note that all elements of the certificate improved over the past year amongst Workers. The certificate clearly reflecting the outcome of the conference and ease of understanding the certificate were identified as drivers of satisfaction with the certificate overall amongst all clients:

Drivers of satisfaction with the outcome certificate



T2B = %very satisfied/satisfied

Note: Drivers are listed in order of influence

Recommendation

In the past, results from the qualitative research illustrated how important follow-up regarding the outcome of the process is. The results from 2014/15 also support this, with satisfaction with the service received and perceptions of value impacted positively by receipt of an outcome certificate – particularly amongst Employers. Satisfaction with the outcome certificate also impacted on overall satisfaction with service and perceptions of value, with those very satisfied or satisfied with the outcome certificate more likely to be satisfied overall.

Therefore, given the significance of the outcome certificate it will be important to ensure that all parties receive a copy of the certificate which clearly reflects the outcome, or ensure that all parties have another way of following up the outcome of conciliation.

Satisfaction with the outcome of the conciliation process

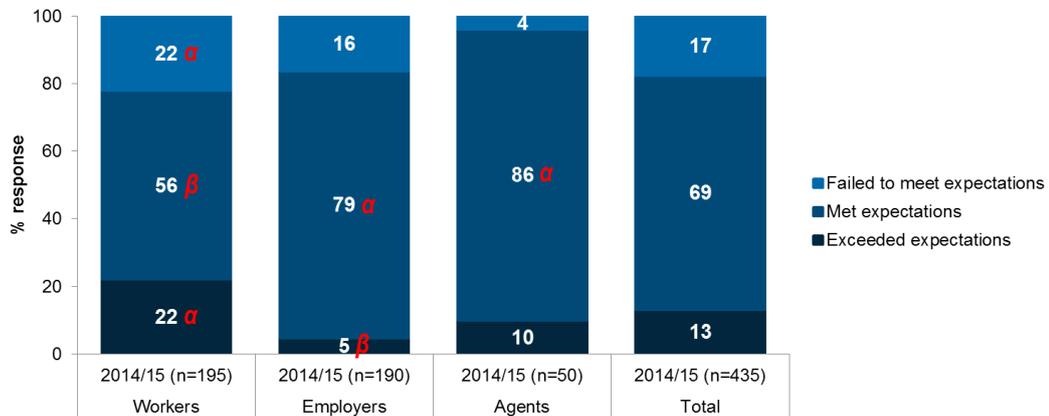
Satisfaction with the outcome of the conciliation process was relatively unchanged from last year, with Agents statistically more likely to be satisfied (92% T2B) than Workers or Employers. Only two-thirds of Workers (65%) and Employers (63%) were satisfied or very satisfied with the outcome.

Workers who were dissatisfied with the outcome were asked why they were dissatisfied. The top three reasons for dissatisfaction included 'didn't get the outcome I wanted/didn't go in my favour/what I felt entitled to', 'other party/employer/insurer refused responsibility/not willing to negotiate' and 'because I have to go to court.'

Despite this low level of satisfaction with the outcome amongst Workers and Employers, both segments generally felt their expectations had been met or exceeded (78% of Workers, 84% of Employers), suggesting that clients take into account all aspects of the conciliation process and not just the outcome.

Reflecting the results recorded last year, Workers were least likely overall to feel their expectations had been met or exceeded. Whilst overall 74% had their expectations met or exceeded, it is positive to note that an increase was recorded in the number of Workers having their expectations exceeded (22%, up from 16% in 2013/14).

Impact of conciliation on expectations

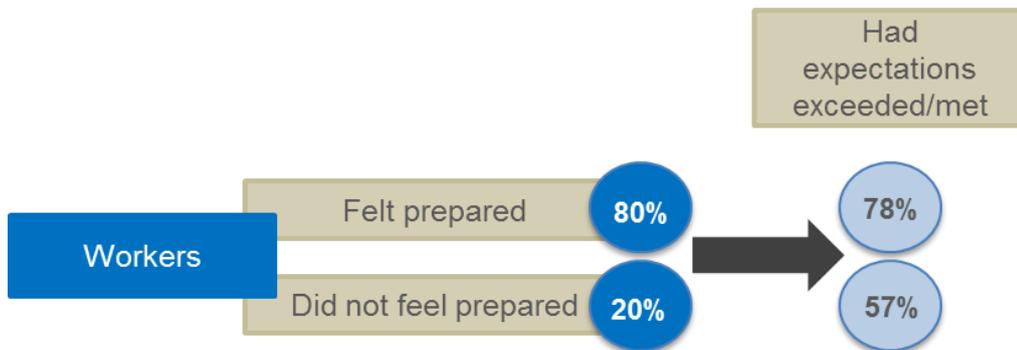


(% α reflects a statistically significantly higher result than other segments)

(% β reflects a statistically significantly lower result than other segments)

Workers who felt prepared prior to conference were significantly more likely to have their expectations met or exceeded in the conciliation process compared to those who did not feel prepared (78% vs. 57%), again reiterating the importance of the quality and content of pre-conference material and contact in helping participants form realistic expectations of the process.

Impact of preparedness on expectations being met or exceeded



6. Recommendations

- ❑ With Employer attendance low and attendance at conferences directly impacting on perceptions of service, consider strategies to engage with Employers early on in the process to encourage attendance. Communication that effectively demonstrates the value of attendance, ie giving the Employer an opportunity to put forward their point of view (identified as a driver of satisfaction with the conference process) could assist in building attendance levels amongst this group.
- ❑ It will be important for ACCS to make it clear to all participant groups early on in the process about what the overall purpose of the conciliation process is, affording them the opportunity to develop realistic expectations of the process and likely outcomes.
- ❑ Consider investigating Workers' perceptions of 'usefulness' of the pre-communication materials (brochure and DVD) as this is a driver of overall satisfaction with the brochure and DVD and is currently receiving lower satisfaction results than other aspects.
- ❑ Similarly to the 'going to conference' brochure and DVD, further investigation into what clients consider to be 'useful' and relevant information could assist to improve satisfaction with these elements and in turn boost overall satisfaction with the pre-conference communication. This is particularly important amongst Employers, where only two-thirds were satisfied with the usefulness of the information to prepare them for conference.
- ❑ The results suggest that the website is a key source of information and plays an important role in helping participants form expectations about the conciliation process. This is particularly the case amongst Employers, where only two-thirds found the pre-communication from ACCS to be useful in preparing them for conference, driving Employers to possibly look for further information elsewhere (such as through the website). Currently the website is meeting the needs of Workers, however once again further investigation into the type of information that Employers are looking for prior to conference could assist in providing more useful, relevant information on the website and in the documentation provided by ACCS prior to conference, therefore improving satisfaction with pre-conference communication amongst this segment. ACCS needs to address the low satisfaction amongst Employers, whilst ensuring that the information is kept up to date for Workers.
- ❑ Having the opportunity to put forward their point of view was identified as a driver of satisfaction with the conference process amongst all segments. Currently, Agents were statistically more likely than Workers and Employers to be satisfied with this aspect of conference (94% T2B). Amongst clients who believed the Conciliation process was not valuable, the main reason related to not having a voice during the conciliation process so ensuring all parties have the opportunity to have their say will be important in improving overall satisfaction with the conference process amongst Workers and Employers.
- ❑ In the past, results from the qualitative research illustrated how important follow-up regarding the outcome of the process is. The results from 2014/15 also support this, with satisfaction with the service received and perceptions of value impacted positively by receipt of an outcome certificate – particularly amongst Employers. Satisfaction with the outcome certificate also impacted on overall satisfaction with service and perceptions of value, with those very satisfied or satisfied with the outcome certificate more likely to be satisfied overall. Therefore, given the significance of the outcome certificate it will be important to ensure that all parties receive a copy of the certificate which clearly reflects the outcome, or ensure that all parties have another way of following up the outcome of conciliation.